

Customer Voice Strategy

April 2024 – March 2027

Contents

- 1. Introduction & Overview**
- 2. Strategic Context**
- 3. Delivering the Strategy**
 - 3.1 Communication**
 - 3.2 Relationships**
 - 3.3 Action**
 - 3.4 Insight**
- 4. The Customer Voice Model**
- 5. Monitoring, Review & Evaluation**
- 6. Related Documents**
- 7. Version History**
- 8. Appendices**

1. Introduction & Overview

- 1.1 Mosscaire St Vincent's Housing Group (MSV) is committed to ensuring customer voice is at the heart of our operating model and is actively driving decisions across the business in relation to services that impact on customers.
- 1.2 The Strategy focusses on embedding a culture of listening to our customers and acting upon their feedback, amplifying the customer voice within MSV wherever possible, and ensuring that their influence leads to positive improvements in service delivery.
- 1.3 Co-designing and producing MSV's services alongside customers, is aligned to MSV's values and enables us to demonstrate how we have involved them in business decisions in respect of service delivery that impacts on them. This is also aligned to the expectations of the Transparency, Accountability, and Influence Standard as set out in the Social Housing Act 2023 as well as the wider regulatory environment.
- 1.4 Our corporate strategy 'The MSV Way' priorities 3 strategic priorities - People, Performance, and Place. Our commitment to customer influence aligns with all of our values, our vision of Places where everyone can flourish and our promise in respect of Healthy Homes and Fair and Friendly Services. This is shown below.



- 1.5 The Customer Voice Strategy 2024 - 2027 builds upon and will replace the existing Customer Engagement Strategy. It underpins our continued and enhanced commitment to co-regulation by involving customers at every level of the organisation, in a way that suits them.
- 1.6 As well as building upon the work undertaken to date the strategy also recognises the step change that is needed in respect of how customer insight needs to drive the business in line with new regulatory requirements. It is complementary but not to be confused with the data and insight strategy that is currently under development.
- 1.7 Over the past 3 years we have developed a strong network of customers who are prepared to be involved with MSV on a more formal basis and work with us to help shape our services. We have diverse representation of customers from a wide range of demographics.
- 1.8 **Key achievements to date in respect of Customer Voice activity include:**
 - Creating a new Customer Voice Network with over 400 members.
 - Developed a new Scrutiny Group now linked to the governance structure, effectively reporting into the Customer and Communities Committee.
 - Launched the Nibbles and Natter initiative, giving customers an opportunity to speak to our senior leaders across all areas of operation, have their issues dealt with and receive feedback with queries and outcomes published. 12 events held in last 2 years with over 400 customers in attendance.
 - Reinvigorated our work with resident groups, developed 'Health Checks' which are completed annually, along with a grant to assist with running costs of the group.
 - The Customer Voice Toolkit has been launched to support colleagues with a consistent framework for ensuring the customer voice is captured in their operational activities.
 - Introduction of the CX feedback system, which will facilitate a centralised approach to consultation, allowing us to accurately capture and process customer data on feedback received.
 - Set up 4 new Customer Drop-ins across MSV communities via our hubs, allowing customers to access colleagues from across the organisation.
 - Delivered a wide range of consultations, focus sessions and workshops directly to customers across a range of topics. (Consumer Standards, TSMs and review of the MSV Way.)
 - Developed strong links with Rainbow Roofs, LGBTQ+ group, MSV customers represented and members of the group ensuring a strong Equality, Diversity and Inclusion (EDI) focus.
 - Creation of new Customer Champion roles who will act as 'eyes and ears' in our neighbourhoods linked to the neighbourhood strategy and offer.
 - Empowered customers to lead community initiatives and hubs within their own neighbourhoods.
 - Successful recruitment of 4 MSV customers to join the Customer and Communities Committee from a wide range of areas and demographics.
 - Engagement of TPAS to support development of strategy and the co-production work with customers - engaged with over 200 customers in developing this strategy, over 75% of which were previously 'unheard' voices.

- 1.9 Using the strategy and the previous achievements as a foundation, we will listen to customers, expand the channels of meaningful influence and focus on embedding customer voice throughout the business as well as focussing on improving data and insight, particularly connecting with 'silent voices.' We will use a range of channels to achieve this including informal feedback and issues raised via social media.

1.10 **Strategic Links to Value for Money and Risk**

Each of the objectives within the corporate plan and associated strategies are supported by a medium term financial business plan and inter-dependencies between core strategies and corporate cross cutting strategies. This is further supported by a link to the strategic risk framework and MSV's approach to achieving value for money.

MSV measures itself against the Value for Money Metrics set out by the Regulator of Social Housing. Also, in line with the MSV Value for Money strategy, each strategy and business function has targets to make best use of social housing assets and resources available. Regular reporting will be presented to the Board on value for money in delivering this strategy, tested through customer voice, impact and influence, achievement of budgets, appropriate procurement and continuous performance improvement.

This strategy is also aligned with the Strategic Risk framework, setting out how it will be delivered and progress measured, ensuring risk mitigations are in place. This strategy is linked with key aspects of the current strategic risk register, which will be identified within each risk and strategy update report in this area, with triggers in place to signal any risk of non-delivery.

2. **Strategic Context**

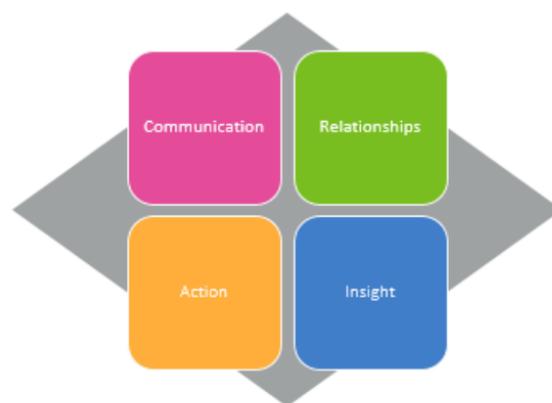
- 2.1 This strategy will support MSV to meet the requirements set out in new regulatory requirements in respect of consumer standards, specifically in respect of the transparency, accountability and influence standard by ensuring that customers voices are heard, acted upon, and actively influence the services they receive.
- 2.2 The Regulator of Social Housing (RSH) has new responsibilities and powers, with a focus on proactive consumer regulation, with the introduction of Tenant Satisfaction Measures and inspections to assist in monitoring how we are meeting the Regulatory Consumer Standards.
- 2.3 The specific TSM measure that will capture whether we are delivering against this strategy is:

TP06 – 'Satisfaction that the landlord listens to tenants' views and acts upon them'

- 2.4 Specific expectations within the Transparency, Influence and Accountability Consumer Standard and are therefore integral to this strategy includes:
- Giving tenants a wide range of meaningful opportunities to scrutinise and influence their landlords' strategies, policies, and services.
 - Registered providers must take tenants' views into account in their decision making about how landlord services are delivered.
 - Provide accessible support that meets the diverse needs of tenants so they can engage with the opportunities.
 - Registered providers, working with tenants, must regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement.
- 2.5 The Better Social Housing Review published in 2023 recommends that registered providers should work with all tenants to ensure that they have a voice and are able to influence at every level of the organisation, through both voluntary and paid roles.
- 2.6 The Building Safety Act 2022 sets out new obligations to implement an involvement strategy that allows tenants to have a say in decisions regarding safety risks in their buildings, regulated by the Health and Safety Executive.

3. Delivering the Strategy – Themes and Objectives

- 3.1 The four key themes identified and agreed by customers as part of the co-production exercise including the priority areas that the strategy aims to address are as follows and we have developed a number of actions under each of the strategic priorities.



3.2 Theme 1 – Communication Objectives

- 3.2.1 Clearly communicate service standards so residents know what levels of service to expect and what they should do if the standards are not met.
- 3.2.2 Promote the range of influencing opportunities so that residents know how they can get involved in a way that suits their preferences. This will include succession for Board and Customer Committee.

- 3.2.3 Ensure that residents have demonstrable evidence that their voice has been heard, including when MSV is unable to provide what is being asked for.
- 3.2.4 Review and develop the ways in which MSV communicates with residents to include:
- Reviewing how data is captured and kept up to date on residents' communication needs and preference.
 - How communications (content and channels) are adapted and used according to those needs.
 - Focus on providing information that is relevant to residents' circumstances, homes, and neighbourhoods.
 - Ensure that any factors that may limit customer's ability to access services and ensure their voices are heard are fully taken into account.

3.3 Theme 2 - Relationships Objectives

- 3.3.1 Develop clear 'who's who' directories and include in the wider communications plans for neighbourhoods to ensure that residents know who they can contact across key services and who is responsible for what.
- 3.3.2 Continue to build opportunities for staff to engage with residents in communities, enabling face to face conversations, local contact and promoting options widely to customers.
- 3.3.3 Ensure that policy and service development activity (including processes) across MSV customer facing services build in the customer experience focusing on providing proactive information/feedback.
- 3.3.4 Build 'customer voice and influence' values and approaches into recruitment and retention activity to ensure staff understand the importance of positive relationships with residents and are equipped to interact positively with residents, actively listening and being honest and open at all times.
- 3.3.5 Ensure there are clear pathways for increasing the type and level of involvement dependent on customer aspirations and skills. Included within this, as noted above will be a clear plan for succession planning for future Board and Committee members with a particular focus on attracting younger customers and customers from different backgrounds.

3.4 Theme 3 – Action Objectives

- 3.4.1 Ensure that staff are held accountable for their areas of responsibility by setting SMART (specific, measurable, achievable, realistic, timed) targets that include targets around customer voice and influence and how it can be evidenced as a key driver for the organisation and its employees.
- 3.4.2 Ensure that working practices embed a culture of trust, accountability and respect between customers and all parts of MSV. The aim is that the culture at MSV will naturally influence the "resident-landlord" relationship in a positive way. This is integral to both the spirit of consumer regulation and the Better Social Housing Review.
- 3.4.3 Ensure that performance information is readily available and communicated to residents as part of the wider communications plan, including action taken to address issues e.g. learning from complaints, You Said, We Did and the outcomes of scrutiny reviews and recommendations.

3.5 Theme 4 - Insight Objectives

- 3.5.1 Develop an internal communications plan to ensure that all staff are clear about what is meant by customer voice and influence, how this is achieved and what their responsibilities are.
- 3.5.2 Develop a customer voice model to demonstrate all the ways in which residents can engage and have their voices heard.
- 3.5.3 Ensure that both vocalised and non-vocalised influence and insight is tracked, acted upon and shared.
- 3.5.4 Ensure there is a clear route for insight to be fed into the business at the different levels of the involvement model, including for the customer voice to be heard and for that insight to inform the Board and Committees decisions.
- 3.5.5 Continue to develop systems and processes that enable the collection and sharing of information and data across MSV, so that all teams can adapt and improve with a good understanding of residents' views and experiences.
- 3.5.6 Proactively use data and insight as a mechanism to capture silent voices as far as possible alongside the proactive influencing opportunities.
- 3.5.7 Build customer influence into staff induction and training programmes and utilise these opportunities to enable staff across the organisation to build relationships and work together to find solutions and improve services to customers.

4. The Customer Voice Model

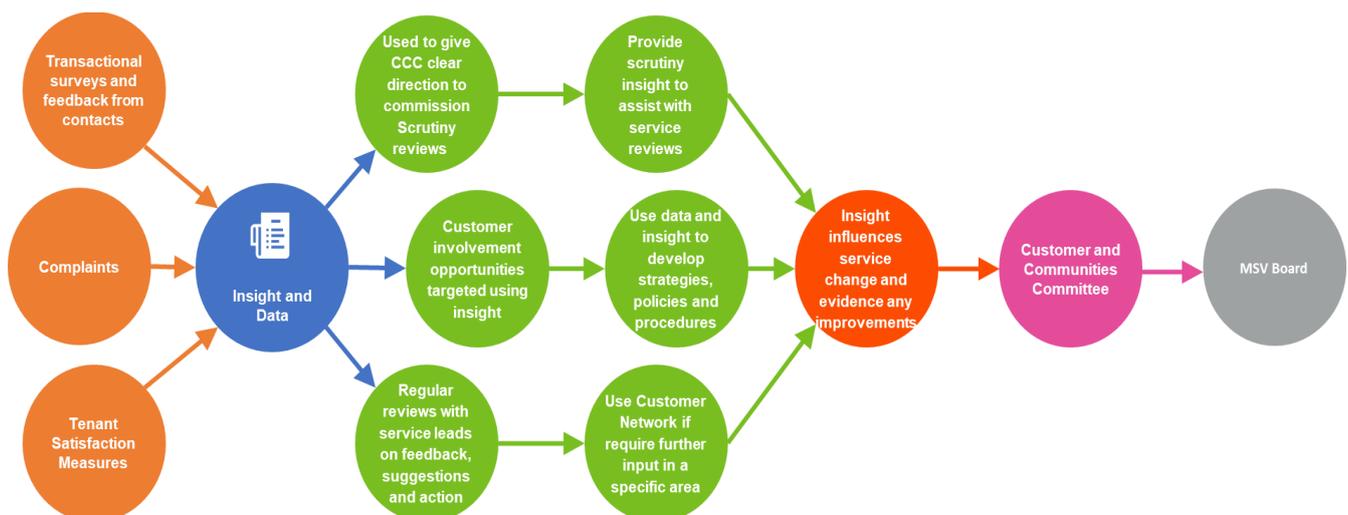
- 4.1 The new model includes a flexible approach to how we involve customers and offers opportunities to shape and influence the services they receive. This has been developed in conjunction with TPAS using their pyramid model and is shown below.



- 4.2 The research and consultation with customers explicitly emphasised the value in using data to hear the resident voice including the non-vocalised or silent voices, in designing, delivering, and measuring services. We will do this in a number of ways:
- 4.3 **Customer Insight (quantitative):** to measure performance, improve services and build insight, using feedback from various touchpoints. We will analyse the real time

feedback from transactional surveys, complaints, and performance data from Tenant Satisfaction Measures. Insight will be used in designing, delivering, and measuring services.

- 4.4 **Customer Influence (qualitative):** An opportunity for all customers to join our inclusive Customer Voice Network and get involved in a way that suits them. Customers will collaborate and co-design our strategies, policies, and services, join the formal scrutiny function, become a Customer Champion, or simply complete surveys online. Customer Champions will form smaller networks collaborating with key areas across the business (Building Safety, Neighbourhoods, Repairs etc) on services that they are most impacted by.
- 4.5 The Customer Voice model has been designed to ensure data and insight runs through every level and feeds directly into both the Customer and Communities Committee (CCC), and Board. We will work closely with service area leads to analyse data and insight, actioning any immediate changes to the operational delivery of services that benefit customers.
- 4.6 Insight will also be used to influence our customer voice initiatives and activities, ensuring that we are focusing on the right areas and are being proactive to improve the customer journey. Reporting systems will be developed to track any customer satisfaction improvements, which have been influenced by data and insight and reported directly to Board and CCC.
- 4.7 Connecting insight through the different levels of 'involvement' is recognised as a significant organisational challenge but the following schematic demonstrated the link between granular insight and how that will be driven through the various structures within the model and ultimately find its way to the Board.



5. Monitoring, Review & Evaluation

- 5.1 The Executive Director of Customers is the owner of the strategy and responsible for the implementation and ongoing monitoring of progress against objectives, supported by the Head of Customer Voice and Influence and their operational teams.
- 5.2 Quarterly impact assessments that consider customer voice will be reported to the Customer and Communities Committee and Board, with a greater emphasis on how customer voice and influence is driving the operational side of our business.
- 5.3 In terms of reporting whether the delivery of the strategy is effective, this will also be reported to the Customer Committee quarterly and Customer Voice activity and programmes also reported to the Board at each meeting.
- 5.4 The main Board are the custodians of and will maintain oversight of this strategy but there will also be significant responsibility at the Customer Committee in line with the Scheme of Delegation and terms of reference for Customer Committee. This will need to be determined as part of the co-production work with the new Committee.
- 5.5 You Said, We Did will be used as a way to communicate progress positively with customers so that their influence can be clearly demonstrated. This will be updated monthly to capture and evidence customer influence, published on the website and also in other tailored communications to customers.
- 5.6 **Measures of Success:**

To monitor the successful delivery of the strategy we will track performance across the following metrics:

 - TP06 'Satisfaction that the landlord listens to tenants' views and acts upon them'.
 - TP07 'Satisfaction that the landlord keeps tenants informed about things that matter to them.'
 - TP08 'Agreement that the landlord treats tenants fairly and with respect'.
 - TP09 'Satisfaction with the landlord's approach to handling complaints'.
 - Increased satisfaction across TSMs including overall satisfaction and satisfaction with contribution to the neighbourhood.
 - Increased number of customers involved.
 - Achieving compliance with Regulatory Standards in respect of Transparency, Accountability, and Influence including a higher level C (Consumer) rating.
 - Improvements in VFM metrics as a result on focussing on activities that deliver impact to customers on issues that matter to them.

6. Related Documents

- 6.1 Corporate Plan; MSV Way
- 6.2 Neighbourhood Strategy & Offer
- 6.3 Customer Experience Strategy

Together with Tenants Charter,
Better Social Housing Review
#Social Housing Act 2023 (Consumer Standards)

7. Version History

Version	Date	Description/Summary	Status	Author
V1.0	13/03/24	First draft	Draft	HCVI
V2.0	03/04/24	Revised Board Version	Draft	EDC
V3.0	11/04/24	Following Board Feedback	Final	EDC

8. Appendices

Appendix 1 Equality Impact Assessment

Appendix 2 Customer Voice Strategy Action Plan

Appendix 1 Equality Impact Assessment (EIA)

Name of Strategy	Customer Voice	
Date of Assessment	13/03/2024	
Name & Role of Assessors	Stephanie Williams Head of Customer Voice and Influence	
What are the desired outcomes of the policy?	<ul style="list-style-type: none"> - Embed Customer Voice at every level of MSV's operating model. - Meet regulatory requirements in respect of consumer standards. - Create a customer voice model to enable customers to truly drive and influence MSV services. 	
Who are the main stakeholders in relation to the function?	Customers Colleagues Partners	
Who will be consulted and what types of consultation will be carried out?	Strategy co-designed with customers both involved and uninvolved. Colleagues via focus sessions with TPAS	
Summarise any evidence considered	Full strategy co-designed, led by customer and colleague feedback. Feedback used to carry out EIA.	
Could the function have a differential impact on:	Yes / No	What evidence exists to support your analysis?
Race Consider language and cultural factors	Yes	Feedback from customers - to improve the language used, adapting for needs and different languages. Using simple language and easy to read documents.

Gender reassignment Consider people proposing to or have undergone a process of having their sex reassigned.	No	MSV's customer voice network is open to all. Members of Rainbow Roofs LGBTQ+ with MSV customers represented on this panel. Good representation within current customer network, no differential impact.
Disability Consider physical, visual, aural impairment, mental, learning difficulties	Yes	Disability has been identified through consultation as an area we need to strengthen to ensure all customers are able to get involved and have their voices heard. Adaptions are offered to customers, and we accommodate. However, support for those with a hearing or visual impairment has been identified as an area we could improve.
Age Consider Elderly or young people	No	MSV's Customer Voice Network is open to all, we adapt services and delivery to needs of customers. Including face to face / virtual. Training is available for all customers if required. We have a number of younger customers on our Customer Voice network.
Sexuality Either know or perceived	No	MSV's customer voice network is open to all. Members of Rainbow Roofs LGBTQ+ with MSV customers represented on this panel. Information shared regularly with customers.
Gender	No	Open to all customers, regardless of gender. No impact. Good gender mix representation on current network. No adverse impact identified through consultation by customers.
Religion or belief Consider religious or cultural observance including non-belief, practices of worship	No	Meetings times, dates will be planned considering different cultural holidays and commitments. Review annually and listen to feedback from customers.
Other protected or vulnerable characteristics: <ul style="list-style-type: none"> • marriage or civil partnerships • pregnancy or maternity? 	No	No impact, range of ways to get involved with MSV to meet the needs of the customer. Vulnerability also to be considered as a potential barrier to accessing opportunities.
If the answer is NO to <u>all</u> questions and no differential treatment has been found there is no requirement for a full Equality Impact Assessment. Please go back regularly and review the cycle. If the answer is YES to any of the questions please complete the rest of the form.		
In what areas could the differential identified be considered to have an adverse impact in this function and what solutions will be introduced to overcome these adverse impacts?	Customers with language barriers, or those living with a disability may not be able to actively take part in all involvement channels, voices go unheard and unable to influence MSV services that they receive.	
In what areas could the differential identified be considered a positive impact in this function and what strategies will be introduced to safeguard and spread these positive impacts?	We need to strengthen the contracts with BSL and install systems on site (LOOP) to enable those with hearing impairments to participate. Making better use of resources available (language line) and building a network of community translators to ensure all voices can be heard regardless of the channel of engagement.	

Which Action Plans have these solutions/strategies been transferred into?	Customer Voice Strategy action plan. Other parts of the organisation are also working on solutions (text contact, Loop systems, BSL, interpreters) as part of the wider access to services considerations.
Who will be responsible for monitoring these Action Plans?	Head of Customer Voice and Influence

Ratified by: Committee/ Board / Delegated Approval
(Highlight as appropriate)

Date: 10/04/24

Appendix 2 - Customer Voice Strategy Action Plan – (V01 13 Match 2024- Year One Delivery)

No.	Objective	Lead	Actions	Timescale	Update	Status
1	Clearly communicate service standards so residents know what levels of service to expect and what they should do if the standards are not met.	HC HCVI	<ol style="list-style-type: none"> 1.Standards published in newsletters, social media and website 2.Report on compliance of SS 3.Update involvement handbook with SS 4. Analysing transactional & qualitative insights & data in relation to SS 5.Supporting other formal opportunities to listen (e.g. Community champions) 	April 2024	SS on website Share with involved customer network and part of the CN handbook	Website – completed Handbook under review- July 24
2	Promote the range of influencing opportunities so that residents know how they can get involved.	HCVI	<ol style="list-style-type: none"> 1.Update all comms channels with new model opportunities. 2.Update customer handbook 3.Update TARA handbook 4.New comms marketing in line with new framework/model internal and external 	September 24	Confirming model, updating TOR and role profiles	
3	Ensure that residents have evidence that their voice has been heard, including when MSV is unable to provide what is being asked for.	HCVI	<ol style="list-style-type: none"> 1.You Said, We Did 2.Create reporting icon for colleagues via the heart. 3.Ensure initiatives presented to Customer Committee/ Board 	April 2024	YSWS live on website	Complete Ongoing – new link on the heart

			<p>show how the resident voice has been heard</p> <p>4. Commissioning, designing & analysing resident feedback & consultation exercises</p> <p>5. Review silent voices and insight available and this is being reported</p>			
4	<p>Review and develop the ways in which MSV communicates with residents to include:</p> <ul style="list-style-type: none"> • Reviewing how data is captured and kept up to date on residents' communication needs and preference. • How communications (content and channels) are adapted and used according to those needs. • Focus on providing information that is relevant to residents' circumstances, homes and neighbourhoods. 	<p>HCVI</p> <p>HC</p>	<p>1. Creation of neighbourhood or scheme newsletters (LL) template created and shared with Scheme managers</p> <p>2. Create neighbourhood template</p> <p>3. Review underway – language line, tools for translators, BSL, text services</p> <p>4. Communicating / giving feedback in plain English and in a range of languages and other formats as needed</p>	July 24	Template created for newsletters	Work underway
5	<p>Develop clear 'who's who' directories and include in the wider communications plan to ensure that residents know who they can contact across key services and who is responsible for these. Include in this, information about the</p>	HCVI	<p>1. Update TARA handbook to include directory</p> <p>Update CV handbook with details</p> <p>2. SH – website</p> <p>3. Newsletters – include regular updates and changes</p>	September 24		In progress

	diversity of MSV's workforce and how MSV works to ensure it reflects the communities it serves.		4. Involvement handbook – update 5. Changes to neighbourhoods and the way they update changes in NO's completed			
6	Continue to build opportunities for staff to engage with residents in communities, enabling face to face conversations and promote these to customers.	HCVI	1. Develop annual plan for N&N 2. Drop in sessions across communities – focus on North 3. Participating in estate inspections or other local-based activities 4. Review EDI representation to target specific areas for new activity	April 2024 March 2024		Work started Completed 3 new sessions launched
7	Ensure that processes across key MSV services build in the customer journey focusing on providing proactive information/feedback.	HCVI	1. Review of service delivery using data and insight 2. Raise with colleagues and managers if there are issues that affect positive relationships and suggest improvements. 3. Continue to develop scrutiny function 4. Plan regular meetings with service leads to discuss D&I	June 2024		In progress
8	Build values into recruitment and retention programmes to ensure staff understand the importance of positive relationships with residents and are equipped to interact	HVCI / ADPT	1. Discussion with P&T amend interview questions, essential criteria in role profiles for all staff 2. Training for colleagues	October 24		In progress

	positively with residents, actively listening and being honest and open.					
9	Ensure that staff are held accountable for their areas of responsibility by setting SMART (specific, measurable, achievable, realistic, timed) targets that include targets around resident engagement and influence. This should apply to a wide range of staff, not just those traditionally seen as “responsible” for resident engagement.	HCVI / ADPT	1.Discussion with P&T how this can be included in CC quarterly. 2.Training requirements for both managers and officers	May 2024		In progress
10	Ensure that working practices embed a culture of trust, accountability and respect between different teams and departments. The culture at MSV will naturally influence the “resident-landlord” relationship.	HVCI	1.Attend all team meetings to embed CV strategy 2.Launch staff toolkit 3.Develop customer training 4.Develop elearning module	Start Jan 24	Colleague CV discovery session Internal video completed and shared	In progress
11	Ensure that performance information is readily available and communicated to residents as part of the wider communications plan, including action taken to address issues e.g. learning from complaints.	HC	1.Form part of you said we did 2.Wider comms plan in place for TSMs with SH	March 24	Action plan completed SH	Completed
12	Develop an internal communications plan to ensure that all staff are clear about what is meant by resident	HCVI	1.Plan in place and launched in Jan 24 2.Create new comms	Launch Jan 24		In progress

	influence, how this is achieved and what their responsibilities are.		Q&A 3.Staff CV working group			
13	Develop the engagement framework to demonstrate all the ways in which residents can engage and be heard. For example, reporting a repair, making a suggestion or a complaint, right through to completing a targeted survey or sitting on a formal body and communicate this across MSV. Ensure that both vocalised and non-vocalised influence is tracked, acted upon and shared.	HCVI	1.New model created and will be launched in April 2.Varied ways to get involved 3.Focus on data and insight 4. Routinely analysing outcomes of resident influence to understand impact & build this approach into process 5. Ensure regularly reviewing insight	March 25		Year one delivery
14	Continue to develop systems and processes that enable the collection and sharing of information and data across MSV, so that all teams can adapt and improve with a good understanding of residents' views and experiences (being pro-active and using data and insight as far as possible alongside the pro-active influencing opportunities).	HCVI	1.T&F internal group set up 2.Implement systems to streamline and improve resident influence – CX feedback 3.Simplified systems for tracking and reporting on resident influence e.g., IT systems 4. Regularly review the way we capture silent voices, ensuring these views are captured	March 25		Year One Delivery
15	Build resident influence into staff induction and training programmes and utilise these opportunities to enable staff across the organisation to build relationships and work	HCVI	1.TPAS train the trainer planned for May 2024 2.Creation of TPAS/MSV video 3.Discussions with P&T inductions and training schedule	May 2024		Underway with TPAS

	together to find solutions and improve service					
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