



CUSTOMER INFLUENCE PLAN

Customer Influence Plan

INTRODUCTION

If you're a Freebridge customer, this plan is all about you.

Whether you live in one of our homes or use any of our services, everything we've set out in this plan is designed with your needs at the heart. We're committed to making sure you have the voice, power, and opportunity to shape how we work so that together, we can deliver the best possible experience for everyone in our communities. We are committed to meeting these expectations.

Our work begins and ends with our customers in mind. Through meaningful engagement, active listening, and a deep understanding of what truly matters to you, we're committed to continuously improving the services we provide.

We aspire to be an organisation that our customers not only value but recommend to others. You play a vital role in shaping the communities we serve, and your unique insights help us build neighbourhoods that are vibrant, inclusive, and thriving.

Together, we're creating places people are proud to call home. By listening to and acting upon our customers' voices, we can provide excellent customer service that meets the diverse needs of our community. Together, we co-create better homes, communities, and local spaces that everyone can be proud of.

This Plan applies to all current tenants, shared owners, and leaseholders of properties owned or managed by Freebridge. It is designed to ensure that every customer, regardless of tenure, has meaningful opportunities to influence and scrutinise our strategies, policies, and services.

THE CUSTOMER INFLUENCE PLAN

The Customer Influence Plan sets out how we will work with our customers to provide opportunities to be involved with, and to influence Freebridge, in a way that suits them, their lifestyle and their commitments.

Purpose and Alignment

This Customer Influence Plan sets out how we will work with our customers to provide opportunities to be involved with, and to influence Freebridge, in a way that suits them, their lifestyle, and their commitments.

The plan is fully aligned with:

- Customer Influence Policy
- Consumer Standards
- Customer and Community Engagement Framework

Principles

Our approach is underpinned by the following principles:

- Partnership: Working with customers to shape and improve services.
- Appreciation: Valuing all contributions and showing thanks for feedback.
- Inclusivity: Providing a range of opportunities so every customer can influence Freebridge, without barriers.
- Intrinsic: Listening to what matters most to customers, their families, and communities.
- Influence: Empowering customers to truly influence services and strategic decision-making.

We will consult with customers in the following scenarios:

- All policy changes affecting services delivered to customers.
- Potential changes to customers' landlord.
- Significant changes to the way we operate services and/or manage customers' homes and communities.
- Options and specifications for major projects or improvement works.
- Decisions about the area immediately surrounding a customer's home (e.g., building or removing structures, trees, driveways, paths, sheds, outbuildings, garages).

Objectives

Through this plan, we are committed to delivering a customer engagement approach that is both ambitious and authentic. Our objectives are rooted in our core values, ensuring that every action we take is meaningful and customer led.

Through this plan, we aim to:

- Empower Customer Engagement
- Enhance Transparency and Accountability
- Deliver Continuous Improvement
- Promote Inclusivity and Diversity
- Support Customer Well-being

Empower

Working in partnership with our customers, giving them real power to shape and improve the services they receive. By involving customers at every stage, we ensure our services truly meet the needs of our communities.

Enhance

We value every contribution and are committed to showing our appreciation by being open about the decisions we make and the feedback we receive. We communicate clearly how customer input has influenced our actions, building trust and accountability.

Deliver

We strive to continuously improve by providing a wide range of opportunities for all customers to get involved regardless of background or circumstance. By removing barriers to participation, we ensure every voice can help shape Freebridge and the services we provide.

Promote

We listen deeply to what matters most to our customers, their families, and their communities. By actively seeking out and valuing diverse perspectives, we create an environment where everyone feels heard and respected.

Support

Our engagement activities are designed to empower customers to influence not just services, but also strategic decision-making. By supporting customer well-being and acting on their feedback, we make a real difference in people's lives and across our organisation.

What will the plan achieve?

Our objectives are not just aspirations they are our promise to work in partnership with our customers, value every contribution, remove barriers to involvement, celebrate diversity, and empower every customer to make a meaningful difference.

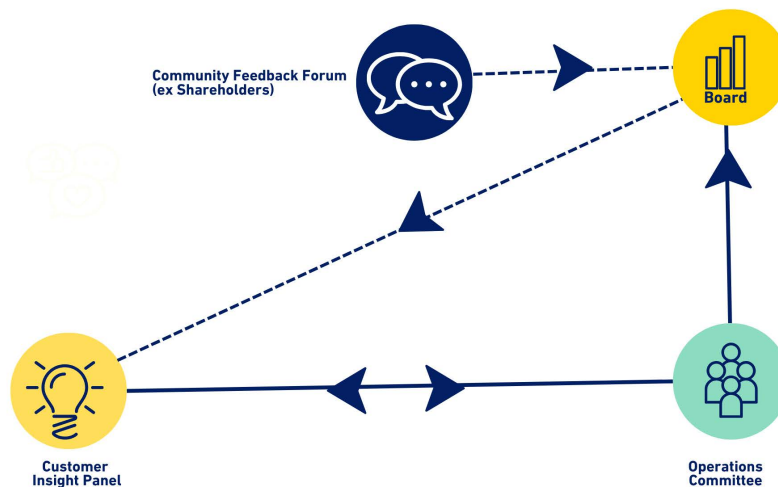
Vision

Our work begins and ends with our customers in mind. We recognise that every customer is unique, with different needs, preferences, and lifestyles. That's why we are committed to offering a flexible, accessible, and inclusive menu of engagement opportunities so every customer can choose how, when, and to what extent they want to get involved.

This approach ensures that engagement is never one-size-fits-all. Whether a customer prefers to participate online, in person, through quick feedback, or by joining a working group, there is a pathway that suits them. Our menu of engagement is simple and transparent, making it easy for customers to understand what's involved and to select the level of involvement that fits their lives.

By tailoring our engagement methods to reflect the diverse communication preferences of our tenants and communities, we create meaningful opportunities for everyone to have their voice heard. This targeted and customer-led approach not only shapes expectations but also empowers our customers to influence decisions, co-create solutions, and help us build stronger, more vibrant communities together

ENGAGEMENT FRAMEWORK



Tier One: Community Voices

Open to all customers and community partners, Community Voices offers flexible engagement options for our customers and community:

- Low Commitment: Participate in quick polls or engage through social media.
- Moderate Commitment: Take part in consultations and complete feedback forms.
- High Commitment: Join panel events, attend community events, take part in mystery shopping, or help with estate inspections.

Community Voices also have the opportunity to share direct feedback through regular surveys, 24/7 feedback forms, events, and face to face sessions, It is inclusive of all demographics with communications available in a range of formats and provide both digital and in-person opportunities for involvement and supports customers with protected characteristics (age, race, sex, sexual orientation, gender reassignment, marital status, pregnancy or maternity, beliefs, disabilities) to access all engagement opportunities available.

Anonymous feedback options are available to ensure everyone can participate equally.

Tier Two: Customer Insight Panel (CIP)

The CIP analyses feedback from Community Voices, identifies trends, conducts spotlight reviews, and makes recommendations to the Operations Committee, Board, and Executive Team.

Panel members meet regularly both face-to-face and online and take part in scrutiny training, enabling them to hold us to account for our performance.

We will publish benchmarking data comparing our performance against other landlords, ensuring transparency and accountability.

As part of this tier, the **Community Feedback Forum (shareholders)** would feed directly into the Insight Panel.

- It will gather and share local feedback,
- meet quarterly with the panel
- join annual workshops with the Board
- Receive Two-way updates like our Board newsletter.
- And support with decisions like our Freebridge Community Fund allocation

As part of our commitment to meaningful customer involvement, we actively encourage and support the formation of independent, customer-led resident associations. These groups play a vital role in strengthening local communities and ensuring that customer voices are heard.

Our Communications and Engagement Team is on hand to support customers establish these associations, offering guidance and ongoing support to ensure they thrive. By empowering customers to influence decisions and drive positive change in their neighbourhoods working collaboratively with Freebridge, our contractors, and partners to create places where people feel proud to live.

Even if you don't actively get involved, your voice still matters. We'll use all the information we gather, from surveys to lived experiences, to make sure your needs are always heard and considered in every decision

GOVERNANCE

The Customer Insight Panel will operate under clear governance protocols, including defined terms of reference and role descriptions.

Panel members will serve fixed terms of two to three years to maintain energy, focus, and continuity.

Monthly meetings will alternate between being chaired by a panel member and supported by Freebridge colleagues, with every other meeting facilitated by an external expert to ensure objectivity and focus.

Customer Insight Panel members will elect a chair and vice-chair from within the group, fostering trust and ownership.

This democratic approach reinforces transparency and shows Freebridge's commitment to respecting customer-led decision-making.

An annual review will be also conducted by the group chair to assess performance and progress, while the framework itself will be reviewed annually in collaboration with the Operations Committee.

A rolling recruitment programme will support the refresh of engaged customers over the three-year cycle, ensuring continuity while welcoming new voices.

Training will be provided via for panel members via The Freebridge Academy, equipping members with the skills needed to contribute effectively and potentially progress to Board Apprentice roles.

FEEDBACK AND OUTCOMES

We will use 'You Said, We Did' pages on our website, myFreebridge platform, and in our customer magazine to show the impact of customer feedback. In addition, all policy consultation results, and Mystery Shopping outcomes will be published.

Where customers participate in reviews or working groups, we will communicate outcomes to them personally.

The delivery of the plan will enable us to make decisions and report effectively on:

- The topics being raised by customers
- Demographic profile of those taking part
- How feedback has been provided to tenants
- The number of tenants participating in meetings
- The number of community events per year
- The number of new resident groups
- The evidence of Actionable Customer Insight influencing strategic decisions, products and services
- Compliance with the requirements of the Tenant Involvement and Empowerment Standard

We will also

- Increase the level of information and preferences in how customers wish to engage with us and develop appropriate methods to increase the level of engagement
- Clarify with colleagues and inform customers whether proposed engagement is about giving information, consultation or service improvement and use appropriate approaches to achieve results and manage expectations
- Support teams in understanding the need and benefit of engagement through regular review and planning meetings
- Support teams in carrying out other engagement opportunities to help deliver improvements and efficiencies
- Ensure that customer engagement enables early involvement in the development of strategies and policies with the aim of identifying trends and driving improvements in the delivery of services and new initiatives
- Involve customers in routinely assessing outcomes from Engagement initiatives and regularly publicise these
- Provide evidence on how engagement has influenced and shaped services
- Review how we analyse and report back to customers about outcomes and actions following complete engagement

REPORTING AND MEASURING SUCCESS

Our commitment to transparency and accountability means we will measure the success of this plan in a way that is both realistic and achievable.

As Freebridge continues to measure tenant satisfaction through a perception-based survey with success will be defined by our ability to maintain or improve performance across the following key indicators:

- Overall customer satisfaction
- Satisfaction that Freebridge listens and acts on customer views
- Satisfaction that Freebridge positively contributes to neighbourhoods
- Satisfaction that Freebridge keeps tenants informed about matters that affect them
- In addition to these core measures, our evaluation will consider:
 - The topics and themes raised by customers
 - The demographic profile of survey participants
 - How feedback is shared back with tenants
 - The number of tenants participating in meetings and engagement activities
 - The number of community events delivered annually
 - The formation of new resident groups
 - Evidence of Actionable Customer Insight influencing strategic decisions, services, and product development
- Compliance with the Tenant Involvement and Empowerment Standard

This approach ensures that our reporting is not only data-driven but also reflective of the lived experiences and voices of our tenants.

Key Commitments for 2025/26

- Move beyond consultation to more customer-led design and decision-making.
- Track and publish demographic data on engagement to ensure true inclusivity.
- Develop clearer pathways for customers to challenge decisions and escalate issues.
- Provide more explicit documentation of how customer feedback leads to service improvements.
- Enhance support for vulnerable customers and measure well-being outcomes.
- Conduct and publish regular audits against consumer standards.

This plan is reviewed annually.