



Making it your home, together

Our annual report to
customers for the year
ending 31 March 2025



Welcome from the Customer Engagement Strategic Committee

The Customer Engagement Strategic Committee continues to make sure customer voices are heard throughout Orbit – and that customers are at the heart of everything that Orbit is doing to deliver its 2030 Strategy.

It has been another busy year of engagement, working together with numerous business areas to praise and query. We would like to thank every customer who has taken the time to fill in a survey, take part in feedback calls, attend meetings, and travel to events. Your efforts are appreciated.

We have made great strides in improving the experience for customers when they call Orbit – the call back feature has been introduced and we've seen average wait times reduce considerably and consistently.

The Spotlight project brought about greater understanding around Estate Services. We now have clearer expectations around what we can expect from Estate Services and improved communication, with details of estate-specific schedules more readily available.

These are just two examples. As you read this report you will see the many other ways Engaged Customers have reinforced a customer-centric ethos, with the aim of making sure all customers feel safe and secure, understood and supported, informed, valued and respected.

We will continue to hold Orbit to account when service levels slip, or areas of concern arise (often prompted by you raising them).

Looking forward there are many ways and opportunities for customers to influence and inform the Orbit customer experience. Please join us, whether that's in your local community hub, at engagement meetings on Teams or over on the [Your Voice Facebook page](#). 🙌

Your sincerely,
**Your Customer Engagement
Strategic Committee**



Welcome from Phil Andrew, our Chief Executive



We want you to have a home you are proud of, and to give you the great service you deserve.

I want to be honest with you and say that I know we don't always get it right, but we have a plan to help us achieve our aim of providing you with among the best customer experience of any housing association in the country by 2030.

Our plan is called Everyday Excellence and importantly, it has been shaped by your feedback.

We have been making progress when it comes to implementing our plan, and I hope you see evidence of this in this year's annual report for customers. We have so much more planned and a lot to do, but we're fully committed to making this happen and are already working on further improvements that will make a positive difference to your everyday experience.

Finally, I want to say thank you. We simply could not do this without your help. Together with our customers, we will continue to drive improvements and deliver what matters most to you.



Contents

Welcome from the Customer Engagement Strategic Committee	2
Welcome from Phil Andrew, our Chief Executive	3
Our 2030 Strategy	5
Launch of our Everyday Excellence plan	6
Where our communities are located	8
What you think of your home and our services*	9

You	10
Delivering excellent customer services and support	11
Supporting customers through the increased cost of living	14
In partnership with customers	17
Improving your customer experience	22
Improving your digital experience	23
Customer Resolutions	24

Your Home	28
Helping you manage your rent	29
Your service charges	30

Improving our homes when they're re-let	31
Home improvements	32
Caring for your community	34
Improving your Estate Services	35
Keeping you, your home and community safe	36
Property repairs improvement programme	37
Ensuring your home is warm, safe and affordable	40
How do we compare with our peers?	41
What our customers say	42

Your Community	43
Supporting you and your community	44
Highlights	45
Supporting you to remain independent in your home	46

Our planet	50
Achieving net zero carbon	51

Our 2030 Strategy

At the beginning of 2024/25 we launched our 2030 Strategy, which outlines our ambitions, renews our strategic approach, sharpens our operational focus, and reaffirms our commitment to providing affordable homes within communities that customers are proud of.

Our 2030 Strategy was created in close partnership with both customers and colleagues, and you sit firmly at the heart of each element, from our revised purpose and vision, to our new Everyday Excellence plan and Customer Commitments.


The 2030 Strategy will see us:

- **Maintaining homes that you love**
- **Delivering new and regenerated homes to improve your homes and provide more affordable homes for those who need them**
- **Delivering exceptional customer service**
- **Making a positive difference to our customers and society**
- **Creating a green and strong model for the future**
- **Attracting, retaining, and developing engaged colleagues who share our purpose.**



Our 2030 Vision

We strive to provide amongst the best customer experience of any housing association in the country by building and maintaining lots more safe, quality homes that you are proud of in a sustainable way and supported by excellent customer service.

You can
read our 2030
Strategy [here](#). 

Launch of our Everyday Excellence plan

Delivering excellent services to support to you and ensuring a laser-sharp focus on your priorities, which takes account of your situation and any additional support you may need, sits at the heart of our ambition to provide an exceptional customer experience.

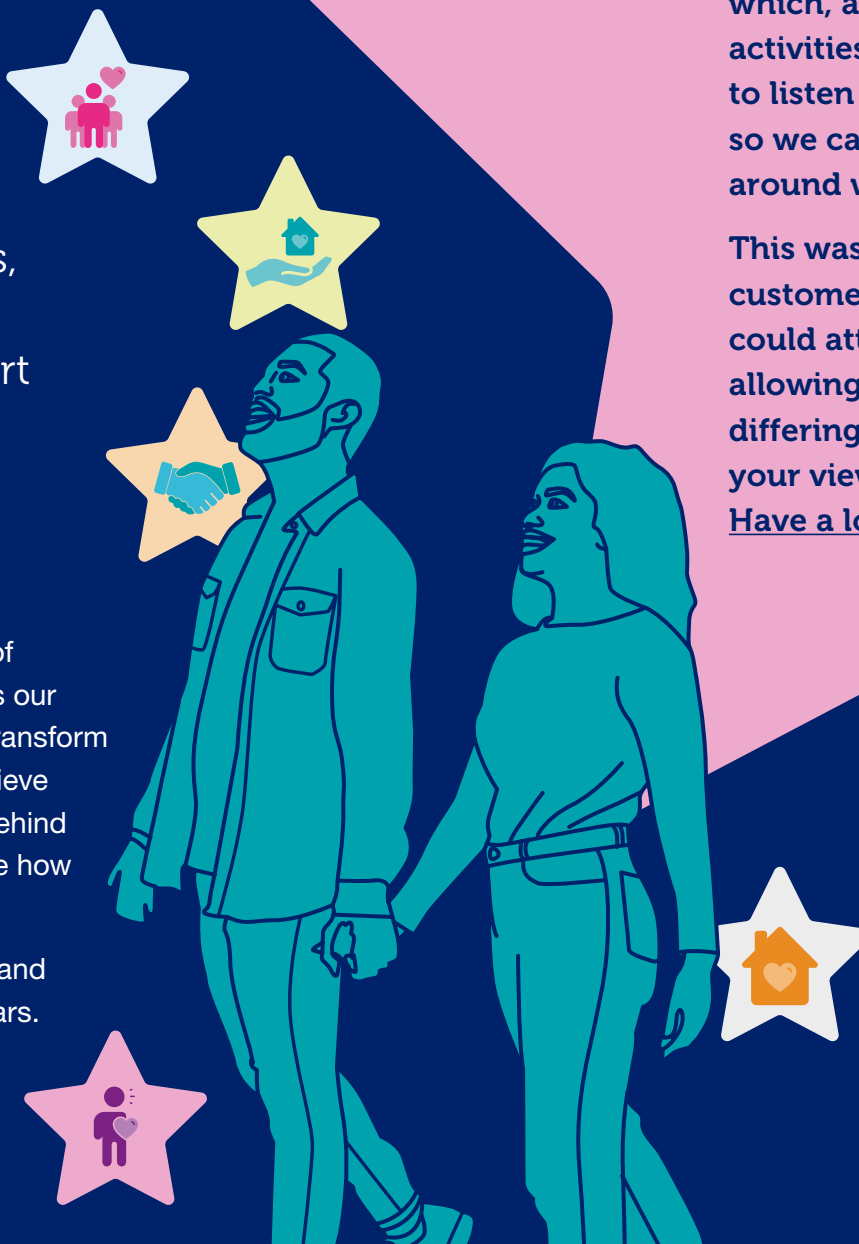
The past 12 months have been a significant period of change across all areas of Orbit as we work towards our ambition, make improvements to our services and transform how we work. We've launched a plan to help us achieve this called Everyday Excellence. We've been busy behind the scenes, working on the plan, so that you can see how we're building a better future from the ground up.

On the next page you will see some of the changes and benefits you can expect to see over the next five years.

We introduced Engaged Customers to our Everyday Excellence programme which, alongside other engagement activities, gave us a direct opportunity to listen to those who use our services so we can shape our plans and services around what you need and value most.

This was also our first large 'hybrid' customer event, meaning everyone could attend either in person or online, allowing us to engage with those with differing needs and hear more about your views as well as experiences.

[Have a look at our films from the day!](#) 





Looking after your home

We'll be introducing smarter systems to help spot issues early – before they become bigger problems. So your home stays in better condition, for longer.

More first-time fixes

We're working more closely with our contractor partners – so more repairs are sorted on the first visit.

Track your repairs online

Want to know what's happening with your repair? We're planning real-time updates – from booking to completion – so you're always in the loop.

Easier rent and payment management

You'll be able to see what you've paid and what's due – all in one place. Managing your rent or service charges will be simpler than ever.

New and improved Customer Portal

You'll be able to manage your tenancy online, anytime. Book repairs, check your account, update details – all in one easier-to-use portal.

Dedicated neighbourhood support

You'll have a named contact – someone who knows your local area and is ready to help with your home or tenancy.

Putting things right quicker, when they go wrong

And when something goes wrong, we'll put it right – faster. No need to chase, and no more delays.

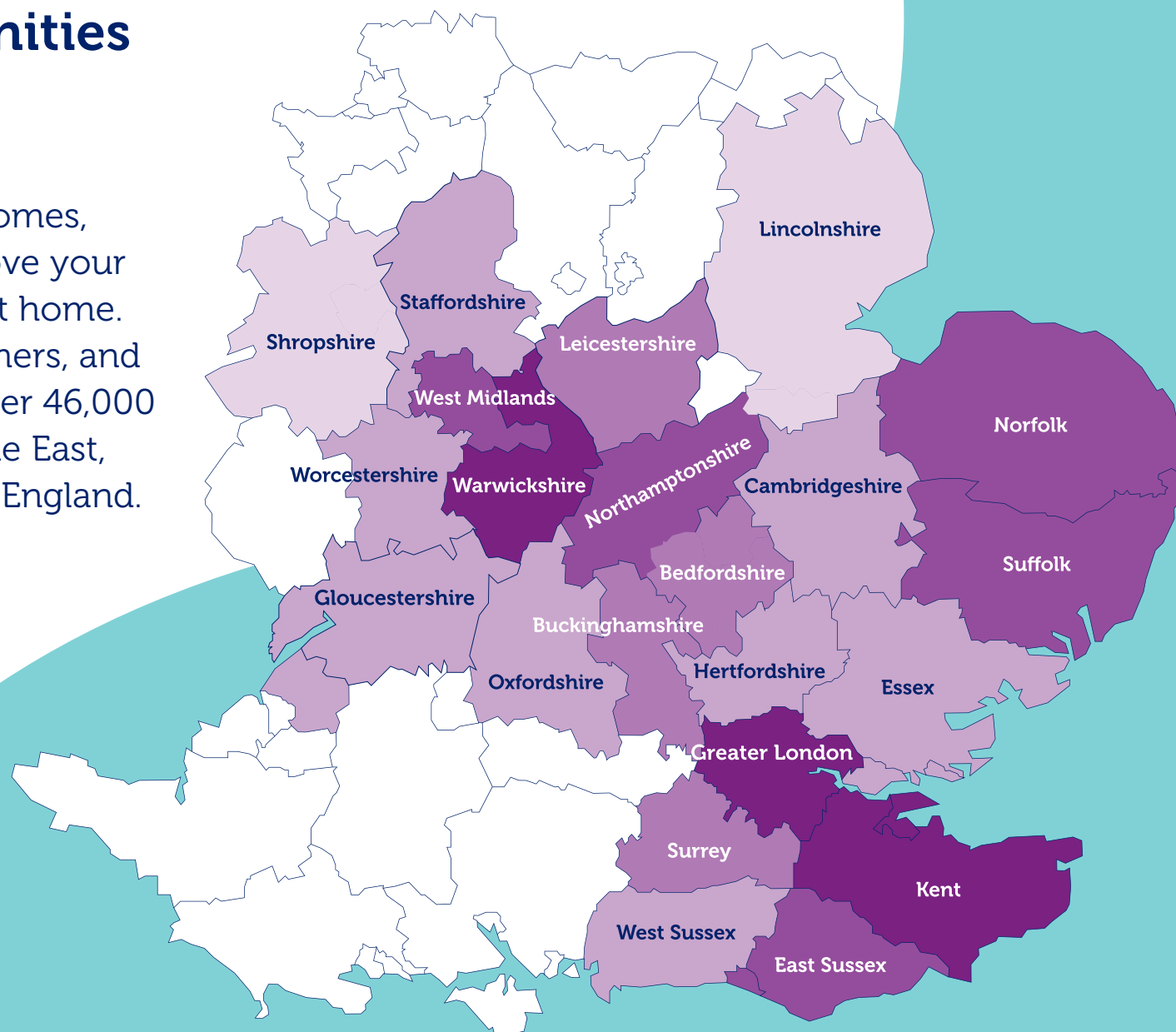
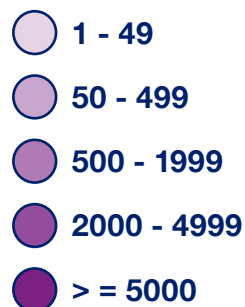
Faster help when you call

No more being passed around. We're aiming to solve your query the first time you get in touch.

Where our communities are located

Our aim is to provide better homes, places and services that improve your experience of living in an Orbit home. We serve over 100,000 customers, and currently own and manage over 46,000 homes across the Midlands, the East, London and the South East of England.

Number of homes



What you think of your home and our services

From the Tenant Satisfaction Measures ending 31 March 2025

The Tenant Satisfaction Measures are required by the Regulator of Social Housing. They provide us with the ability to monitor our performance through your eyes and provide valuable insights into where we need to drive improvements in the areas that matter most to you.

This year, 2,869 customers (comprising a sample of renters and shared owners) participated in our phone surveys.

We saw a slight improvement in overall satisfaction for both renters and shared owners, however, we must continue to improve, particularly in complaints handling and satisfaction with repairs. Our Everyday Excellence delivery programme includes focused workstreams on how we can further improve these.



65.6% overall customer satisfaction for renters and **53.4%** for shared owners



79.8% of renters feel safe in their home, compared to **77.6%** of shared owners



78.9% of renters say we treat you with fairness and respect, compared to **70.1%** of shared owners



70.6% of you say your home is well maintained (shared owners are responsible for maintaining their homes).

What we've delivered:



£149 million investment in existing homes (overall) (compared to £119.4 million the previous year)



£26.3 million social value* delivered (compared to £22.4 million the previous year)



901 new homes provided, **87%** of them affordable (including 399 rented homes, 382 shared ownership homes and 120 market sale homes). (This compares to 870 homes provided the previous year, including 409 rented homes, 313 shared ownership homes and 148 market sale homes)



87.84% of homes are EPC Band C or above, meaning that those homes meet energy efficiency requirements (compared to 85.55% the previous year).

* 'Social value' is how we measure the value we create in our daily activities, both financial and non-financial, for the wellbeing of people, communities and our planet.

You



Delivering excellent customer services and support

Community Investment and Successful Tenancies

Making a positive difference to you and supporting you to maximise your potential sits at the core of everything we do. This is why we brought together our Better Days, Placemaking and Tenancy Sustainment teams to create one overall Community Investment team to better maximise our resources and partnerships. It allows us to deliver a more local service to you with the aim of making a meaningful difference to your life.

This combined team forms part of our new neighbourhood and community approach, which helps us get closer to you so we can serve you in your homes, neighbourhoods or from our working locations.

Last year we invited you to 158 Better Days events, 461 drop-in sessions, 252 estate engagement visits and 150 other activities delivered face-to-face by our Place Team.

Want to find out more about our Better Days support programme, available exclusively to you as an Orbit customer? Just visit our Better Days help and support page.

Community Coaches

We've appointed a new team of Community Coaches to help us better understand and respond to local issues in your communities so that we can connect you with our Better Days support services if you need them. Operating from our new Community Hubs, local venues, and door-to-door in your communities, we've got you. Whether it's support managing your money, boosting your wellbeing, or exploring new opportunities, our expert team and independent partners can offer free information, advice and guidance.

Find out more here.





We hold events all around the country, so find out what's happening near you by visiting our [Better Days events webpage](#). 

Three new Community Hubs

Having a local presence in communities and being able to offer you face-to-face support to lead a happier, healthier and more fulfilled life is really important to us. That's why we've invested in three new additional Community Hubs at St Anne's Quarter in Norwich, Micklewell Park in Daventry and The Orchard in Erith, London Borough of Bexley. Here you can get to know your neighbours as well as access our Better Days programme.

Along with hubs already open in Gorleston-on-Sea in Norfolk and Newmarket in Suffolk, the new hubs also provide spaces for community run events and for other local partners to offer support services.

Lifesaving defibrillators installed at Community Hubs

We've installed three defibrillators at our Community Hubs in Norfolk, Suffolk, and Northamptonshire to provide lifesaving support in cases of cardiac arrest. The defibrillators are placed outside the hubs, accessible to everyone, and registered with The Circuit, the UK's national defibrillator network.

Community Investment highlights

Over the last 12 months we've:

- **Helped people with debt or budgeting advice, through our myMoney service and our partnership with Citizens Advice. This includes managing £1.1 million debt (£443,000 debt written off and £215,000 debt repayment rescheduled). We've also helped secure £4.4 million cash back to you**
- **1,041 customers supported by our Mental Wellbeing Support Services**
- **Made 6,367 Better Days customer support interventions**
- **Saved customers an estimated £41,000 through our Energy Advice Service partnership with Citizens Advice. This is through reduced energy bills, advice on how to use heating and appliances more efficiently, and signposting to energy grants from energy suppliers.**



Youth bus helps tackle anti-social behaviour

In response to customer feedback about a lack of positive activities for young people and concerns over anti-social behaviour, we commissioned Guiding Young Minds (GYM) - a Rugby based organisation specialising in mentoring young people – to deliver a project to help young people develop a positive mindset in a safe space.

The first session was delivered by GYM from their mobile hub on the estate to build trust with customers and engage parents to provide Better Days support.

Since then, the project has been a huge success with more than 700 young people from the wider area attending and breaking down barriers between customers and the wider community. Kids now attend sessions in the community centre, where they have a warm place whilst having fun.

Supporting customers through the increased cost of living



New debt advice service

We launched a new service with Citizens Advice to provide customers with free money management and energy advice. CAMM assist with debt, budgeting, and claiming relevant grants and benefits, as well as offering impartial energy advice, such as switching providers and applying for the Warm Home Discount.

Available through our Better Days programme, the service can help you to manage your money and make informed decisions about now and plan for the future.



Extra support through winter


We delivered our 'winter wellbeing' campaign for the third year running, offering extra support during the cold winter months. In partnership with cooperative social enterprise, Ethstat Ethical, we made available 1,000 free support packs containing items such as blankets, hooded jumpers, and lanterns, along with information on accessing our Better Days programme, and guidance from Citizens Advice on saving energy and applying for the Warm Home Discount. £5,000 of toy vouchers and 50 food hampers were also donated to customers by our partners, Fortem.



Hey Girls

We now offer access to free period products at your local Orbit Community Hub, as part of our new Better Days partnership with social enterprise, Hey Girls. As well as free period products, we're also introducing new personal care packs for customers who may need help with essential toiletries such as toothbrushes, toothpaste, shower gel and shampoo. Drop by your local Community Hub to find out more.



For helpful advice on how to manage the increased cost of living and our Better Days myMoney support, visit our [MyMoney webpage](#)  for more information.

Extra help when it's needed

If you need a bit of extra support to help manage life's challenges, we're here to help. We can coach you on managing your money, caring for your wellbeing, improving your digital skills or help you towards employment, it's entirely up to you.

We can offer you friendly and relaxed coaching sessions on employment and money management to help you manage your tenancy with us. We call it myLearning and this year we introduced new digital skills sessions, helping you to improve your online skills, connect with others, and access services more independently on the internet.

[Find out more on our help and support webpage.](#) 

Did you know? Last year, we delivered 2,879 Tenancy Sustainment coaching sessions and 210 courses to over 1,150 customers.

Find out what myLearning has for you

Sometimes we need a positive change. You may want to learn something new for your own personal development or you may want to gain some skills to help you move forward in life. It's not always easy to know where to start, so we've created a number of short online sessions where you can learn work or life skills, such as building your confidence, raising your self-esteem and starting a new job. You can take as many of the sessions as you like - all of them are fun and relaxed.

Find out more on our myLearning page. 

“I recently had the opportunity to participate in a coaching session. I'm extremely impressed with the experience. From the outset, the sessions were well-structured, engaging, and tailored to address my specific needs and goals to give me them confidence to work and study,” said an Orbit customer who took part in one of our digital skills coaching sessions.

1,767 of you came to us for support with jobs or training and 216 customers moved into employment. Those who receive our support are on average £702.52 better off per month.



“You don't realise how much your help means to me; my landlord has given me more help than anyone else. This phone call alone has been of more help than all the people I've spoken to in weeks.”

An Orbit customer



Making a difference:

- **10,436 customers were referred into Tenancy Sustainment and we received a 98% customer satisfaction rate with the service**
- **99.4% of customers who needed additional help maintaining their tenancy and who engaged with the service successfully managed their tenancy. A total of 90% had an improved rent balance 12 months after support finished.**



In partnership with customers

Working together with you to shape our services is central to everything we do. We're passionate about working with you to ensure your voice is heard and that we drive meaningful change based on your feedback.

“Being able to give first hand insight into customer expectation in areas like Estate Services has bought about a noticeable improvement in ethos, standards and communication. Hearing about the next stages of the combined technology plan brings hope for even more improvements and accessibility, that we customers can help mould.”

- AnneMarie, Engaged Customer



Putting you at the heart of strategic decision making

To truly put customers at the heart of our strategic decision making, this year we appointed Maxwell Doku and Sayo Ogundayo as non-executive directors to our Group Board. Their passion for the housing sector, along with their lived experience as an Orbit customer and professional expertise, will help us to improve your customer experience and support the delivery of Everyday Excellence.

Customer engagement

Working with you is key to helping us shape and improve our services, but for this to be effective, it's important that you have a safe space to voice your opinions, thoughts, and feedback, and that we listen and act on these together. Our Customer Engagement activities play a large part in providing this, offering safe and supportive platforms for us to share plans and ideas and get your views. Some of the key initiatives our Engaged Customers have been involved in this year include:

- **Spotlight on Estate Services to identify key issues by reviewing performance and complaints feedback, alongside discussions with the Estate Services team**
- **Developing our phone system to improve your telephone experience when you call us**
- **Complaints improvements, including reviewing our procedures, letters, and online form, making it clearer and easier to use**
- **Continuing to review our customer communications, including service charge and annual rent review letters.**





Your Voice Awareness Week

We held our first 'Your Voice Awareness Week' to demonstrate all the ways you can get involved, share your feedback and connect with different teams across Orbit. We held sessions through Microsoft Teams and on Facebook, making it easy for everyone to join in, no matter where they live. We held sessions on estate services, planned maintenance, our repairs service and Everyday Excellence.

Interested? We have plenty of activities lined up where you can get involved, share your thoughts, and earn Love2shop vouchers. We can't wait for you to join us!

Join our Your Voice Facebook group! Take part in surveys, polls and other activities to earn reward points.

[Find out more here.](#) 



Our Customer Engagement Strategic Committee

All of our customer engagement work is overseen by our Customer Engagement Strategic Committee (CESC), which was created with Engaged Customers to help develop our Your Voice customer engagement programme. Acting as an invaluable critical friend, the Committee meets quarterly to review progress and ensure your voices are heard, represented and help us deliver meaningful change.

Some of the key areas they have been involved in this year include:

- **Recruitment interviews and assessments**
- **Pride and Better Days events**
- **Ensuring increased transparency on our Tenant Satisfaction Measures**
- **Attendance at our leadership away days and board meetings.**

How to get involved.

Interested in joining the fun? Search for our Your Voice Facebook Group for regular updates, visit orbitcustomerhub.org.uk/shareyourviews or email us at customer.engagement@orbit.org.uk to let us know you'd like to participate.

Last year, 38% more of you got involved by sharing your views and experiences. This helps us shape our services for all customers, and we're proud that you rated these activities as nine out of 10.

Customer engagement highlights



Net Promoter Score: **77***



Number of service improvements: **66**



Number of customer engagement activities: **135**



Number of customers we engage with: **686**

*A 'Net Promoter Score' calculates customer satisfaction. Anything above 70 is considered good and indicates that the people giving us that score would recommend our services to others.

Supporting diversity

Alongside our Customer Engagement Strategy and Customer Engagement Strategic Committee, we've a growing number of customer diversity groups, including LGBTQ+, disability and future voices, to ensure the customer voice is central to all our decisions and actions, and that our services are equally accessible for all.

This year, our groups played a key role in the continued development of the 'Reasonable Adjustment and Additional Assistance' procedure. Your suggestions included recognising the role of young carers, considering hidden disabilities, ensuring appropriate support for those with both short and long-term disabilities - along with clear processes for updating this information, and improving access to information.



We're proud to be awarded the LGBTQ+ Housing Pledge Pioneer status in recognition of our dedication to creating safe and welcoming environments for our LGBTQ+ customers. Awarded by HouseProud and delivered by Stonewall Housing, the LGBTQ+ Housing Pledge scheme provides us with a framework to demonstrate our commitment to supporting LGBTQ+ individuals in their communities.



Improving your customer experience

Making improvements to how you contact us

We want to make sure every interaction you have with us is easy, so we're making a number of changes to how you contact us.



- You want a quicker and easier online experience, so we're working on a new customer portal which will replace myAccount. This will be simpler and easier to use from day one, but we'll be adding new features over time so you can do more online should you wish.
- If you'd rather contact us by phone, we want to make it easier for you to get through to the right person first time. We're simplifying the menu of options you hear when you call us and making a lot of other changes to give you a better overall experience.
- We're upskilling our teams so they can resolve more of your queries first time without the need to transfer your call to someone else. We've set ourselves the target that 80% of all your queries will be handled at first point of contact – whether on the phone, online or face-to-face. It will take time to achieve this, but we're already seeing improvements and I hope you are too.
- And we're reshaping our teams to create new Neighbourhood Managers. This will be a named contact for you in your neighbourhood who you can speak to face-to-face if you need help with property or tenancy-related queries.
- Orbot, our new digital chatbot launched in December. Named by customers, Orbot is available 24/7 and offers information and guidance on a range of topics. It also allows for a seamless handover to a live chat advisor with full chat history, and includes a 'thumbs up' and 'thumbs down' feature so you can give instant feedback and help us keep improving.





As a result of these improvements, contact volumes are down over 20% and answer rates in our Customer Care Centre are 19% higher for the same period in 2023-24.

Our Customer Care Centre:

- **Managed 233,232 customer phone calls (90,078 through our callback service)**
- **Responded to 70,712 emails.**

In Orbit Life,  our customer magazine, we feature a different customer guest editor in each edition. They review the magazine to make sure that it includes the topics that matter to you and clearly show you where to find help or additional information. On our customer hub website  and on social media, we use opportunities like Debt Awareness Week to make you aware of our free Better Days support such as our myMoney advice service.

For all the latest updates, follow us on @Orbithousing on Facebook. 

You can also get the latest news by visiting the news page  on our customer hub website.

Improving your digital experience

More of you are using our digital services to access the information you need quickly and at a time that suits you:

- Over 31,000 of you now use myAccount, our online customer service area, to manage your account with us
- To help get important information to you more quickly, we've sent a total of 335,000 SMS text messages in the last year.

Do you use myAccount?

With myAccount, it's all online, so anytime and anywhere, you can view your rent balance and transaction history, raise a repair, set up a Direct Debit and even make a payment. [Find out more here.](#)



Customer Resolutions

Over the past 12 months, we've put a sharp focus on improving our complaints handling. We recognised that an increase in the volume and complexity of complaints meant that we weren't always meeting your expectations and responding in a timely enough way.



At the beginning of the year, we had backlog of unresolved complaints which was impacting our ability to provide customer resolutions as quickly as we should have been. In response, we made several changes:

- **We've improved the quality of information on our customer hub website and myAccount to help resolve your complaint the first time you contact us**
- **Launched our 'Great Complaints Recovery' – an intensive six-week programme, which saw 30 colleagues from across the organisation work together to support the Customer Resolutions team to close outstanding complaints. This enabled us to reduce open stage one complaints by 80%, help restore your confidence in our service and put us in a stronger position from which to build longer-term improvements**
- **Developed and introduced a new quality assurance framework focusing on improving the overall quality of our communications and ensuring consistency in how complaints are handled**
- **Introduced new 'Partner Insight' packs to improve our relationships with suppliers, so that together we can better deliver speedy resolutions and learn from when we haven't met your expectations**
- **Monitor resolutions more closely and proactively keep you informed on progress**
- **Improved the availability and quality of our information to support better decision making**
- **Completed an independent end-to-end review of how we handle complaints to inform the long-term change needed to deliver on our ambitions.**

As a result, our complaint handling performance has improved. We’ve strengthened how we manage service requests and support you earlier in your journey. Resolution times are improving, but we’re continuing to learn and we recognise that we still have more to do. It will take time for improvements to be reflected in our Tenant Satisfaction Measures, which are not where we’d like them to be, however we’ve been using real time feedback as an early indicator to ensure customers are experiencing the benefit of the changes already made.

Feedback has shown:

- **20% improvement in customer satisfaction, increasing from 38% in 2023-24 to 58% last year**
- **80% reduction in stage one open complaints between May and November 2024**

Number of complaints

	2022-23	2023-24	2024-25
Stage one formal complaints	3,789	3,969	3,514
Stage two formal complaints	538	542	931



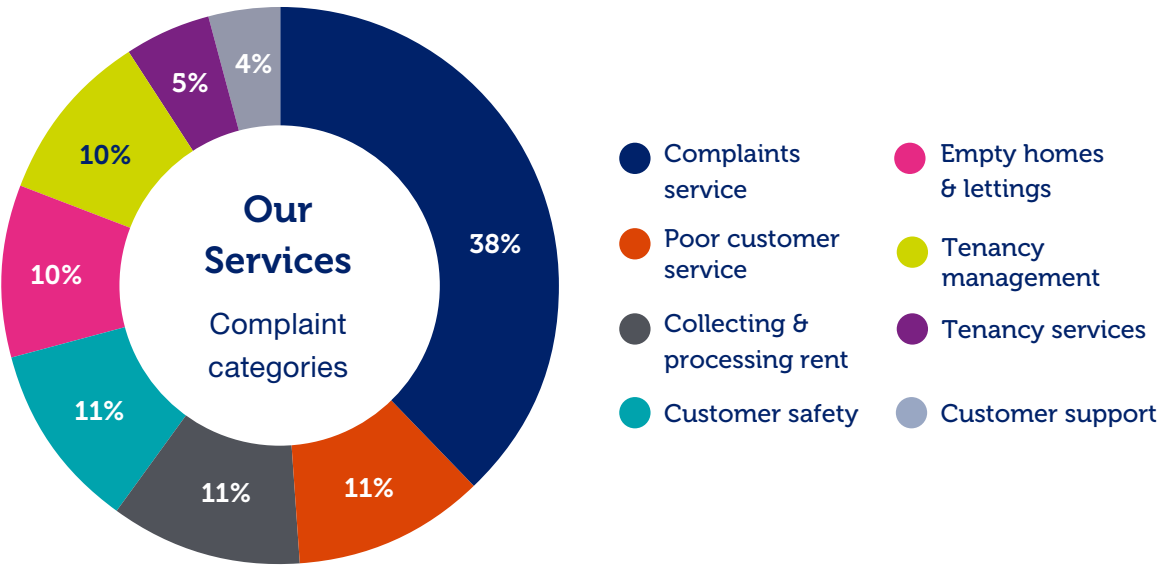
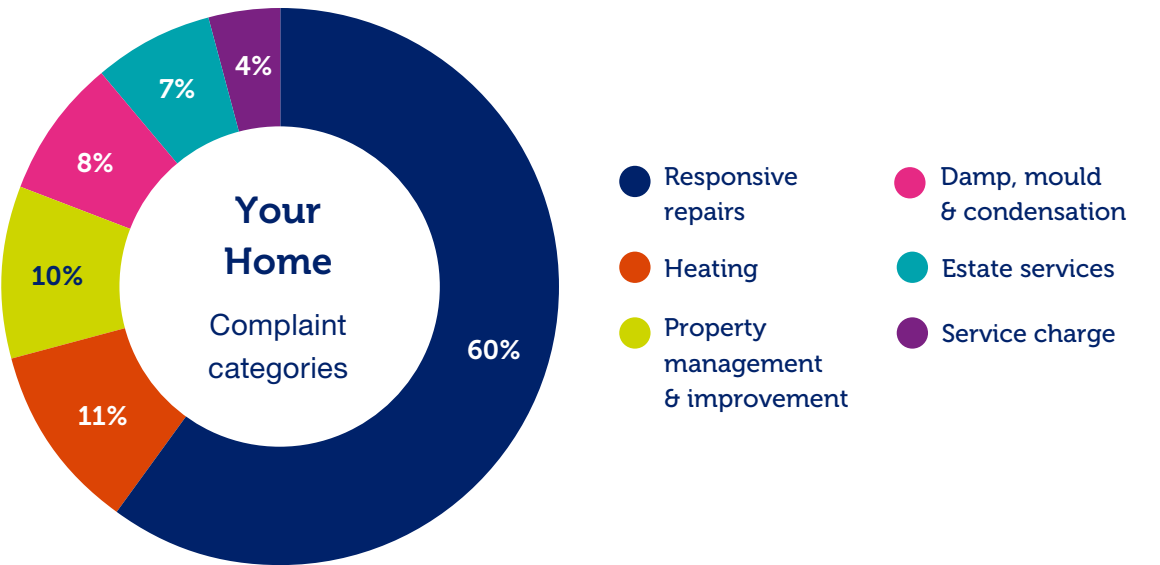
Reasons you reported complaints

Last year, the majority of your complaints related to how we manage your home, with repairs accounting for almost half of all stage one complaints. Home ownership, damp mould and condensation, and heating and gas servicing were also among the most common issues raised.

Last year, around 15% of complaints related to areas beyond the home - such as customer service, communication and how we handle complaints, and anti-social behaviour. This year, that figure has reduced slightly to 13%, but these issues still remain a key focus for us.

These complaints often reflect how services are delivered - including delays in communication, unclear processes, or how tenancy support is managed. That's why we've made changes to improve how you can contact us, how we keep you informed, and how we follow through on our commitments.

We'll continue to focus on these areas as we shape services around what matters most to you.





To learn more about how we’ve managed complaints in the last year, you can read our [Annual Complaints Performance and Service Improvement report](#).👉

Housing Ombudsman update

We believe everyone has the right to a good quality home. That is why when we get something wrong, we work hard to put it right and learn from it. We remain fully committed to continuing our long-term journey to improve our services.

Over the course of the year, we received nine severe maladministrations from the Housing Ombudsman Service. These related to seven cases and we have fully accepted the findings of the Housing Ombudsman, apologised to all customers affected in these cases and addressed all orders issued.

Due to the time required for the Housing Ombudsman to conduct full investigations for cases from previous years, it is difficult to assess our performance against its expectations in real time. However, through our focus on complaint handling, we are starting to see improvements in activity with the Housing Ombudsman. Findings where we had already taken steps to put things right were up by 13% and the number of cases with no maladministration also increased by 3%. Our maladministration rate decreased by 11%.

We also received no Complaint Handling Failure Orders in 2024-25, a further reflection on the progress in how we respond to complaints, follow up on promised actions, and make sure you feel heard and supported.

	2022-23	2023-24	2024-25
Investigations	34	69	101
Maladministrations	11	24	90
Severe maladministrations	1	16	9

Your Home

You've told us that your home is the most important part of your relationship with us. We work hard to build, maintain and modernise your home so you have a place you're proud to live in. However, customer satisfaction scores tell us that we need to do more to improve your experience when you deal with us. We're committed to doing just that.



Helping you manage your rent

Highlights

- If you're a new customer, we want to help you settle into your new home. We make welcome calls to all new customers to understand your needs and offer extra support and advice if its needed. We'll also discuss different ways you can pay your rent for more control and flexibility
- If you fall behind on your rent, we'll help arrange a payment plan or provide additional support before sending out a rent arrears letter. We're here to work with you, so please contact us if you need extra help
- Our Income team works closely with our Community Coaches to make sure any customers who are in rent arrears and have a coach have the opportunity to work with their coach to help resolve any benefit claims and offer budgeting advice
- Our Income team works closely with our Customer Care team to resolve complex rent enquiries more quickly
- To prevent delays with Universal Credit payments, we sent out text message reminders to customers about reporting rent review changes to the Department for Work and Pensions.



Your service charges

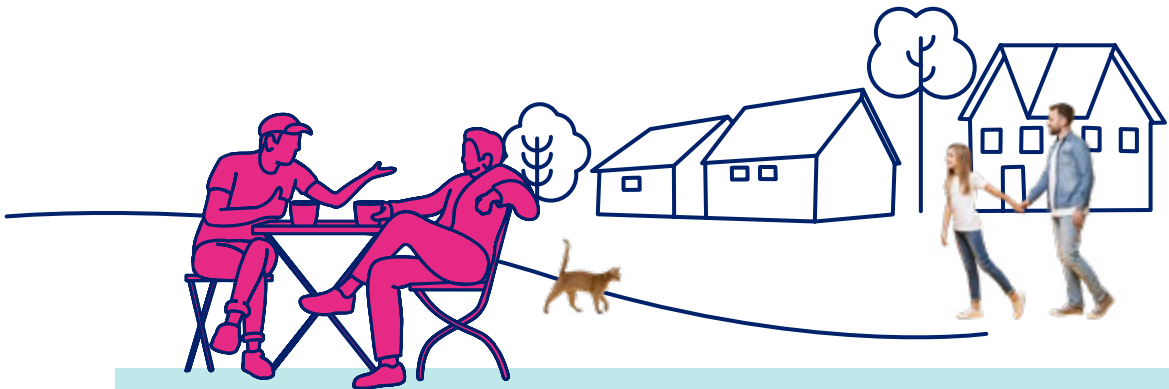
If your home has the use of a communal area or where we deliver additional services to the building or your community, you'll be paying a service charge, and we know how important it is to get these charges right.

We want to give customers the opportunity to review their budgets and year-end statements earlier and have identified a number of improvements that we'll be making this year through a dedicated Service Charge project.

In Q1, we saw an increase in service charge queries from customers. This was mainly due to higher costs from the increased cost of living and feedback from customers during our new estate contracts consultation.

Number of service charge customer enquiries

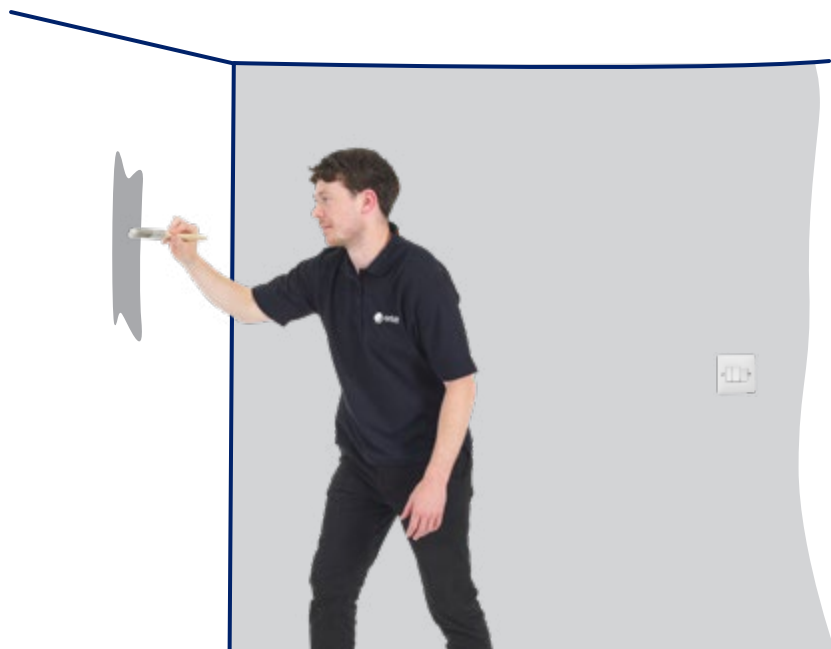
Period	2022-23	2023-24	2024-25	Volume	Percent
Q1	1,093	997	1,747	+750	+75.23%
Q2	807	983	1,341	+358	+36.42%
Q3	1,149	1,084	1,275	+191	+17.62%
Q4	1,584	2,302	1,769	-533	-23.15%
Total	4,633	5,366	6,132	+766	+14.28%



For additional information about service charges, please visit our [customer hub website](#). You can also view the service charges costs on your account and make payments online by logging in to [myAccount](#). If you have any further questions, please email us directly at servicechargeteam@orbit.org.uk.

Improving our homes when they're re-let

We've continued to work hard on reducing the number of empty homes so making sure we relet them as quickly as we can. Although we've made improvements to our systems and processes, the number of vacant homes has increased from 348 to 393, however plans are in place to reduce that this year.



Highlights



Average re-let time for general needs properties: **58.22 days** (key to key)



Average number of days to approve a mutual exchange: **29.35 days**



Number of mutual exchanges completed: **355**



Total number of homes let during the year: **2,056**


Home improvements

In 2024-25, we invested £149 million in your homes. This includes repairs and our home improvement programme.

We have seen an increase in customer satisfaction with repairs as measured through real time feedback, with a customer satisfaction score of 3.54 at the end of 2024/25 for responsive repairs.

We remain focused on continuing to improve our services for our customers and hope to start to see our real time feedback flow through to our Tenant Satisfaction Measures.

This year, we spoke directly with customers at Walsgrave Gardens in Coventry to improve the public spaces on the estate. We held three consultation events to share initial design options. Customers were then invited to join a customer panel to make sure the design and implementation of any future improvements continued to be led by customers and their community, and we're looking forward to continuing to work with the panel to deliver estate improvements.

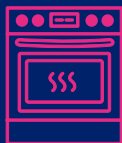


Our overall home improvements average customer satisfaction score has improved from 4.22 in 2023-24 to 4.31 (against a target of 4.25).

Real time feedback customer satisfaction score for Property Improvements



Last year we completed:



673

New kitchens



761

New bathrooms



968

New domestic boilers



179

New storage
heaters



150

Loft and cavity wall
insulation works



2,061

External
decoration



1,828

New windows
and doors (including
communal doors)






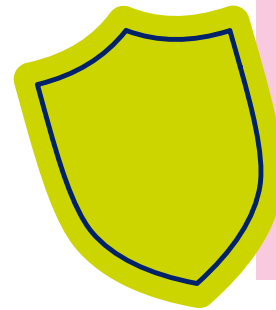
367

Roofing
improvements

Caring for your community

We've continued to work with our Property Operations Customer Group to improve our services and how we communicate with you. Following their feedback we have:

- **Improved myAccount,**  so that you can upload photos relating to your query
- **Provided better explanations of our services and what standards you can expect with regards to your estate on our new communal area maintenance webpage** 
- **Introduced maps of the areas we manage within the estate on our noticeboards**
- **Provided more information on our customer website regarding Home Condition Surveys.** 



Press for Action

In addition to regular property safety checks, our 'Press for Action' helps us further identify any additional health and safety concerns on your estates and in your homes. If any colleague or contractor partner spots something that doesn't look right, they can click 'Press for Action' on our Health and Safety app or our intranet to report it. In 2024-25, 156 issues were reported, 149 of which have been completed.

Making improvements you want to see

Your feedback on how we look after your home and community allows us to make the changes that are most important to you. We continued to work closely with Engaged Customers to review our repairs service, estate services, service charges and the way we manage homes overall.

70.6% of customers surveyed as part of the Tenant Satisfaction Measures felt their home is well-maintained and 56.9% are satisfied the communal areas are clean and well maintained.



Improving your Estate Services

We're committed to maintaining our neighbourhoods and communal spaces so they are safe places for you and your family to enjoy. We also aim to deliver the best possible service for the best possible price. Last year and with the help of Engaged Customers, we agreed new contracts for communal cleaning and window cleaning services in all regions, as well as our grounds maintenance service in the East and South.

To help make sure the agreed standards are being delivered, we're working closely with our contractor partners and completing extra estate inspections. We're also closely monitoring the service delivered by our own in-house team to ensure the same standards are being met.



To help improve the maintenance of your estate, we've developed a team that specialises in managing trees. They'll be mapping all communal trees on your estates by March 2026, so that we can provide better care for trees and improve our services for you. We've updated the information about trees on our [customer website](#) and created a [new tree enquiry form](#) you can use to report any tree questions or issues you may have.

Keeping you, your home and community safe

As part of the **Tenant Satisfaction Measures**, we've completed 100% of all required gas safety checks, fire risk assessments, asbestos surveys, Legionella risk assessments and passenger lift safety checks.

Keeping you safe in your home is our number one priority and we have a team of experts and specialist partners dedicated to this important mission. For the seventh consecutive year, we've been awarded a RoSPA Gold Medal Award for excellence in health and safety. We're also the only affordable housing provider in the country to achieve 'BS 99997 fire safety accreditation', which means we meet all British Standards in fire risk management.

Safety work completed

	2022-23	2023-24	2024-25
Risk assessments carried out	4,876	4,387	5,803
Number of services carried out on life safety equipment such as fire alarms, warden call systems and lifts	38,487	43,057	39,673



For more information about safety in your home, please visit our [customer hub website](#).

Property repairs improvement programme

We know repairs are important and we know we don't always get it right. We've listened to your feedback and you may notice some differences when you next raise a repair with us, including:



- A quicker, easier system booking system
- Better diagnosis of repairs when they're reported, so we understand what's happening from the start and send the right person to fix it, first time
- Training our people to give them more specialist, technical knowledge, so they can provide the solution to complex issues
- Working more closely with our contractor partners to make sure repairs are done to the right standard
- Carrying out inspections after major repairs to make sure the issue is fully resolved.



Your Tenant Satisfaction Measure 
score for repairs customer satisfaction is 64.3%.

Click and check

We're here to help you keep your home in good condition, however there are some repairs that you have responsibility for. These will differ depending on the type of repair needed and the type of tenancy you have. We understand knowing who's responsible for what can be confusing, so we've created a simple repairs tool with clear room layouts and easy to identify symbols.

- If a repair is your responsibility, you can find lots of easy-to-follow 'Fix It' videos  covering some of the most common repairs, showing you how to get the job done
- If a repair is our responsibility, the tool will ask you to raise a repair through [myAccount](#). 

Visit [Repairs Responsibilities](#)  to get started.

Roz Hosiene, an Engaged Customer who attended the customer engagement sessions where the tool was discussed, said:

“It's important that customers have a clear understanding of the repairs service. This includes who has responsibility for what and the timescales different repairs could take to be completed. It needs to be accessible by everyone and consideration is taken into any individual's circumstances. Being able to access this information on the customer website will help customers to understand how it works and what they can expect when raising a repair.”

New repairs partners

At the beginning of 2025 we launched a survey to get your feedback on our repairs and planned maintenance services. This was an important part of the process that we're going through to acquire new contractor partners to deliver these services from 2027. We had a fantastic response to the survey - thank you to all those who took the time to complete it.

We're now reviewing the findings and will share these with you. A formal consultation will get underway later in the year and we'll provide more information soon.



Damp, mould and condensation update

We’ve continued to look at how we can further improve our response to damp, mould and condensation (DMC), managing and reporting it as one of our health and safety risks alongside gas, electrical, lift, asbestos, fire, and water safety. We’ve built on the changes we implemented last year to further protect and improve your health and ensure we fully comply with Awaab’s Law, including:

- **Delivering training so colleagues can more easily identify and manage cases of mould, damp or condensation**
- **Better updating you along the journey of repairing your home**

Our surveying team completed 4,688 inspections in 2024-25. We’ve seen a 51% decrease in the number of reported cases and we remain committed to ensuring any reports are addressed as quickly and effectively as possible.



A small amount of condensation is quite normal, however, excess condensation can lead to mould growth over time. You can find more information to help you understand why condensation occurs and how to prevent mould growth in your home on our [Damp and Mould Information page](#).

Repairs and gas safety checks

	2022-23	2023-24	2024-25
Total number of repairs completed	137,780	147,372	147,434
Gas safety checks completed	33,313 (100%)	33,204 (100%)	32,014 (100%)
First time access to homes to complete gas safety checks	81.13%	87%	87.49%

Ensuring your home is warm, safe and affordable

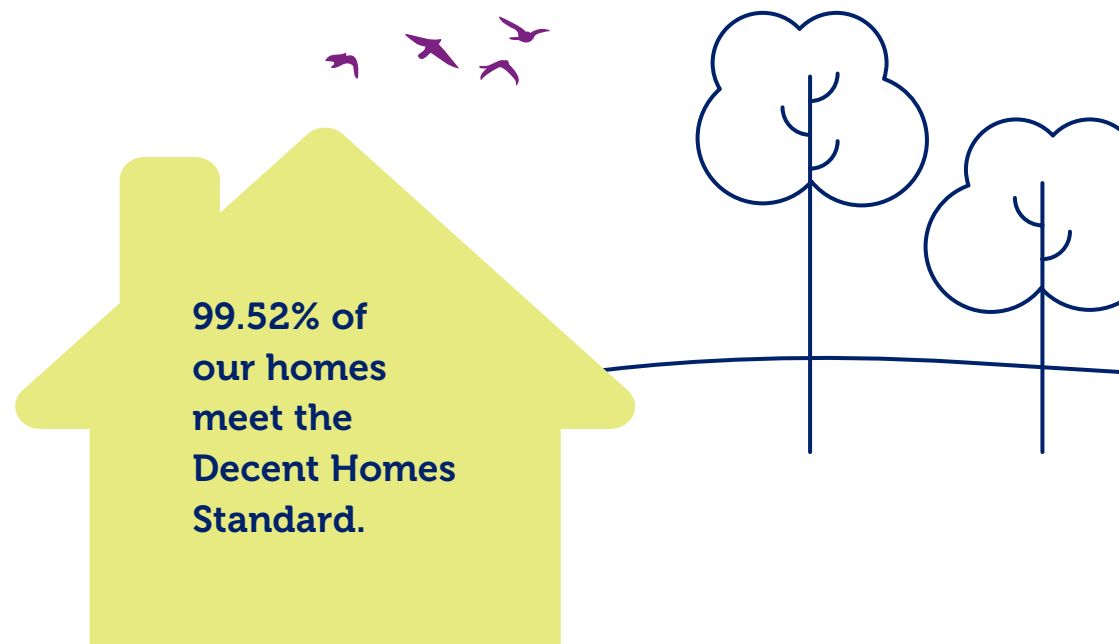
Making sure your home is efficient and comfortable for you and your family is important to us. We have continued to invest in energy-efficiency improvements across our customers' homes, ensuring they are warm, safe and affordable whilst also supporting the transition to net zero carbon.

We are really proud about the work we have undertaken in this area. This has included:

- **Being awarded £7 million of funding this last year to support our energy efficiency work**
- **Retrofitting 314 homes this year, with a further c.600 homes planned across the Midlands and London Borough of Bexley**
- **Working with the environment team to secure £60,000 worth of funding from the government for heat networks.**

An energy performance certificate is a document produced through a survey to demonstrate the efficiency of your home. The survey entails a qualified domestic energy assessor attending your home and looking at key areas such as the heating system, loft insulation and windows. This information will then be used to produce an energy performance certificate, also known as an EPC.

Orbit is committed to ensuring we have the best data possible for our properties as this helps us build the best strategies for our customers. Over the next few years we will be instructing EPC surveys across our homes where we require. If we need to complete an EPC on your home we will be in touch to arrange an appointment.



**99.52% of
our homes
meet the
Decent Homes
Standard.**

Orbit is within the top quartile for EPC C percentage within the social housing sector and places well against its peers.

At the end of March 2025, 87.84% of our homes were EPC C and above. But we don't plan to stop there.


Our goal for 2025-26 is 89.5%, supporting our overarching target of 100% EPC by 2030.



What our customers say

“Thank you to you and your team for the work carried out on our home. Great communication from the start regarding what was being done and why, and the difference it should make to our energy usage. Shocked at the results; on average last winter the old system was costing between £50 to £60 per week for heating and other electrical usage. Having monitored the new system for one month on the same smart meter it is showing a cost of between £30 to £35 per week. That’s a great saving per year on utility bills. The other thing I’ve noticed is the house is never cold as this system keeps the house at a very comfortable temperature throughout the day and night.”

Orbit customer.

Find out more about how we are working to improve the energy efficiency of your homes [here](#). 

Highlights for the year include



258 retrofit assessments completed to ensure the right energy efficiency measures are installed



179 solar photo voltaic systems commissioned



66 air source heat pumps installed



120 new roofs installed



New windows fitted in **145** as part of the retrofit program homes



Ventilation systems fitted in **198** homes.

Your Community




Supporting you and your community

We're here to help care for you and your community by investigating suspected issues of tenancy fraud, reports of anti-social behaviour (ASB), hate incidents and domestic abuse.

In 2024/2025, we have:

- **Completed 98% of new customer visits within 12 weeks**
- **Recovered 41 abandoned homes and seven homes where tenancy fraud was an issue**
- **Supported 143 customers with hoarding concerns**
- **Have piloted the 'Noise App' to help customers report noise nuisance and are exploring options for further roll out**
- **Investigated 560 reports on the condition of homes and gardens**
- **Achieved 74% satisfaction for our handling of ASB**

57.4% of you surveyed as part of the Tenant Satisfaction Measures,  are satisfied with our approach to anti-social behaviour and 62.7% say that we make a positive contribution to your neighbourhood.

We dealt with several safeguarding cases this year and the outcomes were:

- **1,159 referrals for support**
- **1,142 occasions where support and advice was offered**
- **77 formal alerts raised to Local Authorities**
- **38 referrals for mental health support**
- **35 care needs assessments**

100% of cases were opened within 24 hours of a concern being raised, making sure we responded quickly, and the right support was provided to customers at the right time. When it comes to resolution, 100% of cases were closed within an average of five days.



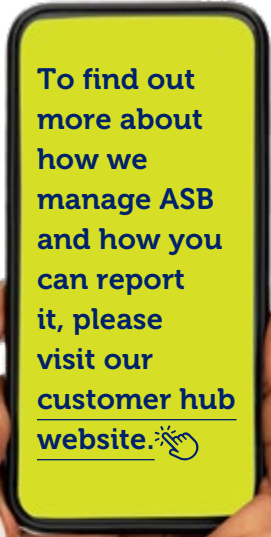
Safeguarding those who need it

We're proud to have received a Leaders in Safeguarding Award for the third year, demonstrating our ongoing commitment to keeping you safe.

We continue to run a long-established colleague safeguarding forum with Designated Safeguarding Leads (DSLs) from across the business, and to work with Domestic Abuse Housing Alliance (DAHA) to ensure we're delivering safe and effective responses to domestic abuse.

This year we recruited 13 colleagues from across our customer facing teams to become Domestic Abuse Champions and investigate how we can better support those who have experienced or are experiencing domestic abuse or violence. This means we can provide more tailored support with these types of issues.

1,302 customers reported that we had a positive impact on their neighbourhood following our support in reducing anti-social behaviour, crime or vandalism.



Highlights

	2022-23	2023-24	2024-25
Domestic abuse cases supported	280	611	624
Anti-Social Behaviour satisfaction	77%	82%	74%
Anti-Social Behaviour cases resolved	1,664	1,455	1,252
Safeguarding concerns managed	3,800	4,619	4,966
Supported customers (next of kin) after the death of a customer	480	467	499

If you feel you might be at risk, find out about how we can help [here](#).



Supporting you to remain independent in your home

We want to make sure your home stays safe and comfortable as you get older, whether you're in one of our rented homes or in our Later Living or Supported Housing schemes. To help us do this, we've created a new Later Living strategy, which will see us investing in our schemes. We completed two renovations this year - at Melville House in Stratford-upon-Avon, and Bushey Court in Erith - and work is underway to renovate a further eight schemes in 2025-26.

Melville House and Bushey Court

Working with residents and professional interior designers from Orbit Homes, we renovated Melville House in Stratford-upon-Avon, and Bushey Court in Erith. Work included redecorating and recarpeting throughout, replacing the communal kitchen and bathrooms, installing a new front entrance and windows, and providing new furniture, soft furnishings and bespoke artwork.

Communal lighting was also replaced with LEDs, which are more energy and cost efficient, and a new digital warden call system was introduced, which allows residents to contact our team and neighbours, as well as giving them access to a video door entry system.

At Bushey Court we also converted twelve former bedsits, originally part of an adjoining day centre, into eight apartments to provide more suitable affordable housing for older people in the area.



Ageing Well

Providing safe, suitable and affordable homes is just part of the picture when it comes to helping people to lead healthy and fulfilling lives as we age. It's important that we put the same amount of attention, time and investment into wellbeing support as the physical environment if we are to support older people in living independently for longer.

This year, we undertook a six-month pilot in several schemes where our Better Days team, alongside local partnering agencies, held face-to-face wellbeing sessions with customers. These covered issues such as welfare benefits and managing energy costs, NHS health checks and falls prevention guidance. In addition to residents living at the schemes, we opened the events to older residents in the surrounding area to maximise the benefit for a larger audience and give people the opportunity to make new friends.

We are reviewing the outcomes of the pilot alongside the recently published evidence from the Older Persons Housing Taskforce project to support future decision making in terms of our overall wellbeing offer for our older customers, not just within the schemes but in the local communities too.

245 customers attended social and hobby groups in our Later Living schemes.



Events for all ages!

We've held several intergenerational events within our Extra Care schemes to open up the schemes to the wider community, helping to build strong relationships with local primary schools and mother and baby groups. Children now attend a number of schemes on a regular basis with a particular focus on arts and crafts, history modules from the school curriculum, and environmental projects as well as celebrating religious events such as Christmas and Easter. Feedback has been extremely positive from all involved, so we're looking to expand on this in the coming year.

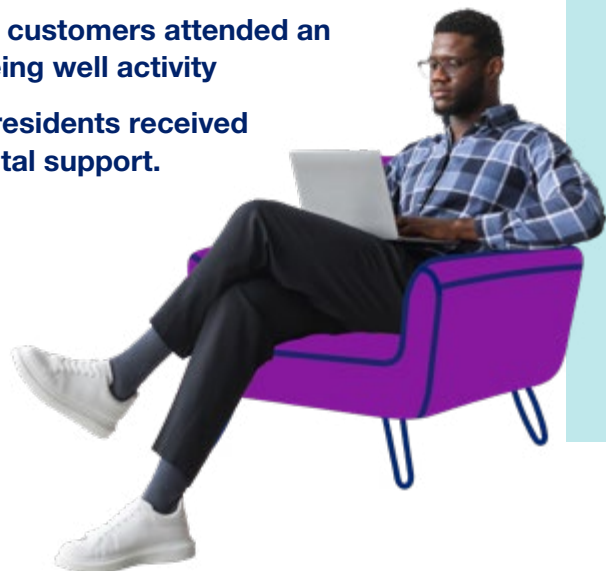


Getting online

Our 20 Digital Champions provide digital support to customers across our Later Living schemes, helping to play an important part in supporting people to live independently.

As a result of the support from the Digital Champions, we have customers who can now independently manage their finances through online banking, no longer rely on others for support with online shopping, and customers who've been able to use their new digital skills to make connections with family members across the world.

- **348 customers attended an ageing well activity**
- **82 residents received digital support.**



Supported Housing

We provide just under 700 Supported Housing homes for people who benefit from learning or improving their skills to live as independently as possible. This includes people in need of a domestic violence refuge, those who have been homeless, and homes for people with learning and physical disabilities.

We assist with tenancy and property-related matters, with partner organisations such as Mind, Mencap, Action for Children, The Salvation Army and Humankind providing onsite care and support. They help with health needs, daily living skills, community access, everyday budgeting, and home management.



Scout visit brings festive cheer

Stratford-on-Avon MP, Manuela Perteghella, joined customers at Briar Croft Later Living scheme in Stratford-upon-Avon for a festive celebration with Christmas carols performed by the 1st Stratford Scouts. The Scouts brought holiday cheer with their performance, gifting handmade decorations to each resident. In return, the residents donated to support the Scouts' appeal for a new hut, following a recent afternoon tea and tombola fundraiser.

Our planet

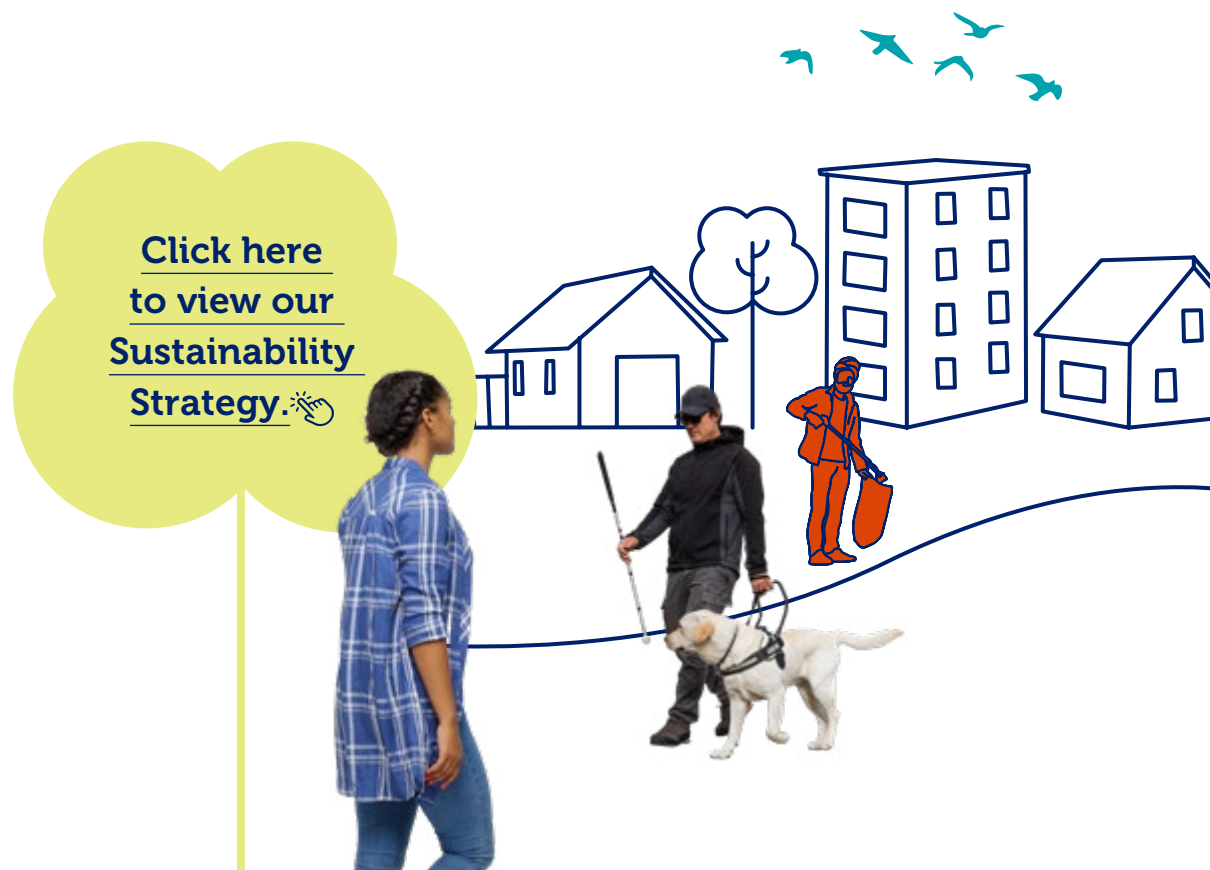


Achieving net zero carbon

Not only do we want to make a positive difference to you and the community you live in, we also want to be kind to our planet. Last year, we launched a new Sustainability Strategy that outlines our ongoing plans to improve the energy affordability of our homes, so they're more affordable for you both now and in the future. The strategy also provides more information about our net zero carbon journey and plans for delivering our 30by30 biodiversity target. We're proud of the progress we've made so far, however we understand there's still much more to do to help us all achieve net zero carbon.

Since we started in 2021, we've reduced our carbon footprint by 36%. Last year, we reported a reduction of 40%, so it has increased. This was due to a cooler winter, as well as some of the challenges we've faced with an ageing heat network and the building management systems we use to control them. We've already taken significant steps to address this and improve our overall carbon footprint this year.

**[Click here
to view our
Sustainability
Strategy.](#)** 



Our Sustainability Strategy consists of four themes, that set out our key objectives:



Our Customers

- Work with you to shape our services and involve you in the decisions that affect your home and community
- Support you to maintain your tenancy and fulfil your potential
- Invest into your communities to deliver social value (the financial and non-financial benefits we bring to people, communities and our planet).



Quality Homes and Places

- Provide high quality, affordable homes
- Invest in making homes more energy efficient
- Provide safe, healthy places to live
- Create sustainable living environments.



Our Planet

- Drive positive change
- Become net zero carbon
- Improve outdoor spaces and promote biodiversity
- Achieve zero waste in our business activities.




Our People

- Develop the skills we need with you in mind
- Provide high quality and safe spaces for everyone
- Create spaces where everyone, regardless of their background, feels valued, respected and has equal opportunities
- Help create inspiring leaders and improve colleagues' career satisfaction.

Our planet

We're aware of the reality of climate change and the impact it's having across the world. That's why we're playing our part to help secure a sustainable, greener future for us all. We created a roadmap we call Orbit Earth, and it has three objectives:

- **Become net zero carbon**
- **Improve outdoor spaces and the quality of natural resources including biodiversity, land, water and air**
- **Manage our resources, materials and products responsibly.**

We've got helpful tips on how to reduce how much energy you use. Visit our [cost of living webpage](#)  to find out more.

We are committed to becoming carbon neutral in our operations by 2030 and are following a science-based approach to reduce our direct and indirect greenhouse gas emissions by 50% by the end of the decade.

This year we're:

- **Seeking a new energy broker who can help us get the best value for gas and electricity in communal spaces**
- **Appointing a new commercial heat contractor to achieve 25% energy savings over the contract term**
- **Securing £60,000 of Heat Network Efficiency Scheme (HNES) funding for studies at three Later Living schemes, where we've got a great opportunity to make improvements that will save energy for customers on heating**
- **Using 171,560 litres of HVO (Hydrotreated Vegetable Oil) fuel by Orbit Homes to power plant and machinery in place of white diesel. This avoids 424.99 tonnes of CO2 emissions.**



30by30

To provide you with access to better outdoor green spaces and support our commitment to ensure that 30% of our outdoor spaces support nature's recovery by 2030 in line with the Wildlife Trusts' '30 x 30' campaign, we've continued our planting events.

Over the past year, we worked with 110 customers, colleagues and partners to plant trees, hedgerows and wildflowers on our estates through volunteering. Together, we planted five UK native trees, 5,725 UK native hedge plants, 8,735m² wildflower meadow areas, 500 wildflower plugs and 7,500 bulbs.





If you found the information in this report helpful and would like to share your experience with us, we'd love to hear from you. To find out how, please visit our [How to share your views webpage](#).👉