

CUSTOMER VOICE & ENGAGEMENT STRATEGY

EG/Board Approval: August 2025

Responsible Board: Ocean Housing Ltd

Next Review: August 2026

Responsible Executive: Managing Director Ocean Housing Ltd

1.0 INTRODUCTION

- 1.1 At Ocean Housing, our customers, including tenants, leaseholders, shared owners, and other residents are at the heart of everything we do. We are proud of our long-standing culture of engagement, where customer voices have shaped services and raised standards. As expectations evolve and regulation strengthens, we are deepening our commitment to transparency, accountability, and inclusive involvement ensuring customers play a central role in governance, service design, and decision-making. For the purposes of this strategy, 'customer' refers to everyone living in our homes and engaging with our services.

2.0 STRATEGY STATEMENT

- 2.1 Customer engagement is not just a priority it's part of who we are. We are committed to reaching all parts of our community, including those whose voices are less often heard. Through a wide range of opportunities, formal, informal, digital, and face-to-face we ensure customers can get involved in ways that suit their lives. Every voice matters, and together we will build stronger relationships, better services, and homes people are proud to live in.

3.0 OUR APPROACH

- 3.1 Our approach is shaped by what customers have told us matters most. We have set out 10 clear objectives to guide our work from co-creating strategy and amplifying customer stories to introducing new feedback channels like Your Voice and using data to drive change. We are committed to transparency and accountability, underpinned by clear landlord service standards and performance targets that set out what customers can expect so they can hold us to account. Tenant Satisfaction Measures (TSMs) are central to this, helping us track progress, identify areas for improvement, and demonstrate the impact of the customer voice on service delivery.

4.0 OUR OBJECTIVES

4.1 Our objectives are:

1. **Co-create our Customer Voice and Engagement Strategy** with customers, ensuring it reflects lived experience and community priorities.
2. **Engage customers in shaping communications**, including working with them to tell their real stories.
3. **Provide timely feedback** to customers on how their input has influenced decisions and improved services.

4. **Use data and insight to drive change** (including Tenant Satisfaction Measures and local feedback) to understand customer priorities, drive service improvements, and make meaningful change where it matters most.
5. **Introduce new ways for customers to give feedback**, including **Your Voice** a light-touch, real-time engagement approach that captures views in the heart of communities.
6. **Increase the diversity of customer voices**, reaching underrepresented groups through targeted outreach and inclusive engagement methods.
7. **Engage customers on issues that matter**, from repairs and complaints to investment and neighbourhood improvements.
8. **Improve our digital engagement offer** by enhancing the **Have Your Say** digital platform to allow more accessible feedback opportunities.
9. **Foster a culture of engagement** where listening, respect, and accountability are embedded across the organisation not just in process, but in mindset and behaviour.
10. **Collaborate with housing and non-housing partners** on joint ventures, projects, and engagement opportunities that deliver tangible benefits for our customers.

5.0 HOW WE WILL ENGAGE – CUSTOMER VOICE AND ENGAGEMENT ACTIVITY

5.1 To deliver on our strategic objectives, we will implement a comprehensive programme of engagement activities that offer varied and accessible opportunities for customers to get involved. These activities are designed to reflect the diversity of our communities, ensure regular feedback, and embed customer voice across all levels of decision-making.

5.2

Activity	Audience	Frequency	Location
Focus Groups	Open to all Ocean customers and promoted across Ocean Housing social media channels	As dictated by policy compliance review framework	Stennack House In the community Via Have Your Say
Have Your Say	Open to all Ocean customers and promoted across Ocean Housing social media channels	Every two weeks	Via Have Your Say
Joint Board Planning Events	All Ocean Housing Board members, Ocean Housing Group Chief Executive, Executive Group and TWO members	Twice a year	Stennack House
Ocean Housing Community Events	Open to all Ocean customers and promoted across Ocean Housing social media channels	Twice a year	In the community

Activity	Audience	Frequency	Location
Scrutiny Events	Open to all Ocean customers and promoted across Ocean Housing social media channels	As dictated by policy compliance review framework	Stennack House
Tenant Board Member	Open to all Ocean customers	Quarterly with additional meetings	Stennack House and Online Via Teams
Tenant Monitors	Open to all Ocean customers and promoted across Ocean Housing social media channels	Monthly	Online and by post
Your Voice	Open to all Ocean customers and promoted across Ocean Housing social media channels	3 times a year	Onsite in Ocean communities
Tenant Satisfaction Measures	All tenants and residents	Monthly	Via telephone survey
Tenants and Residents Associations	Open to all Ocean tenants	As agreed by the Resident's Association	As agreed by the Resident's Association
Staff Engagement Workshops	All Ocean staff	Once a year	Stennack House/Online
Targeted Outreach Campaigns	Underrepresented customer groups	3 times a year	In community and online
Partner Engagement Forums	Customers and external partners	Twice a year	Community venues

6.0 OUR TARGETS AND ACTION PLAN

6.1 To ensure our strategic objectives lead to real change, we have set clear targets and actions that we will monitor and report on as set out below. Further detailed actions are available at Annex A.

6.2	Commitment	Target/Outcome
	Co-create our strategy	Engage with customers annually to shape priorities and ensure the strategy reflects their lived experience and aspirations.
	Engage customers to shape communications	Publish at least four customer-led stories annually and measure positive sentiment through social media and customer feedback.

Commitment	Target/Outcome
Provide timely feedback	“You Said, We Did” updates published quarterly, with actions linked to customer input.
Use data and insight to drive change	Achieve year-on-year improvement in at least three key TSM indicators and publish performance against KPIs quarterly.
Introduce new ways to give feedback	Launch Your Voice by 2026, with a minimum of 100 interactions annually.
Increase diversity of customer voices	Improve representation from underrepresented groups by 15% over two years, tracked through anonymised demographic data.
Engage on issues that matter	Use involved customers to identify and prioritise topics that matter most to communities, ensuring engagement is relevant and meaningful.
Improve digital engagement	Relaunch <i>Have Your Say</i> with a new forum and policy tools by mid-2026, increase digital participation by 50%, and review opportunities to support customers in building digital skills.
Foster a culture of engagement	Train all staff in engagement principles by mid-2026 and monitor the impact through customer feedback and TSM satisfaction.
Collaborate with housing and non-housing partners	Seek out opportunities for collaborative projects with housing partners that provide clear benefits for customers by the end of 2025.

7.0 INFORMAL TENANT AND RESIDENT ENGAGEMENT AND SUPPORT

7.1 Supplementary Engagement Activities

7.2 While our core engagement programme provides structured opportunities for involvement, we also recognise the value of informal, localised activity. We will support customers to shape their neighbourhoods by offering flexible support such as staff time, advice, or small-scale funding for community-led events (TWO community chest) or projects that promote pride of place and strengthen local voice.

7.3 We will also explore additional ways to support customer wellbeing through partnerships that go beyond traditional engagement. This includes initiatives that promote financial resilience, healthier homes, and access to practical benefits such as our work with Healthy Homes Solutions and Your Housing Perks. These efforts reflect our commitment to inclusive, place-based engagement that responds to the wider needs of our communities.

7.4 Right to Manage

7.5 We will support tenants who wish to exercise their Right to Manage or take on other housing management responsibilities, in accordance with statutory guidance.

8.0 FORMAL CONSULTATION ON SIGNIFICANT SERVICE CHANGES

- 8.1 If Ocean is considering a significant change to how services are delivered or managed such as introducing a new service model, we will consult with affected customers early in the process. This ensures that customer views are heard and considered before any final decisions are made.
- 8.2 Our consultation process will:
- Be fair, accessible, and inclusive.
 - Provide clear information, adequate time, and meaningful opportunities for customers to respond.
 - Set out the potential benefits and drawbacks of the proposed change.
 - Clearly explain how customer feedback has influenced the final decision.

9.0 RECOGNITION AND REWARD

- 9.1 We value the time, insight, and commitment of our involved customers. To ensure no one is financially disadvantaged by taking part in engagement activities, we offer reimbursement for out-of-pocket expenses such as travel, accommodation, subsistence, digital access, and care costs. Where appropriate, we also provide training, access to conferences, and opportunities to connect with external organisations to support personal development and effective involvement. Contributions are recognised through our annual reports, newsletters, and dedicated events that celebrate the impact of the customer voice across Ocean Housing.

10.0 FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

- 10.1 There is no impact on existing budgets or the business plan as a result of this revised strategy.
- 10.2 It is expected that customer engagement activity will be completed within pre-existing budgets. There are no affected financial regulations or impact on the Group's Value for Money Strategy.

11.0 RISK IMPLICATIONS

- 11.1 This strategy aims to ensure customers play a central role in governance, service design, and decision-making. We have been guided by best practice standards and the requirements of the Social Housing Consumer Standards and have embedded a clear and accountable framework for customer engagement. By creating structured opportunities for customers to shape services and monitor Ocean's performance against agreed standards, we are strengthening transparency and trust. This approach ensures that customer voices are not only heard but actively influence service delivery and improvement.
- 11.2 There is a clear line of dialogue from our representatives from TWO to the Board and through our Tenant Board Representative.

11.3 This strategy does not impact upon the Ocean Housing's risk cautious appetite and seeks to ensure we have the controls in place to support progressive partnership working with our customers and address issues and complaints quickly and effectively using our policies and procedures.

12.0 EQUALITY, DIVERSITY AND INCLUSION IMPLICATIONS

12.1 This strategy supports the aims of the Group's Equality, Diversity and Inclusion Strategy by providing a flexible and inclusive framework for customer involvement, offering multiple ways to give feedback whether remotely, in person, or through formal engagement structures. By removing barriers to participation and ensuring a range of accessible options, we aim to reflect the diverse voices within our communities and ensure everyone has the opportunity to be heard.

12.2 TWO endorse this commitment to increase representation from all groups, focusing on new ways of working to support this aim.

12.3 In addition, we are committed to surveying 100% of our tenants over the next three years to build a more complete picture of our communities. This insight will directly inform how we shape and deliver services that are fair, representative, and responsive to the needs of all.

13.0 PEOPLE IMPLICATIONS

13.1 The Group's People Strategy and Values and Behaviour framework are aligned with and support the delivery of this strategy. Key staff will be briefed on our strategy commitments.

14.0 TENANT INVOLVEMENT IMPLICATIONS

14.1 This strategy has been designed in conjunction with our customers. In addition, we will continue to seek advice and guidance on best practice from TPAS if required.

15.0 REVIEW

15.1 This strategy will be reviewed every year with our customers, prior to any amendments being submitted to the Ocean Housing Board.