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| Scrutiny Topic: | Customer Voice |
| Start / End Date: | October - November 2019 |
| Board: | Thursday 23 rd January 2020 |
| Judgement: | Fair |

1. Introduction

Insight is a collective volunteer group of customers who are keen to help improve services delivered to other Great Places customers. Our group carry out scrutiny reviews taking account of feedback from the wider customer base, colleagues as well as performance information. It's our role, acting as a critical friend, to scrutinise service areas in detail from a customer perspective then report findings and recommendations to Great Places Board.

A key focus is still to increase membership to ensure our reviews best reflect Great Places' customer wider profile. We're continuing to develop digital ways customers can contribute to enable participation from home without the need to attend meetings. This resulted in 294 customer views feeding into this particular review via the completion of a 'Customer Voice review' survey. The communications team are also investigating ways a closed digital group can be set up, to allow independent discussion between members outside of meetings. In-turn it's hoped this will help develop working relationships, enabling peer support within the group.

Since our last review, we've had interest shown from a further 3 customers, who have contributed to involvement activities; 2 of the customers have attended to observe a scrutiny meeting. At this time, these customers aren't able to commit regularly, although remain interested, asking to be kept informed of progress. This brings our pool of more involved scrutiny members to 8-10 members.

2. Review Service Area

For this review, we agreed to specifically explore the ways the voice of the customer is captured and it's influence on services, to gauge the progress of embedding the aims of the Customer Voice Strategy, which are listed below;

- Empower customers to have real influence over the services we provide
- Hear the customer voice at all levels of our organisation; from frontline teams to Board
- Modernise services and meet customer needs
- Identify value-for-money efficiencies
- Increase our accountability and transparency to customers

Within the strategy yearly milestones were set to ensure successful delivery of the aims of the strategy, which covers a 3 year timeframe.

3. Aim and Scope of our review

The purpose of our review was to examine the progress to achieve the aims set out in the Customer Voice Strategy. We set a clear scope to gather data to achieve the following objectives;

- Understand how the customer voice is captured across services,
- Establish how effectively the customer voice is used group-wide to influence services,
- Appreciate the customer view and the value of contributing feedback?

4. Our Approach

We sought information from key staff members to inform our review, which we've listed below;

Outline of Customer Voice Strategy; we asked the Business Intelligence Manager to introduce and report on progress of the Customer Voice strategy to provide context allowing us to agree a scope.

Vision for GP's Customer Voice; to give an executive perspective of the purpose and position of the customer voice for the business, we asked 2 members of the executive team to provide a brief overview to clarify and confirm if the approach runs throughout the organisation.

Presentation from Head of Neighbourhood; to understand how the customer voice is captured and used to influence local neighbourhood services, we invited the head of neighbourhood for the M/cr. North area to talk about the new service delivery framework, it's impact on service delivery and how the customer voice supported it's design.

Overview of Community Investment; we were interested to find out how the customer voice contributes in order to agree work priorities of the Customer Investment team so we invited the head of the service to attend a session.

Influencing service improvement; to gain greater appreciation of ways the customer voice is used to support other service improvement; we invited colleagues from service development, customer involvement, repairs, business transformation and the complaints team to discuss the importance of the customer voice in their specific service area.

Demonstration of 'Campaign Monitor'; the director of communications team gave an overview of functionality of a tool that will enable Great Places to target campaigns and messages to customers

Desktop Review; we completed a desktop review of the evidence and feedback gathered from colleagues and customers, which we find greatly supports the agreement of our recommendations.

5. Review of good practice and findings

We've summarised areas of good practice and findings collected during our review in this section.

Outline of Customer Voice Strategy

Our review commenced with a summary of the Customer Involvement Strategy, which aims to build a modern involvement framework ensuring a strong customer voice that has influence over service improvement and potentially customer satisfaction. To give a wider context, we were given background information about the Regulator of Social Housing, RSH's Tenant Involvement & Empowerment standard and the National Housing Federation's 'Together with Tenants' programme, which aims to support housing associations be more accountable to residents.

Areas of good practice

The Customer Voice Strategy outlines an ambition to build on Great Places' history of customer involvement, establishing the foundations for a flexible and modern, outcome focussed, value for money approach to engaging customers at all levels of the organisation.

It highlights Great Places commitment to meet the requirements of the RSH's Tenant Involvement & Empowerment standard, whilst advising over 600 customers contributed views during development of the strategy. Frontline colleagues, senior managers and Board were also consulted to ensure genuine commitment to engaging with customers.

Customer scrutiny group, Insight has a strategic link to Great Places' Board to provide assurance whether services meet customers' needs, by hearing the customer voice.

The objectives clearly set out ways of achieving the aims of the strategy, which comprise;

- increasing the number and breadth of customer providing feedback,
- improve quality and impact of the customer voice,
- increase opportunities for customers to scrutinise services,
- utilise the benefits of new technology, and
- increase the customer voice in our approach to sustainable neighbourhoods

Key milestones were identified and outlined in the strategy to ensure the successful delivery of the aims, which was agreed would be scrutinised yearly with a progress report submitted to Board.

The strategy was to be revised in September, although with the on-going partnership arrangements with Equity, it's been agreed this will be undertaken in July 2020, which is expected to coincide with the revised Consumer Standard.

Summary of findings

Business Intelligence and Customer Involvement team, 2018 / 2019;

- Number of involvement activities completed by customers was 1200
- Number of individual customers who have given their views is 872
- Average age of 'involved' customers is 53 (general needs customers exclusively 48.7)
- 4822 completed surveys; 1184 measured 'overall satisfaction of Great Places as a landlord' and 3638 measured 'satisfaction with the repairs service'
- 294 surveys were completed feeding back views of 'overall satisfaction with Plumlife'
- 310 customers mystery shopped their repair completing an electronic survey

A range of methods is offered to enable customers to give feedback, which allows Great Places to hear the customer voice; such as CEO Roadshow, customer scrutiny reviews, mystery shopping, the Community Star Awards, Call Audits, Senior Tenant's Voice as well as various transactional surveys to name several. These methods gather data by digital means such as email surveys and non-digitally, for example face-to-face or over the phone. A medium to longer-term goal for the Business Intelligence team is to create mechanisms to capture data from frontline colleagues to gain a more joined-up approach. This will allow data to be triangulated with feedback collected via transactional surveys and other engagement activities, serving as a test whether intelligence gained from engagement approaches reflect the customer voice heard by frontline colleagues.

It was found giving feedback to customers in relation to their comments can be inconsistent: a consequence of this is a perception with some that views aren't listened to or taken on-board. The actual scenario is that in most cases, customers have been listened to & actions have been taken, but we are not feeding this back to customers; and as a result some customers have become disengaged with giving feedback.

Annual updates of progress against the milestones set out in the strategy are reported on to Great Places Board. This data will help inform the development of the revised strategy, which will continue to build on the objectives set out in the 2016-2019 document, whilst taking account of wider sector influences such as updated Regulatory Consumer Standards and the Social Housing Green Paper. The revised strategy will set out ways in which Great Places' aim to keep customers informed of the influence of feedback, which is expected will encourage greater engagement.

The Annual Customer report is designed to inform customers of key headlines, demonstrating accountability and transparency to customers. It is accessible on the website whilst regular posts to social media, other communication materials and frontline colleagues are used to notify customers of the report. 'Campaign monitor' a relatively new communications tool will be used in the future to distribute information, including the report to customers whose email addresses are held on record. Great Places' communication mechanisms function mainly one-way, by sharing data with customers. It would be advantageous and greatly improve the ability to understand customers, if it was possible to collect views in a timelier manner.

Vision for GP's Customer Voice

To hear an executive perspective of the organisations' position of the customer voice across the business, 2 members of the executive team gave summaries of the organisations' viewpoint for inclusion of the customer voice and its influence on delivery of services.

We heard it's essential the customer voice is integral, if delivery of services are relevant to meet customer priorities and the demands of neighbourhoods in which Great Places function.

Therefore the group's vision is to embed the customer voice consistently in service delivery group-wide taking account of the many variables such as tenancy, geography, local issues and demographics, whilst ensuring views are heard at all levels; 3 core strands, in place, which allow views to be heard, are;

- the intent to capture the voice of 'the many not the few'
- customer scrutiny, which feeds direct to Great Places Board, and
- hearing and gathering data at a neighbourhood level

The revised service delivery framework provides frontline colleagues greater provision to engage with customers, although in order for this data to be used to support that gathered from other sources, the development of more robust means of capturing data need to be established and embed. To re-inforce the values of the service delivery framework, regular communication with customers is essential using social media and the website, whilst briefing frontline colleagues so they're equipped to have meaningful dialogue with customers.

Presentation from Head of Neighbourhood

To gain understanding of daily interactions of frontline colleagues with customers and the impact of the new service delivery framework, the head of neighbourhoods, M/cr. north provided an update.

Areas of good practice

Great Places outlines its commitment to the inclusion of a strong customer voice in the Customer Voice Strategy; setting out clear objectives to successfully achieve the aims, ensuring engagement is embedded at the heart of the organisation.

The customer voice formed an influential role in the 'new service delivery framework.' Customer involvement was a key element of 'get knowledge' stage, 'design' and the 'testing' of new models, which aimed to identify an efficient and customer centred method of service delivery. Data was reviewed in relation to customer behaviour to identify habits, which acted as a check to capture an accurate view, as it's known that 'what people say isn't always as they behave.' With this data a bottom-up approach could be adopted and embed within service delivery.

Neighbourhood teams are empowered and better equipped to deal with customer issues and be more effective, which helps build relationships.

Summary of findings

Satisfaction data is used to identify reasons for customer dissatisfaction; analysis of the customer journey helps identify areas for improvement and / or where customer expectations need to be managed more effectively. Additionally, contacting customers in relation to low scoring satisfaction demonstrates the organisation is listening to the views and taking comments on seriously.

Overview of Community Investment

We were keen to learn how the Community Investment team listen to and use the customer voice to inform their decisions and understand priorities for investment in local areas.

Summary of findings / best practice

The Community Investment teams' offer of service aims to cover 3 work strands; i) Employment & Skills, ii) Reducing Poverty, and iii) Creating Sustainable Communities. The team work jointly with customers, colleagues and partners providing investment in neighbourhoods in which Great Places own housing stock. Work-streams are commissioned by regional teams who have identified a need for development within areas they work; the customer voice will have helped inform the decision. A strength-based community development approach is adopted building on what's positive about people and places, whilst taking account of demographics and challenges within the area.

Simultaneously neighbourhood teams working agile are better placed to get to know customers through conversation, identifying those who may be struggling and who may not ordinarily engage. External research data is examined in conjunction with internal knowledge of local neighbourhoods.

Great Places has helped 180 people into work. It's been identified that greater assessment is required to review the long-term impacts for this group of people, to increase sustainability of employment. A work-stream known as being in need of support are people categorised as being 'in-work poverty,' those in cleaning, catering and caring industries; people on minimum wage.

The team's employability coaches typically have caseloads of up to 30 people. An approach used by the team to help increase capacity is to offer light-touch support where relevant, whilst empowering individuals' development of skills and resilience. This is an idea adopted from and used by Guinness Housing. Great Places carry out work in 7 community centres delivering initiatives, as well as hold surgeries and there is a UC specialist on-hand, which each offers the chance for customers to voice views and for comments to be heard by the organisation. During our review, we were shown a 'local area masterplan' used by Regenda Homes', which sets out a 10 year vision for investment in the area. Each plan took account during design of comments of 'what customer would like for the areas in which they live' demonstrating clear accountability. Another idea the team intend to embed is the use of 'community navigators' an initiative used by Bolton at Homes, which offers peer to peer support in communities.

Influencing service improvement

We invited colleagues to outline ways the customer voice is used in their service area and to set out the impact of views on services. We heard from service development, customer involvement, repairs, complaints and the asset management team whose service is being reviewed by Business Transformation and summarised common findings in these service areas so as not to duplicate data.

Summary of findings and best practice

The service development team are commissioned to carry out reviews of services, which in-turn requires data collection from across the group to inform of customer views. Working jointly with the customer involvement team data is gathered to understand 'what matters most to customers,' which is compared to their 'satisfaction' with the experience. This information helps to identify areas of the service, on which to focus in order to make improvements and increase satisfaction.

Analysis is carried out of customers' experiences that were scored low in regards to satisfaction in order to capture insight and learning, which can in-turn enable better management of customer expectations. The review of qualitative information provides a sense of the customers feeling of their experience of services to identify key themes.

The repairs team outlined methods used to capture customer voice including transactional text messages, instant mystery shopping, complaints, call audits, HUB and operative feedback as well as how detail is shared with colleagues and used to structure training and development plans. At Toolbox Talks operatives are shown satisfaction data categorised by trade and region. Customer comments ranging from low to high scores of satisfaction provide context, demonstrating the issues that contributed to customers' dissatisfaction.

We heard a masterclass had been delivered by the repairs operative team during Customer Service week, which provided detail of common repairs so colleagues can share with customers, which potentially could reduce demand for the service.

Asset management is currently undergoing a business transformation review, which assessed the service through the lens of the customer to ensure it 'does best what matters most to the customer.' This method of analysis compares customer satisfaction to the importance of their experience, informing in which areas to focus resources to improve customer satisfaction.

The team has trialled a new feedback survey during the review, which comprised of fewer questions and was sent to customers by email and text, to explore if this change in approach impacted customer response rate. Follow-up telephone calls are planned to probe customers, who haven't

responded to determine underlying reasons for not engaging and if Great Places can do anything, which would make a difference to encourage a greater customer's voice. So far, of the sample of surveys distributed there has been an encouraging rise in the rate of return of surveys.

We heard that a monthly report is collated of Right First Time complaints, which is seen by the senior leadership team and Heads of Service for further analysis to understand reasons for service failure. TLF (a research organisation) were recently commissioned to assess customer views of making a complaint to Great Places, to capture their opinion of their experience, which will in-turn feed into a review of this service area, jointly with Equity.

Demonstration of 'Campaign Monitor'

We heard about the new communication tool 'Campaign Monitor' which will help Great Places to target campaigns / messages, which are relevant to specific groups of customers and to capture timely feedback. By continuing to gather customer profiling information, Great Places can ensure communication is more representative of the wider customer base and identify whether there are groups of customers whose voice isn't being heard. The tool will allow the organisation to feedback to customers evidencing customer views have influenced change leading to service improvement.

Desktop Review

Gathering feedback from customers

As with each review so far we found that customer feedback was hugely beneficial when considered alongside review evidence to determine areas for improvement. We sent surveys to approximately 1500 customers. The sample was a mix of customers who have given feedback to Great Places and others who had not, according to recorded data. The survey was emailed to customers highlighting that we are a volunteer customer group and their feedback would be used to inform our review. We outlined that the final review report would be posted on Great Places website in early 2020. We discussed gathering feedback using the website as a platform to post surveys, to reach a greater range of customers whilst promoting on social media. We also explored the provision of using pop-ups on tablets of agile colleagues, to enable the value of customers' views to be re-enforced when working out in neighbourhoods. We found there wasn't sufficient time in which to apply these other methods of data collection this time; however we will look to do so for future reviews, where appropriate.

We were encouraged to receive 294 survey responses, which represents a 20% response rate. The overall figure consisted of 214 responses (73%) from customers who have given feedback and 80 responses (27%) from customers, who can be categorised as non-involved, according to AXIS.

The table shows ages of survey respondents, which is fairly balanced between the age ranges.

| Age Range | Number of Responses | Percentage Responses |
|-----------|---------------------|----------------------|
| Up to 24 | 3 | 1 |
| 25 - 39 | 67 | 24 |
| 40 – 54 | 82 | 29 |
| 55 – 69 | 101 | 36 |
| 70+ | 31 | 11 |
| Total | 284 | |

The survey initially enquired if customers 'agree or disagree' views generally play an important and influential role in the delivery of services. Customers, who 'agreed', said the following;

- It provides a customer perspective of services
- Can help monitor service delivery and performance
- Allows review of services to meet customer needs / priorities
- Helps eliminate or improve wasteful practices
- Provides a platform for customers to have a say
- If fed back it can demonstrate views are listened to by Great Places

- Highlights 'what matters most' to customers
- Customers are the 'end service users' therefore their view is important
- Shows the customers' opinion is valued and demonstrates transparency - closing the loop

The comments from customers who 'disagreed' views play a significant role appeared to display a lack of trust, holding a perception it was pointless to give feedback, this can be seen in the following;

- Lip service, no feedback from Great Places - communication is only one way
- Nothing changes, even if you give your opinion
- Never listen or if they do, they don't act on it
- Poor service influences customer opinion, as to whether their view will be valued
- One voice will not make a difference

What the data told us;

- 83% of customers scored the 'importance' of being able to 'voice views' to Great Places, 7 or above; an average score of 8.3 on a range of 1 to 10
- 62% of customers scored 'satisfaction' with 'ease of voicing views' to Great Places, 7 or above; an average score of 6.70 on a range of 1 to 10

When asked to confirm the last time feedback had been given 249 customers responded as follows;

| No. of responses | Frequency | % |
|------------------|----------------------------|----|
| 128 | within the last 6 months | 51 |
| 45 | between 1 - 2 years | 18 |
| 34 | never given feedback | 14 |
| 42 | don't know, can't remember | 17 |

We agreed to group the data from the categories within 6 months and between 1 – 2 years; as there was no significant difference identified between the groups from which to draw conclusions.

- ✓ 128 responses confirmed giving feedback to 221 items, which were made up as follows;

| Service Area | No. of items of feedback | Service Area | No. of items of feedback |
|-------------------------|--------------------------|------------------------------|--------------------------|
| Repairs | 103 | Rents | 10 |
| Planned Investment Work | 24 | Community Investment | 15 |
| Gas Servicing & Safety | 26 | Independence & Wellbeing | 11 |
| Allocations | 5 | Local community where I Live | 27 |

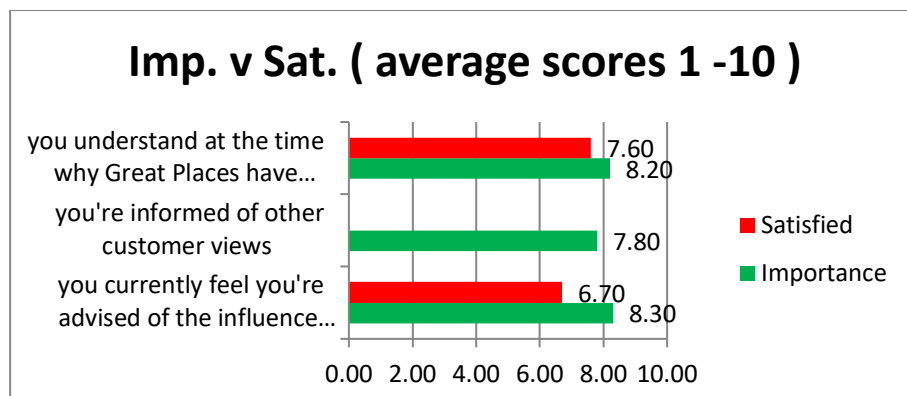
The table shows customers responding on this occasion felt most strongly about the repairs service to give feedback and voice their views.

- ✓ 173 responses selected methods most likely to be used to give feedback as outlined in the table; *customers were able to make more than one selection of method*

| Method of Feedback | No. of responses | Method of Feedback | No. of responses |
|---------------------|------------------|-----------------------|------------------|
| Email survey | 106 | Website | 36 |
| Speak to NSM | 61 | Postal | 22 |
| Text link to survey | 55 | Local community event | 20 |
| Customer portal | 48 | Web chat | 18 |

From the data it can be seen email surveys were the most likely method chosen by customers along with other digital methods such as a text link to a survey and using the customer portal. We found it encouraging that the 2nd most likely method customer chose was to speak to NSM.

The chart plots average scores given by customers to show the difference between 'importance' compared with their 'satisfaction' of a number of criteria relating to feedback.



The data shows the largest gap between importance and satisfaction relates to 'customers feeling informed of the influence of the feedback provided to Great Places'. The table sets out data to show the % of customers, who scored '7 or above' comparing 'importance' of understanding the reason GP are asking for feedback with 'satisfaction'.

| ✓ understand why Great Places are asking for feedback and how it will be used to help | | | |
|---|------------------|----------------------|--------------|
| | no. of responses | scored 7 or above, % | scored 10, % |
| Importance | 163 | 80 | 48 |
| Satisfaction | 158 | 72 | 36 |

We asked customers to score the 'importance' of 'being informed of views given by other customers', since it was felt this insight maybe helpful to our review. Customer feedback isn't regularly reported to customers and so it was felt asking customers to score 'satisfaction' wouldn't be representative.

| ✓ you're informed of other customers views | | | |
|--|------------------|----------------------|--------------|
| | no. of responses | scored 7 or above, % | scored 10, % |
| Importance | 166 | 74 | 37 |

Customers were asked to score 'importance' of being advised of the influence of the feedback given, the % of responses which scored '7 and above' are shown in the table with 'satisfaction'

| ✓ you feel you're advised of the influence of the feedback given | | | |
|--|------------------|----------------------|--------------|
| | no. of responses | scored 7 or above, % | scored 10, % |
| Importance | 166 | 84 | 44 |
| Satisfaction | 157 | 54 | 31% |

The largest gap between 'importance' and 'satisfaction' can be seen from this data

When asked 'how Great Places could make it easier for customers to give feedback' responses were;

- Give reassurance comments are taken on board by giving feedback
- Make it clearer who to contact

- Be more proactive advise customers they can give feedback
- Evidence customer voice has been heard
- Facebook / email surveys / text
- Encourage customers to share on-line reviews
- Listen and act promptly when customer gives views
- Local residents meeting
- Great Places act on feedback instead of repeatedly asking for feedback - provide an update
- Yearly visits to talk to customers, ask about issues

| Method to be kept informed | No. of responses | Other methods to be kept informed | No. of responses |
|----------------------------|------------------|---|------------------|
| Website | 67 | Email | 17 |
| Speak to NSM | 54 | Text | 7 |
| Other | 42 | Customer Newsletter | 4 |
| Social Media | 11 | *digital alert (email/text), leaflet, resident mtg. | |

Reasons customers gave for giving feedback / voicing their views were;

- to make a difference
- to suggest an improvement
- share information about an experience
- to advice of dissatisfaction
- the service is important to me

34 responses confirmed to have 'never' provided feedback, reasons given were;

- what difference would it make, it's only my opinion
- never hear back about the difference it made so why bother
- I don't know how to feedback
- Great Places don't listen so I'm not interested

When asked 'what would encourage you to feedback in the future, 34 respondents said;

- to know what difference the customer voice has made
- to understand how offering view^s will make improvements
- to see other comments and views
- to be able to contribute easily at my convenience
- incentives and rewards

Of 214 responses, 48% confirmed an interest to give ad-hoc feedback, 17% said 'no' they'd not be interested and 35% didn't commit choosing the 'don't know' option.

And of this sample of 102 responses who said 'yes', digital surveys were the most popular methods chosen to provide feedback, responses were as follows;

| Method of Feedback | No. of responses |
|-------------------------------|------------------|
| Email survey | 81 |
| Text question to mobile phone | 33 |
| Website survey | 30 |
| Customer portal on GP website | 28 |
| Speak to NSMs | 10 |

Gathering feedback from colleagues

To gauge whether evidence gathered about capturing and using the customer voice is consistent across the group, we invited colleagues to complete a brief survey helping to gain a more realistic perspective.

An article outlining the purpose for collecting feedback was posted on HOME as well as on internal office screens, which contained a link to the survey. We received only 16 responses from various areas of the business, which mostly supported themes we'd heard from other data sources.

Colleague feedback demonstrated;

- a good understanding of the value and significance of the customer voice,
- the role customer voice can play in continuous improvement,
- an inconsistency of knowledge of ways customer voice is captured and used,
- frontline colleagues are unable to systematically capture and record customer views,
- a need for a more joined up approach to capture & make effective use of customer views, and
- regularly feedback to customers and colleagues to demonstrate the difference the contribution of views has made

We asked colleagues whether barriers exist, which if removed may encourage greater feedback; comments are listed;

- Improve access - translate surveys
- Some customers don't give feedback as they don't trust their views will be taken on board
- Technology provided choice of ways to feedback
- Lack of awareness of ways to give views and how these opinions are used by Great Places
- Build genuine and trusting relationships and demonstrate contribution of the customer voice

Although there was only a small sample of responses, themes reflect and support detail gathered during the review, which we found reassuring.

Insight - Review Summary

In this next section, we'd like to summarise themes we noted during our review when gathering data in the following areas;

- understanding how the customer voice is captured across services,
- establishing how effectively the customer voice is used group-wide to influence services, and
- appreciate the customer view & the value of contributing feedback

We found evidence collected showed there's a good understanding throughout the organisation of the significance of the customer voice and tools are in place to capture views from customers. We were advised that intelligence gathered could be strengthened, if frontline colleagues were able to report customer voice during daily interactions. The data could be triangulated with feedback collected via transactional surveys and other engagement activities. This would serve as a test if intelligence gained from other engagement approaches reflects the customer voice, giving a more joined-up approach, which will support effective use of customer feedback.

Data given by customers during the survey highlighted their view in regards to the importance of providing views, so long as these are acted upon and the outcomes are fed back to inform customers. It would also serve to demonstrate the contribution and worth of their views.

In essence, it's about collecting customer voice and ensuring that customers know of the ways the information will be used to influence change; reviewing the feedback to understand customers' experiences and perception whilst identifying themes to enable actions to be agreed then feeding back this information to customers.

Other data collected evidenced the importance of colleagues understanding the usefulness of the customer voice and being on-board to work towards a culture of a one-team approach. Colleague feedback highlighted some inconsistency of knowledge of all the methods in place, which are used

to capture customer views, ways the customer voice is used as well as how data has been used to influence service delivery.

We used these themes as guidance when collating evidence to agree the 6 recommendations, which are outlined in the next section.

7. Recommendations

Based on the review findings, we'd like to propose the following recommendations to contribute and help support delivery of quality customer service, which meets customers' needs and priorities. We were mindful of the principle of the service delivery framework; 'doing with, not for' when formulating our recommendations.

1. Continue to create and promote to customers and colleagues a range of easily accessible ways (digital and non-digital) customers can voice their views, outlining the value of comments to encourage greater feedback
2. Develop and embed systematic ways enabling frontline colleagues to capture the voice of the customer, to check if data supports that gathered by surveys and other engagement activities, to provide a more joined-up voice, which highlights issues that matter most to customers
3. Establish procedures to ensure external and internal customers receive feedback to advise how views were used to influence change using a 'you said, we did' format, including data of no. of customers who experienced the service, sample sizes and response rates, which will help to show views have been listened to and taken on-board
4. Continue to raise the profile of the customer voice (externally and internally), so customers and colleagues alike are clear of the significance of feedback; establishing 2-way interactions to inform of outcomes
5. Embed the value and role of the customer voice in corporate training raising awareness to foster a colleague culture, which ensures services are driven by customer needs and priorities
6. To better understand customers, continue to collect profiling data to allow segmentation to support targeted campaigns, providing data of the wider customer base; hearing the voice of 'the many not the few'

8. Overall Judgement

We recognised when considering our overall judgement that the purpose of this review was to investigate progress made in regards to aims of the Customer Voice strategy. The scope criteria outlined in section 3 was used to determine the categories for our final judgement. We considered evidence presented during the review as well as the customer feedback to score the 3 individual scope criteria enabling an overall final judgement to be formed.

We agreed to score each of the 3 categories using a rating scale of 'poor, fair, good or excellent', which would then inform the overall judgement.

| Overall Judgement | |
|----------------------------------|------|
| Collection of customer voice | Good |
| Effective use of data / outcomes | Good |
| Feedback to customers | Poor |

We found it difficult to devise a collective judgement for the category 'collection of customer voice' since scores were diverse ranging from excellent, several good scores and one poor. The poor score that was given was influenced by issues with data and statistics.

We collectively agreed the category 'feedback to customers' was an area of weakness, hence was scored poor. Great Places are aware this is an area for improvement and the potential risk associated with the not feeding back to customers, which the data gathered from our customer survey endorsed.

Work is already underway to make improvements in the area to keep customers informed for example the usage of Campaign Monitor and customer profiling to help deliver targeted communication, the consideration of e-newsletters for local core neighbourhoods and in some areas the introduction of hard print leaflets to cater for non-digital customers.

The overall judgement for the review used each scoring agreed for the 3 categories, as well the range of views that informed these scores. After consideration of this information we have agreed the overall judgement for our review as 'fair.'

We are very keen and look forward to receiving an update in due course of progress of the actions developed, as a result of our recommendations for improvement.

We would like to recognise the contribution and thank colleagues who have contributed to this review.