



Customer Experience Committee Paper

Wednesday 6 May 2026

Agenda Item 14

Annual Service Improvement Report 2025/26

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Report Title	Annual Service Improvement Report 2025/26	
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Purpose/Summary

The purpose of this report is to provide the Committee with an update on progress in the development and implementation of the Service Improvement Plan (SIP).

The SIP is led by the Leadership Team and involves colleagues from Customer Services, Neighbourhoods, Income, Community Involvement & Engagement, and Property Services. Its overarching aim is to improve the customer experience by identifying and delivering targeted service improvements, informed directly by customer feedback and engagement activity.

The plan covers four core operational service areas, alongside a number of cross-cutting actions that apply to all customer-facing staff. A key benefit of the SIP has been the opportunity for managers across different service areas to work collaboratively, driving service improvements and increased efficiency across the organisation.

Areas of Focus

Customer Services

The Customer Services team has developed six actions focused on strengthening the frontline customer experience. These include:

- Additional and regular training for frontline staff on what excellent customer service looks like in practice
- Enhanced quality control inspections on completed repair works
- The development of a consistent, values-based approach to communicating with customers, ensuring empathy, compassion and professionalism

Further actions focus on providing increased support to customer facing teams, strengthening capacity to work more consistently on patch and improving responsiveness to customer enquiries and concerns.

Property Services

Property Services has identified seven improvement actions aimed at enhancing the quality and reliability of the repairs service. There is a particular emphasis on:

- Improving the timeliness and quality of responses to repair requests
- Embedding a 'right first time' culture across contractors

This area has been prioritised over the next year due to initial service challenges following the mobilisation of a new gas contractor, which led to increased customer dissatisfaction. Targeted actions are in place to stabilise performance and restore customer confidence.

Neighbourhoods and Estates

There are nine identified areas of focus within Neighbourhoods and Estates, with a strong emphasis on improving service delivery, communication, and the overall customer journey with MHA.

A key priority is the effective management of antisocial behaviour (ASB) cases, ensuring alignment with Customer Satisfaction Measures (TSMs) and the Regulator of Social Housing's Consumer Standards.

The commitment to visiting all MHA properties through customer profiling remains central to the SIP. However, the approach has been reviewed and modernised to make the process more efficient and proportionate for both customers and staff.

Income Team

Building on the success of last year's SIP, the Income team is leading on several organisation wide actions this year. Three key actions will be rolled out across all customer facing services:

- A vulnerability project to embed a culture of proactively identifying support needs and appropriately signposting or referring customers to local support services
- The introduction of welfare calls to all MHA customers
- Training for staff on understanding rent accounts and holding informed, sensitive conversations with customers about their rent

These actions are intended to strengthen early intervention, improve financial inclusion, and ensure consistent approaches across services.

Community Engagement

The Customer Involvement and Engagement Team has been formally embedded within this year's SIP, reflecting an increased organisational focus on meaningful customer engagement.

Two key actions have been identified, focusing on:

- Improving how MHA communicates its services to tenants
- Increasing tenant involvement in the Customer Panel and in the scrutiny of MHA services

This work supports MHA's wider commitment to co-regulation and tenant voice.

Data and Reporting

A data-led approach is being adopted to monitor, manage and continuously improve services. Enhanced reports and performance dashboards will be developed and rolled out to customer-facing services to:

- Track progress against SIP actions
- Measure service performance and outcomes
- Identify trends, risks, and opportunities for continuous improvement
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communicating MHA services with tenants and getting them involved with the Customer Panel and Scrutiny of MHA services.

Recommendations:

The Committee are asked to note the contents of the report.

Financial Implications:

There are no financial implications resulting from this report.

Value (Vfm)/Social Value) Compliance:

The SIP demonstrates value for money through improved performance management, contractor oversight, data-led decision making, and strengthened customer service standards.

Actions such as enhanced KPI monitoring, dashboards (Power BI), vulnerability identification, welfare calls, and improved ASB and complaints management ensure efficient use of resources while delivering positive social value for tenants and communities.

How have our Tenants influenced the content of this report or influenced the supporting data/information:

Tenant feedback, satisfaction measures (TSMs), customer engagement activity, mystery shopping, complaints, scheme focus events, and survey results have directly informed the priorities within the Service Improvement Plan.

Is there an impact on our tenants because of the next steps or approval of this report?

Yes, Implementation of the SIP actions will directly impact tenants. Overall, tenants should experience a more consistent, customer focused and accountable service.

Is there any consultation data we haven't responded to? (note the reasons why). No**Internal and external stakeholder Consultation:**

The SIP has been developed collaboratively across Customer Services, Income, Neighbourhoods, Community Engagement, Property Services, and Data & Performance teams. Ongoing contractor and customer engagement has informed the plan.

Equality, Diversity and Inclusion Considerations:

The SIP promotes inclusive service delivery through proactive vulnerability identification, welfare calls, improved ASB support, and customer service training focused on empathy and accessibility.

Health and Safety Implications:

Positive implications include strengthened gas servicing compliance, damp and mould case management (Awaab's Law), stock condition surveys, and improved ASB management to support tenant safety.

Potential Risks Identified and controls in place:

Failure to deliver the SIP could result in reduced satisfaction, compliance risks, and reputational impact.

Controls include monthly performance monitoring, KPI dashboards, contractor meetings, post-inspections, and oversight by the Service Improvement Group.

Legal & regulatory issues: (including any advice taken)

The SIP supports compliance with Consumer Standards, TSM requirements, complaints handling expectations, gas safety obligations, and emerging damp and mould regulations.

Link to primary corporate objective(s)

- Deliver Quality Homes and Reliable Services
- Put Customers at the Heart
- Support Sustainable Tenancies and Tackle Inequality

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Service Improvement Report

Introduction

The purpose of this report is to update the Committee about the Service Improvement Plan (SIP) for 2026 – 2027, the actions identified and steps being taken to improve customer experience in line with Tenancy Satisfaction Measures (TSMs) and Consumer Standards.

The SIP is led by the operational management team and involves colleagues from Customer Services, Income, Neighbourhoods, Community Engagement & Involvement and Property Services. The SIP is designed to enhance the customer experience by identifying specific action areas that can be improved and developed. The plan focuses on four key operational areas, alongside a cross cutting element that applies to all staff.

The SIP initiative started in 2021 with the aim of identifying key areas in which Manningham Housing Association's (MHA) services could be improved, ultimately enhancing the overall experience.

Outputs

The Plan identifies a series of actions covering the key operational areas of the business. The plan has both specific actions or improvements that can be implemented and a programme of activities and initiatives that are focused on driving improvement to the service and enhancing customer satisfaction.

There will be some quick wins, long term goals and ongoing actions for the purposes of continuous improvements.

Action Plan

Customer Services

The Customer Services Team has five actions identified, plus one identified for better collaboration and communication with the Neighbourhood Team.

Identified Actions	Actions Required	TARGET DATE	Intended Outcomes
Training for all staff on how to deliver great customer service.	Customer service training for all MHA staff	September 2026	Refresher training and developing customer skills for all MHA staff
Becoming a paperless organisation	Review tenancy files and scan all required paperwork and dispose of physical documents	September 2026	To achieve MHA's aim of becoming a paperless organisation. Remove unnecessary paper and increase efficiency in admin tasks.
Customer service: SMS service	To provide customers with a SMS to service as an option to contact MHA	March 2027	Improving access to MHA while improving customer experience
Real time satisfaction feedback about repairs	Provide a real time feedback channel	March 2027	A more responsive service for customers, with constructive feedback being used to improve the service in real time.

A review of Elevate (the current telephony system)	Review the functionality of Elevate and consider other providers that meet MHA's telephony needs	September 2026	A telephony system that is fit for purpose and enhances the experience of customers contacting MHA.
Improved collaboration between Customer Services and Neighbourhoods	Review of processes and communication between the teams	March 2027	Better communication between the teams to enhance customer experience and efficiencies in resolving queries.

Completed Actions with Ongoing Monitoring

The team has three actions that have been underway. These actions are ongoing activities that have a continuous improvement output.

IMPROVEMENT AREA	ACTION REQUIRED	Status	OUTCOME
Incoming Calls – monitor calls that are answered, sent to voicemail or dropped	Monitor incoming calls to reduce dropped calls and voicemails.	Complete – ongoing Monthly performance monitoring	Customers now have the option of asking for a callback from the system when they are position 1 in the queue
Call Quality and consistency	Standard script/questions to ensure consistency of service across the team.	Complete – monthly performance monitoring	Call monitoring across the team to ensure consistency and discussed in 1-1s.
Service delivery	Improve quality of service, with a human approach (being empathetic)	Complete - monthly performance monitoring - 1-1s	Improved service and customer experience.

Property Services

Property Services has identified seven improvement actions aimed at enhancing the quality and reliability of the repairs service. The table below outlines the actions identified over the coming year:

Identified Actions	Actions Required	TARGET DATE	Intended Outcomes
Contractor Portal Rollout	Phased rollout once Pan Connect goes live. Existing contractors are using the portal, except for the new gas contractor	March 2027	Improved communication between contractors and MHA. Improved data quality about job statuses
Value for money repairs contractors	Market testing contractor and repairs services, to ensure there is a balance between quality services and cost.	March 2027	High quality services at competitive prices. Ensuring value for money means that any costs saved can be reinvested in MHA's stock and services.
Post inspection surveys	A repairs dashboard that helps identify sample of repairs for post inspection and quality checks	September 2026	Improved quality of service for all responsive repairs to increase customer satisfaction and ensure contractor compliance.

Stock condition surveys	Surveying 20% of MHA stock a year to ensure every property has been surveyed within 5 years.	March 2027 (20% of stock)	Accurate data on all MHA stock to ensure cyclical works are identified and completed to ensure compliance with the Decent Homes Standard.
Gas servicing	To ensure a robust gas no access procedure to ensure compliance	Monthly	100% compliance with gas servicing to ensure landlord obligations are achieved.
Damp, mould and condensation (DMC)	Review current process and cases to ensure compliance with Awaab's law.	Monthly	A robust policy and procedure for DMC and preparation for the next phase of Awaab's law.
Contractor failure calls	Contractor communication with customers is not consistently effective. Performance will be monitored through routine audits, reviewed at contractor meetings, and reported against agreed KPIs.	Monthly	Enforcing the terms and conditions of the contract and improving customer experience.

Completed Actions

The table below identifies the completed action.

IMPROVEMENT AREA	ACTION REQUIRED	TARGET DATE	OUTCOME
Contractors using portal	All contractors to receive training and start using customer portal. However a new portal is due to be rolled out this summer.	Completed	To improve repairs service delivery for our customers making logging and tracking repairs easier.

Completed Actions with Ongoing Monitoring

The table below identifies the actions that are complete with ongoing monitoring. The actions are designed to embed a culture of effective performance management with our contractors.

IMPROVEMENT AREA	ACTION REQUIRED	TARGET DATE	OUTCOME
KPI Repairs Dashboard	Collate data from responsive repair surveys, courtesy calls, post inspections and completions.	Completed – monthly monitoring	The dashboard enables teams to easily identify trends, recurring issues, and service gaps, supporting data-driven decisions that improve efficiency, customer satisfaction, and accountability.

Service Failures – Break down these for each contractor to identify any patterns/trends	Share findings of any trends/patterns with the Senior Maintenance Surveyor to be then reported at scheduled contractor meetings.	Complete – monthly monitoring	Service failure data supports continuous improvement. Issues are escalated through contractor meetings and actions agreed with the relevant contractor.
Contractor Meetings	Share KPI's, failures, post inspection data, complaints & near misses	Complete – monthly monitoring	To provide regular performance review and earlier issue resolution. Contractor meetings have moved from quarterly to monthly.
Post Inspections down on 20% target – To increase and meet target once again	To get adequate coverage for each contractor and document this so we are able to analyse trends/patterns and feed this back to contractors at scheduled contractor meetings. Data analyst to help with positive/negative data	Complete- impact to be monitored	Post inspections increased to 20%. With the new dashboard a more accurate sample can be used.
Weekly Completions	all contractors are now on portal and have had training. Review completion dates weekly to ensure they are complete on the portal	Complete, reviewed every month	All contractors are now providing weekly completion dates to Customer Services, as the old portal is no longer in use. This arrangement will remain in place until the new portal is introduced.

Neighbourhood and Estates

There are nine actions identified with the emphasis being on improving communication, effective case and query management and improved customer experience.

With the introduction of TSMs, Consumer Standard and with STAIRs due to be rolled out in the foreseeable future, transparency is vital. A clear transparent structure is needed to ensure effective management of the service and high quality customer experience.

Since the last SIP, the Community Engagement and Investment Officer (CEIO) who sat under Neighbourhoods has joined the Community Investment Team.

The following table outlines the keys actions that form a key part of this SIP:

Identified Actions	Actions Required	TARGET DATE	Intended Outcomes
A full review of the formal complaints process	Separate Stage 1 and 2 cases to ensure clear audit trails of each process. A performance dashboard that can be used to manage performance and ensure all KPIs are achieved. All complaints codes to be reviewed and categories to be condensed to simplify how complaints are logged	May 2026	Clear audit trails and timescales for each stage of the complaints process. Simplified process with identifying types of complaints and how they are logged. This will ensure improved case and performance management.
Review and update ASB procedure	Re-design the procedure to implement structure and stronger case management	May 2026	Stronger case management and improved customer experience and support for victims of ASB.
Review open ASB cases	A full audit of ASB cases to ensure appropriate progression and case management	June 2026	Effectively managed ASB cases with clear timescales and lines of progression
New sign ups	Review the sign up process and streamline for an improved customer journey and experience in preparation of going paperless	July 2026	A smoother sign up process with a welcome email sent to tenants with all crucial documents, instead of a paper sign up pack.
Neighbourhood team collaboration with Customer Services	To improve communication both ways, for a better service to customers	Completed – regular monitoring	Clearer lines of communication and transparency to support customer resolutions at first point of contact.
Neighbourhood tracker	Implement a tracker for Neighbourhood Officers to log and track their workloads	May 2026	This is increase transparency of workloads across the team to enable better support and response to customers if their Neighbourhood Officer isn't available. It will also ensure efficient prioritisation of work to ensure urgent tasks are completed within reasonable time frames.
Customer profiling	Tenancy and property checks across all MHA stock to ensure records are up to date, tenants are managing their tenancies appropriately and identify any issues that MHA may need to address	Ongoing	Up to date records for all MHA tenancies, with a clear understanding of maintenance issues that can be addressed swiftly.
Policies and procedures	Review and update current policies and procedures and	Ongoing	Ensure operational policies are published on the MHA website and up to date procedures that

	ensure compliance with legislation		ensure compliance with said policies.
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Completed Actions with Ongoing Monitoring

IMPROVEMENT AREA	ACTION REQUIRED	TARGET DATE	OUTCOME
Neighbourhoods & Customer Engagement	NO's to carry out regular scheme inspections and invite Scheme Champions. CIEO is to send out local newsletters before scheme inspections.	Complete – monitored via 1-1s	To maintain the overall quality of schemes and work with champions to identify issues
Estates	To carry out regular estate audits.	Complete – monitored via 1-1s	To ensure high standards are being maintained across all schemes by the estate team

Community Engagement & Investment

The community engagement and investment team's primary focus is in increasing customer engagement and involvement in scrutinising MHA's policies and services.

Identified Actions	Actions Required	TARGET DATE	Intended Outcomes
Increased engagement in the Customer Panel	Finalise the Customer Panel format and increase resident attendance to meetings	Ongoing	Increased attendance and engagement in the Customer Panel process
Increased customer scrutiny	Increase the number of residents involved in the scrutiny of policies and compliance processes	Ongoing	Increase number of residents that represent MHA tenant base involved in reviewing and scrutinising policies and processes.
Collaboration with Neighbourhoods	Strengthen working relationships that will help both services increase customer engagement	Ongoing	Seamless working across both teams coming together in customer engagement related activity
ASB Policy scrutiny	Customer panel to scrutinise the ASB policy	September 2026	Customer feedback from the scrutiny panel and Callerz surveys used to review and update the policy to be as customer centric as possible/

Completed action with ongoing monitoring

IMPROVEMENT AREA	ACTION REQUIRED	TARGET DATE	OUTCOME
Mystery Shopping	To arrange quarterly mystery shopping and feedback on results to the Service Improvement group	Ongoing	Utilise customer feedback to improve services

Customer & Board engagement	To increase involvement and engagement in MHA events such as scheme focus events and broader activities like the Mela	Ongoing	Increased customer and Board visibility and resident events
Scheme meetings	CIEO outreach work to arrange scheme meetings inviting other departments and partner agencies.	Complete – monitored via 1-1s	Increased customer engagement, giving residents a platform to be heard and to make improvements for their scheme and community.
Recruit scheme champions	Identify and recruit scheme champions. Ensure that they are regularly invited to scheme inspections and Customer Panel Meetings	Complete – monitored via 1-1s	Better engagement with customers to identify and address local issues.

Income Team

The income team have completed their actions from last years' SIP and the monitoring is ongoing. Actions identified for this SIP are business wide with the Income Manager leading on the following actions:

Identified Actions	Actions Required	TARGET DATE	Intended Outcomes
Vulnerability project	To embed a culture of proactively offering and identifying support for customers who may have vulnerabilities/support needs	Ongoing	A culture and service that is empathetic and attuned to customer needs.
Staff Training	Training for all staff on delivering excellent customer service	September 2026	Refresh MHA staff knowledge and develop skills for a customer centric approach to their roles.
Welfare calls	Using courtesy calls to check in on tenants and their welfare	Ongoing	Reaching out to tenants who we have little or no contact with to check on their welfare and remind them of services available by MHA and other agencies in the local area.

Completed Actions

The table below identifies the completed action.

IMPROVEMENT AREA	ACTION REQUIRED	TARGET DATE	OUTCOME
Mobysoft Text Messaging	Set-up income text messaging service for customers	Completed	Allows accurate and efficient communication with customers

Completed Actions with ongoing Monitoring

IMPROVEMENT AREA	ACTION REQUIRED	TARGET DATE	OUTCOME
Customer Recharge Procedure	Ensure customer recharge processes are managed efficiently and progressed within agreed timescales.	Completed – to measure success	Recharges are collected for repairs caused by tenant damage and neglect.

Data and Performance

A crucial part of this SIP is using data and performance tools to manage services effectively, identify continuous improvements and to measure success. The below table outlines actions agreed with the Data and Performance Analyst:

Identified Actions	Actions Required	TARGET DATE	Intended Outcomes
Power BI Dashboard for formal complaints	Set up dashboard for complaints that shows number of complaints, due dates and produces performance reports	June 2026	To provide a snapshot of formal complaints with RAG ratings to help prioritise responses in compliance with the complaints policy.
Power BI Dashboard for ASB	A dashboard that provides a snapshot caseloads, with KPIs for 1 st response and regular contact	July 2026	A single space to monitor and performance manage ASB cases effectively
Implement the use the Voids module of SDM	MHA have paid for the use of this module but it is not in use	March 2027	Effective management of voids via SDM

Recommendations

Members are recommended to note the contents of the report and provide comments and recommendations to the team.