



**Solihull**  
Community Housing  
Shaping our neighbourhoods

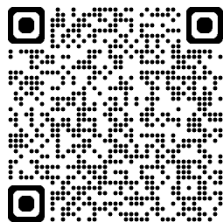
# Voice of the Customer Framework

# Introduction

Our Strategic Vision is clear; to create better homes and thriving communities. This is underpinned by our values - we are not just concerned with what we do, but how we do it.

SCH are fully committed to putting the customer at the heart of everything we do and our ambition is to deliver an excellent customer experience. The Customer Experience (CX) Strategy sets out SCH's vision for ensuring that we place our customers, their views, and their experiences, front and centre. The Voice of the Customer (VoC) Framework is a strand of work emerging from the CX Strategy and provides the structure to ensure we use the insight gathered via the voice of the customer in an effective and systematic way.

[Customer Experience Strategy](#)   [Customer Experience Strategy A4 Summary](#)



## Understanding our current customer insight and how we use it

There are broadly four types of customer insight contained within the framework:



Customer Satisfaction



Engagement Activity




Complaints



Other Customer Contact

Contact centre data, social media interaction, compliments, Councillor/ MP enquiries



Appendix A provides an analysis of current customer insight in terms of:

- Type of insight
- Methods of collection
- Analysis
- Actions, outcomes and monitoring
- Reporting mechanisms
- Governance

There are good and varied mechanisms in place to collect and analyse insight from customers and hear customers voices, and in many areas there is good reporting, oversight and governance. However, there are some areas that need addressing:

- The insight is not seen in its totality. The correlation between the four types of insight is not reported operationally or through the governance structures
- The insight provided to and engagement from service area managers is not as robust as it could be. This includes the understanding of insight by individual service areas, the improvements needed as a result of it, and the monitoring of actions agreed
- More robust recording of actions and outcomes as a result of customer insight needs to be strengthened
- Assurance and oversight of actions and outcomes needs to be strengthened
- Communication of actions and outcomes needs to be strengthened
- There needs to be more robust oversight of engagement insight

The framework on the next page addresses these issues.



# Voice of the Customer Framework



## Monthly Insight

On a monthly basis the business intelligence partner for each service area will produce an operational dashboard and transactional satisfaction report. This will be provided to the relevant manager and SLT member for discussion.



## Quarterly meetings with SLT leads

A service specific report will be shared for each service area on a quarterly basis. The report will provide a more in-depth analysis of each of the four types of customer insight, correlating key themes and providing trend analysis.

This will be followed by a meeting in which the report will be discussed, any further analysis agreed, any areas for further review, capture any good practice, agree actions, review the service area action plan, capture outcomes from actions and escalate organisational/strategic issues to the Customer Experience Delivery Group (see 5.4)

Meeting attendees:

- Customer Contact manager
- Engagement manager
- Business intelligence manager
- Business improvement manager
- SLT member
- Any other relevant members of the service area team



## Quarterly voice of the customer report

A thematic, summary report will be produced based on the service areas quarterly reports and corporate/strategic actions from the customer experience delivery group. It will focus on the correlation between the four key areas of insight and on actions and outcomes.

*It will not replace the performance dashboards or complaint quarterly report.  
It will replace the biannual engagement update.*



## Customer Experience Delivery Group

Group of officers from across the organisation to oversee the implementation of the CX strategy, oversee the operational voice of the customer action plans, oversee business improvement projects and manage/develop corporate and strategic actions/projects arising from the VoC reports.

The group will include a member of the SCHape resident panel.



## Governance and oversight

VoC report to be reported to the following, as part of the performance agenda :

- ELT
- Housing Ops
- QMB
- Board (below the line)

Quarterly ELT assurance item to cover SCHape and other Engagement activity



## Customer Communications

The work of the CX delivery group, and actions and outcomes from customer insight will be reported quarterly via

- Newsletter
- Website
- Social media

# Current Customer Insight

## Appendix A

Activity	Description
<b>Customer insight collected</b>	12 TSM questions plus <ul style="list-style-type: none"> <li>• Building safety responsibilities</li> <li>• Additional complaints questions</li> <li>• Estates satisfaction</li> </ul>
<b>Method of collection</b>	Telephone survey via Acuity
<b>Analysis</b>	Basic analysis carried out by Acuity and quarterly report produced. Further analysis carried out by BI team where dissatisfaction is noted for <ul style="list-style-type: none"> <li>○ Feeling safe in the home</li> <li>○ Complaints</li> </ul> Further analysis carried out by the BI team where themes or trends are noted (decreasing satisfaction trend, demographics, area, property types etc)
<b>Actions and monitoring</b>	Satisfaction action log maintained to record actions taken as a result of insight – monitored by BI team and reported Quarterly Red flags- significant issues raised are followed up as part of red flag system and administered centrally
<b>Reporting mechanisms</b>	Performance dashboard – insight and actions Standalone report - Quarterly Housemark in pulse survey and annual benchmarking report Annual results and outcomes communicated to residents via newsletter and website
<b>Governance</b>	Reported to: <ul style="list-style-type: none"> <li>• SCHape</li> <li>• SLT</li> <li>• ELT</li> <li>• Housing Ops</li> <li>• Board (by exception)</li> <li>• QMB</li> </ul>

# Customer Satisfaction – Transactional

Activity	Description
<b>Customer insight collected</b>	<ul style="list-style-type: none"> <li>• Repairs</li> <li>• New tenants</li> <li>• Wellbeing</li> <li>• Safer homes</li> <li>• CC</li> <li>• Complaints</li> <li>• A&amp;A</li> <li>• Money advice team</li> <li>• Home options</li> </ul>
<b>Method of collection</b>	<ul style="list-style-type: none"> <li>• Telephone survey via Acuity</li> </ul>
<b>Analysis</b>	<p>Basic analysis carried out by Acuity and quarterly report produced.</p> <p>Further analysis carried out by BI team where required by individual teams</p> <p>Further analysis carried out by the BI team where themes or trends are noted (decreasing satisfaction trend, demographics, area, property types etc)</p>
<b>Actions and monitoring</b>	<p>Red flags- significant issues raised are followed up as part of red flag system and administered centrally</p> <p>Actions are taken by individual teams but not recorded centrally</p>
<b>Reporting mechanisms</b>	<p>Realtime dashboards available to operations team managers 24/7</p> <p>Summary data provided to team managers by BI team monthly</p> <p>Performance dashboard – overall transactional and wellbeing KPI</p> <p>Standalone report - Quarterly</p> <p>Complaints information used in quarterly complaints report</p>
<b>Governance</b>	<p>Reported to:</p> <p>SCHape</p> <p>ELT- ad hoc</p> <p>Housing Ops – ad hoc</p> <p>(overall transactional CSAT KPI reported as per the TSM survey)</p>

# Complaints

Activity	Description
<b>Customer insight collected</b>	Dissatisfaction with services provided by SCH
<b>Method of collection</b>	<ul style="list-style-type: none"> <li>• Customer report via telephone, written, online form</li> <li>• Via councillor and MP enquiries</li> <li>• Via Acuity surveys</li> <li>• Building safety concerns</li> </ul>
<b>Analysis</b>	Monthly and Quarterly analysis of: <ul style="list-style-type: none"> <li>• Performance</li> <li>• Thematic analysis</li> <li>• Learning</li> </ul>
<b>Actions and monitoring</b>	Individual monitoring of complaints actions Monitoring of SIP Learning log Implementation of learning monitored Operational meetings with teams
<b>Reporting mechanisms</b>	Performance dashboard monthly Complaints report – Quarterly Annual complaints report
<b>Governance</b>	Reported to: <ul style="list-style-type: none"> <li>• SCHape</li> <li>• ELT</li> <li>• Housing Ops</li> <li>• Board (by exception)</li> <li>• QMB (and to MRC)</li> <li>• HOS</li> </ul>



# Engagement Activities

Activity	Description
<b>Customer insight collected</b>	View and opinions, ideas, priorities concerns, areas of success and improvement across all service areas
<b>Method of collection</b>	Multiple methods of engagement as set out in the engagement framework <a href="#">Engagement Framework - Plan on a Page.pdf</a>  Key engagement groups <ul style="list-style-type: none"> <li>• SCHape</li> <li>• VIP</li> <li>• Building safety advocates</li> <li>• Empty home inspectors</li> <li>• Block advocates</li> <li>• Editorial group</li> </ul>
<b>Analysis</b>	Impact assessment carried out for each engagement activity Analysis carried out by BI team where relevant Feedback incorporated into individual projects where relevant SCHape panel reviews
<b>Actions and monitoring</b>	Impact and outcome log kept
<b>Reporting mechanisms</b>	ELT project reports (ad hoc) Biannual update report to Housing Ops including impact and outcomes Biannual report sent to SCHape and VIP SCHape panel reviews to Housing Ops
<b>Governance</b>	Reported to: ELT- ad hoc Housing Ops – biannual update

## Other Customer Contact

Activity	Description
<b>Customer insight collected</b>	Contact centre insight <ul style="list-style-type: none"> <li>• Avoidable and unavoidable contact</li> <li>• Call type reporting</li> <li>• Online form type and theme/subject</li> </ul> Councillor and MP enquiries Compliments Social media interactions
<b>Method of collection</b>	<ul style="list-style-type: none"> <li>• Contact centre data from email and phone calls</li> <li>• Logged Councillor and MP enquiries</li> <li>• Compliments made by residents via online form or telephone</li> <li>• Direct messages via Facebook and Instagram</li> </ul>
<b>Analysis</b>	Contact centre data collected within team but not shared more widely Councillor and MP enquiries collected within team but not analysed collectively Compliments collected and shared with individual team, but not analysed. Direct messages included within contact centre data
<b>Actions and monitoring</b>	As above
<b>Reporting mechanisms</b>	None
<b>Governance</b>	None

