

TSM Customer Service Improvement Plan 2026 - 2027

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Service Area by TSM satisfaction levels 2025/26	TSM Survey Resident Feedback – Areas for Service Improvements	Recommendations and Actions Completed vs Actions to be completed	Timeline to complete action	Lead
		• Monitor repair jobs allocated to the contractor on a weekly basis to ensure that the contractor has contacted the resident within 48 hours and booked the repair visit • Run weekly repair reports and follow up on any outstanding actions likely to go out of KPI targets (ongoing) • Hold monthly repair meetings with the new contractor 4Tradesman to review performance. From May 2026 (ongoing) • We have commenced the Gas & Heating Services procurement with SEC (ongoing) • Deliver the planned capital works program in 2026 with a focus on fire safety remedials and balance costs with kitchen/bathroom upgrades including retrofits (ongoing)	31 March 2027	
COMPLAINTS Complaint Handling 52%	Complaints • Handling of complaints • Overall response times • Implementing learning outcomes • Keeping residents updated throughout complaints process • Working in collaboration with resident engagement panel to drive improvements • Improve data quality, accuracy • Link vulnerability to complainant identifying any reasonable adjustments, support needs	Actions Completed: • We have improved our complaint acknowledgement and overall response times • We provide quarterly complaints performance updates to our Board • We discuss lessons learnt at weekly complaint meeting reviews and monthly staff meetings • We keep residents updated through the journey of their complaint until the complaint is resolved and closed • We have completed the annual complaints performance report and improvement plan which is published on our website for our residents/partners to view 2025 • Complaints handling training completed in March 2026 • We completed a Complaint Internal Audit in 2025, achieving a reasonable status in acknowledgement that we have some areas for improvement • Setting up standard letters for acknowledgement in line with Handling	Completed	LDW/JM – Julie Moore

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		- We completed the HO Complaint Handling Code self-assessment review in March 2026 which will be presented to the AM Committee and Board for noting - Have a dedicated board member (MRC) that provides strategic oversight of all complaints - Started updating all new complaints onto CRM since 2025 - We introduced a complaints leaflet in 2025 which is updated onto our website - We continue to work with the resident engagement panel to share learning and drive improvements - Create one version of the truth by recording complaints 100% on CRM - Updated our resident vulnerability list We will: - Improve ongoing communications with residents (ongoing) - Continue to monitor and review learning outcomes and ensure these are recorded and documented. - Complete our annual HO complaints review and publish our results by September 2026. (works in progress) - Revisit internal audit recommendations on complaints handling to ensure all follow up actions completed - Deliver annual refresher training by March 2027 - Improve complaints data integrity/accuracy KPI reports	September 2026	
Anti-Social Behaviour and Neighbourhood Problems GCHA makes positive contribution to	Anti-Social Behaviour - Issues of ASB not being addressed - Not keeping complainants up to date - Not dealing with ASB in a timely manner - Improve data quality/accuracy - Identifying support needed and implementing support plans	Actions Completed: - Completed our bi-yearly TSM survey results where ASB and satisfaction with neighbourhoods and communal areas was a key TSM survey question and we saw an improvement all areas - ASB cases are now captured more consistently on CRM effective from 2025 - ASB Policy reviewed in 2024 and expires in 2027 but will be reviewed subject to any new legislative requirements	Completed	

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neighbourhood 69% Handling of ASB cases 60% Upkeep of communal areas 77%	Neighbourhood • Car parking issues • Improve signage • Garage areas need improvement/plans • Keeping older residents safe	We will: • Review the ASB process and letters with aim to standardise • Communicate with residents on how we deal with ASB produce ASB leaflet • Ongoing communications through newsletters on how to reduce, minimise or eradicate ASB • Introduce regular ASB Case reviews • Attend KHG meetings to explore best practice • Attend the Gravesham Borough ASB group to build partnerships and obtain good practice to improve services • ASB training for staff in September 2026 including training on CRM ASB processes and use of ASB dashboard • To follow up any internal audit recommendations on ASB including an annual trend analysis of ASB Actions we have taken to date: • We carry out regular estate inspections but recognise this can be improved • We are working with a dedicated car parking firm to implement car parking regulations on key estates • We work with Cobthorne to improve the cleaning and grounds maintenance up to a good standard • The Estate Services Team carry out monthly visits to estates to check H&S incidents and fire safety alarms • We consult with residents before carrying out planned works • We reviewed the vulnerable resident list which is now updated onto CRM We will: • Conduct consultations with residents around car parking (where there are issues) • Review key signage across estates	September 2026 Completed	LDW/ Davinder Bal

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		- Review Estate Services role/process - Allocation of budget for estate improvements - Disposal strategy for disused garages - Make best use of the Resident Portal to report issues	March 2027	
Communications and Tenant Engagement Listens and Acts 66% Kept informed 73% Treated Fairly & with Respect 81% Easy to Deal with 82% Keeps to Promises 73% Net Promoter Score 54%	Customer Service - Need to respond to enquires in a timely manner. - Need to be more proactive. - Deliver on promises. - Listen carefully, take interest. - Return calls. - Show empathy, care, and support. Communication - Improve on communications in general. - Provide regular updates - Improve data quality, accuracy	Actions Completed: - Completed our bi-yearly TSM survey results 2025/26 where we saw an improvement all areas. - We have continuously promoted a performance and customer focused culture underpinned by clear values and performance KPIs to measure key service areas - Following full consultation with staff, residents, we published our Customer Service Standards in July 2025 - We continue to work with the Resident Engagement Panel who help scrutinise policies and strategies - We send out regular communications to residents via newsletters, our website, social media, etc. We review resident feedback with aim to improve services and keep residents updated - Ensure residents are clear on landlord/tenant responsibilities - We contact residents before closing down repairs, complaints, damp, and mould to check customer experience/satisfaction levels - Held annual resident conference March 2026 - We have secured CSE accreditation and this was reviewed in March 2026 with strong commendations - We have secured IIP silver award demonstrating GCHA's commitment to improving staff quality, training, support, and ongoing development with a key aim to deliver customer excellence - Went live with the Resident Portal in December 2024 - Complaints training completed in March 2026	Completed	LDW/J Martin/DB

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		- Contact residents that completed the TSM survey 2025 where they opted for contact to check in and complete any follow up actions We will: - We will review the Resident Portal in 2026 and work with residents, staff to improve resident usage. (Dec 2026) - Provide further customer service training to staff as the previous training was delivered in 2024. (Nov 2026) - Ensure new staff recruited are fully onboarded and clear about our vision, strategic/operational priorities - Encourage residents to sign up for regular SMS alerts - Work with Resident Engagement Panel to consider regular coffee mornings - Set up meeting with Infinity to improve call handling - Use STAIRS framework to translate organisational learning into practical improvements through publication of performance, outcomes and lessons learnt for core areas i.e. repairs, complaints, ASB, estate services, housing, compliance and resident engagement.	December 2026	