



# CUSTOMER VOICE FRAMEWORK 2026-2030

LISTENING TO OUR RESIDENTS AND ACTING ON FEEDBACK  
TO IMPROVE OUR SERVICES

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Summer Fun Day event, Clapham Park, London

# Introduction

**This document, the Customer Voice Framework, sets out MTVH's approach to ensuring resident feedback is central to shaping services, policies, and decision making across the organisation.**

Developed through extensive engagement with residents and colleagues, the Customer Voice Framework aligns with the MTVH 2030 strategy and supports compliance with regulatory and legislative requirements.

## Refreshing our approach to Customer Voice

The first Customer Voice Framework, launched in 2022, focused on embedding a culture of resident involvement and influence at MTVH. Since then, we have made strong progress, increasing opportunities for residents to get involved, strengthening our formal customer groups, and introducing new ways to listen and respond to feedback.

However, residents and colleagues have told us there is more to do. In particular, we heard that we need to:

- Be clearer about the impact of resident feedback and the difference it makes
- Strengthen how feedback is turned into visible action

- Improve how we hear from a wider and more diverse range of residents
- Provide clearer roles, structures and support for resident involvement

This refreshed framework responds directly to that feedback. It builds on what has worked well, while introducing a stronger focus on impact, accountability and inclusivity.

Throughout 2025, almost 1,000 residents helped shape this updated approach, sharing their experiences of what works and what needs to improve. Their voices have directly informed the priorities and actions set out in this document.

## Looking forward to 2030

The refreshed Customer Voice Framework will run from 2026 to 2030, matching our MTVH 2030 strategy timeline. The objectives set out in this document will be delivered throughout this period through collaborative working with residents and colleagues. ■



MTVH colleague Miriam with resident at Clapham Park, London



It's about establishing trust and respect through open communication, defining a shared vision and clear goals and ensuring mutual benefit.

**MTVH resident feedback**

# Customer Voice aims

These Customer Voice aims reflect what residents and colleagues told us needs to improve. They build on the foundations of our previous framework and set out how we will strengthen impact, accountability, and inclusivity in how we listen and act on feedback.



## Governance & impact

Strengthening the impact of formal customer groups, with clearer roles, responsibilities, and visible outcomes from resident input.



## Scrutiny

Expanding resident-led scrutiny so it drives measurable change and closes the loop on recommendations.



## Influencing action

Improving how resident feedback is turned into action, with clearer evidence of how views influence decisions.



## Hearing more voices

Reaching a broader and more diverse range of residents, especially those whose voices we hear less often.

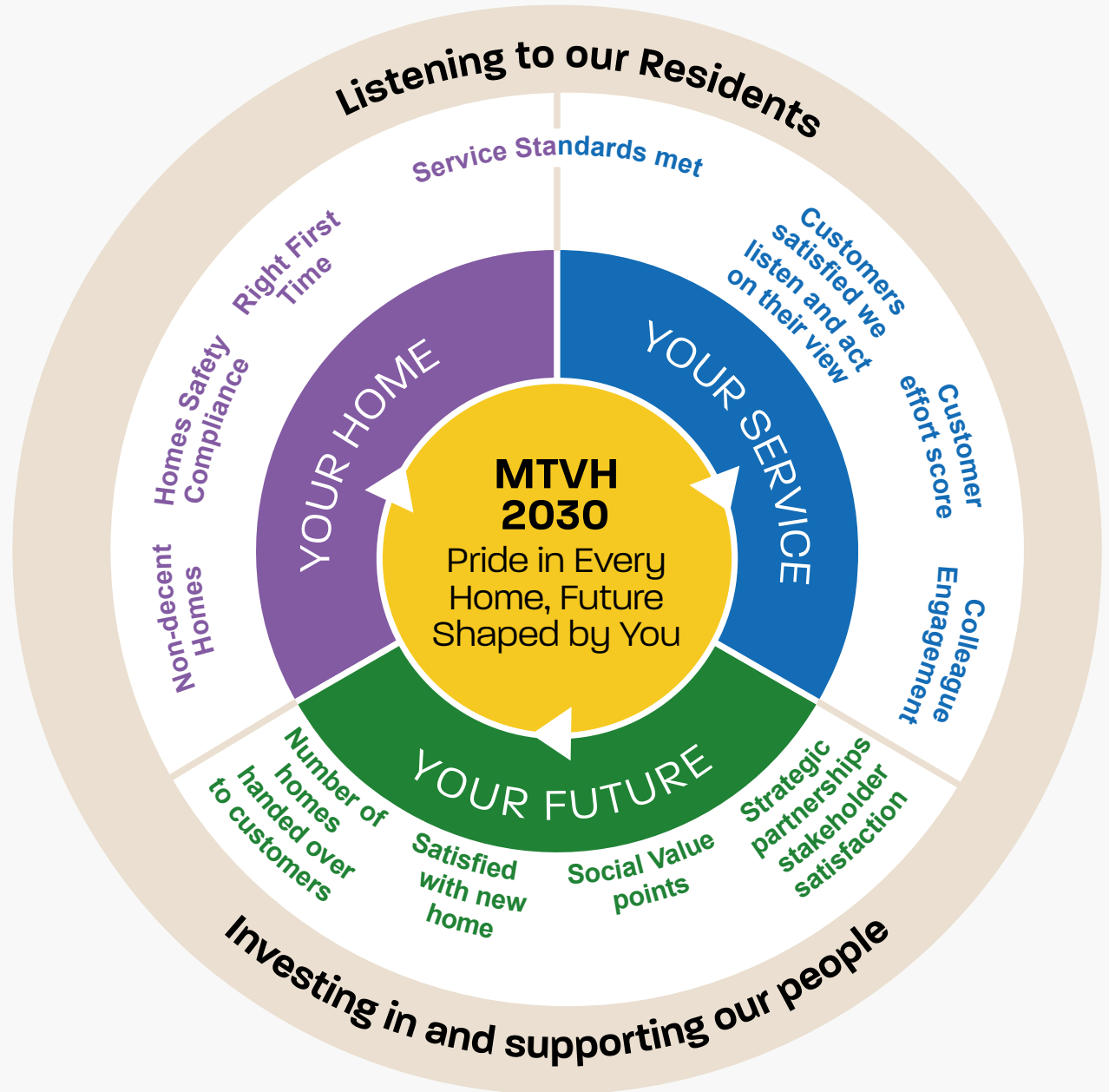


## Tools for the job

Providing clearer support, training and tools so residents and colleagues can participate confidently and effectively.

# MTVH 2030

Our MTVH 2030 strategy focuses on maintaining homes, listening to our residents and delivering excellent service. We are also building homes and neighbourhoods to meet the needs of existing and future generations.



# Governance and impact



Customer Service Committee meeting, Farringdon, London

# Governance and Impact



**Residents told us that while formal customer groups are important, their purpose and impact were not always clear. In some cases, it was not easy to see how resident input influenced decisions or led to change. In response, we are strengthening our governance approach to ensure that resident voice is clearly linked to action, accountability and visible outcomes.**

## **Focus on impact and action**

Residents shared feedback that the purpose of formal customer groups needs to be clear and focused on demonstrating the impact of resident voice and the action taken by MTVH on it.

Under our refreshed formal structure each group has a clear purpose and is responsible for sharing an annual update about their impact and actions which all residents will be able to access.

## **Clear accountabilities, roles and communication between groups**

To address previous inconsistencies in roles and communication, each formal customer group will now have clearly defined responsibilities, with resident Chairs and Vice-Chairs guiding priorities and discussions.

Role profiles will be developed with residents for each formal customer group, making it clear what each group does and the responsibilities of each group member.

MTVH colleagues will support formal groups and will make sure that all members have what they need to participate fully.

The Chair, Vice-Chair, and at least one other member of each formal group will be a member of the National Customer Council, enabling strong communication between formal groups.

This strengthened structure improves coordination between groups and creates clearer routes for resident influence at a strategic level.

A progress report will be shared quarterly to the Customer Services Committee by the Chair and Vice-Chair of the Customer Council. ■

# Formal customer group structure

To respond to resident feedback about clarity, impact and accountability, we have introduced a strengthened formal customer group structure.

This structure provides clearer roles for each group and stronger links between resident insight, scrutiny and action.

## MTVH Board Committee Structures

Note: Resident membership of Board committees is considered under formal governance and is not part of the Customer Voice Framework

### National Customer Council

- Connecting resident voices, co-ordinating activities of resident forums
- All members sitting on either a resident forum or Board committee
- Reviewing regulatory consumer standards compliance
- Reviewing annual progress against resident experience measures of MTVH 2030 strategy
- Oversee publication of the annual Residents Report

### National Scrutiny Forum

- Choose topics for annual scrutiny cycles
- Monitor completion of scrutiny reviews and progress of actions following reviews
- Oversee publication of the annual Scrutiny Report

### Insight to Action Forum

- A shorter-term forum focused on co-creating improvements with colleagues to services identified through Tenant Satisfaction Measures (TSM) results
- Oversee publication of TSM results and actions to residents

### Fairness and Learning Forum

- Monitor learnings and trends from complaints
- Monitor completion of actions following complaints to improve services to residents
- Oversee publication of the annual Complaints Performance Report

# Scrutiny



# Scrutiny



**Residents told us that scrutiny is one of the most important ways they can influence change, but it needs to be clear, accessible and focused on delivering real outcomes. In response, we are strengthening our approach to scrutiny to ensure it is more flexible, more inclusive, and more clearly linked to service improvements.**

## **Continuous learning scrutiny**

Under the 2022-2025 Customer Voice Framework, we developed the continuous learning scrutiny approach to maximise the number of residents who could take part in scrutiny reviews and we will continue with this approach. Together we completed 11 different scrutiny reviews with residents and colleagues across MTVH.

Through the continuous learning approach to scrutiny, residents are supported to review how services are delivered in short, easy to complete cycles. Recommendations made for improvement are shared with colleagues in relevant service areas, ensuring that resident voices directly shape decisions and drive positive change.

## **Resident-led topic selection and monitoring of outcomes**

Our new National Scrutiny Forum will be responsible for selecting the review topics for each scrutiny cycle – two to three topics per calendar year. In doing this they will consider the views of formal customer group members as well as key performance information and housing sector “hot topics”.

The National Scrutiny Forum will oversee the progress of all scrutiny cycles, ensuring that recommendations resulting from reviews are fully considered by relevant MTVH colleagues. The forum will also revisit past scrutiny reviews to confirm that recommendations have been taken forward and that residents are feeling the impact of scrutiny. ■

# Continuous learning scrutiny approach

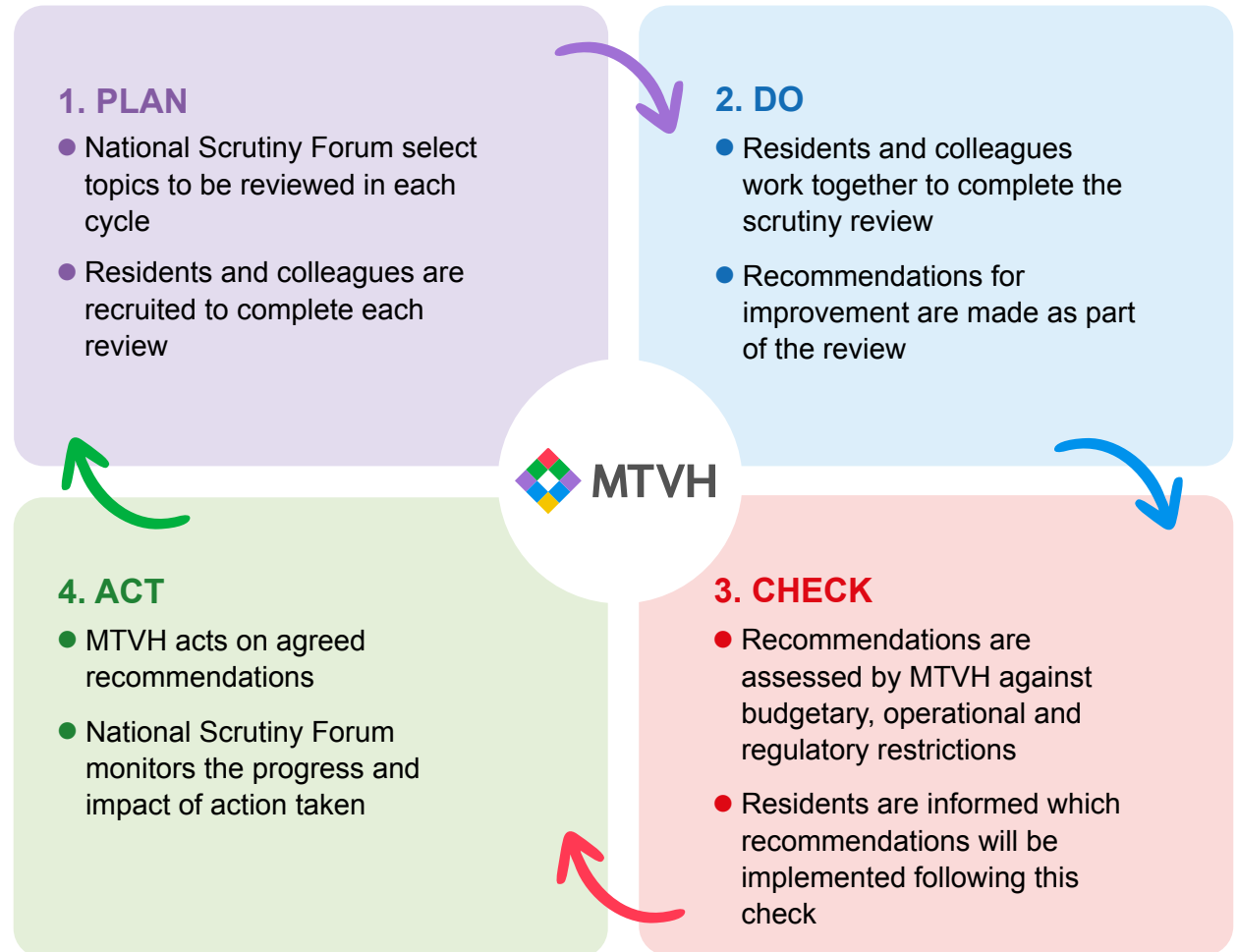
To respond to resident feedback about the need for clearer outcomes and follow-through, we have strengthened our scrutiny cycle. This updated approach ensures that every stage from planning to action is transparent, tracked, and focused on delivering real improvements.

## National Scrutiny Forum

Overseeing the completion of resident-led scrutiny and ensuring recommendations drive real improvements for residents

- Resident-led scrutiny topic selection
- Monitoring completion of scrutiny review cycles
- Ensuring scrutiny recommendations are considered by MTVH colleagues
- Overseeing publication of annual scrutiny report

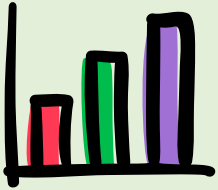
## Continuous learning scrutiny review structure



# Influencing action



# Influencing action



Residents told us that not everyone wants or is able to take part in formal customer groups or structured scrutiny activities. Many want more flexible, accessible ways to share their views and influence decisions. In response, we are expanding how residents can get involved, offering a wider range of opportunities that fit around different needs, interests and availability.

## Resident voices influencing at national and local levels

We know that not every resident will want to join formal customer groups or participate in scrutiny reviews, so we will continue to offer a variety of ways for residents to share their feedback with us based on their availability and interests.

Whether through reading panels, focus groups, interviews, user experience testing, or surveys, we are committed to continually finding new and accessible opportunities for residents to share their views and help shape decisions at both local and national levels.

## Communicating clearly to our resident networks

We will continue to support our residents' groups, associations, and neighbourhood champions; while also seeking new and innovative ways to help them thrive and recognise the valuable contributions they make within their local communities.

By establishing three dedicated resident networks, MTVH will make sure that residents interested in shaping services and improving their local areas receive clear, relevant communication and regular updates, including information about training opportunities, tailored to their interests and involvement. ■

# Resident influence networks

Residents told us they want clearer, more tailored ways to get involved, depending on their interests and how they want to engage. In response, we have introduced dedicated resident networks to provide more personalised opportunities to influence decisions, connect with others, and stay informed.

## Residents' Voice Network

- A network for all residents interested in influencing decision making at MTVH
- Tailored communications to network members sharing updates on opportunities to get involved and hear how residents are making a difference
- Opportunities to learn more about MTVH and the housing sector

## Residents' Neighbourhood Champions Network

- A network for all local neighbourhood champions
- Tailored communications to network members sharing updates on how neighbourhood champions are making a difference and opportunities to learn more about MTVH and the housing sector
- Annual network event for neighbourhood champions to meet and share ideas

## Residents' Association Network

- A network for residents' associations and groups
- Tailored communications to network members sharing updates on how residents' associations and groups are making a difference and opportunities to learn more about MTVH and the housing sector
- Annual network event for residents' associations and groups to meet and share ideas

# Hearing more voices



Young Residents in Partnership event at Waterfront House, Beeston, Nottinghamshire

# Hearing more voices



**Residents told us that we are not always hearing from a broad and representative range of voices, particularly those who are less likely to take part in formal engagement activities. In response, we are strengthening how we gather, use and act on resident insight, to ensure that all voices are heard, not just those who actively engage.**

## **Listening to and acting on our data**

Residents share their voices, feedback, and opinions with us in many ways, not just through formal customer groups or involvement activities. We will actively monitor the data we hold, including complaints, contact details, and satisfaction surveys, to identify trends and uncover opportunities to improve our services.

## **Making sure activities are inclusive**

We are committed to making Customer Voice activities inclusive and representative of our residents' diversity. We will track participation across key diversity groups and take targeted action to address any gaps or missing voices.

We will provide a range of accessible and inclusive ways for residents to share their feedback, ensuring that every resident has the opportunity to shape the services and decisions that matter most.

## **Blending data and resident involvement to co-produce improvements**

Our new Customer Voice cycle will make sure that every resident's voice is heard and acted upon. The cycle brings together insights from a range of resident data sources with targeted influencing and listening activities.

Combining data and resident involvement will help us to identify what matters most to our residents and work collaboratively to co-produce meaningful improvements in the services we deliver. ■

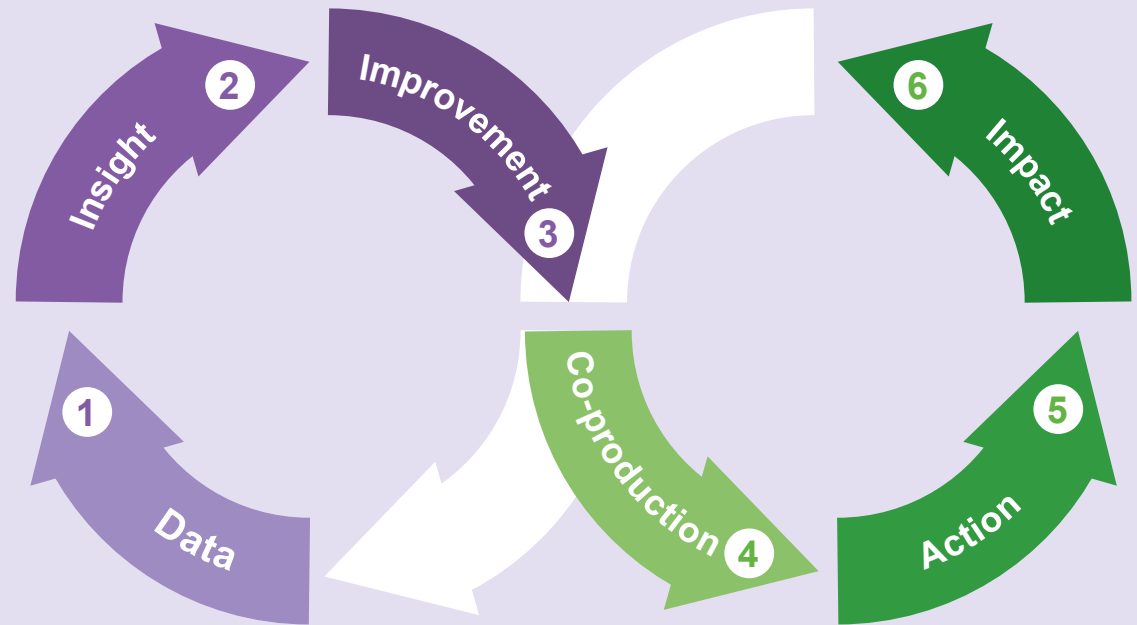
# Customer Voice cycle

Residents told us that feedback is not always clearly linked to action, and that it can be difficult to see the overall impact of their input.

In response, we have strengthened our Customer Voice cycle to bring together data, insight, engagement and action into one clear, joined-up process.

This strengthened cycle ensures that resident feedback is consistently:

- identified through multiple data sources
- analysed to understand what matters most
- prioritised for improvement
- co-produced with residents
- delivered in practice
- and measured to demonstrate impact



|                     |   |   |  |
|---------------------|---|---|--|
| RESIDENT<br>INSIGHT | <b>Step 1: Data</b><br>Identify sources of resident data and information              | <b>Step 2: Insight</b><br>Analyse data for insight trends and opportunities to improve services | <b>Step 3: Improvement</b><br>Prioritise areas for improvement that matter most to residents |
| RESIDENT<br>ACTION  | <b>Step 4: Co-production</b><br>Co-produce improvements with residents and colleagues | <b>Step 5: Action</b><br>Put improvements into action   | <b>Step 6: Impact</b><br>Measure the impact of improvements on residents through our data    |

# Tools for the job



MTVH colleague Megan at Waterfront House, Beeston, Nottinghamshire

# Tools for the job



Residents and colleagues told us that while many people want to get involved in shaping services, they do not always feel they have the knowledge, skills or confidence to do so effectively. In response, we are strengthening the support, training and tools available, ensuring that everyone can participate meaningfully and with confidence.

## Developing the skills to drive change

Our residents understand their homes and communities best, and we want to provide the skills and support so that anyone who wishes to take part in a Customer Voice Framework activity feels confident to do so.

A new Resident Voice Toolkit will be available to support resident understanding of how MTVH and the wider housing sector operates. We will also provide training opportunities for residents involved in formal customer groups to build confidence in chairing meetings, representing the views of others, and decision making, with other training provided when needed.

## Supporting our teams to champion resident voice

Listening to residents and acting on feedback to improve services is at the heart of our organisational strategy. This is not just a principle, it is a commitment that requires every colleague to have the right skills, tools, and confidence to make it happen. By embedding this approach across MTVH, we will ensure that resident voice is central to how we work.

We will develop a new Resident Voice Toolkit for colleagues. This toolkit will provide clear, practical guidance and resources to help teams engage directly with residents, listen actively, and understand their views. It will empower colleagues to take ownership of conversations and feedback. Through this, we are aiming to make every interaction meaningful and ensure all colleagues play a role in delivering the Customer Voice Framework and achieving the aims of our MTVH 2030 strategy. ■

# Customer Voice toolkits

Residents and colleagues told us they need clearer, more accessible information and practical support to take part effectively in Customer Voice activities. In response, we are strengthening our toolkits to provide the guidance, training and resources needed to support meaningful participation.

## Residents' Toolkit

- Access to information about MTVH and housing sector regulation
- Training opportunities for involved residents on skills they need to be effective in their roles such as chairing skills and understanding data and reports
- Access to information to support resident awareness of housing sector issues from providers such as TPAS and Four Million Homes

## Colleagues' Toolkit

- Clear and practical guidance on how to best engage with residents, active listening skills, and understanding resident data and insight
- Support to work collaboratively with residents' associations, residents' groups, and neighbourhood champions to improve local resident experience
- Guidance on ensuring diverse resident views are heard in decision making and closing communication loops with residents



Volunteers at Mama's Kitchen, Clapham Park, London



Practical support such as access to training, small grants or resources, and opportunities to collaborate will strengthen resident groups and local connectors.

**MTVH resident feedback**

# Impact and outcomes

**This refreshed Customer Voice Framework has been shaped by resident feedback and designed to address the areas where residents told us we need to improve. As a result of these changes, it will deliver clearer, more measurable outcomes that make a real difference to residents' experience at MTVH.**

## Residents can expect

- More opportunities to influence decision making at local and strategic levels
- Continuous improvement in our services
- Inclusive activities – nearly 1,000 residents have contributed to shaping this approach, and we aim to involve even more in the lifecycle of this Framework
- Collaboration with MTVH colleagues and co-production of solutions and improvements
- Transparency and accountability for our performance and delivery of this Framework. Throughout 2025, residents and colleagues from across MTVH took part in activities to share their views on how we listen to and work together with residents. In total, almost 1,000 residents have shaped the refreshed Customer Voice Framework

## Measuring success

- Quarterly progress reporting from National Customer Council to the Customer Services Committee
- Delivery of key performance measures from MTVH 2030 strategy, supported by listening to our residents through this Framework
- Annual publications (Residents Report, Complaints Performance Report, Scrutiny Report) overseen and influenced by formal customer groups and published on the MTVH website for all residents to view
- Over 2,500 residents signed up to our Residents' Voice Network by April 2028 with a new target set after that date ■



Summer Fun Day event, Clapham Park, London



MTVH care, their engagement is a clear example of co-design in action. Thank you for being helpful and collaborative.

**MTVH resident feedback**

# Action plan

This action plan sets out how we will deliver the improvements to governance and impact identified through resident feedback. It focuses on strengthening clarity, accountability and demonstrating the impact of resident voice.

| Aim                          | Action  | Complete by                                  |
|------------------------------|---|--|
| <b>Governance and impact</b> | Develop clear terms of reference and role profiles for each formal customer group with Customer Council                       | July 2026                                    |
|                              | Recruitment of residents to new formal customer groups (excluding Customer Council)   | September 2026                               |
|                              | Review and update Customer Council terms of reference   | December 2026                                |
|                              | Formal customer group member training and initial meetings  | March 2027                                   |
|                              | Selection of scrutiny topics for next continuous learning scrutiny review cycle by National Scrutiny Forum                    | June 2027<br>(annually after this date)      |
|                              | Annual Residents Report published with oversight from Customer Council  | Summer 2027<br>(annually after this date)    |
|                              | Publication of the annual Complaints Performance and Service Improvement Report with oversight from Fairness & Learning Forum | Summer 2027<br>(annually after this date)    |
|                              | Annual Scrutiny Report published with oversight from the National Scrutiny Forum  | Winter 2027/28<br>(annually after this date) |



It's about having clear standards. We need to know what 'good' looks like and trust that you'll deliver it.

**MTVH resident feedback**

# Action plan

This action plan sets out how we will strengthen scrutiny in response to resident feedback, with a greater focus on delivering outcomes, improving participation and ensuring recommendations are followed through.

| Aim      | Action   | Complete by                                  |
|----------|--|--|
| Scrutiny | National Scrutiny Forum members recruited and provided with appropriate training                             | December 2026                                |
|          | First National Scrutiny Forum meeting takes place  | March 2027                                   |
|          | First topics for scrutiny selected by National Scrutiny Forum  | June 2027<br>(annually after this date)      |
|          | Residents and colleagues recruited, and scrutiny reviews completed   | January 2028<br>(annually after this date)   |
|          | Annual Scrutiny Report published with oversight from the National Scrutiny Forum                             | Winter 2027/28<br>(annually after this date) |
|          | Recommendations from scrutiny reviews acted on with progress and impact monitored by National Scrutiny Forum | Spring 2028 (ongoing)                        |



Ensuring the outcomes from any scrutiny are shared is essential as it makes sure there is transparency, even if the outcomes are not favourable for all.

**MTVH resident feedback**

# Action plan

This action plan sets out how we will expand and improve opportunities for residents to influence decisions, in response to feedback about the need for more flexible, visible and accessible ways to get involved.

| Aim                | Action   | Complete by                                |
|--------------------|--|--|
| Influencing action | Residents' Voice Network launched with all residents invited to sign up  | July 2026                                  |
|                    | Residents' Association Network launched with first tailored communications emailed to registered associations and groups   | September 2026                             |
|                    | Neighbourhood Champions Network launched with local resident champions invited to sign up  | October 2026                               |
|                    | Customer Voice webpage updated to highlight participation opportunities and share how residents are influencing decision making  | October 2026                               |
|                    | Updates shared to Customer Council by Customer Voice team on the number of Customer Voice activities residents have taken part in, the number of residents who have taken part, and the accessibility of these opportunities | December 2026 (bi-annually from this date) |



I would like to see details of how residents have influenced both strategic and operational change, what this is and how it impacts residents.

**MTVH resident feedback**

# Action plan

This action plan sets out how we will hear from a broader and more representative range of residents, in response to feedback that some voices are underrepresented in our current approach. It focuses on improving how we use data, target engagement and ensure inclusion is embedded across all activity.

| Aim                 | Action   | Complete by                                |
|---------------------|--|--|
| Hearing more voices | Updates shared to Customer Council by Customer Voice team on the number of Customer Voice activities residents have taken part in, the number of residents who have taken part, and the accessibility of these opportunities | December 2026 (bi-annually from this date) |
|                     | Customer Voice team utilising Customer Voice cycle to drive continuous improvement across customer experience directorate with updates shared to Customer Council bi-annually  | December 2026 (bi-annually from this date) |



Inclusion should be embedded across all engagement, not siloed into a single initiative. Strong feedback loops and a hybrid mix of digital, printed, and in-person channels will be key to reflecting the full diversity of residents' needs.

**MTVH resident feedback**

# Action plan

This action plan sets out how we will strengthen the support, training and tools available to residents and colleagues, in response to feedback that people do not always feel confident or equipped to take part in Customer Voice activities. It focuses on building skills, improving access to information and ensuring everyone has the confidence to contribute effectively.

| Aim                      | Action   | Complete by    |
|--------------------------|--|----------------|
| <b>Tools for the job</b> | Training for formal customer groups completed to ensure every member has the skills and confidence to be effective in their roles  | December 2026  |
|                          | Training and guidance for colleagues on how best to engage with residents and residents' associations developed  | December 2026  |
|                          | Customer Voice webpage updated to highlight training opportunities and information for residents about MTVH and where to access further information about the wider housing sector | March 2027     |
|                          | Review of training for residents completed by Customer Voice team  | September 2027 |



Being in a collective partnership with MTVH that is focused on a collective vision is an effective way of getting results. MTVH need to ensure residents are equipped with the tools necessary for residents to become effective members of their chosen group. **MTVH resident feedback**

# Acknowledgements

**This Framework has been developed with residents and a special thanks is given to the members of our Customer Council, Regional Panels, Customer Services Committee, and the local residents' groups who gave their time to share their feedback with us. Their quotes are included throughout this document.**

Thank you to the following organisations and groups who have also influenced this Framework:

- Four Million Homes
- G15 Residents' Group
- HQN – Housing Quality Network
- Involve
- Locality
- NCVO – National Council for Voluntary Organisations
- TPAS – Tenant Participation Advisory Service
- Resident engagement teams across the G15 and wider housing sector who shared best practice with us



International Women's Day event, Clapham Park, London



Summer event, Woking, Surrey



Listen to us and our experiences. We live in the communities and homes, so we know the issues we face and what works for us.

**MTVH resident feedback**