

# Customer Influence Framework



# About the Customer Influence Framework

“Through our Customer Influence Framework, we’re committed to listening, strengthening relationships and placing the customer voice at the centre of everything we do.

Our inclusive approach removes barriers to engagement and ensures every voice is heard, especially those often overlooked.

We recognise that each community is unique. That’s why we’re tailoring our approach to meet local needs – because one-size-fits-all simply won’t work.”

“We’re committed to ensuring every customer feels respected, valued and heard.

Stronger regulations, especially post-Grenfell, demand transparency, fairness and accountability.

Engagement isn’t optional, it’s essential.

By keeping conversations real and inclusive, we shape a better future for all.”

“Our Customer Influence Framework is built on the principle that every individual deserves to be heard, respected and empowered to shape the services they rely on.

Complaints play a vital role in this.

This framework reflects our belief that meaningful conversations – especially the difficult ones – are essential to building trust.”

**Paul Coates**  
Chief Customer Officer



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**Cecilia Tredget**  
Board member and  
Chair of Customer  
Influence Panel



**Dame Sandra Horley**  
Board member and  
Member Responsible  
for Complaints



# Engagement principles



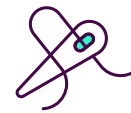
## Customer-led

Engagement will be driven by customer insights and real lived experience.



## Meaningful

We value customers' time, and their views will be treated with respect and play a key role in our decision making and co-creation opportunities.



## Tailored

Our engagement work will be tailored to the individual customer needs and the communities in which they live.



## Diverse

We will have a wide population of involved customers, representative of everyone who lives in our homes. They will be able to contribute and provide us with diverse opinions to ensure we deliver fair and equitable outcomes for all customers.



## Inclusive

We will ensure that our engagement approaches can be adapted to meet the specific needs of customers and their place, to eliminate any barriers to participation.



## Measurable

Our approach will be held to account by being reviewed and evaluated regularly with customers to improve outcomes.



## Collaborative

Engagement is embedded in our customer-focused culture across the organisation.



## Innovative

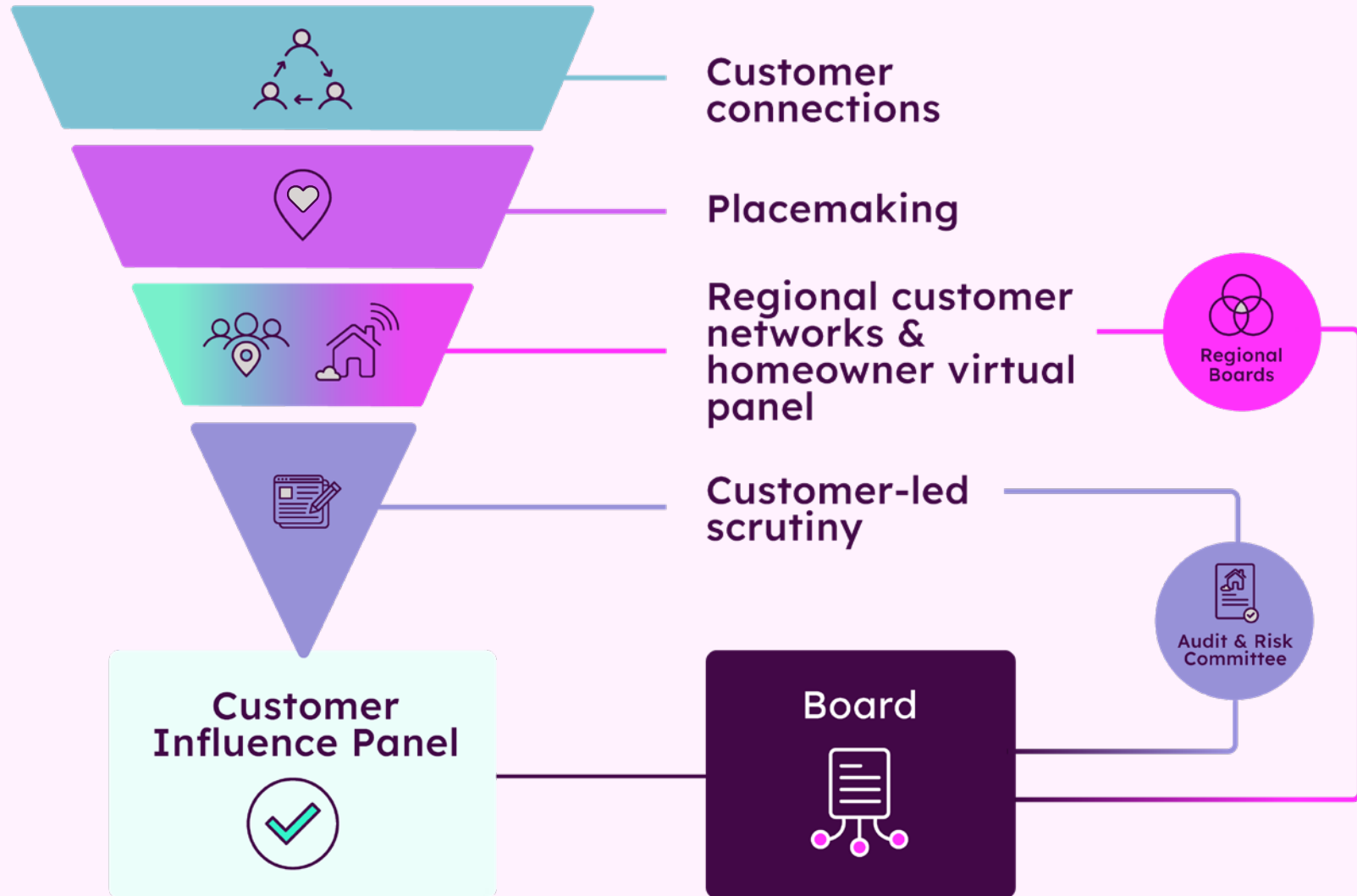
We will work with customers to re-imagine the services and homes of tomorrow.

# The framework

[Click the puzzle piece to go to the description](#)



# Listening and acting

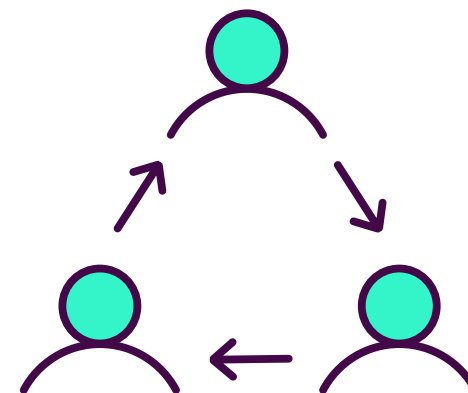


# Customer connections

Look out for easy ways to get involved from the comfort of your own home, in your own time.

We believe that the best way to improve our services is by listening to the people who use them. Your insight helps us understand what we're doing well, where we need to improve, and how we can deliver services that truly meet customer needs.

We understand that life is busy, and that you may not always have time to share your thoughts. That's why we want to make it as easy and convenient as possible for you to tell us about your experiences – whether it's through our digital engagement platform, surveys, or a simple conversation. Every piece of feedback helps us improve.



## Here are the main ways we gather and use your customer insight:

- ✓ **Customer satisfaction** – After you have interacted with us, we may ask for feedback to understand your experience and measure how well we're performing.
- ✓ **Tenant Satisfaction Measures (TSMs)** – These are national standards set by the Regulator of Social Housing. They help us, and you, track how we're doing and compare our performance with other housing providers.
- ✓ **Complaints** – If something goes wrong, we want to hear about it. Customer complaints help us put things right quickly, learn from mistakes, and prevent them from happening again.
- ✓ **Compliments** – If you have had a great experience with us or a service we provide, we want to hear about it. Knowing what works well helps us celebrate success and build on it.
- ✓ **Customer reviews** – we aim to meet you in your home, where you can talk to a Bromford Flagship colleague and tell us how we can support you and your household to thrive.

Your customer insight is vital. We will use it deliver better services, make informed decisions, and ensure the customer voice is at the heart of everything we do.

# Placemaking

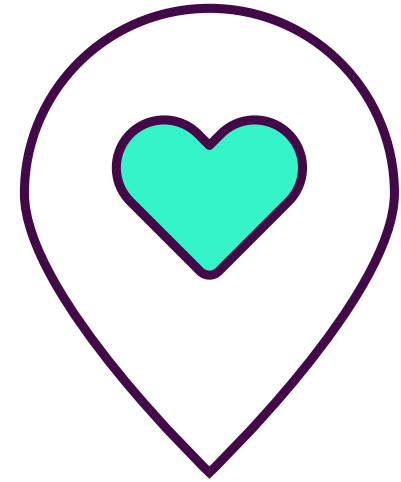
If you are interested in making a difference in your community and local place, please get in touch.

A shared sense of place can unite and strengthen a community. We want to understand the issues, relationships and interconnections within our communities so we can better coordinate our services and investments.

At Bromford Flagship, place is a group of homes with a unique identity and community feel. Place refers to the physical, social and environmental setting in which our homes, customers and communities exist.

It encompasses not just the physical buildings but also the surrounding infrastructure, spaces and services needed to enable customers to thrive.

This means focusing on broader challenges beyond housing. We want to empower and support communities to build their capacity to tackle local challenges, improve their neighbourhoods, combine resources and collaborate.



## Our commitment to community involvement and place-based working gives you the opportunity to:

- ✓ use your voice, influence, skills, and connections to improve neighbourhoods, health, safety, and wellbeing
- ✓ influence and change the way services are delivered
- ✓ attend local community events that amplify your voice and bring people together
- ✓ collaborate with Bromford Flagship colleagues, community stakeholders and anchor partners to agree place priorities, shape plans, and support local projects
- ✓ participate in regular drop-in sessions in high-rise blocks to discuss building safety and other issues that matter to you
- ✓ have a say in household safety matters and help shape the decisions that affect your home

# Regional customer networks

If you're interested in making a real impact on the services you use, shaping decisions in your region, and ensuring your voice is heard by senior leaders, these networks are your platform.

Through three Regional Customer Networks, we ensure customers are heard across every part of our geography:

- ✓ Midlands
- ✓ West
- ✓ East

The networks ensure voices from across the regions are heard, valued, and acted upon. These networks offer a structured and meaningful way to influence service delivery and performance, within your region and place. The networks also connect into wider customer-led scrutiny activities, both regionally and group-wide.

The networks are designed to be inclusive and accessible, offering both in-person and digital attendance options.

Each meeting is attended by colleagues, ensuring that your feedback reaches decision-makers directly. Customers are empowered to hold leaders to account, with a strong and clear link to our internal regional boards.



# Homeowner virtual panel

We want all of our customers to be represented and have the opportunity to share their views—including customers who part-own or fully own their homes. That means we want to hear from shared owners and leaseholders.

The Homeowners Virtual Panel meets quarterly, at a time that is convenient for homeowners to join. Sessions are led by experienced colleagues who are experts in their field, all through virtual collaboration.

As a homeowner you can voice your opinions and give feedback to help us make improvements to the services you receive, enhancing service quality. You contribute, first hand, to the pursuit of an enhanced homeowner experience.

The Homeowners Virtual Panel also holds strategic influence, with customer representation on the Customer Influence Panel and strong links to the Bromford Flagship Board.



# Customer-led scrutiny

If you're keen to explore how our services operate, dive into the finer details, and contribute to meaningful improvements, we'd love to hear from you.

Customer-led scrutiny is a key part of how we ensure our services are shaped by the people who use them. It strengthens accountability and transparency by giving customers a meaningful voice in how services are delivered and improved.

At the heart of this approach is the belief that customers lived experiences are essential to understanding what works well and what needs to be improved. Through scrutiny, customers take the lead in reviewing services, identifying areas for improvement, and making recommendations that reflect what matters most to them.



Scrutiny will be carried out by panels or groups made up of customers who are supported to carry out reviews, analyse performance data, and work closely with colleagues and customers. This is a collaborative process, co-designed with customers from start to finish.

## Scrutiny will take place at different levels:

- ✓ **Group-wide scrutiny** - topics identified by customers who sit on the Customer Influence Panel.
- ✓ **Regional scrutiny (West, Midlands, East)** - topics identified by customers who sit on a Regional Customer Network.
- ✓ **Place scrutiny** – topics identified by customers who sit on a Regional Customer Network in collaboration with Place teams.

All recommendations from scrutiny activities will be formally reported to and monitored by our Customer Influence Panel and Audit and Risk Committee (ARC), ensuring that customer voices are heard at the highest levels and that we are held accountable for acting on them.

# External influence

As Bromford Flagship continues to grow and invest in innovation, we're in a stronger position than ever to help shape the future of housing. We see the value in involving customers in this journey.

Our increased scale means we can have a bigger voice when it comes to influencing national and regional policy, improving standards, and working with partners to drive positive change.

Whether it is sharing customer stories, speaking at events, talking to national and local politicians or contributing to scrutiny we're making sure that real voices are heard where it matters most.

Together, we can help create better housing solutions not just for today, but for the future.



# Customer Influence Panel

The role of the Panel is to drive Bromford Flagship to deliver a sector leading customer experience that is high performing and measurable across all tenure types.

It will consider both group and regional service delivery, quality and performance. Customers will have a clear role and opportunities to provide feedback, influence and scrutinise, both formally and informally. This will be complimented by customer, home and place insights that informs decision-making, shapes services and monitors quality.

Chaired by a Board Member and attended by our Board Member Responsible for Complaints, the voice of the Customer Influence Panel will be represented at each Board meeting.

## Key responsibilities:

- ✓ ensure the voice of the customer is represented and heard at the Board
- ✓ scrutinise regulatory and legal compliance
- ✓ ensure customer influence with strategy, the Customer Annual Report, policies and service level agreements
- ✓ co-create and monitor the Customer Influence Framework
- ✓ co-create and deliver group-wide scrutiny
- ✓ monitor and review complaints performance
- ✓ influence the housing sector

