



# ANNUAL CUSTOMER INFLUENCE IMPACT REPORT 2025/26

**Your Voice. Real Change.**

How you shaped Freebridge in 2025/26

**Freebridge**  
COMMUNITY HOUSING

# This year, more than ever, your voice has driven the decisions we've made

- We spoke to 854 customers through surveys
- Visited 2,484 households through Out & About
- Carried out 2,280 home visits

And most importantly – we didn't just listen. **We acted.**

## What you told us matters most

**Across surveys, conversations and scrutiny, a few clear priorities came through:**

- Safe, good-quality homes
- A reliable, consistent service
- Repairs done right, first time
- Staff who are visible and accountable
- Clear communication and named contacts
- Neighbourhoods you feel proud of

These weren't just comments – they directly shaped what we've done next.

## How your voice helped changed things

### Refocusing on homes that are safe and fit to live in

You said: "Focus on getting the basics right first."

#### We did:

- Made safe, good-quality homes our key focus in our new strategy
- Committed £450m investment over 30 years into existing homes
- Prioritised £50m retrofit programme to make homes warmer and more energy efficient

### Improving repairs and maintenance

You said: "Repairs delays and unresolved issues are frustrating."

#### We did:

- Reduced the number of overdue repairs by half and communication improvements
- Invested heavily in repairs, increasing the size of our team and improving satisfaction by over 13%
- Continued working with the Customer Insight Panel to improve the repairs journey

## **Bringing services closer to you**

You said: “We want to see staff more and know who to contact.”

### **We did:**

- Redesigned services into a community-based model and introducing named advisors for each area
- Increased visibility of staff and contact points
- Strengthened accountability with named contacts

## **Improving neighbourhoods and environment**

You said: “The condition of estates really matters.”

### **We did:**

- Made neighbourhood management a priority
- Improved estate inspections and visibility
- Delivered early improvements with +9.7% satisfaction increase in neighbourhood contribution

## **Fixing complaint handling**

You said: “Complaint handling needs to improve.”

### **We did:**

- Made complaint handling a top improvement priority
- Increased scrutiny at Board and Committee level
- Commissioned an independent review
- Achieved +10.2% improvement in satisfaction with complaint handling

## **Creating more inclusive services**

You said: “Services should reflect different needs.”

### **We did:**

- Introduced Reasonable Adjustments and Equality policies
- Strengthened support for vulnerable customers
- Built flexibility into services and decision-making

## **Shaping our long-term strategy**

**You didn't just influence individual services – you helped shape our future.**

### **Together, we:**

- Defined our purpose
- Created a new strategic objective to “Deliver a good quality, reliable customer experience”
- Set priorities for investment, services and communities

## **Strengthening policies that affect you**

89 customers took part in policy reviews this year.

### **As a result, we:**

- Simplified policies to make them clearer
- Built in stronger protections for vulnerable customers
- Made decision-making more transparent
- Introduced clearer appeal routes and communication standards

## **Customer voice is now built into how decisions are made – better governance, shaped by you**

- Customer insight is included in all Board reports
- Customers scrutinise complaints and our performance
- Independent reviews have been commissioned based on your feedback

This means your experience directly influences how Freebridge is run.

## **The difference you've made**

Over the past year, your involvement has led to:

- Stronger services
- Clearer communication
- Better homes and neighbourhoods
- More accountability
- Real improvements in customer satisfaction

Most importantly, it's created a culture where listening leads to action.

## **What happens next**

We're building on this momentum by:

- Expanding opportunities to get involved
- Launching the Community Feedback Forum
- Continuing to improve how we close the loop ("You said, we did")
- Working alongside the Customer Insight Panel to shape future services

A photograph of three diverse people (a man with red hair and a beard, a woman with dark skin and curly hair, and a woman with long dark hair) looking at a smartphone together. They are all smiling and appear to be engaged in a collaborative activity. The background is a blurred outdoor setting.

# “You Said, We Did”

**You spoke. We listened.  
Here’s what changed.**

**We gather feedback in lots of ways –  
surveys, complaints, community visits  
and our Customer Insight Panel.**

## **Thank you**

**Everything in this report starts with you.**

**Your feedback, challenge and ideas are helping us build better homes, better services, and better communities.**

**Here are some of the real changes you've helped us make this year.**

- “Focus on homes, not expansion”  
**We invested £450m in improving existing homes**
- “Repairs take too long”  
**We prioritised backlog reduction and improved communication**
- “We don't know who to contact”  
**We introduced named contacts and local teams**
- “Neighbourhoods need improving”  
**We strengthened estate inspections and local presence**
- “Complaints aren't handled well”  
**We increased scrutiny and improved performance by 10%**
- “Services need to be more inclusive”  
**We introduced new equality and reasonable adjustments policies**

## **Safe, good-quality homes**

### **You said:**

“Make sure homes are safe and properly maintained.”

### **We did:**

We made this our core purpose and committed long-term investment in existing homes – not just building new ones.

## **Repairs you can rely on**

### **You said:**

“Delays and poor communication are frustrating.”

### **We did:**

We improved repairs performance, reduced backlogs and are working with customers to redesign the service.

## **Knowing who's responsible**

### **You said:**

"I want a named person who owns my issue."

### **We did:**

We introduced clearer accountability through local teams and named contacts.

## **Neighbourhood pride**

### **You said:**

"The area around our homes matters."

### **We did:**

We increased estate inspections and strengthened neighbourhood management.

## **Better complaint handling**

### **You said:**

"Complaints take too long and don't feel fair."

### **We did:**

We improved oversight, commissioned independent review and made measurable improvements.

## **Fairer, more flexible services**

### **You said:**

"Support should reflect people's circumstances."

### **We did:**

We updated policies to better support vulnerable customers and offer more flexibility.

## Here's what our Customer Insight Panel had to say:

**“Joining the Customer panel at Freebridge has been one of the most empowering experiences I’ve had. Being part of the panel has helped me grow in confidence, build new skills and feel valued. If you care about your community and want to make a difference, this is the perfect opportunity to get involved.”**

**- Abi**

**“I’ve always preferred to get involved and work towards change rather than sit back and expect things to magically improve. Joining the panel gave me the opportunity to do this effectively.”**

**- Eileen**

**“Being part of the Panel has given me the chance to share my views and feel listened to. It’s great knowing residents can help shape the way Freebridge works.”**

**- Simon**

**Our Customer Insight Panel meets every month to make sure your voice helps keep us on track - from meeting the Consumer Standards to delivering value for money and staying focused on our Building Better Futures Strategy.**

It brings our customers together to share what's working, say what's not, and help shape what we do next. What the panel says goes straight to senior leaders and our Board.

This year, the panel has helped shape decisions and improvements on subjects including repairs, communication, complaints handling, scrutiny, performance, health and safety and lettings.