

## Customer panel survey 1: Overall service satisfaction (Report of data relating to service priorities)



### Summary

The aim of this project was to examine service satisfaction amongst residents, understand the nature of that satisfaction and so help set out priorities for future customer panel work and service improvements.

- Analyses of the data led us to identify the following as the main service improvement priorities as:
  - Work on improving our repairs and maintenance service;
  - Monitoring customer services in all areas;
  - Work on improving the speed and quality of the complaints service.
  
- Analyses of the data also set out priorities for work with the customer panel as (not necessarily in that order):
  - Evaluating perceptions of ASB and crime in the local area;
  - Feedback on a cross-business planned and cyclical maintenance satisfaction questionnaire;
  - Consultation on setting up customer services monitoring in all different service areas;
  - Motivations for customer involvement;
  - Evaluation of perceptions of discrimination;
  - Work on understanding the low levels of satisfaction amongst our younger customer base;
  - Work on understanding the communication methods that most suit our customer base, particularly the viability of increasing the use of on-line communications with our customer base;
  - And, further investigation of dissatisfaction with aspects of the estates management service.

## Main results

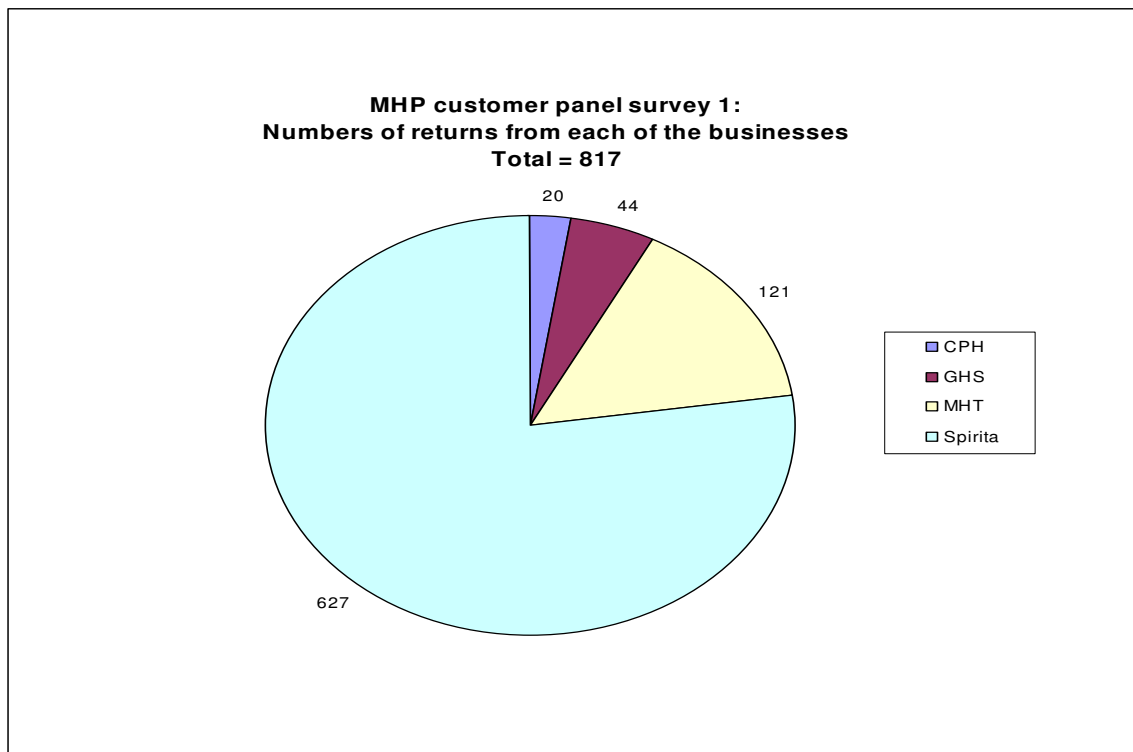
### 1.0 Background

#### 1.1 Objectives of the survey

To identify areas of service priority to residents;  
To understand the nature of these priorities;  
The help set out priorities for future customer panel questionnaires;  
(To help set out the content for the 2009 STATUS survey form content.)

#### 1.2 Methodology

Survey forms were mailed out to all 3,173 panel members on the 12<sup>th</sup> December 2008 (see Appendix 1). Reply-paid envelopes were included. All customers from Clapham Park Homes (CPH) and Granta Housing Society (GHS), who had not returned their forms by mid-January 2009, were sent a reminder letter on the 20<sup>th</sup> January 2009. This was because there are very few members of the panel from these two businesses compared to Spirita and Metropolitan Housing Trust (MHT). The cut-off date for returns was the 27<sup>th</sup> February. 817 survey forms were returned. This was an overall 26% return rate. The breakdown of returns from panel members from the 4 businesses was:



The graph shows that few GHS and CPH customers returned forms. What this means is that large variations in results between these two businesses could be due to sampling error rather than difference in opinion. What this underlines is the need to recruit more customers from these two businesses to the panel.

## 2. Results: Overall priorities

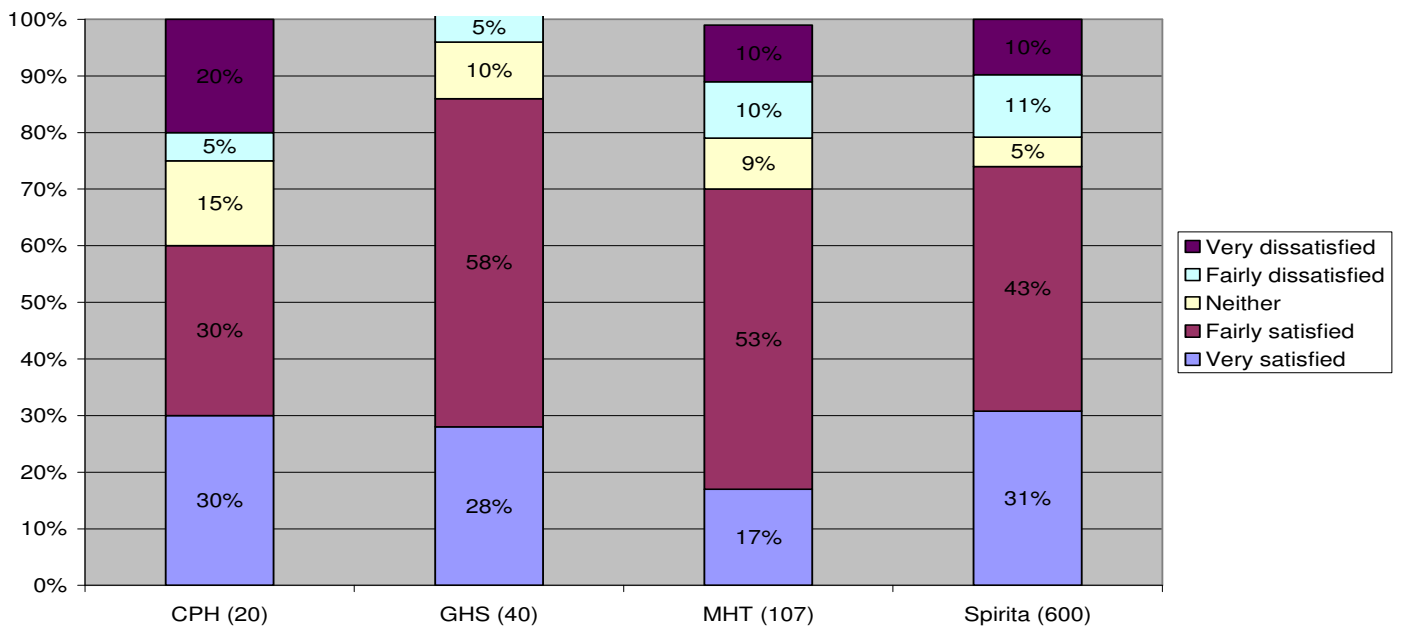
### 2.1 Resident priorities

The survey form sent out asked customers to indicate for each service area how satisfied they were with that service area on a 5 point scale (Very satisfied – very dissatisfied). As well as saying how satisfied they were with each individual service area, customers were asked to give their verbatim comments about that service area. So, these two pieces of data – scale ratings and verbatim comments - are analysed in this section and the next, respectively, to give:

- a priority order for areas of service improvement and customer panel work priorities;
- an understanding of the nature of that priority.

The following graph shows overall service satisfaction amongst panel members:

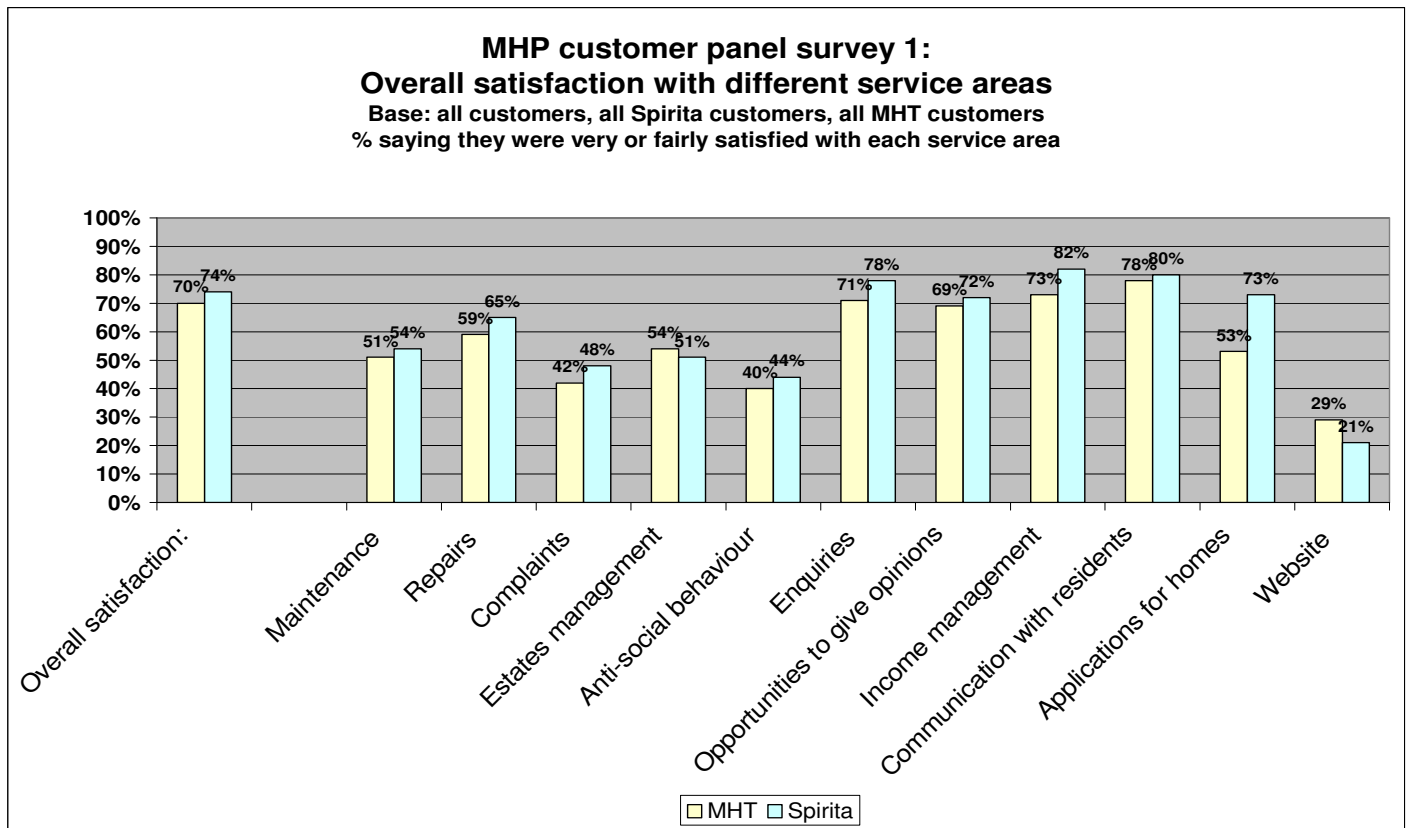
**MHP customer panel survey 1: Overall service satisfaction**



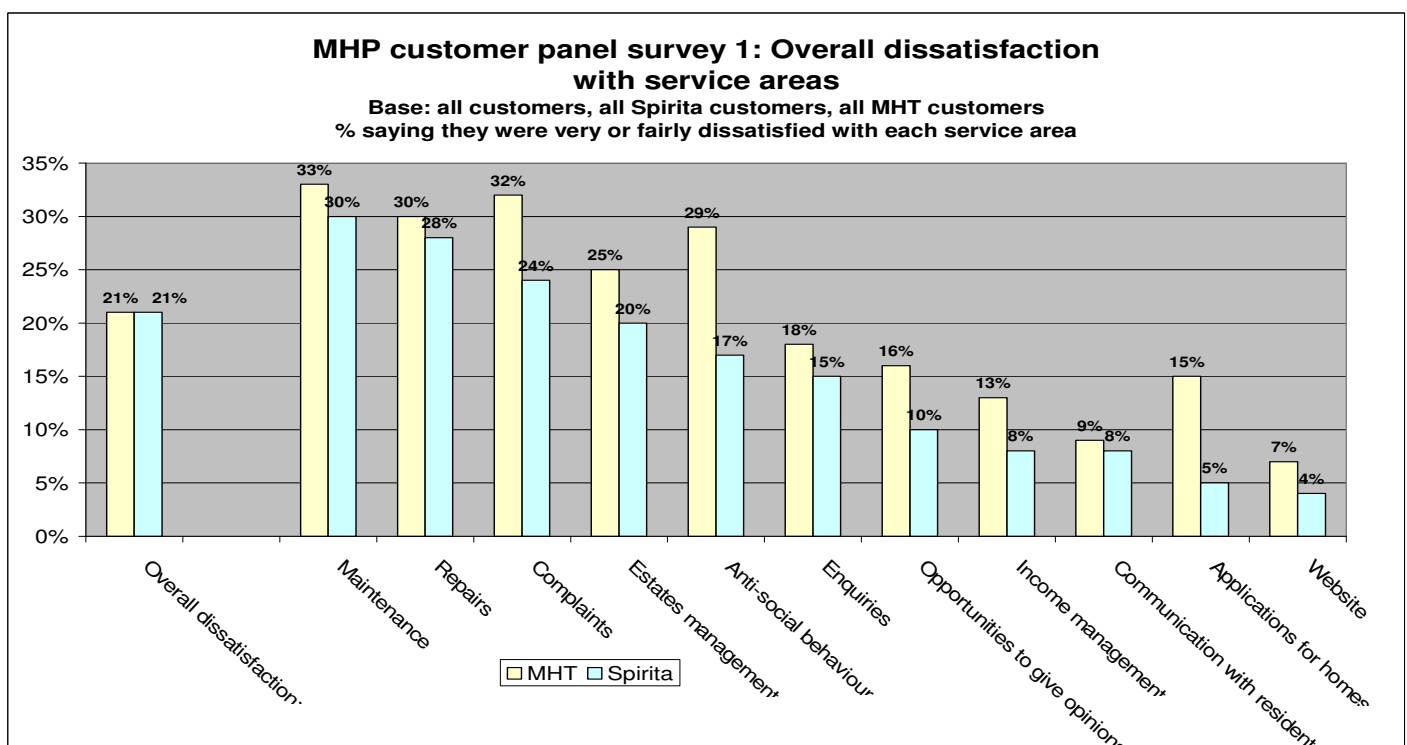
The main finding that this graph shows is that although overall satisfaction was similar amongst Spirita and MHT customers, a larger proportion of Spirita customers said they were very satisfied with the overall service than did MHT customers.

(Figures relating to CPH and GHS customers have been excluded from this section onwards because of the low number of returns from these two businesses.)

The following graph shows overall satisfaction (% saying they were very or fairly satisfied) with each individual service area for Spirita and MHT:



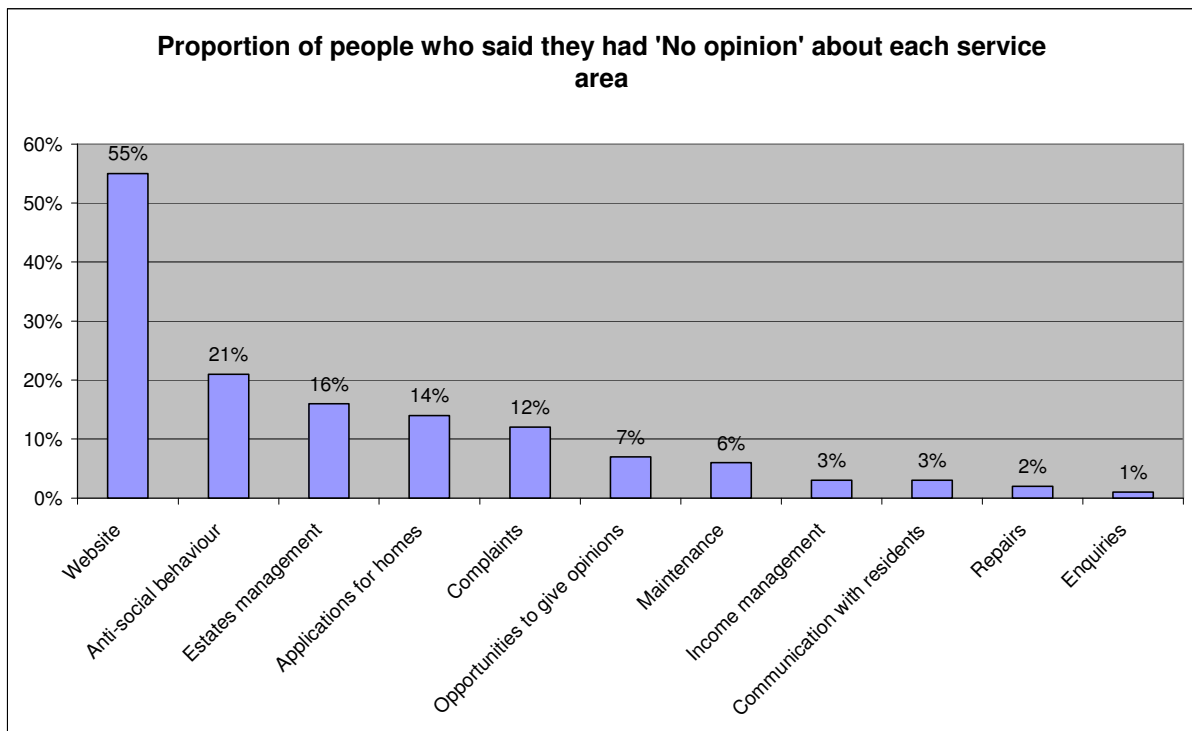
In contrast, the following graph shows overall dissatisfaction (% saying they were fairly or very dissatisfied) with each individual service area for Spirita and MHT:



It shows:

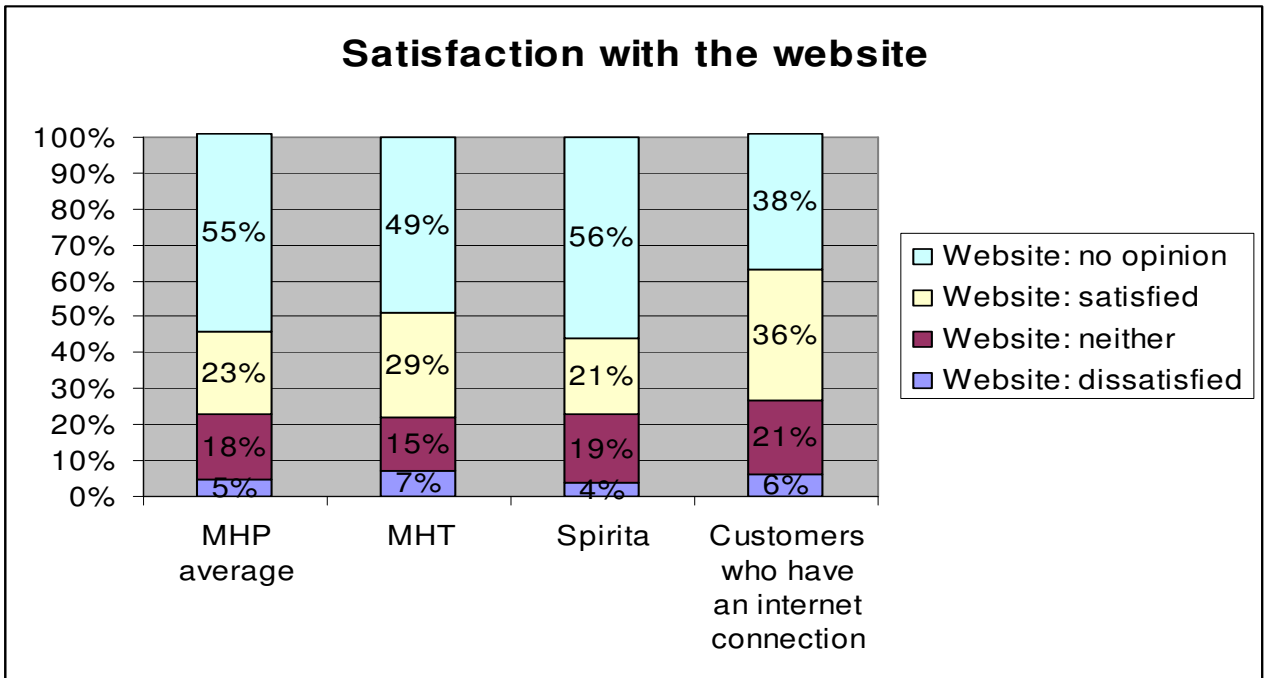
- Both Spirita and MHT had the same proportion of people who said they were very or fairly dissatisfied with the overall service provided.
- The areas of highest dissatisfaction (more than 10% very or fairly dissatisfied overall) with the services provided, in both businesses are the following 7: maintenance, repairs, complaints handling, estates management, anti-social behaviour, enquiries and opportunities to give opinions.
- If the results of the two businesses are compared, more customers in the panel from MHT said they were dissatisfied with complaints handling and anti-social behaviour than did customers from Spirita.
- Furthermore, more than 10% of MHT panel members said they were dissatisfied with the income management and application for homes service areas.
- The service area that received the overall lowest level of dissatisfaction was 'The Website'.

The following graph shows the proportion of 'No opinion's given for the website compared to the other service areas rated. They were (in descending order):



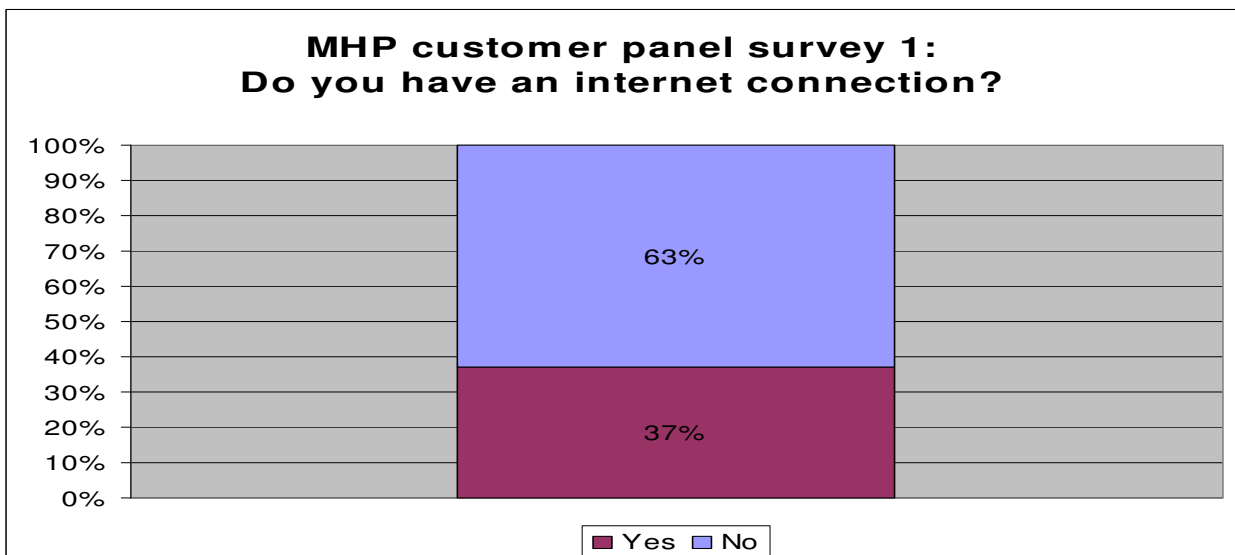
The level of 'No opinion' responses for the website is particularly high.

The graph overleaf looks at satisfaction with the website amongst those who said they had an internet connection, compared to all panel customers.



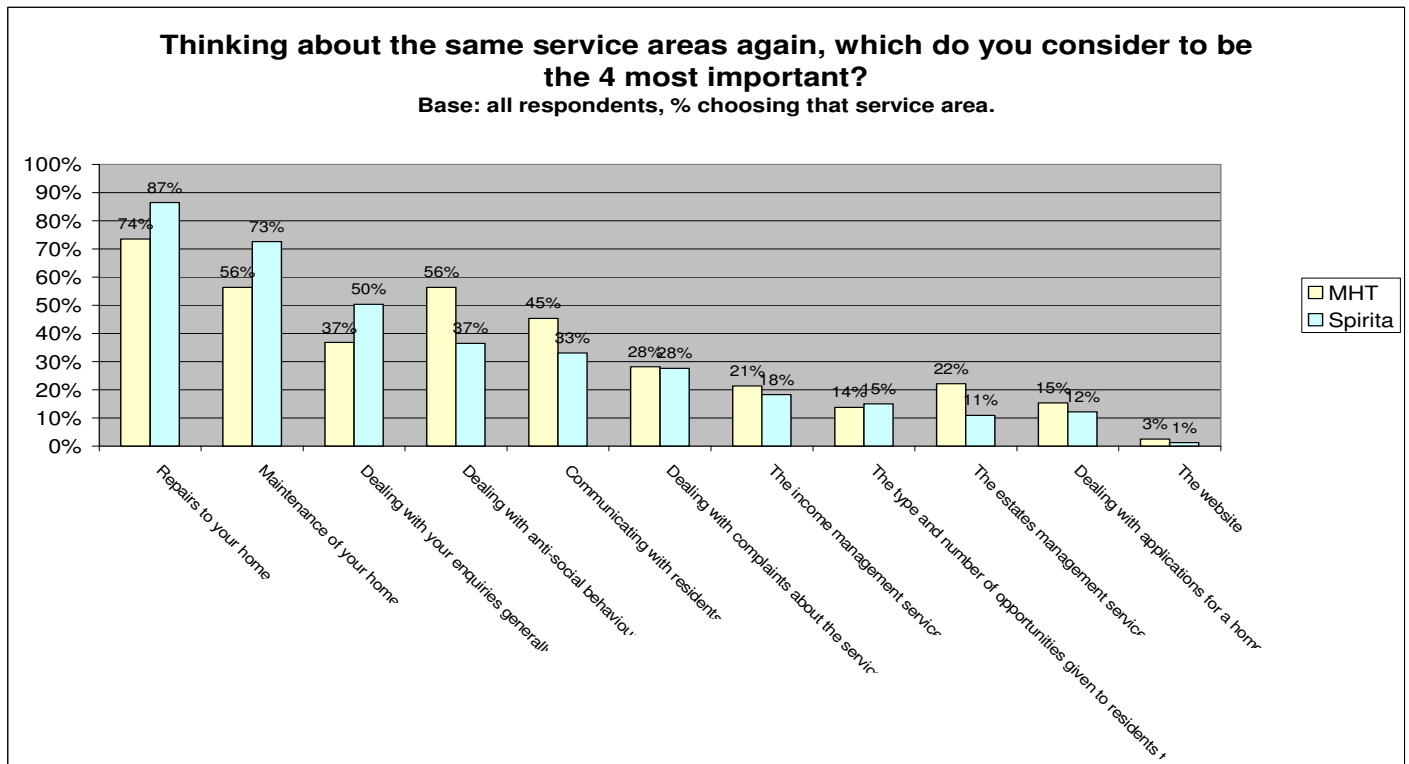
It shows that of those who said they had an internet connection, still a significant minority – 38% - said they had no opinion of the website. It also shows that rather more, approximately half, of the total sample said they had no opinion of the website.

So, in part the statistics relating to the website are due to the proportion of the sample who have an internet connection (approximately a third) shown below:



However, that a significant minority of those who said they had an internet connection said they had 'no opinion' of the website, suggests that MHP needs to more clearly understand how to reach customers through the website. (see also report entitled 'MHP customer panel survey 1: Internet connection data' for further detail about MHP customers who have an internet connection.)

The following graph shows the service areas that were picked as the four most important by respondents.



It shows that:

- repairs and maintenance services were picked by the largest number of customers in both businesses;
- more residents from Spirita than from MHT picked 'Dealing with your enquiries generally' as one of their most important service areas;
- more tenants in MHT picked anti-social behaviour than in Spirita;
- and, given the nature of the sample, it is perhaps surprising that 'The type and number of opportunities given for you to tell us what you think' is not ranked higher. It is perhaps interesting that the other dimension of customer involvement in this list, the more passive, 'Communicating with residents', is ranked higher than the former. This could be indicative of the types of involvement that residents are interested in. What these findings indicate are that a greater understanding of the mechanics of involvement is needed.

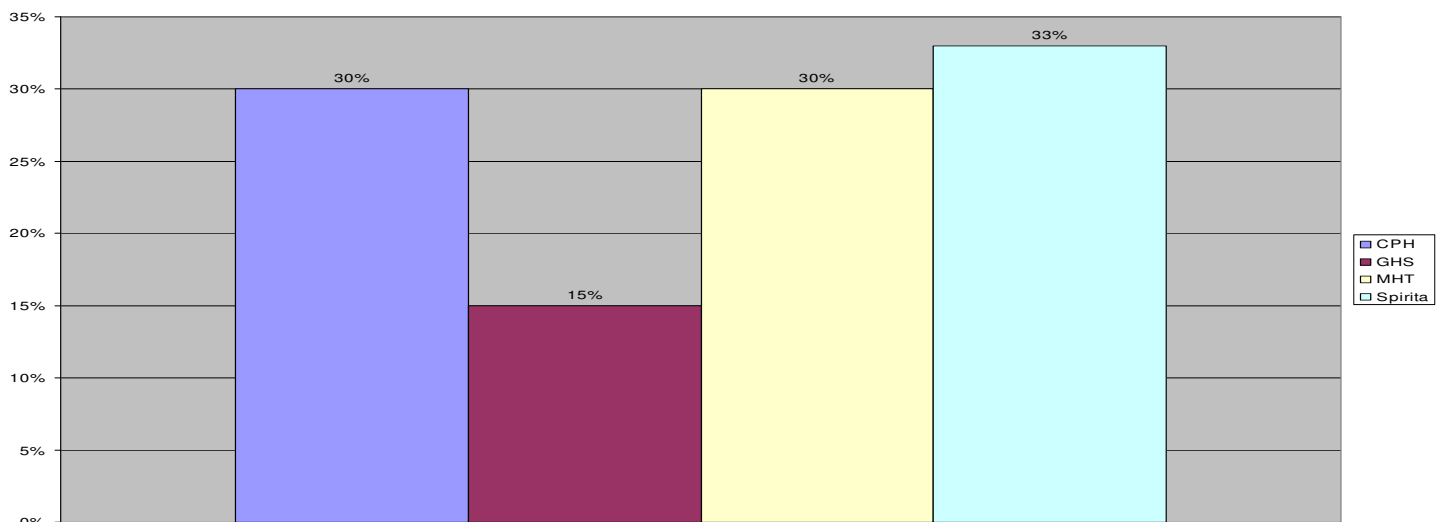
### 3.0 The nature of the priorities

When asked to rate each service areas, panel members were also asked to give their verbatim comments. The main themes that arose from the comments are detailed below. And, some verbatim comments are included in order to give an idea of the types of comment that were made. Figures for CPH and GHS are included in this section in order to get a very broad ‘flavour’ of the results for these two businesses. The point of this is to be alerted of any areas of particular concern for either of these two businesses and to get a very top-line flavour of the opinions of customers. As has been noted previously the figures presented for these two associations are based on small sample sizes and so large variations in dissatisfaction could be due to sampling error rather than difference in opinion.

#### i. Maintenance and repairs services:

##### Maintenance:

**Dissatisfaction with the maintenance service**  
% saying they are fairly or very dissatisfied



People who said they were dissatisfied with the maintenance service made comments relating to:

- The poor quality of the work

*'The quality of the work is often sub-standard – you wouldn't pay for it if you'd hired them yourself.'* (Spirita customer)

*'I had a recent experience of inappropriate balcony windows being installed. There is no quality control or follow up. Contractors are given virtually carte blanche over repairs'* (Spirita customer)

*'It's annoying when jobs need doing are done as a quick fix, then has to be done at a later date. Paying workmen twice for the same job'* (GHS customer)

- Work being left unfinished

*'Have not had the outside painted for years. Fascia boards, garage doors look very shabby – enquired when we will be painted – no-one knows!'* (Spirita customer)

- Maintenance work being overdue

*'Asked in writing about having new kitchen doors & worktops, didn't even get a reply'.* (Spirita customer)

- **Poor timekeeping**

*'I called in the morning in the ... about my kitchen and they said they would send someone out the next day but they did not'* (MHT customer)

- **Poor customer service**

*'Need to keep tenants more up to date when replacements/refurbs are going to take place'* (MHT customer)

People who said they were satisfied made comments relating to:

- **Good quality of the work**

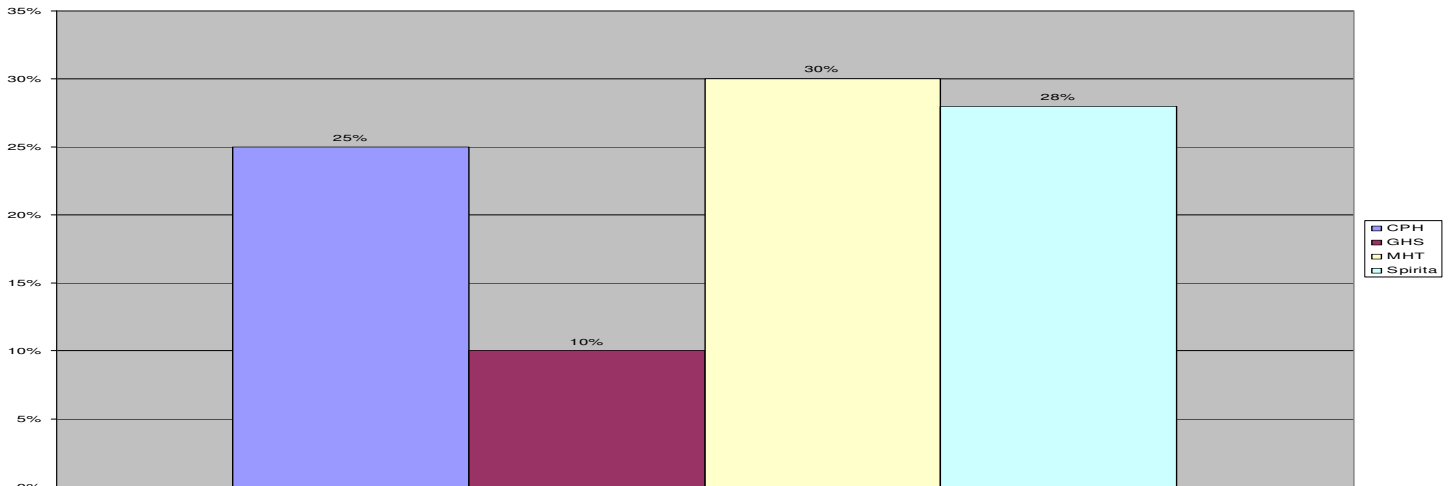
*'The external paintwork done by some .... workers this year was very good, they were very polite'* (MHT customer)

- **Good customer service, tenant involvement.**

*'Professional job always carried out: Pleasant staff, talkative and helpful'* (Spirita customer)

### Repairs service:

**Dissatisfaction with the repairs service**  
% saying they are fairly or very dissatisfied



People who were dissatisfied with the repairs service gave four main types of comment. They related to:

- **The length of the wait for repairs/or lack of action**

*'We've waited for our security light to be fixed for 3 months, our shower to be fixed for over a month told would be 7 days'* (Spirita customers)

*'You have to wait for more than 2 weeks for a minor repair'* (MHT customer)

*'Don't think they're very fast off the mark – too many office drones not enough contractors'* (Granta Customer)

- **Poor communication/customer service**

*'Do not return phone calls, cannot speak to whom you want.'* (Spirita customer)

*'The way the service is dealt with is sad with some employees. And the work is always not satisfactory.'* (MHT customer)

*'Communications between Granta and maintenance provider not very good'* (Granta customer)

- **Poor timekeeping/appointments**

*'I have to chase up repairs that I reported..then workmen don't turn up within the timescale they're supposed to'* (Spirita customer)

- Poor quality of work/unfinished work

*'I have had to chase repairs that I reported. They seem to get lost in the system. Then workmen don't turn up within the timescale they are supposed to.'* (Spirita customer)

In contrast, those who were satisfied mentioned:

- The speed of the response to repairs fault

*'All breakdowns are carried out very quick'* (Spirita customer)

- Conduct or attitude of the contractor/staff

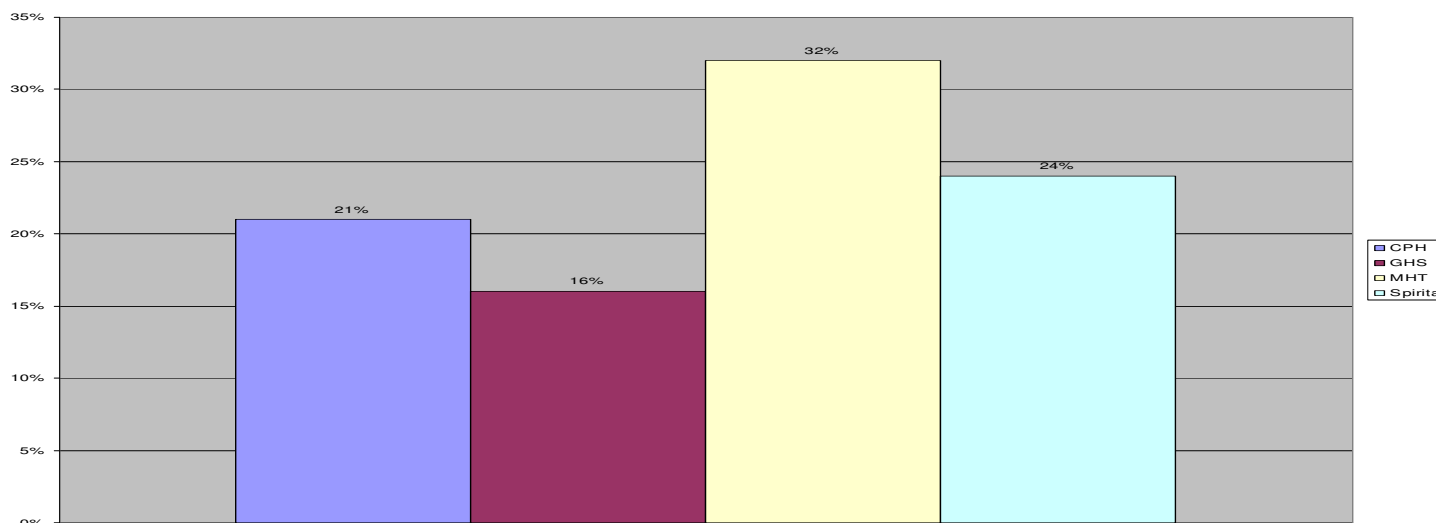
*'Quick, friendly service by both telephone booking personnel and repair/maintenance individuals that do the work'* (MHT customer)

- Good standard of the repairs

*'Only on one occasion the work took longer than anticipated, but extremely pleased with work carried out.'* (Spirita customer)

## ii. Complaints management

**Dissatisfaction with complaints management**  
% saying they were fairly or very dissatisfied



People who said they were dissatisfied with complaints management gave four main types of comment. They related to:

- Speed of the response to a report

*'The process takes too long and usually ends with someone passing the buck'* (Spirita customer)

- Poor communication/customer service

*'Again I have been chasing people and then nothing is done and made me feel like I'm a lying pest'* (MHT customer)

- No response/no feedback

*'The complaints seem to go on deaf ears'* (Spirita customer)

- The feeling that complaints make no difference

*'The staff are very helpful and polite but as individuals cannot do anything'* (Spirita customer)

People who said they were satisfied with the complaints management mentioned:

The speed of response

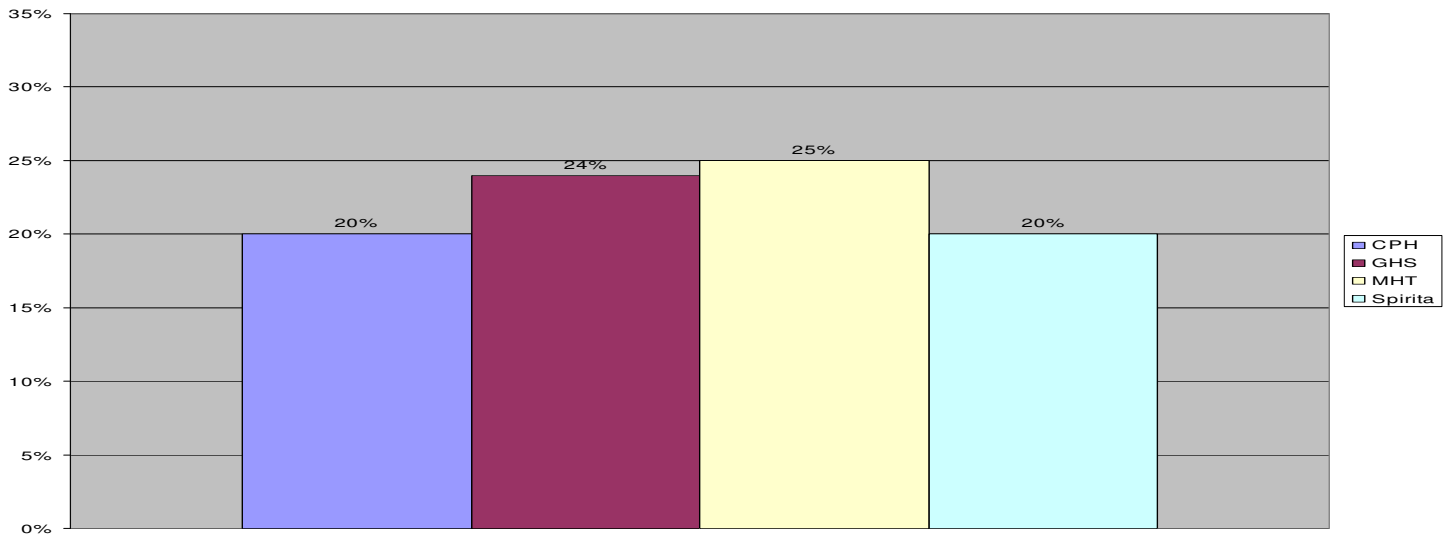
*'I very much appreciate that you usually try to deal with everything right away or you follow it up'*  
(Spirita customer)

That they got a response to their complaint.

*'I am pleased that your company always follow up matters when any issue is reported'* (Spirita customer)

### iii. Estates management.

**Dissatisfaction with estates management**  
 % fairly or very dissatisfied with the estates management service



People who said they were dissatisfied with the estates management service mentioned:

- Poor quality of the work – and in Spirita there appears to be a particular issue with grass cutting, and the cuttings not being cleared up after cutting (this was not mentioned by MHT residents)

*The companies hired to clean up, either don't do a thorough job or need to spend more time on heavy traffic areas. (MHT Customer)*

*The removal of grass cutting has long been a problem. When left over winter they become slimy and slippery. (Spirita customer)*

- Work being too infrequent, inadequate service and no grounds maintenance workers, or estates inspections ever seen;

*I pay an amount for grounds maintenance and no-one ever comes! What am I paying for???. (Spirita customer)*

- Poor customer service/lack of response to requests

*Jobs what have been reported are not getting done.. (Spirita customer)*

*We are not consulted or listened to. (Spirita customer)*

- Rubbish/fly-tipping were mentioned as particular issues that people were bothered by

*Tenants do not always phone to get furniture/rubbish removed it seems easy just to dump it.*

*Rubbish is never cleared, grass and hedge trimming is hardly ever carried out. (GHS customer)*

Also, the poor state of local area was mentioned by some people (some then were not dissatisfied with the service as such – their expression of dissatisfaction was more about perceptions of the local area;

*This small area is unrecognisable in the last few years. Estate inspections by Hallmark staff seem to have seen no improvement. (Spirita customer)*

Three of the areas of dissatisfaction were also brought up by those who said they

were satisfied with estates management. Unlike, however, those who were dissatisfied with this service areas, these people often also qualified a negative comment with a positive comment about the service.

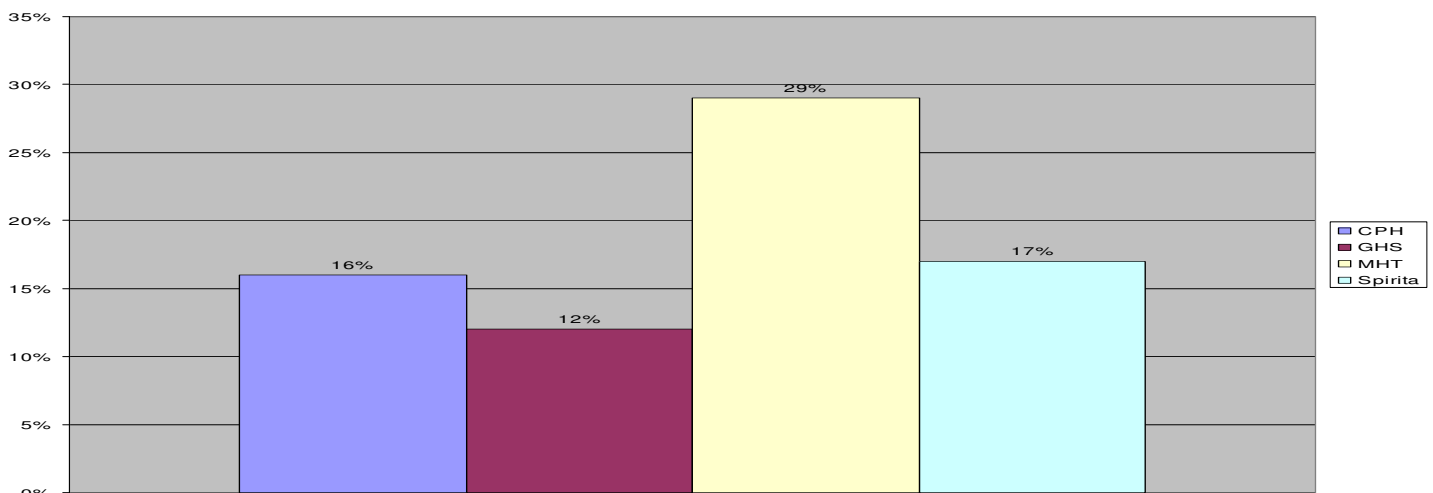
- Poor quality of the work – and in Spirita there appears to be a particular issue with grass cutting, and the cuttings not being cleared up after cutting (this was not mentioned by MHT residents);  
*'Grass kept down, leaves could be removed better'* (Spirita customer)  
*'Would like grass picked up'* (Spirita customer)
- Work being too infrequent, inadequate service and no grounds maintenance workers, or estates inspections ever seen  
*'Internal cleaning is OK. Car park and entrances are poor''* (Spirita customer)
- Rubbish/fly-tipping were mentioned as particular issues that people were bothered by – with some MHT residents complimenting the business' performance on this one.

*'Rubbish tends to get dumped on our estate. Between cleans I will sweep up stuff if it gets messy. Bulk stuff should be removed earlier when dumped'* (MHT customer)  
*'Still lots of litter in surrounding area'* (GHS customer)  
*'One more removal of rubbish would be excellent, preferably on Fridays'* (CPH customer)  
*'Rubbish removed. Very good if reported'* (MHT customer)

- There were some positive, somewhat disparate, comments made by this group of people as well.  
*'The grass is regularly maintained and there is no graffiti now where I live'* (MHT customer)

#### iv. Anti-social behaviour management (particularly MHT)

**Dissatisfaction with anti-social behaviour service**  
 % saying they were very or fairly dissatisfied with the service



- People who said they were dissatisfied with anti-social behaviour management gave a large number of comments (both MHT and Spirita

residents) that were 'reports' of local problems with anti-social behaviour (ASB). So, did not actually relate to the service itself. So this means that the higher dissatisfaction figure received by MHT could be somewhat in relation to local incidents/perceptions of ASB itself, rather than shortfalls in the service in dealing with anti-social behaviour. This merits further investigation.

*'Although I have not formally raised the issue I feel that anti-social behaviour is high and MHP should be aware of this without it being reported'* (MHT customer)

*'We have had a lot of anti-social behaviour especially on lighter nights with certain families, especially ball games, hitting cars, etc..'* (Spirita customer)

Areas of service delivery that were mentioned in the comments were:

- Length of time to deal with, and respond to, reports

*'...do not let it drag on'* (Spirita customer)

- Lack of response to reports/ineffectiveness of the service

*'Nothing seems to happen & you have a 'whatever' attitude'* (Spirita customer)

*'You don't put theory into practice. Offenders know you won't do anything about it really'* (MHT customer)

When looking at the responses from those who said they were satisfied with the way in which their business deals with anti-social behaviour, that people are thinking about anti-social behaviour locally, rather than the service itself, became apparent: a number of these people commented that they did not have any or much anti-social behaviour occurring locally.

*'We have had no problems with anti-social behaviour'* (Spirita customer)

They also mentioned:

- the speed with which reports were dealt with

*'Process can take too long but I understand procedures have to be followed.'* (MHT customer)

- that they did not feel it was the responsibility of the landlord.

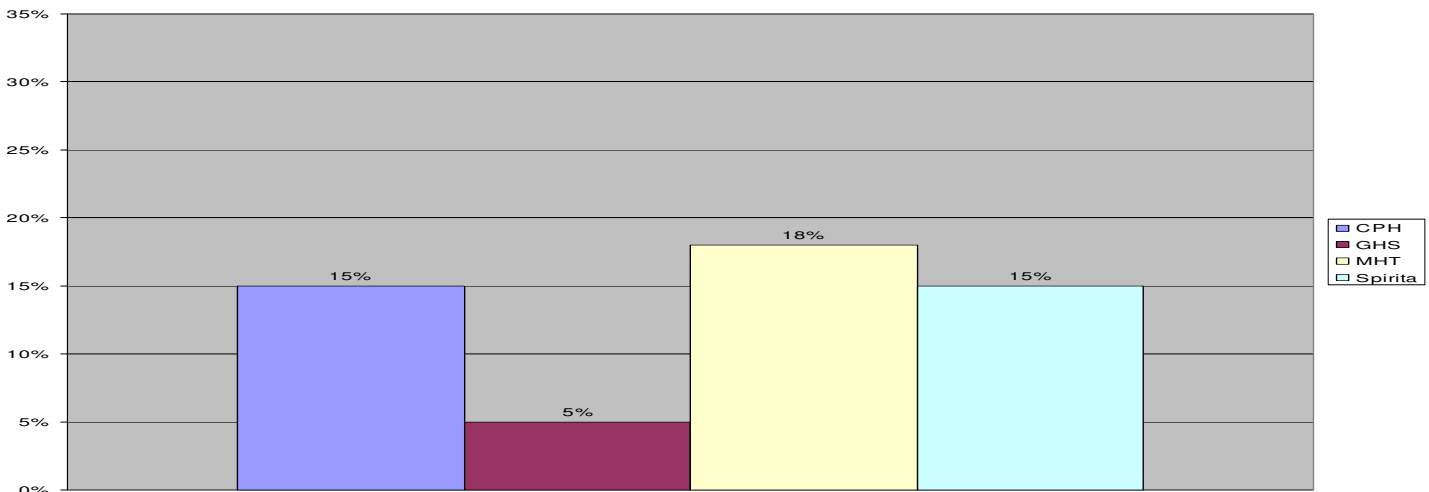
*'But this should be more down to police/council. ...I think you do your best'* (Spirita customer)

**Note:**

Because evaluations of the anti-social behaviour service appear to be tangled up with concerns about the local environment, it is worth looking at data relating to satisfaction with the local area.

## v. The way we deal with your enquiries

**Dissatisfaction with the way we deal with your enquiries**  
 % saying they were very/fairly dissatisfied



People who said they were dissatisfied with the way their enquiries were dealt with gave comments that related to:

- Poor systems, eg messages not being passed on, no records of previous calls  
*'telephone is attended, but when you get back no record of the first call'* (Spirita customer)
- That calls were never returned/followed up  
*'Poor at getting back to you with information they promise to tell you'* (Spirita customer)
- Poor attitude of the staff  
*'Sounds like they can't be bothered'* (Spirita customer)
- The long wait to have calls answered/while being dealt with  
*'You have to wait for a long time for the phone to be answered. Nobody rings you back to your enquiry. You get passed from one person to another'* (Spirita customer)
- The lack of knowledge of the staff  
*'Polite staff, but have no knowledge of the enquiries put to them'* (Spirita customer)

By comparison, those people who said they were satisfied with the way their enquiries were dealt with mentioned:

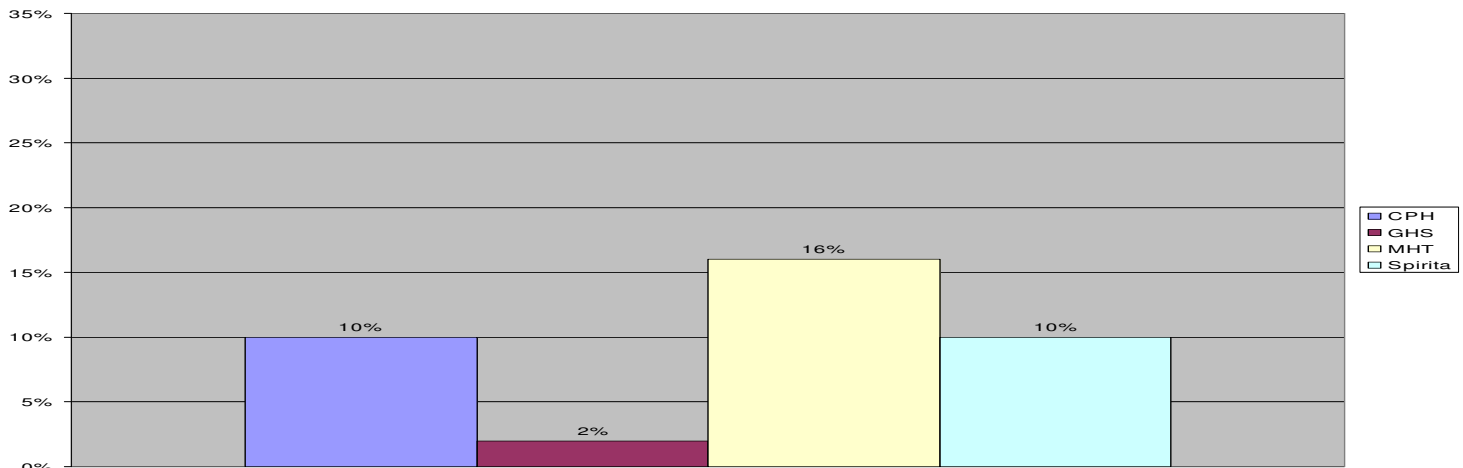
- The good attitude of the staff  
*'Staff are always helpful and willing to listen'* (Spirita customer)
- The speed of the response  
*'Generally quick initially'* (MHT customer)

But,

- that the service 'failed' after the first contact (Spirita residents only)  
*'Initial contact good – follow-up rubbish'* (Spirita customer)

## vi. Opportunities to tell us what you think

**Dissatisfaction with the type and number of opportunities we give you to tell us what you think**  
 % saying they were very or fairly dissatisfied



Residents who said they were dissatisfied with the type and number of opportunities to tell us what they think were concerned about:

- the lack of action or feedback as a results of their input  
*'Despite forms and feedback from residents little seems to be acted on'* (Spirita customer)
- or they felt that there are too many surveys and not enough action  
*'Too many surveys and not enough action. This is my second in 6 months'* (Spirita customer)
- The lack of meetings
- That consultation is a 'tick-box' exercise – and we are not really interested in what they think  
*We tell,you you don't listen' Just keeping the housing corporation happy believing you're listening when you're not'* (MHT customer)
- Surveys were not always a good way of garnering opinion
- And that they are not enough opportunities to give their opinion.

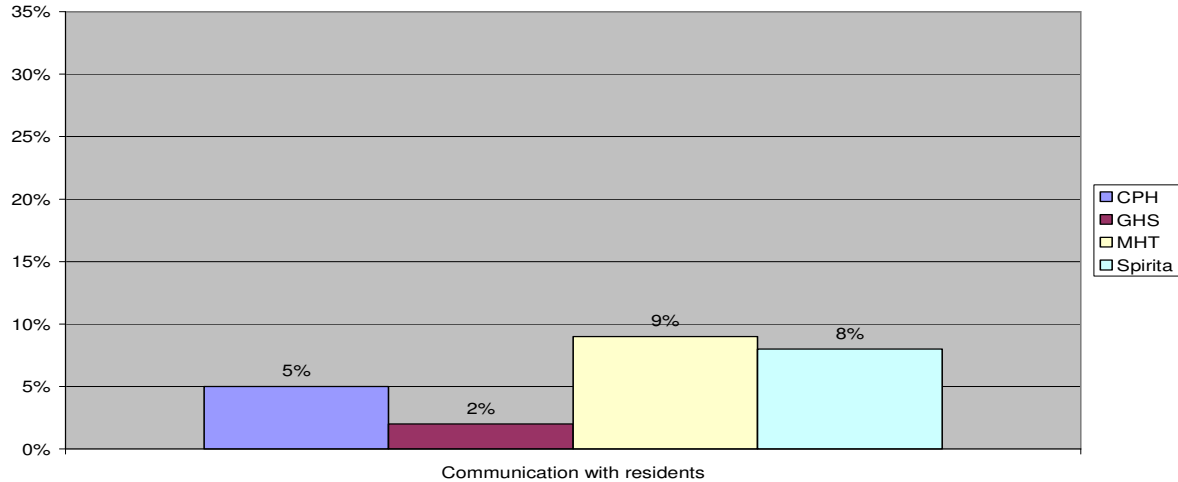
On the other hand, those who said they were satisfied with the type and number of opportunities to give us their opinion felt that there were enough opportunities, but a few wondered what was done as a result – and felt that more transparency and feedback about results and actions would be a good thing. Perhaps the lack of confidence about the feedback structures articulated by one customer underlines that point.

*'But more feedback and honesty about the results needed'* (Spirita customer)  
*'I have been to a couple of meetings but issues I raised at the time were never resolved.* (MHT customer)

It was noted in the previous section that 'Communication with residents' was ranked as a more important service area than 'The types and numbers of opportunities we

give you to tell us what you think'. So, the verbatim data related to this question is examined below. However, as the graph below shows, dissatisfaction with this service area was very low in all businesses.

**Dissatisfaction with communication with residents**  
All saying they are very/fairly dissatisfied



People who said they were dissatisfied made comments that could be broadly categorised in the following three ways:

- Concerns about wasting money

*'Why so much glossy literature and postage – wasting money'* (Spirita customer)

- Not relevant to me

*'Many of the newsletters feature mainly London and I live in the Midlands so much of it is irrelevant. The money would be better spent on maintenance'* (Spirita customer)

- Lack of evidence of action as a result of communication

*'Too many letters and surveys and not enough action'* (Spirita customer)

*'It seems to me that you print a lot of 'old bull' about how good you are. But we don't see it here at Glebelands close. Only other estates seem to benefit'* (MHT customer)

On the other hand those who said they were satisfied expressed:

- ...concerns about wasting money and personal relevance of information

*'If anything you do too much. Money better spent on building new units.'* (Spirita customer)

*'Sometimes too much info – waste of resources. Eg we receive Rushcliffe news and don't need info about others in the Metropolitan Group'* (Spirita customer)

*'Yes but how does that help me?'* (Granta customer)

- ..... and interest in the local area or the personal relevance of what they are told

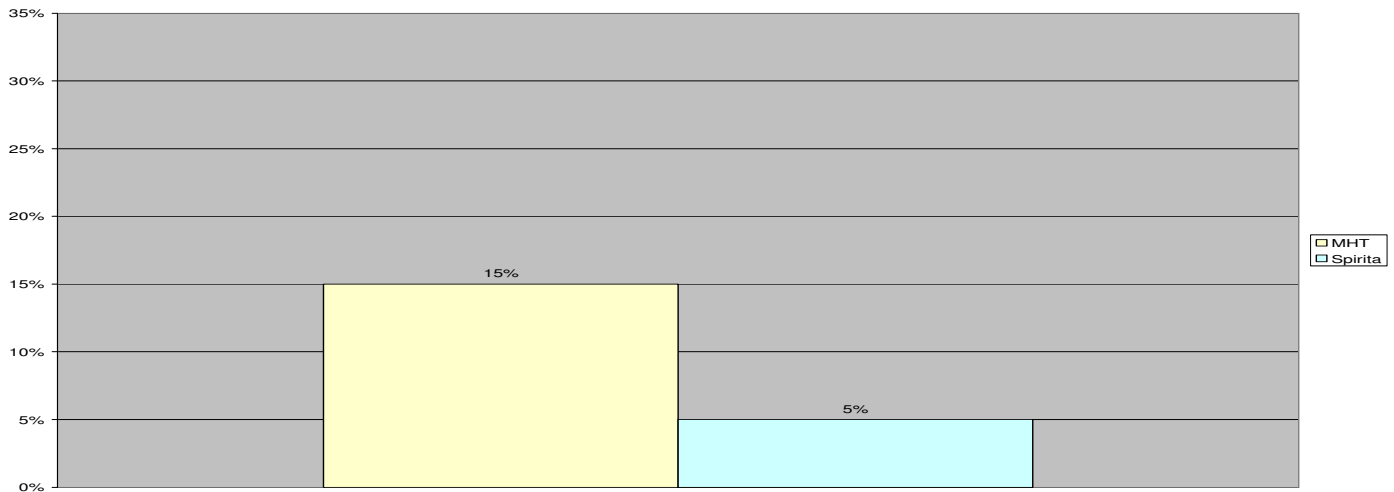
*'The newsletters are always helpful it's nice to hear what everyone in the area is doing'* (Spirita customer)

*'Newsletters are good, but more on the area I live in, not that I don't know'* (MHT customer)

*'Interesting reading. Would like to see more about what area voice etc discuss. What HAs are doing nationally, how you compare to others'* (MHT customer)

## vii. The way applications for new homes are dealt with (MHT)

**Dissatisfaction with how applications for new homes are dealt with**  
 % saying they were very or fairly dissatisfied



The concern here is why people from MHT seem more dissatisfied than those from Spirita with the way the application for their home was dealt with. The comments (very few) from these people all relate to issues to do with transferring homes – the wait, the process – and one person mentioned the area they live in rather than the applications process itself.

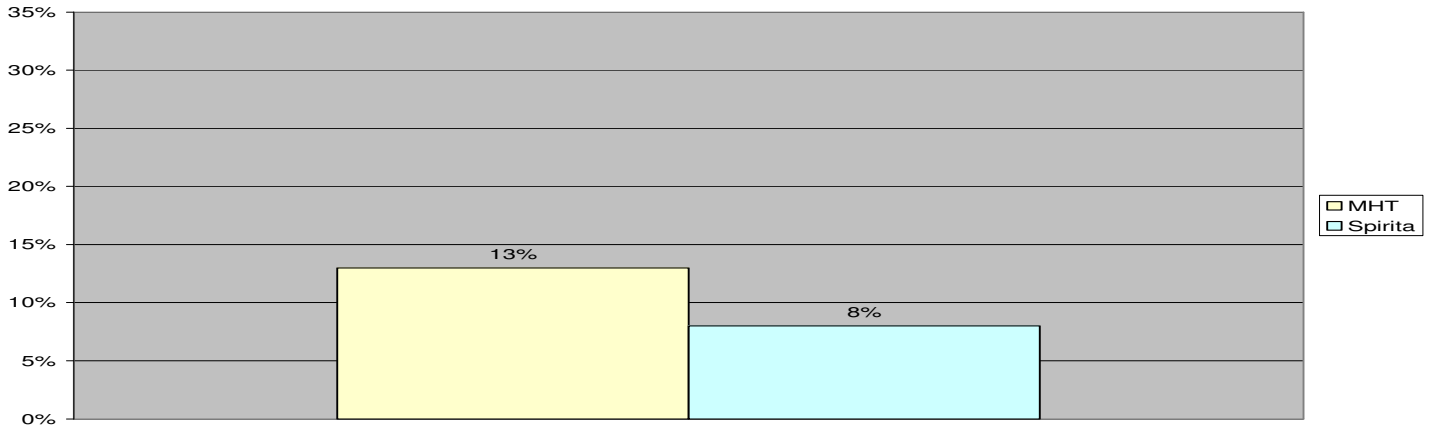
*'Because I was unhappy with my first flat as the lady above was an alcoholic I asked to be transferred. I was made to wait 3 years and then I got an inferior flat and another woman, this time mental health problems. Third time lucky perhaps???'*

*'I did not choose this area, it is out of the way from my family and shops it's making me ill.'*

Comments made by Spirita residents who said they were dissatisfied were not so clearly focused on an single aspect of service provision.

**vii. (cont'd) The income management service (MHT)**

**Dissatisfaction with the income management service**  
% saying they were very or fairly dissatisfied

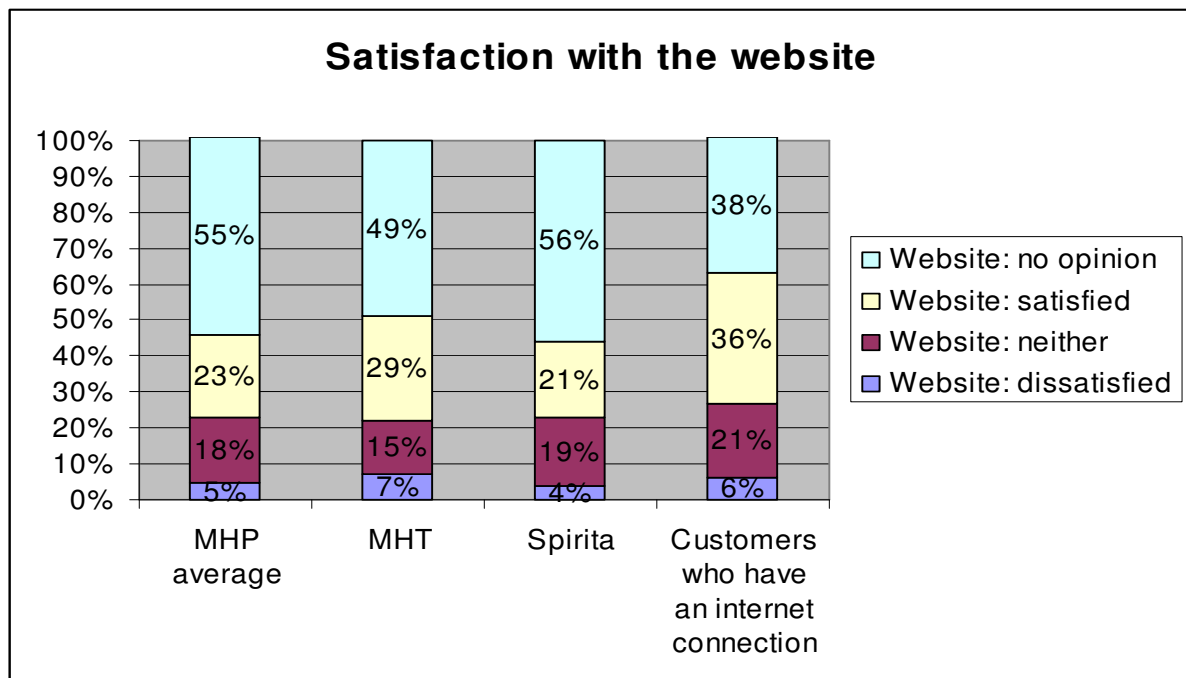


Far more MHT tenants were satisfied (73%) with this area of service provision than were dissatisfied. The comments made by MHT residents were not clearly focused on any one aspect of this service.

### viii. Website

The issue here is why so many people do not seem to have an opinion of the website.

It was noted earlier that levels of dissatisfaction with the website were low, as were levels of satisfaction (when compared to satisfaction with the other service areas). What was high was the level of 'No opinion's in relation to the website, again, particularly when compared to other service areas.



The chart above shows that approximately half of the sample had no opinion of the website. It also shows that of those who said they had an internet connection, still a significant minority – 38% - said they had no opinion of the website.

If the verbatim comments of those who had an internet connection are looked at, then of the 70 comments made, the majority - 43 – of comments indicated that they either did not know about the website or had never used it.

Negative comments made by people who had an internet connection covered a number of disparate areas such as the website being out of date or not being very helpful:

*'Website is not kept up to date, Can be a bit difficult to find what you're looking for'*

*'Have not looked just lately, but when I did it was not very informative or helpful'*

*'It serves no purpose to residents'*

There were very few positive comments about the website.

These findings suggest that MHP needs to review the contents of and publicise its website in order for it to be a more effective communication tool.

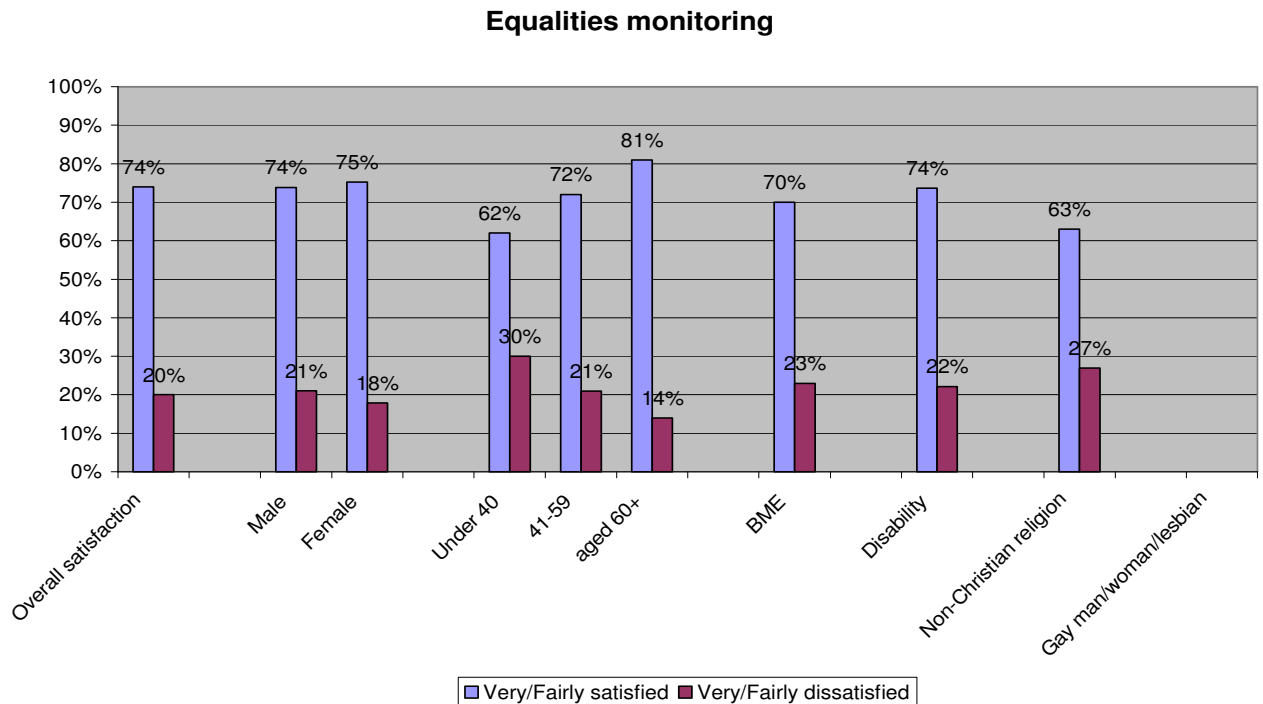
**GHS and CPH figures overall:** GHS panel members dissatisfaction levels with service areas show a general trend of being low when compared to the other businesses. This is in line with the relatively high overall service satisfaction

expressed by GHS customers. The exception to this is dissatisfaction with estates management. This service area, therefore, should be highlighted for further verification and investigation of possible causes, particularly amongst GHS customers. CPH results more closely reflect the picture seen at MHT and Spirita.

## 4. Equalities monitoring

### 4.1 Overall satisfaction with services provided

The following table shows how overall satisfaction with the services provided (performance indicator format question) broken down between the different demographic groups (the six strands of diversity).

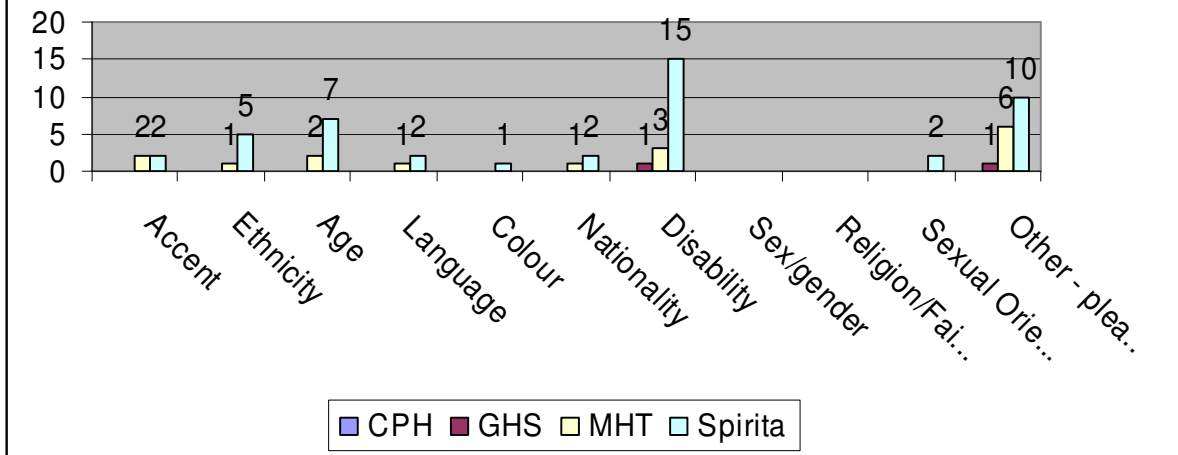


The only difference that was significant was age: that is, older people were more likely to be satisfied than younger people with the overall services provided by their landlords.

### 4.2 Discrimination

The graph below shows – in raw figures rather than percentages – how many people in each of the 4 businesses said that they felt they had been discriminated against in the last 12 months.

**Do you feel that you have been discriminated against on any of the following grounds in the last 12 months? (raw numbers shown)**



The single category with the highest number of responses was ‘Disability’. This was 2% of the total sample.

The ‘Other’ category contained a wide variety of responses, either repeating codes already given above for example, ‘*Accent, language, nationality, disability, sexual orientation*’. Other codes related to attitude of staff, ‘*I felt on one occasion a member of customer service felt superior to me and behaved somewhat arrogant*’ or ‘*The contractor was very rude*’ and ‘*I was insulted by a lady rent officer on the phone...she didn’t believe and she called me stupid*’, underlining a theme that emerged throughout analysis of the nature of customer dissatisfaction with the different service areas. That is, the importance of good customer services.

Other comments illustrated how perceptions of discrimination is a very personal thing: for example, ‘*I object to contractors addressing me as ‘mate’. I’ve dismissed people in the past for that*’ and ‘*Workman did not like my cat*’.

Finally, some of the comments suggested a perception of discrimination that is not really a comment on MHP’s service delivery, but possibly the wider housing environment: ‘*The fact that I live in social housing.*’.

Appendix 1: the survey form and covering letter.

Form code:

12<sup>th</sup> December 2008

Dear

What do you think our service priorities should be?

You may remember that I wrote to you in September to ask you to help me and my colleagues keep in touch with how well we are doing, by taking part in the MHP-wide Customer Panel.



The first thing I would like your help in is completing a survey form, which is enclosed with this letter. What it's designed to do is to give us an overview of what you think about different areas of our service provision - and answer the question 'What do you think our service priorities should be?'

As customers who are already involved with us, when you are filling in the form we are particularly interested in you helping us understand the ratings you give our service areas by also giving us any comments you may have. This will help us focus our service improvements in key areas, such as maintenance and dealing with anti-social behaviour. We have left you space throughout the form for you to add in your comments.

We are also interested in how many of you have access to the internet and e-mail, and how you feel about using it to communicate with us at low cost in future.

Your comments and ratings will be stored anonymously, and will not be attached to your customer record - which is why we're asking you personal information questions you may have already answered in the past.

As a gesture of my appreciation, we will enter all those who return a filled-in survey form and a filled-in tear-off back page into a prize draw for **£100**. Because the data will be stored anonymously, it is very important that you fill in your name and address on the tear-off slip to be entered into the prize draw.

## Further Information

If you have any queries about this letter or survey form, there are several ways to get in touch:

Phone	Louise Craven on 020 8976 1058
Email	<a href="mailto:louise.craven@mht.co.uk">louise.craven@mht.co.uk</a>
Text	07734 342471
Write to	Louise Craven, Policy & Performance Team, MHP, Alexander Place, Lower Park Road, London, N11 1QD.

Thank you for your help with this – we look forward to receiving your form.

Yours sincerely,

Bill Payne  
Chief Executive

We want all of our customers to be able to understand the information we provide. If you need to receive this information in your own language or in an alternative format (e.g. large print, braille, audio disc), please contact your local office reception and we will take reasonable steps to arrange this for you.