

Voice of the Customer Report

Contents

03 Four points of focus

04 April to June 2025

05 Feedback insight and themes

07 Comments from customers

09 Communication

11 Customer support and colleague behaviour

13 Repairs

15 Homeowners

16 People and place - high rise homes



Four points of focus

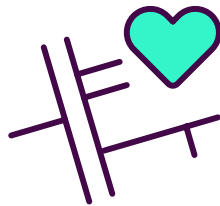
Our customer engagement plan, co-created with customers, uses four points of focus to ensure our engagement opportunities are flexible and varied for customers.

Feedback we collect across all engagement touch points is combined to create a single view to ensure the voice of the customer is loud and at the front of our strategic and operational priorities and our improvement plans.



People and place

We build strong, supportive relationships with customers and communities to ensure individuals and households thrive. Through trusted local connections, we nurture a sense of belonging and shared responsibility.



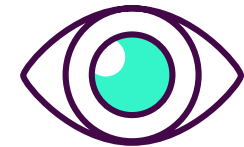
Community and contribution

We enable our customers to be active participants in shaping their neighbourhoods, making them vibrant, inclusive, and resilient places which enable people to thrive.



Voice and accountability

We're committed to transparency and collaboration. Customers hold us to account, scrutinise our services, and partner with us to continually adapt and improve.



Looking ahead together

We empower customers and communities to engage in broader conversations on housing, locally, regionally, and nationally, ensuring their voices influence the future of homes and neighbourhoods.



April to June 2025

People and place

- 2 drop-in sessions to discuss high rise building safety
- 1,908 Bromford You Matter feedback collected and analysed
- 1 home ownership virtual panel
- 9,231 Bromford annual review conversations
- 2 involved customers shortlisted for Tenant of the Year award and Tpas engagement heroes award

Community and contribution

- 3 Local Influence Network meetings
- 4 workshops seeking customer input and co-creating solutions
- 2 Customer Influence Group (CIG) meetings held
- 1 Customer Influence Panel meeting
- 2 Customer and Community Influence Network (CCIN) meetings
- 1 Voice of the Customer Session presented to leaders
- 6 Customer Scrutiny sessions

Voice and accountability

- 4,993 Flagship home visits
- 9,136 Tenancy Satisfaction Measure (TSM) responses collected and analysed
- 1,388 complaints received
- 206 complaints escalated to stage 2

Looking ahead together

- 3 of our customers sitting on Housing Ombudsman Resident Panel
- 1 National Inside Housing Conference workshop on unlocking community potential

The feedback and insight has been brought together and analysed, enabling us to share the positive and negative themes from customers.

Feedback insight and themes

Customer feedback is essential for improving our services as it provides direct insight into what's working well and where we need to make changes. By listening to customer experiences we can identify areas for improvement, enhance service quality, and ensure we meet the needs and expectations of those we serve. Regular feedback helps us to adapt, innovate, and deliver a better experience for everyone.

Positive themes

- ✓ Customers mention colleagues who have kept them informed, provided updates and followed through on commitments.
- ✓ Customers describe team members as lovely, friendly, polite, very helpful, and brilliant. They describe warm, respectful interactions, which have left a good impression.
- ✓ Customers consistently mention quick response times, punctuality, and repairs completed swiftly and effectively. Phrases like 'arrived early' 'turned up on time' and 'job done within half an hour' show that speed and reliability stand out.
- ✓ Satisfied homeowners found the home purchase process efficient and straightforward, energy efficiency upgrades like new doors and windows were appreciated and they felt informed and supported when reaching out for assistance. Some customers had no need to reach out, indicating a positive customer experience.

Cross cutting themes



Negative themes

- ✗ Customers mention lack of follow-up or callbacks, poor responsiveness and delays, uncoordinated appointments and conflicting or inaccurate information being shared.
- ✗ Customers talked about feeling disrespected and neglected and some said we lacked follow-up on complaints.
- ✗ Customers describe excessive delays and repeated cancellations, incomplete and poor-quality works. Some comments raise the lack of urgency around health and safety issues such as damp and mould and hot water supply.
- ✗ Homeowner comments tell us dissatisfaction can be attributed to lack of clarity on responsibility for certain repairs, difficulty finding information or getting a clear response as well as financial concerns relating to rent increases, service charges and building insurance.

How we're performing

79.2%

of customers were
satisfied with our
repair service

92.9%

of customers were
satisfied that their
home is safe

92.4%

of customers agree that
we treat them fairly
and with respect

84.4%

of customers are
satisfied with our
overall service
(TSM)



Comments from customers



Communication

Customer support and colleague behaviour

Repairs

Homeowners

Positive themes

Understanding of our situation and good communication which is vital, your patience while we are sorting some financial worries out many, many thanks.

The lovely telephone operator Paula I believe she was called, was extremely understanding, professional, competent, friendly and also gave me fantastic advice. All round an excellent experience with a lovely lady. Fantastic service. Heartfelt thank you.

Such a lovely kind respectful man. It's so nice to be met by a smile and professional attitude to their work. I'm really grateful for the repair to be done but really impressed by the quality of the staff so far, thank you

Was made to feel really comfortable and everything was explained really well, and the transition was made really smooth.

Yeah, I called up and got through easily enough. Spoke to a lady she was very good.

No complaints whatsoever the guy was great, polite, friendly, tidy, was really good, he was even respectful of my nervous dog.

I will tell everybody that's it's great, it's a 10, they cleaned the mess up and took the boxes away. Very good.

Everything is good, my experience so far has been very impressive.

**Communication****Customer support and
colleague behaviour****Repairs****Homeowners****Negative themes**

No follow-ups! Lack of communication!! Still feel totally let down.

The lady was rude and didn't even offer to try and resolve my issue.

My repair is still outstanding because the chap that came measured up just like the 4 people that have previously arrived at my property then left, have heard nothing since. This repair has been waiting well over a year now and it is totally unacceptable.

Whenever we have issues with anything we try to find out who can help us. It's always someone new who answers who doesn't know and we have to call other people, and they don't record the issues, I think. We don't get updates so does someone forget about it?

The communication was not good. They never called me. The office staff are not as good as Bromford. Still have the dustpan and brush from one of the lads.

Keep getting let down, I was lied to, people were rude, very unreliable, left without water, went on for months, ceiling nearly down.

Service very slow, repairs were very bad, wires everywhere, he came, and electric box kept tripping, he was walking away, he tried to blame the toaster... it was a nightmare.

It's pretty good it's just a shame I have so many snags.

Communication



Positive feedback

Customers talk about:

- colleagues that have kept them informed, provided updates and followed through on commitments
- being kept informed throughout the service and found it quick and easy to reach our call centre



Where we need to focus

Customers tell us:

- they experience lack of follow-up or callbacks
- they feel our responsiveness is poor, often experiencing delays
- they experience uncoordinated appointments and conflicting or inaccurate information is being shared

What we're doing to make improvements

Bromford.

- ✓ Following feedback from customers our chatbot (live chat) has recently received some updates to provide a more seamless experience for our customers – aiming to make the experience more human.
- ✓ We continue to improve our systems to enable our colleagues to record our commitments and conversations with customers.
- ✓ We continue to extend our suite of service standards outlining the services customers can expect



- ✓ We'll soon be launching a new omnichannel service enabling customers to get in touch with us via a channel that suits them best. As part of this work, we're also exploring how artificial intelligence can support our customer service advisors to provide a better experience for our customers – routing customers through to the right place at the right time to resolve enquiries faster.



- ✓ We're developing a knowledge base for our customer services hub to provide colleagues with accurate information, clear processes, and helpful guidance to handle all types of customer enquiries effectively. This will improve our ability to resolve customer enquiries the first time.
- ✓ A new customer portal will enable customers to manage their own services and stay informed with updates about their tenancy, home, or local area.
- ✓ We're developing an accessibility standard that reflects our commitment to ensuring all communication with customers is accessible and embedded as a standard part of our processes.

How we're involving customers with making improvements

Bromford.

- ✓ Our gas team now book appointments for their annual servicing directly with customers for a time which suits them best rather than sending letters with suggested appointments.
- ✓ Customers have reviewed our Income Management Policy and our Mutual Exchange Policy.



- ✓ We asked customers for feedback on our quarterly digital newsletter. They helped us shape the content, meaning we've included stories on team members and local updates.
- ✓ Customers have user tested the customer portal and provided feedback on their experience.
- ✓ We're working with customers with disabilities to improve services. Focus areas include customer service, adaptations, and repairs. A recommendation report will follow, with updates shared regularly.



92.1%

of stage 1 complaints responded to in line with complaints handling code timescales



94.1%

of stage 2 complaints responded to in line with complaints handling code timescales



43.7%

TSM satisfaction with complaints handling



Customer support and colleague behaviour



Positive feedback

Customers talk about:

- colleagues being lovely, friendly, polite, very helpful, and brilliant. They describe warm, respectful interactions, which have left a good impression



Where we need to focus

Customers tell us:

- a lack of empathy or understanding
- colleagues being rude or unapproachable
- a perceived failure of colleagues not taking responsibility
- feeling let down and, at times, feeling they'd been lied to about their appointments

What we're doing to make improvements

Bromford.

- ✓ We have updated our system to ensure all customer information can be found in one place, improving our ability to access the right information at the right time and make it easier for us to provide a great service for our customers and take responsibility to resolve enquiries.
- ✓ We're adapting our annual customer conversations, providing alternative formats such as pictorial versions to help customers who may have previously struggled to take part and have their voices heard.
- ✓ We have created a vulnerability strategy to help us understand our customers and address their needs appropriately.



- ✓ We have met with every new starter during their induction to set out our non-negotiable customer service expectations and to familiarise them with our customer service principles.
- ✓ All colleagues are required to complete mandatory learning on equality, diversity and inclusion every three years.
- ✓ We introduced visiting officer roles, who proactively seek to engage with customers we're not hearing from to ensure safety.
- ✓ Strengthening the customer services hub through targeted skills development.



- ✓ We understand that knowing our customers is really important, so we're making changes to the information we collect, enabling us to understand their needs in more detail and adjust our services.
- ✓ Internally, we're working on our colleague culture – delivering training and exploring empathy, understanding and accountability.
- ✓ A customer-focused working group is actively reinforcing a culture of customer obsession throughout the organisation.

How we're involving customers with making improvements

Bromford.

✓ The customer-led service charge scrutiny recommendations were agreed in May by the Audit and Risk Committee bringing in a number of changes to the way customer queries are responded to and highlighting the importance of accuracy and colleague ownership across all tenures.



✓ The Knowing Our Customers initiative launched in February and brings together a panel of customers with disabilities to review survey feedback and focus on three key areas: customer service and communications, aids and adaptations, and repairs and maintenance prioritisation. Scrutiny sessions ran from April to June, with a recommendation report and action plan to follow.



100

average speed to answer incoming phone calls in seconds



94%

of your telephone calls were answered



85.6%

of customers were satisfied with their experience of contacting the customer services hub

Bromford.

304

average speed to answer incoming phone calls in seconds

Bromford.

93%

of your telephone calls were answered

Bromford.

80.8%

of customers would recommend their experience with our customer service centre

Repairs



Positive feedback

Customers talk about:

- quick response times, punctuality, and repairs completed swiftly and effectively
- high-quality repairs with customers kept informed every step of the way



Where we need to focus

Customers tell us:

- they experience excessive delays and repeated cancellations
- they mention incomplete and poor-quality works
- some comments raise the lack of urgency around health and safety issues such as damp and mould and hot water supply
- some comments mention missed appointments and unprofessional colleagues

What we're doing to make improvements

Bromford.

- ✓ As a result of customer feedback about our communal spaces, we've introduced a communal home standard checklist to ensure customers agree the areas meet the expected standard.
- ✓ Over the past year we have offered OKEachDay devices to a wider range of customers across our supported housing service. This helps us keep in touch with each other more easily.
- ✓ Changes to our repairs booking system will allow appointments to be booked and repairs completed faster for customers.
- ✓ We have introduced a new healthy homes team who will be focussing on improving our responses to condensation damp and mould issues



- ✓ We've launched a real-time performance-tracking system that enables us to view performance data segmented by area, engineer, and type of work. This helps us detect service issues earlier and take prompt action to resolve them.
- ✓ We've adjusted Gasway engineer shift patterns and working hours to provide more flexible appointment options, helping us carry out repairs more efficiently and meet the needs of our customers.
- ✓ Our capital works team and close the loop champions contact customers who have given one or two star feedback or who wouldn't recommend us, to better understand their concerns and explore how their issues can be resolved. The outcomes and root causes from this are shared with colleagues to build into our improvement plans for the future, aiming to stop issues reoccurring.



How we’re involving customers with making improvements

Bromford.

- ✓ We held a focus-group with customers who had a recent experience of moving into a pre-let property contributing to the two year Empty Homes service improvement plan.
- ✓ Involved customers took part in a workshop facilitated by project partner, the Disruptive Innovators Network, to get their views on the connected home of the future, what is possible and customer perceptions of this innovation.
- ✓ Our Customer and Communities Influence Network (CCIN) agreed a new customer-led scrutiny project (July to September 2025) on the use of contractors throughout the business.
- ✓ Our involved customers are monitoring the implementation of recommendations from the end-to-end repairs journey review, including improvements to communications at various touch points.



- ✓ Influencer’s attended our May Complaints Scrutiny Group where we looked into how our complaints team handled complaints, focusing on repairs maintenance and prioritisation for customers with disabilities.



Bromford.

82.2%

of customers were satisfied with their repairs experience

Bromford.

94.9%

of customers would recommend their recent repairs experience

Bromford.

78.5%

of repairs were fixed the first time



9,420

Repairs in progress



79.2%

TSM satisfaction with repairs

Homeowners



Positive feedback

Customers talk about:

- feeling satisfied that they found the home purchase process efficient and straightforward
- being pleased with energy efficiency upgrades like new doors and windows
- feeling informed and supported when reaching out for assistance



Where we need to focus

Customers tell us:

- they feel dissatisfaction with the lack of clarity on responsibility for certain repairs
- they find it difficult finding information or getting clear responses
- they have some financial concerns relating to rent increases and building insurance
- defects and snags were flagged by customers as worrying issues

What we're doing to make improvements and involve customers

Bromford.

- ✓ We introduced a digital newsletter and provide updates via our websites.
- ✓ We held a leasehold workshop focusing on improving access to information, starting with the review of the long-term qualifying agreement letter.
- ✓ We have worked with our involved customers to scrutinise services provided around service charges. We have introduced a five day response time on queries and are changing the headings on statements to make it clearer what customers are being charged for.
- ✓ Customers shared their feedback on service charges. This has resulted in service charge information being made clearer including explanations of what the charges mean.



- ✓ We are evaluating emergency and urgent repairs completed by developers within the defects period to ensure timely completion.
- ✓ We are reviewing changes to rent letters and service charges following feedback to provide better quality information for customers.
- ✓ We now work more closely with employers' agents to ensure long-term repair jobs raised at the end of defects periods are completed promptly.
- ✓ A new contact and communication plan informed by customers has been created, outlining what they'd like to be informed about and when.
- ✓ We have two homeowners on our customer influence group.



75.9%

low-cost home
ownership TSM: overall
satisfaction score

- ✓ We've introduced a homeowner's section in our digital engagement platform, enabling customers to share their feedback and help shape the services that matter most to them services.

People and place – high rise homes

The safety of our customers is our top priority. For those living in high-rise blocks, we hold quarterly meetings focused on fire safety. In compliance with the Building Safety Act, our Customer Engagement Building Safety Policy ensures we:

- provide relevant information to residents
- consult customers on any works and improvements
- explain how we will gather customer feedback
- assess the effectiveness of our safety plans

Activities undertaken in the last three months

Gosford Heights, Beccles (empty)

All customers have been decanted at Gosford Heights to allow the remediation works to be completed safely.

Quarterly resident engagement meetings at Blyburgate Hall

Meetings provide progress updates and allow residents to voice concerns. Actions taken away and customers updated.

Monthly comms post

Newsletter released after monthly contact meetings to provide the latest updates in either paper or electronic format.

Dedicated customer liaison and communication lines

Customers have access to a dedicated liaison officer and communication channels.

Berkeley House, Staple Hill, Bristol

Chocolate gift sets

Included fire-related safety messages.

Community Easter event

To foster community cohesion and increase colleague visibility in a fun way.

Fire safety event

Scheduled for July at the Staple Hill Community Hub, to encourage engagement from working customers.

David Garrick Gardens, Lichfield

Quarterly resident meeting

Discussions included fire and building safety, system operations, and suggestions for improving scooter room storage and creating a designated smoking area.

Safety improvements

A training exercise with Staffordshire Fire and Rescue led to additional keys and plans being added to the secure fireproof box for Fire Service use.

Date	Description	Amount	Category	Status	Notes
2023-01-01	Initial Investment	\$1,000,000	Equity	Completed	Seed round
2023-02-15	Office Rent	\$5,000	Operating Expenses	In Progress	Monthly payment
2023-03-01	Product Development	\$20,000	R&D	In Progress	New feature X
2023-03-15	Marketing Campaign	\$10,000	Marketing	In Progress	Social media ads
2023-04-01	Customer Acquisition	\$15,000	Sales	In Progress	Partnership deal
2023-04-15	Legal Fees	\$3,000	Legal	Completed	Contract review
2023-05-01	Employee Salaries	\$12,000	Personnel	In Progress	Monthly payroll
2023-05-15	Infrastructure Upgrade	\$8,000	IT	In Progress	Server migration
2023-06-01	Customer Support	\$6,000	Customer Service	In Progress	New support team
2023-06-15	Product Launch	\$25,000	Marketing	Completed	New product Y
2023-07-01	Revenue	\$50,000	Sales	Completed	First quarter
2023-07-15	Revenue	\$55,000	Sales	Completed	Second quarter
2023-08-01	Revenue	\$60,000	Sales	Completed	Third quarter
2023-08-15	Revenue	\$65,000	Sales	Completed	Fourth quarter
2023-09-01	Revenue	\$70,000	Sales	Completed	Fifth quarter
2023-09-15	Revenue	\$75,000	Sales	Completed	Sixth quarter
2023-10-01	Revenue	\$80,000	Sales	Completed	Seventh quarter
2023-10-15	Revenue	\$85,000	Sales	Completed	Eighth quarter
2023-11-01	Revenue	\$90,000	Sales	Completed	Ninth quarter
2023-11-15	Revenue	\$95,000	Sales	Completed	Tenth quarter
2023-12-01	Revenue	\$100,000	Sales	Completed	Eleventh quarter
2023-12-15	Revenue	\$105,000	Sales	Completed	Twelfth quarter
2024-01-01	Revenue	\$110,000	Sales	Completed	Thirteenth quarter
2024-01-15	Revenue	\$115,000	Sales	Completed	Fourteenth quarter
2024-02-01	Revenue	\$120,000	Sales	Completed	Fifteenth quarter
2024-02-15	Revenue	\$125,000	Sales	Completed	Sixteenth quarter
2024-03-01	Revenue	\$130,000	Sales	Completed	Seventeenth quarter
2024-03-15	Revenue	\$135,000	Sales	Completed	Eighteenth quarter
2024-04-01	Revenue	\$140,000	Sales	Completed	Nineteenth quarter
2024-04-15	Revenue	\$145,000	Sales	Completed	Twentieth quarter
2024-05-01	Revenue	\$150,000	Sales	Completed	Twenty-first quarter
2024-05-15	Revenue	\$155,000	Sales	Completed	Twenty-second quarter
2024-06-01	Revenue	\$160,000	Sales	Completed	Twenty-third quarter
2024-06-15	Revenue	\$165,000	Sales	Completed	Twenty-fourth quarter
2024-07-01	Revenue	\$170,000	Sales	Completed	Twenty-fifth quarter
2024-07-15	Revenue	\$175,000	Sales	Completed	Twenty-sixth quarter
2024-08-01	Revenue	\$180,000	Sales	Completed	Twenty-seventh quarter
2024-08-15	Revenue	\$185,000	Sales	Completed	Twenty-eighth quarter
2024-09-01	Revenue	\$190,000	Sales	Completed	Twenty-ninth quarter
2024-09-15	Revenue	\$195,000	Sales	Completed	Thirtieth quarter
2024-10-01	Revenue	\$200,000	Sales	Completed	Thirty-first quarter
2024-10-15	Revenue	\$205,000	Sales	Completed	Thirty-second quarter
2024-11-01	Revenue	\$210,000	Sales	Completed	Thirty-third quarter
2024-11-15	Revenue	\$215,000	Sales	Completed	Thirty-fourth quarter
2024-12-01	Revenue	\$220,000	Sales	Completed	Thirty-fifth quarter
2024-12-15	Revenue	\$225,000	Sales	Completed	Thirty-sixth quarter
2025-01-01	Revenue	\$230,000	Sales	Completed	Thirty-seventh quarter
2025-01-15	Revenue	\$235,000	Sales	Completed	Thirty-eighth quarter
2025-02-01	Revenue	\$240,000	Sales	Completed	Thirty-ninth quarter
2025-02-15	Revenue	\$245,000	Sales	Completed	Fortieth quarter