



**Tai Calon**  
Community Housing

# Customer Voice Strategy

2025-2029



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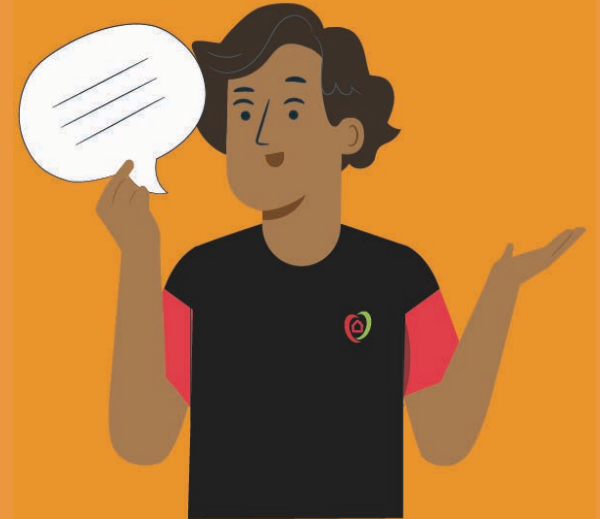


01

What is  
Customer Voice?

# 01. What is Customer Voice?

Our Customer Voice strategy sets out how we will listen to, and collaborate with our customers, (tenants, residents and leaseholders) to deliver two key outcomes.



- **To hold us to account and influence how we perform our role as a service provider** (by helping us to understand and shape the day-to-day quality of interactions between Tai Calon and our customers)
- **To hold us to account and influence how we perform our role as an anchor and community organisation** (by shaping our larger strategic ambitions, informing us how well these are turning up in the lives of customers, and by informing us how customers feel about their relationship with us, their home and their community)

## Why the customer voice matters

Events from the second report of the Grenfell Tower tragedy, the introduction of the consumer standards in England, our work on Psychographic Segmentation, and the expectations for tenant engagement in the delivery of WHQS23, have all served to create an unprecedented level of importance, scrutiny and transparency in this area of work.

At a foundational level, we know hearing and acting on the Customer Voice keeps people safe, saves money and builds trusting relationships

# Why is Customer Voice important

Richard Hopkins, our Chief Executive, explains the importance of this new strategy as:

*“Hearing the voice of our customers and gaining feedback from local communities underpins our continued success and has a significant impact on our culture. Having a strategy through which we can both understand our customers’ needs and work effectively to co-design better services will be key to achieving exemplary customer service.*

*The strategy will help to ensure we understand and can meet the varying and unique needs of our customers both now and into the future. Tai Calon continues to thrive as shown by our increasing customer satisfaction feedback and the recognition by staff that Tai Calon is a great place to work. I am immensely proud to have been a part of this organisation where our culture is helping to drive our strategy of enhancing customer satisfaction”.*



Richard Hopkins  
**Chief Executive**

Given its transformational impact, this strategy ensures that our Customer Voice work will be given the highest priority, as we know that when it is truly embedded into our organisational DNA it;

- Ensures our customers feel heard. They have confidence their issues will be dealt with promptly, developing exceptional levels of customer trust.
- Provides our customers with meaningful opportunities to make decisions about how their services are delivered and homes are managed.
- Helps to Inform difficult choices about how we focus resources on doing what matters most to customers.
- Allows us to see, feel and experience what only customers can regarding the services we deliver, the impact on them, their families and communities.
- Helps to define and shape an organisation that is better equipped to meet customer needs and aspirations into the future.
- Ensures we don't take our eye off doing the basics well, ensuring services are delivered with the highest levels of customer care and quality.



OR

How we will do it

## 02. How we will do it

We will build on the successes we have made over the last five years by listening to our customers and acting on their feedback, but we will do so in a way that creates even broader, deeper, and more meaningful insight, along with improved opportunities for collaboration and co-design.

While retaining what we know works, we want to increase the number and diversity of customers we hear from and the ways in which customers can share their thoughts, feelings, and aspirations.

We will improve the governance processes that support the delivery of this strategy, developing a clear framework outlining expectations and accountability for fostering a customer-centric culture.

To support these ambitions, we have identified four principles that will guide all our **Customer Voice** work, which are;

- Be Inclusive
- Use insight and data
- Make it matter
- Be open and honest



## Use insight and data

**Use insight and data to gather a fuller awareness and understanding on people's circumstances.**

This means using a mix of information, including data and stories so that customer voice creates a lens beyond just numbers, allowing us to connect deeply with our customer lived experiences, thoughts, feelings, and priorities.

We will 'join the dots' from different customer touchpoints and feedback channels over time so that we understand how our customers experience the whole of Tai Calon, not just those isolated to individual services.

The data we collect will be used to create meaningful and actionable insights that drive us to deliver better services and make better decisions.

## Be Inclusive

This means using a wide range of methods to hear the Customer Voice. e.g. online, in person, over the phone, via SMS, Email and Social Media. This is important so that everyone has the choice about how, and how often, they share their views.

When creating opportunities for customers to share their insights, we will use the most accessible spaces, simple language, and appropriate and alternative formats so that customers can engage fully informed and with confidence.

We will use our work on Psychographic Segmentation to ensure the voices we hear and the decisions we make consider the views of all our customers, to take into account their needs and capabilities.

## Make it matter

This will be the key principle to underpinning our customer-centric culture and our commitment to *“Always have the customer's voice in the room.”*

Customer Voice will impact and influence all areas of our work that customers tell us matter the most.

We know from experience and previous research that this typically includes:

- Responsive repairs and maintenance
- Major improvement works
- Antisocial behaviour (ASB)
- Estate improvements
- Rent setting
- Housing management

We will therefore engage early and often to ensure the Customer Voice is central to informing strategies and annual delivery plans, developing policies, testing and designing new products and services, and ongoing continuous improvement.

We guarantee the Customer Voice will be core to our decision-making and scrutiny across these key areas of work, and at all levels of the organisation.

We will use our **‘Right 5’** success criteria to routinely evaluate, from our customer’s perspective.

We are working on...

1. ...the right things
2. ...the right number of things
3. ...things at the right scope and scale
4. ...on things at the right pace
5. ...getting the right results





## Open and honest

This means Informing customers upfront about why we want their views and how we plan to use the information they provide. We will be clear about how we use any personal or sensitive information that supports our Customer Voice work by adhering to our privacy notice and GDPR principles.

Each Quarter, we will share with customers the feedback we get and how we are using the information to improve services and inform our decision-making.

We will share how well we are doing, where we need to improve, how this is influencing and setting our improvement priorities, and the impact our Customer Voice work is making.

OSB

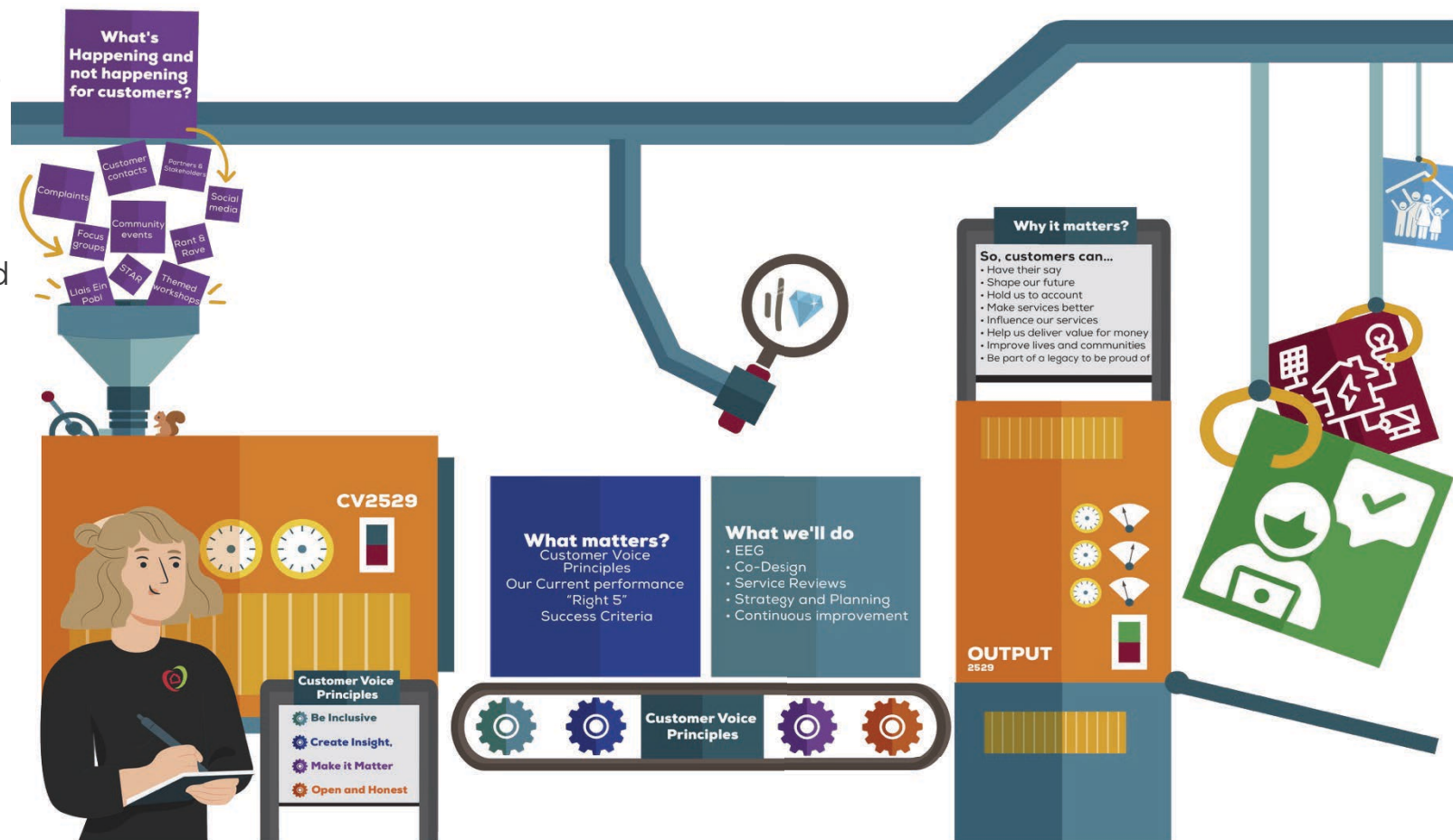
What we  
will deliver.

# 03. What we will deliver.

We know adopting a modern and diverse engagement, research and collaboration toolkit, driven by best practice and delivered by skilled resources, will be key to our success.

We envisage our approach will continue to evolve, because we will try new and innovate ways to engage customers and seek their feedback.

We have developed a Framework that highlights how all the key aspects of our Customer Voice strategy come together to drive meaningful outcomes for our customers.



## Online consultation & research

Central to our Customer Voice framework will be the development of a new online customer engagement and research web portal called **Llais Ein Pobl** (Voice of Our People)

**Llais Ein Pobl** will be set up so that it can act representatively for all customers (by having customer segmentation at its core) and so that it can capture both quantitative data (the numbers) and the qualitative data (the story behind the numbers).

Typically, this will include activities like short surveys and quick polls, along with more detailed customer accounts of their experiences through discussion forums, idea boards and place mapping.

**Llais Ein Pobl** will also be extended to our partners and wider stakeholders (where appropriate), providing them with opportunities to directly input and influence our Customer Voice work. Calling on their significant experience and expertise will be key to delivering better outcomes for our customers.

## Customer satisfaction surveys, complaints & customer contacts

We will build on what already works well, which means we will continue to capture customer feedback through short surveys after customers receive a service from us or make a complaint, and less frequently, but more detailed surveys every year that seek feedback on Tai Calon's performance as an organisation overall.

We will also continue to review lessons learned from our complaints and respond quickly to negative feedback, along with a more detailed analysis of our customer contact information. This critical information focused on our customer service experience will continue to be a vital insight to inform our improvement priorities and progress.

## Community events

When Customer Voice needs to reflect more localised issues, priorities and opportunities, we will focus our efforts primarily on community events but continue to supplement this with online engagement so that we reach the widest customer base possible.

05

Resourcing  
and support

# 05.

## Resourcing and support

For our Customer Voice framework to be successful, our **Research, Engagement and Collaboration Toolkit** will be facilitated by a skilled and appropriately resourced Customer Experience and Engagement team.

There will also be a dedicated budget to facilitate support for customers to get involved and stay engaged in our Customer Voice work in a way that suits their needs, priorities, capabilities and interests



OS

How we will  
measure  
success

# 06.

## How we will measure success



By delivering our Customer Voice strategy, we expect to see further improvements in key customer-focused measures, including;

- Overall customer satisfaction
- Customer trust
- How we listen to customer views and act on them
- How we involve customers in decision making and the management of services

We will share our progress openly with our customers, colleagues, and partners through annual reports, community updates and digital channels.



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