



**Community
Impact Report**
2023-2024

Working hard for residents, creating opportunity





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Introduction

We're proud to share with you our first Community Impact Report that we are publishing this year along with our 2023/24 Annual Report, and Residents' Report

At MTVH we believe in and deliver for our residents, strengthen communities, and work to build a fairer society where opportunity is shared more equally. To achieve these goals our frontline colleagues and partners deliver thousands of individual actions across hundreds of communities each day, and this report celebrates their work.

We are determined to be a champion for our residents and empower their futures at a time when cost-of-living pressures are making life a struggle.

It's shocking that according to Department for Work & Pensions figures the number of people in 'food insecure' households between 2021/22 and 2022/23 rose by 2.5m to 7.2m.

In response we have provided thousands of residents with support and advice this year to navigate cost-of-living pressures. But we strive to do so much more. We look beyond residents' immediate financial needs and use our Empowering Futures team to transform lives, maximise potential and create positive community impact.

Empowering Futures' projects cover: education and skills training, mental health support, physical activity and wellbeing sessions, opportunities to volunteer, crime reduction, and more to enable residents to maximise their potential.

We are proud to be a good and compassionate landlord to 57,000 households across London, the South East, East Midlands, and East of England.

In each of our communities we embed ourselves as a long-term partner with our front-line teams leading the way. We listen carefully to understand the biggest challenges impacting individuals and families and use our Customer Voice Framework of resident panels and regular feedback to keep across any new issues or changing trends.

Sometimes we have the opportunity to regenerate entire communities, and we use our place-making expertise to design and build with positive community impact in mind. In these pages you will read about our Clapham Park and Westthorpe Gardens regeneration schemes in London where energy efficiency, low carbon heating, green spaces, play areas, and community facilities are transforming lives.

We are focused on maximising the impact we deliver from our resources, and by tracking this and reviewing results we optimise our impact each year by:



In each of our communities we embed ourselves as a long-term partner with our front-line teams leading the way.

- **Working out the Value of a Social Tenancy, which is a measure of how our social tenancies provide more value to communities than other tenures like private rent. In 2023 our social tenancies provided £719.8m of value in saved public service costs (e.g. emergency services, healthcare), and from building and maintaining our homes.**
- **Using our purchasing power to deliver positive impact. All our large contractors are required to deliver social value points by providing monetary or in-kind donations to local projects. This delivered £96,966 of social value to our communities over the year.**
- **Offering money advice across all our communities, which resulted in £3m of value to our residents in saved costs, benefits provision, and increased incomes over 2023/24.**
- **Making direct contributions of energy or food vouchers, or rent relief, to those in most need through our Tenant Welfare Fund. Over the past year the fund paid out £729,000 in support.**

Our commitment to positive impact also extends to our own colleagues. We pride ourselves on creating a diverse and inclusive culture where all groups are represented across the organisation. By investing in this culture and in the skills and talents of our teams we enable them to maximise their own potential, serve our residents better every day, and deliver greater impact.

When I entered the social housing sector as a housing officer over 30 years ago, I did so to have a positive impact on people's lives and provide them with the opportunities to fulfil their potential and thrive.

I hope that as you read this report you will see how this same purpose is embedded within MTVH, and that we are committed to partnering with our residents and communities to create greater opportunity and empowered futures. ♦

Geeta Nanda OBE
Chief Executive

Results and performance at a glance

FIGURES FOR 2023/2024



3,675

residents supported with money advice

£718.9m

economic value to the UK from our social tenancies



£3m

gain to our residents from our money advice



862

new homes delivered



£96,966

of social value delivered through supply chain partnerships

£729,000
provided to residents in rent adjustments, food, fuel and other essential items via Tenant Welfare Fund

78.9% C

of MTVH social rented properties with a certificate now rated EPC C or better



11,462

individuals engaged in supplier backed social value activities



£50 spent on community investment for every MTVH household



219 people secured work after attending Love London Working programme



£24,960

social value delivered per social rent tenancy



32

contractors delivering social value projects

Social Value

Providing sustainable housing requires us to think and work beyond our buildings and focus on enabling people and communities to thrive

To understand where our investment has the most impact, we track both the Value of a Social Tenancy (VOST), and social value created through our supply chain.

Value of a Social Tenancy

As a social housing provider, we pride ourselves on enabling residents to improve their life chances through social housing tenancies that provide a secure platform for individual, household, and community growth.

Over the past three years we have worked with consultancy Sonnet Advisory & Impact to measure the socio-economic contribution of our social tenancies compared to alternatives, such as living in temporary housing, or the private rented sector.

Our latest figures show that MTVH's social tenancies contributed £718.9m of social value over the year to March 2023, equating to £24,960 per tenancy. (see Fig 1)

This figure reflects:

- ➔ savings across other public services (See Fig 2) totaling £450m as residents achieve better well-being, health, employment, and education outcomes with the support of a social tenancy.
- ➔ economic contribution from the investments we make in building new homes and maintaining our existing properties total £268.9m.

Looking ahead

MTVH is working with partners Sonnet, HACT, and Hyde Housing to develop the VOST model further. The new approach aims to capture and assess data at the individual tenancy level which would increase accuracy and enable targeted resource allocation to the most in need, improving outcomes. ♦

Fig 1 - MTVH's Value of a Social Tenancy 2022/23 - overview

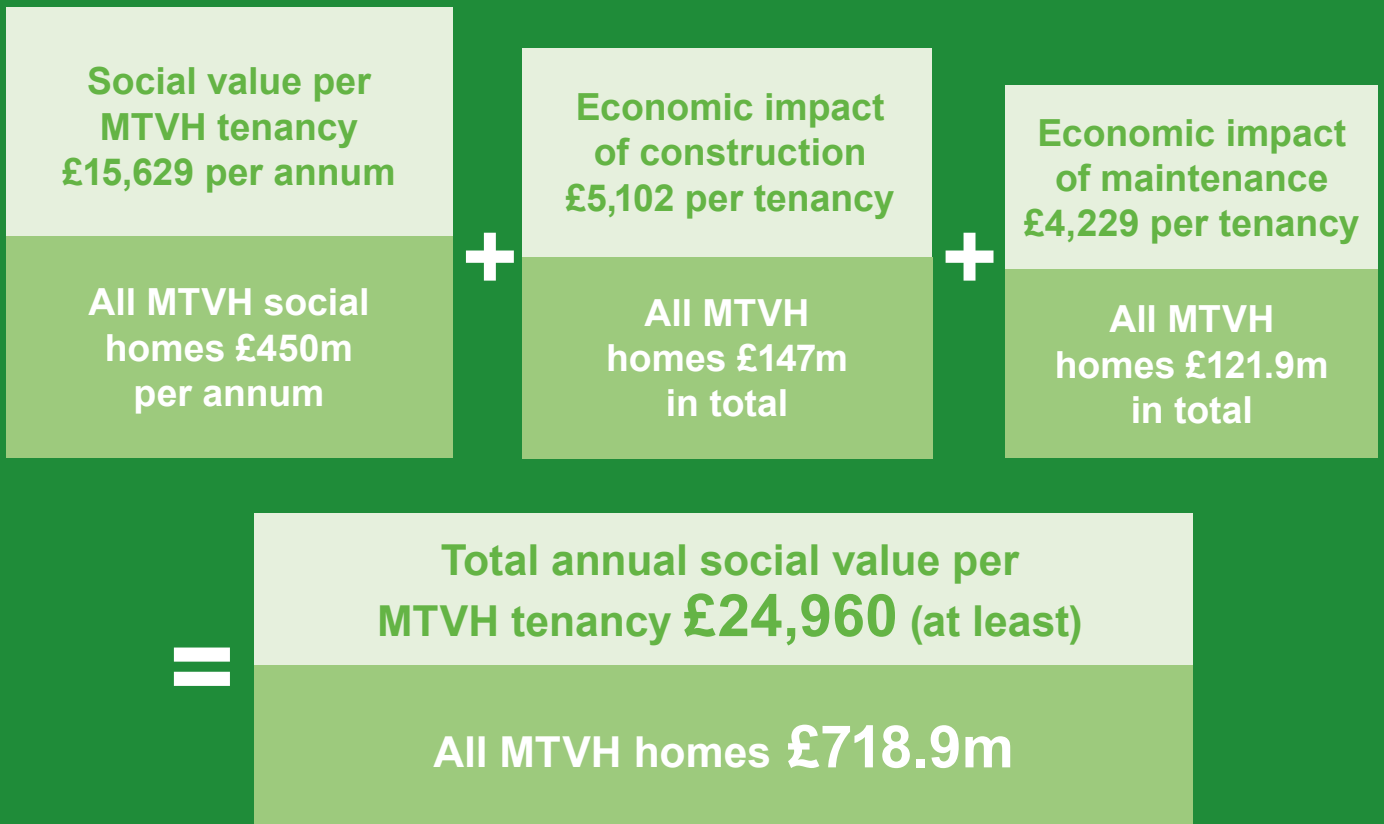
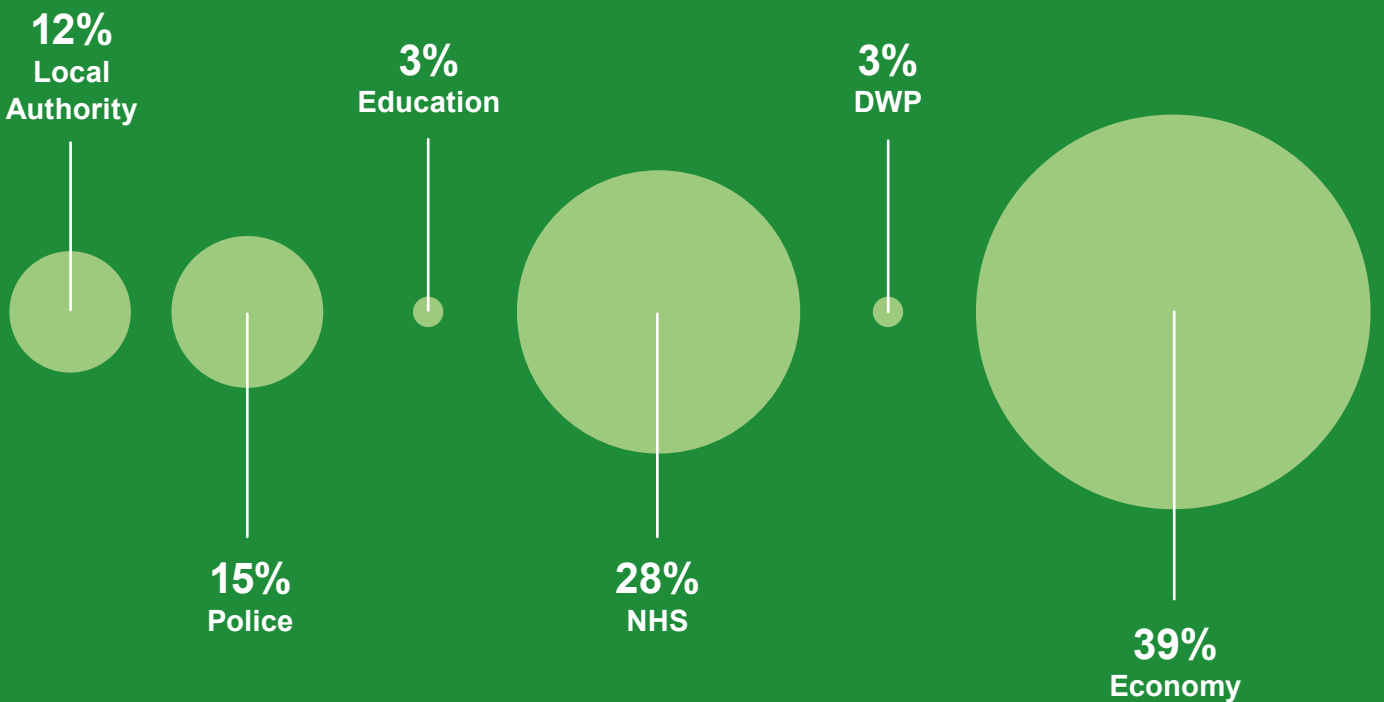


Fig 2 – MTVH's Value of a Social Tenancy 2022/23 - breakdown of MTVH's £450m social value contribution to key stakeholders in 2022/23





232

residents supported
by Jubilee Project
debt advisors



829

one-to-one
consultations
provided to Derby
residents

Case Study

Targeting support in Derby based on our VOST data

We have over 354 social tenancy households in Derby, the majority in the Normanton and Arboretum areas

Our VOST data on rental arrears, local incomes, and employment in Derby, combined with feedback from residents highlighted that some residents in Normanton and Arboretum are facing deeper financial challenges.

Therefore, this is a focus for our investment and partnerships in these areas and we fund the Jubilee Project which offers free, regulated specialist debt advice to our customers ranging

from negotiating with creditors to personalised budgeting plans.

In 2023/24 the service supported 232 residents and achieved £271,412 of financial gains, an average of £1,170 per resident. The Jubilee team's ability to provide this specialist support and advice complements our wider one-to-one case work activity where we provided 829 one-to-one consultations with residents in Derby over the year. ♦



The funding provided to us by MTVH has changed the lives of many of the tenants in various ways allowing us to provide debt solutions, income maximisation, and essential white goods and it is a privilege to be part of the wider City link between organisations and agencies.

Lindsey Sharp, Jubilee Supervisor, Derby City Mission Ltd.



Opening of the PlayZone at Normanton Park, Derby

Case Study

DE23 Active

Because we are committed to our communities for the long term, we understand their needs and can deliver social value in the most impactful way

The DE23 postcode in the Normanton area of Derby demonstrates high social deprivation measures in both VOST and national data, for example child poverty rates in the postcode are 56% compared to a 20% national average.

Poverty impacts long-term health and wellbeing. To tackle this, we have worked in partnership with several agencies on an initiative called DE23 Active to help get the local community physically active and create positive personal and community outcomes.

This started with an initiative by the Football Foundation to bring a PlayZone to Normanton Park. The PlayZone is a mixed-use outdoor pitch for various sports including football, cricket, netball, touch rugby, quick-stick hockey, and dodgeball, which are promoted through the Football Foundation's Active Through Football programme.

However, our ongoing consultations with residents in the area revealed that the affiliation with football is relatively weak, and different more culturally and age-appropriate activities would

be welcomed. Our response was to rebrand the Active Through Football programme as DE23 Active and in the past year we have attracted over 600 local residents across a diverse mix of genders and ages participating in additional activities ranging from swimming, yoga and 'walk and talk' sessions.

DE23 Active is integrated with our Warm Hubs community centres in Derby and residents access our wider advice and support services when attending DE23 Active sessions at these locations. ♦

Social value created through our supply chain

We embed positive community impact at the heart of our supply chain by stipulating that contracts over £100k include social value as part of the service delivery

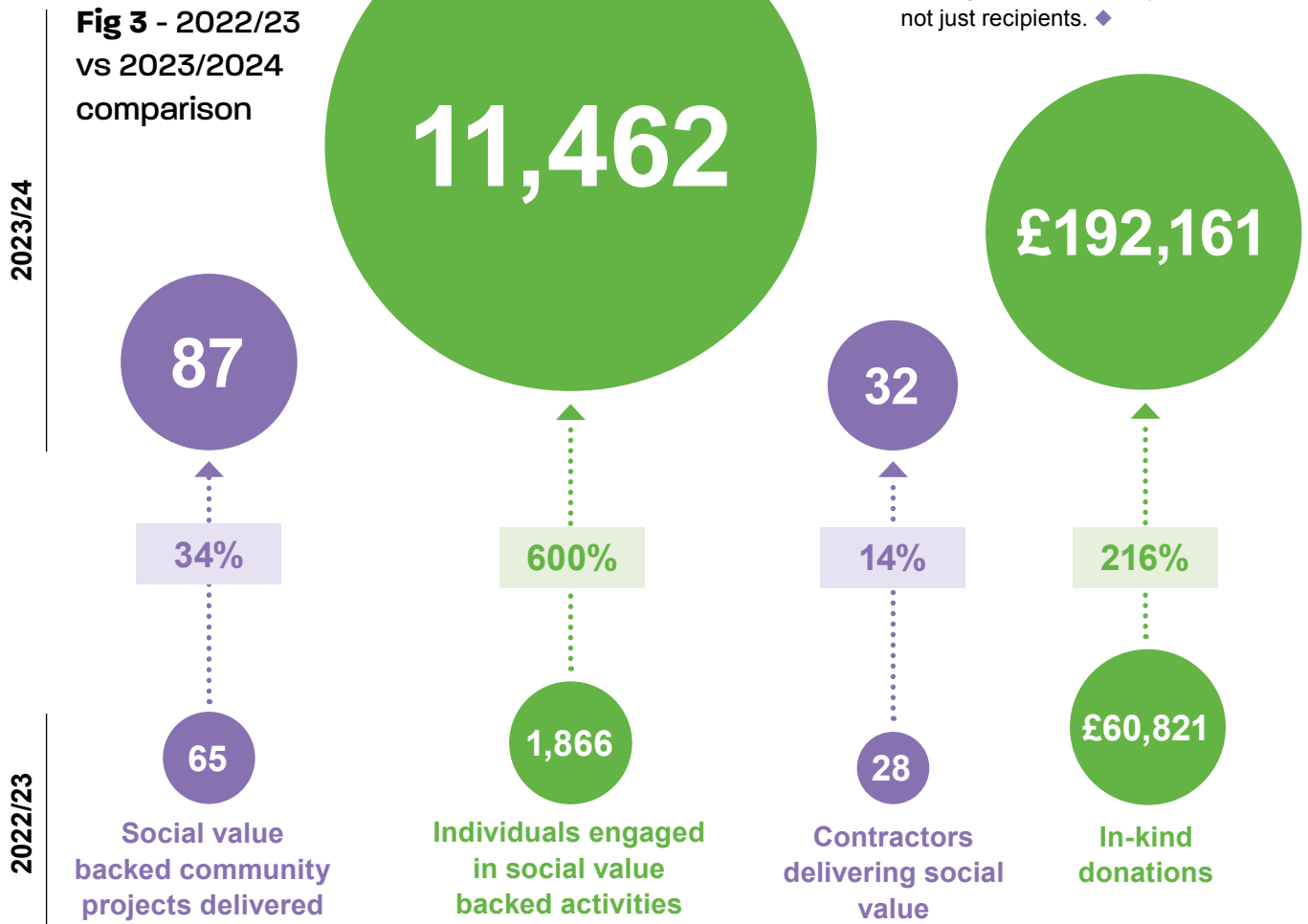
Over the past year social value delivered through our supply chain totalled £96,966, and has moved forward positively across all measures (see fig 3 below). This reflects an increasingly collaborative relationship with existing suppliers to deliver social value, and the selection of

new suppliers that share our ethos of long-term investment in communities.

Since November 2023 we have used the Match My Project platform to accelerate the connection of community

requests to social value offers. The platform already has 30 community organisations and 18 contractors signed up and we can see requests being fulfilled more rapidly.

Match My Project provides residents and communities with the opportunity to provide feedback on any support or funding received, so they are partners not just recipients. ♦





Case Study


Wallington SDA food hub

One of the schemes benefiting from Match My Project is the Wallington SDA Hub that runs a food and household supplies hub on the Roundshaw Estate in Sutton, London

MTVH has over 1500 residents at Roundshaw, and the Wallington SDA Hub supports over 400 families with an estimated 1000kg of food and household supplies freely distributed to the community every week.

Jeremie Bourne from Wallington SDA explains how MTVH and Match My Project are helping residents: "We required our storage facilities to be improved to store more food and other items and as such needed to purchase quality racking solutions. Racking is not cheap, and our finances are constrained but having access to Match My Project via MTVH allowed us to put in a request for £650 to purchase three racks totalling 12 new shelves. This has increased capacity overnight and will allow us to store more non-perishable items and products which we would previously have not been able to do.

Match My Project is so easy to use and offers us a hassle-free way to gain access to extra support. We have found Match My Project platform highly flexible which allows us to think more



Match My Project is so easy to use and offers us a hassle-free way to gain access to extra support.

creatively about our requests and we will definitely use the platform going forwards."

MTVH supplier Pinnacle Group, which matched with the Wallington SDA Hubs needs, is one of our longest standing partners in delivering social value. Pinnacle's Operations Director, **Stuart Devine**, sees the collaboration as an integral part of doing good business: "Pinnacle Group is honoured to be recognised as MTVH's number one performing supply chain partner in

terms of social impact. For over 20 years, we have been proud to nurture a close and collaborative partnership with MTVH, working together to deliver significant social impact for their residents and the communities in which they live.

Our partnership thrives on the strong and effective collaboration between Pinnacle and MTVH colleagues. Together, we have successfully implemented a range of targeted initiatives that make a tangible difference in the communities we serve. From offering work experience and training opportunities to sponsorships, donations and direct on-the-ground improvement works within communities, our efforts are driven by a shared commitment to social value.

Looking ahead, we are excited to expand our partnership with MTVH, exploring even broader initiatives to meet the evolving needs of MTVH residents. We remain committed to driving meaningful social impact and creating lasting positive change to achieve our purpose of transforming communities and changing lives." ♦



£50

annual community investment for every MTVH household



219

people secured work through Love London Working

Empowering Futures

Empowering Futures is our Community Investment team that creates positive impact for people and places where we have homes.

The team focuses on four areas:

- 1 Partnerships and Innovation:** building the relationships to deliver impact for residents, and both bidding for and granting funding
- 2 Community Investment:** engaging communities and delivering work and skills, wellbeing, health and safety, and volunteering programmes
- 3 Resident Support:** providing person-centred crisis assistance, money advice, debt counselling, and financial support including through the Tenant Welfare Fund.
- 4 Community Centres:** maintaining warm, safe, and inclusive community hubs



Every year MTVH spends £50 on community investment for every household.

This is part of our commitment to being a long-term partner in the communities where we have homes and residents. Through our direct work, partnerships and funding we support better outcomes for residents across Work and Money, Safety and Engagement, and Health and Wellbeing matters. ♦

Case Study

Love London Working – Work & Money

Love London Working (LLW) was a multi-year partnership of nine housing associations based in London, and the GLA, to support people facing long-term unemployment and economic inactivity into sustainable employment

We focused on helping residents with complex barriers to employment due to social or health related conditions, with each candidate receiving a bespoke programme to help overcome barriers and make progress.

Our services include mindset and confidence coaching, talking therapies, funded vocational training, employability skills including mock interviews, identifying work placements and supporting candidates through them, and providing an ongoing network of support with peers and our team.

The results were outstanding with 711 people taking part and 219 securing work – 60% of which was sustained for more than six months, well above the 30% average for the employability sector, which reflects the bespoke nature of the programme. ♦

After the success of LLW and other similar programmes MTVH is investing in and building its own offering to support customers around work and skills. We will focus on our residents who are unemployed or who are employed but trapped by in-work poverty and want to progress their careers.



Watch Emmanuel Henshaw's Love London Working Journey!

LLW CANDIDATE SUCCESS STORY Candidate: Emmanuel, age 22



Challenges: Social anxiety and isolation led to verbal communication challenges that were affecting Emmanuel's confidence and opportunities.

Support provided: Working with likeminded individuals brought together by Anxiety UK Emmanuel was able to find support in online discussion groups and talk about his current mindset. Through LLW we provided speech and language therapy to help Emmanuel process his thoughts and build communication confidence. We

also supported Emmanuel to complete his Animal Care Level 3 qualification, and secure a work placement at London Zoo.

Impact: The programme has seen Emmanuel flourish and his communication and social skills have progressed significantly. He was Star Student of the Year for his Animal Care qualifications, and London Zoo were so impressed they are looking for further paid opportunities he can take up.



My experience on the Love London Working Programme has been great. It helped me notice my strengths and weaknesses ahead of a work placement, while being encouraging supportive and fun.

Emmanuel



Case Study

She is – Safety and Engagement

Since 2022, MTVH has been a partner in the delivery of the ‘She is Summits’, an annual summit to empower young women and girls by discussing gender-based barriers they may face, looking at opportunities and seeking solutions

Coinciding with International Women’s Day, the London-based summit was held at the Brent Civic Centre on 7 March 2024. Local partners and communities came together and discussed how to tackle gender-based violence and support young women’s aspirations and employment opportunities. Also attending were local MP Dawn Butler and Brent Council Leader Cllr Muhammed Butt.

We also supported the delivery of a second She is Summit in Nottingham, the first time for the event outside London. Hosted by the Office of the Police and Crime Commissioner for Nottinghamshire, the summit saw a new five-year plan to tackle Violence against Women and Girls being launched. ♦



Case Study

My Script - Health and Wellbeing

Supporting youth voice, opportunity and perception is an important part of Empowering Future's work. MyScript is one of the many programmes where MTVH helped young people build their confidence and create opportunities

In 2023/24, 30 young people aged between 14 and 21 were offered an opportunity to experience different roles within the creative industry such as writing scripts, producing, and making soundtracks. Supported by mentors and industry professionals, the young people created two high-quality short films based on issues, themes and experiences important to them. This year's short films focused on the cost of living and family relationships.

The impact My Script had on the participants was eye-opening with 100% of them saying they can better express themselves and feel more able to communicate how they feel.

Among those involved is 17-year-old Nicole, who wanted to hone her creative skills and work with like-minded people. ♦



It just helps if you're surrounded by everyone who has the same amount of aspirations as you, or they have the same mindset as you, so you're not kind of feeling like the odd one out and you feel heard and seen in an environment like that.

Nicole - My Script participant



Scene from Cost of Loving, a film created from our partnership programme with Bridge the Gap - MYSCRIPT

Migration Foundation

Our roots as an organisation are in providing housing for the Windrush generation of migrants who came to help rebuild post-war Britain in the 1950s

Our Migration Foundation continues this mission by providing a supportive environment where migrants coming to the UK are given opportunities to participate fully in their new communities.

We do this through two main routes. First, by providing grant funding to organisations that support migrants by providing advice, funds, and other support services as they establish themselves in the UK. This funding has been particularly vital in 2023/24 as the cost-of-living crisis has pushed more migrants and their families into destitution, and at the same time increased operating costs for our partner organisations which limits available funds for support.

“The support we receive from Metropolitan Thames Valley enables us to provide vital information on housing and benefits rights to migrants and to those who advise them. The housing rights website was created over a decade ago with government support, to help people navigate the complexities of the immigration system, as they apply to housing. We now rely on sponsorship to continue this work and the agreement we have with MTVH enables us to

sustain this vital service on a long-term basis, and – crucially – ensure it is up-to-date and accurate.

With around 10,000 visits to the website each month both CIH and MTVH are well aware of the importance of the housing rights website and of the partnership we have developed between our two organisations.” Gavin Smart, CEO, Chartered Institute of Housing (CIH).

Secondly, we use our housing expertise to support migrants who would otherwise find themselves homeless or destitute due to their immigration status.

The Migration Foundation fully funds emergency hostel accommodation for migrants and refugees with no recourse to public funds, supporting them as they regularise their immigration status, establish their longer-term employment, benefit support, and housing options.

We also support people at risk of homelessness when leaving Home Office supplied accommodation as they receive their right to remain status. We intend to expand this service in the year ahead and provide further transitional housing options through our wider housing services. ♦

We currently support:

- ➔ Asylum Support Appeals Project (ASAP)
- ➔ Chartered Institute of Housing (CIH)
- ➔ Doctors of the World
- ➔ Global Dialogue (Migration Exchange)
- ➔ RAMP project
- ➔ Praxis
- ➔ Project 17
- ➔ The Unity Project



It is so unusual for a funder (MTVH Migration Foundation) to proactively seek to understand and help with the financial issues organisations face. And to do this repeatedly, over the years, is really quite unique. It makes a huge difference to our ability to focus on the work, rather than having to divert resources to fundraising.

Kat Lorenz, Director, Asylum Support Appeals Project

Case Study

Supporting refugees

Our facility in Derby, Re-Start Point, is fully funded by the Migration Foundation and provides temporary hostel accommodation for destitute migrants and asylum seekers who are waiting for a resolution on their immigration status and have No Recourse to Public Funds (NRPF)

This has included customers with very complex asylum appeal cases, homeless EEA nationals and people who have accepted voluntary return to Country of origin. All residents are either homeless or would have been without the support of this service. Re-Start Point provides a safe and supportive environment, where further services can be accessed in order to help people establish their new lives so that, once they obtain leave to remain, they are able to find accommodation, employment, and participate in communities. ♦



I was homeless before I moved here (Re-start Point). I was really struggling – no food, no medication, hopeless, struggling, just walking around. Then I moved here and started to get my life back. Now I have my own place to stay, I live like a normal person, and I am now working.

One of the users of Re-Start Point





residents received intensive support'



782

households saved energy with Pocket Power

Money advice

As the cost-of-living crisis continues many more people are facing financial hardship including many households trapped by in-work poverty. That's why we are going the extra mile to provide additional support through our own funds and external partnerships. In 2023 we provided intensive support to 3,675 residents, 1,457 because of the cost-of-living crisis – a 10% increase on 2022/23. By offering money advice, debt counselling, benefits expertise, and facilitating referrals to other support providers we helped residents gain over £3m through benefits, cost savings and increased incomes.

Case Study

Working in partnership with other organisations enables us to maximise impact.

Pocket Power

Our ongoing partnership with Pocket Power offers residents an inclusive phone service to help them save money on household bills and connect with financial support. Since 2020, over 782 MTVH households have switched to cheaper deals and applied for discounts, resulting in a total savings of £207,053.

"Pocket Power provided me with tips on how to save energy and helped me realise there are cheaper options available. The advisors put me in touch with the British Gas Energy Trust Fund. I had no idea that this fund existed, but Pocket Power helped me find the fund and complete the form. If people knew about the services available there would be less people suffering from mental distress."

MTVH resident

Case Study

Children in Need

Through our partnership with Children in Need families with children receive support through their Emergency Essentials Programme. Since 2020 the fund provided 220 items with a total value of £29,434 that have helped 276 children.

"I received two single beds and mattresses from the fund. I am on a low income and going through a divorce, with no support from my ex-partner. I have two girls, 15- and 6-years-old, they have been a sharing bed for 4 years. When I received new beds and mattresses, I felt very relieved, my kids were able to sleep independently at last."

MTVH resident and mum of two

Case Study

Financial support and advice

One of our residents, Rosette, worked with Specialist Benefit and Debt Caseworker, Jose, to resolve her benefits and state pension situation when she reached retirement age:

It's been an extremely difficult time for me, I was struggling financially especially with rent as I had to pay it from my pension - my only source of income. I was overwhelmed with how I needed to go about getting support. With Jose's help, I was able to understand what support was available. Jose helped develop financial stability in my life. I am truly grateful for all that Jose has done to help me.

Rosette

"The number of residents being referred to my team for support, has substantially increased and continues to do so, making our role as money advisers more vital than ever." Jose

Our Tenant Welfare Fund (TWF) helps our residents who have urgent need for financial support. In 2023/24 the fund contributed £729k to residents (£628k 2022/23) via rent adjustments, food, fuel, essential household items, and services, reflecting heightened needs.

Using the fund, our Customer Accounts teams made rent adjustments for 618 residents (571 in 2022/23), saving them £366k. The remainder was granted to support residents with urgent food, fuel, essential household items and complex personal needs, with an average response time of one hour for urgent food and fuel requests. ♦





3,500

later living homes



54

local authorities commission us to provide specialist housing and care

Care & Support

Our Care and Support teams provide a range of services, working with people with diverse needs. Our specialisms, in addition to housing, include providing supported living services for people with learning disabilities or autism, mental health needs and experience of homelessness. We also offer extra care housing and care for older people. In addition, support is provided for people at points of transition in their lives – whether encountering homelessness, domestic abuse, or applying for asylum or refugee status.

Case Study

Rebuilding lives impacted by homelessness

Coneygear Court in Cambridgeshire provides temporary accommodation and person-centred support for individuals and families experiencing homelessness. The Coneygear team's aim is to secure a positive move-on for all residents to an independent and long-term housing solution. The team provides support with mental and physical well-being, living costs, training and employment opportunities, and links to relevant services and advice.

"I had to flee domestic violence in the summer of 2023 with my four children and Coneygear Court was our lifeline. The team are so lovely and made the place feel like home from the start. Everything is clean, well maintained, and well run so that everyone respects one another and gets along.

The MTVH team were there for us in so many ways: helping with forms and referrals to other services, supporting our mental health, helping with food or laundry costs, running activities for the families. You really feel like you are not alone.

We have now moved on to more permanent accommodation, and we are building our new life with the bonus that the friends we made at Coneygear are still nearby.

*I was working as nurse before I had to flee and my goal now is to settle into my new home, get my life back, and get back to my work." **Tina's story**, past Coneygear resident (not real name).*

Case Study



Later living in bloom

We offer 3,500 homes with Later Living housing management services for older residents, including housing with on-site care and flats in retirement blocks

One such scheme is Tutin Court in the village of East Leake, Nottinghamshire. Residents from the scheme's 32 flats told us that they wanted to develop their communal garden so they could grow more vegetables, and in a way that was more inclusive and accessible for gardeners with limited mobility.

We shared this with our Estates Team who quickly identified that through our Social Value partnership with supplier Pinnacle we could find a solution. Pinnacle designed and installed large, raised planters suitable for vegetable growing and accessible to those in wheelchairs or unable to bend down to ground level.

We followed up with a community cooking course arranged by Empowering Futures where residents were taught how to use air fryers to cook the vegetables, and also received the air fryers for free.

Jacqui Giles, a resident at Tutin Court for eleven years, said: *"This is a lovely place to live, and I wouldn't want to be anywhere else. The garden is beautiful, and the introduction of the raised planters has allowed those who are less mobile to get involved. Every planter is full of vegetables this year and planting them out has brought us together. We will share the produce out to every flat and there are plans for barbecues in the summer."*

In the past eighteen months MTVH have refurbished the lounge and dining areas and co-funded a new pool table and darts board which has encouraged more socialising, which is particularly important after the Covid years affected some people's confidence.

I'm looking forward to being here for many years to come." ♦

Case Study

Specialist support across the UK

We provide specialist housing to 2,500 residents across 54 local authorities, providing homes for customers with a range of needs from learning disabilities to mental health. In addition to supported housing, we also deliver specialist support tailored to the needs of local areas

Our high support forensic mental health services help individuals with severe and enduring mental illnesses to acquire the skills, well-being and support networks for everyday life in the community.

Martin Swift, Care and Support Team Manager at MTVH's high support service in Southwark, London, explains how he and his team are securing positive outcomes for residents:

"We have twelve self-contained flats where our residents can experience semi-independent living, an important first step for our residents who are moving on from psychiatric hospitals, or more-secure care establishments. We work in partnership with the Ministry of Justice, psychiatrists, psychologists and social services to provide support and recovery services.

To develop residents' skills and confidence to move on to permanent independent accommodation we provide intensive support around: counselling, acclimatising to community living, financial management, daily living skills, and maintaining health and wellbeing.

As a result, we see in our residents reduced isolation, greater self-esteem and reliance, improved emotional well-being, and the development of networks of support that will endure after they leave our facilities.

I get immense satisfaction from working in a role where we can help these sometimes marginalised individuals become part of communities and wider society." ♦



We have twelve self-contained flats where our residents can experience semi-independent living, an important first step for our residents who are moving on from psychiatric hospitals.



Martin Swift, Care & Support Manager, MTVH



520

news homes at Clapham Park by end 2025



102

social rent homes replaced at Westhorpe Gardens

Regeneration

Thanks to our scale and financial strength we can be an influential partner in large regeneration projects that transform neighbourhoods

The power of regeneration when done well is huge. It's not merely about constructing new homes or implementing sustainability measures, it's about fostering an integrated approach that caters to the specific requirements of the community and builds long term social value, and mobility.

In 2023/24 we continued to see progress and positive impact at our large London-based regeneration projects at Clapham Park, West Hendon, and Westhorpe Gardens.

At Clapham Park in the Borough of Lambeth, 50 new homes and two new shops were recently completed at Keith Shaw House and Donna Mews. In partnership with developer Vistry, we are now moving to the next phase with 520 homes, 97 for social rent, due for completion in 2024 and 2025.

We have placed the residents' voice at the heart of this project. In spring 2023, an open day was held to provide information on the works and to offer residents the opportunity to explore plans for their new homes. Resident members have also been recruited to the Clapham Park committee to ensure that local voices are heard throughout the regeneration.

"I have been an MTVH resident for eight years and have always been impressed by the level of respect, sympathy, and professionalism that the teams demonstrate towards customers. I have recently moved to a new home, a brand-new build in Clapham Park and I already feel at home. The new home meets all my needs and it's very comfortable. It really feels like MTVH had the residents' need at the heart when designing new developments. This is such an exciting opportunity for the community and neighbourhood as more people and families will be able to enjoy new homes fit for purpose just like I have."

Pauline, a MTVH resident in Clapham Park



New homes at Clapham Park



New homes at Westhorpe Gardens

“My family just moved to Keith Shaw House at Clapham Park and our new home is really well-thought out and meets the needs of my family. Compared to my old home, it is a modern, new building with lots to enjoy from the communal courtyard to underfloor heating. Beyond my own home and building, the whole regeneration scheme is huge and positive for the wider community and neighbourhood. The project transforms and modernises the entire area, making it a safer and more desirable community for all.”

Katherine, a MTVH resident in Clapham Park

Westhorpe Gardens and Mills Grove Estates

The regeneration of the 1960s Westhorpe Gardens and Mills Grove estates in Barnet was proposed by MTVH in 2018 in collaboration with Barnet Council, and with funding support from The Mayor of London’s Affordable Homes programme.

In November 2018 residents voted on the proposals in the first ever resident ballot completed under new Mayoral guidelines with 75% in favour of the plans.

Residents are now returning to their new homes and experiencing the benefits of regeneration. Their new homes are rated Energy Performance Certificate B compared to EPC D and E for the original buildings, lowering energy usage. Based on the energy efficiency of the homes and the communal air source heat pump network that provides space and hot water heating to each property, annual energy costs are estimated to fall from £1019 to £315.

Beyond the fabric and quality of each home, the scheme is designed to promote well-being for all demographics. Green spaces, allotments, and gardens accessible to all levels of mobility are integral to the design, and retaining existing mature trees was a key objective of the plans. Active transport options have been promoted with 410 cycle parking spaces on the site, and pedestrian routes linking to the wider community.

When completed in 2026, the scheme will not only have replaced and upgraded all 102 social rent homes originally on the site, it will also provide an additional 149 affordable homes to create a strong multi-generational community.

For children on the site, we are developing play areas with landscaped mounds and creative play equipment. For children over the age of 18 living with parents we have been able to offer them their own property on the estate, providing secure and affordable housing for those in need and maintaining and sustaining the existing community. For the older generation we are providing 46 later living homes for the over-55s at London Affordable Rent. These homes will be fully integrated with the wider community by locating a residents’ lounge within the later living accommodation that will also act as a hub for the entire estate.

“Westhorpe not only increases the supply of affordable homes in Hendon, it also saves residents money on their energy bills through energy efficient construction and heating, promotes good health through its green spaces, and will promote an even stronger and inclusive community when fully built out in the coming years.”

Councillor Joshua Conway, Hendon Ward ♦

Warm and energy efficient homes



1,300

homes improved to EPC C or above



45%

reductions in energy bills for residents

We are working hard to make all our homes warmer, better insulated and more energy efficient, improving our residents' quality of life while cutting fuel bills

Our Social Housing Decarbonisation Fund Wave 1 and Wave 2.1 programmes have played a significant role in this, enabling us to improve over 1,300 homes to EPC C or above over the last year. Our Wave 1 programme alone has delivered solar panels to over 400 homes, insulation measures to over 360 homes, heating control upgrades to nearly 500 homes and ventilation upgrades to over 260 homes.

Performance Certificate EPC C or better, representing 78.9% of our social rented properties with EPCs. This meant we met a 2026 target to reach EPC C on 75% of our certificated social rent portfolio two years ahead of schedule.

We are continuing with our improvement programme by adding loft and cavity wall insulation, high retention storage heaters, and solar PV, to benefit residents whilst also reducing our carbon footprint. ♦

At the end of 2023/24, 23,268 of our social rented properties were Energy

Case Study

Cutting bills and carbon in Nottingham

Our project

In 2023 we used funding from Wave 1 of the Social Housing Decarbonisation Fund (SHDF) to improve the energy efficiency of over 100 properties in the St Anns Estate, Nottingham. All properties had solar panels installed, with some also receiving top-up insulation.

Our resident

Andzelika Wisniowska, an MTVH customer since 2016, had solar panels and loft insulation installed at her end-terrace house in June 2023 and has already experienced the benefit over the winter months.

“The installers were very kind, and they made the job quick and simple. Where I’m noticing a difference is in my bills, which are less than before and this is helping me a lot. I would certainly recommend this to my neighbours, family and friends.”

Our impact

The installation improved Andzelika’s property from EPC D to B, and our estimates show it will cut CO2 emissions by 35%, and energy bills by over 45%. ♦



Housing delivery

The UK's housing crisis continues to blight the lives of thousands of people across the country. Recent figures from the Government showed that at the end of September 2023 there were 142,490 children recorded to be living in temporary accommodation, up 16,960 from the year before

This is just one of the many statistics that indicate the wider issue that finding secure, warm, and safe accommodation is increasingly difficult. Meanwhile, homeownership is increasingly out of reach as high rents make saving for a deposit harder and higher interest rates increase the cost of mortgage repayments.

Core to our mission is to keep building new homes despite the tougher market conditions and provide more rental and home-ownership options for residents. In 2023/24 we delivered 892 new homes (2022/23: 657) including 482 for rent (308 in 2022/23), 276 shared ownership (185 in 2022/23), 109 Rent to Buy/ London Living Rent, 2 for private sale (33 in 2022/23) and 23 in joint ventures with other parties (131 in 2022/23).

We launched our So Flexi branded Rent to Buy and London Living Rent products in August 2023 as a further innovation to help first time buyers into home ownership. Both offer qualifying customers the chance to rent a home at below market rates, while using the difference to save a deposit to buy a percentage of their home through shared ownership.

We are focused on meeting our goal to deliver 1000 new homes each year to continue to provide the homes that are desperately needed as the foundation for successful lives and thriving communities. ♦



892

new homes delivered



1,000

Target for new home delivery per year

Case Study

Amber House, SO Resi Bracknell

Amber House was a Bracknell Forest Council office building before MTVH purchased the leasehold in 2017 for development into a mixed tenure development with 193 new homes, 126 of those being shared ownership and 67 social rent

The site is now fully built and 80% occupied with the majority of the homes going to local people who live or work within Bracknell where demand for housing is high.

We designed this development to foster a strong sense of community and are making continued investment to make that a reality. Central to this is our Estate Coordinator who is on site permanently to ensure that the building is well maintained, residents have a point of contact for any issues, and a friendly welcome when they move in.

The fabric and design of the building also encourages interaction between residents with a private podium garden with benches and green spaces available to all residents.

The shared ownership offer has been popular with first time buyers aged 24-35. These buyers have found that because private rental costs have been getting higher and higher over recent years shared ownership can save monthly costs while achieving their home ownership plans. ♦





Shared ownership at Amber House

Louise and Adam purchased a 25 per cent share of a two-bedroom apartment at Amber House using Shared Ownership in 2023, putting down a five per cent deposit of £4,000

Back in 2020, the couple initially considered the open market and were working towards building a deposit of £20,000. However, mortgage rates started to go up, products were getting pulled, and in 2022 when they were finally ready to buy, the bank said they'd need a minimum deposit of £40,000.

The couple began to look at other affordable options and eventually followed Louise's Mum's footsteps to pursue a Shared Ownership scheme.

Louise and Adam now look forward to staircasing to full ownership through SO Resi Plus, which allows people to purchase an extra one per cent share each year with no fees.

Louise says: "Without Shared Ownership, we'd still be living at my Mum's house, still trying to meet our £40,000 (and growing) savings target. Now we're officially on the property ladder and couldn't be happier, with a realistic plan to achieve full ownership in the future." ♦

Listening to our residents

Listening to and collaborating with our residents is at the heart of what we do

We focus on understanding how well we are meeting their needs and providing meaningful opportunities for them to influence the decisions we make.

We deliver this through our Customer Voice Framework (CVF) which we designed with residents and launched in May 2022.

The CVF established a national Customer Council and three Regional Panels of residents from MTVH resident communities, enhancing our ability to listen to residents, amplify their voice, and provide opportunities for them to influence decisions.

These formal customer groups meet every quarter to discuss a range of topics from operational performance and complaints to “hot topics” for residents and MTVH. A core part of each meeting sees residents sharing their views on a specific resident

satisfaction theme. Each regional group discusses the same topic, and their feedback is shared with the Customer Council who add their own viewpoints. The Customer Council chair relays this information, along with a wider update, as part of their role as a member of the Customer Services Committee (CSC), which is a committee of the MTVH Main Board.

Over the past year resident feedback has influenced our decision making on a range of topics from our repairs and decant policies to the prioritisation of maintenance programmes.

Residents from these groups have also had the opportunity to influence the recruitment of our new CEO with a Resident Panel forming part of the selection process, and to shape our response to Government consultations on damp and mould.

To complement the input from our formal groups we continuously gather insight from the daily interactions with residents over the phone, online or face-to-face. Over the past year we integrated our Complaints team into our Customer Voice team to improve how we analyse complaints to identify trends and insights.

Surveys are also a crucial tool to understand our customers' views and in 2023/24 we undertook 16,000 customer surveys.



16,000
customer surveys



3

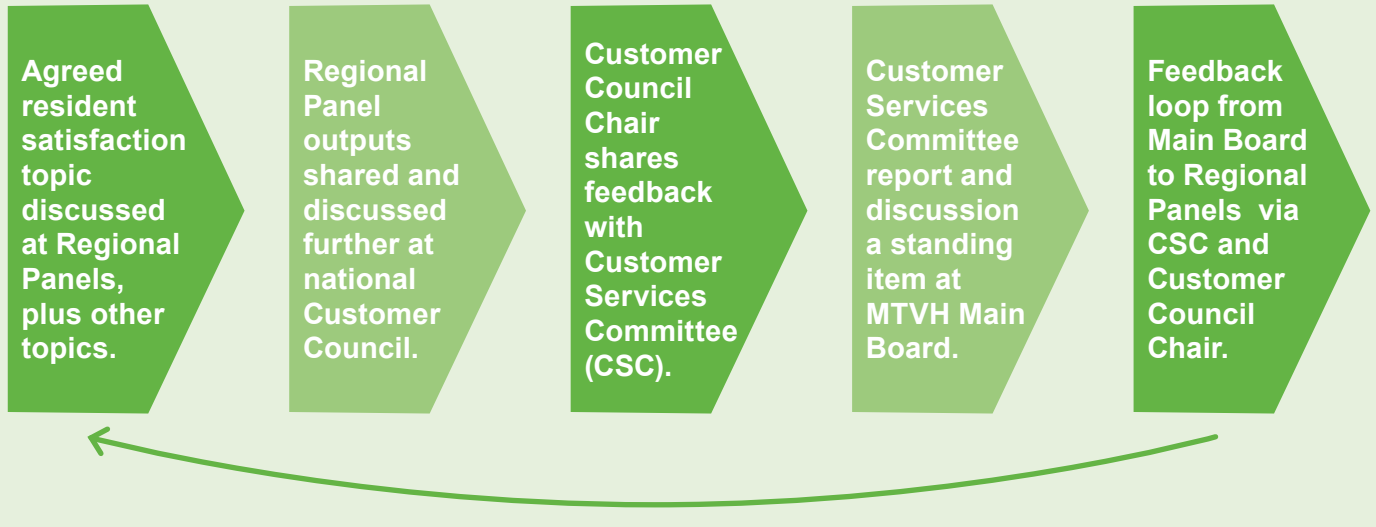
regional resident
panels



Listening to our residents

Fig 4 – Customer Voice Framework feedback loops

AMPLIFYING CUSTOMER VOICE IN OUR DECISION MAKING



Pamela Newman,

Chair of the Customer Council said: *“I am passionate about giving customers an equal voice at the table and influencing the work of MTVH. So, the Committee encourages residents to give us feedback, so they are part of MTVH’s development, and their voice is heard on any changes we make, from customer services to influencing national policy.*

As the Council Chair, I have been involved in a wide range of projects. More recently, I was involved in the recruitment of the new CEO. This was so refreshing and powerful because it shows that the Committee isn’t about a tick box exercise. I really feel like I’m making an impact and have a voice in what MTVH does. MTVH really listens to our feedback and puts the residents voice at the heart of decision making.

Never before have resident voices been needed more. Our lived experience is powerful because we have knowledge of what decisions are needed to make places better.”



Paula Sharratt:

A member of Midlands Regional Panel said: *“For me, the Regional Panel is all about connecting people and communities and ultimately representing my neighbours and communities back to MTVH. Social housing has a real mix of people, each with their unique stories and experiences. This diversity is reflected within the panel where people from all walks of life come together through the common ground of belonging to the MTVH community.*

Through our collective input, we have the platform to shape MTVH’s strategic directions that impact our communities. And this feedback and collaboration are really valued by MTVH.”



George Vasilopoulos

Chair of the South London Regional Panel said: *“Our members represent the diversity of the South London region, bringing a range of professional backgrounds to the panel. While the role is voluntary, they commit their time and expertise to sharing their views on policies and feeding back their lived experiences as MTVH service users.*

I cannot overstate how valuable this feedback—positive or negative—is to provide context and inform strategic and forward planning at MTVH. During discussions, panel members are encouraged to constructively consider how their individual experiences could translate to service improvements which would benefit all service users of MTVH and the communities in which they live.

Like all organisations, MTVH faces challenges—and change takes time. By getting involved, you can have a say in shaping the future of MTVH.” ♦



55%

of all transactions are online



84,400

repair and maintenance jobs completed by Networks

Customer service

We are dedicated to providing high quality customer experiences that deliver first time, every time for residents

Over the past year we have continued to develop and put into action our plans and improved processes to deliver on the new Consumer Standards that came into effect in April 2024 through the Regulator of Social Housing.

As more customers seek to engage with us through digital channels, we have invested significantly to build a multi-disciplinary in-house digital team of product managers, developers, designers, and researchers. This provides us with the skills and

knowledge to be a digitally agile organisation that is more responsive to the needs of customers.

In 2023 the level of active online users of our services reached 41%, against a target of 20%, and 55% of all transactions took place online. We introduced a new CRM system over the year and this is now being fully integrated into our processes to create an even more streamlined customer journey.



Customer service



"I feel that they listen to me if I have any issues and they resolve issues that come up. I really feel that they looked after me when I had the situation with the storm. They looked after me very well."

**General Needs customer,
North London**

"I've been with MTVH for over 10 years and had some problems, but they sorted them out immediately, they even have moved me out and my cats when we had mould for five months, they've been amazing".

**General Needs customer,
South London**

"Communication is good, I always receive letters letting me know about any updates, anything to do with the housing or any changes to the property and any changes to responsibility for me or the landlord."

Shared Owner, Midlands

Transactional customer satisfaction measures have shown an upward trend, with customer enquiry satisfaction increasing by 6% over the year, and overall customer satisfaction holding steady at 70%.

Residents' satisfaction with repair services was 72% over 2023/24 and Networks, our in-house property maintenance and repairs team, completed 84,400 jobs over that period with 88.2% of them rated by residents as fixed right first time.

We work hard to ensure that when residents have an issue, they can contact one of our team quickly. Over the year we received 233,766 calls in to our Property Desk, our team that handles calls about repairs and maintenance, 65% of which were answered within two minutes.

Innovation - Facilitating complex repairs

When we heard feedback from residents that they wanted more support around the delivery of complex repairs that are part of a complaint resolution we acted.

Our solution is the Property Experience team, a dedicated resource to improve outcomes for residents in this situation. The team brings together customer experience and property maintenance experts and acts as a consistent and proactive liaison between residents and the repairs service. The aim is to ease the strain on residents facing a complex repair by acting as champion for their needs, facilitating smooth delivery of services, and improving collaboration between our teams when needed.

Innovation - Empowering vulnerable customers through technology

In 2023 we worked with technology company Alertacall to improve the independence and quality of life for later living residents in the East Midlands. We rolled out Alertacall's Housing Proactive service across 2000 later living properties, providing residents with specially designed tablets for regular and effective communication on wellbeing, repairs, and community issues.

The service allows easier and more frequent two-way communication with residents. The easy-to-use devices allow residents to send regular updates, report repairs, or request a call back, and for us to send updates, news, and surveys.

"We are now able to communicate regularly with residents to ensure we provide the right level of service and support for everyone in an efficient way. It is fantastic to be able to connect digitally with customers who were unable to do so before."

Andrew Reston, Director MTVH Support. ♦



4

Colleague Network Groups



0.2%

Median Ethnicity Pay Gap

Diverse and inclusive workplace

We are proudly committed to equality and diversity as a core part of what we do – in the services we provide to our customers and as an employer. This is in the DNA of our organisation based on our Windrush heritage and we seek to lead and inspire the social housing sector in this area

Over the past year we have focused on driving diversity and inclusion throughout the organisation by:

- ➔ Providing support to our Colleague Network Groups to deliver more activity, education, and awareness across the organisation (see below)
- ➔ Issuing guidance and tips to colleagues on topics including Gender Awareness and Neurodiversity
- ➔ Engaging colleagues with landmark events over the year including Pride, Black History Month, International



Diverse and inclusive workplace



I'm proud of A:Gender for having made a number of tangible and hidden changes to support women at workplaces.

Gemma Turner, Business Support Manager and the Chair of A:Gender

Women's and Men's Day, Neurodiversity Week, Race Equality Week, LGBTQ+ History Month, International Day for Persons with Disability and more

- Celebrating colleague nominations across categories of the G15 Ethnicity in Housing Awards

Our Colleague Network Groups provide a platform for colleagues to share views, tell us what we're doing well, recommend improvements and deliver real change inside MTVH and beyond. We are creating an inclusive community and this all starts with colleagues who know their opinions are valued.

Our Colleague Network Groups

→ **Rise** help create a working environment and policy framework for ethnically diverse colleagues which is open, supportive and promotes equality of opportunity, colleague wellbeing and strengthens the colleague voice.

→ **Proud** serves as a platform for allies to learn about LGBTQ+ issues and how they can support and advocate for the community. This group advocates for policies and practices that support the well-being and rights of LGBTQ+ individuals in the workplace.

→ **Respectability** aims to create a supportive environment for disabled and neurodiverse colleagues and those with caring responsibilities at work. We signpost and highlight useful resources, and raise awareness of specific issues or conditions which may impact MTVH colleagues.

→ **A:Gender** creates a supportive environment for all MTVH colleagues where they can raise gender related issues that matter to them, that they have in common and affect them while at work. We provide a platform for all colleagues to raise their concerns, draw attention to gender related issues and identify and address barriers that generate inequality.

Gemma Turner, Business Support Manager and the Chair of A:Gender said "I joined MTVH (then Metropolitan Housing Trust) in 2010 from a male-dominant, conservative industry. At first, it was so refreshing that I could be my genuine self without restrictions - from my hair colour to fashion choice.

I'm proud of A:Gender for having made a number of tangible and hidden changes to support women at workplaces. One change that's currently being rolled out is free period products at MTVH offices. It might seem like a small change, but it has had a big impact on people who are at times struggle with period poverty or social stigma. Movements like this also have a ripple impact and support female colleagues to feel more confident and comfortable at workplaces."

Diverse and inclusive workplace



Windrush75 celebration event, Brixton

In June 2023, MTVH joined the rest of the UK in celebrating the 75th anniversary of Windrush. This historic event holds special significance for MTVH, as Metropolitan (a forerunner of MTVH) was established to provide quality, affordable accommodation for London's Windrush generation Caribbean community.

To mark the occasion, MTVH held a wide range of events for residents, colleagues and communities. We worked with Lambeth Council to provide lunch to people of the Windrush Generation as well as across local communities.

We unveiled a blue plaque at the home of former MTVH resident and prominent historian, Peter Fryer, whose work shaped the way those who arrived from the Caribbean are remembered. Guests at the unveiling included well-known historian, David Olusoga.

For colleagues as well as residents, we held a series of events to learn about the Caribbean culture and

Windrush history, from a book reading with renowned Windrush Author Tony Fairweather to a panel discussion on migrant contribution.

We were especially proud to welcome our first residents to Keith Shaw House within the Clapham Park regeneration scheme. Our new development is named after MTVH founder and resident Keith Shaw who arrived in South London from the Caribbean in the 1950s and spearheaded quality, affordable housing for the community.

It was decided to name the Clapham Park building after Keith following a call for local people to submit names of residents with local significance. Now his legacy lives on as we mark the contribution that Keith and the entire Windrush generation have made to our society.

Pay gap reporting

We are committed to reporting on both our gender and ethnicity pay gaps and our full pay gap report can be found on the MTVH website.

Our mean gender pay gap across the MTVH group was maintained at 16.5%. Our gender pay gap exists because there are a higher number of men in senior roles, and a disproportionate number of women work in our care and support operation which is not only an industry which tends to attract more women but is also one where market rates of pay are lower compared other areas. As of April 2024, 48% of MTVH colleagues working at 'head of and above' level were women, surpassing our 35% target.

We have now been monitoring our ethnicity pay gap for several years which has given us a tangible way of measuring progress and to benchmark performance. Using data provided by 88% of our colleagues, our mean ethnicity pay gap across the MTVH group has remained at 9.5%. Our median ethnicity pay gap is just 0.2%. As of April 2024, 22% of our colleagues working at 'head of and above' were ethnically diverse exceeding our 20% target. ♦



31

colleagues completed leadership programme



138

attended Mindfulness short course

Employee Wellbeing and Development

We aspire to be an organisation whose people feel empowered, inspired, and well equipped to deliver solutions and services that fully support the needs and expectations of our customers

Since 2019, we have been delivering our People and Organisational strategy – a key building block to creating a new merged organisation, and one of MTVH's four key strategies. In the first year, we focused on putting the basics in place and getting them right. We then developed and rolled out programmes to grow our capability, build our talent and set the direction of travel to be a forward-thinking, and innovative organisation that delivers excellent services.

In 2023, we provided a structured, in-house talent programme called Dare to Believe and Lead to support 31 colleagues to develop the right behaviours and skills to deliver outcomes and services that meet the customers' and organisation's needs.

Our Assistant Director of Strategy, Performance and Projects Vicky Bywaters has risen to her current role at the end of the Dare to Believe and Lead Programme. Vicky was one of the first to participate in the scheme and following a ten-month blended programme of online learning and interactive work, she was promoted

from her previous role of Head of Strategy, Performance and Projects.

Vicky said "I have been involved in a number of leadership courses throughout my career. But this programme was eye-opening. To be part of the scheme, participants are recommended by the Executive team. So, I saw a strong element of trust from the organisation in me and my potential, which was motivating.

There were some impactful elements within the programme but the most memorable for me were the masterclasses with the MTVH Executive team in which they reflected on their careers. These gave me powerful insights into our senior leaders, how your own leadership journey shapes you and how I can use this to support my development and learning.

Where the scheme goes the extra mile is the organisation's willingness to learn from us. Participants were invited to provide our feedback at the end and our suggestions are being built into the programme for the next cohort."

Employee wellbeing and development



The learning from this training, combined with my frontline experience, has been hugely positive – for myself, my teams as well as MTVH residents.

Rafaela Tsouvalou, Operations Manager for Care & Support, North London

We are focused on supporting the development and progression of colleagues across all parts of the organisation and across all levels. Rafaela Tsouvalou, Operations Manager for Care & Support, North London experienced our Lead to Succeed programme this year.

“I joined MTVH in 2020 as a Support Worker where I was in the frontline of supporting women with mental health needs. Since then, MTVH consistently supported my development, and I took up my current role of Operations Manager in 2023.

Recently, I participated in the Lead to Succeed programme, a five-day training for Care Managers and Team Leaders to improve their leadership skills from how to manage performance to how to adjust your leadership style to meet the needs of your team.

The learning from this training, combined with my frontline experience, has been hugely positive –

for myself, my teams as well as MTVH residents. The training really helped me effectively upskill my team, leading them to being confident in their roles and to communicate better with customers, which improved quality of care and support for MTVH communities.”

We have staff wellbeing at the heart of our approach and have several initiatives to support colleagues with different aspects of wellbeing.

With **Wellbeing Wednesdays**, we share practical tips and guidance on a specific area of wellbeing through regular emails, as well as signposting colleagues to our Employee Assistance Programme.

We also provided a number of **Mental Health and Wellbeing training sessions** in September and October 2023, with 39 colleagues attending in total. Feedback from colleagues has been positive with people finding it well-structured, valuable, and informative.

A **Winter Wellbeing Programme** for all colleagues was delivered from December 2023, this commenced with our wellbeing ‘top tips’ advent calendar and covered topics such as Financial Wellbeing, Understanding and Dealing with Worry and Managing Stress and Anxiety.

A ‘Month of Mindfulness’ was also delivered as part of the programme; a short course of four 30-minute sessions, helping colleagues to build a regular mindfulness practice as their approach to wellbeing and resilience. Across the four sessions, a total of 138 places were taken up by colleagues. A wellbeing survey was circulated to all colleagues in March 2024 to understand what is working well and what we could do even better next year. Results are being analysed and recommendations put forward to shape our programme for 2024/2025. ♦







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