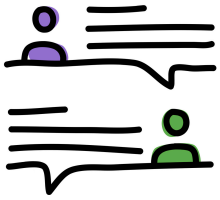
MTVH

CUSTOMER EXPERIENCE STRATEGIC PLAN

2025-2027

Accessibility



We want to make sure that this report is accessible to all residents

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https://www.mtvh.co.uk/contact-us/

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گر آپ اس رپورٹ میں دی گئی معلومات کسی اور زبان یا فارمیٹ میں حاصل کرنا چاہتے ہیں، جیسے بڑے پرنٹ یا بریل میں، تو براہِ کرم ہم سے 02035353535 نمبر پر یا ہماری ویب سائٹ کے ذریعے رابطہ کریں: https://www.mtvh.co.uk/contact-us/

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Our customers

57,000+ Homes

27% Midlands

39% North London & Counties

34% South London & South

Joe, Derbyshire

"I'm proud to be from Derby - I've lived here all my life. My friends and neighbours mean a lot to me and my grandkids are only round the corner"

Ashley, Aylesbury

"Our home is the centre of our world as it's our safe space for our three children to grow and learn. It just holds so many meaningful memories"

Pam, Brixton

"Home is a place of safety and comfort. It's somewhere you can be completely yourself, without pretext or explanation"

Other (including market rent)	1.5%
Care & Support	10%
Keyworker	3.5%
Home ownership (HO)	33%
Social & affordable rented	52%

Our Vision & Customer Commitments

Our MTVH

CORE STRATEGY

Informs the delivery of the

Customer experience strategic plan

Creating

Programmes of work

- Know our customer
- Involving residents in decision making
- OneMTVH

Our Customer Experience Strategic Plan works alongside other strategic plans from 2025 to 2027, providing guiding principles in support of how we achieve our overall MTVH strategy.

This strategic plan will support the creation of a culture where everyone at MTVH is responsible and accountable to our customers.

We see our customers as people with unique and individual circumstances. We build strong, trusting relationships with our customers, ensuring that they feel valued and heard and can feel the difference through service delivery.

Customer Commitments

Accountability & ownership

There will be a culture of ownership across the organisation and we will take responsibility of all customer issues.

Responsive service delivery

We will know the importance of our customers' homes and work hard to respond efficiently and effectively.

Communication & transparency

By listening to understand, not just respond, we will improve our communication to ensure we're direct and clear in our messaging.

Our Customer Challenges

We've listened to the feedback provided by our residents. Although the majority of residents report positive experiences with MTVH, we know that there are things we need to improve.

Trust, accountability & confidence

For some there is a feeling of distrust in our ability to address resident concerns, leading to doubt about our commitment to our residents.

Communication & customer service

Residents report difficulties in reaching the appropriate team, lack of response and frustration with overall handling of their issues.

Accessibility & diversity

Our residents have told us we need to do more to vary our services and meet their diverse needs now and in the future, remembering who lives in each home and tailoring our services appropriately.

Anti-social behaviour, communal areas & neighbourhood

Customers highlighted opportunities to improve our communication and handling of neighbourhood disputes, communal area management, and anti-social behaviour.

Rents, service charges & financial strain

For many residents, rent and service charge communications can add to worries about financial strain. Customers have told us we can do more to highlight support available and to be clearer in how we communicate changes.

Maintenance, repairs & response to emergency repairs

The impact of missed appointments, delays in repairs, incomplete works and poor response to emergency repairs has lowered trust in our services for some residents.

Know our customer

Our vision

We know everyone living in our homes, we have a deep understanding of their needs and attributes, we deliver services that align to current and future customer needs so our service offering is fit for purpose now and in the future

Objectives

Define what data we capture, why we capture it, how we capture it, where it is stored and how we use it personalise service delivery

Launch a knowing our customers campaign, commencing customer segmentation to enable deeper understanding of customer attributes, tailoring services based on needs and aspirations

During 2025/2026, we will...

- Establish the Knowing Our Customer Programme
- Integrate data structures between our systems (NEC and CRM)
- Review all existing ways we collect data, such as at tenancy sign up/new buyer process, and drive consistency on data collection and storage
- Conduct a comprehensive review of our customer data and establish where we have missing or incomplete information and define data collection standards
- Set clear expectation and training for all colleagues on what data they need to collect, why and where this data needs to be stored
- Commence a home visit programme over a 2-year period increasing the visibility of Local Housing Managers focusing on vulnerable customers and “no access” homes
- Launch our Knowing Our Customer online engagement to compliment the home visits programme
- Collaborate with customers to identify and improve the customer journeys that require high effort
- Use data to continuously evaluate opportunities to adapt services and technology to meet customer needs
- Map all communication touch points with customers to get a clear understanding of when and how we communicate

- Continuous development of our CRM system to understand and provide visibility of customer interactions across all customer journeys
- Scope a programme of work for data integration and visibility of customer repairs journey between MTVH and Metworks

During 2026/2027, we will..

- Build a more comprehensive view of our customer personas and use this insight to make informed decisions on where we should be tailoring services
- Evolve our Knowing Our Customers campaign to encompassing a comprehensive understanding of who are customers are beyond demographics, understanding their behaviours, their thoughts and emotions
- Commit to a programme of proactive and responsive communications that keep customers informed
- Conclude the 2 year home visit programme, reviewing outcomes and deciding next steps
- Continue to evolve our CRM system and actively seek opportunities to implement emerging technologies to improve service delivery for our customers

Measures of sucess

TSM Overall Satisfaction (Rented) from 68.3% to 72%
TSM Overall Satisfaction (HO) from 36.7% to 40%
TSM Repairs Satisfaction from 71% to 73%
TSM Treats Fairly (Rented) from 75.3% to 77%
TSM Treated Fairly (HO) from 53.1% to 56%
TSM Neighbourhood (Rented) from 64.9% to 67%
TSM Neighbourhood (HO) from 30.9% to 34%

Involving residents in decision making

Our vision

Residents and colleagues recognise the significant change and impact that is achieved through meaningful engagement activities.
We will continue to identify new opportunities for meaningful influence

Objectives

We are committed to embedding a culture of listening to our customers and acting on their feedback that leads to positive improvements in service delivery across MTVH

All customers have meaningful opportunities to influence MTVH strategies, policies and services and are informed about the impact or their involvement

During 2025/2026, we will...

- Review our existing Customer Voice Framework, identifying what's working well and areas for improvement
- Conduct a review of existing formal customer group governance structures to ensure they are representative of our diverse communities and services
- Customer impact will be reviewed and included as an integral part of decision making
- Review the quality of our communications to residents
- Develop a communication framework to ensure residents are kept informed about what matters to them, including how they have influenced decisions at MTVH
- Reinvigorate our community based services, improving the information and resources available to support colleagues

During 2026/2027, we will..

- Clarify the role residents must play in decision making at MTVH, providing training to all colleagues
- Ensure we have an adaptable approach to customer engagement that is inclusive and varied
- Be able to demonstrate that residents have shaped decisions made across MTVH
- Publish the range of engagement and influencing opportunities for residents in a clear and accessible format
- Monitor the diversity of resident voices influencing decisions at MTVH and take action to make sure that we are providing equal opportunities for all residents
- Review how we connect with our residents locally and improve the resources and information available to residents and colleagues
- Develop and publish a programme of neighbourhood and community events including estate walkabouts/home visits to make sure that we are visible in our communities and customers can share their views with us directly
- Commence a review of our published Service Standards with resident groups

Measures of sucess

- TSM Overall Satisfaction (Rented) from 68.3% to 72%
- TSM Overall Satisfaction (HO) from 36.7% to 40%
- TSM Listens & Acts (rented) from 59.2% to 62%
- TSM Listens & Acts (HO) from 27.3% to 30%
- TSM Informed (Rented) from 70.9% to 74%
- TSM Informed (HO) from 52% to 55%
- Increase the number of customers involving in shaping our organisation from 1500 to 1750 by 2025 and 2000 by 2026

Developing Scrutiny

Our resident-led approach

> We had a group of people with some brilliant ideas, leading to a very constructive debate that was inclusive for all to take part.
>
> It was encouraging to see how strangers can come together and immerse themselves into the process of scrutinising such an important internal process. Being involved with helping MTVH improve their policies and procedures is a boost to morale in my opinion.

Our Customer Council have led on an innovative approach to the way in which we complete scrutiny. It focused on a collaborative approach broken down into a four step cycle:

Plan

Residents suggest topics or themes either through a formal customer group, through customer surveys or complaints. Customer Council then subsequently vote on these to determine which three are most important.

Do

The three topics are reviewed by residents over the course of 2-3 sessions and recommendations for improvements are formed.

Check

The agreed recommendations are received who commit to exploring them further, checking against the criteria of budgetary, regulatory and operational restrictions.

Act

After checking, MTVH colleagues implement the recommendations. The Customer Voice Team monitors and provides updates on service improvement progress to the Customer Council, with Board and our Sub Committee, Customer Services Committee, having oversight of the outcomes.

OneMTVH

Our vision

We operate a “OneMTVH” culture, an organisational focus on fostering strong collaboration, with all teams working together to benefit our customers. Colleagues are empowered to take ownership, pre-empting and proactively resolving customer problems.

Objectives

We will enhance internal communication by fostering a collaborative environment where all teams work with shared focus on the customer

We recognise where we have problems and we solve them with ownership and accountability among colleagues, empowering all teams to take charge of resolving issues directly

During 2025/2026, we will...

- Review the findings of the colleague engagement survey 2024 and develop actions that enable better collaboration and align to a “OneMTVH” culture
- Complete a cultural refresh renewing our people strategy with a focus on building a great organisation with a strong team culture
- Develop a “customer ease” measure, in partnership with residents, which is then tracked and monitored as a key performance indicator for MTVH
- Review how we create more shared organisational, rather than departmental, key performance indicators across MTVH
- Commence a review of teams’ operating models to identify how we can improve our customer journeys
- Create a framework to support colleagues on effective ways to problem solve
- Shift MTVH’s focus from transactionally responding to complaints to culturally putting things right, resetting and rebuilding relationships with customers
- Develop an empowerment programme to enable colleagues to take ownership and deliver for customers

During 2026/2027, we will..

- Embed the “OneMTVH” culture based on a positive can-do, one team and customer focused way of working
- Review the outcomes of the first year of the people strategy implementation
- Customer ease measure launched as an objective for all colleagues - the success of the customer ease approach will be assessed with residents
- Launch a suite of organisational key performance indicators creating shared goals that strengthen our “OneMTVH culture”

Measures of sucess

- TSM Overall Satisfaction (Rented) from 68.3% to 72%
- TSM Overall Satisfaction (HO) from 36.7% to 40%
- TSM Complaints Satisfaction (Rented) from 39.8% to 41%
- TSM Complaints Satisfaction (HO) from 18.9% to 22%
- TSM Complaints Communal (Rented) from 71.7% to 74%
- TSM Complaints Communal (HO) from 51.8% to 55%
- TSM Complaints ASB (Rented) from 61.4% to 63%
- TSM Complaints ASB (HO) from 29.8% to 33%

We will increase our colleague engagement score

“There is a dialogue, within and across directorates, promoting collaboration to achieve common goals”

In figures

Where we're currently at and our ambitions

We have undertaken a review of benchmarking on the latest Tenant Satisfaction Measure results for 2023/24 so we can be realistic in what we can achieve in the next two years. Consumer Standards and Tenant Satisfaction Measures are the minimum standards we should be achieving.

We want to be ambitious and be known for customer service excellence

TENANT SATISFACTION MEASURE (TSM)	TSM Result 23/24	IN THE NEXT TWO YEARS, WE WILL REACH...
Overall satisfaction	*Rented* 68.3%	**72%**
	Homeowner 36.7%	**40%**
Satisfaction with Repairs *(Repairs completed in the past 12 months)*	71%	**73%**
Satisfaction that views are listened to and acted upon	*Rented* 59.2%	**62%**
	Homeowner 27.3%	**30%**
Satisfaction that they are informed about things that matter to them	*Rented* *71%*	**74%**
	Homeowner 52%	**55%**

In figures

Where we're currently at and our ambitions

Satisfaction that they are treated fairly and with respect	*Rented* 75.3%	**77%**
	Homeowner 53%	**56%**
Satisfaction with complaint handling (complaints made in past 12 months)	*Rented* 39.8%	**41%**
	Homeowner 19%	**22%**
Satisfaction that communal areas are clean and well maintained	*Rented* 72.2%	**74%**
	Homeowner 52%	**55%**
Satisfaction with MTVH's contribution to the local neighbourhood	Rented 64.9%	**67%**
	Homeowner 31%	**34%**
Satisfaction with MTVH's approach to handling anti-social behaviour	Rented 61.4%	**63%**
	Homeowner 30%	**33%**

Appendix: Addressing our customer challenges

	Know our customer	Involve residents in decision making	OneMTVH
Trust, accountability & confidence		✔	✔
Communication & customer service	✔	✔	✔
Accessibility & diversity	✔	✔	
Anti-social behaviour, communal areas & neighbourhood	✔		✔
Rents, service charges & financial strain	✔	✔	✔
Maintenance, repairs & response to emergencies	✔	✔	✔

Professional standards

Achieving accreditation through the Institute of Customer Service is crucial for ensuring we reach exceptional service levels. This recognition validates our commitment to excellence and continuous improvement, setting a high standard that drives us to consistently deliver outstanding customer experiences.

Appendix: Tenant Satisfaction Measures - Survey Principles

3,210

The number of TSM surveys we will be completing each year This is 6% of our customers and makes sure the survey is representative overall

Are all customers represented?

We will check the customers we survey are representative of our customer base. We will check:

location, age, ethnicity, household size, property type

All surveys are completed by telephone. This means we can call the customers we need to be representive.

April - January

We will be running our TSM survey over 10 months of the year - this will give us 2 months to analyse results and make more calls to ensure we reach our representation across all key characteristics

Low Cost Rental
General needs, supported housing, keyworker

Low Cost Home Owners
Shared owners only

Reported seperately

Qualifier questions

Repairs, Communal Areas and Complaints questions only apply to residents who say they have raised one in last 12 months

ASB question asked of all, no need for resident to have logged an ASB case.

Questions have to be asked using specific wording and in a particular order. You can add in questions and we have chosen to add in extra 'Why do you say this' questions after Complaints and ASB ones.

Who is excluded?

Fully staircased homeowners and market rent customers are not included in the score we report to the Regulator of Social Housing, however we will continue to survey these customers so we can identify areas for improvement in customer experience

The Tenant Satisfaction Measures are a requirement of the Regulator of Social Housing. We follow an appropriate methodology for the completion of these surveys as outlined above. The results of our yearly TSM surveys are published on our website for residents to view.

MTVH