



Appendix C - Customer Voice Strategy

Executive Summary

Our ambition is to extend opportunities for customers to share their views. The customer voice strategy introduces significant changes in how we listen and engage with customers. It distinguishes between the relationships we have as a landlord and through our contribution to thriving communities (place shaping). It includes seven elements: governance, scrutiny, insight and data, complaints, residents' associations, community grants and community activities.

Taken together, they offer customers a 'menu' of options which are tailored to the reasons why a customer wants their voice to be heard and which reflect their preferences for how they engage with us. The proposals will enable us to gather high quality data from which meaningful customer insight can be obtained and used throughout our business to achieve our vision and strategic objectives; alongside this, opportunities are identified to enable us to learn from customer groups that we have previously found difficult to engage with. This shift to an insight/data led approach is likely to make a significant contribution to our business.

The strategy also identifies how the Board can gain assurance that the views of all customers are being listened to and, where appropriate, are being acted upon. One of the principal sources is a new Customer Committee which would focus on landlord and community issues from perspective of all customers. It would replace the existing Operations Committee.

Other changes are proposed too, most notably to the approach to scrutiny and community grants. We will work closely with customers who are engaged in these activities to ensure that they support our greater ambitions for hearing the customer voice.

1. Background

- 1.1. In November 2020 the Board commissioned an independent review of how it hears from and understands messages from our customers. From the outset, the Board's ambition was to extend opportunities for customers to share their views and improve the way in which Trent & Dove responds to customer feedback. The output of the review is a new customer voice strategy.
- 1.2. To oversee the review, it established a working group of Board and Committee members (including customers), executive management team members and members of staff. The working group appointed a consultant, Julian Paine of Wadswick



Management & Consulting Ltd, to undertake an independent evaluation and provide support to the working group.

- 1.3. The working group agreed 12 commitments and design principles as part of its review of the customer voice to ensure that the Board's ambition was achieved and to provide reassurance to customers of Trent & Dove's aspirations. These commitments included the range and extent of opportunities that would be available for customers and how customers who already engage in Trent & Dove's activities would be valued and supported to continue sharing their voice.
- 1.4. The Board endorsed the strategy on 20 July 21 and agreed that customers (including engaged customers), colleagues and stakeholders should be consulted on the proposed strategy. To accompany the consultation exercise, a brand identity was created ('Louder & Stronger') which aims to create a high and distinctive profile for all customer voice activities proposed within the strategy.
- 1.5. Consultation on the strategy took place during August and September, with 480 customers and over 50 colleagues and stakeholders responding. The results were very informative and there is a good alignment between customers' views and the objectives of the customer voice strategy.
- 1.6. In addition, HQN undertook a review of the proposed strategy from an equality, diversity and inclusion perspective. The resulting equality impact assessment (EIA) concluded that the strategy was fit for purpose.
- 1.7. As a result, on 2 November 21, the Board approved the customer voice strategy.

2. Vision for our customer voice strategy ('Louder & Stronger')

- 2.1. Trent & Dove's mission is to transform homes, lives and communities.
- 2.2. For us to be successful, we listen to the views of all of our customers, whether they live in one of our homes, are a potential customer or live in one of the communities we serve.
- 2.3. We do this because listening to customers helps us to identify how we can improve the homes and services we provide and the way in which we contribute and invest in our communities. This relates to how we engage with individual customers and the way in which our services are designed. It also helps us to ensure that our strategy and long term plans are aligned with and influenced by our customers' views, needs and expectations.



- 2.4. Our approach to listening is also matched by our commitment to ensuring that customers know how their views have influenced our actions and decisions at an individual, operational and strategic level.
- 2.5. We believe that our commitment to listening to customers also helps us to play an important and influential role within the communities we serve, helping them to be successful, thriving and sustainable.

3. Purpose of our customer voice strategy

- 3.1. Since our creation in 2001, customers have always played a significant role in making sure that we provide excellent homes and services for our customers, that we are supporting the communities we serve, and we are making long-term strategic decisions from which existing and future customers will benefit.
- 3.2. Trent & Dove has changed a lot since then in terms of where we provide homes and services and the way we work, and so have the needs and expectations of our customers. The ways in which organisations now seek to understand their customers' views and experiences has developed significantly, with many of the practices used by commercial organisations being adopted by housing associations to gain meaningful insight about their customers.
- 3.3. An independent review of the ways in which we listen and respond to the views of our customers has been undertaken and we have concluded that we want to create more effective opportunities for the customer voice to be heard, considered and impact on what we do; we want them to build on the ways in which customers currently have their say.
- 3.4. The benefits of our new approach are that we can:
 - Provide a greater range of opportunities for customers to share their views, using methods which are tailored to the reasons why a customer wants their voice to be heard and which reflect their preferences for how they engage with us
 - Gather high quality data from which meaningful customer insight can be obtained and used throughout our business to achieve our vision and strategic objectives
 - Provide opportunities to learn from customer groups that we have previously found difficult to engage with
 - Better distinguish between how we consider customers' views relating to our responsibilities as a landlord and the role we play in supporting the communities we serve
 - Be clear about who our customers are, and how we should interact with different groups of customers



- Ensure that customers who already engaged with us feel valued, supported and encouraged to continue lending their voice
- Ensure that the Board is able to obtain assurance that the views of all customers are being listened to and, where appropriate, are acted upon.
- Demonstrate that we comply with the expectations set out in the Social Housing White Paper, NHF Code of Governance and Together with Tenants charter about how we will listen and take account of the views of all our customers

4. Evaluation of our existing approach

4.1. The independent review of our existing approach was comprehensive, gathering evidence from a variety of sources including:

- Workshops with engaged customers, the wider customer base, colleagues and community stakeholders
- 121s with key board and committee members, executive team members and relevant staff, involved customers with formal roles and community stakeholders
- A desktop review of key documents to understand how effective the customer voice currently is.
- Observation of Board, Operations Committee, FEDORA & Tenants Scrutiny Forum meetings.

4.2. The evaluation concluded that there are many aspects of our existing approach which were strong, but that overall there were compelling reasons for strengthening the way in which we listen and engage with customers. In summary, our strengths and weaknesses are as follows:

Strengths:

- Place shaping runs deep in Trent & Dove's culture and it is well regarded by community stakeholders.
- There are high levels of commitment from a relatively small group of customers.
- There is a strong appetite to modernise, though pace and ambitions vary.
- There are good foundations in many areas which will enable Trent & Dove to realise its ambitions for the customer voice. Examples include the customer-led Operations Committee, approach to complaints handling, community mapping and well established community grants programme.

Weaknesses:

- Operations Committee responsibilities are too broad – the customer voice could be stronger if there is a clearer focus. This would provide greater assurance to the Board.
- The scrutiny function is split between Tenant Scrutiny Forum and Operations Committee and would benefit from modernisation.
- Use of customer insight is less developed than other housing associations.



- Not all customers or communities benefit from existing arrangements.

5. Our new customer voice strategy

- 5.1. Our new customer voice strategy takes account of the different relationships we have with people and organisations both as a landlord and through our contribution to thriving communities (place shaping). It is known as 'Louder & Stronger' to demonstrate our commitment to hearing the voice of our customers.
- 5.2. Whilst the customer voice is important to both, we will consider them separately because our landlord responsibilities are contractual, legal and regulatory; and our community responsibilities are voluntary, though may be contractual. This means that:
 - Our landlord responsibilities cover applicants for housing, tenants, leaseholders and shared owners.
 - Our community responsibilities include people who live close to one of our homes or within our area of operation, community organisations, volunteers and people who apply to go on the housing register (which we administer on behalf of East Staffordshire District Council).
- 5.3. Our new customer voice strategy includes seven elements which reflects the different relationships we have with our customers. These are:
 - Governance
 - Scrutiny
 - Insight and data
 - Complaints
 - Residents' associations
 - Community grants
 - Community activities
- 5.4. Each of these elements is explained in detail below.
- 5.5. Taken together, they offer customers a 'menu' of options. **Appendix 1** looks from a customer's perspective and explains how they can express their views and know that they have been listened to.

6. Governance: Customer Committee

- 6.1. A new Customer Committee will be established as a committee of the Board, replacing the existing Operations Committee.

Purpose and remit



- 6.2. The remit of the Customer Committee is to focus on landlord and community investment issues, ensuring they are considered from the customers' perspective. To achieve this, it will be provided with evidence about the impact on or the views of different customer groups. This is likely to develop over time as the customer insight function (described below) becomes established.
- 6.3. To assist the Board, any customer-related issue due to be considered by the Board must have been considered by the Customer Committee beforehand. In return, the Committee will receive feedback from the Board about customer-related issues it has considered. This will include:
 - Reviewing relevant policies, strategies, business priorities, service improvement projects etc. The report to the Board will include a statement from the Customer Committee which explains its views and whether it supports the proposals
 - Recommending customer-related metrics and targets to the Board each year
 - Reviewing our customer annual report prior to Board approval. The published report will also include a statement from the Customer Committee about its work
 - Commenting on the self-assessment against the Regulator of Social Housing's Consumer Standards before it is considered by the Audit & Risk Assurance Committee (which in turn reports to the Board). Note that ARAC does not currently consider the consumer standards self assessment.
- 6.4. The Customer Committee will be consulted about any significant customer-related issue, including how customers are to be engaged in relation to that issue.
- 6.5. The Customer Committee will obtain assurance about the quality of the customer experience and vfm. It will do this by:
 - Identifying a range of metrics which it will monitor, including the achievement of targets
 - Tracking the progress of customer-related strategies, projects etc
 - Scrutinising performance and service delivery (see below)
 - Receiving briefings from other customer voice activities to obtain a holistic view of how the customer voice is being heard
- 6.6. The Customer Committee will have decision making powers in respect of scrutiny activities and approving customer-facing policies.
- 6.7. Customer Committee meetings will be undertaken in a way which maximises the amount of time for presentations, briefings and discussions and ensures that written documents are succinct and accessible.



Membership, recruitment and training

- 6.8. The Customer Committee will comprise a majority of customers (ie tenants, leaseholders and/or shared owners), representation from the Board and independent people who bring a customer experience and/or a community perspective.
- 6.9. It will be chaired by a customer who would also be a member of the Board. They will be supported by a senior committee member who will also be a customer.
- 6.10. Customer Committee members' service contracts will mirror those of board members. They will be remunerated on a comparable basis to other Board and Committee members.
- 6.11. All members will be appointed by the Board following an open and inclusive selection process against a matrix showing the range of skills, experiences and behaviours that are needed. This will be articulated in a way which attracts diverse range of people. Arrangements for identifying the Board's representative(s) will differ.
- 6.12. In order to attract a broad range of applicants, there will be extensive marketing, with support being available to assist applicants.
- 6.13. In addition, customers should be consulted about the name of the Customer Committee. The preferred name works well from a governance perspective but may not be sufficiently attractive to potential customer members.
- 6.14. An extensive induction and training programme will be designed to enable members to understand the organisation and their role; to develop their personal skills and to learn about other housing sector issues. Consideration will be given to coaching or mentoring, esp for the chair and senior customer member or for the Committee as a whole.

7. Governance: the Board

- 7.1. The Board is responsible for ensuring that there is a strong customer focus. By adopting the NHF Code of Governance 2020, the Board has committed to ensuring that the needs and safety of Trent & Dove's current and future residents and other customers are placed at the heart of the Board's decision-making.
- 7.2. Central to this is a requirement for the Board to gain assurance that the views of all customers are being listened to and, where appropriate, acted upon.
- 7.3. Much of the Board's assurance is obtained through ongoing engagement and feedback with the Customer Committee (described above). However, the Board



recognises that, in itself, this is insufficient. As a result the Board has identified a range of other methods and sources which enable its members to triangulate what they have heard so that trends and anomalies can be identified. It includes placing a greater responsibility on the Audit & Risk Assurance Committee to consider customer impact and to report back to the Board where issues of concern are identified.

- 7.4. A strong customer focus is expected to be present at all of the Board's meetings, and in evidence in all decisions taken by the Board.
- 7.5. Annually (in Quarter 2 of every year), the Board will consider how well the customer voice has been listened to over the previous 12 months. This will take account of all customer groups/segments and relate to Trent & Dove's landlord responsibilities and its community investment activities. This review will be undertaken in a joint session with the Customer Committee.
- 7.6. **Appendix 2** looks from a Board member's perspective and explains how they can gain assurance that the views of all customers are being listened to and, where appropriate, are being acted upon.

8. Scrutiny

- 8.1. Responsibility for commissioning scrutiny will sit with the Customer Committee, replacing the dual scrutiny approach which currently exists because both the Operations Committee and Tenant Scrutiny Forum (TCF) scrutinise Trent & Dove's activities. This means that the Operations Committee and TCF will come to an end.
- 8.2. A new scrutiny methodology will be developed which would include a definition of scrutiny, the scale of activity and its budget. Existing TCF and Operations Committee members would be invited to contribute to the development of our new approach.
- 8.3. Scrutiny will follow a structured process where the Customer Committee identifies areas of interest for further enquiry as additional assurance is required. Reasons could include:
 - There is evidence from multiple sources (such as KPIs, complaints, reports from landlord or community investment activities) that there could be an issue that warrants further investigation
 - There is insufficient oversight of a service or issue or assurance that expected outcomes are being achieved
- 8.4. In each instance, the most suitable scrutiny methodology will be identified and a detailed scope and timetable will be developed. **Appendix 3** identifies options for how scrutiny reviews can be undertaken depending on the reason for further enquiry.



It includes independently-conducted surveys, audits and reviews, customer-led reviews, self-assessments and peer-led reviews.

8.5. As one of the options, customer-led reviews, will continue to be an important way of scrutinising our activities, as they have been for many years. Our existing approach will be further developed (and a detailed methodology established) so that it is based on the following principles:

- Customer-led reviews will be undertaken by task and finish groups. Each group will be established to undertake a specific review and disband once the review is completed
- They will be undertaken by a suitable and diverse mix of customers whose skills/experiences would bring a broad range of perspectives and enable inexperienced customers to work with more experienced customers

8.6. The outcomes of all scrutiny activities (including the management response to any recommendations) will be reported to the Customer Committee which will:

- Confirm whether the scope has been achieved
- Comment on the adequacy of the management response
- Decide whether to support (including with amendments) or reject the conclusions and proposed response

9. Outcomes from scrutiny activity will be reported to the Board in summary, including commentary from the Customer Committee. Depending on the outcome, the Board may wish to notify the Audit & Risk Assurance Committee and instruct further work to be carried out.

10. The Customer Committee would track the achievement of actions identified in the management response and, if required, commission follow up scrutiny activities to obtain assurance of their completion.

11. Insight and data: surveys and research

11.1. Like many organisations, we will significantly increase our investment in surveys, research and the use of data during the coming years in order to gain customer insight.

11.2. This is because we recognise that in order to successfully achieve our ambitions, we need to have a much greater understanding of who our customers are and who they are likely to be in the future. We need to know what they will want and expect from us in terms of homes and services so that we can prioritise the changes we make and how we deploy our resources.



- 11.3. Through our investment in customer insight, we will increasingly use data and insight to make our decisions and highlight areas to focus on and improve and not just rely on gut feelings or perception.
- 11.4. The shift to a data and insight-led approach is likely to have significant implications for our business and our colleagues. This will take several years to become fully embedded as we develop our capability and capacity, as well as obtain meaningful insight from surveys and research which can be then be used for the benefit of our customers. We expect colleagues will have significantly greater access to and awareness of customers' views which can be used operationally (in real time in some instances) and strategically to provide excellent homes and services.
- 11.5. We expect customer insight to enable us to get a better understanding of the profile of our customers, including different customer groups. This includes the nine protected characteristics, by location, type of accommodation, length of tenure, their aspirations etc.
- 11.6. In the short term, we will build on existing surveys whilst we create a customer insight function within the business. More information about the steps we expect to take can be found in **Appendix 4**.

12. Insight and data: special interest groups

- 12.1. An important element of our approach to gaining customer insight will be played by special interest groups. These will give us the opportunity to work closely with small groups of customers to focus in depth on specific issues or segments of our customer population.
- 12.2. We will establish special interest groups initially for a 2 year period in order to assess their impact. Initially this will include groups for customer complaints, disabled customers, customers with poor mental health and BAME customers.
- 12.3. The customer complaints group will contribute to the development of our approach to complaint handling and learning from complaints by:
- Reviewing our complaints policy and process
 - Reviewing a sample of complaints to provide feedback on our approach including timeliness, investigation, remedy, role played by customer advocates, communication and any compensation payments
- 12.4. The groups for disabled and BAME customers and those with poor mental health will be expected to:



- Contribute to the development of our understanding of the expectations and needs of those groups in how we manage the housing register, provide homes and services and invest in the community
- Help us to better understand how we can engage with those groups
- Review our Equality Impact Assessments for any changes to our customer-facing policies and for any significant projects where there is a customer or community impact

13. Complaints

13.1. Complaints will remain an important avenue for customers to express dissatisfaction, about the standard of service, actions or lack of action by Trent & Dove where it affects an individual customer or group of customers.

13.2. We will always try to resolve complaints as quickly and informally as possible, though we recognise that customers may wish to formally complaint to us.

13.3. We are registered with the Housing Ombudsman and offer a two-stage formal complaints process, which also can provide dissatisfied customers with access to the ombudsman.

13.4. Complaints provide a valuable source of learning as part of our wider approach to customer insight. The customer complaints special interest group is expected to play an important role in helping us to deliver a customer-focussed complaints process as well as ensuring that we learn from customers who have expressed dissatisfaction.

14. Residents' associations

14.1. We will continue to promote residents' associations as an important way of local people coming together for the benefit of their local community, whether this is to promote community cohesion or address issues that may be concerning them. Our ambition is for there to be residents' associations throughout our area of operation.

14.2. There are currently seven residents' associations. They are independent of Trent & Dove, organise their own meetings and arrange their own activities without our involvement. They are entitled to apply to us for grant funding (currently £1k pa) which can be used for community activities.

14.3. We will commit to consulting residents' associations about landlord and community investment priorities within their local area, and this can result in 'local offers' being agreed. We will also provide support whilst new residents' associations are being



established or if help is needed to overcome challenges they may be facing. We will also arrange an annual meeting of residents' associations.

15. Community grants

15.1. For many years we have provided grants for the benefit of local community groups and initiatives. These have been awarded by FEDORA, which is the umbrella organisation for the residents' associations.

15.2. Responsibility for awarding community grants will sit with a new community grants panel which will comprise representatives from Trent & Dove, customers and the community. This means that FEDORA will come to an end.

15.3. The current budget of £28k for community grants, including £2k for a youth fund, will be maintained and we will investigate whether there are opportunities for this fund to be increased.

15.4. Our goal is to ensure that there is greater awareness of the availability of community grants throughout our area of operation and for all communities to be able to benefit from them. We will achieve this by:

- Reviewing funding criteria and priorities to ensure they are transparent and aligned to strategic priorities and/or priorities arising from community mapping
- Implementing revised monitoring arrangements so that we can track the location, type and nature of beneficiaries
- Enhancing how we promote the availability of community grants and their impact, by creating a clear identity and developing a communication and promotional plan

15.5. On an annual basis, the Customer Committee will consider an annual community grants report which will explain how funds have been awarded, their impact and provide assurance that funding criteria has been met. It will consider whether there should be changes to funding criteria and priorities to ensure that remain transparent and aligned to strategic priorities and/or priorities arising from community mapping.

15.6. We consider community grants to be an important element of our commitment to investing in the communities we serve. Over the next year, we will continue to develop our strategic approach to community investment, part of which is the role played by community grants.

16. Community activities: volunteering



- 16.1. Volunteering has played a vital part of our community investment activities for many years and it has provided significant benefits for volunteers in developing their skills, wellbeing and confidence. Customers benefit from their activities in areas such as small home improvements, household clearance and gardening. Volunteers also play a significant role in delivering community events.
- 16.2. Volunteering will remain a priority for us and our goal is to ensure that there is greater awareness of volunteering throughout our area of operation, increased volunteering opportunities and for all communities to be able to benefit from them. We will achieve this by:
- Building on enhanced community knowledge gained through community mapping and customer insight
 - Implementing revised monitoring arrangements so that we can track the location, type and nature of volunteers and people who benefit from their services
 - Enhancing how we promote the availability of volunteering opportunities and services and their impact by creating a clear identity and developing a communication and promotional plan.
- 16.3. On an annual basis, the Customer Committee will consider an annual volunteering report which will consider the impact of volunteering from the volunteers' perspective and from recipients of their services. It will consider whether there should be changes to our approach so that there is greater awareness of volunteering throughout our area of operation, increased volunteering opportunities and for all communities to be able to benefit from them.

17. Community activities: community mapping

- 17.1. During the last year we completed our first community mapping exercise, the aim of which is to help us to better understand the needs and wants of individual geographical communities that we serve. This is important as communities vary considerably including urban and rural areas, and areas where we have a large or relatively small presence.
- 17.2. Community mapping is an important initiative which aims to help us to identify how we can better target our resources to help overcome issues of concern for the local community or for Trent & Dove and how we can better engage with the community (including different sections of the community and community partners).
- 17.3. We will continue to implement the action plan arising from the Horninglow & Eton community mapping exercise and then undertake a review of our impact after 12 months.



17.4. We will review our approach to community mapping to ensure there is clarity about Trent & Dove's commitment to it including corporate leadership, what it is expected to achieve and the pace at which community mapping exercises are to be undertaken across the remaining 8 areas. This review will consider our methodology, how community mapping exercises are to be resourced and our expectations for how the conclusions of community mapping exercises will impact upon organisational priorities and behaviour.

18. Community activities: other

18.1. We will continue to undertake other community investment and engagement activities on an ad hoc basis to reflect Trent & Dove's priorities. For example, they may be linked to forthcoming regeneration activity, our regular programme of diversionary activities to promote community cohesion and to engage with younger customers.

19. Implementing our new approach

19.1. We recognise that our new customer voice approach will result in some significant changes to some of our existing involvement and engagement methods, whilst also providing some significant new opportunities for our customers. As a result we consulted key stakeholders and considered their views before seeking the Board's approval for our new customer voice strategy in November 2021.

19.2. Some activities are included within our proposed approach which do not require customer consultation prior to their introduction (primarily the data-led aspects of customer insight, community mapping and volunteering) as they are an extension of our existing approach. We will, however, continue to refer to them as part of our stakeholder consultation as they are significant elements of our customer voice strategy.

19.3. Naturally, we want to implement our new approach as soon as we are able to. For that reason, we will begin to develop our new approaches at the same time as we are consulting stakeholders. This will take two forms:

- Changes to customer voice activities or where there new activities are proposed – we will develop arrangements but not implement them until the Board has approved the customer voice strategy.
- Existing customer voice activities which do not require consultation – we will develop and implement these activities.

19.4. In both instances, we will incorporate any feedback from stakeholders which is included in the approved strategy into our activities.



19.5. **Appendix 4** explains the steps we will need to take to move from the current arrangements to those set out in our proposed customer voice strategy. We recognise that there are reputational risks arising from some of the changes and so it also explains the steps we will take to manage and mitigate those risks.



Appendix 1:

Customer perspective: how can I express my views & know that I’ve been listened to

Most interactions with us relate to customers requesting a service from us (such as a repair) or asking for information (such as what is my rent account balance).

However, customers often want to express their views to us. We want to ensure that they have a range of ways in which they can do this, be confident that they will be listened to and, where appropriate, acted upon.

Our proposed approach is as follows:

Why I want to express my views	How can I do this?	How will I know that I’ve been listened to?
I am concerned about an issue, for example, my health & safety or another customers’ wellbeing	<ul style="list-style-type: none"> • Via dedicated email address • By calling our contact centre • By contacting us on Facebook or Twitter 	<ul style="list-style-type: none"> • Suitable and timely response • Issue acted upon (where appropriate)
I am dissatisfied with the standard of service I have received	<ul style="list-style-type: none"> • Via dedicated email address • By calling our contact centre • By contacting us on Facebook or Twitter 	<ul style="list-style-type: none"> • Suitable and timely response • Issue resolved (where appropriate)
I want to tell you what I think of your landlord services, my home or where I live	<ul style="list-style-type: none"> • By undertaking one of our surveys or research projects • Via dedicated email address • By calling our contact centre • By contacting us on Facebook or Twitter 	<ul style="list-style-type: none"> • Survey results shared • ‘You said we did’
I want to tell you my ideas for how your homes and landlord services can be improved	<ul style="list-style-type: none"> • By undertaking one of our surveys • By joining a special interest group or ad hoc project 	<ul style="list-style-type: none"> • Survey results shared • ‘You said we did’ • Updates and evidence via group or project



<p>I want to help you to improve homes, services and where I live</p>	<ul style="list-style-type: none"> • By joining the Customer Committee • By joining a special interest group • By undertaking scrutiny reviews 	<ul style="list-style-type: none"> • Updates and evidence via Customer Committee
<p>I want to contribute to my community</p>	<ul style="list-style-type: none"> • By joining a residents' association • By joining our community grants panel • By applying for a community grant • By volunteering • By getting involved in a community project 	<ul style="list-style-type: none"> • My own actions • Updates and evidence group or project
<p>I want to help you to set your priorities and overall direction</p>	<ul style="list-style-type: none"> • By joining the Customer Committee • By undertaking one of our surveys 	<ul style="list-style-type: none"> • Updates and evidence via Customer Committee • Survey results shared
<p>I don't want to express my views</p>	<ul style="list-style-type: none"> • Not applicable (though you may be invited to complete a survey from time to time) 	<ul style="list-style-type: none"> • Insight drawn from the experience of other similar customers, resulting in service improvements



Appendix 2:

Board perspective: how can it be assured it is hearing customers' views?

It's essential that members of the Board obtain assurance that the views of all customers are being listened to and, where appropriate, are acted upon.

The Board will achieve this through a range of methods and sources which enables members to triangulate what they have heard so that trends and anomalies can be identified. This includes:

- Establishing a Customer Committee to consider how landlord and community investment issues impact upon customers
- Receiving feedback from the Customer Committee at each meeting
- Revising the template used for Board reports so that it is clear which reports have previously been discussed by the Customer Committee, and if not, why not and to explain what implications there are for customers.
- Ensuring that the members who sit on both the Customer Committee and Board act as a 'listening bridge' between the two
- Meeting jointly in Q2 each year to consider a report which evaluates the how well the customer voice has been listened to in the previous year
- Routinely considering the views of the Customer Committee before making decisions which affect customers
- Considering the views of the Customer Committee before approving the self-assessment against the Consumer Standards and annual report to customers
- Taking other opportunities to enable Customer Committee members to influence the Board's thinking, for example, attending Board awaydays
- Establishing and monitoring achievement of a range of metrics (KPIs) which capture customers' experience and report on action taken to ensure customers are safe in their homes
- Receiving briefings on different aspects of the customer experience and profile gained through enhanced customer insight capability and other activity
- Requiring the Audit & Risk Assurance Committee to draw to the Board's attention to issues it has considered where there is a customer impact
- Visiting existing and new homes and seeking opportunities to talk with customers



**Appendix 3:
Options for scrutiny reviews which are commissioned by the Customer Committee**

Scrutiny reviews will be commissioned by the Customer Committee. The most suitable scrutiny methodology will be identified based on the reason for further enquiry. This could include:

Area of focus	Method
Service quality/customer experience	<ul style="list-style-type: none"> • independent survey of recent users of a service undertaken by Kwest (or similar) – either qualitative or quantitative • review of a customer journey (eg end to end mutual exchange experience) by an independent consultant, peer (colleague) or another friendly housing association • customer-led review to understand customer experience
Service consistency/adherence to policy	<ul style="list-style-type: none"> • review of compliance with policy/procedure by internal auditor or specialist • self-assessment or peer review of compliance with policy/procedure • customer-led review to review compliance with policy/procedure
Operational performance/target achievement	<ul style="list-style-type: none"> • as above depending on focus



**Appendix 4:
Implementing our customer voice strategy**

	From	To	Actions Required	How risks to reputation and relationship damage are going to be managed
Governance	Operations Committee has a broad remit which is beyond customer-related issues. Customer-led and linked to the Board. Is a sub-committee of the Board	New Customer Committee which considers landlord and community investment issues from the perspective of all customers. Customer-led and boosted by formal board representation and additional expertise. Links to the Board strengthened to help Board gain assurance that customers' views are being heard and to enable the committee to hold the Board to account.	<ul style="list-style-type: none"> • Transition plan • Terms of reference (inc any changes for board/other committees) • Agenda plan for Customer Committee and Board • Role profiles • Composition (including role of any external people and skills/experience matrix) • Remuneration decision • Marketing/promotion to reach potential members • Recruitment approach • Training & development plan • Budget 	<p>Consultation on proposals tailored to different audiences, including existing operations committee members</p> <p>Implementation after consultation results have been considered</p> <p>Terms of reference to be aligned with governance structure</p> <p>Transitional arrangements to be considered</p>



Scrutiny	Undertaken by Operations Committee and Tenant Scrutiny Forum	Undertaken by Customer Committee, which commissions activities using a variety of approaches. Customer-led task & finish groups undertake some reviews.	<ul style="list-style-type: none"> • Develop new approach to scrutiny which would include: • Definition of scrutiny • Sources of information • Method for identifying scrutiny activity, approach and agreeing scale of activity • How activity will be scoped, procured and overseen • Role of Board and Audit & Risk Assurance Committee including reporting to/from • Status of scrutiny findings and recommendations • Approach to customer-led scrutiny reviews, including selection of task and finish groups and recruitment of interested customers • Budget 	<p>Consultation on proposals tailored to different audiences, including existing tenant scrutiny forum and operations committee members</p> <p>Implementation after consultation results have been considered</p> <p>Invite existing TCF members to help develop new scrutiny approach, to mentor new scrutineers and act as critical friend when scoping documents are drafted</p>
Insight and Data	Range of surveys undertaken by different parts of the business using a variety of methods, results often used to address	Significant strengthening of organisational capability, refocus & strategic shift to data-led insight.	<ul style="list-style-type: none"> • Creation of customer insight function, including establishing resource base and recruitment into key roles • Clarifying the role of customer insight in digitalisation priorities, data governance and the development of eg 	<p>Improved accuracy of customer data (current risk)</p> <p>Improved understanding of customer views (current risk)</p>



	<p>individual customer issues</p>		<p>new customer and corporate strategy</p> <ul style="list-style-type: none"> • Understanding and evaluating existing customer insight methods (eg Kwest surveys), centralising all activities within insight team • Developing customer experience reporting from new telephony system • Raising profile and understanding of customer insight with colleagues (esp) and customers • Undertaking research to bring fresh understanding of what customers think of their homes, neighbourhoods and services and sharing insights with colleagues to gain support for customer insight approach • Begin to contribute insight to the Customer Committee • Establishing role of customer insight in any significant decisions coming up (eg policy or service design reviews, procurements) • Establishing budget for customer insight initiatives in 22/23 	<p>Ensure examples exist of how customer feedback has been acted upon</p> <p>Communications plan to explain role, purpose and benefits of customer insight and data governance to board member, colleagues (esp) and customers</p> <p>Training of colleagues esp managers to develop their understanding of customer insight and data governance</p>
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Residents' Associations	Exist in a range of locations; Trent & Dove provide some support (including financial support) and for the creation of new residents' associations	Unchanged	<ul style="list-style-type: none"> • Review any existing guidance/policies etc to ensure they capture Trent & Dove's approach • Consider whether residents' associations should be formally recognised 	Communication plan to ensure existing residents' associations continue to feel valued and supported
FEDORA and community grants	FEDORA is an umbrella group for all residents' association and is expected to represent the views of all residents. It awards community grants and is expected to consider service delivery issues.	New community grants panel established with significantly greater promotion of grants and their impact	<ul style="list-style-type: none"> • Develop branding for community grants programme • Develop communication and promotional plan • Establish community grants panel inc clarifying role of Trent & Dove • Review budget, applications criteria and reporting/ monitoring arrangements 	<p>Consultation on proposals tailored to different audiences, including existing FEDORA and residents' association members</p> <p>Implementation after consultation results have been considered</p> <p>Develop communication</p>



				and promotional plan
Community Activities	<p>Community mapping underway to better understand the priorities of and strengthen links in defined community areas</p> <p>Volunteering to undertake services to the community</p>	<p>Community mapping continues with stronger focus and resource alignment</p> <p>Volunteering continues with growth targeted at all customer groups & locations which may benefit</p> <p>Additional community activities to be developed on an ad hoc basis</p>	<ul style="list-style-type: none"> • Review community mapping approach: • what it is expected to achieve, • pace/resourcing, • methodology and • how conclusions of reviews will impact upon organisational priorities and behaviour • Implementation of Horninglow & Eton action plan • Develop promotion and reporting of volunteering • Develop volunteering based on knowledge gained through community mapping and customer insight. • Develop recording and analysis of volunteering 	<p>Consultation on proposals tailored to different audiences, including existing volunteers and community partners</p>