

Always Listening. Always Improving.

Customer Voice and Customer Experience Strategy
(2025-28)

PEAKS & PLAINS
Housing Trust



A Better Way to Listen and Act

At the heart of our work is a simple idea: listening to you, our customers, and using your experiences to shape better services. This document sets out how we're strengthening the customer voice and improving customer experience (CX) across all our services. It's about making sure your feedback leads to real change - improving communication, resolving issues effectively, and building a relationship based on trust and respect.

"Our strategy is simple:

listen to you and use your feedback to make our services better. This plan shows how we're putting your voice at the centre, improving how we communicate, solve problems, and build trust every step of the way. Our focus should be on our customers experience with us."



Mark Howden
CEO

Our corporate plan and regulation

Our purpose: Working together to provide safe homes and thriving communities

This Strategy complies with new regulations from the Social Housing Regulation Bill, the Building Safety Act (2022), and the Better Social Housing Review (2023).

It supports our key priorities:

To be a great landlord.

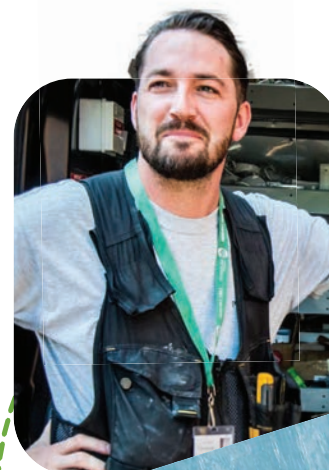
To be a resilient organisation.

To create great places to live.

The Strategy outlines how we'll meet new engagement standards, including Tenant Satisfaction Measures such as:

- Satisfaction that the landlord listens to tenant views and acts upon them.
- Satisfaction that the landlord keeps tenants informed about things that matter to them.
- Agreement that the landlord treats tenants fairly and with respect.

It reflects key legislation such as the Regulator of Social Housing's Consumer Standards, the Equality Act 2010, and the Housing Ombudsman's Complaints Handling Code, all aimed at improving tenant engagement, fairness, and service quality.



Created for Customers by Customers

We believe the best way to understand your needs is to involve you directly. Over recent months, we've worked closely with customers, stakeholders, and staff to gather insights through surveys, focus groups, and co-creation workshops. At the workshop facilitated by Game of Homes, we asked the question:

How can Peaks & Plains build an open and honest relationship with you, our customers, where your feedback influences our services, you hold us to account, and you feel truly heard and valued every time we interact?

Your feedback has guided this strategy, ensuring it reflects your priorities and experiences. We will continue to consult and collaborate regularly to keep our services aligned with what matters most to you.

Who are involved customers?

Tenants
(social, affordable and market)

Shared Owners

Leaseholders

includes anyone living in the household or receiving our services



Our Promises to You

We're working hard to make sure when you contact us, your experience is:

- Easy • Helpful • Respectful • Quick • Accessible

We will

- Listen carefully and respectfully to your feedback.
- Communicate clearly and in ways that suit you best.
- Act promptly to resolve issues and improve services.
- Be open and honest about what we can do and what to expect.
- Involve you in shaping policies and services.

We're doing things like

- Making our website and digital services more user-friendly.
- Being clear that digital is a choice not an expectation.
- Training staff to deliver top-quality customer service.
- Tracking how long it takes us to fix problems – and working to do better.
- Using your communication preferences and needs in all our interactions with you where possible (sometimes we must send things out in writing – this could be due to law or regulation.)

When you get in touch

Getting the Basics Right.

As your landlord, we promise to:

- Provide dependable services that are easy to find and use.
- Always try our best to get things right first time for you.
- Give you a range of ways to contact us.
- Listen to you and use your information to help shape and improve our services.
- Keep our promises and always be honest with you.
- Treat you with respect when you get in touch - and we ask that you do the same for us.

Our commitments to you

- You can choose how you contact us - telephone, live chat, My Account, email or social media. It's up to you.
- We have a Freephone number that's available, 24 hours a day - out of hours that's for emergencies.
- When you phone us, we will answer within 5 minutes.* Our busiest times of the day are between 9 - 10:30am, so you may wait a little longer during those times. But, we promise to work hard to get to you as soon as possible.
- If you email us or contact the Trust via our website, we will respond to you as quickly as possible. It will certainly be within 5 working days.
- When you live chat with us, we will answer your message within 5 minutes.*
- We promise to be prompt, polite, friendly, helpful and fair.
- The Customer Service team has a training and quality monitoring process in place to make sure that you always get a high standard of service.
- We'll keep detailed and accurate records about what you've told us and act on them, so you don't need to tell us twice.
- We will use plain language.
- Each one of our advisors is trained and experienced to be able to handle your enquiry.

To keep things fresh, the team also receives ongoing training, mentoring and coaching to ensure that we get things right first time.

When we can't, we will keep you updated every step of the way.

*These figures are averages.

Our Goals

Deliver timely, clear, and personalised communication that matches your preferences and needs.

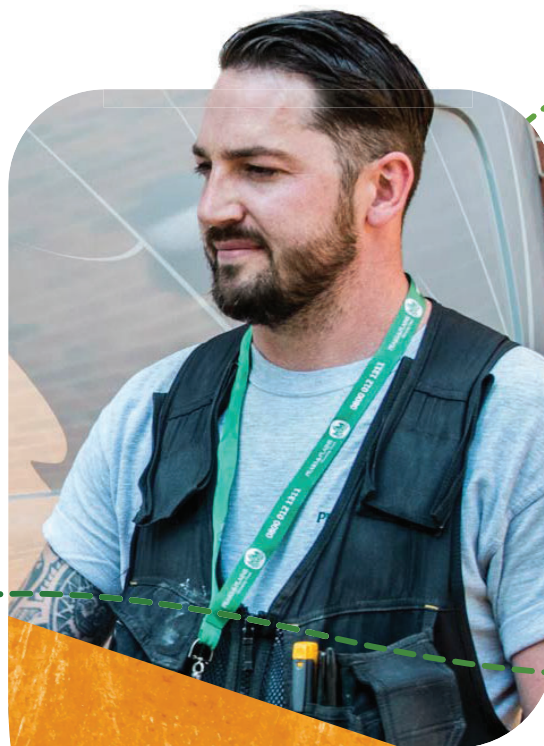
Make it easy and accessible for you to provide feedback.

Use your up-to-date data to improve quality and efficiency of services that get things right the first time.

Make our complaint resolution process more responsive, empathetic and create a culture of learning lessons from our mistakes.

Foster a culture where customer insight drives continuous improvement.

Ensure all communication is appropriate, relevant, and easy to understand.



Inform

Customer communication

What should we do?

We will assess and tailor communication to ensure our customers receive the right information, in the right format, at the right time.

How will we do it?

- We will ask you how you prefer to receive information and provide options to opt in or out of different communication types. (sometimes we must send things out in writing – this could be due to law or regulation.)
- We will call you directly, where appropriate, to resolve issues more quickly and personally.
- Short satisfaction surveys will be developed to gather real-time feedback immediately after service interactions.
- Continue to close the feedback loop on consultations, customer meetings and complaints. We'll regularly show you how we're acting on your feedback through
 - Email campaigns
 - Newsletters
 - Our website
 - Social media
 - Leaflets
- Keep the Trust's website updated with relevant customer and community content, including a dedicated section for Challenge Group monthly updates.

Colleague communication

What should we do?

Provide training for colleagues and embed engagement in everything.

How will we do it?

- We will share regular posts and updates for colleagues, sharing lessons learned from your feedback to keep everyone informed and engaged.
- Staff briefings will include focused sessions on personal communication, tone of voice, and ways departments can work better together to serve you.
- Investigating Officers for complaints will be trained and encouraged to visit customers (if the customer would like us to) during the complaint resolution process to ensure a personal, empathetic approach.
- Ongoing refresher training on our customer systems will be provided to improve accuracy and record-keeping, ensuring your information is handled properly and securely.
- Share case studies internally and externally of how we have learnt from our mistakes or how we work within our policies.

How will we know it is working?

- Fewer complaints about communication.
- Higher satisfaction scores in the following areas:
 - The landlord listens to tenant views and acts upon them.
 - The landlord keeps tenants informed about things that matter to them.
 - The landlord treats tenants fairly and with respect.
 - The landlord's approach to handling complaints.
- Increase satisfaction scores in the staff happiness survey.
- Fewer instances of "no communication preference recorded" in customer data.



Involve

(Insight, Data, and Co-Creation)

Customer data and feedback play a crucial role in shaping services across the Trust, influencing every theme of this strategy and guide the decisions we make. This insight helps us to better understand you, our wider customer base and communities, needs, circumstances, and preferences.



What should we do?

Actively listening to you and responding to your feedback, ensuring that these insights shape our services and decisions at the Trust.

Continue to collect and analyse customer feedback and data to identify what's working and what needs improvement and use co-creation sessions to ensure your voice remains central in developing new services and policies.

To support this, we will ensure we have compliant data systems that meet your needs. The benefits include improved quality and efficiency of services that get things right the first time.



How will we do it?

Organisation

- Build on the success of our involved customer roles in developing and embedding a Trust-wide co-creation framework to co-design new and existing services in partnership with customers.
- Report and publicise the impact of all insight and co-creation activities, demonstrating how customer voices influence our decisions.

Governance

- Ensure that the Challenge Group has a more active role at Board meetings.
- Continue to include customer viewpoints and data in reports to the Board or committees where appropriate.
- Consult with customers on service changes and make sure the information we share is clear and accessible.

- Continue to encourage involved customers to attend training sessions and sharing of good practice from others.

Colleagues

- Ensure customer contact rules are embedded within all teams.
- Set colleague objectives to ensure everyone is accountable for customer focus.
- Make understanding the customer voice and experience a core part of induction, including for non-customer-facing roles.
- Contact request failures to be escalated and managed with a clear lessons learned structure.
- Treat each tenant interaction as a learning point.

Data systems and tools

- Conduct a review of our Customer Relationship Management systems, including a prioritisation of needs with clear explanations of why.
- Identify data gaps and unnecessary data collection.
- Ensure all systems and storage are compliant with data regulations.
- Provide role specific training on how our data systems work and how each data set benefits customers.
- Provide clear information to customers about how their data is stored and used to enhance service provision.
- Set clear cultural guidelines on using data as part of a broader picture rather than making assumptions, encouraging continuous curiosity about what data we collect and why.

How will we know it's working?

- Higher satisfaction scores for:
 - The landlord listens to tenant views and acts upon them.
 - The landlord keeps tenants informed about things that matter to them.
 - Agreement that the landlord treats tenants fairly and with respect.
- Increased number of customers involved.
- Increase in case studies shared.
- Quarterly reporting of lessons learned to Performance Management Group evidencing that these have been implemented, and improvements embedded.



Equality, Diversity, and Inclusion (EDI) and Community

What should we do?

We're committed to Equality, Diversity and Inclusion (EDI).

That means:

- Reaching out to people from all backgrounds.
- Making sure everyone can access our services, including those with disabilities or language needs.
- Listening to young people, older residents, and marginalised groups who may not always be heard.
- Making customers aware of what Reasonable Adjustments can be made to support their individual needs. It is also important that you tell us what you need too. No matter your age, race, religion, gender, disability, or background — your voice matters here.



- Increase our presence in Neighbourhoods and at community events for example at Roadshows.
- Piggy-back on established national awareness campaigns (such as White Ribbon week and Dementia Awareness week) to encourage more customer and colleague involvement.
- Expand our customer consultation toolkit to gather a more diverse and representative range of opinions.

How will we do it?

- Work closely with the Trust's EDI Forum and key stakeholders to assess our customer involvement framework for accessibility and inclusivity. Making sure that we remove barriers to engagement.
- Use local insight and data to ensure our activities have maximum customer and community impact.
- Develop a network of local Community Champions empowering local communities to take ownership of identifying local priorities and shape local service offers.
- Look to access community project funding from a range of sources, independently or as part of a wider partnership.



How will we know it's working?

- Higher satisfaction scores for:
 - Agreement that the landlord treats tenants fairly and with respect.
 - Contribution to Neighbourhood.
- Increase in diversity of involved customers, measured by:
 - Ethnicity
 - Age
 - Gender
 - Sexuality
 - Religion
- Increase in the number of staff volunteers at events.
- Increase in the number of community events the Trust takes part in.
- Increase in partnership funding opportunities.



Our Values

Our values guide how we operate. They make it clear the behaviours that we expect and require for the Trust to be successful. Our behaviours embed our core values into the daily work and activities of our staff.

IT'S WHO WE ARE



We are one team with one goal

We are open and honest with each other so that we can work together to make things better for our customers and the Trust. We do not work in silos.

We are solution-focused

We come up with ideas and find answers and efficiencies wherever we can. When we mess up we say sorry, learn from it, fix it and crack on. We act and keep things moving.

We think like a customer, act like a business owner

We take pride in our homes and our work and we give our customers the service and value for money we'd expect ourselves. We always try to do more with less.

We do the right thing

Even when no-one is looking and we speak up if something doesn't feel right – even when that means a tricky conversation. We don't leave loose ends or unfinished work for someone else to sort out.

We respect and celebrate our differences

We are fair and we respect our differences so that we all thrive and feel at home – at work.

 peakspains.org/our-values



How we Listen to You

We want to hear from you in ways that suit you.
Here's how you can get involved:

Any interaction you have with us including booking a repair or speaking to us about your tenancy.

Join our resident panels or scrutiny groups to shape big decisions.

Take part in quick surveys (online, by phone, paper copies, or text).

Attend local events or community meetings.

Give us feedback via social media, our website, or over the phone.

Share your story - we want to hear your experiences, good or bad.

We'll make sure information is easy to understand and available in different formats and languages if needed. This would include support to help you engage with us for example offering translation services or information in large print.

 peaksplains.org/getinvolved





Need a Different Language?

Would you like this information in a different language?
If so, contact us by email or phone

Ukrainian: Бажаєте отримати цю інформацію іншою мовою? Якщо так, зв'яжіться з нами за електронною поштою або телефоном.

Polish: Czy chcesz otrzymać te informacje w innym języku? Jeśli tak, skontaktuj się z nami mailowo lub telefonicznie.

Arabic: هل ترغب في الحصول على هذه المعلومات بلغة أخرى؟ إذا كان الأمر كذلك، فيرجى الاتصال بنا عبر البريد الإلكتروني أو الهاتف.

Spanish: ¿Le gustaría recibir esta información en otro idioma? Si es así, contáctenos por correo electrónico o teléfono.

Chinese (Simplified): 您希望以其他语言获取此信息吗？如果是，请通过电子邮件或电话联系我们。

Czech: Chcete tuto informaci v jiném jazyce? Pokud ano, kontaktujte nás e-mailem nebo telefonicky.

Dari: تفضایرد یرگیدی نابز هب تاخا لاطا نی ا دیلیم ای آ نفلت ای لیم یا قی رط زا آ فطل، لیم تروص رد هدی کن دیری گب سامت ام اب

Farsi: تفضایرد یرگیدی نابز هب تاخا لاطا نی ا دیلیم ای آ نفلت ای لیم یا قی رط زا آ فطل، لیم تروص رد هدی کن دیری گب سامت ام اب

German: Möchten Sie diese Informationen in einer anderen Sprache erhalten? Wenn ja, kontaktieren Sie uns bitte per E-Mail oder Telefon.

Italian: Vorresti ricevere queste informazioni in un'altra lingua? In tal caso, contattaci via email o telefono.

Latvian: Vai vēlaties šo informāciju citā valodā? Ja jā, lūdzu, sazinieties ar mums pa e-pastu vai telefonu.

Portuguese: Gostaria de receber esta informação em outro idioma? Se sim, entre em contato conosco por e-mail ou telefone.

Romanian: Doriți să primiți aceste informații într-o altă limbă? Dacă da, contactați-ne prin e-mail sau telefon.

Slovakian: Chcete tieto informácie v inom jazyku? Ak áno, kontaktujte nás e-mailom alebo telefonicky.

Thai: คุณต้องการข้อมูลนี้ในภาษาที่แตกต่างหรือไม่? หากต้องการ โปรดติดต่อเราผ่านทางอีเมลหรือโทรศัพท์



Prefer to receive this pack in a different way?

We can share this with you digitally, physically or in large print



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Housing Trust



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