



Customer Insight and
Engagement

Strategy

2025 - 2028



Introduction

We believe that our customers are at the heart of our business and want to ensure we are engaging with them effectively. This strategy sets out our commitment to giving residents a voice throughout Orwell.

We strive to always involve customers and to continuously seek to improve our approach ensuring that Orwell becomes a leading innovator in engagement.

Customer Engagement means listening to customers, capturing their opinions, and working with them to shape our services. It is also about how we talk to customers about Orwell and about the homes and communities in which they live. Engagement is about empowering and enabling customers to influence and improve services, how we communicate, and more importantly - how we listen. We know this improves customer trust in the way we manage homes and services.

We commit to giving customers a choice about how they wish to be involved by providing a broad range of opportunities to engage with us. We know that one size does not fit all so we commit to creatively engaging with our customers and delivering equity and accessibility across all tenures and types of accommodation Orwell offer.

Customer Insight is the understanding and interpretation of data, behaviours and feedback; using it to make improvements to our services.

It is important that we are capturing all of the feedback from our customers about our services and their local neighbourhoods and that we are valuing this by making business decisions based on this information.

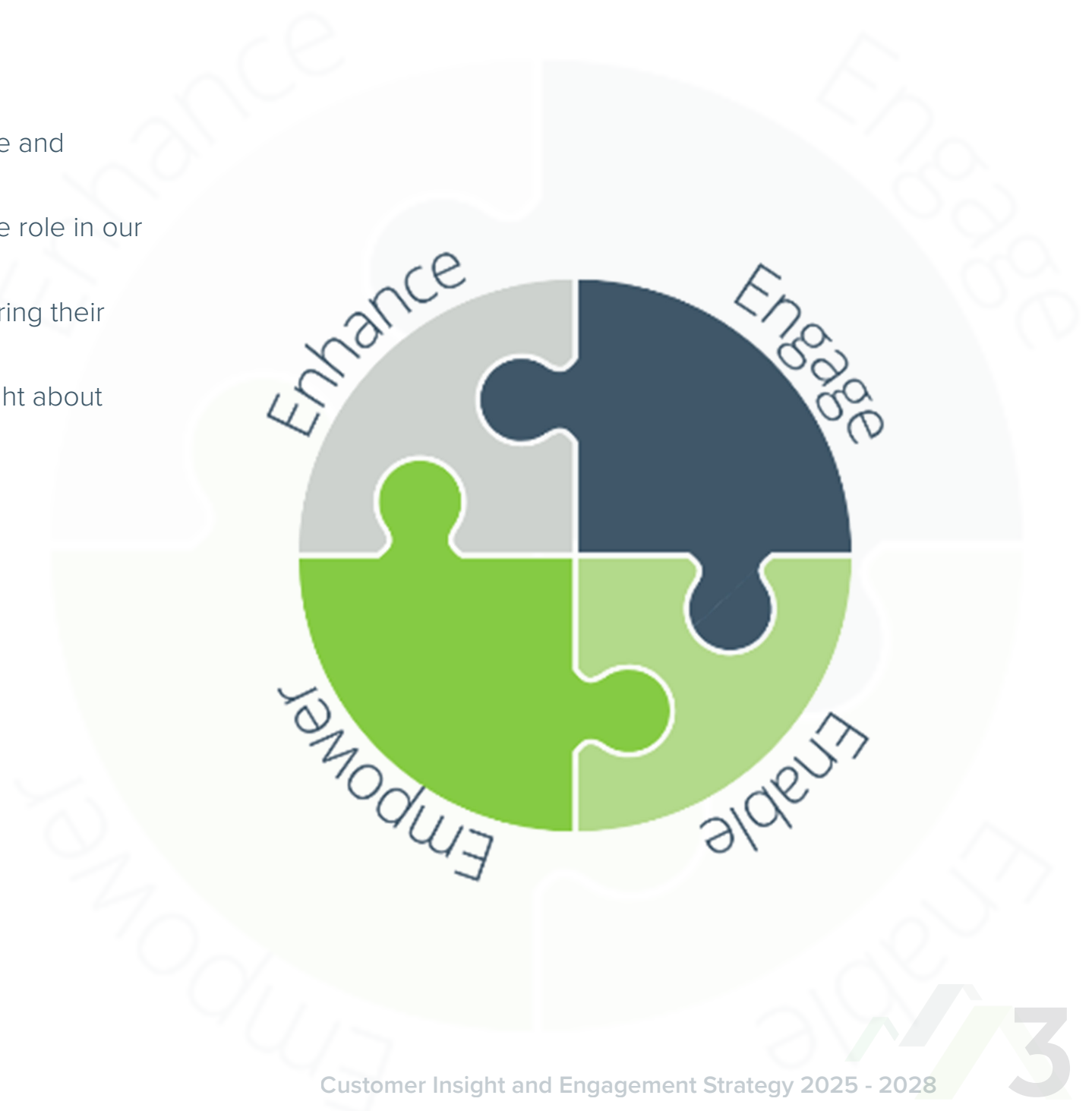
We know that involvement needs to be seen to affect improvements to attract more widespread contributions. This strategy sets out how we will measure and communicate the impact of customer insight and engagement.

Enhance our engagement with choice and reward.

Empower customers to take an active role in our decision making.

Engage with all of customers considering their diverse needs.

Enable our customers to provide insight about their needs and our services.



Orwell's Operating Environment

Customer Engagement in Context:

The Consumer Standards, specifically the Transparency, Influence and Accountability Standard, set out several requirements for us to develop, implement and support opportunities for customer involvement and empowerment.

The Social Housing Regulation Act 2023, and the prominence it places on engaging customers, is welcomed by Orwell. The Act is fundamentally about empowerment and accountability, setting out several ways of ensuring the voices of customers are heard. This includes a requirement for landlords to make performance monitoring information accessible and clear. This strategy and the associated action plan will enable us to do this.

As early adopters of the NHF Together with Tenants Charter, Orwell embraces the greater emphasis on strengthening the relationship with customers. We are committed to ensuring that customer feedback sought and valued throughout the organisation. We actively seek creative means to ensure customers feel listened to by Orwell on the issues that matter to them. We acknowledge and embrace our role within wider neighbourhoods and communities. We recognise our role as a source and generator of social value, over the next 12 months we will start to scope social value and community initiatives into a separate strategy and reporting framework. Customers will be our partners in this work, co creating and outlining our priorities and monitoring our progress.

Conscious of the sector wide evolving approach to more consistent, comparable Environmental, Social and Governance reporting we recognise that adopting an ESG reporting standard as an opportunity to demonstrate our social purpose. A new ESG reporting standard recently endorsed by NHF has also received support from Homes England and the Regulator of Social Housing.



Our Values

Everything we do is linked back directly to our vision and values, the objectives and targets in this strategy which help us track whether we are making a difference and align with our PACE values, our Strategic Plan and our Customers and Communities Strategy.

People-focused: By offering a blend of engagement options that we will ensure that our engagement is equitable and accessible for all customers across our accommodation types and will meet diverse communication needs.

Ambitious: We aim to establish ourselves as leaders and innovators in engagement by enhancing our digital offer and being at the forefront of customer engagement practice.

Collaborative: We will work together with our customers, colleagues, and key stakeholders to embed co creation and co design as a way of working.

Effective: We will work efficiently, and support insight to enable data-led decisions. We will ensure our engagement offer is modern, fit for purpose and delivers value for money. We will develop and support performance monitoring by customers, ensuring information is accessible, timely and clear.

Throughout this strategy, we'll keep in mind the things that our customers and colleagues have told us are important:

- ▲ Involvement should be inclusive and accessible to everyone, meeting the diverse needs of customers with information provided in plain language.
- ▲ Involvement should be seen to be enjoyable and rewarding.
- ▲ Engagement should result in evidence of improving services.
- ▲ We should offer a range of intuitive, simple, and interesting digital engagement options to help overcome barriers to engagement, such as travel and lack of time.
- ▲ We should make it easy, instinctive, and seamless for colleagues to connect with the customer voice.
- ▲ We should promote clear communication channels for customer suggestions.



Our Objectives

Orwell's Strategic Plan includes 4 key objectives which align to our PACE values. Effective customer insight and engagement underpins our success in meeting our strategic objective of: **Knowing our customers and our communities, putting them at the heart of our organisation and ensuring an excellent customer experience.**

This Customer Strategy will support delivery of these objectives in the following ways:

1 People-focused - Know our customers and our communities, putting them at the heart of our organisation and ensuring an excellent customer experience.

We will provide an excellent customer journey and experience. To do this we will work with our customers, so that they have a greater degree of choice and control over how they interact with us. We will use insight to know and understand our customers and the communities they live in, using this insight to inform the services we provide and where we need to make changes. We will work hard to learn from our complaints, responding to feedback from our customers and using it to improve our services.

What we want to achieve:

- ▲ High levels of customer satisfaction.
- ▲ Customers interacting with us via a range of engagement options and channels.
- ▲ An excellent and consistent customer experience.
- ▲ Choice for our customers about how and when they interact with us.
- ▲ An in depth understanding of our customers and what they want.

To achieve this over the next 3 years we will:

- ▲ Use the feedback from all surveys including TSM's and transactional surveys to shape and inform our activity in the future.
- ▲ Actively seek feedback from those who are not currently engaged whilst maintaining existing relationships within our communities.
- ▲ Analyse our customer insight to evidence that we have a diverse, representative voice.
- ▲ We will publish customer satisfaction levels, celebrating our successes and being transparent where we need to make improvements.
- ▲ Produce thematic insight into customer groups not engaging to evidence our ability to reflect the community and enhance the diversity of those represented and able to influence.



2 Ambitious - Be ambitious for our customers, ensuring they have a safe and suitable place to call home and the support they need to live their best life.

Support will be available for our customers should they need it to maintain their tenancy. We will develop pathways within Orwell's housing options, offering choice to our customers to live in a home that is right for them, with the support if they want or need it.

What we want to achieve:

- ▲ Customers being confident in our landlord services, able to report issues to us easily and to receive the support they need to address them.
- ▲ Using creative communication that is modern, attractive and accessible we will promote engagement with a broad brush through social media and newsletters with multimedia content.

To achieve this over the next 3 years we will:

- ▲ Implement a high-performing digital engagement platform will be appealing and result in timely, credible reporting.
- ▲ Utilise modern methods of insight capture like mapping, surveying and reporting tools including participant relationship management, e-newsletters, social platforms, blogs, informational widgets, levels of visibility data insights, data summary reports, demographic breakdown, comment analysis, exportable formats and charts. We will be ambitious to form mutually supportive partnerships and connections with existing assets in our communities.
- ▲ Consider how we can carry out customer segmentation to allow us to tailor our services to meet individual's needs.

3 Collaborative - Work in partnership with our customers and other organisations to develop solutions together.

We want to work together with our customers and partners to shape and deliver high quality services which our customers want, share best practice and ensure value for money.

What we want to achieve:

- ▲ Empower our customers to influence the places where they live and the services they receive.
- ▲ Give a voice to all our customers through meaningful engagement, ensuring customer feedback drives delivery, improvement, and innovation.
- ▲ Collaboration with our customers in key areas.
- ▲ Partnership working to achieve the best results for our customers.
- ▲ Customer engagement is aligned to our governance.

To achieve this over the next 3 years we will:

- ▲ Work in partnership with Independent East to engage with customers to scrutinise topics impacting across all organisations .
- ▲ Empower Orwell Residents' Group to undertake at least three scrutinies per year so that the customers voice influences key decisions.
- ▲ Continue to create opportunities for our customers to be involved in procurement, ensuring the customer experience and quality are key considerations when procuring products and services.
- ▲ Involve our customers at an early stage in our journey to net zero.
- ▲ Evidence that our customers have been involved with evidencing our compliance with Consumer Standards.
- ▲ Scrutiny will be promoted online with timely communication across all channels.
- ▲ ORG scrutiny activities will always be customer led, with access to effective and appropriate insight and engagement methodologies.

4 Effective- We will improve our efficiency, effectiveness and sustainability.

We will ensure that our teams are committed and competent to be the best at what they do, in order to provide the highest possible standards of service to our customers. We will invest in making our homes more energy efficient and move forwards in our journey to net carbon zero.

What we want to achieve:

- ▲ Efficient customer-facing processes, maximising value for money for our customers and making it easy for them to interact with us.
- ▲ Evidence our ESG credentials, knowing that we are a viable organisation that demonstrably involves our customers in performance monitoring and identifying opportunities to increase efficiencies.
- ▲ Review the effectiveness of engagement methods, with customers and staff, to improve or remove non-cost-effective offers.

To achieve this over the next 3 years we will:

- ▲ Report on how customer engagement has contributed towards achieving value for money.
- ▲ Ensure our engagement is providing exceptional value for money making best use of our digital engagement where appropriate.
- ▲ Using cost-effective methods to deliver training to support our engaged customers.

Empowered Customer Influence

1 Board Performance Report

KPIs, transactional surveys, satisfaction outcomes provided to ORG. Board representative meets ORG and/or provides a narrative update on performance

4 Present to Board

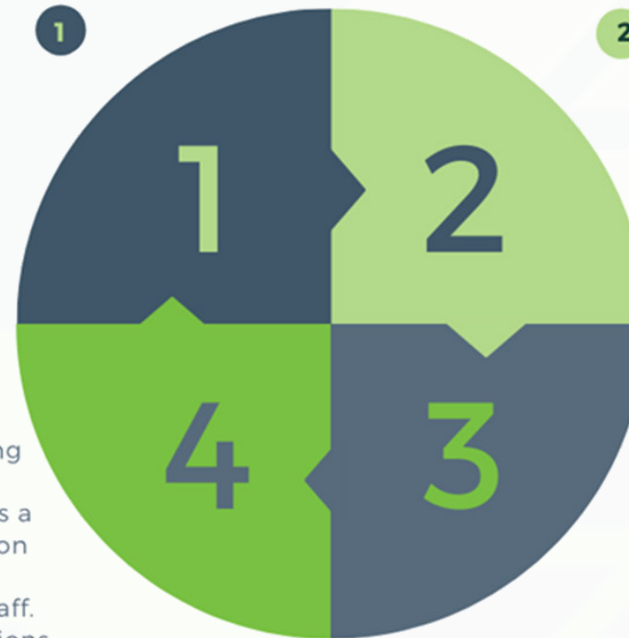
ORG co create engaging and inclusive scrutiny outcome reports across a blend of communication platforms to Board, customers and OHA staff. making recommendations and monitoring progress of these.

2 ORG Meet to Review

Performance report to identify potential areas for further scrutiny and/or monitoring. Planning objectives, scope and methodology of scrutiny project.

3 Coordinate Scrutiny

Interviewing OHA staff, conducting surveys, benchmarking, hosting focus groups with tenants and residents, attending training and any activity appropriate to the scrutiny task.



Our Measures and Metrics

P

Achieve 92% customer satisfaction with our housing services.

A

To actively engage with 20% of our customers every year.

C

To involve customers in embedding in the new Consumer Standards.

E

To achieve 20% participation on the majority of customer surveys.





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