

Listen				
Aim	Actions	Outcome	Frequency	Progress
Inclusive Service Design	- Co-design each review scope with customers, including what will improve and how success will be measured. - Include a wider mix of customers, including protected characteristics and under-represented groups. - Test fairness of recommendations across customer groups, including psychographic segments. - Publish a plain-English summary of findings and next steps. - Apply EIA at design stage for every influence workstream. - Assess barriers, affected groups, and required adjustments before delivery. - Assign owners and mitigations for identified equality risks.	Reviews are representative and fair, with clearer evidence that lived experience shapes recommendations. Outcome measures: - All reviews with completed EIA scope at start - All reviews include evidence of engaging with under-represented voices % of recommendations with published customer-facing rationale - Link to customer promise - Outcomes are reported back to customers to measure impact	Q2,3,4	

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	Review EIA outcomes quarterly and publish key actions.	Equality and accessibility are built into delivery, improving fairness and participation across all groups. Outcome measures: % of workstreams with completed EIA at planning stage - Number of EIA mitigations implemented and closed - Improvement in participation diversity		
Scrutiny That Drives Change	Open scrutiny opportunities to a broader demographic and audience through bootcamps, mystery shopping and observation activity. - Recruit customers into task-and-finish and governance process after scrutiny activity. - Support participants with clear briefings and practical guidance.	Scrutiny is more inclusive and practical, producing stronger evidence-based recommendations that are measured through clear outcomes Outcome measures: Numbers and demographic of customers taking part in scrutiny activity	Q,2,4	

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	Track recommendations through to closure.	% of scrutiny recommendations accepted/implemented % of participants progressing into ongoing involvement roles - Details of accessibility considerations		
Finding the Silence	- Identify customers with low engagement in building safety - Use Finding the silence dashboard to identify customers with low engagement in accessing services. - Understand barriers and preferred contact routes through targeted outreach. - Adapt involvement options and communications to different customer needs. - Review participation trends quarterly.	More previously under-represented customers take part in safety and service influence activity. Outcome measures: % increase in participation from low-engagement groups - Number of tailored engagement interventions completed - Improvement in representation profile by quarter	Q1,2,3,4	

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Digital Engagement Platform - Make participation easy	• Launch the digital engagement platform • Provide digital participation route for topic-based engagement and updates. • Segment insight by customer groups to improve targeting and inclusion. • Run selected local projects through the platform to test flexibility. • Integrate reporting outputs into insight dashboards. • Flexible comms & You Said We Did.	Customers have more flexible ways to participate, and teams gain stronger real-time engagement insight & feedback. We reach a broader number and demographic of our customers through a 24/7 digital platform. Outcome measures: • Number of active users and response rate by demographic • Variety of engagement activities delivered via platform • % of platform insight used in service decisions • Share the impact of the interactions	Q2,3,4	
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Community Reporters - Celebrate Local Customer Impact	• Introduce a quarterly Local Community Reporters cycle to gather customer impact stories. • Convert stories into accessible updates across web, newsletter and social channels and digital platform. • Agree clear roles for selection, sign-off and publication with service teams and comms. • Align content with local delivery reporting to reduce duplication.	Local customer impact is shared consistently, increasing visibility of change and confidence in involvement. Outcome measures: • Number of actively engaged reporters • Number of community stories published per quarter • Customer engagement rate with published stories • % of stories linked to completed local actions	Q3,4	
Service Standards and Policy Updates 2025/26 review	• Complete the co-creation schedule for priority service standards and policies. • Run Working Together calendar events to test draft content with customers.	Service standards and policies are clearer, co-created and easier for customers to understand and use.	Q2,3,4	

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	• Embed accessibility and EIA checks in each policy/standard review. • Publish final standards with clear service promises.	Outcome measures: • Number of standards/policies co-created and published • % of published standards with accessibility statement • Customer understanding score from post-publication feedback • Publish results of the CI survey questions aligned to TSMs		
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Understand				
Aim	Actions	Outcome	Frequency	Progress
Know Our Customers, Improve Access	- Improve collection and quality of protected characteristic and locality-level data. - Analyse service use and outcomes by block/area to identify access gaps. - Target engagement and support where outcomes are weakest. - Report progress through quarterly insight briefings.	Support and engagement are targeted, improving accessibility outcomes across communities. Outcome measures: - Protected characteristic data strengthened - Number of targeted interventions effectively delivered in low-performing areas - Improvement in local “feeling safe”/priority outcome measures	Q2,3,4	
Make Every Contact Channel Work for Everyone	- Test top customer journeys across portal, phone, email and in-person channels. - Fix identified barriers and improve usability.	More customers can access services through channels that work for them, with fewer avoidable barriers. Outcome measures:	Q1,2,3,4	

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	- Promote available reasonable adjustments clearly at every contact point. - Monitor channel access outcomes quarterly.	- Number of journey fixes completed % of customers aware of adjustment options - Reduction in channel-related dissatisfaction - Improved satisfaction measures across business		
Turn Customer Insight into Everyday Decisions	- Use existing customer data consistently across service and corporate teams to inform day-to-day decisions. - Combine quantitative insight (for example satisfaction, transaction and neighbourhood trends) with qualitative feedback themes to build a fuller evidence base. - Apply insight in regular service planning and	Service improvements are driven by a fuller, more balanced picture of customer experience, with clearer evidence that customer insight is shaping decisions across channels. Outcome measures: % of service improvements supported by customer insight evidence - Number of teams using a combined quantitative and	Q1,2,3,4	

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	improvement activity, not only in formal meetings. Review progress quarterly to check whether changes are improving customer outcomes.	qualitative insight view Quarterly improvement trend in targeted customer outcome measures		
Insight-Led Communications	- Combine repairs, contact, complaints and neighbourhood data to identify top customer themes. - Design proactive communications for high-volume or preventable contact reasons. - Coordinate service and comms teams to act on shared insight. - Evaluate whether communications reduce avoidable contact and improve experience.	Customers receive more relevant communication, and services respond faster to the issues that matter most. Outcome measures: - Reduction in repeat contact for targeted topics - Engagement rate with targeted communications % of comms campaigns linked to measurable service improvement	Q2,3,4	

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Inclusive Service Group Ensure service and policy changes are accessible to all customer demographics.	• Increase the number of a customer review group, informed by psychographic segmentation, to test key service and policy changes before implementation. • Check proposed changes for accessibility and fairness across different customer demographics, including protected characteristics and less-heard groups. • Apply a consistent EIA/inclusion framework to all relevant engagement and change activity. • Recommend practical adjustments to improve clarity, access	Service and policy changes are more inclusive, accessible and equitable because customer feedback is built in early and tested across a broader range of needs. Outcome measures: • Number of service/policy changes reviewed and influenced by the Inclusive Service Group • % of reviewed changes amended following inclusion feedback • % of relevant activities with completed EIA	Q1,2,3,4	

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	and usability before rollout.			
Thematic Service Improvement Groups	• Hold quarterly thematic groups on priority topics (Damp and Mould, Repairs, Building Safety, Inclusive Service and Service Improvements). • Use performance and lived-experience evidence to set improvement priorities. • Agree clear owners and timescales for actions. • Review delivery and feedback with customers each quarter	Priority service themes improve through regular, customer-informed action/outcomes cycles. Outcome measures: • Number of thematic groups delivered • % of group recommendations completed on time • Improvement in topic-specific satisfaction/complaint trend • Group satisfaction levels	Q1,2,3,4	

Learn				
Aim	Actions	Outcome	Frequency	Progress
Strengthen our Learning	- Standardise how teams capture learning from scrutiny, complaints and collaboration. - Track recommendation progress using a single action log format. - Share quarterly learning summaries with customers and colleagues. - Review impact evidence and adapt plans accordingly.	Learning is more consistent, visible and actionable across all service areas. Outcome measures: % of workstreams using standard learning log - Number of quarterly learning summaries published % of actions with evidence of impact recorded	Q2,3,4	
Customer-Led Safety and Repairs	- Clarify that customer participation in communal inspections is accompanied and non-decision-making. - Brief participants on safety and role	Communal inspection feedback is safe, clearer and more consistently translated into local action. Outcome measures:	Q2,3,4	

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	boundaries before each walkabout. - Record customer observations on the inspection form consistently. - Feedback outcomes locally using “you said, we did” updates.	- Number of accompanied customer walkabouts completed % of walkabouts with recorded customer feedback % of raised issues with follow-up communicated - Retention rates/satisfaction surveys of those that take part		
Turn insight into improvement	We will review customer journeys across our contact channels to make sure they work for a wider range of needs. This includes learning from feedback about portal accessibility, improving visibility of alternative routes (including reasonable	More customers can access services through channels that suit their needs, fewer people face avoidable barriers, and customer feedback is more clearly reflected in practical “You Said, We Did” improvements.	Q2,3,4	

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	adjustments), and communicating these options more clearly so customers know what support is available.			
Meet Your Local Team	• Run short, patch-based introduction webinars so customers can meet local teams (for example Neighbourhood Officers, Tenancy Enforcement Officers and Place Shapers). • Explain roles, responsibilities, contact routes and what support customers can expect in everyday situations. • Include simple polls, Q&A and clear follow-up steps so customers can raise issues and stay involved. • Promote wider involvement opportunities (for example panels,	Customers better understand who supports their area, how to get help and how to influence local priorities, leading to clearer communication, stronger trust and increased involvement. Outcome measures: Number of webinars delivered and attendance by patch • % of attendees reporting improved understanding of local roles/contact routes • Number of attendees progressing into further involvement opportunities	Q2,3,4	

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	volunteers and customer influence roles), with residents sharing experience were helpful.	Improved satisfaction in the local area		
Better Insight, Fairer Access	- Improve how protected characteristic information is collected and recorded, with clear privacy safeguards and consistent standards. - Analyse who is and is not using key services, using both customer profile data and local performance trends. - Identify blocks/areas where access or outcomes appear weaker (including safety-related perceptions) and prioritise them for action. - Target engagement and service improvements to reduce identified gaps	We build a clearer and fairer understanding of customer experience across groups and locations, enabling more targeted support and more consistent accessibility improvements. Outcome measures: - Protected characteristic data gathered - Participation rate within targeted interventions delivered in priority blocks/areas - Improvement in accessibility and local outcome measures (for example feeling safe at home)	Q3,4	

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	and monitor progress over time.			
Turn Walkabout Feedback into Visible Local Improvements	- Clarify that customer participation in communal inspections is accompanied and non-decision-making. - Brief participants on safety and role boundaries before each walkabout. - Record customer observations on the inspection form consistently. - Feedback outcomes locally using “you said, we did” updates.	Communal inspection feedback is safer, clearer and more consistently translated into local action. Outcome measures: - Number of accompanied customer walkabouts completed % of walkabouts with recorded customer feedback % of raised issues with follow-up actions communicated	Q1,2,3,4	
Mystery Shopping for Better Services	- Run mystery shopping waves across key channels using a diverse customer panel. - Analyse findings and identify priority service improvements.	Customer journey testing drives measurable improvements in consistency and service experience. Outcome measures:	Q2,3,4	

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	• Assign owners and timescales to agreed actions. • Publish anonymised findings and follow-up progress.	• Number of mystery shopping exercises completed • % of customer led actions delivered after each wave • Improvement in journey quality scores over time		
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Act				
Aim	Actions	Outcome	Frequency	Progress
Close the Loop and update Customers	• Publish regular “You Said, We Did” updates using one standard template.	Customers can clearly see how feedback influences decisions and service improvements.	Q1,2,3,4	

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	• Explain clearly when feedback can't be adopted and why. • Evidence board/service decisions that considered customer voice. • Report outcomes and progress by quarter.	Outcome measures: • Number of "You Said, We Did" updates published • % of updates including decision rationale • Customer confidence score on "my feedback makes a difference"		
VIVID Live: Your Voice, Your Community	• Deliver regular live broadcasts on priority customer topics. • Offer accessible joining options and plain-English follow-up summaries. • Capture questions and commitments with named owners and deadlines.	Live events improve transparency, access to information and trust in follow-through. Outcome measures: • Number of live events delivered aligned with priority themes identified by customers	Q3,4	

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	Update customers on progress after each event.	% of event actions completed by deadline - Post-event customer usefulness rating		
Customer Voice in Senior Recruitment	- Embed customer participation in recruitment for senior roles. - Provide clear briefings, support and consistent question sets. - Capture customer feedback themes for panel consideration. - Confirm post-process feedback to participating customers.	Senior recruitment reflects customer priorities in a consistent and transparent way. Outcome measures: - Number of senior recruitments with customer involvement % of panels receiving customer feedback summary - Participant satisfaction with recruitment	Q2,3,4	

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		involvement process		
Customer-Led Empty Homes inspections	• Accompany customer participants on void checks with clear staff oversight. • Use standard checklists to record observations on readiness and standards. • Train participants on role boundaries, safety and reporting routes. • Review recurring issues to inform void improvement priorities.	• Number of accompanied void checks completed • % of issues resolved pre-let following checks • Reduction in early tenancy defects linked to void readiness	Q2,3,4	
Improved outcomes for customers	• Strengthen evaluation methods so customer influence outcomes are measured consistently against strategic aims. • Record where customer insight has informed key service and governance decisions, including	Customers can clearly see how their views shape priorities and decisions, supported by stronger evidence of impact and greater transparency about what has changed. Outcome measures:	Q1,2,3,4	

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	board-level decisions where appropriate. • Publish clear “you said, we did” (LULA) updates that explain what changed and why. • Review impact quarterly to confirm progress and refine future influence activity.	• Number of decisions explicitly linked to customer insight • Number of LULA updates published to customers per quarter • % of customers agreeing that feedback leads to visible change		
Build a Stronger Customer Advocate Network	• Refresh involvement routes across CSC, community ambassadors, neighbourhood volunteers and resident associations to keep participation active and welcoming. • Re-engage members who have not yet attended and provide clear support	A broader, more confident and sustainable network of customer advocates supports stronger local collaboration and more consistent customer influence across communities. Outcome measures:	Q2,3,4	

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	to help them participate confidently. • Strengthen recruitment and succession planning to build a sustainable pipeline of customer advocates. • Align shared commitments with neighbourhood teams through Local Working Together plans.	• Number of active advocates across all involvement routes • Attendance rate of existing and newly engaged members • Number of Local Working Together commitments delivered with customer advocate input • Measure demographic and geographical spread		
Keep Involved Customers Connected	• Re-engage inactive members and support participation routes (Involved, ambassadors, NVs, RGs and more). • Plan succession and recruitment for sustainable customer leadership.	A stronger, more active advocate network supports local influence and long-term participation. Outcome measures:	Q2,3,4	

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	• Communicate regularly with involved customers through targeted updates. • Review digital options to widen flexible participation.	• Active advocate numbers by quarter • Attendance rate across involvement groups • % of involved customers receiving regular targeted updates • Satisfaction rates of those involved		
Learn from Complaints, Improve Services	• Analyse complaint themes and root causes with data and service teams. • Implement preventative improvement actions with clear ownership. • Benchmark against Ombudsman spotlight recommendations. • Share customer-facing updates on what has changed.	Complaint insight is converted into clearer, preventative service improvements. Outcome measures: • Number of complaint-led improvements implemented • Reduction in repeat complaints	Q1,2,3,4	

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	• Review complaint learning against recognised good-practice themes, including relevant Housing Ombudsman spotlight recommendations. • Identify priority improvements to strengthen prevention, consistency and customer communication. • Implement agreed actions through the service improvement group with clear owners and timescales. • Monitor delivery and share progress through regular customer-facing updates.	on priority themes • % of complaint learning actions completed on time Service improvements are more consistent and forward-looking, with clearer links between complaint learning, sector good practice and the day-to-day customer experience. Outcome measures: • Number of updates provided to customers • Number of improvement actions aligned to good-practice themes • % of agreed actions delivered on time		
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		• Reduction in repeat complaints across targeted themes		
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