CUSTOMER INFLUENCE IMPACT REPORT

Customer Charter

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Background

In summer 2025, the Customer Influence Summit marked a pivotal shift from consultation to genuine co-creation. Bringing together nearly 60 customers and colleagues, the Summit combined lived experience with behavioural insight to directly shape the development of the Customer Charter and its priorities.

Customers have been instrumental throughout the journey, influencing not only the Charter's commitments but also how performance will be measured and monitored. Through structured engagement, including the National and Regional Customer Groups, customers have challenged assumptions, refined language, and ensured the Charter reflects what matters most in day-to-day service delivery.

The result is a Customer Charter that sets out clear, shared expectations, defining what customers can expect from Accent and how we will work together to improve homes and services. This is underpinned by a new framework of Service Standards, co-designed with customers to translate commitments into practical, measurable actions.

This work represents a significant step forward in embedding customer voice at the heart of decision-making. The focus now shifts to delivery building trust, ensuring consistency, and demonstrating measurable improvements in the customer experience.

Method

The approach combined co-creation, data insight, and structured customer representation to ensure the Customer Charter was grounded in both lived experience and evidence.

At the centre of the methodology was the Customer Influence Summit, which brought together customers and colleagues in a collaborative setting to move beyond traditional consultation towards genuine co-design. Customers were not simply asked for feedback; they worked alongside colleagues to shape priorities, test ideas, and challenge assumptions in real time. This ensured the Charter reflected lived experience and the realities of day-to-day service delivery.

Alongside this, a strong evidence base was developed using data and insight. This included analysis of complaints, service performance data, satisfaction trends, and thematic insight from customer feedback channels. Particular attention was given to complaint drivers and recurring service issues, helping to identify where improvements were most needed and where customer expectations were not being fully met. This triangulation of insight ensured that priorities were based not on perception alone, but on clear evidence of impact and experience.

A key strength of the approach was the structured representation of customers through both the National and Regional Customer Groups. These groups ensured a diverse and consistent customer voice throughout the process, providing challenge, validation, and refinement of emerging themes. They played a critical role in testing language, prioritising issues, and ensuring the Charter remained meaningful and relevant across different customer experiences and local contexts.

By combining the Summit, robust performance and complaints insight, and ongoing customer representation, we were able to identify and agree the key priorities for the Customer Charter. This created a balanced and credible framework that reflects what matters most to customers, while remaining grounded in operational reality.

Customer influence has been central to the development of both the Charter and the Service Standards. This represents a shift beyond traditional consultation towards a model of active partnership and co-creation.

Key impacts include:

- Shaping commitments: Customers directly defined the core priorities within the Charter, ensuring it reflects real lived experience rather than assumptions.
- Strengthening accountability: Customers influenced how success will be measured, ensuring commitments are linked to tangible outcomes such as KPIs, Tenant Satisfaction Measures (TSMs), and customer feedback.
- Improving clarity and accessibility: Through iterative feedback, customers refined the language and structure of the Charter, making it clearer, more transparent, and easier to understand.
- Ensuring representativeness: The National and Regional Customer Groups provided structured challenge and oversight, ensuring the Charter reflects diverse customer perspectives.

This approach has strengthened both the credibility and relevance of the Customer Charter, embedding customer voice at the heart of decision-making and establishing a clear foundation for delivery and continuous improvement.

What customers told us and how it shaped the Charter

Consistent themes emerged across multiple engagement channels, including complaints analysis, satisfaction data, survey insight, and direct customer feedback. When these sources were brought together, a clear and aligned picture emerged of what matters most to customers and where improvements would have the greatest impact.

- Customers told us they value:
- Being treated with respect, fairness, and empathy in all interactions
- Clear, honest, and timely communication, particularly when things go wrong
- Repairs being completed on time and right first time, with fewer repeat visits
- Feeling safe and secure in their homes and neighbourhoods
- Issues being resolved quickly, effectively, and without unnecessary handoffs or delays
- These priorities were remarkably consistent across different engagement methods and customer groups, reinforcing their importance and credibility as core areas for improvement.

Importantly, these insights were not viewed in isolation. They were triangulated with complaints data, performance trends, and satisfaction measures, which helped identify the underlying drivers of dissatisfaction and service failure. For example, recurring complaint themes around communication, repair delays, and follow-up actions helped validate what customers were telling us and highlighted where system improvements were most needed.

These priorities have been directly translated into the Customer Charter commitments and underpin the associated Service Standards. This ensures there is a clear and visible line of sight between what customers have told us and how the organisation is expected to deliver, measure, and improve services in response.

The approach also strengthened accountability by ensuring that customer insight is not only captured but actively embedded into performance frameworks, including KPIs, Tenant Satisfaction Measures (TSMs), and ongoing customer feedback loops.

A key outcome of the Customer Influence Summit was the shared statement:

“Together: creating change that matters”

This now anchors the Charter and reflects a collective ambition between customers and colleagues. It represents a shift towards genuine partnership, where customers are not only listened to, but actively involved in shaping change and holding services to account over time.

Measuring impact and sustaining customer influence

The Customer Charter has been designed as a living framework, rather than a one-off initiative, ensuring that customer influence is embedded into ongoing service delivery, performance management, and continuous improvement.

Impact will be measured through a combination of established performance and insight mechanisms, and by the creation of a Customer Charter Scorecard.

Included will be:

- Existing performance frameworks (KPIs)
- Tenant Satisfaction Measures (TSMs)
- Customer Satisfaction (CSAT) data
- Complaints analysis and thematic insight

These measures provide a rounded and evidence-based view of performance, ensuring both quantitative outcomes and qualitative customer experience are captured and understood.

Oversight and scrutiny will be further strengthened through the National Customer Group, which plays a central role in holding the organisation to account. This group ensures transparency, provides independent challenge, and supports continuous improvement by reviewing progress against Charter commitments and customer-defined priorities.

This integrated approach ensures that:

- Customer-defined priorities are fully embedded within core business performance frameworks
- Progress against commitments is visible, measurable, and consistently monitored
- Customer feedback continues to actively inform service improvement and decision-making

Overall, this represents a clear shift in how Accent works with customers—from traditional consultation and listening, towards meaningful partnership, co-ownership, and shared accountability.

Customers have not only shaped what the organisation commits to deliver, but also how success is defined, measured, and monitored. The Customer Charter and Service Standards therefore provide a strong foundation for delivering consistent, high-quality services that reflect what matters most to customers.

Next Steps

The next phase will focus on embedding these commitments across the organisation, ensuring they are consistently applied in practice, and demonstrating real, measurable improvement in the customer experience over time.

In addition, we aim to develop a set of Service Standards to underpin the Charter. These standards will translate the high-level commitments within the Charter into practical, measurable expectations that define what customers can expect when accessing services.

The purpose of the Service Standards is to provide clarity, consistency, and accountability. They will set out in plain terms the quality, timeliness, and reliability of service customers

should receive across key areas such as repairs, communication, complaints handling, safety, and general service access.

This work is important in ensuring there is a direct and visible link between the Charter's principles and day-to-day delivery. While the Charter defines the "what we will do", the Service Standards will define "how and when we will do it", making expectations clear for both customers and colleagues.

Developing these standards will also help strengthen consistency across services, ensuring customers receive the same level of service regardless of where they live or how they access support. They will provide a benchmark for performance, support accountability, and form a key part of how success is measured through KPIs, Tenant Satisfaction Measures (TSMs), and customer feedback.

Once established, the Service Standards will be shared with customers in an accessible and transparent way, ensuring they clearly understand what they can expect when engaging with services and how they can hold the organisation to account if those standards are not met.