

OCTAVIA



OUR SERVICES STRATEGY



Services: Our ideals

**We will provide reliable,
responsive and empowering
services that are delivered
on the basis of listening,
empathy and respect.
We will consistently meet
expectations.**

Foreword

Abri Octavia's services strategy is a key enabler of our new five-year corporate strategy (2026 – 2031) and will help to deliver our vision of providing the very best homes and services we can today while pursuing ideals that make tomorrow better. This strategy focuses on four things:

- improving HomeCare repairs services through digital investment
- introducing a new, local housing management offer
- creating more opportunities for resident involvement
- enhancing our supported housing and homelessness provision.

Octavia Hill firmly believed in the importance of housing management and repairs services, and their capacity, when delivered well, to change lives for the better. The cost of living and societal pressures our customers currently face, together with the challenging environment we operate in, call for a fresh approach to our services strategy. An approach, like Hill's, that focuses on the services that matter most to our customers – core housing management and repairs services – and which is delivered by listening to our customers and continuously improving the condition of our homes and estates.

To achieve this, our new services strategy is people centred. We will exemplify our large but local approach and through our regional operating model, give customers a greater influence over service design and quality, with distinct regional strategies informed by local priorities and regional customer panels. Backed by Abri Octavia's comprehensive learning and development offer and Housing Professional of the Future programme, we will empower our staff to be accountable for local service delivery and spend more time resolving the issues that matter most to customers, such as improving our speed of repair response, tackling anti-social behaviour, dealing with complaints and improving our homes and estates. Collectively the actions proposed in this strategy will drive continual improvement of customer satisfaction and ultimately contribute towards Abri Octavia achieving its 'Top 5' ambitions outlined in its new corporate strategy.

Our journey to providing the very best services will take time. We can be proud of our progress over the last five years. Overall levels of customer satisfaction are improving and compare favourably with our peers. There is much that we are doing well and must continue: satisfaction with repairs is high; we're consistently answering our customers' calls on time; and dealing with complaints in a professional and timely manner. However, our customers' needs are becoming increasingly complex and their expectations are rising. Despite recent improvements, overall customer satisfaction is not where we want it to be. This is particularly true for homeowners and where we use external contractors. We also need to improve satisfaction with complaints handling and free up our housing teams so that they can spend more time dealing with customers directly and less on admin. We also need to get better at keeping our customers informed about repairs as well as any other issues or concerns they might have.

This all means that further improving customer satisfaction towards a level that our customers would call ideal is the most challenging of our strategic aspirations. Our commitment is to meet this objective – through listening better, transparently sharing our progress, encouraging scrutiny and better harnessing the significant resources at Abri Octavia's disposal for the benefit of our customers.



Mary Gibbons
Chief Operating Officer

This strategy sets out how, over the next five years, we will deliver the services commitments in our corporate strategy, which have been allocated to the four strategic priorities of this new services strategy.

Services strategy priorities	Corporate strategy commitment:
<p>1. Improve HomeCare repairs services through digital investment</p>	<ul style="list-style-type: none"> • Deliver consistently reliable core services such as repairs, maintenance, and tenancy support, with clear, benchmarked service standards and timely responses that build trust
<p>2. Introduce an enhanced, local housing management offer</p>	<ul style="list-style-type: none"> • Use the first year of the strategy to work with our customers to define a level of service that aligns with our ideals and their expectations • Provide responsive services that listen, take ownership, act quickly, and resolve issues effectively, ensuring that every interaction with our customers is personalised and meaningful • Treat everyone with fairness, dignity and respect, embedding empathetic and culturally-aware approaches among our colleagues • Deliver a step change in complaints prevention and response • Empower our colleagues by giving them freedom to act in line with our values to deliver service aligned to our ideals, with empathy and respect • Identify means to build and maintain social cohesion across our communities, to ensure that everyone feels welcome and safe in the communities in which they live
<p>3. Create more opportunities for resident involvement</p>	<ul style="list-style-type: none"> • Be a transparent, accessible and identifiable organisation to all our customers, sharing performance information openly and learning from concerns, complaints and compliments to build trust and continuously improve the service we provide • Provide services that are accessible and inclusive for all regardless of age, ability or circumstance, with an aspiration to become the landlord and employer of choice for disabled customers and colleagues • Become better connected to the diverse communities we serve, and better placed to identify examples of inequality and discrimination • Support customers' wellbeing and independence through community-based services that go beyond the home to improve independence, health, education, wellbeing and positive life outcomes
<p>4. Enhance our supported housing and homelessness provision.</p>	<ul style="list-style-type: none"> • Proactively identify and support residents who are vulnerable or at risk, ensuring early intervention and partnering with those with specialist knowledge and expertise when tackling acute homelessness

These actions will collectively support our objective to achieve 'Top 5' customer satisfaction for our landlord services.

Listening to customers

We carried out a consultation with our residents in the summer of 2025 to better understand their priorities. The answers were clear: get things right first time and more quickly, keep neighbourhoods safe and communal areas clean, help keep homes affordable amid cost of living pressures, and provide health and wellbeing activities and opportunities for social connection.

Priorities for Abri customers¹:

Homes	Services	Community
In a safe community	Improve speed of repairs	Access to food at low cost
Affordable (e.g. energy and service charge)	Resolve local issues quickly	Activities to promote and support health and wellbeing
Well-maintained and built to last	Clean and maintain communal areas more regularly	Opportunities to meet others at community spaces

Priorities for Octavia customers²:

Homes	Services	Community
Affordable (e.g. energy and service charge)	Improve speed of repairs	Activities to promote and support health and wellbeing
In a safe community	Clean and maintain communal areas more regularly	Access to food at low cost
Well-maintained and built to last	Provides online services	Funding for community projects

1: 2,250 responses; 2: 290 responses

Our housing services approach will be characterised by core people centred activities, delivering a housing service that focuses on the following service ideals:



Our services strategy has four strategic priorities:

Priority 1: Improve HomeCare repairs services through digital investment



Priority 2: A new local housing management offer



Priority 3: More opportunities for resident involvement



Priority 4: Enhanced supported housing and homelessness support



Priority 1: Improve HomeCare repairs services through digital investment

Over the next five years we will digitally remodel our support for our HomeCare services as part of Abri Octavia's Digital and Data Enabling Plan 2026 -2031. This investment will commence in 2026/27 with a new repairs scheduling system and reimagined customer portal, with repair-tracking and flexible booking services. This investment will enable the modernisation and further improvement of the service most important to our customers and will be at the heart of delivering our aspiration to achieve 'Top 5' customer satisfaction.

Our digital investment plan will focus on ease of use, frictionless transactions and web technology advancements to introduce trackability, reliability and help us meet our customers' number one priority of improving the speed of repair. We will increase customer engagement and satisfaction, emphasising our social value and community business ethos - reliable, trusted, empathetic and kind. Promoting a strong emotional connection to Abri Octavia is vital – colleagues will feel proud to be part of a modern, fully digitally enabled service, focussed on providing responsive and efficient repairs services. It will be a flexible service able to respond to the differing demands of each region.

Over the next five years, we will ensure our repairs service is focused on the local priorities within each region. We will develop an appropriate network of depots linked to new satellite offices so that HomeCare's travel time can be reduced to optimise efficiency. We will increase our repairs presence in London, strengthening our existing supply and materials partnerships, insourcing our response to our health & safety repair obligations and establishing a depot and hub structure that ensures our local teams can respond effectively to regional differences in repairs demand across our current geography, our future pipeline of new homes and scalability for future growth.

We are welcoming more new customers to Abri Octavia than ever before. To give them the best possible start, we will introduce a support package that includes clear void standards, ensuring our homes are ready from day one. As part of our Housing Professional of the Future programme, we will recruit, train, and develop our staff to provide the customer-focused, agile and empowered human resource Abri Octavia needs to deliver a truly modern service with customer needs and satisfaction at its heart.

We will continue our focus on growing apprenticeships and investing in developing existing trades staff, with an equal and opposite investment in nurturing, protecting, and retaining expertise, corporate memory and knowledge, to develop our colleagues. We will develop labour mobility responses to tackle changes in demand and respond to our development growth pipeline and short-term employment market factors.



Priority 2: An enhanced local housing management offer

Our new service will feel different - we want our customers to feel empowered, heard and directly involved in how we shape our services. From a colleague perspective, our teams will be rooted in local communities and will connect with empathy, professionalism, and care.

Our service and housing patch design will support our investment strategy, with local touch-down office hubs ensuring that we have a maximum travel time of one hour for our Housing Partners. As a result, our customers benefit from local services provided with an identified lead local contact coordinating services within a local patch of no more than 600 homes. We will apply the Investment Strategy's 'Home and Place Standard' to ensure that all new and existing homes meet a clear minimum quality threshold, supporting consistent, data-led decisions about investment, maintenance and improvement.

We will implement an enhanced housing management system that supports our front-line staff to establish a powerful sense of local ownership and accountability for improving services to customers, homes, and neighbourhoods. We will reconnect with communities, local partners and elected representatives - by listening and better communicating our approach and the challenges we face, and unashamedly tell our story of making a positive difference to people's lives and to our communities.

We will utilise data and customer feedback collated from a variety of platforms to improve our estates, ensuring that we prioritise where the need is greatest. By learning from the local service experience of Octavia,



we will develop a network of Estate Wardens in all communities that may benefit from them. We will enhance our See Something Say Something programme to include estate condition, providing residents with the opportunity to rate their estate through interactive technology, on-site walkabouts, patch surgeries and interaction with Abri Octavia team members.

As our population ages, we recognise the changing needs of our communities. We will develop an incentive scheme to reduce under-occupation and free-up larger homes for families. We will support customers to downsize where appropriate and make this process as smooth as possible. For our older customers, we will also provide extra support, including cold weather welfare calls.

We will create new and more effective management responses to the issues that reduce community wellbeing, such as anti-social behaviour, litter and poorly maintained shared spaces. To respond effectively to anti-social behaviour, we will strengthen our current partnerships and create new ones, ensuring we are best equipped to address issues across our communities. We will continue to deploy resources to actively sustain the tenancies of those who are most vulnerable to the effects of fuel poverty and other rising living costs.

We will deliver a step change response to the prevention of complaints, advancing our complaints management process by utilising root-cause analysis and data to empower staff to resolve issues at the first point of contact.

We will increase investment into our Customer Service Centre to support first time resolution and improve customer satisfaction.

We will improve the branding of our general needs rented blocks to increase pride in our homes and estates.

We will continually develop and refine our skills to ensure the effective management of our own homes and those we manage on behalf of our partners.

Priority 3: More opportunities for resident involvement



We will expand opportunities for resident involvement, developing and demonstrating local focus and accountability, listening to the lived experiences of our residents, increasing choice, acting on resident feedback, communicating improvement timescales, and setting shared priorities, joint estate inspections and 'you said, we did' communication.

In line with our customers' priorities, we will focus on the environment around our homes, creating clean, safe, shared spaces and well-maintained communal areas that people feel good about. Resident involvement will be at the heart of Abri Octavia's five-year period of record levels of investment in our homes, providing £6.8m per annum for improvement of blocks and common areas shaped by customer priorities and robust data.

By focussing on shared spaces, as well as the fabric and quality of our homes, we can gain our customers trust, create community pride, and enhance wellbeing.

Re-energising our resident involvement activities will ensure that Abri Octavia continues to deliver what our customers want. Hearing the customer's voice is pivotal to delivering housing services that are relevant, necessary, and informed by real life experiences of living in an Abri Octavia home.

Priority 4: Enhancing supported housing and homelessness provision



Britain is facing a homelessness crisis. In 2024/25, over 159,000 children were without a home, homelessness increased by 14% and rough sleeping increased by 27% as the crisis deepened across England. The development of new Abri Octavia homes and relets of our existing stock have always assisted our local authority partners in fulfilling their obligations to support homeless households but, given the depth of the crisis, Abri Octavia can and should do more to support the most vulnerable households.

In response, over the next five years, and in partnership with specialist providers, Abri Octavia will access the additional homelessness and supported housing funding streams provided by government to expand our portfolio of 124 specialist accommodation schemes, to provide support for more vulnerable homeless customers, including:

- homelessness support services for vulnerable young people
- 'Housing First' accommodation for vulnerable residents and
- expanding our domestic abuse refuge provisions
- enhance our veterans support offer.

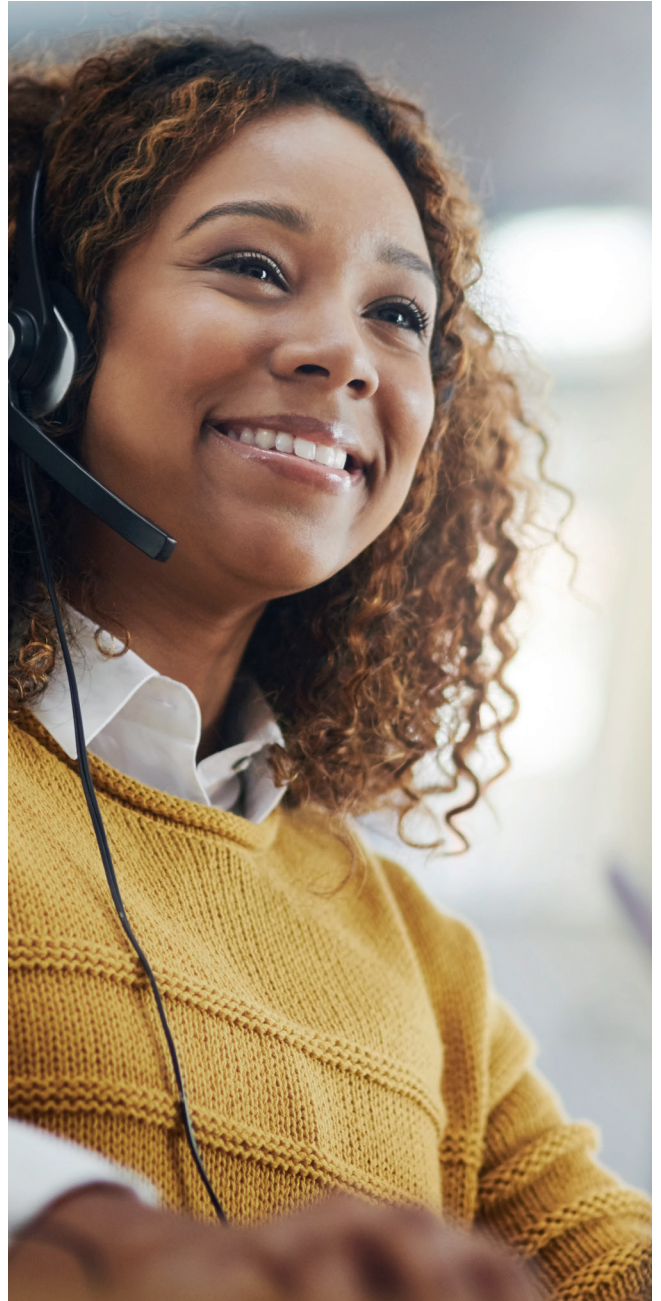
Abri Octavia will play an active role in joining up the support for people with long-term health and addiction issues and will support and convene partnerships that help to reduce the number of families living in temporary accommodation and rough sleeping.

Abri Octavia's pilot schemes at Speedwell and Mansbridge have demonstrated that Housing First schemes can work, but are significantly more expensive to manage and involve the potential for significant risk. In response, we will grow Abri Octavia's partnership and agents service, exploring leased management options that support specialist providers to deliver effective local Housing First solutions, that cluster support around local service delivery hubs and bespoke local lettings agreements.

What does success look like for customers?

A successful Services Strategy will result in customers feeling that:

- my repair was resolved faster, while customer service was more responsive and reliable
- I can book a repair quickly and easily, tracking its progress and making changes to bookings when needed
- shared and communal spaces where I live are cleaner, safer and better maintained
- the response to issues such as ASB, litter and poorly maintained spaces is better
- my complaint was resolved quickly
- I have more opportunities to be involved and can see that my opinion makes a difference
- as a young or vulnerable resident, I feel more supported
- I am truly proud of where I live
- I know who my Housing Partner is.



Conclusion

A dramatically different operating environment necessitates a strategic refresh and an enhanced focus on core housing management and repairs services, listening, and improving the condition of our homes and estates. This provides a great opportunity to deliver Abri Octavia's vision of providing the very best homes and services we can today while pursuing ideals that make tomorrow better.



In delivering this strategy, we will:

- improve our HomeCare repairs service delivery, prioritising ease of use, trackability and reliability
- re-position our frontline colleague at the centre of our business, supported by excellent data, systems, tools and support networks
- listen to our customers more carefully, provide more opportunities for involvement, hear their voices and action the changes they want, building strong links with local communities and amplifying effective local service delivery approaches
- increase our support for vulnerable households so that, over the life of the strategy, they feel better supported and experience improved wellbeing
- expand our supported housing and homelessness services to support vulnerable residents
- continue our commitment to sustainability by supporting the transition to EPC C and our longer-term journey to net zero, putting in place practical action plans that reduce environmental impacts and ensure customers receive the support they need along the way
- ensure that our approach delivers demonstrable value for money, maximising the impact of our resources and investments while maintaining high-quality services for our customers.

