



# Customer Voice Framework

2022 - 2025



## Mission Statement



**We are committed to embedding a culture of listening to our customers and acting on their feedback. We will amplify the voice of the customer at MTVH and ensure that their influence leads to positive improvements in service delivery.**



Our current customer voice activity meets the standard that is expected of housing providers in England. Below is a small sample of what we do already: The Customer Voice Framework outlines how MTVH will exceed customer involvement standards and deliver positive change for customers and colleagues.

### **Customer Governance**

Our customer governance structure allows for up to 47 customers from a variety of tenures to collaborate with MTVH colleagues on policy, strategy and service delivery. The Customer Council is our main scrutiny body, made up of 12 residents, 3 of whom chair our Regional Panels. The Customer Voice Framework strengthens the role of our existing customer governance structure.

### **Digital User Testing**

As we change how we interact with customers online, we use a wide variety of customers to test these new methods to make sure that they work for everyone.

### **Local Involvement**

Our Resident Voice Co-Ordinators support the formation of local resident associations, complete local listening activities and liaise with other regional customer forums to make sure that MTVH customers are able to have their voice heard in their local area.

### **Focus Groups and Workshops**

We conduct focus groups and workshops with customers to consult on new policies and proposed service improvements. This approach has been successful but more guidance will be provided through the Framework to prevent this type of activity being used as a “tick-box” exercise.

## Regulatory Compliance

The housing sector is seeing a greater emphasis placed by the government and regulatory bodies on making sure that customers are listened to by their housing provider. The Customer Voice Framework is designed to deliver best practice in accordance with current and upcoming regulation:

### **Tenant Involvement and Empowerment Standard**

This regulatory standard requires all social housing providers to provide a wide range of opportunities for residents to have influence and be involved in the delivery of services.

### **Charter for Social Housing**

The Charter for Social Housing sets out new and strengthened expectations of housing providers to make sure that residents are safe, listened to, live in good quality homes and have access to redress when things go wrong.

### **Social Housing Regulation Bill**

Building on the Charter for Social Housing, the Social Housing Regulation Bill enables the Regulator of Social Housing to regulate consumer standards proactively and focuses on addressing how tenants are treated by housing providers.

### **Tenant Satisfaction Measures**

Due to launch in April 2023, this proposed regulatory standard aims to strengthen customer scrutiny of housing services and emphasises the importance of respectful and productive customer engagement.

### **Building Safety**

The Building Safety Bill and associated fire safety regulations will ensure that there will always be someone responsible for keeping residents safe in high rise buildings and clarifies the requirement to listen to and respond to residents' concerns, ensuring their voices are heard.

### **Together with Tenants**

As an early adopter of the National Housing Federation Together with Tenants Charter, we remain committed to strengthening the relationship between our customers and colleagues at MTVH.





## Alignment within MTVH

The Customer Voice Framework is supported by work taking place across the organisation to improve our services to customers. Below are some of the projects underway that will link with the Customer Voice Framework supporting our mission of amplifying the customer voice within MTVH and delivering positive improvements in our service delivery:



### **MTVH Way**

The MTVH Way and culture principles set out how we are continuously improving our services to customers in line with our corporate strategy. The Customer Voice Framework strengthens the expectation that colleagues will listen to customers and act on their feedback.

### **Customer Insight**

The voice of our customers is already heard regularly through survey feedback. The Customer Voice Framework will use survey insight as part of engagement and scrutiny activities and will develop further as the Tenant Satisfaction Measures are implemented.

### **Customer Experience Project**

The Customer Experience project puts listening to and acting on customer voice as a cross-cutting theme throughout its whole delivery. Involving customers is at the heart of the principles being used to improve customer experience at MTVH.

### **Customer Charter**

The Customer Charter will set agreed service standards aimed at improving the customer experience, influencing MTVH culture and colleague behaviour.

### **Collaboration across MTVH**

Ongoing collaboration across MTVH will take place to identify how we can improve our services for customers based on what we are learning from complaints and service improvement activities. The Customer Voice Framework will support this work and provide assurance that customers are being listened to.

# Consultation and Customer Involvement

This framework has been created in collaboration with our customers. Through a series of focus groups and collaborative work with our customer governance groups, we have formed four key principles which are important to our customers and will help to embed a culture of listening to customers at the heart of MTVH.



**We don't need to be endlessly part of consultations or panels but we need to be able to trust that MTVH are acting in our best interests and listening to us**



MTVH customer involved in Customer Voice Framework consultation



## Customer Voice Principles

There are four principles that form the Customer Voice Framework. The adoption of these principles within MTVH will embed a culture of working together with our customers to deliver positive improvements in our services.

Each principle will be backed up by actions across the organisation and by the commitments outlined within this framework

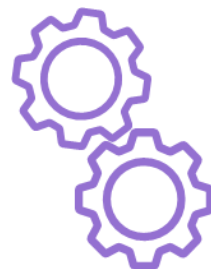


### **Accountable and Robust**

Supporting our customers to work in partnership with MTVH to scrutinise our services and hold us to account for decisions affecting the quality of their homes or services they receive from us.

### **Influential and Embedded**

Using the voice of our customers to improve services in ways that will make the most impact. Embedding customer voice into how we complete projects, write policies and structure our organisation.



### **Respectful and Inclusive**

Treating all customers and their voice with the same respect as colleagues, actively tackling tenant stigma and working with a diverse range of customers to suit different needs.

### **Open and Honest**

Increasing accountability from MTVH towards our customers, implementing a “you said, we did, you felt” approach to communication and increasing collaboration opportunities between customers and colleagues.



# Our Commitments to Customers

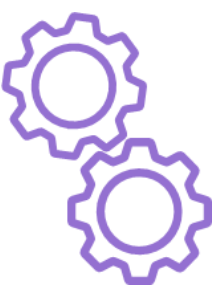
Engaging with our customers is not something considered “nice to do” at MTVH. We consider meaningful engagement to be an essential activity that, when done right, can greatly improve the lives of our customers, building strong relationships between colleagues and customers.

## Accountable and Robust

The voice of our customers will be amplified with existing customer insight to determine and prioritise customer concerns. We will work with insight colleagues to pinpoint “pain points” for customers interacting with MTVH and to focus responsive action.

We will present customer voice insight to departments to highlight areas for improvement and share their actions with our involved customers.

We will support our Regional Customer Panels to complete local scrutiny exercises and work with our Customer Council on areas for strategic scrutiny, sharing highlights from these with our customers in our annual report.



## Influential and Embedded

We will create thresholds of engagement in our policies and strategies to bring consistency in approach for involvement and provide colleagues with real guidance of how and when to involve customers in projects.

We will involve affected residents in our approach to building safety regulations.

In projects where customers are influencing our approach, we will set clear expectations at the outset and communicate outcomes.



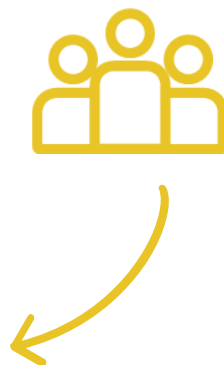
## Respectful and Inclusive

We will diversify the way in which we engage with customers to remove barriers to engagement. This will capture a wider representation of customer voice at MTVH and demonstrate the equal value of every voice.

We will develop a range of ways to engage with our customers, suiting different working patterns and lifestyles.

We will listen to the voice of our customers through our customer-facing colleagues, being open to suggestions and feedback generated from their personal experiences with our customers.

We will work closely with our care and support teams to reduce barriers to involvement for customers in receipt of these services.



## Open and Honest



We will implement a “you said, we did, you felt” approach to communication, shifting the balance from passive listening to active understanding and action.

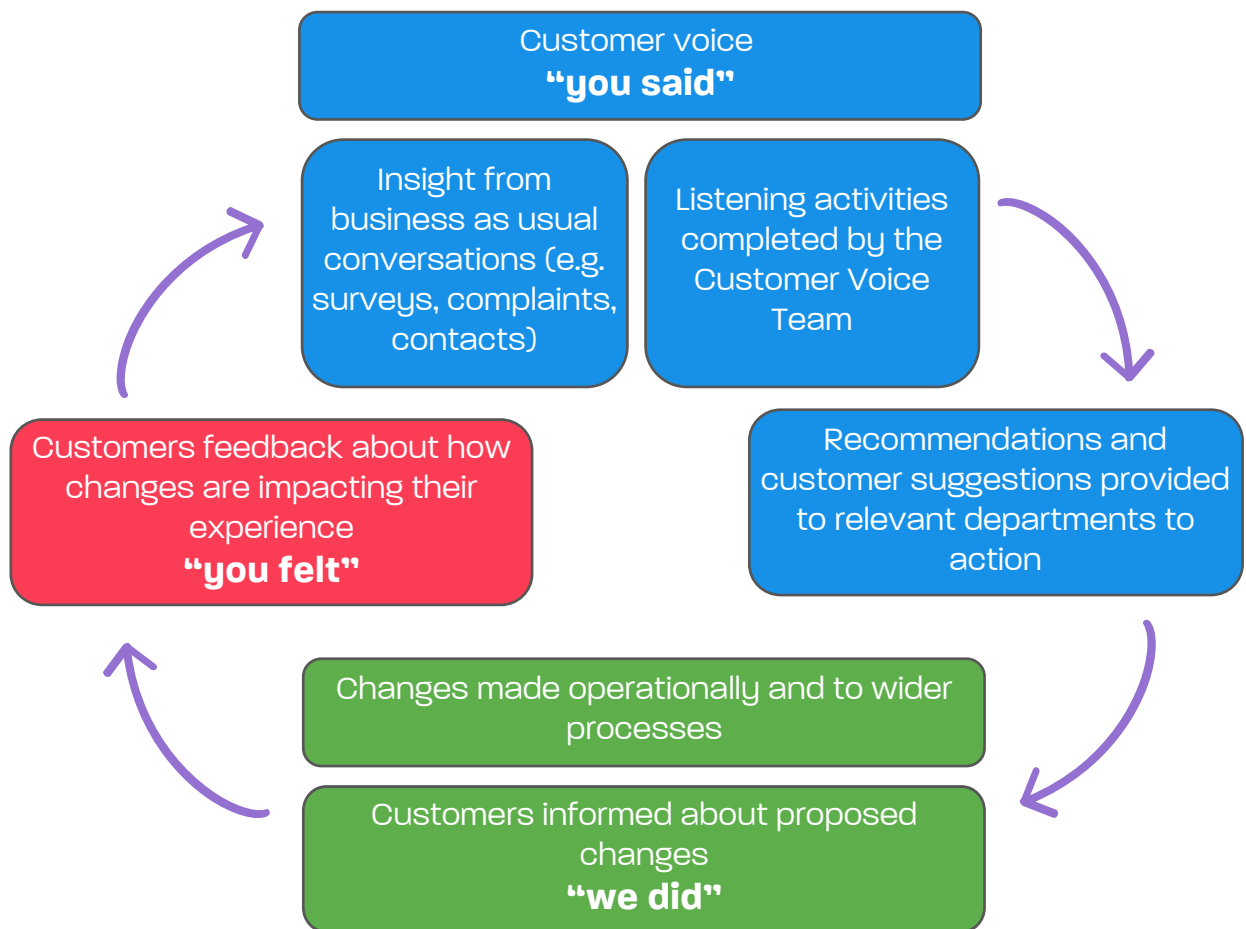
We will follow up with customers after we have made changes based on their feedback to check if what we have done has made a difference and act again on any feedback received if required.

We will work with colleagues across the organisation to provide consistent, respectful communication for customers on matters that are important to them, seeking customer feedback and continuously improving our communication.





## Customer Voice Model



We will increase the number of customers involved in shaping our organisation to 500 in 2022, to 1000 in 2023 and aim to increase this to 1500 by 2024.

To do this, we will build trust in our ability to listen to more customer voices, implementing a variety of different ways to get involved that will increase the diversity of voices heard. These include but are not limited to:

- Creating a quality champions programme to monitor specific service performance in local areas
- Forming a communications group to help improve the quality of our communications to customers
- Supporting the use of focussed steering groups for longer-term projects with task and finish groups formed for shorter-term activities
- Providing a digital engagement platform that will allow customers to get involved in new ways

## Measuring Success

Significant culture change will be required for this framework to be successful.

The Customer Voice team will lead the delivery of the framework but will need the support of our customers and colleagues across MTVH to deliver real change.

Scrutiny and review of the progress and impact of the framework will be completed by the Customer Council with assurance provided to the Customer Services Committee.



To monitor our progress, the Customer Voice team will:

Develop a programme of business as usual customer voice activities via our digital engagement platform and use a targeted, planned approach to customer led scrutiny.

Provide a progress update to the Customer Services Committee every quarter highlighting activities completed and progress against our number of customers involved target.

Report commitment progress to Customer Council every quarter, highlighting key achievements and areas for further development.

Progress will be reported to colleagues too with internal updates provided quarterly via Workplace and other appropriate communication channels.

Success will be dependant on a number of factors, including:

An active commitment from key departments to integrate customer voice into their service design and delivery.

Improving our communication and repairs experience for customers as these are primary reasons for dissatisfaction and customer mistrust.

Diversifying our customer engagement options to make sure that all customers interested in getting involved are able to do so. Providing clearer information to customers about how they can get involved and the levels of commitment required will support this.

Acting on our customer satisfaction survey feedback will be crucial if we are to demonstrate that customers are being listened to.

## How will we know we are doing the right thing?

### **A culture of customer engagement**

- More customers involved in customer voice activity
- Increasing number of scrutiny activities completed

### **Improved customer satisfaction**

- Greater customer satisfaction with our services
- Improved sense of trust in MTVH
- Fewer complaints received about our communication with our customers

### **Digital customer voice engagement**

- Increased interaction with our website
- More customer-focused content on our social media channels
- Regular customer and colleague usage of our customer voice digital platform

### **Customer led communication**

- Improved quality of communication between customers and colleagues
- Communication provided through a range of channels linked to customer preference

### **Learning from complaints**

- Service improvements made to improve services to customers leading to a reduction in repeat complaints



**We need to engrain this in the culture of MTVH – where customers are affected, they should have a say in what we are doing**

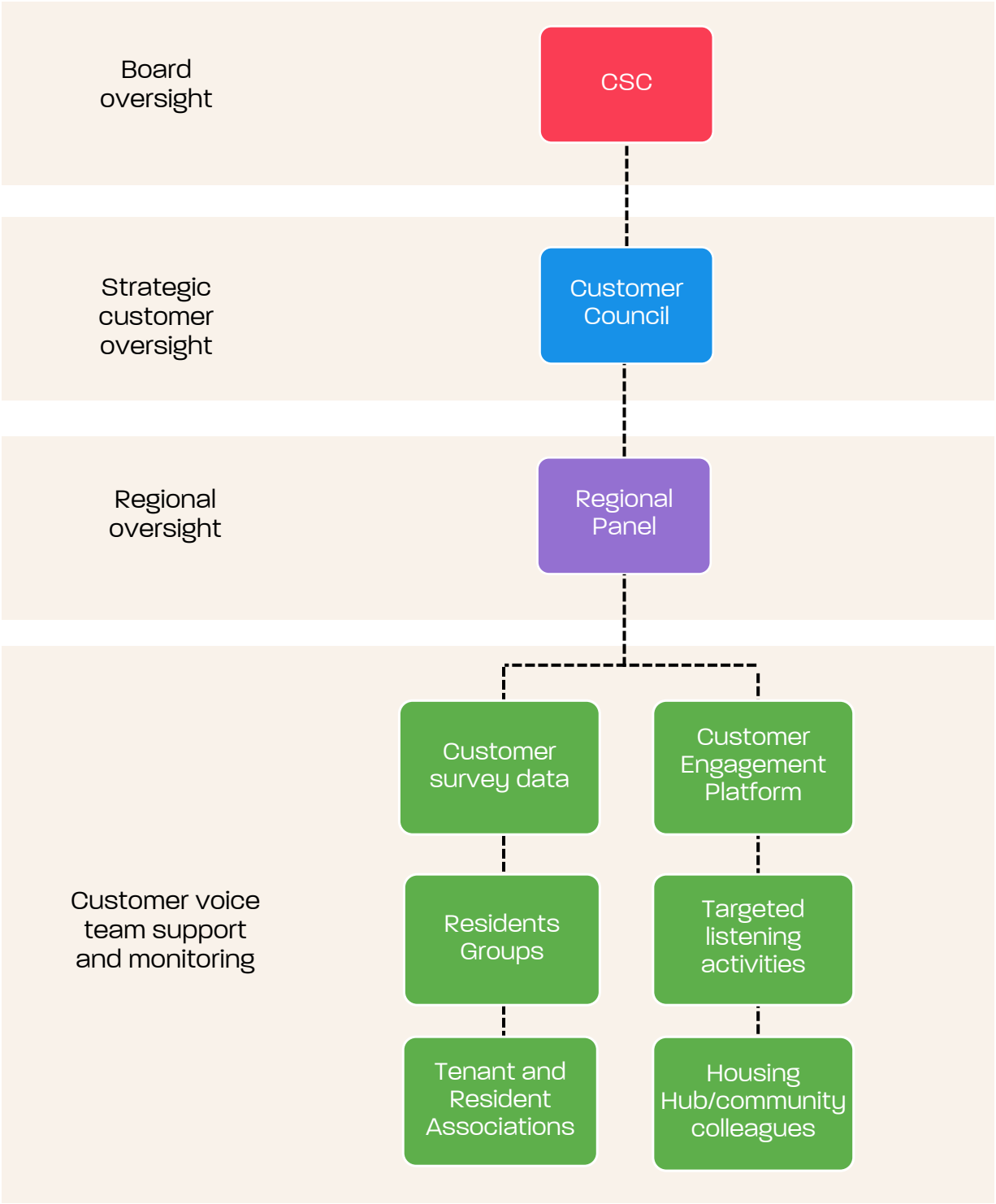


MTVH colleague involved in Customer Voice Framework consultation



# Appendices

## Appendix 1: Customer Governance Structure





# Appendices

## Appendix 2: Customer Voice Sources, Actions and Outcomes

### Individual customer voice

Customer Hub data

Complaint data

Survey feedback

Customer system data

#### Action

Listening and response completed by appropriate operational teams in line with existing MTVH policies and procedures

#### Outcome

Data analysis highlights trends and identifies areas for learning or further listening activities including task and finish or targeted listening groups and reviews

### Local and regional customer voice

Regional Panel meetings

Tenant and Resident Association meetings

Local listening groups and activities

Local stakeholder community feedback

#### Action

Regional Panels provided with data and trends for their areas. This information is combined with local knowledge from TRAs, Councils, other HAs or stakeholders.

#### Outcome

Regional MTVH colleagues and relevant Heads of Service participate in Regional Panel meetings to support scrutiny and honest conversation about current local service provision.

### National customer voice

Customer Council meetings

Regulatory consultations

Housing Sector engagement (e.g. TPAS, Nat Fed, G15)

Government guidance or consultation

#### Action

Customer Council are provided with MTVH performance data and information about regional issues via the Regional Panels. This information is viewed in context with national, government and housing sector issues.

#### Outcome

The Executive and Senior Leadership Teams engage with Customer Council to support scrutiny of MTVH policies and strategies affecting future customer service delivery.

### Appendix 3: Framework Delivery Plan

Principle	Action	Responsible Person	Desired Outcome
Accountable and Robust	Provide assurance to customers that we are learning from complaints	Head of Customer Services	High satisfaction with complaints handling (linked to TP09*)
Open and Honest	Review and improve the quality of our communications to customers, clarifying the MTVH Voice	Director of Community Investment	High satisfaction with the quality of our communication (linked to TP06 and TP07*)
Accountable and Robust	Develop customer focussed performance reporting for Customer Council and Regional Panels.	Head of Customer Voice	Greater customer understanding of MTVH service provision leading to improved scrutiny activities with outcomes shared to customers
Open and Honest	Work with colleagues across MTVH to create a continuous learning and improvement process, updating customers with changes made	Customer Engagement Lead	Delivery of a you-said-we-did-you-felt update to colleagues and customers on a quarterly basis
Influential and Embedded	Customer Engagement level judged at the start of policy and strategy development	Director of Strategy, Performance and Projects	Three-tier guidance available for all policies and strategies
Respectful and Inclusive	Creation of a customer pathway for training of customers involved in formal structures	Head of Learning and Organisational Development	Standardised quality of training Removing barriers to engagement caused by lack of experience

### Appendix 3: Framework Delivery Plan

Principle	Action	Responsible Person	Desired Outcome
Accountable and Robust	Review customer feedback on property service provision and engage with local quality champions to improve service delivery	Director of Property	High satisfaction with repairs (linked to TP02 and TP03*)
Influential and Embedded	Customer involvement in MTVH approach to Building Safety regulations	Director of Safer Buildings	High satisfaction with home safety (linked to TP05*)
Influential and Embedded	Customer engagement with relevant procurement and tender specifications	Head of Procurement	Greater customer understanding of MTVH service provision
Respectful and Inclusive	Deliver online engagement platform to increase opportunities for customers to get involved with MTVH	Head of Customer Voice	High satisfaction that MTVH listens to and acts on feedback (linked to TP06*)
Open and Honest	Develop communication regarding Customer Voice Framework progress to be shared with all MTVH colleagues	Customer Engagement Lead	Increased awareness of Customer Voice at MTVH. High satisfaction with how MTVH colleagues engage with customers (linked to TP06*)

## Appendix 4: Tenant Satisfaction Measures (TSMs), TP references

TP Reference	Satisfaction Measure
TP01	Overall satisfaction
TP02	Satisfaction with repairs
TP03	Satisfaction with time taken to complete most recent repair
TP04	Satisfaction that the home is well maintained
TP05	Satisfaction that the home is safe
TP06	Satisfaction that the landlord listens to tenant view 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
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour





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