

Onward

EVERY VOICE MATTERS.

Customer Voice and Influence Strategy.

A new approach shaped by our
customers and colleagues.

JUNE 2026

If you need any help understanding this document, please give us a call on **0300 555 0600**, send us a message on WhatsApp to **07418 344 603**, or send an email to **customerservices@onward.co.uk**. You can also access a range of accessibility and translation tools on our website (**onward.co.uk/accessibility**).



Purpose.

At Onward, providing a good home is the foundation of everything we do. But a good home is about more than bricks and mortar, it's about feeling safe, being listened to, treated with respect, and knowing your voice actually changes things.

This strategy is our commitment to getting that right. It sits at the centre of our Corporate Plan, The Onward Difference, and our ambition to be a landlord that genuinely listens, responds, and helps people and communities to thrive.

We want every customer, wherever you live, whether this is renting, leasing or part owning your home, to be able to speak up, be heard, and see how what you say makes a real difference.

**We listen with care, learn with
“ curiosity and act with purpose ”
so your voice influences real
change.**

Shaped by you.

How we developed this strategy.

We didn't sit in a room and write this new strategy on our own. We went out and listened, properly.

More than 1,500 customers told us what was working, what wasn't, and what would make the biggest difference. Colleagues from teams right across Onward also joined workshops and spoke honestly about the things that work well and where we can do better. We heard from customers who are members of our forums and worked alongside them to explore the findings of an external review carried out by the Tenant Participation Advisory Service (TPAS).

The message came through loud and clear: you want to feel listened to. You want us to learn from what you tell us, and to act on it. You also want us to be clear on what changed because of your feedback, or be honest about what didn't and why.

We also heard plenty of good stuff, and that matters just as much. You told us about colleagues who go the extra mile, times when things got sorted quickly, and moments when you genuinely felt heard. We're building on those foundations through our new strategy.

This strategy is for every Onward customer. It's about doing more of what works, cutting out what gets in the way, and making sure every voice, from every background, every community, and every corner of the places we work, helps to shape what we do next.

Our promises.

Four straightforward promises. No jargon or small print, just what we're going to do and why it matters.



1. LISTENING.

Making it easy for everyone to be heard.

Listening well means knowing who you are, what matters to you, and how you want to talk to us. It also means being easy to reach and most importantly, making sure everyone feels welcome to speak up.

You told us you want:

- Quick, simple ways to get in touch, such as online, over the phone, in person, or seeing us out in your neighbourhoods more frequently
- To feel understood as an individual, including your situation, who you are and what matters most to you
- A wider mix of voices to be heard, not just the same groups every time
- To feel respected, valued and included in every interaction with us

What we'll do:

- Make it easy to share feedback in whatever way suits you most
- Use modern digital tools so sharing your feedback is quick and straightforward
- Build a much clearer picture of who you are, what you need and how you feel
- Actively contact the people we don't hear from enough, so more voices shape what we do

2. LEARNING.

Joining everything up so we truly understand what you're telling us.

Listening only counts if we do something with what you tell us. In the past, your feedback wasn't always joined up and sat with different teams. We want to change that, so what you tell us is properly heard, recorded and used to make a difference.

You told us you want:

- Your feedback to be taken seriously, and not feel like it goes nowhere
- Us to join things up, so insight isn't scattered and hard to find
- To help us make sense of what the feedback is telling us and what to focus on
- Surveys that are shorter, simpler and actually worth filling in

What we'll do:

- Bring all feedback together in one shared place, so nothing gets missed or forgotten
- Help teams understand what matters most to you and take action
- Look beyond facts and figures to understand how you are actually feeling
- Involve you in reviewing what the feedback tells us, and work together to decide what to do next

3. ACTING.

Turning what we hear into real, visible change.

You were clear on this one: listening is a start, but it's not enough. What builds trust is actually doing something with your feedback. Not ticking a box and acknowledging what you tell us but using your insight to make real changes.

You told us you want:

- To see real change when you raise something, not just a thank you and nothing more
- To feel safe in your home, and confident that we listen to and act on safety concerns
- Clear responsibility, so you know who's dealing with what and you're not passed around
- Your voice to genuinely shape decisions and how services are designed, not just asked for your views when a decision has already been made

What we'll do:

- Use what you tell us to shape our policies, priorities and service improvements
- Keep you safe by listening carefully and acting on building and fire safety concerns
- Be clear about who owns what, so you get a quicker, more consistent response
- Work with you from the start to co-design the things that matter most

4. SHOWING WHAT'S CHANGED.

Telling you what happened, and being honest about it.

This is the bit that was often missing in the past, and the bit that makes the biggest difference. If you've taken the time to tell us something, you deserve to know what happened next. Not a vague update or silence, a proper, honest answer.

You told us you want:

- Updates that are timely, local and personal, not generic, one-size-fits-all messages
- To be able to see what changed because you spoke up
- Honest updates when something is taking time or can't be done
- To know we'll keep our promises consistently, not just now and again

What we'll do:

- Introduce a simple "You Said, We Did" standard that every team understands and sticks to
- Keep you in the loop in the way that suits you, whether that's digitally, over the phone or face to face
- Be honest with you when something is taking time or isn't possible, and tell you why
- Share good news stories when your voice led to real change



From your home to the Board.



LISTENING.

Tell us what matters to you, in a way that works for you. Whether it's a phone call, online, meeting in your neighbourhood or through one of our forums, we're here to listen.




LEARNING.

Join conversations with other customers and share your experiences. By listening and learning together, we can better understand what needs to change.



ACTING.

We use your feedback to make real improvements. What you tell us shapes our priorities, decisions and direction at all levels, from your neighbourhood team to our board.



SHOWING WHAT'S CHANGED.

We will keep you updated on what has changed because of your feedback. We will be clear on how your voice has made a difference.

How we'll get there.



To make these promises real, three things need to be in place – culture and skills, governance and assurance, and tools and systems.

Culture and skills

- We will build a culture where listening is genuinely part of everyone's job, not just customer-facing teams.
- We will make sure every colleague has the confidence, skills and tools to listen well, act and show what's changed.
- We will communicate in a way that's inclusive and respectful, so every customer feels valued.

Governance and assurance

- We will help you have a real influence over our decisions and make it easier for you to hold us to account for how well we're performing.
- We will make customer voice visible in how we report to leadership and our Board.
- We will use what customers tell us to help us understand how well we're meeting the standards set by the Regulator of Social Housing who oversee what we do.

Tools and systems

- We will bring everything you tell us together in one shared place, so nothing gets missed or forgotten.
- We will change our surveys and digital feedback channels so they're shorter and simpler to use, and we will do something with what you tell us.
- We will make sure what you tell us is easy for every team to find, understand and act on.

What success looks like.

We'll know we're getting this right when:

- You tell us you feel listened to and can clearly see how what you said has helped shape decisions or improve services.
- You feel respected and included whatever your background, circumstances or experiences.
- Getting in touch feels simple and stress-free, wherever you are and however you prefer to.
- More voices are being heard, reflecting the full range of our communities, not just the same people each time.
- Your feedback is visible, showing up in how we run services, set priorities and make changes.
- We're open, honest and tell you what's changed, what hasn't, and why.
- We're known for listening, and proving it through our actions, not just our words.

“ Listening, learning, acting
and showing what's changed, ”
so we can make every voice
count.



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Jeśli potrzebujesz pomocy w zrozumieniu tego dokumentu, zadzwońdo nas na numer 0300 555 0600, wyślij nam wiadomość na WhatsApp na numer 07418 344603 lub wyślij e-mail na adres customerservices@onward.co.uk.

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