

Voice of the Customer Report

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Four points of focus

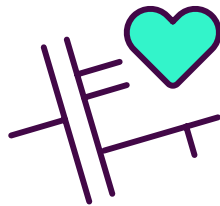
Our customer engagement plan, co-created with customers, uses four points of focus to ensure our engagement opportunities are flexible and varied for customers.

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.



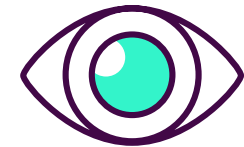
Community and contribution

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.



July to September 2025

People and place

2 drop-in sessions to discuss high rise building safety

2,400

You Matter feedback collected and analysed

1 home ownership virtual panel

19,161

Annual review conversations

Community and contribution

3 Local Influence Network meetings

15 areas of customer influence or co-creation delivered

1 Customer Influence Group (CIG) meetings held

1 Customer Influence Panel meeting

2 Customer and Community Influence Network (CCIN) meetings

Voice and accountability

24,256

home visits

19,030

Tenancy Satisfaction Measure (TSM) responses collected and analysed

1,444

complaints received

241

complaints escalated to stage 2

Looking ahead together

7

of our customers sitting on Housing Ombudsman Resident Panel

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.

Cross cutting themes

Positive themes

Negative themes

Communication

- ✓ Customers describe clear, supportive contact; 'the communication was great and helpful.'

- ✗ A few customers wanted clearer, more frequent updates; 'it would of been good to be updated.'

Customer support and colleague behaviour

- ✓ Colleagues are repeatedly praised as professional, lovely, polite, friendly and helpful; 'amazing and so helpful,' 'the guy was lovely... very polite.'
- ✓ New home experience and upgrades are appreciated; 'really happy to have moved into a new build, fresh start,' 'very happy with the windows and new front door,' 'they fixed my doors, did a brilliant job.'

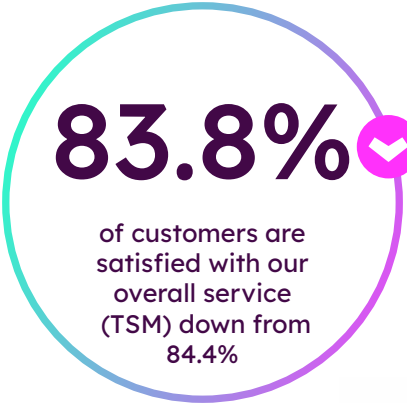
- ✗ Requests for clarity about rent; 'been waiting to know more about the rent. need to know where I stand.'

Repairs and appointments

- ✓ Speed and reliability stand out; 'it was all sorted very swiftly,' 'the engineer was really nice and he came on time.'
- ✓ Customers also mention positive repairs outcomes; 'he fixed my boiler,' 'very happy with the repairs.'

- ✗ Isolated scheduling and coordination issues; 'they turned up on a different day, luckily I was at home. Not good.'

How we're performing



Communication



Positive feedback

Customers talk about:

- feeling well-informed and updated - engineers and staff clearly explained what they were doing, confirmed appointments, and kept customers informed about any changes
- communication was polite, friendly, and professional - approachable staff who listened, were easy to talk to, and made the service feel straightforward and reliable



Where we need to focus

Customers tell us:

- poor follow-up and inconsistent updates - customers reported difficulty getting responses, lack of call-backs, and confusion caused by mixed messages or being passed between teams
- appointments and complaints poorly managed; missed visits, delays, and impersonal handling left customers feeling ignored, frustrated, and undervalued

What we're doing to make improvements

Poor follow-up and updates

- ✓ We're making our communications more accessible - with clearer, more frequent text messages, with wording shaped by customers.
- ✓ We're working on system updates to make sure every customer gets consistent, clear and timely communication about their repair to keep them informed of their journey and ultimately improve their experience.
- ✓ We're working on the accuracy of diagnosing the repair in our contact centre to ensure there is no confusion to customers on the next steps.
- ✓ We're creating knowledge base articles used by the contact centre to support customers with their queries.

Appointments and complaints

- ✓ There will always be some repairs that take a little longer and require a second visit due to parts needed and we're looking at how we can improve that experience so the customer is kept informed every step of the way.
- ✓ We're making further improvements to our online portal and live chat so that updates are clear and consistent.
- ✓ We're reviewing how we deliver our complaints service to ensure customers are kept informed and don't feel they are being passed around.

Satisfaction in our repair service has declined overall this quarter to 78.6% from 79.2% and we'll continue to track this to understand if the work we're doing has a positive impact on the way customers are feeling about our services. We also expect customers satisfaction around our complaint service to improve from 41.3% in quarter 2.

80.7%



of stage 1 complaints responded to in line with complaints handling code timescales, decline of 11.4%

83.3%



of stage 2 complaints responded to in line with complaints handling code timescales, decline of 10.8%

41.3%



TSM satisfaction with complaints handling, decline of 2.4%

Customer support and colleague behaviour



Positive feedback

Customers talk about:

- professional, friendly, and caring - customers consistently praised engineers, contractors, and colleagues for being polite, reliable, and respectful
- helpful and supportive service - colleagues were understanding, approachable, and proactive in resolving issues, providing reassurance, and delivering a personal touch



Where we need to focus

Customers tell us:

- a lack of empathy or accountability
- colleagues being dismissive and lacked compassion, particularly in sensitive or ongoing cases
- poor communication and inconsistency between teams - customers felt let down and frustrated - being passed around, not receiving promised updates or call-backs, experiencing delays due to overworked or uncoordinated staff

What we're doing to make improvements

Lack of understanding

- ✓ Some of our customers who have experience of living with anti-social behaviour have been helping us with a service review - findings are being presented to service leads where a joint action plan will be developed.
- ✓ Customers continue to scrutinise service charge services by providing feedback on the new performance report for rent and service charges.
- ✓ As we continue with our integration journey, we are working with colleagues to establish a single set of values we expect colleagues to deliver consistently.
- ✓ Our involved customers continue to help us design our values ensuring they reflect what customers need from colleagues.

Feeling let down

- ✓ We are working hard to reduce wait times to our customer service centre by investing in training and coaching for our advisors - this has led to an improvement in answering times.
- ✓ We've introduced a way of tracking actions and accountability through our systems to identify any lack of responsiveness to customers issues.

We are in the process of embedding expected behaviors from colleagues into our performance management system and will continue to track whether customers feel they have been treated with respect for each service area to identify focus areas for improvement. Our overall performance in this area is above 92% overall.

How we're performing

334



average speed to answer incoming phone calls in seconds a decline from 200 seconds

89.8%



of your telephone calls were answered, a decline from 93.5%

87.4%



of customers were satisfied with their experience, an improvement from 83.2%

Repairs and appointments



Positive feedback

Customers talk about:

- engineers are polite, professional, and arrive on time
- repairs are completed to a good standard and done efficiently
- customers find the process easy and are happy with the overall service
- people trust the service and feel confident repairs will be handled well



Where we need to focus

Customers tell us:

- appointments are often missed, delayed, or cancelled with poor communication
- repair quality is inconsistent - some jobs are incomplete or poorly done
- follow-up and coordination between visits are lacking, causing long wait times
- a small number of engineers have been described as rude or unprofessional

What we're doing to make improvements

Appointments

- ✓ The past two months have shown an improvement towards our service standards targets; however, in order to maintain and improve standards and strive to deliver 95% of repairs with direct labour, we have ongoing recruitment campaigns in place to maintain our standard.

Quality

- ✓ We're talking to our involved customers about the new paint colours we've been trialling in homes that are ready to be let, gathering feedback and shaping next steps.
- ✓ Through our involved customers Moving in group, we're understanding what's working well for them when they move into a new home and where we have opportunities for improvement.
- ✓ The next customer scrutiny project will focus on contractor's performance - scoping is underway.
- ✓ We're actively engaging with sub-contractors to deliver at the same quality standards that our own engineers are expected to deliver - all jobs are initially quality checked on completion via desktop by leaders, with a visit planned to quality check larger jobs. Weekly meetings focus on quality as well as quantity delivered.



Professionalism

- ✓ We ran three Local Influence Network groups, with a particular focus on annual gas safety check service standard and discussion on customer repair responsibilities.
- ✓ Our involved customers continue to shape our end-to-end repairs journey review through scenario-based sessions to develop our revised service standards.
- ✓ Feedback scores of a 1 or 2 are reviewed to address instances where repairs have not been completed, or have not been completed to a high standard - managers also complete quality checks in person and as part of a desktop review to address any issues found with workmanship.

Co-ordination

- ✓ We're clarifying repairs standards, shaped directly by customer feedback and involvement, so we can ensure quality and accountability across customer repair responsibilities, and it feeds directly into the conversation of what we do, what our customers can do, and what we could be recharging customers for in the future.
- ✓ We're rolling out new pilots that use data to help us work smarter and deliver an even better experience - our video call pilot is already helping us fix more issues on the first visit and cut down on repeat visits - our QR code pilot is capturing customer satisfaction and feedback to support improvements in our empty homes.

We know the quality of our homes is significantly important to us all. Whilst our plans for improvement progress, we will continue to monitor satisfaction in this area. We want to see more than 80% of customers satisfied with this service by September 2026.

How we're performing

78.5% 

of repairs were fixed
first time, up
from 73.2%

9,008 

Repairs in progress,
down from 9,420

87.8% 

of customers were
satisfied with their
repairs experience,
up from 87.2%



Homeowners



Positive feedback

Customers talk about:

- appreciating quick, efficient responses in some cases and being kept updated when communication flowed well
- finding certain contractors or colleagues particularly helpful and reassuring when problems were escalated properly



Where we need to focus

Customers tell us:

- they face delays, long phone queues, missed call-backs, and have to chase repeatedly for answers
- responsibility is unclear between the developer, Housing association, and contractors, especially for post-move defects/repairs
- repairs/defects (e.g. snags, leaks, heating, hot water) can take too long to resolve
- information is hard to find or inconsistent; want clearer guidance
- there are financial worries around rising rent/service charges and building insurance

What we're doing to make improvements and involve customers

Delays

- ✓ We've made improvements to several standard customer emails, ensuring that language is simpler, friendlier, and easier to understand.
- ✓ A new customer-informed contact and communication plan was created outlining what information customers want and when.

Communication and information

- ✓ We are hosting a series of home ownership events where customers can meet our team in person to learn more about shared ownership, the staircasing process, and the different ways to make home ownership more affordable and achievable. These events provide an opportunity to ask questions, get personalised advice, and explore the options available to move up the property ladder.
- ✓ We have two homeowners on our customer influence group. We've created a homeowner's section in our digital engagement platform, enabling customers to share feedback and help shape services that matter most to them.

Defects and repairs

- ✓ We are evaluating emergency and urgent repairs completed by developers within the defects period to ensure timely completion.
- ✓ We now work more closely with employers' agents to ensure long-term repairs raised at the end of defects periods are completed promptly.

Rent and service charges

- ✓ The Virtual Homeowners Panel is growing with strong engagement. A new web form allows customers who can't attend sessions to share their views, helping broaden participation. We continue to explore further ways for customers to engage in ways that suit their them.
- ✓ We've enhanced the support available to shared owners by improving the web content and guidance on staircasing, making information clearer and easier to access - plus, we're introducing Stairpay, an online portal providing independent information on staircasing, lease reviews, and key terms and processes.

How we're performing

72.7%



low-cost home ownership TSM: overall satisfaction score, down from 75.9%

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

Berkeley House, Staple Hill, Bristol

Survey

Conducted in September to get customers' views on how they would best like to be kept informed on building and fire safety.

Fire door checks

These have been completed as well as monthly block inspections continuing.

Community event

Avon fire service is attending in October.

David Garrick Gardens, Lichfield

Quarterly resident meeting

Discussions included fire and building safety, particularly around Christmas decorations, scooter stores and fire door checks.

It was confirmed that all communal items had been PAT tested to ensure there were no risks. Anti-social behaviour, support for income management, cleaning, Alertacall were also discussed, and customers were invited to take part in block inspections.



Date	Description	Amount	Category	Status	Notes	Reference	Account	Balance	Total	VAT	Net	Gross