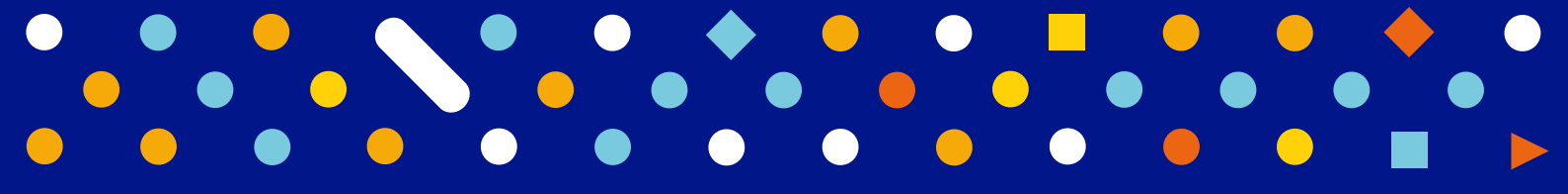




Customer Engagement and Insight Strategy

2026-2029



Summary

By 2029, we will build on our strong foundation of customer engagement and insight to become an organisation where customers feel consistently heard, valued, and empowered. Insight from lived experience will play an even greater role in shaping decisions, driving improvement, and strengthening trust. Our approach will ensure we continue to provide quality homes and responsive, inclusive services rooted in a deep understanding of what matters most to the people we serve.

Engaging with customers and acting on customer insight is fundamental to delivering great homes and services. It reflects our position as a customer focused, learning organisation. It also enables us to meet our regulatory and legal responsibilities under the Social Housing Regulation Act (2023), the Regulator of Social Housing Consumer Standards (2024), and the Building Safety Act (2022), each of which requires landlords to involve, inform, and empower residents.

Our strategy focuses on shifting from how we engage to a greater emphasis on why we engage and what impact our engagement activity and insight has, with objectives designed to ensure customer voice leads to meaningful change, improved services and better outcomes. To achieve this, we will ensure that:

- Engagement and insight is meaningful, valued, utilised and actioned
- Engagement activity is purposeful and planned
- We provide and promote a broad range of research, insight and engagement channels
- Engagement practice is inclusive and representative
- The results of engagement are clearly evidenced and shared.

Across the three years, we will further strengthen how we listen to customers, making it easy for a wide range of customers to share their views, influence decision making, and hold us to account. By 2029, engagement and insight will be embedded into everyday practice, performance management, service design, Board oversight and decision-making. Customers will see clearer evidence of change, feel more informed, and have greater confidence in how we listen and act.





1. Our vision

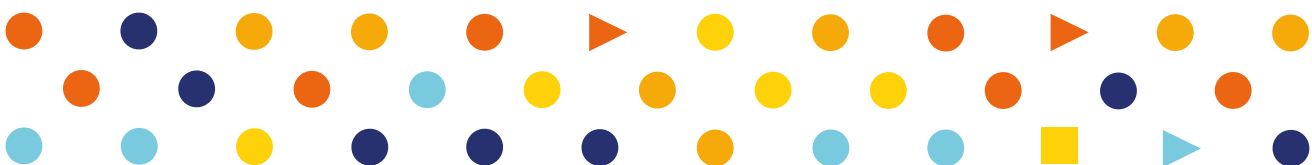
Our Corporate Plan, 'Building a Better Future 2026-2029', commits to delivering high quality, accessible services that meet diverse customer needs and are shaped by strong customer engagement and insight.

Our vision for this strategy is to foster a culture where customers are informed, heard, valued and empowered to influence decisions, drive improvement, and inspire meaningful change. By embedding a robust engagement approach, we operate as a truly customer focused, learning organisation that uses feedback, data and lived experience to continually refine services and respond to emerging needs.

We'll achieve this by delivering well-planned, inclusive and tailored engagement activities that lead to meaningful outcomes, and we'll clearly communicate how customer input has shaped our decisions.

Customer engagement is also a clear strategic and regulatory requirement under the Social Housing Regulation Act (2023), the Regulator of Social Housing's Consumer Standards (2024) and the Housing Ombudsman's requirements and the Building Safety Act (2022). These set clear expectations for involving residents, providing accessible information, and demonstrating how customer feedback and complaints drive service improvement.

By embedding engagement and acting on what customers tell us, we strengthen compliance, improve satisfaction, build trust, and ensure customer voice directly shapes the services we deliver.

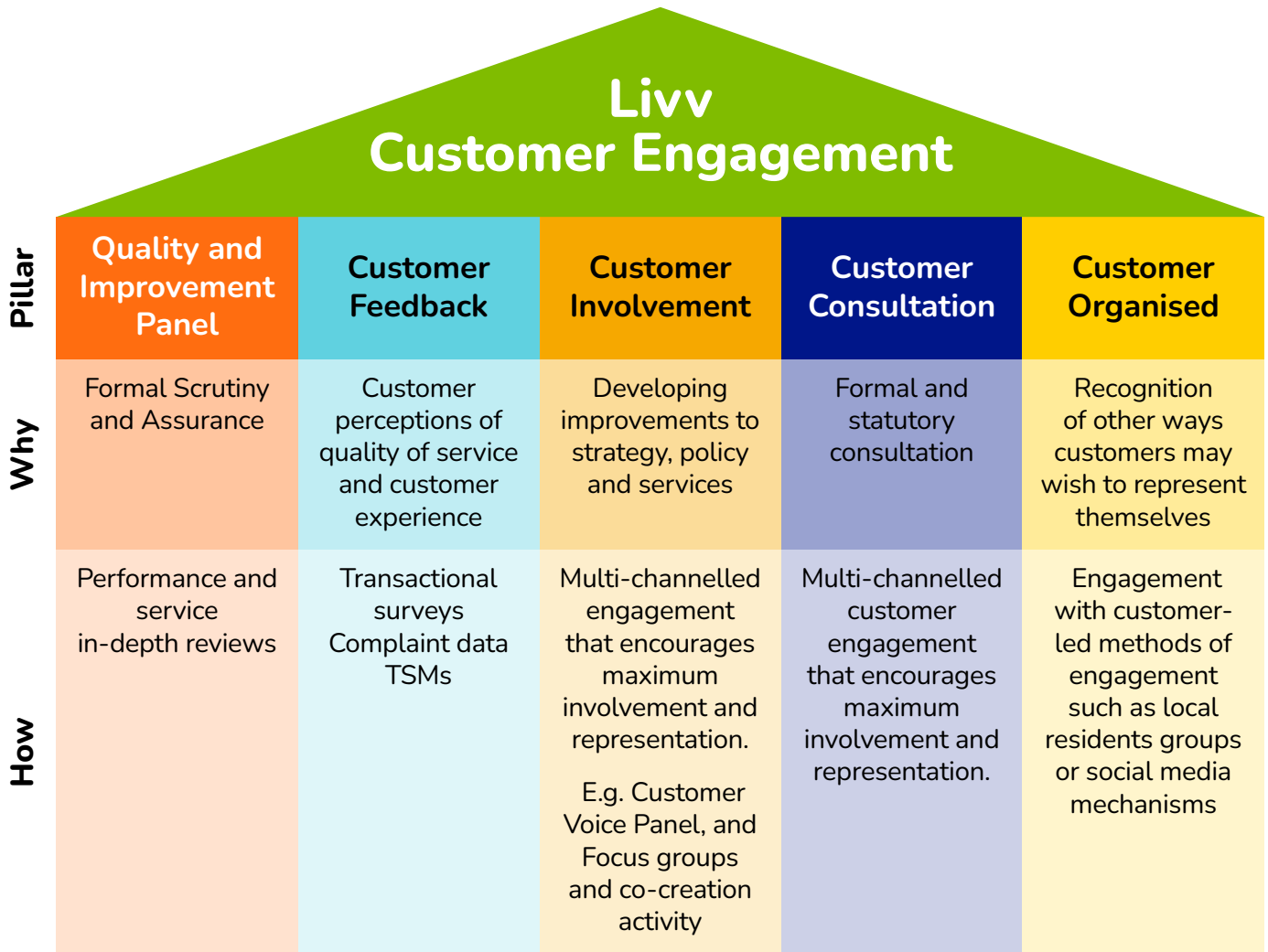


2. Where we are now

How we're performing

Over the past three years, we've significantly strengthened our approach to customer engagement and insight. A consistent approach to how and why we engage is now embedded, supported by an Annual Customer Engagement Plan and an expanded range of inclusive channels, which are set out in the Livv Engagement House.

The Livv Engagement House



Regular Actionable Insight meetings bring together feedback across all engagement pillars, giving us a clearer, unified view of the customer experience to drive service improvement. Customer voice also has a stronger role in governance, with Board and Committee reports and Policy and Strategy approvals now providing clearer insight to inform decisions. Our Let's Talk, We're Listening case studies demonstrate how customer input directly shapes our services and decisions.

We've also strengthened our approach to customer scrutiny through our customer-led Quality & Improvement Panel (QulP), ensuring customers meaningfully challenge and influence our performance, services and priorities. The QulP are supported with access to relevant performance, regulatory and benchmarking information, and have a direct link into our formal governance structure, providing a clear route to influence decisions and inform service delivery.





What our customers tell us

Customers tell us they feel our overall approach to engagement is positive, with a good range of ways to get involved and clear examples of customer-driven change. However, they have also identified areas where some customers may face barriers to engagement and where we can improve further.

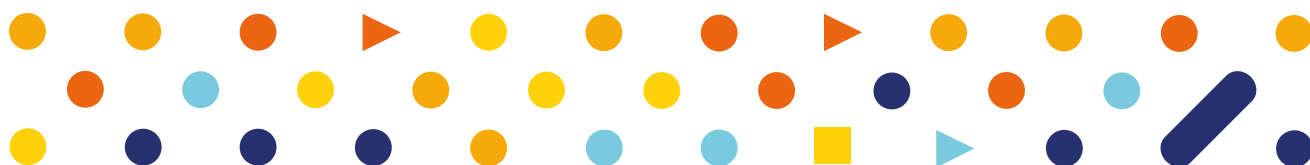
While some customers know how to provide feedback, many are unaware of the full range of opportunities. Others choose not to engage, and we lack a clear picture of whether customers feel under or over engaged. We also hear less from some groups, including people who may feel less confident, have limited time, face digital barriers, or who may have feelings of mistrust in either Livv or the engagement process.

Customers also tell us they are sometimes unsure how their feedback is used. To make engagement more meaningful they want us to better understand their preferences and barriers and to clearly demonstrate how engagement leads to real change and measurable improvement.

What's happening around us

We're experiencing clear shifts in how different customer groups expect to engage with us, driven largely by the changing behaviours and expectations of 'digital natives', younger customers such as Gen Z and millennials. As this generation become a larger share of our customer base, their expectations for fast, convenient and digital-first engagement are increasingly important.

Younger customers currently show lower satisfaction scores but also lower levels of engagement than older customers, suggesting that our current engagement approaches are not fully meeting the needs of a group we need to hear from to improve their experiences.



3. Where we want to be

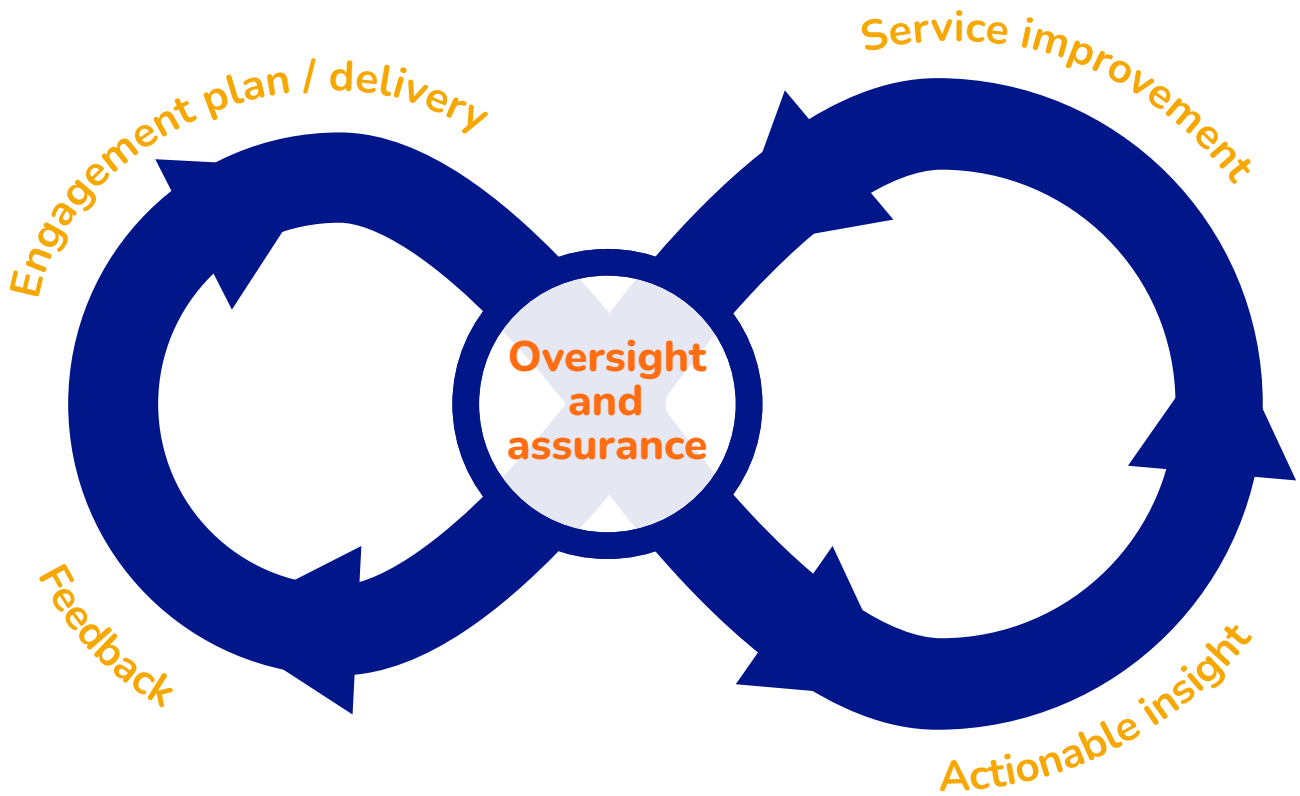
How we have developed our objectives

Our objectives have been shaped through customer insight, engagement activity, and reflection on what will most effectively strengthen outcomes and customer focus.

Building on the strength of our current approach, we will further strengthen our emphasis on using insights from the customer voice to drive positive change, rebalancing focus from what tools we use to how the insight gathered informs decisions, improves services and shapes priorities.

Our Customer Engagement and Insight Framework

Our Customer Engagement and Insight Framework sits alongside our objectives and sets out the process that guides how we plan, design, deliver and act-on engagement across the organisation. It provides a clear and consistent way of working that identifies the linkages between engagement, service improvements and operational and strategic decision making.





Objectives

Our Strategy is underpinned by the following themes or objectives:

Objective 1: Engagement and insight is meaningful, valued, utilised and actioned.

This objective ensures that customer engagement and insight are embedded into decision making, service design, learning, and improvement. We will:

- Publish transparent information that enables customers to understand the services we provide, the standard of service they should expect and how we are performing, so that they can hold us to account
- Embed the Customer Engagement and Insight Framework, with clear governance and accountability
- Produce actionable insight, by bringing together customer voice from all channels of the Livv Engagement House (including complaints) with wider business data, to drive service and business improvements
- Use storytelling approaches to help colleagues engage with, understand and apply customer insight
- Provide the Board with meaningful customer insight and robust assurance to support informed decision making.

Objective 2: Engagement activity is purposeful and planned.

This objective ensures that every engagement activity directly supports wider business objectives through clear purpose, defined outcomes, realistic timelines and agreed levels of customer influence. We will:

- Maintain and update the Annual Customer Engagement Plan using current performance data, customer priorities and upcoming legal or regulatory requirements
- Develop customer journey mapping for the engagement service to support effective planning of all activities
- Complete scoping for each engagement activity, setting out its purpose, expected outcomes and the intended levels of customer influence.



Objective 3: We provide and promote a broad range of research, insight and engagement channels.

This objective ensures customers are aware of a wide range of meaningful opportunities to influence and scrutinise our strategies, policies and services, in ways that suit their preferences and requirements. We will:

- Strengthen customer awareness of engagement channels and opportunities
- Ensure that our scrutiny approach (the QuiP) remains customer-led, representative and well supported
- Use customer journey mapping and lived experience to inform service improvement
- Create opportunities for co-design, co-production and involvement in procurement
- Continue to work alongside customers to deliver the Building Safety Customer Engagement Plan
- Use wider teams and everyday interactions to involve customers who prefer informal engagement
- Evolve our engagement methods to reflect younger customers' preferences
- Use external research and behavioural insights to strengthen our understanding and drive service improvement.

Objective 4: Engagement practice is inclusive and representative of our customer base and Equality, Diversity and Inclusion (EDI) is embedded within our wider engagement work.

This objective ensures that our engagement is inclusive and representative of our diverse customer base and that insight activity evaluates services through an EDI lens to support equitable access and outcomes. We will:

- Use EDI data to identify participation gaps and shape targeted approaches
- Apply behavioural insights to support more inclusive service design and delivery
- Embed EDI considerations in the scoping for all engagement activity
- Design every engagement activity to be fully inclusive by identifying and removing barriers to involvement.

Objective 5: The results of engagement work are clearly evidenced and shared widely with customers, colleagues and Board.

This objective ensures we consistently close the feedback loop by demonstrating what has changed because of customer engagement, building trust and confidence. We will:

- Provide personalised, timely feedback to customers
- Publish Let's Talk, We're Listening case studies and use multiple communication channels to show how customer voices shape services and decisions
- Share regular, accessible performance information to help customers stay informed and hold us to account
- Ensure Board reporting clearly evidences how customer and colleague feedback loops are closed

4. How we'll get there

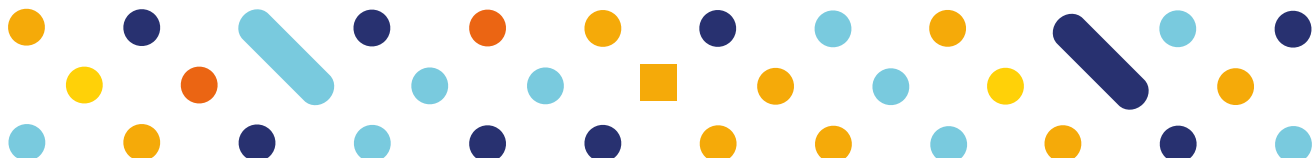
Our expected plans for each year of this strategy are summarised below.

Year one (2026-2027)

- Embed the customer engagement framework with clear operational and leadership roles
- Integrate customer feedback and insight into Business Improvement project methodology
- Develop data-driven storytelling to amplify customer voice across the organisation
- Strengthen representation of customer voice within Board reporting
- Complete customer journey mapping for the engagement pathway to identify barriers or pain points
- Analyse existing engagement channels to better understand response levels, customer representation and effectiveness
- Complete customer journey mapping for individual services, including financial support and wellbeing services
- Build skills and understanding in co-design practice
- Create mechanisms for front-facing colleagues to capture customer voice.
- Commence research with younger customers to shape next generation engagement options

Year two (2027-2028)

- Develop mechanisms to improve use of customer feedback in colleague and contractor performance management
- Deliver communications that increase visibility and awareness of engagement opportunities and impact
- Broaden customer involvement in all planned investment procurement
- Complete customer journey maps for two additional services
- Commence co-design activity for a selected service area
- Embed the approach for front-facing colleagues to gather customer voice
- Introduce new 'next-generation engagement' methods to improve engagement with younger customers
- Conduct research to deepen understanding of customer behaviour
- Complete accessibility audits across all engagement channels to support barrier free, inclusive engagement



Year three (2028-2029)

- Complete a three-year review with customers to inform the next strategy
- Continue promotion of engagement methods
- Complete customer journey maps for two additional services
- Deliver customer co design for priority 'customer experience' led business change projects
- Further develop front-facing channels (e.g. call centre listening) to capture customer voice.
- Evaluate the impact and reach of next-generation engagement approaches.
- Develop targeted engagement plans to increase involvement from under-represented and diverse groups
- Expand co-design opportunities to strengthen EDI representation

5. How we'll measure success

Influence	Evidence of production and completion of service improvement plan actions. Board has a broad understanding of customer experience and needs.
Informed Rate	% of customers who are aware of how they can provide feedback and get involved <i>(*collected through annual additional question following TP06 TSM)</i>
Participation Rate	Number of unique customers engaged. Number of co-design or co-production activities
Representation Rate	Access equity ratio (overall and by channel) indicates proportionate, under or over representation for different EDI characteristics <i>(*measure available following BI dashboard build, planned for year 1)</i>
Feedback	Evidence of a range of customer feedback that closes the engagement loop.

Document control

Version	1
Applies to	Livv Housing Group; Livv Homes; Livv Maintenance
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Replacing	Customer Engagement Strategy 2023-26
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Author	Director – Community Investment & Engagement
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Environmental Impact Assessment	Not required
Circulation	Intranet, Livv Housing Group website

Version control		
1	May 2026	New Strategy following three-year review.

