



Customer Voice Strategy 2023-26

Customer Voice Strategy 2023-26

1. Introduction

- 1.1 At Bron Afon, our core priorities are to provide quality, value and satisfaction to our customers, provide local families with good quality, safe, warm homes, and build relationships to help our customers flourish. We want everyone to have a place they are proud to call home.
- 1.2 Listening to, and acting on, the customer voice is vital to achieving these priorities, with customers routinely being able influence service delivery, design, and purpose. By improving our right first-time services, customers will trust that we are using resources wisely and achieving value for money. We want to give confidence to customers that when they need help, or tell us that something is wrong, we are trusted to understand and take positive action.
- 1.3 Bron Afon is a Community Mutual which means that we believe that our people and our communities are our biggest asset, and that they are best placed to know what they need and to tell us how we can help them to get it. We want to hear from the whole community, not just our customers.
- 1.4 This strategy builds on the previous Resident Engagement Strategy, published in 2020, and sets out a coherent model for capturing the customer voice. Using existing and new methods, we will ensure that the customer voice is heard at all levels of the organisation; consulting with customers and communities about the things that matter most and communicating back out what we have learned and changed as a result.

2. Regulatory Framework

- 2.1 The Welsh Government's Regulatory Framework for Housing Associations sets out clearly the expectation that landlords must hear and act on the customer voice. It states that tenants' needs, and interests are vitally important and so the Regulatory Standards place clear expectations on housing associations to demonstrate that:
 - tenants are enabled and supported to influence strategic decision-making;
 - tenants are enabled and supported to influence and shape the delivery of services;
 - high quality services are delivered to tenants.

2. Regulatory Framework Continued

- demonstrate diverse tenant views and expectations inform the development and review of housing and related services, and the response to any under-performance'

2.3 This strategy supports Bron Afon to meet these requirements.

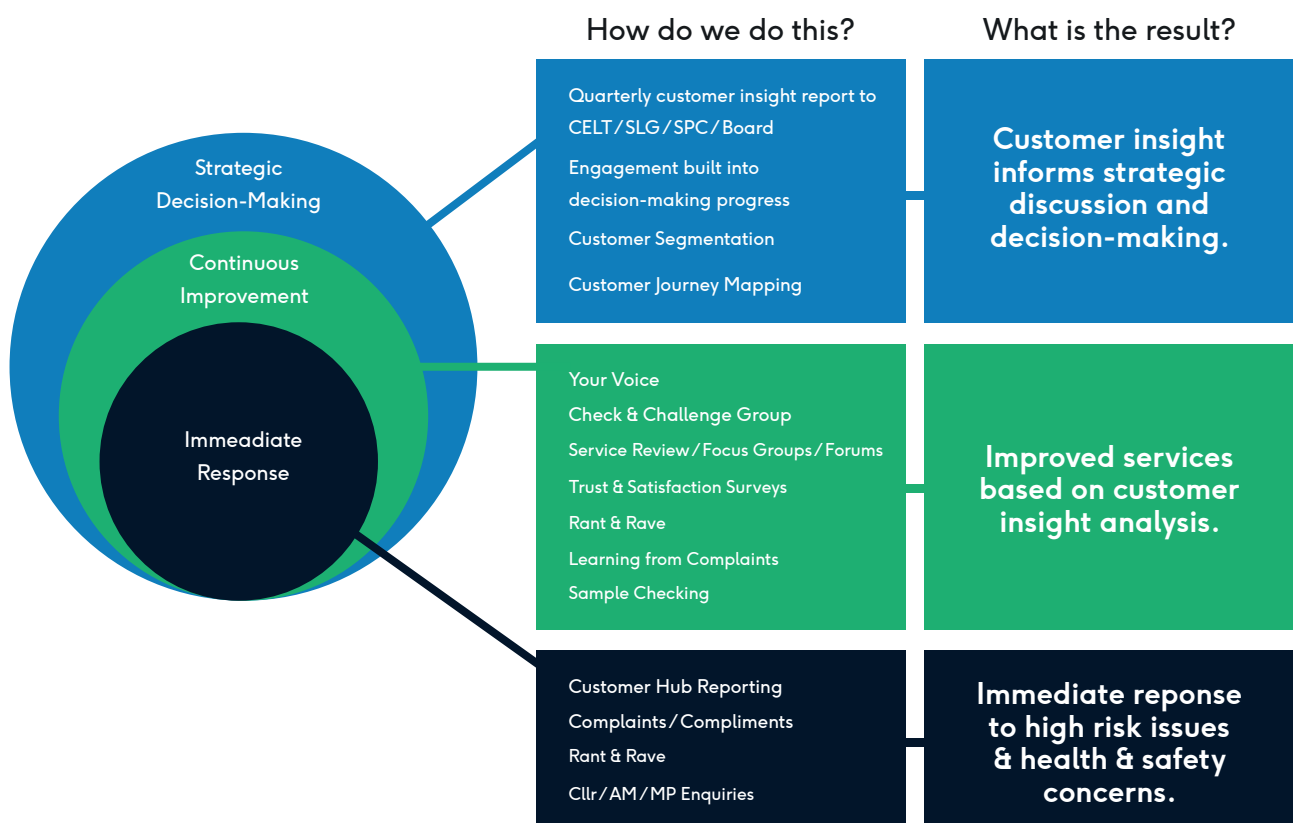
3. Customer Voice Model

3.1 The model below will be implemented to ensure that the customer voice is captured and used routinely at all levels throughout our work.

It will ensure that customers are at the heart of decision-making and that we use an evidence-based approach to service delivery and improvement.

Development of reliable customer insight analysis and reporting, that captures all of the feedback we receive into a single, actionable document, will be the first step.

3.2 Feeding back to customers on the actions taken in response to the customer voice is essential for us to build trust and confidence, whether this be through you said we did' or story telling communications.



4. Engagement Channels

- 4.1 A key aspect the customer voice model is ensuring that customers are able to engage with Bron Afon in a way that suits them best and that provides the most meaningful data. We will ensure that there are a range of opportunities in place and will continue to develop these channels throughout the life of the strategy in response to feedback and what works well.
- 4.2 The diagram below summarises the ways in which customers will be able to engage. A number of the engagement channels are already in place (e.g. Board membership, Your Voice, Rant & Rave) whereas others require development.

Most Time Commitment
/ Fewest Participants



Least Time Commitment
/ Most Participants



Board



Check & Challenge Group



Mystery Shoppers



Service Specific Forums



Complaints & Compliments



Your Voice Portal



Trust & Satisfaction Surveys



Rant & Rave Feedback

4. Engagement Channels

Board



The customer voice is heard at board level by having customer board members who provide vital insight, and by ensuring that decision making is informed by customer engagement. The Services and Performance Committee will receive a quarterly customer insight report to support strategic discussion.

Check & Challenge Group



Focussing on what matters and listening to customers who have experienced services is core to the methodology and drives improvement in the work. Insight will be used as a catalyst to deep dive into areas for improvement as identified through forums, surveys, feedback, and KPIs.

Mystery Shoppers



An opportunity for involved customers to assess the delivery of specific service areas and report back into the Check & Challenge Group.

Service Specific Forums



An opportunity for distinct groups of customers (leaseholders, retirement living) to provide feedback on matters directly affecting them. Short-life forums will be created to support service reviews and undertake customer testing/design.



Complaints, compliments, and feedback

Continual insight into what has gone well and not so well that provides lessons learned to enable service improvements.



Trust and Satisfaction Survey

A Welsh Government requirement, the survey is carried out biannually and customer views are used to drive improvements across Bron Afon.

Your Voice Portal



Online platform that enables customers to feedback on specific topics, respond to surveys and take part in polls. The portal will widen the diversity of views currently received.



Rant & Rave Feedback

Continual insight into customers views that feeds into service reviews, Check and Challenge and is key to insight.

5. What does being a community mutual mean?

- 5.1 Bron Afon is a 'community mutual' society that was set up to benefit people in the community who are in need by reason of poverty, age, disability or illness. Our membership model means that anyone can become a member of Bron Afon, as long as they live in Torfaen, and they can have a say in how the organisation is run by attending member's meetings or taking part in opinion testing.
- 5.2 Delivering the commitments of the strategy means that we will continue to operate in the spirit of being a community mutual.

6. Delivery Plan

- 6.1 The initial high-level delivery plan below sets out how we will deliver the strategy and develop a robust customer voice model. More detailed operational annual plans will lead the work.



Outcome	How	By When
Customer voice clearly heard by Board that influences strategic decision-making.	Develop quarterly customer voice insight reports with data gathered from all engagement channels and from performance measures.	Mar 2024
	Ensure customer insight is embedded in decision-making by making a key requirement of reporting.	Mar 2024
	Restart timetable of estate walkabouts/surgeries and encourage board member attendance.	Sept 2023
	Develop customer segmentation model to understand and respond to key customer groups.	Dec 2024
Customer voice shapes and influences services so that they continuously improve	Promote engagement channels to new and existing residents and compile register of interest within YODA.	Mar 2024
	Provide colleague training on the engagement channels and how to capture and escalate feedback and from customers.	Mar 2024
	Develop forward plan of service reviews, that includes the 'Visceral' customer journey mapping methodology and customer testing, informed by customer insight and performance data.	Dec 2023
	Develop plan to increase engagement via Your Voice.	Sept 2023
	Develop forward plan of consultations to avoid customer fatigue and confusion.	Sept 2023
	Build customer voice into policy / strategy review process.	Dec 2023
	Increase visibility of Rant & Rave data to ensure rapid resolution to serious matters and enable 'lessons learned'.	Sept 2023
	Ensure customer views are routinely gathered at community events.	Mar 2024
Residents understand how their voice influences decision making	Outcomes from consultations and service reviews shared on website, social media, scheme noticeboards and at consultation / forum events.	Mar 2024
	Service improvements resulting from complaints and feedback shared on website, social <u>media</u> and annual report in 'you said, we did' and story-telling formats.	Mar 2024

7. Monitoring, Evaluation & Review

- 7.1 We will continually monitor and review the effectiveness of this strategy using feedback and the following measures:

Measure	When	How
% customers satisfied with the service provided by us	6 monthly	Trust and Satisfaction Survey
% of customers that trust us as their social landlord	6 monthly	Trust and Satisfaction Survey
% of customers satisfied with opportunities to participate in decision-making processes	6 monthly	Trust and Satisfaction Survey
% of customers satisfied that they have a say in how services are managed	6 monthly	Trust and Satisfaction Survey
Number of customers using Your Voice	Quarterly	Your Voice data
Number of customers responding to Trust and Satisfaction Survey	6 monthly	Trust and Satisfaction Survey
Number of customers responding via Rant and Rave	6 monthly	Rant and Rave

- 7.2 Delivery of the strategy will be reviewed annually and reported to the Services and Performance Committee.