

Customer Voice Framework



Our Customer Experience Strategy sets out our approach to hear the customers' voice -

- accessible, relevant, regular customer insight at all levels, to inform, improve and deliver more impact
- we hear from everyone. Not just those we directly support. The families. The neighbours. Advocates. Partners.
- we give choice on how to engage - our model is simple and ensures people can access what they want, when they want - with no pressure to give more than they feel able.



focus on your voice

OUR FRAMEWORK FOR HEARING OUR CUSTOMERS' VOICE

Risk appetite - Hungry 16-25

We are fully committed to hearing the 'customers voice' via our Focus on Your Voice approach. We offer a range of engagement opportunities to support co-design of service provision and enable active monitoring and scrutiny. We will encourage customers to be more engaged in our governance.

Who

All customers.

Tenants. Students. Learners. Participants. Community residents.

HOW



Face to face

We know the value of good conversation. That's why face to face engagement and insight is essential to our model and include our support hub network to ensure accessible reach by our total customer base.



Digital platform

We want to be accessible to all - and ensure we give opportunity to hear from every one of our 30,000 customers, and our wider communities we work in. Our Your Voice digital platform provides a 24/7 route for customers to engage, feedback, and scrutinise on matters of their choosing.



Telephone

We hear the customer voice through routine contact which can provide us with actionable insight. We use telephone to gather more narrative and ideas. But this is always aligned to customers choice of communication method.



Third line assurance

Independent telephone and face to face engagement by funders, third parties and customers themselves ensures we gain independent assurance on what our customers think, want and need.

ENGAGEMENT & INSIGHT

Customer and community engagement is integral to directly understand more about our services and needs. We deliver this in lots of ways, and ensure its an active part of every-day. But the magic of our framework is that our customers span so many areas, and our engagement is delivered in so many ways, that we can truly hear a representative voice of where we work - and not a narrow lens of just a small few.

T

TIER 1

- Regular
- Informal
- As required
- Volume



Community cafés

More than a café, these support hubs are spaces designed to get to know the community, the needs, and the challenges. And through conversation, find out what we can do more of, and respond to this.



Engagement days

Days targeted based on demographics and need. Ranging from family days, clearance days, give back community days, green weeks.



Feedback

- wider feedback shared from customers experiences with us
- complaints and compliments
- tenant feedback through day to day engagement
- polls and surveys to gather specific questions feedback and answers

A

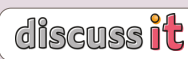
TIER 2

- Structured
- Targeted
- Measured
- Proportionate
- Scheduled
- Formal



Community engagement projects

Each year we identify core places that our insight and data has told us we could find out more. Through triangulating data, feedback and needs analysis, we then target a place-based approach to engage the community, find out what really matters, and use this insight to develop our services.



Focus groups

Our wider discussion based activities delivered virtually, digitally, and face to face on specific topics to find out more about what we can do.



live well

We use our specialist groups to gather in-depth insight with their lens of vulnerability or specialist characteristic. For example our autism groups give feedback on how processes and services work for their needs.



Talk it

To gather thematic feedback on ideas, design and thoughts that link through to research being carried out.

H

W

TIER 3

- Independent
- Structured
- Longer-term
- Research methodology
- Outcome-based



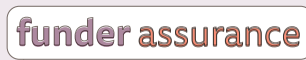
Acuity satisfaction surveys

Independently ran each quarter to gather perception feedback, analysis and improvement points for our service. This also measures our tenant satisfaction measures alongside our metrics for our community investment customers.



Acuity insight questions

Independently ran each quarter by our third party specialists across every customer base to gather strategic insight to inform policy service or strategy change. This ensures proportionate views to represent our customer base on key strategic issues and changes we may be looking to explore and gathers quantitative feedback to drive change.



Funder Assurance

Independently commissioned or carried out research with our customer groups to gather insight, views, feedback and improvements for our services. These include grant funder, commissioners, partners, Ofsted and other regulator bodies. Thematic focus to gather in-depth knowledge on how we can continue to improve and what impact we really have.

SCRUTINY & CO-DESIGN

We flexibly use our scrutiny and co-design framework as needs arise and ensure everything we design, deliver and define has a customer lens. We have levels of ways we get customers to then scrutinise what we do, and help us design where we go next. All these are used flexibly dependant on the project, and ensure we don't just listen, but also ensure customers hold us to account and drive our future.



Policy and strategy reviews

Targeted scrutiny on policies, procedures and strategies that matter to our customer base.



Bid insight group

As part of every project we design, we gather insight to ensure what we plan to deliver will add value to customers. This is proportionate to the value, but is gathered, scrutinised and input from relevant customer feedback, insight and data.



Participation and engagement group

Ran as part of our strategic research project, Campus for future living, this group informs and scrutinises services on behalf of the community for us, the local authorities and the wider membership across health, housing, education and VCS.



Improvement and Customer Focus Scrutiny groups

Dependant on insight gathered through our framework, we use improvement groups to help us scrutinise, identify changes in process, services and what we deliver. These are focused pieces of work, bringing together customers as critical friends to review, scrutinise, and support change. The areas are focused and defined with the customer journey in mind and have an intentional scrutiny lens that ensures we are constantly checking and challenging what we do for the benefit of customers.



Student council and student assistants

Appointed roles from within those customers we work with who meet regularly to give feedback on behalf of their peers. Annually these represent their areas to feedback to ensure we know what is important, what is working well, and what we need to improve. They also ensure they give us critical feedback to inform our future plans - including our curriculum planning and how we deliver this.



Co-design groups

Our IDEAs labs drive ideas through Innovation and Design for Enterprise and Action - to make wholesale change happen together. They are focused on themes we want to tackle. We bring together customers, partners from across sectors, and researchers to co design together new solutions that we take through to either policy change, funding to deliver, or scalable new services.



Research institutes

We work with universities and wider research institutes and think tanks to have independent insight and scrutiny on our services and what we can do to support people more.



End to end customer production - **new for 2026**

Our customers lead our stamp of approval approach. This new initiative for 2026 has been designed by customers to ensure we identify strategic customer-relevant projects that it is integral they lead. The approach ensures customers are involved every step of the way. And as part of this customers verify the solutions at the end too. Projects are agreed with customers, and they agree what good looks like, what really matters and that what we have designed works. This will always be projects that are looking forward - and will link into new work, new services or shape a whole new way of delivering our service models.

OVERSIGHT

Each cycle - committees

- performance reports (operations and enterprise)
- Member resp. for complaints report (operations)
- acuity insight (enterprise)
- TSM report (operations)
- stamp of approval (enterprise)

* subject to change in committee focus

Annual - committees

- SAR report (enterprise)
- TSM annual report
- quality report (enterprise)
- Impact report (enterprise)
- Learning and insight walks (enterprise)
- research reports (enterprise)
- stamp of approval review (enterprise)
- IDEAs labs (through campus steering board to enterprise)

Each cycle - board directly

- customer story
- HTCv - tenants (every six months)
- every paper linked to relevant voice insight

Annual - Board directly

- customer experience feedback card
- Annual customer insight at strategy days (new)
- Customer experience strategy annual review
- annual report

Outcomes and Impact

Ad hoc feedback

- satisfaction feedback with activities delivered (transactional)
- complaints and compliments rec'd

Formal Independent perception

- Customer satisfaction with neighbourhoods (TSM)

Outcomes and Impact

- Social value ROI
- annual impact data including voice
- Group net promoter score
- customer satisfaction with us listening and acting

Customer assurance

What we do only matters if customers feel we've listened. Our framework will be used to test, check and challenge regularly.