



Metropolitan
Thames Valley

RESIDENTS' ANNUAL REPORT

2018-19



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WELCOME

This has been an eventful year for us. In October 2018 Metropolitan Housing Trust Limited (MHT) and Thames Valley Housing Association (TVH) formed a partnership to become Metropolitan Thames Valley (MTVH), one of the largest providers of affordable housing in the UK, owning, managing or administering 57,000 homes. As a result of this merger, we hope to deliver more improvements to you, our residents.

The role of the housing association has never been more important or more necessary. We are more than simply providers of bricks and mortar. We are important anchors in our communities that support our customers throughout their lives.

In a time of major change, we have to do more for our residents. We must be people-focused, recognise hardship, listen more (and better), harness technology, energise our staff and involve our residents. We hope you find this report useful and it gives you an idea of where we want to focus our improvements.

For us, customers having a positive experience of our services is paramount. We want them to be consistent and easy-to-use, and we want everyone to feel safe in their homes. We are collaborating

with residents to improve services by understanding what matters most, and how best to deliver improvements. One of the ways of doing this, is to focus on some of our larger estates and pilot new services there, to really get under the skin of how residents experience our core landlord services. So far we've done this in East London and Rushcliffe in the Midlands, and it's revealing plenty of findings we can use to re-design the service around what matters most to you.

Looking internally, we will be investing in our people, our systems, our data and the way we organise ourselves in order to deliver these changes. Work has already begun to manage individual enquiries from beginning to end with a system that properly supports this.

One thing we've learned is that where things don't work internally, it impacts your customer experience: we know we need to improve our internal communication and joined up working. We cover a lot of different services, so this is a big job.

But one thing is clear, we need to be great at the essentials like repairs, rent collection, letting and tenancy management as this is what you should be expecting from us as a housing association.



Please do give us your feedback – we want to hear about how our services are working for you. We know we don't always get it right, but the will is there and the more feedback we get – good or bad – the better.

I hope this report gives you a snapshot of the work we have done in 2018/2019, how we're performing at the moment, and where we want to get to in the future.

Geeta Nanda
CEO Metropolitan Thames Valley

OUR PERFORMANCE

PERFORMANCE AT A GLANCE

Doing more for residents is a central commitment of the Group. Our new customer experience strategy is being rolled out so we can re-design our services around our residents' needs. We also want to be transparent with our residents by sharing our performance results.

This includes key financial results, governance ratings, and how we're doing when it comes to managing residents' homes. We know there is room for improvement, so we're working hard to boost things like our repairs performance and the resolution of complaints.

As a result of the merger of the two organisations you may notice that some of the figures for this financial year are separate. This is because some metrics were measured differently and so are not directly comparable. For the next financial year we will present joint figures for Metropolitan Thames Valley.

At MTVH we have an ambitious development strategy: we've spent £361m acquiring land and have 6,506 homes in our development pipeline. In 2018/19 we built 1,037 new homes and we've also invested in improvements to residents' homes: £118m in property maintenance (of which £35m was spent on improvements).

As a partnership, we're more resilient and financially strong and we're building capacity to do more – we will be able to reach more people in need of a home and change more lives for the better.



Turnover



Operating Surplus



Surplus after tax



Operating Margin



Governance rating



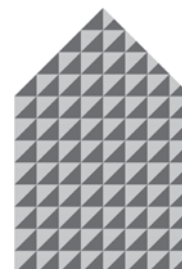
Financial Viability rating



Credit Rating from Standard & Poors



New homes delivered



Homes in the development pipeline



Investment in acquiring new land and building new homes



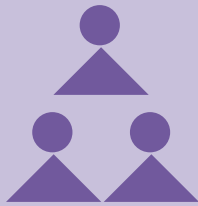
Customers supported into employment and training



of new annual business in Care and Support

MANAGING HOMES

Our team generates
130,000
individual repairs work
orders every year



We invested **£118M** in existing homes. Of this **£35m** was capitalised as improvements (replacing **747** kitchens, **732** bathrooms and **2,328** boilers).



Gas
safety
checks

100%
of Gas Safety checks
compliant with policy (MHT)



100%
of Gas Safety checks
compliant with policy (TVH)

Re-lets



Average
re-let
times for
all social
rented
homes:

MHT
41.2 DAYS

TVH
19.2 DAYS

COMBINED MTVH
29.26 DAYS

The MHT combined re-let time for general needs and older persons housing was affected by delays completing contract works, particularly in the North London region. Contractor issues experienced during 2018/19 have been actively managed, which has led to a significant reduction in turnaround time during the current financial year.

The re-let time for MHT older persons housing was also affected by pockets of low demand, resulting in delays identifying suitable tenants. This issue continues to pose a challenge.

The TVH combined re-let performance was in line with expectations for the year.

We completed
7,000
stock condition surveys

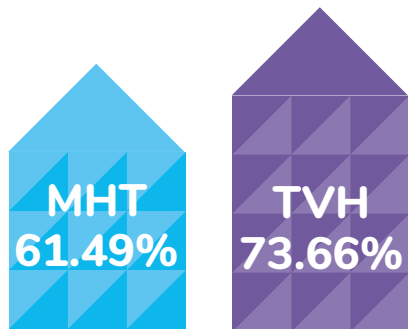
Our Networks team completed
78,000
repairs jobs (In London and
the East Midlands)



CUSTOMER SERVICE

Customer satisfaction

Overall customer satisfaction (for our biggest tenure – rented housing)



A lot of work has been done to separate out property and housing functions so that we can focus on repairs which is the biggest driver of satisfaction.

Repairs

Proportion of repairs fixed first time

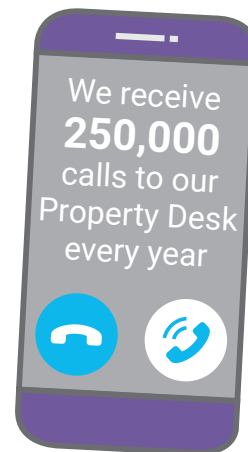
MHT
83.3%



TVH
78.1%

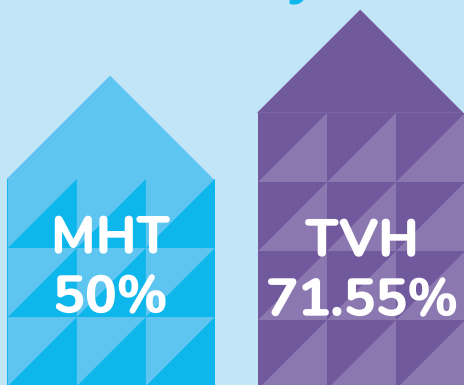
Satisfaction with day-to-day repairs

71.2%



Complaints

Complaints completed within
30 days



(only measured from April 2019)

Complaints for TVH

970 complaints completed (Priority Response or Stage 1) of which 694 (71.55%) completed within 30-day target. Time to close a complaint = 29.78 days.

Complaints for MHT

Total of **3699** new complaints received. Three trigger areas: responsive repairs, housing services and planned programmes.

555 complaints escalated to Stage 2 (escalation rate = 15% for the year).

123 complaints escalated to Stage 3 (escalation rate = 22% for the year).

From April 2019 the Group is focussing on delivering a full response within **30 days**.

HIGHLIGHTS OF THE YEAR

We're a new people-focussed organisation with a new vision and values, solving social issues by working together. We believe that everyone should have a home and the chance to live well.

Customers have told us that the repairs service is their top priority. We've streamlined our business and we're working to improve our repairs performance to create an efficient, flexible and customer-focused service.

We've also established a new Property Desk specifically for property related enquiries where customers are directed to a dedicated team. This

'short loop' between the customer call and technical support means that enquiries are dealt with more efficiently.

We reviewed complaint handling in early 2018, and we've successfully piloted the recommendations from that review. This enabled us to challenge and refine the process in collaboration with our customers.

A Complaint Panel has strengthened our relationship with the Housing Ombudsman with improved outcomes for customers. We aim to improve our complaint handling in 2019, working with the Ombudsman

to improve redress, local resolution and clearer communication.

Against the context of the Housing Green Paper, we have raised the profile and impact of our resident engagement, and will make further bold changes during 2019, working with the grain of anticipated consumer regulation.

As early adopters of the National Housing Federation's 'Together with Tenants' plan, we will bring the voice of our residents and customers closer to the Metropolitan Thames Valley Board.

We have appointed the Housing Associations Charitable Trust to work with our existing resident groups to transform our approach. A new survey will ask for resident views, and this will be supported by interviews and workshops to help develop new ways of working and modernise scrutiny and consultation.

Our customers' safety is of paramount importance to us. Following the Grenfell fire tragedy, we have already done plenty of work reviewing our buildings and procedures, contractor management and risk assessments. Ensuring our customers are safe in their homes is an ongoing process.

Our financial strength has enabled us to continue building more homes in communities where they are most needed. We actively invest in areas where we operate to create thriving, sustainable communities and during the year we continued to support our vulnerable customers.



WHAT OUR CUSTOMERS SAY

CARLTON

“I couldn't believe I'd be moving into a brand new flat; that I'd be the first person to live there!”



Carlton is thrilled with his new home which is part of MTVH's £1.6bn regeneration of Clapham Park in south London. As part of the regeneration, we're providing new and refurbished homes, a new nursery, parks, space for shops and a community centre.

VUYO

“Shared ownership has transformed my life – I could never afford to buy a house outright and it's a brilliant way to buy in stages.”



Social worker, Vuyo bought a 50% share in a 2-bed re-sale property in Woking through SO Resi, MTVH's home ownership product. After saving hard for five years, she now owns 100%. She wanted the security of her own home because she wanted to adopt a child.

MARIA

“For years I'd shared everything. Now I have things that are my own. It's priceless to me.”



For Maria, a resident at one of our schemes for older people near Edgware, getting a place of her own has changed her life. She previously lived in a room in a HMO (House in Multiple Occupancy) with other families and had to leave when the landlord breached his licence. Maria is settled and working as a taxi driver.

DAWN

“It's been a scary road, but I'm finding my way with all the help and support I've been given; every week things get a little better.”



Thanks to ongoing advice about money, employment and training, Dawn from Derby is getting her life back on track. Dawn is being supported to manage her finances. She is working hard to reduce her rent arrears and is sustaining her tenancy.

VALUE FOR MONEY

Value for Money is woven into the fabric of the organisation and is a core element in our culture. Throughout the organisation, co-ordinated processes support our delivery of value for money.

A clear business case underpinned the decision of Metropolitan Housing Trust and Thames Valley Housing to merge. The partnership has already brought about savings and value for money due to scale and contract efficiencies.

A programme of work is underway to integrate our organisations in a way to maximise efficiency and benefit our customers. This includes work on systems, processes, staff and operating models.

In addition, we use resident forums to capture valuable feedback from our customers on where and how to improve – this helps us understand value for money from our customers' point of view.

How each £ of your rent is spent

