



Customer Engagement Strategy – 2025-2028

1.0 Introduction

Customer engagement provides the opportunity for Pivotal Housing and our customers to share information, ideas and decision-making to influence the design and delivery of our services. We aim to provide excellent services through collaboration, inviting scrutiny, and creating solutions together.

The Charter for Social Housing Residents (Social Housing White Paper) and the Social Housing (Regulation) Act 2023 set out clear expectations of housing associations in engaging with, and providing transparent information for, customers. This strategy sets out how we intend to work with our customers to shape our services for the better.

This strategy is our commitment to listening to what's important to you and an invitation to help us become an excellent landlord. The strategy outlines our approach to customer engagement with the aim of:

- ensuring that Pivotal remains accountable to customers and that every voice is heard.
- adopting the principles of the Together with Tenants framework and the six commitments of the Charter.
- involving customers in our services in the way they wish to be involved.
- building a strong landlord-customer relationship.
- enabling a diverse and representative range of customers to engage with us, reflecting customers' preferences and interests.
- ensuring that customer engagement drives continuous improvement and service development across Pivotal.
- providing a wide range of engagement opportunities that reflect customer preferences and interests.
- ensuring that customers are informed about our performance and have a variety of ways to provide feedback.
- ensuring that we are more than just a landlord, engaging meaningfully to help customers feel happy in their homes and communities.
- providing feedback about the difference customers' involvement has made.
- ensuring that customers are supported with any training or resources they need to engage effectively.

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2.0 Background

Pivotal provides almost 500 homes with tailored levels of support to meet the needs of our diverse range of customers living across Dorset, Gloucestershire, Devon and Cornwall. We understand that our customers come from a variety of backgrounds and experiences and will have differing levels of desire to engage with us. For this reason, we listen and seek to provide engagement opportunities based on customer preferences.

Our purpose is to do more good for more people, and with that in mind, this strategy has been developed in collaboration with our customers, partners, and colleagues. It reflects the voices and experiences of those who contributed to its design.

Our customers are at the centre of all that we do. We are a passionate, caring and creative organisation providing sustainable homes, specialised support, and compassionate care. By offering engagement opportunities based on what customers tell us and promoting these widely, individuals can decide their own level of involvement in addition to the individual engagement we provide.

This strategy is aligned with Pivotal's Business Plan and underpinned by a live action plan to monitor progress.

3.0 Together with Tenants Charter

Together with Tenants is a National Housing Federation initiative promoting effective working between customers and landlords. This strategy is built around the Charter's six commitments:

- 1. Relationships**– Treat all customers with respect. Relationships are based on openness, honesty, and transparency.
- 2. Communication**– Provide clear, accessible, and timely information about homes, communities, organisational performance, and actions being taken.
- 3. Voice and Influence**– Seek, value, and use customer views to inform decisions. Every customer should feel listened to and able to speak without fear.
- 4. Accountability**– Enable customers to work in partnership to scrutinise and hold Pivotal to account for decisions affecting homes and services.
- 5. Quality** – Ensure homes are safe, well maintained, good quality, and well managed.
- 6. When Things Go Wrong**– Provide simple, accessible routes for raising issues and complaints, with timely advice, support, and redress.

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4.0 Objectives of this Strategy

At Pivotal, we know the value of engaging with our customers and the contribution their insight and ideas bring to improving our services. This strategy builds on our existing engagement work with customers, partners, and colleagues.

1) Improve customer engagement to encourage people to work more closely with us to drive service improvement.

We will achieve this by:

- providing house meetings and ad-hoc customer group meetings offering opportunities for you to provide feedback on your experiences of Pivotal services; formulating action plans and monitoring progress to help to improve our services;
- co-producing customer surveys, providing opportunities for you to express your views, including on how you would like to engage with us;
- developing our online services; including website and social media to enable you to engage with us digitally;
- inviting customers who express an interest in helping to shape Pivotal services to work with us to do so, supporting with any training needed to facilitate this;
- increasing customer data; giving us a greater knowledge and understanding of our customers;
- continuing to monitor best practice in engaging with customers, and to adapt our approach in accordingly.

2) Offer customers a wider range of choices and opportunities to engage with us.

We will achieve this by:

- listening to what you tell us in your responses to questionnaires and during feedback sessions, and using feedback and suggestions to co-develop projects that more precisely meet your needs;
- encouraging and supporting you to initiate and lead focus groups when you wish to;
- assisting you to access skills, education and vocational support or other learning opportunities you may want to explore;

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- rolling out a digital inclusion project across our schemes to ensure that everyone that wishes to is able to access online services;
- setting up a social enterprise in collaboration with customers, providing opportunities for employment and training.

3) Improve trust and confidence, working in partnership with customers to co-design our services and scrutinise our performance.

We will achieve this by:

- adopting the principles of the Together with Tenants framework and the six commitments of the charter to enable you to hold us to account;
- developing a customer scrutiny panel; providing opportunities for you to examine our services and assist in improving them;
- asking you to test our services through mystery shopping exercises and to provide feedback on how we did and what we could improve;
- publishing a wide range of information relating to service standards and customer engagement and involvement opportunities to demonstrate how we are fulfilling our commitments to you.

4) To uphold a culture where customer engagement is everyone's business; ensuring that all Pivotal colleagues understand the role they play in engaging customers and providing a positive customer experience.

We will achieve this by:

- ensuring colleagues are aware of the menu of involvement and engagement options available requiring our colleagues to work closely with customers, listen to their views and incorporate them into future plans;
- ensuring that we optimise the use of the wide variety of talents, skills and interests of our colleagues, customers and partners to facilitate and enhance customer engagement;
- ensuring that colleagues have the correct skills and training to provide a high level of expertise;

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- encouraging colleagues' involvement in engagement and/or fundraising activities e.g. garden makeovers, Christmas gift appeals.

5.0 Keeping You Safe

Customer safety is our highest priority. When customers raise concerns about the safety of their homes, we commit to listening and following up.

We will use a range of engagement methods to ensure customers understand what safety means and how we maintain compliance.

The Building Safety Act 2022 and Fire Safety Act 2021 place legal duties on landlords to build strong relationships with residents regarding building and fire safety. Alongside the Social Housing (Regulation) Act 2023 and Charter for Social Housing Residents, we will ensure that:

- customers receive clear information about fire and structural protections in place;
- responsibilities of both landlord and customer are clearly defined;
- customers know what action to take in the event of a fire.

6.0 Equality, Diversity and Inclusion

Pivotal is committed to promoting a culture of equality, diversity, and inclusion in both service delivery and employment. Aligned with our purpose of doing more good for more people, our mission to provide sustainable homes, specialised support and compassionate care, and our values as a passionate, caring, and creative organisation, we recognise the interdependence of difference, diversity, and inclusion.

We comply fully with the Equality Act 2010 and the Public Sector Equality Duty, ensuring fair treatment and accessibility in all engagement activities. We will provide information in alternative and accessible formats where requested.

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7.0 Implementation, Monitoring and Evaluation

Directors are responsible for implementing this strategy and reporting progress to the Pivotal Housing Association Board.

- The Property Services Manager and the Support Services Manager will monitor and review the Customer Engagement Action Plan and report quarterly to the Senior Leadership Team.
- The Health, Safety and Compliance Manager will audit compliance with the Regulator of Social Housing's Tenant Involvement and Empowerment Standard and the new Tenant Satisfaction Measures (TSMs) framework.
- The CEO will provide an annual report on customer engagement outcomes to all stakeholders.

8.0 Implementing Standards and Review

Customer engagement at Pivotal will comply with the Tenant Involvement and Empowerment Standard and the expectations of the Social Housing (Regulation) Act 2023.

We will:

- record and evidence actions taken to meet regulatory standards;
- review these actions with the Customer Scrutiny Panel and include a summary of compliance in the Annual Report;
- provide transparency on achievements and areas for improvement;
- demonstrate how customer engagement has influenced service design, policy, and performance results.

This strategy will be reviewed every three years or sooner if required by regulatory or legislative change.

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