



Trident Group



Trident Group Independent Review Summary

Introduction

Following the Housing Ombudsman Service's findings of a severe maladministration in relation to Trident's handling of a report of a leak on 30 May 2025; Trident were requested to review the case and identify any learning.

The Housing Ombudsman Service required an independent review that covered an investigation into the complaint especially surrounding the process of gaining access and decants as well as if other incidents had occurred in this period.

Trident requested DTP to complete this report who issued a full report including lessons learnt. DTP's report covered why the failings occurred including reference to Trident's historical approaches to gaining access to another property in order to resolve this repair, its historical decant process and its complaint handling arrangements. Their review did not identify any failings that Trident were not already aware of as a result of their own internal investigations and recognised that Trident had already implemented service improvements linked to this case. Due to business and resident privacy as well as reader ease, this report has been summarised here.

Methodology

Trident provided DTP with a raft of documents including the Housing Ombudsman Service report (30 May 2024), internal and external emails, CRM and repair records. DTP then interviewed key teams to gain further insight not covered in these documents.

Findings and Lessons Learnt

DTP found the following key findings in their review:

1) Decant Process:

Trident lacked a structured, updated, and well circulated decant process which led to poor oversight and support of the decant process.

Lessons Learnt: Trident have now employed a specialist Decant and Wellbeing Officer and introduced a robust Decant policy including a Needs and Risk Assessment. All Decants are now recorded in a separate module on CRM with increased oversight by Senior Management Team and Executive Team.

2) Access to Properties

There was no structured or widely understood approach to gaining access for routine repairs. While there was an understanding for compliance this had not been extended. There was confusion on how to enforce or escalate delaying access.

Lessons Learnt: A robust and comprehensive Access Policy was brought in in June 2025 with clear roles and responsibilities outlined throughout. Trident have also strengthened their tenancy enforcement with a partnership with Bevan Brittan and the appointment of a Legal Coordinator.

3) Escalation Failures and Lack of Accountability

No single person or team took ownership for resolving access issues and there was a lack of clarity on roles and responsibilities.

Lessons Learnt: The new Access Policy names individual roles and responsibilities ensuring accountability and clarity. Executive team and the Senior Management team receive monthly updates to ensure oversight and ensure incidents are not missed.

4) Poor Record Keeping

While not a key element of the complaint, DTP found that there was an inconsistent use of CRM for reporting communications, resident vulnerabilities, and access attempts.

Lessons Learnt: Trident have implemented a number of policies including the Vulnerability policy and Decant policy which have a clear process for documenting incidents. This includes the creation of a decant module to monitor residents moved from their homes.

Since DTP's report, Trident have also undertaken additional training including a staff conference which emphasised the importance of record keeping. Trident are also implementing a new CRM system to modernise and streamline data held.

5) Failure to Consider Vulnerabilities

Resident vulnerabilities had not been adequately factored into the service delivery leading to further distress for the resident.

Lessons Learnt: Trident's decant policy now includes a Needs and Risks Assessment to ensure that residents' vulnerabilities are addressed in the process. Trident have also implemented fortnightly Case Review meetings to ensure that decants are triaged by a number of factors (vulnerabilities being one) to encourage collaboration and oversight. A new Vulnerability Policy has also been created and circulated with all staff. Since DTP's report, the repairs process has been updated to prioritise residents with vulnerabilities for repairs.

6) Lack of Training

Staff were unaware of key policies and were not confident on how to support vulnerable customers of manage access.

Lessons Learnt: The decant and vulnerability policies have been circulated with all colleagues and when DTP met with them colleagues were confident in referencing them. All colleagues have also undertaken complaint handling training. Since DTP's report the new Head of People and Culture has also been

appointed and the team has been restructured to ensure a focus on ongoing training and development to avoid such incidents in the future.

7) Inadequate Complaint Handling

The initial Stage 1 and Stage 2 complaint responses were delayed and poorly written with actions not followed up.

Lessons Learnt: Trident have hired a Customer Experience team to oversee the complaints process ensuring timely letters that are well written to a template and oversight of actions. This is then reported to Executive and Senior Management teams monthly. All managers have now been trained in complaints handling and the colleagues who responded to the initial complaints have left the business.

8) Organisational Culture and Accountability

While not the main review, DTP found that Trident has historic silo working across departments with issues around accountability.

Lessons Learnt: Trident have hired a new Director and Head of People and Culture to help build accountability and collaboration across the organisation with a focus on ownership and learning. Trident have also been proactive in its response to the case, bringing in a number of recommendations, and undertaking a workshop with Senior Management Teams. Trident has also brought Housing and Property Services into one office and implemented fortnightly case review and complaints meetings.

Other Cases

DTP found no other complaints from April 2024 to May 2025 linked to access issues.

Conclusion

DTP's report found a number of failures as well as number of lessons that Trident have identified and found that Trident "has proactively taken steps to improve its handling of decants, access and complaints, including for example, the introduction of structured meetings, revised policies and staffing changes."

The report also acknowledged that there are historic gaps with implementation of policies, communication, and accountability which Trident continues to work on. This report also covers some of the lessons Trident has learnt in this area which will result in organisational culture change.