



TENANT INSIGHT REPORT

December 2024



Introduction

By **Jess Woodley** Head of Tenant Insight

We've always had lots of different ways to hear your views, whether it's through the calls you make to us, the surveys you fill out, the focus groups you join, or through our My Voice Framework. We also hear them indirectly through what we learn when things go wrong, or the trends we see in the type of services you access the most. In July this year, we developed our very first Tenant Insight Framework to help us look at all of this feedback together in one place, and to make sure we can deliver tailored and improved services as a result of listening to the feedback you've given us.

We know some tenants who get involved through our My Voice framework hear a lot about the changes we make however, we've listened to feedback from tenants who aren't as involved who told us they wanted to know more about what we do with the feedback they share.

We usually share some of the impact and improvements made as a result of tenant feedback through our Annual Performance Report, but this year we've decided to give your voice and your impact its very own report to allow us to share more about how we listen and, more importantly, how we act on the feedback you give to us.

Throughout this report you'll see some examples of how your feedback has impacted the way we deliver services, the decisions made by our Board and how it's helped shape our future priorities. Importantly, you'll also hear more about where we can improve further and how we plan to use your feedback to help us do this.



Hearing your views

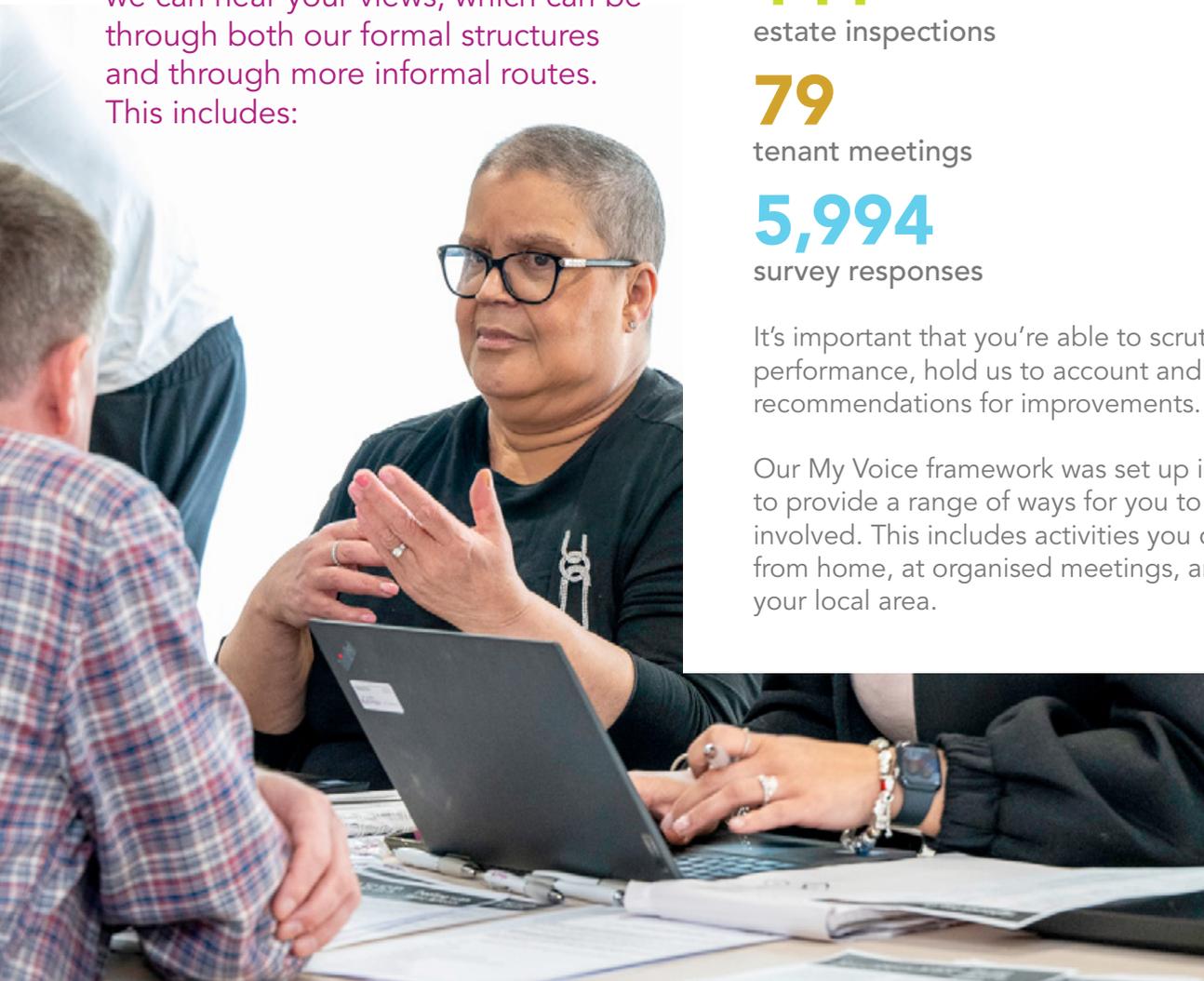
Our promise to you



How we hear your views



There are a range of different ways we can hear your views, which can be through both our formal structures and through more informal routes. This includes:



Our My Voice (Tenant Engagement) Framework

141

estate inspections

79

tenant meetings

5,994

survey responses

It's important that you're able to scrutinise our performance, hold us to account and make recommendations for improvements.

Our My Voice framework was set up in 2021 to provide a range of ways for you to get involved. This includes activities you can do from home, at organised meetings, and in your local area.

Tenant Satisfaction

c13,000

satisfaction surveys undertaken

When you receive a service from us, there's a chance you may get a phone call asking questions to help us measure your satisfaction with the service you used.

In line with the regulator's [Tenant Satisfaction Measures](#) , we also speak to a random selection of tenants, regardless of how recently they have required our services, to understand their ongoing perception of us and our services.

Complaints

1,140

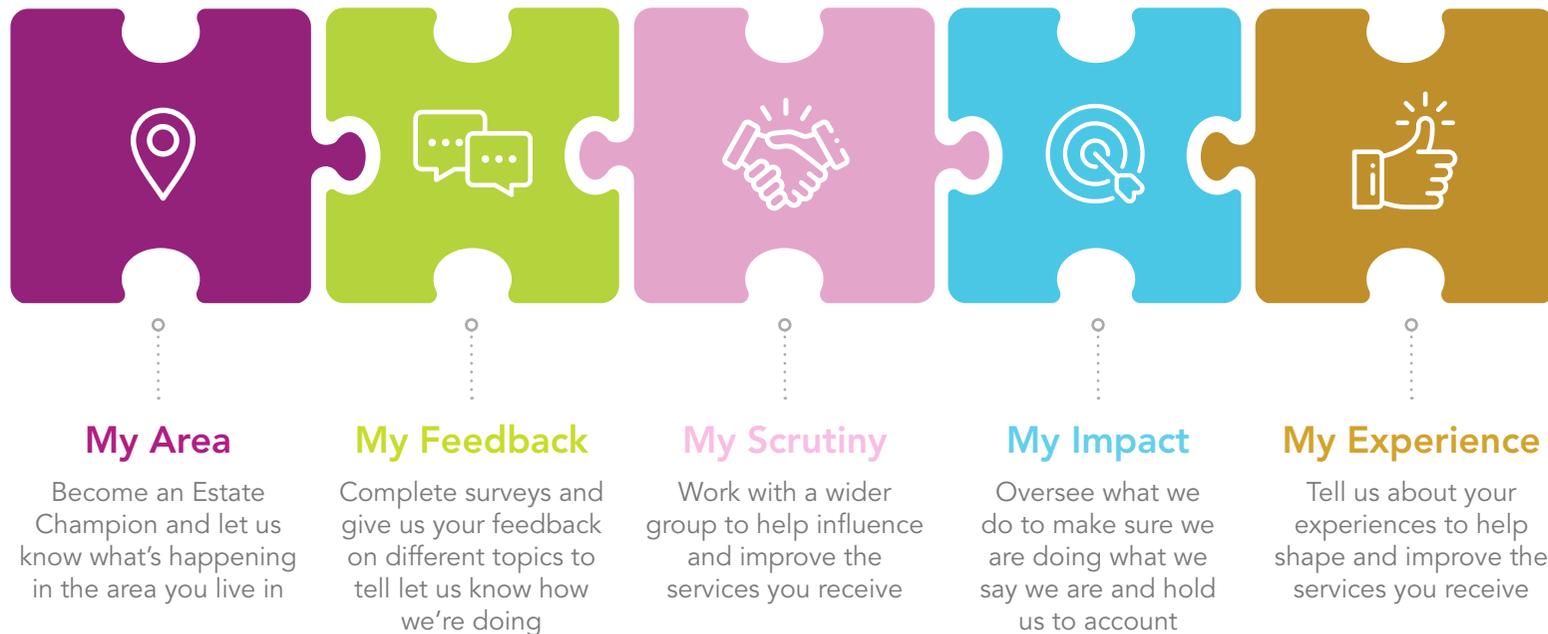
total complaints received

We value each and every piece of feedback we get from you, and this doesn't just mean hearing about the things we do well. When you tell us about something that's gone wrong, or a service that wasn't delivered as expected, we'll make sure we resolve this for you through our complaints process. We take learning and insight from all of our complaints to help prevent them happening again.

Our My Voice programme

Our My Voice programme is our way of giving you an opportunity to make a difference. My Voice is comprised of 5 different areas you can get involved in to help us shape our services, each with different commitment levels so there's something for everyone.

Find out more about each of the areas of My Voice and the kind of activities tenants get involved in:





My Area

For those who want to focus on their local area and help us keep the building they live in safe and tidy, they can become Estate Champions.

This means filling out a monthly form on services like window cleaning and grounds maintenance, as well as any anti-social behaviour, that goes directly to the Tenant Scrutiny team.

Last year we had 141 estate inspections undertaken and, whilst the majority of the feedback we receive tells us that you're happy with your schemes and estates, we know that our environmental services is an area that you feel could be improved. This is often where you have told us a contractor hasn't turned up or carried out the work they expected.

Learning from your feedback

We've also undertaken a review of our Estate Champions as tenants told us that we could do more to improve how we measure impact of our local Estate Champions service.

In 2025, we'll be relaunching our Estate Champion programme which will take this feedback into account. If you'd like to become an Estate Champion, you can let us know here.



[Help improve your estate - Midland Heart](#)



My Feedback

My Feedback gives you the opportunity to be part of our survey mailing list. A perfect option for those who want to be involved, but feel limited on the amount of time they want to commit.

When a new survey goes live, those on the mailing list will receive an email – it's then up to them whether they'd like to give feedback on that topic!

.....
If you'd like to opt in to our mailing list, just let us know!
.....



[Get Involved - Midland Heart](#)



Aids and Adaptations



30 tenants who had recently used our Aids and Adaptations Service gave feedback to help us understand how we could make their experience with the service better.

We combined this feedback with the learning taken from 7 complaints made about the service and feedback from 10 tenants through comments in other surveys or contacts.

The feedback told us that one of the main concerns from tenants was a lack of updates and communication throughout the aids and adaptation process.

This feedback was shared with a group of 7 tenants who heard from our aids and adaptations team about the changes they planned to make to our policy to address this area.

As a result, we agreed to:

- Update the policy and procedure to name the different bodies that can recommend an Aid and Adaptation
- Improve the information on the website, giving tenants a better insight into the process
- A quicker process in submitting applications
- A full review of all tenant touchpoints to ensure that letters, communications and process is inclusive and ensures the tenant is kept up to date at every stage

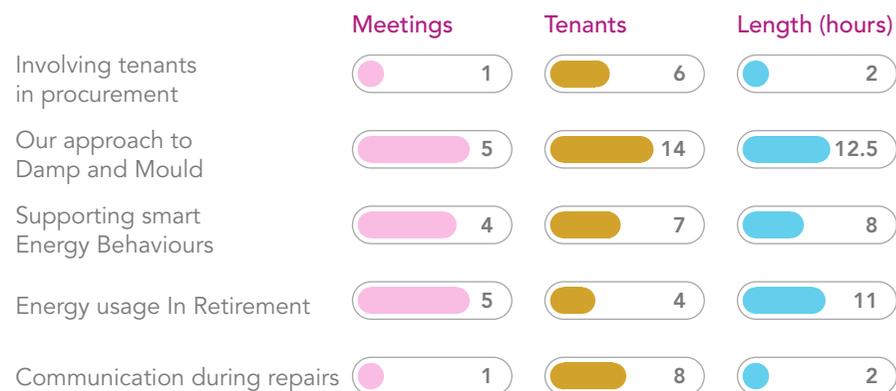
Without the feedback from you in our initial survey, we wouldn't have been able to tailor the changes to our policy and process to fit the main root cause of dissatisfaction.



My Scrutiny

Scrutiny projects are in-depth reviews of particular areas of the business. As part of these, we involve a tenant panel, who we hold 4-5 meetings with over the course of each project. The tenant panel helps us to shape recommendations for improvement which we bring forward into action plans.

Tenant-led scrutiny reviews undertaken



Communication during repairs

We know how important a good quality repairs service is to you. Our 2023/24 TSM results told us that 88.6% of you are satisfied with our repairs service. However we know from looking into this result in more depth, that repairs quality and improving communication throughout the repairs process are two key areas for improvement.

As a result of this, our My Scrutiny group, which is made up entirely of involved tenants, undertook their own review of how well we keep you informed throughout the repairs process.

Although we've taken steps to improve our communication around repairs over recent years through the introduction of touchpoint emails and a new telephony system for our Hub, they identified some further challenges to address:



- We have vulnerable tenants who are more at risk of digital exclusion so may miss out on touchpoint emails
- Internal communication around follow-on appointments
- Internal communication around changes to appointments

The tenant panel made four recommendations which were considered and approved by our Operations Committee:

- To review our touchpoint communication to make sure that we can provide the same information to tenants who may not be confident using or able to use digital technology
- To review the communication process with tenants when a repair is moved or requires involvement from multiple teams
- To start a programme of mystery shopping within our Hub to monitor effectiveness of the way we communicate
- To assess how we can manage requests for information from tenants that we can't provide at the first point of contact

These recommendations will now be put into a detailed action plan which will be monitored by our My Impact group moving forward.

 [You can find out more about this review on our website](#)
[Communication during repairs - Midland Heart](#)



My Impact

Our My Impact group meets six times per year and reviews a wide range of information to ensure that we're on track with all of our projects and action plans.

This group holds us to account and makes sure that we're doing what we say we will.

Tenants



Meetings



Total hours



Throughout 2023/24, My Impact have supported us to make sure that wherever we have agreed an action or a change as a result of your feedback, we follow this through to completion. This year they oversaw the implementation of actions from six new projects, as well as nine additional action plans already in place.

Holding us to account with consumer regulations

Every year, our involved tenants complete an audit looking at our compliance with the Consumer Standards set out by the Regulator for Social Housing and this is shared directly with our Board and Operations Committee. This helps give us assurance that the work we do within each standard meets the requirements of the Regulator, and that we know our tenants feel the same.

We take a similar approach to reviewing our compliance with the Housing Ombudsman Code, the results of which can be found in our [Complaints Learning and Service Improvement report](#) 





My Experience

My Experience is the best way for you to give us feedback on the things that matter most to you, providing an opportunity to join meetings on a range of topics.

We've recently held My Experience groups on communication, energy efficiency, rent increases, and the tenant app.

Top 10 Focus Groups

Meetings held	Number of tenants in attendance (combined)	Number of meetings
Repairs & maintenance	17	2
Complaints	25	16
Energy	4	1
ASB	6	2
Vulnerability	13	2
Procurement	31	4
Communication	37	6
Retirement living	30	4
Value for money	13	1
Low cost home ownership (shared owners)	9	1



Damp and mould

We've worked with a group of tenants who experienced damp and mould in their homes to review how effective we are at responding to these reports.

They benchmarked our services against the [best practice spotlight report](#) from the Ombudsman and added their own perspectives to this. This has led to a 10-point improvement plan which is tracked and reported back to the My Impact group.

A key area of focus within this was how well we communicate to you and keep you informed. The group will be continuing to meet with us to shape changes to our communication, review the letters we send and help hold us to account by reviewing our performance in tackling damp and mould quickly.

Engaging on topics that matter to you:

You've told us that neighbourhood management, value for money and vulnerability are all topics you feel passionate about and have lots of ideas on to help us improve the way we deliver services to you.

Next year we'll be holding more groups on these topics so you can help us improve on them and hold us accountable for delivering the quality services you expect.



Listening and acting on your Views



Building Safety Annual Survey

Every year, we circulate a survey to all of our tenants and leaseholders that live in a communal building to find out how you feel about the safety of your home. Our 2023-24 survey went out at the start of this year, and we received 583 responses, which was our highest ever response rate for this survey! The results told us that your perception of feeling safe has improved, but that we could still do more to communicate and engage on building safety matters.

Through our My Voice Framework, which consists of our wider insight captured through complaints, satisfaction surveys, resident meetings, and data like call trends, we've made a number of changes and improvements to our services.

Here are just a few examples of how your voice makes a difference.

→ [You can check out more on our listening to tenants webpage here.](#)

→ [You can find out more about the changes we've made in our Building Safety Case Study.](#)

CCTV upgrade

Keeping you and your neighbourhoods safe and clean is something you told us matters a lot. Tackling antisocial behaviour (ASB) and fly-tipping is a key area that you asked us to focus on. You also told us that CCTV helped make you feel safer, but that you wanted a better-quality system. After consulting with c3,500 tenants across c90 schemes (with a response from 827 tenants), we upgraded the CCTV across over 70 sites.

→ [You can find out more about how your views have helped shaped the design of our new systems here.](#)

Modernisation:

Homes fit for modern living

You've told us that investing in your homes remains a key priority. This is especially the case for our oldest homes, that are often less energy efficient and harder to keep warm. Following a consultation with tenants on what makes a home fit for modern living, we have created a process to begin to upgrade some of our oldest home, based on the outcomes you want to see.

→ [Find out about how you've helped shape and pilot our approach here.](#)

Neighbourhood and communities

Working with our tenants, we looked at how we could create sustainable solutions to tackle the long terms issues with crime and antisocial behaviour that are faced in a small proportion of our communities. Our solutions were tailored to each scheme individually and involved looking at local letting plans, improved security and improving the look and feel of the scheme overall. As a result of this intervention work, tenants told us they were happier with the safety of their scheme (26% increase) and their communal areas, and their scheme was now somewhere they could call home (8% increase).

→ [Find out about how you've helped shape and pilot our approach here.](#)

Tackling ASB

We know how important tackling antisocial behaviour (ASB) is to our tenants. The impact it can have on everyday lives can be overwhelming. We also know that this is an area we can't tackle alone, and working with partners is key to achieving successful outcomes when it comes to ASB.



You can find out more about how we've been helping to tackle ASB

We've worked closely with our tenants to raise awareness of the need for wider changes to support all housing associations to tackle ASB in their communities. You've supported us to launch an [all-party parliamentary group](#) aimed at addressing some of these barriers.

Our first enquiry as an APPG – shaped by your views - made several recommendations across:

- Partnership working and leading the policy agenda
- National policy changes (aimed at Government)
- Changes for housing providers
- Management of data regarding ASB
- A specialist housing court pilot
- Changes to the ASB Case Review

"I now fully understand MHs level of commitment to ASB. I went to the House of Commons... we met Shaun Bailey MP and Glenn Harris and were advised of the APPG (All Party Political Group) who are working with Glenn and MH, with regards to creating a White Paper to put before the House of Commons, for a more effective and less time constrained methodology in dealing with ASB in all housing businesses and authorities.

I was very impressed with Glenn & MHs drive and commitment regarding this issue. I fully enjoyed the day, and have informed fellow residents that MH take this issue VERY seriously."

Stephen, Involved Customer





slow to act on getting defects completed, that our In house Maintenance team will complete any outstanding repairs to make sure our residents aren't kept waiting.

Communication: We've developed the skills and knowledge of our Housing Advice Team to receive calls directly from shared owners so they can resolve issues at first point of contact. This has prevented residents needed to wait for their Leasehold Officer to reply which can be delayed if they are undertaking other duties.

Information: We've worked with residents to update our website, created a new quarterly home ownership newsletter and updated the information we provide to residents when they first buy their home.

Shared ownership and leasehold

When we looked at our Tenant Satisfaction Measures, it was clear that our shared ownership residents (low cost home owners) felt much less satisfied with our services than others, with their overall satisfaction at 54%.

As a result, we've been working hard to make positive changes to the service we provide. This started with our first ever annual shared ownership survey to work with residents to gain a better understanding into what we need to improve on.

The top 3 things our shared owners told us that they would like to see from us were:

- Clarity around repairs responsibility, including defects process.
- Improved communication and a more timely response.
- More information around staircasing and resale

Our response

Defects: we made changes to our defects process including having a dedicated after care team who can meet with residents to resolve issues related to defects. We've also created a new process to ensure that if a developer is

The impact

Almost one year into our improvement plans and we've seen the overall satisfaction levels of our low cost home owners increase by over 10%. We're continuing to work with our shared ownership tenant group to understand the further improvements we can make to build on this positive start.



[You can read more about how we've used your feedback to improve our service to our shared owners and leaseholders](#)

Local engagement in your area

We know that many of you have different communication preferences, and we want to hear from everyone. Listening to you and what you have to say is the best way for us to improve our services.



Every month, our Tenant Scrutiny team visit different areas across the Midlands to go door knocking to chat with you face-to-face and make sure we're still reaching those who might not want to call or email us. It gives us a chance to get to know you, discuss any concerns and take on board any feedback you have for us.

We usually have a topic of conversation in mind when we visit. This can sometimes be filling out a short survey with you, promoting a local event we're holding in your area, or to simply ask if you'd like to join our My Voice programme and become an involved tenant. We're always happy to have a chat about anything that's on your mind and to report back any feedback or issues on your behalf.

We try to visit a different area each time, unless there's a specific project that we're promoting in one area that we need to come back for. We've recently completed two door knocking days in Coventry to promote a town hall event we were holding in Foleshill.

We aim to go door knocking at least twice a month, alongside any other community events or local meetings we attend.

Keep an eye on our [Facebook page](#) where we promote where we'll be door knocking next. You can also leave us a comment to let us know if you'd like us to visit your area and we'll add it to our list!

Community Days

We know that you want us to be more visible in your local communities, so our teams have been holding more community days across different areas. These community days give local tenants an opportunity to come and chat with our different teams about any concerns or issues you're having, or just meet us and find out more about what we're doing!

Our community days tend to have a theme. We've recently held community days across our biodiversity pilot schemes in Lichfield, Nuneaton, and Leicester, where we provided free seeds and gardening tools to those that came out to speak to us about the project.

Localised Communications

→ [Take a look at our short report on how we've been piloting local, proactive messaging in some of our communities and the impact it's had.](#)



Retirement Living



We want our Retirement Living schemes to be safe, comfortable, and enjoyable places to live. Our Tenant Engagement & Scrutiny Team and Retirement Living colleagues work closely with residents to make sure we receive regular feedback on the things that matter to you in your schemes.



303

Annual sheltered survey –
303 responses

As well as circulating our annual sheltered living satisfaction survey, we attend resident meetings and carry out bespoke consultations on any scheme specific issues. Here are some recent examples of how we've used resident feedback to make real changes across our retirement schemes:

- **Last year**, we conducted a tenant-led Scrutiny project around energy service charges at our retirement schemes. We sent out a survey to all of our retirement living residents as part of this, which gained 385 responses. We've used the insight we gathered during this project to create an action plan with tailored recommendations, such as creating a system for capturing and logging energy related queries from residents.
- **Marsh House**: residents raised concerns about access to the scooter room, as the door needed to be held whilst manoeuvring scooters in. As a result of the feedback, staff at the scheme arranged for an automated door opener to be fitted.
- **Willowbrook**: during service change consultations, residents highlighted concerns about feeling unsafe when the building is unstaffed. In light of this feedback, we've installed new CCTV so that residents can feel more secure knowing their scheme can be monitored in real time at our Live Monitoring Centre.
- **Jack David House**: residents expressed concerns about the impact on service charges of a planned refurbishment at the scheme. We consulted all residents by way of a vote and arranged visits to the scheme from the upgrade team to discuss plans. Following feedback, we amended the upgrade plans to still continue the safety upgrades whilst removing other components from the works such as carpets and furniture, as residents felt that these remained in good condition.



It's really important we listen to your feedback, and we hope the examples shown in this report help reassure you that your feedback makes a real difference in shaping how we deliver and improve our services.

Where does your feedback go?

What we also want to share is that your feedback doesn't just get heard by our teams delivering services, but that your voice is heard throughout our organisation and used by everyone when making important decisions about where we should invest or how we deliver services.

There are a number of ways in which your voice is heard at the highest level of the organisation:

Operations Committee

Our Operations Committee comprises a mix of tenants, independent members, and non-executive members along with representation from our Board. Their role is to shape and oversee the effectiveness of our tenant engagement and scrutiny activity, and challenge us to ensure that the tenant voice is informing and impacting policy and decision-making across the organisation.

What's great to see is that every single tenant-led recommendation presented to Operations Committee for consideration by our tenant groups has been approved this year. This includes tenants recommending changes to our:

- Procurement processes
- Complaints policy
- Approach to energy efficiency
- Delivery of damp and mould

Our Board

At the very top of our organisation our Board Members hear examples of where tenant insight is being captured and utilised every quarter.

Rent Increases

There are a number of occasions where our Board are required to make decisions on the direction of the organisation, with the rent increase being one of these.



This is never an easy decision, but each year, before making a decision on any rent increases for tenants, our Board consider feedback given directly from tenants on how any potential increase may impact them.

This year over 1,000 tenants from different tenures and backgrounds provided feedback through our survey and this was explored further with tenants through focus groups. We broke down rent arrears by geography and different demographics, discussed with tenants their priorities for investing income

and explored how we could best support tenants with additional needs to be able to make rent payments.

This feedback was presented to our Board and, as a result of this, our Board agreed that whilst as a business there needed to be an increase in rent, they also agreed that additional money should be set aside in our Tenant Support Fund. They also said that a key focus of our objectives for the year should be in investing in our existing homes.



What matters most - Shaping our corporate priorities (1,437 tenants)

Every 5 years our Board create a new strategy and set of corporate priorities for the organisation - and this year we made sure this was done in collaboration with you.

This began with survey to all tenants to understand what matters most to you and over the course of the year we'll continue, through our My Impact Group, to make sure we understand your priorities.

Our My Impact Group will then make sure our Board and Executive team understand your priorities, and use them to shape the next set of plans. They'll do this by meeting directly with our Board, Executive Team and Senior Leaders.

.....
We'll keep you informed and updated with the progress of our Board during the development of this plan!
.....

What tenants told us matters most:



Quality of repairs service

- Overwhelming priority
- Relates to overall property condition and investment
- Responsive repairs



Affordability

- Quality matters but balanced with cost
- VFM
- Energy efficiency



Clean & safe neighbourhoods

- Cleanliness matters a lot
- Managing ASB well & balanced communities
- Security at home scheme



Feeling safe

- Home safety checks
- Building and tenant safety interlinked



Being treated fairly & with respect

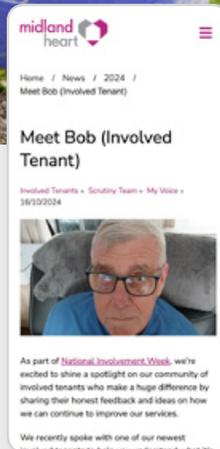
- Time taken to listen and understand what they need
- Taken seriously and believed
- Kept up to date - good communication

What next?

Whilst we're really excited to be sharing our first ever insight report, we're even more excited about what the next few years will bring for our tenants.

- In 2025, we'll be revising and relaunching our My Voice framework to make sure you're involved in even more ways than you are already. This will include a new Estates Champion Programme.
- We know many of you who don't access our My Voice framework want to know more about where your feedback goes, so we'll also be launching a brand new 'You Said, We Did' programme.
- We've got lots of work planned to make sure we listen to diverse voices, and our first ever [annual tenant diversity report](#) ✨ shares more about our plans to do this.

Our main focus will be on making sure we get as many tenant voices heard as we can and we'd love for you to get involved and tell us what you'd like to see our tenants scrutinise or review next.



Bob, one of our involved tenants, recently joined My Voice.

→ [You can read more about his experience so far](#)



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