



Customer Voice Annual Report  
2025/2026



# Chair's Introduction

## Introduction from Sadie Chair of Service Improvement Panel

Over the past year, the Customer Service Improvement Panel (SIP) has continued to play an important role in ensuring the customer voice is at the heart of service development at bpha. We've engaged directly with customers, reviewed key service areas, and made recommendations aimed at enhancing the overall customer experience.

A key area of focus has been [my.account](#), our online customer portal, particularly how it enables customers to self-serve, including reporting repairs. Two customer focus groups shared their views on their use of the portal. Their valuable feedback directly informed a number of our recommendations for improvement.

We have also reviewed [The Place](#), our online customer engagement platform, exploring how it can be strengthened to enable us to hear from a broader and more diverse range of customers.

This year, we introduced the Customer Approved Stamp, making it clear to customers which documents have been reviewed and endorsed by involved customers, such as the Customer Service Improvement Panel (SIP) and other customer groups. This is an important step in increasing transparency and demonstrating the influence customers have on our services. SIP have been heavily involved in producing this report and are pleased to give it the Customer Approved Stamp. Look out for the stamp through this report to see where else customers have given their stamp of approval.



Panel members also had the opportunity to join Board and the Executive Leadership Team on a regeneration tour in Bedford. Visiting completed sites at Ashburnham Court and Bury Court, and seeing plans for future developments at Brickhill, Queen Street and Greyfriars. The tour brought to life the scale and impact of investment bpha put into our homes and communities, which helped when being involved in the process to appoint a contractor for the refurbishment of the high-rise blocks at Queen Street.

I was pleased to be involved in initiatives to increase the number of homes across bpha's operating area, including the transfer of over 200 homes in Bedford and Central Bedfordshire from Clarion Housing to bpha. SIP look forward to welcoming and engaging with new customers from these areas.

Looking ahead, the panel will be focusing on key areas including anti-social behaviour, the implementation of Awaab's Law, and progressing work on the customer commitments.

We're always keen to hear from bpha customers and there are lots of ways you can get involved and have your say. You can find out more or share your views by emailing [customerservice@bpha.org.uk](mailto:customerservice@bpha.org.uk)

Sadie Parr  
Chair, Customer Service Improvement Panel



# Customer engagement and influence at bpha

## Hearing the customer voice is at the heart of what we do

bpha's Customer Strategy is based on customer feedback and its influence in ensuring we design services that meet customer need.

From 1 April 2024, the Regulator of Social Housing (RSH) updated the regulatory Consumer Standards that sets the outcomes social landlords like us must deliver for tenants. The Consumer Standards focus on the safety and quality of homes, information for customers on the services we provide and how we are performing, hearing the customer voice, neighbourhood and community services such as Anti Social Behaviour (ASB) and Hate Crime, how we allocate our homes and the tenancies we offer. The RSH inspects social landlords against these standards.

## Engagement with customers

Registered providers must take customers views into account in their decision making about how landlord services are delivered. As well as communicate how customers views have been considered.



Engaging with customers is important in all areas of our work and we use feedback to improve and change services, policies and how we communicate.





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“I’ve been a member of the Customer Service Improvement Panel for seven months. It has been interesting, challenging and welcoming.”

Nicola, SIP member

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### Interesting

“You don’t often get the chance to look behind the scenes of an organisation that affects your everyday life. Being on the panel has shown me how bpha works and how much effort goes into listening to customers and improving services.”



### Challenging

“There’s quite a bit of reading, but I enjoy that. We are asked to share our thoughts, and it’s good to see our feedback is used. At first, I wasn’t sure how much I would have to say in meetings. I quickly realised my views matter, and I have plenty to contribute.”



### Welcoming

“It can’t be easy for staff to hear suggestions from someone outside the organisation. Despite that, I have found everyone open, respectful and willing to listen. It feels like customers’ voices are truly valued.”

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“Being a Customer Service Improvement Panel member has helped me use my skills in a new way. It has boosted my confidence and reminded me that my experience and opinions have real value.”

# bpha Customer Commitments

SIP co-designed our Customer Commitments to help enhance customer satisfaction, trust and to align with our values.

1. We will keep your home safe and well looked after



2. We will communicate clearly and honestly



3. We will listen to you and use your views to improve our services



4. We will treat you with respect, fairness and kindness



5. We will make it easy for you to report issues and get support



6. We will handle complaints fairly and with care



7. We will support you and your community



8. We will be open and honest about how we are doing



9. We will promote equality, diversity and inclusion



# Tenant Satisfaction Measures (TSM's)

## In 2023 the Regulator for Social Housing introduced The Tenant Satisfaction Measures (TSMs).

The results are one of the important ways that let us know what we're doing well, along with where and how we can improve. The TSM's cover five broad themes:



Keeping properties in good repair



Maintaining building safety



Respectful and helpful engagement



Effective handling of complaints



Responsible neighbourhood management



Customers are selected randomly by an independent research organisation, to take part in a short survey. In 2025/2026 1,705 customers shared their views. You can find out more about the Tenant Satisfaction Measures on our annual results page, including what areas they cover and how we collect the information [www.bpha.org.uk/about-us/our-performance](http://www.bpha.org.uk/about-us/our-performance)



## Case Study TSM's survey procurement

Working with the Research and Insights Team, a member of the Customer Service Improvement Panel helped choose a new TSM customer feedback survey and software supplier. Collecting TSM feedback matters because it helps shape how bpha improves services for customers. As the supplier will contact customers directly, we made sure they could deliver a high-quality, customer-focused service. We met with five suppliers and scored them against clear service criteria. As a panel, we all agreed to appoint Acuity.

From 1 April 2026, Acuity will be collecting the TSM results for 2026/27. You may receive a call from 01234 416126, or an email from [acuity@arap.co.uk](mailto:acuity@arap.co.uk). Your feedback is invaluable, so we encourage you to take part if you're able to.



## Customers getting closer to the Board

The Chair and Vice Chair of SIP joined the Customer Experience Committee, as customers and attended their first meeting in September. Attending the Committee will help strengthen and maintain a strong, meaningful, and influential relationship with the Board and Committee, representing the customer voice in discussions along with sharing their findings on reviews SIP had conducted.

## Resident Inspectors

The Resident Inspector programme was re-launched in December with a focus on grounds maintenance and communal cleaning programmes. We're pleased to have successfully recruited Resident Inspectors from across the areas we have homes, including, Bedford, Cambridge, Peterborough and Oxford.

They have now all been trained to enable them to carry out their role with confidence. Part of the training included mock site inspections with the Estates Manager and an understanding of what is expected of the grounds maintenance contractors. Their first inspections will start in April.

### You said

You're unhappy with the grounds maintenance service you receive.



### We did

We've re-introduced Resident Inspectors. Trained customers who are actively involved in checking the grounds maintenance services meets the standards we set.



## Resolve

Resolve is a group of customers who review how we manage complaints, and what these complaints are telling us about bpha's services.

### Resolve said



The Complaints stage 1 letters needed to be more consistent with the stage 2 letters, in terms of appropriate action being taken and empathy shown in the letter. They felt this could have prevented some complaints going to stage 2.

### Resolve did



Resolve completed a complaint outcome letter review in December to help ensure they meet our quality standards, providing fair and appropriate resolutions, which demonstrate empathy, use clear and jargon free language, and fully comply with the Housing Ombudsman's Complaint Handling Code.



They have also reviewed the Housing Ombudsman self-assessment annual report to assess and share feedback on whether bpha have met all the requirements of the Complaint Handling Code.

Resolve reviewed the 2024/2025 annual Complaints and Service Improvement report and assisted with writing the 2025/2026 report.

"Being part of the panel has been an incredibly rewarding experience. It is fulfilling to know that our valuable contributions directly influence service improvements and ensure the customer voice is heard. I take great pride in how our feedback helps the team evolve and better serve the community."

"Being part of this panel has shown me true service excellence comes from merging frontline experience with strategic vision to create lasting change."

"My role on the panel isn't just about identifying gaps; it's about bridging the distance between current challenges and future solutions"

Quote from Resolve Member Jenniffer

# Customer Service Improvement Panel

The Customer Service Improvement Panel (SIP) is a customer-led group of bpha tenants and shared owners. They review, scrutinise, challenge, and influence decisions on core services to drive improvements in customer satisfaction and service quality, acting as a vital link for customer feedback and priorities. They conduct in-depth reviews of key areas, helping bpha to improve services and take decisions based on real customer experience.

They've carried out a number of reviews and recommendations over the past year, which have been adopted by bpha.



## You said

You thought all window repairs including glass and handles should be the responsibility of bpha to repair.



## We did

We have updated the repairs policy to now include window repairs.



## Service Improvement Panel reviews and recommendations



### my.account review

Reviewed customer portal my.account and provided recommendations to improve the customer experience. One recommendation was to fix the error message which has now been done.

Many recommendations have been approved, including making key tenancy, safety and permission documents easily accessible.

### Repair responsibilities

The panel reviewed repair responsibilities for customers and recommended that items such as window glass and handles should be included as bpha's and not the tenant's responsibility. (all window repairs apart from malicious damage)

### Choose Contractors

Involved in the selection for a contractor to carry out the improvement work for the high-rise blocks in Queen Street. And helped choose a new supplier to carry out the Tenant Satisfaction surveys.

### Service standards

Supporting us to write a meaningful set of service standards, with recommendations to align with our values. **We are better together. We take responsibility. We show empathy. We are ambitious.**

### No access for repairs appointment review

Completed a review and gave recommendations to help reduce no access appointments. Supported introduction of a real time tracker so customers can easily see when an operative is on their way.

### Empty homes (voids) review

Many of SIP recommendations were accepted including a customer friendly Empty Homes standard, that outlines what customers can expect when they move into their home and introducing a welcome survey for new customers to complete to understand what we are doing well and where we can improve.

### The Place - bpha's online engagement platform

Recommended to keep the platform for another year with a list of recommendations to improve awareness and engagement.



# High-Rise Building Safety Group (BSG)

The High-Rise Building Safety Group have completed estate inspections with the Building Safety Team.

They recently went to Tavistock Court where they helped identify potential locations for both general waste bins and food recycling bins. They have also helped with plans for wider customer consultation on the [Building Safety Resident Engagement Guides](#). They have also provided feedback for plans to collect customer information for Personal Emergency and Evacuation Plans (PEEP).



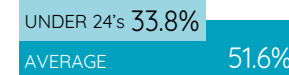
# Focus groups and surveys

## Improving services for younger customers

The TSM scores for 2024/25 showed customer satisfaction for rental customers from the under 24 age group (58.8 %) was lower than average (76%)



For shared owners it was a similar pattern with 33.8% under 24's satisfied against an average of 51.6%



To understand more, we reviewed the comments and held two online customer focus groups targeted to customers aged 16-24 to understand what was driving the lower levels of satisfaction.

A key finding and suggestion for improvement were:



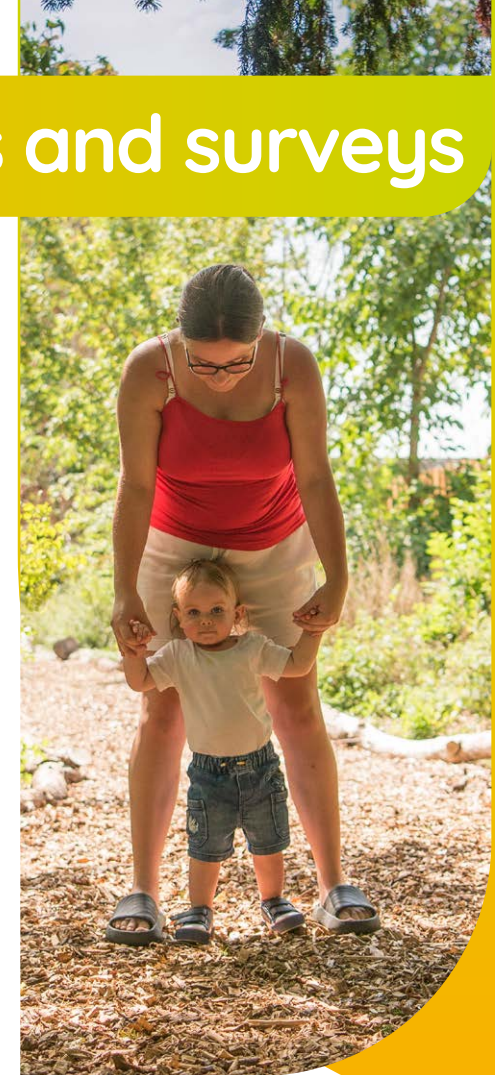
### You said

You'd like clearer communication including where responsibilities lie for repairs.



### We did

Our repairs policy has been updated with clear guidance on customer responsibility.



## Shared Ownership Customer Sessions

Shared owner customers of five years or less were invited to take part in both online and in person focus groups.

16 customers accepted and gave us feedback on their customer journey and where communication and processes could be improved. This included improving the timing of information during and after the sales process as receiving it all in one go meant that customers may not read it or forget it.



### You said

You wanted an improved process for repair reporting in the defect liability period for new build shared ownership homes.



### We did

There is now a dedicated contact person for shared owners.



## Grounds maintenance survey

We know in some areas the grounds maintenance service has fallen below our expected standard and your survey responses helped us to understand your views. Your feedback has meant that we've been able to make some positive changes, including:

- Using the results to understand your concerns and feed these back to the contractor, Just Ask Estates Service so they can focus on improving these areas
- To support service improvement we have engaged a second contractor who will work in some of the more complex locations
- We are monitoring both contractors closely to ensure they meet the expected standards and setting clear plans for improvement where they don't.

## Feedback you have given after a repairs operative has visited your home

3,804 customers provided feedback after a repair. Feedback overall is really positive with an average of 93% overall satisfaction and 92% for operatives.

Your feedback is shared with operatives in their regular toolbox talks. This highlighted the importance of ensuring customers are happy with the repair before the operative leaves the customers' home.

If you give a lower score and are dissatisfied with the repair you've received, we'll get in touch with you to understand what went wrong and put it right.



## TSG surveys

If you've had a gas or boiler repair, you'll have received a visit from our contractor TSG. Once the visit has been completed they'll ask you to complete a survey,

Overall satisfaction is around 90%.



### You said

Engineers were not consistently showing their identification or always wearing branded TSG uniform.



### We did

TSG managers have talked to engineers about the importance of doing so and will continue to monitor this.

## Homebuyer and seller customer service improvements

Based on customer feedback from surveys sent to customers who have bought or sold their home through us, the following improvements have been made.

- **Service improvement and information transparency**  
The Homeownership team have developed a new checklist to ensure key decision-making information is given to customers up to the point of reservation. This is an opportunity to send the applicant/seller any information about the transaction that could have been missed
- **Service improvement**  
Key information is more easily visible to the sales team making it easier to know when viewings or surveys can be booked
- **Better communication and service improvement**  
The Sales Support Assistant's include details of the customers dedicated Sales Advisor in all correspondence to support them through the sales process.



# The Big Listen

Colleagues from across bpha were joined by Board members and our Customer Service Improvement Panel for over 900 conversations on doorsteps.

Customers who were unable to answer on the doorstep or weren't in were left information on how to share feedback, along with a link to our customer engagement portal – The Place.

We really appreciated the opportunity to speak directly to hear what's important to you, where we are doing well and where we can improve.

We heard from customers who feel listened to, have had repairs actioned quickly, and had a good customer service experience. We also spoke with people who've not always had a positive experience. Areas we will be working on include being able to report a query more easily, improving the grounds maintenance service and dealing with anti-social behaviour which you can read more about in this report.

**Customers who told us about issues, including outstanding repairs, have been contacted and we are continuing to make improvements based on the feedback shared and what you told us is most important to you.**



# Bury Court

## Thank you event

In the summer we completed the refurbishment of Bury Court, which included new windows and cladding. The refurbishment took longer than we hoped and to thank all customers for their patience a thank you event was held in September.

It was great to see customers attend and chat to colleagues from our Housing, Money Advice and Community Engagement teams.

92%

of residents who responded said they are satisfied with the work

## You said

While numbers were small, some residents reported to our contractor (United Living) the operation of the tilt/turn windows was complicated. We understand some residents were having difficulty using them.

## We did

We wrote to residents on how to best operate the windows and sent text links with videos on our website. We are also considering making changes to the design on future phases to keep their operation as simple as possible. We appreciate your feedback!



# The Place

## bpha's online engagement platform

The Place bpha's online engagement platform has received lower engagement than we had hoped. In 2025/2026 5,826 customers have visited the Place but this has only resulted in 266 contributions in topics.

266  
5,826

The Big Listen received the most contributions where customers shared what's most important to them about the service they receive from bpha. These results were combined with the feedback from the doorsteps as mentioned on page 22.

We were pleased that 29 customers took part in The Place survey to share their views about the platform and what the barriers for customers to use it were. You told us having to register to use The Place put you off. We've now removed the need to register to use the platform to make it easier to access and share your suggestions.

Customers were invited to share their views on sustainability topics via a survey on The Place linked to Talk magazine. Feedback highlighted energy saving as a priority, which directly shaped articles in the magazine.

We've been working closely with the Customer Service Improvement Panel to make improvements to the platform, to make it even more customer friendly and for more customers to share their feedback with us. Watch this space!



# Community hubs

**Our Community Engagement hubs continue to be popular among customers and the wider community and have seen over 1,000 visitors this year!**

The hubs provide a range of support including health checks, employment advice, upskilling and opportunities for children to play. The majority of the Hubs are in Bedford and Cambridge and include Café Connect, Kingswell Hub, Trumpington Hub, VIP Hub Cambridgeshire, Jolly Tots, Open Doors and Christ the King.

**“Brilliant - please keep the hub going as its very much needed for Mums and children. It’s so good to be able to get out and meet new people and really help new Mums who are lonely and isolated”**

Quote from Cafe Connect customer



# Independent Living

**Customers expressed concerns to us about the limitations of the stairlift at Queen Court, Bedford.**

We carried out a consultation with them on the proposal to install a passenger lift. The block has an ageing population and the lift would help to support mobility and independence particularly for those living on the first floor. Customers were supportive of the proposal and in April 2026 the lift was installed, significantly improving accessibility and quality of life for residents.

# What’s coming up in 26/27

- Targeted door knocks including The Big welcome to new Luton customers who are joining from Clarion Homes
- Shared owner customer session with Board members and wider engagement on the shared owner service improvement plan
- SIP to start review on the promotion to customers about the role of the housing officer – what they do and do not do
- Wider customer engagement for the Anti Social Behaviour (ASB) service improvement plan
- Setting up of a customer panel for Greyfriars regeneration
- Programme of quarterly ED&I themed focus groups
- Customer feedback on bpha’s website
- Resident Inspectors promotion to encourage Resident Inspectors in areas including Oxford, Northampton and South Beds.

## Sharing information

We share information with you in a number of different ways.

**Talk** our magazine for all customers

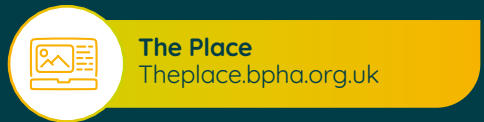
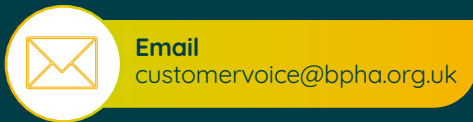
**High-rise headlines** printed magazine delivered to high-rise customers in Bedford

**Website and Social Media**



## Get in touch

To find out more about our customer engagement activities, how to get involved or let us know what you think about the report please get in touch with the Customer and Influence team.



Registered as a society under the Co-operative and Community Benefit Societies Act 2014

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