

Customer Voice and Influence

Our commitment
to listening, acting
and improving



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to customer voice
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Leadership commitment to customer voice and influence

“

Listening to customers, especially when things have gone wrong, is essential to building trust and improving services.

These commitments reinforce the importance of transparency, learning from feedback and complaints, and making sure customers can see how their experiences lead to meaningful change.”

Dame Sandra Horley
Board Member
Chair of Customer Committee



“

Customer voice must be more than consultation — it should lead to real influence and accountability.

These commitments set out how customers will help shape services, challenge performance and improve outcomes, while making sure we continue learning, listening and improving together.”

Suzanne Brown
Executive Director of Operations



“

Our Customer Voice and Influence Commitment is about making sure customers are genuinely heard and can clearly see the difference their feedback makes.

We're committed to listening, acting on what customers tell us, and being open about how their voice shapes services, decisions and priorities across BFL.”

Paul Coates
Chief Customer Officer



Your voice matters

Your voice matters. It should lead to real change. It helps us make better decisions, improve services and build stronger communities. This is our commitment to how we listen to you, act on your feedback, explain our decisions and show the difference your voice makes.

Our commitments to you

We will:

- ✓ listen to what matters most to you and use this to shape our services
- ✓ make it easy for you to get involved in ways that work for you
- ✓ make engagement accessible and inclusive so people from all backgrounds and communities can take part
- ✓ seek a wide range of views so customer voice reflects the diversity of the people who live in our homes
- ✓ work with you to design, test and improve services together.
- ✓ involve customers in key areas such as service design, policies, procurement, contract monitoring, digital systems and customer journeys
- ✓ use your feedback to deliver real, measurable improvements
- ✓ continue to improve how we listen, respond and involve customers
- ✓ give customer engagement the time, support and resources needed to make a difference
- ✓ ensure that customer engagement is everyone's responsibility across BFL



How your voice leads to change

We have a clear approach to turning your feedback into action.

Listen

We listen through:

- surveys, including Tenant Satisfaction Measures (TSMs)
- complaints, compliments and reviews
- conversations with customers in their local communities
- customer-led groups and networks
- workshops, task and finish groups and improvement projects
- Customer Voice, our online engagement platform
- customer-led scrutiny

Understand

We bring together feedback, survey results, complaints, performance information and service data to understand what matters most. This helps us identify themes, trends and underlying issues.

Where it helps, we work directly with customers to design, test and challenge improvements. This includes learning from complaints, compliments and customer feedback to improve services.

Act

We use your feedback to:

- improve services and customer journeys
- fix issues and prevent them happening again
- shape decisions and priorities
- review procurement and contract arrangements
- design digital services and systems

Closing the loop

We know it is important for you to understand how your feedback leads to change. We will be open and transparent about the impact of your contribution.

We track performance and outcomes to make sure changes deliver real improvements. Through the Customer Voice platform, we will share regular 'you said, we did' updates.

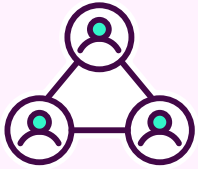
In our regular updates we will show you:

- what we have heard
- what we are doing about it
- what has changed as a result
- what we cannot change and why

This helps you see how your voice is improving services.

How you can get involved

Whether you rent or own your home, there are a variety of ways to get involved, depending on how you want to take part and the time you have available.



Customer connections

Listening to customers, from our regular surveys, reviews, complaints and compliments. Every piece of feedback helps shape future improvements. You can share your thoughts on what's important to you, provide feedback on our services and find out how feedback is shaping what we do on our digital platform, **Customer Voice**.



Place-based engagement

Place is about more than homes. It is about creating strong, connected communities. We work to understand what matters locally so we can better support customers. We use local conversations, customer insight and engagement to identify local priorities and make sure services reflect the needs of different communities.



Regional customer networks

Our regional customer networks offer a structured and meaningful way to influence service delivery and performance. Sessions are held in person and online where engaged customers are empowered to hold leaders to account, with a strong and clear link to our internal regional boards.



Homeowner virtual panels

Made up of shared owners and leaseholders, these panels meet on a quarterly basis to voice opinions and give feedback on the services they receive. The Homeowners Virtual Panels also hold strategic influence, with customer representation on the Customer Committee and strong links to the Bromford Flagship LiveWest Board.

How you can get involved

Cont.



Customer-led scrutiny

Customer-led scrutiny is an important way to make sure services are shaped by the people who use them.

It gives customers a role in reviewing services, identifying improvements and making recommendations based on lived experience.

Through scrutiny, customers may review:

- how well services are performing
- complaints, satisfaction data and performance information
- whether customers are receiving fair and consistent outcomes
- what needs to change to improve customer experience

Customers work with colleagues to challenge performance, understand issues and help shape solutions. Findings are shared with senior leaders and governance groups to make sure action is taken.



External influence

As Bromford Flagship LiveWest builds more homes and supports more customers, we have more opportunities to help shape the future of housing.

We'll explore opportunities for customers to help shape or support wider conversations where they matter to customers, including:

- tackling stigma around social housing
- sharing lived experience to influence the sector
- supporting local or national conversations where relevant
- working with partners, charities or networks



We know that not everyone wants, or is able, to engage digitally. We will always provide accessible non-digital ways to get involved and communicate with us.

How your voice influences decisions

Customer feedback is brought together, analysed and used to inform decisions at every level.

Your voice can influence:

- local priorities and community issues
- service improvements
- policies and service standards
- procurement and contract monitoring
- digital systems including customer portals
- customer journeys and service design
- strategy and business priorities

We will be honest about what can and cannot change and explain the reasons for this.

Recognising customer contribution

We value the time, knowledge and lived experience our customers bring.

Customers who give their time help us make better decisions, improve services and strengthen communities.

We will:

- thank and recognise customers who give their time as partners in improvement
- celebrate the impact customers have made
- share examples of customer influence and community contribution
- explore recognition opportunities where appropriate



How our approach will continue to develop

Our approach to customer voice and influence will continue to evolve.

Customers have suggested future opportunities such as:

- a dedicated disability group
- groups focused on new homes, sustainability, technology or innovation
- more opportunities for rural communities
- more customer involvement in procurement and user testing
- more opportunities for customers to meet Board members and senior leaders

We will consider these ideas as our approach develops and will be clear about what we can take forward, when and why.



Measuring our success

We'll measure how well we're listening, involving customers and demonstrating the difference customer voice makes. Each year we'll report on the measures below and use them to continually improve our approach.

We'll report on:

Reach

How many customers take part in customer voice activities.

Participation

How many customers get involved through surveys, customer networks, scrutiny, panels, co-design and other opportunities.

Influence

How customer feedback has influenced decisions, policies, services and projects.

Impact

How many customer recommendations have been implemented and the improvements delivered.

Closing the loop

Examples of 'you said, we did' and how we've reported back to customers.

Organisational learning

Examples of how customer insight has improved services, policies and customer experience across BFL.

We'll review these measures each year and continue to develop them alongside our customer voice and influence approach.



