



Trident Group



a beacon of hope

Customer & Resident Engagement Strategy

Department: Trident Group

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1. Statement

This strategy should be read in conjunction with the Customer & Resident Engagement Policy (June 2024).

The strategy sets out the principles and procedures that Trident Group (Trident) adopts to communicate with customers and residents. This communication should be used to learn from our customers' experiences and views about Trident and using their feedback to improve our service quality. All Trident staff are expected to know and understand the importance of customer engagement and how the customer voice should be used to improve the services we offer.

1.1. Governance

The principles within this strategy have been formulated to comply with the following: -

- Social Housing Regulation Act 2023
- Consumer Standards
- Regulator For Social Housing (RSH) Audits

This strategy also incorporates the need for customer led assurance that we are using the customer voice to shape the services that we offer. As we are aware, Tenant Satisfaction Measures (TSM) scores are now published, with them being reported on our website and to the RSH. These scores have a bearing on all areas of the organisation, and it is in the interest of everyone to ensure the customer voice is heard and acted upon in everything we do, improving services and helping to drive higher levels of customer satisfaction.

The strategy is also in line with our new Strategic Objectives and Purpose as set out within our Strategic Plan 2024 – 2029.

1.2. Our Aims

Our aim is for Trident customers and residents to have every opportunity to engage with us at all levels and be constructive in evaluating and improving our services. Engagement activities will be delivered creatively and in a variety of ways, enabling participation, connection, engagement, collaboration, and involvement by all.

We will continue to modernise and be flexible in our approach and will build on our digital engagement opportunities to ensure efficient and easy access to all. Outcomes of our engagement activities will be clear, and communicated effectively both internally to staff, and to residents and customers.

We will be open, honest and transparent with all the information we collect in relation to customer voice. Our customers should be shown valid reasoning for changes backed up by

clear evidence to support any findings we have made. This evidence must also be representative of the customer base and efforts should be made to ensure this.

2. Our Approach

As part of our commitment to hearing our customers' voices. We have a specialist Customer Engagement Team. The team are split up into patches and have the responsibility of engaging with customers on residents in their specific patch as well as working collaboratively with other teams to help engage and achieve tangible outcomes.

The team, lead by the Customer Engagement Manager, are there to support and lead on customer engagement strategy and will offer guidance and support to staff to ensure they are gathering and using customer voice and where and how it should be applied.

Trident actively enable and facilitate participation and involvement opportunities for all. To do this we have developed a tiered level of engagement opportunities. There are 4 key strategic areas that customers can participate in:

- **Your Feedback** – Customer feedback is gathered in a variety of different ways. This feedback forms the basis of what our customers are telling us and is analysed to establish what services or areas of dissatisfaction we should focus on. This feedback can come in various formats including community events & engagement, surveys (bespoke or TSM), complaints, compliments or anecdotal.
- **Collaborative** – We will work in partnership with our customers, establishing focus groups, to work on a particular area of dissatisfaction and formulate action plans to make improvements. This may include Estate Walks, Procurement panels, Policy Review panels or the formulation of customer associations.
- **People Focused** – We are committed to focus on our people. This does not just include our staff. Our customers are our reason for existence and this area focuses on communication, ASB, complaints reviews and customer involvement in the recruitment of new staff and involved customers.
- **Accountability** – This sits at the top of what we do. It is imperative that customers can hold us to account and ensure that we are doing what we say we will do. Our Customer Voice Group oversees all our operations, ensuring good governance. Customers will also sit on the Homes & Communities Committee and will also take part in customer led scrutiny projects, aimed at deep diving into a topic and making tangible, evidence-based improvements to our services.

It is important to note that, encompassing all of this, we must ensure that the following are all considered: -

- Equality, Diversity & Inclusion.
- Legislation
- Fairness and Respect
- Consumer Standards

Once we have made changes following customer feedback, we should issue a “You Said, We Did” to all the customers the changes we have made will affect them. Therefore, all engagement activities should have a purpose and provide evidenced outcomes that can demonstrate how the customer voice has been used. All engagement activities should be recorded, and the following details sent to the Customer Engagement Team: -

- Location, date and time of the activity.
- Type of activity (Survey, meeting, door knock) and the purpose.
- How many customers were interacted with.
- What the outcome of the activity was.
- Any actions or changes that will be made as a result.

To be able to meet our regulatory obligations, we must be able to accurately report our engagement activities, so this information should be received by the Customer Engagement Team no later than 1 week after the event has taken place.

We are committed to hearing all our customers’ voices. To do this, all sites will be visited regularly and will have an assigned officer to help with all engagement activities. We will also schedule engagement to meet the needs of our customers. This means that events can be carried out on evenings and weekends to suit the needs of our customers.

2.1. Definition of Engagement Events or activities

“An engagement event or activity is that where we gain customer insight and use this to improve our services. The activity should be inclusive, have a purpose, and produce tangible outcomes that can be used to improve the services we offer”.

An engagement activity can be in the form of: -

- Customer Meeting
- Survey
- Forum
- Themed Community Day (ASB, Rent First, Grounds)

An engagement activity is not: -

- An event that could be defined as a lifestyle activity (Singer, Painting, Exercise classes).

- A breakfast Club (where no feedback on services is being taken).
- An informal chat where no noted feedback is taken.

We must ensure that when we are carrying out engagement events that there is a reason for them and that the purpose and desired outcomes are clearly considered and set out before setting up the event. A cost / benefit analysis should always be considered.

2.2. Care and Supported schemes

Within care and supported schemes, there is an opportunity to hold regular customer meetings. These meetings offer valuable insight into the feelings of the residents and used correctly, can be extremely productive in improving services and customer satisfaction levels.

IHMO's should hold a monthly meeting with their residents, conveying an open approach to issues that the residents are concerned about. As well as this, it is an opportunity for residents to be communicated with. Action plans and minutes should be taken and acted upon. The residents given regular updates on the progress of actions and "You said, We Did" posters completed and displayed.

On a quarterly basis, the Scheme Manager and Head of Social Care & Inclusion as well as a member of the Customer Engagement Team should be invited to the meeting. This gives us exposure to the residents as well as them getting to know us and help to identify any further engagement opportunities. The Customer Engagement Team will then work with the scheme to deliver the engagement that is required.

Every 6 months (May and November), the residents will be issued with a satisfaction survey. This survey is designed to measure how the residents feel about the place that they live and Trident as their Landlord. The results of the survey will be collated, analysed and reported to the residents. Areas of dissatisfaction should be addressed with residents and action plans made and delivered to improve services.

A "You Said, We Did" is to be produced and displayed on notice boards to demonstrate to customers that we have listened to them and what changes have been made.

2.3. Young Peoples Services

Our Young Peoples Services are extremely important in helping people to get started on their housing journey. We should ensure that we are giving young people ample opportunity to get their voice heard throughout Trident. This will enable us to demonstrate that we listen to a broad range of voices and gather feedback from different perspectives.

Our customers within this service are given the opportunity to take part in an Annual Satisfaction Survey and an Exit Interview. These are key forms of engagement that will give us the opportunity to improve the service we offer. It should also be used in conjunction with the Suggestion Box.

Scheme staff should hold a meeting with their customers, at agreed intervals throughout the year, conveying an open approach to issues that the residents are concerned about. As well as this, it is an opportunity for residents to be communicated with. Action plans and minutes should be taken and acted upon. The residents given regular updates on the progress of actions and “You said, We Did” posters completed and displayed.

As when engaging with other Customers and Residents, particular attention should be given to how we are communicating with those using this service, and approaches adapted to suit.

Young people should be given the opportunity to develop and become a part of other engagement strategies, should they wish to be involved.

2.4 Leaseholders

As we are aware, customer involvement is vital for us as a social landlord. Changes in the law and the Consumer Standards mean that we should be able to actively demonstrate that we are listening to our customers, talking their views into account.

Leaseholders should be treated in the same way as any other customer within Trident. Their voice should be heard and acted upon, and they should have a forum to make sure they can get their points across. This proposal aims to give Leaseholders that opportunity in a variety of ways to suit them, as well as the other opportunities to engage, as set out in the Customer Engagement Strategy.

Similarly, to our Customer Engagement Strategy, Leaseholders will also have a Menu of Engagement that means we can gather as much information as possible and will be set out as follows: -

- Quarterly or 6 monthly “Sense Check”. This would be a survey where we test general satisfaction within their home/community, suggestions for services that we could get better and also an opportunity for them to tell us what we have done well. These statistics should be reported on during the meeting and should be monitored as part of Customer Voice Group (CVG).
- Residents Meeting. A Quarterly residents meeting (Either in person or on Teams) should be held with a fixed agenda. This will be designed to talk about outstanding issues, new issues, Customer satisfaction and KPI data, forward planning and the opportunity to raise any other business. Within the scope of these meetings, it should be made clear that this is not an opportunity to bring personal issues, and anything discussed should be for the betterment of all leaseholders and even the wider customer base. Minutes for these meetings will be produced and distributed.
- Development of the website leaseholder pages to communicate leaseholder specific information and “You Said, We Did” with them.

As with any other customer engagement activity, we should ensure that we are demonstrating how we are using their voice to improve service and ensure all action plans are followed and enacted. We will also evaluate the value of the engagement to ensure both leaseholders and the association are getting from it what is intended.

2.5 Listening to Customers and Residents

We will take every opportunity to enable customers and residents to express views about our services we provide and will act on the comments we receive to improve the Trident services, in particular by:

- creating conditions in which customers/residents feel comfortable about giving feedback on our service to staff.
- enabling customers/residents to give their views on our services and staff making improvements through such means as regular customer/resident meetings.
- encouraging all staff to be alert to views, whether of praise or criticism, expressed by people about day-by-day service delivery.
- providing systems for staff to report such informal feedback to managers.
- ensuring that informal feedback is considered seriously by managers and, where appropriate, used to improve the quality of our services.
- informing customers/residents of the value of their feedback and of action taking in response.
- providing the means by which customers/residents with communication difficulties can express their views about the service they are getting.

2.6. Feedback for Customers/Residents Representatives

We value feedback from customers/residents' friends, relatives, and other representatives as providing an important route to understanding the views of individuals themselves. This is done through continuous checking with customers/residents, and others, and the use of regular satisfaction surveys.

In particular we will:

- encourage anyone who has contact with our services to pass on any views about us, especially where this helps us to understand the views of customers and residents of Trident who might otherwise be unable or unwilling to communicate directly.
- facilitate the formation of relatives' groups or forums and other mechanisms for relatives and others to express their view collectively.
- inform relatives and other visitors of action taken in response to what they have told us.

Everyone involved in Trident is encouraged to communicate their thoughts about the service in whatever way they can or choose — face to face, telephone, letter, survey, or email.

We will also ensure that anyone with communication difficulties resulting from sensory loss or other disabilities and vulnerabilities have the facilities and means to give their views like anyone else in line with our commitment to equality and achieving the Accessible Information Standard.

3. Formal Gathering of Feedback

We will take specific steps to gather the views of customers and residents, and others who represent their view, by:

- carrying out regular audits and surveys of opinion, at both organisational and service level, including but not limited to Tenant Satisfaction Measures (TSM).
- seeking information from informed stakeholders such as commissioners, practitioners, and other relevant stakeholders
- publishing the results of all audits and surveys, ensuring transparency.

TSM results should be used to improve the services that we offer. In areas of dissatisfaction, the Customer Engagement team should be instructed to investigate why, by conducting further research and customer voice and suggesting appropriate service improvements. Robust action plans should be put in place with all service areas involved committed to making the required changes within agreed and reasonable timescales.

All feedback and results of engagement activities should be sent to the Customer Engagement team so results can be stored and recorded. This will enable effective and timely reporting to board, RSH and for any internal and external audits. We will also monitor the performance of engagement events by effective KPI's that are reported on a quarterly basis. All evidence must be clear, concise and accurately set out what was done and achieved by the activity.

3.1 Concerns and Complaints

We use formal complaints and investigations to gather information about the quality of Trident services, in particular by:

- publicising our complaints procedure and making it readily accessible.
- analysing views expressed by customers, residents, and others during our investigation of complaints in order to assess what can be applied generally to improve our services.

- encouraging customers and residents to express their concerns at a level below the formal complaint's procedure.
- making it possible for customers and residents to express concerns individually or corporately through customer/resident meetings or similar forums.
- inform them of their right to take any concerns they might have about Trident to external organisations (where applicable), i.e., Care Quality Commission (CQC), Housing Ombudsman, etc.
- All complaints should be fully assessed to identify trends in areas of dissatisfaction and improvement. This will be done by the completion of a "Lessons Learned" form by the complaint respondent. All forms will be monitored by the Customer Experience Manager and Customer Engagement Manager and the feedback used to shape services moving forward.

3.2 Adverse Events of Incidents

We aim to learn from adverse events, incidents, errors and near misses. When things go wrong, we should:

- encourage customers/residents to inform staff of all adverse events.
- analyse adverse events from the perspective of customers and resident.
- record adverse events and taking appropriate action to avoid similar happening in the future.

3.3 Compliments and Suggestions

We welcome compliments and suggestions from customers/residents, their families and friends and other stakeholders of Trident. Compliments may communicate deep satisfaction and gratitude for a specific contribution or service or relate to specific aspects of the work or to individual staff.

These compliments and suggestions are monitored and logged by the Customer Experience Manager and individual managers will ensure that messages are passed on to those involved. This is a powerful way of confirming good practice and improvement of service by applying this good practice to other areas as well as boosting staff morale.

We have a compliments and suggestions facility on our website and within our services where individuals may write or send comments and ideas about improvements to be made to Trident services.

4. Induction, Training & Recruitment

All new involved customers will be introduced the area they will be helping us with. We will ensure that all customers are given the best possible opportunity to contribute effectively in holding us to account. During this time, we will set out: -

- What their responsibilities are.
- What information they may need.
- How to carry out their duties.
- Why their role is important.
- What support we can offer to help them upskill.
- That suggestions and improvements to services should have all of our customers interests at heart. A representative should not be only interested in their own community.

We will offer training and support to those customers who ask for it. When offering assurances to the board about customer involvement, they must be confident that those customers fully understand the information that has been presented to them and what impact their decisions will have for all our customers.

Our support offering will be tailored to the needs of that individual customer and will include but is not limited to:

- Referral to Pure if needed.
- General Microsoft Office & Teams skills
- Supply of equipment to help them to participate (iPads are available)

We are also aware of the need to be inclusive within this so if the customer has any other needs, we will take this into account and accommodate wherever possible.

Training and support will be offered in an ongoing basis and the Customer Engagement Team will always seek to help our customers to upskill and ultimately help them to contribute in the way they want to. We will also encourage customers to join other groups, with the intention of more joining the Customer Voice Group.

Recruitment of new customers will happen at every given opportunity.

All staff should be aware of the importance of recruiting new customers to our engagement framework and to make the Customer Engagement Team aware of any expressions of interest. All requests of this nature should be sent to the Community Engagement inbox and will be responded to within 2 working days.

Our involved customers will also be a part of the recruitment of new members of staff. Customer involvement in the recruitment of staff is imperative to demonstrating our commitment to hearing the customer voice and having the golden thread of customer voice throughout the organisation. Involved customers should be included within the recruitment process, especially for those roles that are customer facing, or for Head Of and above, up to and including Chairman of the Board. It is recommended that customers are part of the interview or assessment stage. They should be briefed fully on: -

- What is expected of them, such as their role in the interview process.
- How they score a candidate.
- What key behaviours / skills that should be demonstrated.

The scoring of the candidate by the customer should be given equal weighting with staff and their comments fed back into the assessment and considered when decisions are made.

The customer engagement team should be made aware of any recruitment activity that will require customer engagement at the earliest possible opportunity (i.e., what dates the interviews are planned for) so that arrangements can be made for customers to be available.

5. Communication

Communication with our customers is the key to ensuring they understand and receive the services they want.

When communicating with our customers we should always consider: -

- Tone of voice
- Complexity of wording
- Language (Do we need to translate?)
- Content (Is it understandable with clear messaging?)
- Accessibility (Does it need to be large print, braille or in other formats?)
- Branding
- Consistency of messaging
- Length
- Digital Exclusion.

Our communications should only be sent out with a clear purpose and the customer should understand the reason for the communication. By considering this and the above, customers should be able to understand and interact with our communications better.

Communications plans should be set out that tie into events throughout the year and look to promote the customer voice and how more customers can get involved and have their voice heard.

The use of the communications group, as detailed below, will help shape our communication strategies and help us to understand what our customers want to hear about and how.

We should also ensure that our communications do not digitally exclude our customers. Whilst many have access to the internet, there are lots of people that do not and have no intention of using it. Therefore, we must ensure that these customers still receive the same information as those that are online. It is our customer's choice how they receive their information, and any communications strategies must reflect this.

6. Menu of Engagement

Withing the strategy diagram, there have been several methods that can be used to gather feedback from customers and the ways and groups this can be used.

6.1 Accountability

The purpose of this is to ensure that customers have the opportunity to hold us to account, making sure we do what we say we will and offering assurance to the board that the customer voice is heard and taken into account in everything we do. These groups are underpinned by the rest of the engagement but can also point out areas where we need to engage with our customers.

- Customer Voice Group

This group is our formal group and carries the following Terms of Reference:

“The group will be part of shaping, participating and reviewing a variety of activities, with a focus on resident and customer-led initiatives across different geographical locations. Our goal is to ensure a strategic alignment with environmental, social, economic and well-being outcomes.

The group will play a key role in influencing Trident's communication strategies to meet the diverse needs of all residents and customers. It is vital that services provided by Trident are fair, equitable, and aligned with expectations.

Operating within Trident's governance structure, the group will directly engage with the Homes and Communities Committee to ensure effective oversight and decision-making. Members of the group will advocate for an influential customer voice that will hold Trident ('The Landlord') to account with effective challenge and insightful scrutiny of performance information including Tenant Satisfaction Measures, strategies, policies and services. This will foster a culture of transparency, accountability, and continuous improvement within Trident Group.”

The Customer Voice Group (CVG) provides oversight and assurance to board that the customer voice is being heard and considered in everything that we do. They are responsible for ensuring that we are meeting our obligations regarding TSM's and Consumer standards as well as ensuring action plans in relation to these and other scrutiny activities are robust, actioned and have the effect that was expected. The CVG should challenge the organisation to ensure that we are compliant and hold us to account on behalf of the entire customer base. These meetings take place every 2 months.

- Customer Scrutiny Group

The Board are expected to work in conjunction with customers to set out the scrutiny projects for the following financial year. The Scrutiny group is independent of the CVG and will perform a deep dive into the subject matter as chosen by customers and board. This review is designed to look at a specific service area or function and look at how it can be improved from a customer perspective. The customers will ask us for all the information they need to conduct the review, produce a report about the review and, in conjunction with us, write an action plan to resolve any areas found within the review. The progress of the action plan should be monitored by the CVG.

- Procurement, Policy, Recruitment, Action Plans & Audits

These groups offer customer led assurance that we are acting upon the customer voice in these areas.

- Homes & Communities Committee

Customers will have a representative on the Homes & Communities Committee. This representative shall sit as part of the committee to ensure that the customer voice is being heard and acted upon. This representative will also sit on CVG and report back their findings to the group. This acts as a strong link between the 2 and gives customers the opportunity to ensure succinct working practices.

- RSH & Consumer Standards Audit Group

Our customers will lead our self-assessments against the Regulator of Social Housing (RSH) Code and Consumer Standards. This group will be responsible for ensuring compliance and judging our performance against the codes. All remedial actions and improvements should form action plans, and these will be monitored by the CVG.

Our Customer Voice Group will oversee procurement, policy review and recruitment to ensure that we have used the customer voice to shape the services our customers receive. They will hold us to account, ensuring this is met and suggest where we can strengthen these processes.

- Customer Charter

Ensuring our customers are at the centre of what we do, and we are delivering our commitments – see section 6.5 for the full Customer Charter.

6.2 Collaborative

Once we have gathered feedback, we are committed to working in collaboration with our customers to ensure that we achieve the right outcomes. This means that we must all be committed to hearing the customer voice, understanding what that means and then working together on action plans, with all stakeholders aware of the reasoning behind them.

- Resident and Customer Forums

Our residents and customers should have the opportunity to take part in local forums within their community. This is their opportunity to raise concerns with us about the services they are receiving. We should then work with scheme / building staff and Head Office functions to help to resolve the issues they may have (where appropriate). The minutes of these meetings should be communicated to customers and residents within 10 working days, along with an action plan with realistic agreed timescales. This should then be monitored as a working document at the next meeting, with updates from the relevant stakeholders supplied.

- Estate Champions

Estate Champions are customers that want to get involved without a hard commitment to meetings. They will monitor communal services such as: -

- Grounds Maintenance
- Communal Cleaning
- Whether reported repairs have been carried out
- Report any low level ASB issues such as graffiti.

This will be done by the completion of a short survey that they can fill in at any point. This feedback can then be used to monitor the quality of the service as well as whether it has been completed and this can then be used to ensure Value for Money and service standards are met. We will also use this to improve the service offering where required.

- Customer Led Estate Walks

Customers and Staff walk an estate and discuss issues in their area. Action Plans are then put together to resolve the identified issues and make their estate a better place to live.

- Policy Review

Our customer voice should always be heard within policy as, in many cases, this effects the way they live and the services we offer. We will use customer insight to help to shape policy, ensuring that the customer is at the heart of it. A group will meet on an ad hoc basis to review whether the customer voice has been heard and used within a policy review and changes have been made to reflect this. They will sign off policy to offer customer led assurance to board.

It should be noted that customer voice is not required within internal policy.

- Procurement

When purchasing goods and services, our customers should be involved in the process. Much like policy, customer feedback will be used to help shape the specification of a service within the procurement process – prior to it going to tender. Customers will then have a chance to mark the questions within the tender that they have influenced. A panel will meet to sign off that the customer voice has been heard within the process.

It should be noted that customers will not always need to be involved within the procurement process and they will only look at the services that affect them.

- Strategy

When formulating strategies, we put our customers at the heart of this. Customers voice and research should always be used to formulate our future plans. Our Involved customers will have the opportunity to review strategies before they are implemented, so that their feedback can be used to shape the policy. This should be recorded and demonstrated where we have used the feedback.

- Other Organisations

We are committed to learning best practice and implementing within our services. As a committed member of TPAS, we should look to use their guidance in all that we do, forming strategic partnerships with them and other housing organisations to deliver best practice for our customers.

6.3 People Focused

These groups ensure that we have the right people, in the right place at the right time to deliver the services that our customers expect and deserve. We are committed to finding out what is driving positive and negative feedback from our customers and using that to improve our services. These groups also ensure that we are communicating effectively with our customers and that we are listening and working with them to help them sustain their tenancy, from a financial and social perspective.

- Staff & Involved Customer Recruitment

These panels involve customers in the recruitment process. For staff, an involved customer should be on the interview panel for roles where their voice will have an influence on the job that they do. This is not limited to management positions and should always be considered as part of the recruitment process.

For involved Customer recruitment, we will report our recruitment figures and numbers within the groups to the Customer Voice Group, this will give them and board reassurance that we are actively trying to gain new members to these panels.

- Communications Panel

The purpose of this panel is to ensure that we are communicating with all customers in an equitable way that they can understand. This group will be shown marketing material, ideas for the website and other materials and we will seek to gain approval in relation to content, tone, language (wording and physical i.e., translations required), accessibility (deaf, blind, large print, neurodivergent friendly etc) and whether they feel it is needed.

- Customer Experience Panel

This panel will look at the complaints we are receiving, how quickly we are responding, how many escalations we receive and how we are using complaints, comments, compliments and suggestions to improve the service we offer. They will hold us to account in making sure we are using this feedback and improving from it.

- ASB Case Review

This will look at ASB cases and the satisfaction from them. The group will look at feedback trends and where we can improve the service we offer. They will also consider whether we have treated customers fairly, equally and with respect throughout the process and if there are ways, we can improve this.

- Financial Overview

The CVG will ensure that we are open, honest and transparent with the reporting and monitoring of finances. This includes: -

- Accounts
- Rent / Service Charging

The purpose is to ensure that we have customer led assurance that the organisation can continue to provide the services that it does from a financial perspective and that we are collecting rents and service charges fairly and using them appropriately. Customers on this panel should also scrutinise whether we have informed our customers fully about service charges, how they are formed and what they receive for that. This should be offset against the TSM for Value for Money and using further voice to influence any decisions made.

6.4 Your Feedback

This is designed to gather initial insight into what we do and is the information we should use to shape our services.

This should include but is not limited to: -

- Community Events & Engagement.
- Customer Surveys.
- Focus Groups
- Complaints, Comments & Compliments
- TSM's.

6.5 Customer Charter

Our Customer Charter sets out all of our commitments to our customers in an easy read format. This charter forms the basis of what we do and shall be reviewed in conjunction with our customers to ensure that they influence our commitments to them.

The new proposed customer charter is included below: -

With our new Strategic Plan 2024 - 2029, we have updated the Customer Charter to reflect our drive to Refresh, Refocus and Renew. This charter sets out clear expectations for our customers for the next 5 years and sets out what we will expect from them. Our purpose is to be: -

- Trustworthy
- Collaborative
- Accountable
- People Focused
- Caring in all we do

Our new charter will help us to achieve those purposes.

OUR PROMISE TO OUR CUSTOMERS – THE NEW CUSTOMER CHARTER

1. CUSTOMER VOICE

We will ask for and value your views to help guide the decisions we make. We will make sure that you feel listened to on the issues that matter to you and that you can speak to us freely.

How we will deliver our promise

- By having a strong customer engagement framework that is accessible to all our customers.
- By listening to you carefully and involving you in key decisions.
- By listening to and learning from your feedback if things go wrong.
- By embracing the experiences and knowledge of our customers and use this to continually improve our services.
- By being transparent and honest with you about the challenges we face as an organisation and what we do to overcome them.
- By understanding what's important to you through data, surveys, feedback including complaints, comments & compliments and trends.

How we'll measure it

- Through our Customer Engagement Framework (monitored by our Customer Voice Group and Board).
- By publishing an annual customer voice report.
- By how satisfied you are with the opportunity for your views to be considered (monitored by our Customer Voice Group and Board).
- By how satisfied you are that we take your views into account (monitored by our Customer Voice Group and Board).
- Through RSH and Consumer standards audits & self-assessments.
- Through KPI and performance monitoring of our services (monitored by our Senior Management Team and Customer Voice Group).
- By the number of service delivery changes made following customer feedback and the publication of "You Said, We Did" posters (monitored by our Senior Management Team and our Customer Voice Group).

2. FAIRNESS & RESPECT

We will treat all of our customers fairly and with respect. Our relationship with you will be based on trust, honesty and transparency. We will also ensure that our policies treat everyone equally, are inclusive to all and respect the diversity of our communities.

How we will deliver our promise

- By having a culture of fairness, respect, openness, honesty, and transparency.
- By storing and using your information ethically and securely to make sure we offer you services that are the best value for money.
- By holding our colleagues to account for delivering these promises to you.
- By recruiting and training colleagues with these promises in mind.

How we'll measure it

- By publishing and updating our privacy statement.
- By how satisfied you are that you are treated with fairness and respect (monitored by our Customer Voice Group and Board).
- By how satisfied you are with the knowledge of our staff (monitored by our Customer Voice Group and Board).
- By how satisfied you are that you are treated equally.

3. COMMUNICATION

We will give you clear and accessible information, on time, on the issues that matter to you. This includes important information about your home and your local community, how we are working to sort out problems, and how we are run and performing.

How we will deliver our promise

- By letting you know when we make changes to our services and how the customer voice helped to make those changes.
- By communicating clearly and transparently and without using jargon.
- By communicating with you in your preferred way.
- By telling you how we spend your rent and service charges and get the best value for money in delivering our services.
- By sharing our performance with you and those who hold us to account on these standards.

How we'll measure it

- By publishing our Value for Money report and Annual Financial Statements.
- By how satisfied you are with our communication (monitored by our Customer Voice Group and Management Team).
- Satisfaction with the opportunity for your views to be considered (monitored by our Customer Voice Group and Board).
- Satisfaction that your views are being considered by us (monitored by our Customer Voice Group and Board).
- No. of service delivery changes made following customer feedback and "You Said, We Did" posters published (monitored by our Senior Management Team and our Customer Voice Group).

4. SAFETY

We will put the quality and safety of your home at the heart of how we build, improve, maintain, and manage your home and neighbourhood.

How we will deliver our promise

- By having an open and simple process in place for you to easily report concerns about building safety.
- By making safety a key factor that we look for in the companies we work with without affecting quality or value for money.
- By meeting regulations about how often we service and check the gas and electricity in your home and how we manage the risk of asbestos and legionella bacteria growing in the water.
- By being leaders in the sector for fire safety and putting the Building Safety Bill into practice.
- By involving you so you understand your responsibilities to keep your home safe for your household and neighbours.

How we'll measure it

- By publishing our procurement framework.
- By publishing home-safety guidance.

- By the number of Wellbeing Checks we carry out (monitored by our Senior Management Team and our Customer Voice Group).
- By how satisfied you are with safety within your home (monitored by our Senior Management Team and our Customer Voice Group).
- Through KPI's showing performance within safety (monitored by the Homes & Communities Committee and Customer Voice Group).

5. YOUR SERVICES

We will provide housing services to you that are efficient, consistent and easy to access, however you choose to contact us.

How we will deliver our promise

- By taking ownership and responsibility for your enquiries.
- By supporting you to access your My Trident online account.
- By making it simple to access and use your My Trident online account so you can manage your tenancy and report repairs easily and at a time that suits you.
- By aiming to deal with your enquiries at first contact, taking the right course of action in the right way – you should only need to tell your story once.
- By, if we are unable to deal with your enquiry at first contact, setting out clear timeframes on when we will get back to you and keeping you regularly informed of our progress.
- By having strong agreements in place with our partners so we can work together to provide you with a good-quality service.
- By getting the best value for money for your rent and the best possible social value outcomes of our investments to benefit our communities.

How we'll measure it

- By publishing guidance on how to use our customer portal.
- By publishing a directory of partners and services and updating it every three months.
- By working with the Customer Experience team to show upturns in trends with customer satisfaction (monitored by our Senior Management Team and our Customer Voice Group).
- By the percentage of enquiries dealt with within 24 hours which were not dealt with at first contact (not including bank holidays and weekends). (Monitored by our Senior Management Team and our Customer Voice Group).
- By publishing our Value for Money report.
- By publishing our Social Value report.
- By reviewing, using and publicising compliments in the same way that we do complaints.

6. RESOLUTION

We will make sure you have a simple and accessible way of raising issues, making complaints, and putting things right. We will give you advice and support if things go wrong.

How we will deliver our promise

- By having an effective complaints policy and procedure in place in case things go wrong.
- By apologising and putting things right if things go wrong.

- By having a compensation policy in place.
- By using the information that you share in our complaints and feedback processes to improve how we provide services to you.

How we'll measure it

- By publishing our complaints policy and procedure.
- By publishing our compensation policy and procedure.
- By the percentage of complaints upheld (monitored by our Customer Voice Group and Board).
- By how satisfied you are with how we handle complaints (monitored by our Customer Voice Group and Board).
- By the percentage of complaints dealt with on time (monitored by our Customer Voice Group and Board).

7. ACCOUNTABILITY

We will work in partnership with you so you can independently monitor us and hold us to account for the decisions that affect the quality of your home and services.

How we will deliver our promise

- By working in partnership with our Customer Voice Group who hold us to account on the consumer standards.
- By supporting regular customer-led scrutiny projects commissioned by our Customer Voice Group and produced by our scrutiny project Group, ensuring the actions are measurable, tangible and delivered.
- By reporting changes that we have made based on customers' views to our Customer Voice Group so they can hold us to account on them.
- By effectively training and supporting our involved customers.
- By publishing an annual customer voice report every January, written by our Customer Voice Group, showing how customers' views shaped how we deliver your services.
- By using this charter to show you how we perform against it and who holds us to account and how.

How we'll measure it

- By publishing our scrutiny work.
- By the number of pieces of scrutiny work carried out (monitored by our Senior Management Team and our Customer Committee).
- By forming action plans from this work to make changes to the services we offer (Monitored by our Senior Management Team and Customer Voice Group)
- By publishing "You Said, We Did" posters when changes are made, based on your feedback.

What we ask from you!

We will work hard to deliver all of what we have set out above, but we need your help to make this work. To help us help you we ask:

- That you are considerate and respectful to our staff, your neighbours and people in your communities.

- That you regularly update your contact information with us so we can deliver the best service to you.
- That when you can, you access our services using My Trident so we can provide the best-value and most convenient service for your money.
- That when you spot a building safety concern, you report it to us quickly so we can resolve it and continue to keep your home safe.
- That you tell us if you're struggling with your rent or any other issues so we can support you.
- That you let us know if things go wrong, so we can work with you to put them right.
- That you keep to the terms and conditions of your tenancy agreement.
- That you respond to surveys or our requests for feedback, we cannot improve the services you receive in the ways you want, without you telling us they are not delivering what you want from them!

7.0 Outside Organisations

At Trident, we are constantly striving to improve the services we offer our customers and are keen to adopt best practice from other organisations across the sector. We also want to be part of the future and driving change within the Social Housing sector. As part of this approach, we are currently active members of TPAS and the National Housing Federation. These organisations are at the forefront of new legislation changes and how we can use customer engagement more effectively to drive customer satisfaction up.

We are committed to upskilling our knowledge wherever we can and TPAS offers lots of training and seminars for both customers and staff to learn more about how engagement works as well as holding the organisation to account. Whenever we can, we should consider using this resource to ensure best practice is achieved.

We are also committed to attending and taking part in events such as: -

- National Consultations
- Forums
- Workshops
- Discussions around any housing related matters.
- Campaigns that will benefit our customers

All invitations to any activity should be considered on their own merit and a full cost/benefit analysis should be considered. It is imperative that if we attend such activities, we can fully demonstrate the benefit this has had to our customers.

7.0 Things to consider

This strategy relies upon all areas embracing the value and worth of the customer voice in improving the services they receive. All members of staff should play their part and consider whether customer insight should be gained, or a consultation take place before making changes to services.

It is not always the case that fresh research needs to be done on a particular service in order to gain customer insight, it may be the case that we already hold perception data on a service area that may be useful in shaping a service. When thinking about the service you are looking to improve, the type of data you would like to use and how it is collected should be considered. In customer engagement, a solution may not always suit all situations. If you are using a survey to measure satisfaction the responses, where possible, should be closed

(i.e., very satisfied, satisfied etc). This makes your data less open to interpretation. Open response questions also have their value and should be used where required.

The amount of data you need to make an informed decision should always be considered and statistical viability should be considered. As a guide, if a service effects 1000 customers, we should look to gather a minimum of 100 pieces of data (10%). However, the more information we can gather, the more customer voices are represented.

It may not always be the case that we can make changes that our customers want as there may be legal, regulatory or other reasons for this. In these situations, we should look to compromise and detail to customers why we cannot make the exact changes they would like or set realistic timescales for when we can look to implement or review again. By doing this, we will demonstrate that we are being open, honest and transparent. It will also encourage consistency within our decision making and show that we are being as fair as possible, whilst respecting our customers viewpoint.

We must ensure that any engagement activity is suitable for the customer group we are engaging and that we give customers appropriate assistance to give their feedback. However, you should note where you have given assistance.

If you would like any help with anything to do with customer engagement, please get in touch with the team and we will assist you.