



Customer Insight and Experience Strategy 2025-2030



Introduction

At Orwell, our customers are at the heart of everything we do. This strategy sets out our commitment to listening, engaging, and acting on customer insight to shape and improve the services we deliver. We aim to create meaningful opportunities for customers to have their voices heard, influence decisions, and help us build better homes, communities, and experiences.

By understanding diverse needs and preferences, and using feedback to drive service design and delivery, we will ensure our approach is inclusive, responsive, and impactful.

Through improved communication, targeted investment, and a focus on getting things right first time, we will build trust and deliver lasting value.

This strategy supports our ambition to be a leading innovator in customer engagement and experience, aligned with our Strategic Plan 2025–30.



Operating Environment

Orwell operates within a dynamic and evolving landscape, shaped by regulatory change, rising customer expectations, and increasing pressures on service delivery.

Our operating environment is also influenced by wider sector challenges, including rising costs, recruitment pressures, and increasing demand for services. These factors can impact the customer experience, but we remain focused on delivering fair, respectful, and high-quality services.

Recent legislation, such as Awaab's Law, further reinforces our responsibility to respond quickly and effectively to customer concerns, especially around repairs and housing conditions. The introduction of the Consumer Standards, particularly the Transparency, Influence and Accountability Standard, places a clear emphasis on customer empowerment and involvement. We welcome this shift, alongside the Social Housing Regulation Act 2023, which reinforces the importance of listening to customers and making performance information accessible and meaningful.

As early adopters of the NHF Together with Tenants Charter, we are committed to strengthening relationships with customers and embedding their voices throughout the organisation. We actively seek creative and inclusive ways to engage customers on the issues that matter most to them, ensuring feedback is not only heard but used to shape services and drive improvement.



Our Customer Experience



Orwell owns and manages 4,240 homes across Suffolk, Norfolk, Cambridgeshire, and Essex, serving a wide range of communities from affordable and supported housing to homes for older people and those fleeing domestic abuse.

Our customers face diverse challenges, and our services must be flexible and responsive. While customer experiences may vary, we are committed to continuous improvement, with fairness and respect at the heart of our approach. In response to customer feedback, we are transforming our operations, starting with repairs, to create a faster service with clearer communication. Investments in diagnostics, planning, and a new Customer Resolution Team are helping us deliver better outcomes.

Understanding customer needs is central to our strategy. We will use insight to shape services, improve communication, and enhance satisfaction. We are working with our Customer Insight Committee and Resident Groups to monitor compliance with regulatory standards and Tenant Satisfaction Measures.

This strategy ensures our customers are at our heart, are heard, respected, and empowered: driving better services and stronger communities.



Putting People at the heart of what we do



We will...

Deliver a consistent, high quality, customer experience by offering greater choice, using insight and data to understand customer needs. We will improve services through hearing our customer feedback and ensuring inclusive engagement opportunities support meaningful customer involvement and influence.



We will achieve this by:

Using customer insight and data to inform service improvements, ensuring the customer voice is heard in decision-making across the organisation

Actively seeking the views of underrepresented groups to strengthen our understanding across communities and ensure a representative and diverse customer voice is heard and has influence

Strengthening transparency and accountability by publishing customer satisfaction results, celebrating successes and working with customers to address areas for improvement

Enhancing complaint handling and embedding a learning-focused approach to complaints; communicating with empathy and understanding; using feedback to improve services

Being ambitious for our Homes and our Communities



We will...

Provide safe, high-quality homes that meet all regulatory standards, ensuring customers can easily report issues and access support to sustain their tenancies alongside offering flexible housing options. Through clear communication and inclusive engagement, we will build customer confidence, promote transparency, and empower individuals to influence and remain part of our housing and care community.



We will achieve this by:

Implementing a high performing digital customer engagement platform that enables timely, credible reporting and enhances customer interaction

Capturing information and data analytics to interpret and make use of customer feedback and demographics

Segmenting customer data to personalise services, improve responsiveness and develop a more inclusive service offer

Providing high standards in Housing Management, achieving the Domestic Abuse Housing Alliance accreditation and addressing rent arrears and anti-social behaviour with support from partner agencies

Continuing to provide effective tenancy support to vulnerable customers, expanding our in-house tenancy training offer to all customers

Collaborating with others to achieve more



We will...

Work in partnership with customers to shape the places they live and the services they receive through meaningful engagement, while collaborating with external stakeholders to deliver positive community outcomes, share best practice, and ensure value for money.



We will achieve this by:

Empowering Orwell customers and the Customer Engagement Group to lead at least three scrutiny exercises annually, ensuring customer voice influences services and decision making

Partnering with Independent East and other organisations to share knowledge, opportunities and issues, promote best practice and broaden customer involvement

Involving customers early in initiatives such as procurement and the journey to net zero, ensuring their involvement will inform priorities and shape outcomes

Carrying out meaningful community events each year, offering face-to-face engagement and opportunities to discuss and influence changes in the community

Being an effective team and organisation



We will...

Build skilled, committed teams to deliver an excellent service and streamline customer-facing processes to ensure interactions are easy, innovative, and offer value for money. By involving customers in performance monitoring and reviewing engagement methods, we will identify improvements and achieve positive impact and outcomes for customers.



We will achieve this by:

Enhancing our customer portal app to offer more self-service options and improve digital engagement

Reporting annually on our social value impact and demonstrating how customer engagement contributes to value for money

Using cost-effective training and engagement methods to support and empower our customers

Providing an efficient and effective housing and void management service to keep rent arrears low and minimise rent loss from empty properties

Improving our response to anti-social behaviour alongside providing safe, clean and well-maintained estates

Metrics of Success



1

77% (or higher) overall satisfaction with your landlord as measured by TSMs by 2030

2

Rent arrears at 2.3% (or less) and void rent loss at no more than 2.0% per annum by 2030

3

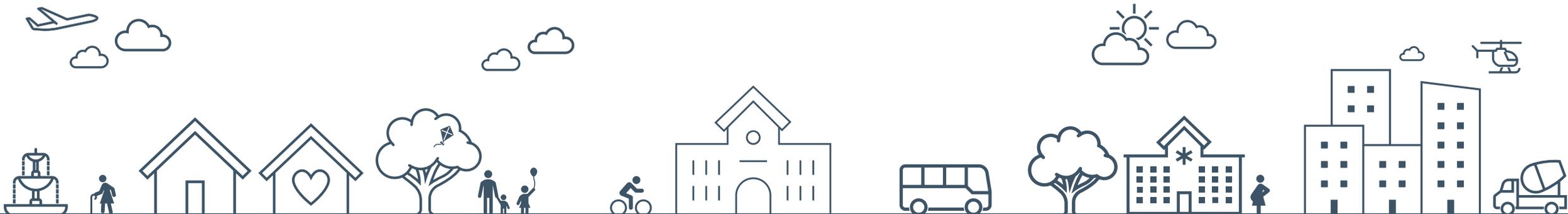
Generate £200k of funding through partnerships to support customers and communities in need by 2030

4

The profile of our engaged customers reflects that of our customer base by 2030

5

Have a succession of customer board members recruited by 2030





Customer Insight and Experience

If you would like this document in another language or format,
please email comms@orwell-housing.co.uk or call **0345 60 100 30**


Together we make a difference