

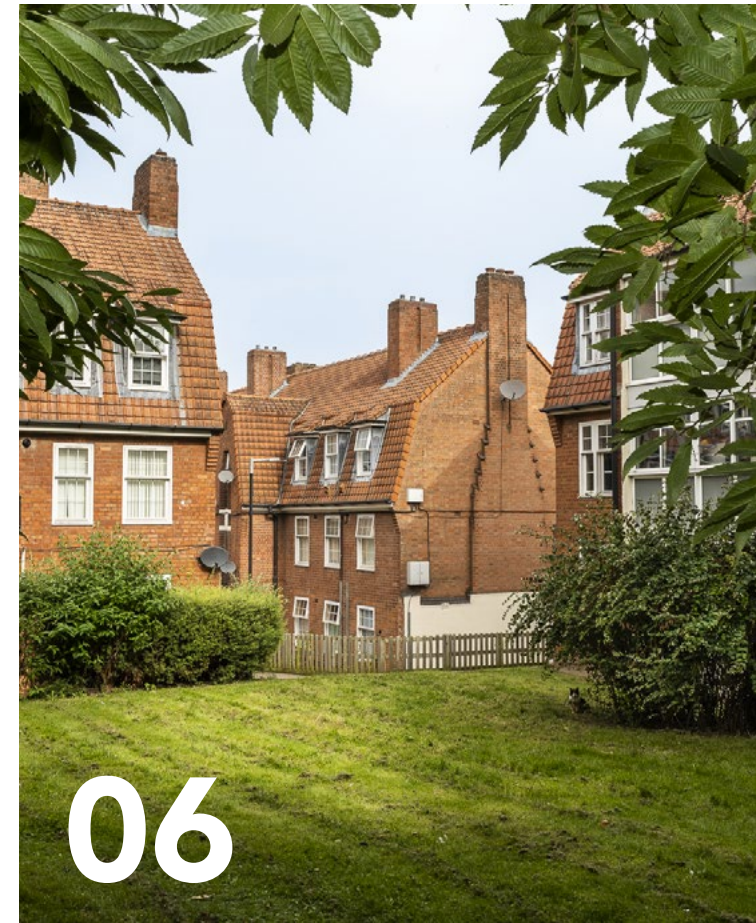
TENANT ANNUAL PERFORMANCE REPORT

2024/25



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As we move forward into an exciting new chapter, we're really proud to look back and share with you a summary of our performance for the last year of our Making What Matters Brilliant corporate plan.

Making What Matters Brilliant was centred on investing in our homes and services, listening to our tenants and providing safe, high quality homes. We've seen this bring about a shift in our tenants' perception of us as a landlord and are really pleased to see so many of you telling us you're more satisfied with the services we're delivering.

The insights shared in this report about our key performance reflect the areas you told us are important to you. They highlight where we've made improvements in our services but, crucially, are honest and open about where we still have work to do.

Importantly, all of the areas in this report have been shaped by you, and you'll see examples of where your feedback has already and continues to shape our plans and decisions.



Looking ahead, you'll see more in this report about our new corporate plan for 2025 onwards, Tenants at Heart; a plan that isn't just shaped by our tenants' voice, but truly is our tenants' voice.

Adele O'Brien
Director of Customer Experience

FOREWORD

OUR YEAR IN NUMBERS



YOUR HOME

813

New homes built

670 in 2023/24

79%

Homes registered at
EPC band C

77% in 2023/24

£45.3m

Invested in
improving homes

£39.9m in 2023/24



YOUR FEEDBACK*

88.8%

Overall satisfaction

88.5% in 2023/24

90.9%

Satisfaction with repairs

91.5% in 2023/24

1,833

Formal complaints

1,140 in 2023/24



YOUR NEIGHBOURHOOD

12

Evictions due to ASB

12 in 2023/24

18.3

Days to re-let a home

16.7 days in 2023/24

12,172

Communal inspections
completed

Over 14,000 2023/24

*based on surveys completed by tenants after receiving a service

HOW WE'RE IMPROVING

To help keep you informed about how we are performing in the areas you told us matter to you, last year we launched a new performance page on our website where you can find out more about our service performance. On this page you can read information including the amount of repairs we've completed, the amount of renovations we've done, and how we're tackling neighbourhood issues: midlandheart.org.uk/serviceperformance ✨





HOW WE'RE IMPROVING

Our My Scrutiny group completed a full project looking at how we communicate with our tenants about their local areas and neighbourhoods. They looked at over 2,700 responses to our Tenant Satisfaction Measures (TSM), organised and attended community days, and conducted interviews with our Estate Champion tenants. Find out more about what they told us, and the actions we are taking as a result, here: [Local level communication - Midland Heart](#) ✨



YOUR NEIGHBOURHOOD

SATISFACTION WITH

84.1%

Communal cleaning

84.4% in 2023/24

80.5%

Window cleaning

80.1% in 2023/24

82.3%

Grounds maintenance

79.9% in 2023/24

63.4%

Antisocial behaviour handling

66.7% in 2023/24

We know how much you value seeing and speaking to us in your local area so, this year, we focused on strengthening our approach to local neighbourhood management with a bigger frontline presence, and a greater impact in the local areas where we work.

Community days are a really important part of our approach, as they give you the opportunity to speak directly to colleagues from different teams. They also help us hear first-hand about the things that may be concerning you so we can take action to put them right.

This was the case for an event held at one of our new developments in Burton, which you can read about here: [Community day at Fivelands - Midland Heart](#) ✨

SPOTLIGHT ON ASB

We know feeling safe in your home and neighbourhood has a big impact on how you feel about your local area. Tackling antisocial behaviour (ASB) requires us to work in close partnership with agencies like the police, who often have more powers to act on the matters that impact you.



You've told us how important tackling community issues is to you, so we've shared more information about the work we do in this area [here](#). ✨

To help keep your home and community safe, we now have a team who live monitor CCTV footage across most of our schemes overnight so they can respond to, and report, any issues immediately.



**TO WATCH A SHORT VIDEO
ABOUT ANTISOCIAL BEHAVIOUR
AND HOW TO REPORT IT TO US,
CLICK HERE** ✨



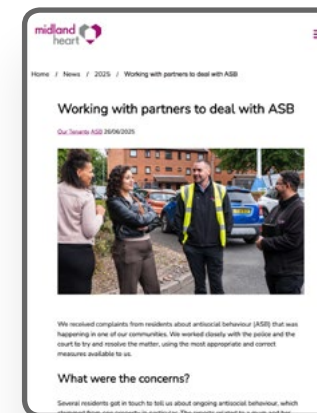
DID YOU KNOW?

We're now a third-party reporting centre for hate crime. This means, anyone experiencing a hate crime can come to our Birmingham office at 20 Bath Row, B15 1LZ and report it directly to us in a safe and supportive environment.

You can also report a hate crime to the police or directly to our Tenancy Services team by emailing tenancyservices@midlandheart.org.uk.

HOW WE'RE IMPROVING

You told us that improving our approach to handling ASB was an area for improvement, and we have identified that closing cases sooner and keeping you better updated are key areas for improvement. We've created an action plan to tackle this and will be working closely with our Involved Tenants, who will hold us to account to deliver on these actions.



Read our ASB case study: [Working with partners to deal with ASB.](#) ✨

YOUR REPAIRS

A first-class, high-quality repairs service is a core part our commitment to you.



SATISFACTION

87.1%

In House Maintenance Team

88.6% in 2023/24

89.9%

Gas Repairs

91% in 2023/24

96.9%

Gas Servicing

95.7% in 2023/24



PERFORMANCE

134,962

Repairs completed

133,308 in 2023/24

88.1%

Repairs completed on time

82.2% in 2023/24

90.4%

First-time fix

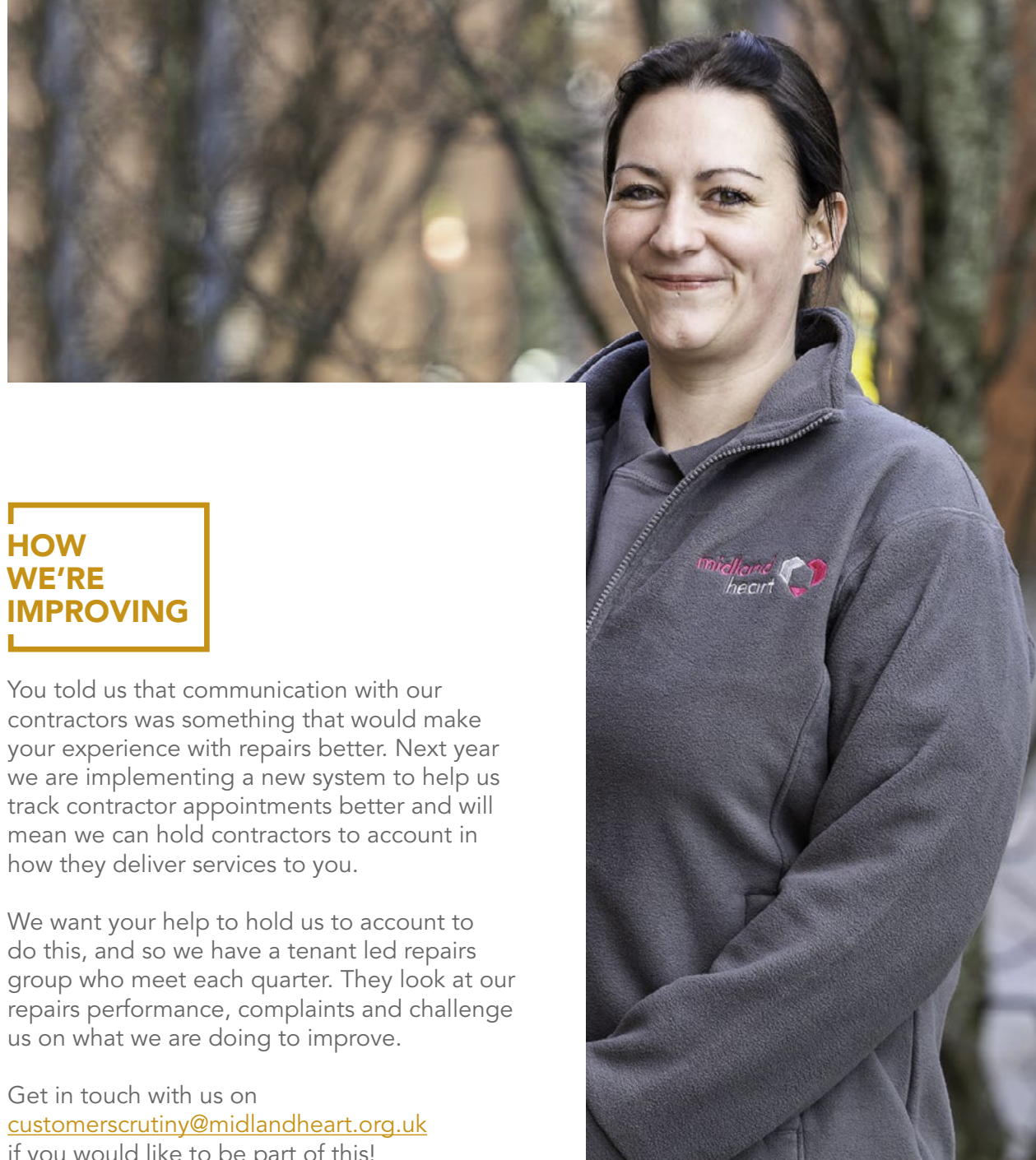
90.1% in 2023/24

HOW WE'RE IMPROVING

You told us that communication with our contractors was something that would make your experience with repairs better. Next year we are implementing a new system to help us track contractor appointments better and will mean we can hold contractors to account in how they deliver services to you.

We want your help to hold us to account to do this, and so we have a tenant led repairs group who meet each quarter. They look at our repairs performance, complaints and challenge us on what we are doing to improve.

Get in touch with us on customerscrutiny@midlandheart.org.uk if you would like to be part of this!



YOUR SAFETY

Your safety has always been our priority, and we're really proud to maintain 100% compliance with the building safety checks we carry out in your homes and buildings.

DID YOU KNOW?

Well maintained fire doors slow the spread of smoke and fire for at least 30 minutes? But they're only effective if they're in good condition and kept closed. It's really important that you let us know if you notice an issue with a fire door. Here are some top tips to help you check your fire door:

[Fire doors save lives - Midland Heart.](#) 

If you find any issues or think your fire door is damaged, you should report this to us immediately by calling our Hub team on 0345 60 20 540.



100%

Homes had a valid gas safety certificate

100% in 2023/24

6,635

Electrical tests undertaken

7,803 in 2023/24

23,697

Gas servicing checks completed

25,287 in 2023/24

2,641

Legionella maintenance visits carried out

2,748 in 2023/24

771

Fire risk assessments completed

785 in 2023/24

3,604

Thermostatic mixing valve (TMV) checks completed

9,910 in 2023/24

256

Lifts serviced

307 in 2023/24

HOW
WE'RE
IMPROVING



The My Scrutiny group reviewed our approach to communicating with you on building safety matters. They highlighted that your feeling of safety is impacted by more than just our traditional building safety work; it's also impacted by security issues.

They also told us that whilst we provide you with a lot of information about building safety, we could explore more innovative ways to keep you informed. Over the next year, we will be trialling the use of digital notice boards in some of our buildings so we can give you important information in real time.

YOUR HOME

£45 MILLION* SPENT ON



1,186

Bathrooms

1,086 in 2023/24



1,038

Kitchens

868 in 2023/24



674

Windows

416 in 2023/24



264

Roofs

152 in 2023/24



1,260

Boilers

1,201 in 2023/24

HOW WE'RE IMPROVING

You told us that improving the quality of our existing homes should be a core focus for us. As a result we're [investing more than £300m between now and 2030](#) in updating some of our oldest homes. We're also working on improving the EPC rating of around 6,000 of our homes from band D to C by 2030.

*£45.3 million in 2023/24



151

solar panels installed on roofs



235

insulation top-ups completed



5,901

newly assessed and registered EPCs



TACKLING ROOF REPAIRS QUICKLY

One of the areas you told us can be frustrating is a roof repair to your home...

Roof repairs can be difficult to fix, as it can be hard to find the root cause of an issue however, we're working with our partners to make sure that they're completed as soon as possible while minimising disruption to you and your home.

DID YOU KNOW?

Damp and mould can be caused by a damaged roof. It's really important that you regularly inspect the outside of your home, especially after periods of wet or windy weather, to help identify any damage. If you notice any issues, please report these to us straight away.

After reporting your roof repair, if needed, we'll send out a repairs operative to make sure your home is safe. This includes:

- 01 minimising water damage
- 02 removing loose tiles
- 03 covering a hole with plastic sheeting

These steps are generally temporary, while we arrange a full roof repair with one of our approved partner contractors.

They will aim to complete your repair within 28 days, but please bear with them as roofing can be a complex repair to complete.

If you have any questions or you're still waiting for an appointment from them, please call our Hub team on **0345 60 20 540** and we'll look into it.

KEEPING IN TOUCH

HOW WE'RE IMPROVING

It's really important to us that we know who you, our tenants, are and how we can better tailor our services to meet your needs. Whilst we have lots of information about our tenants, making sure we're aware if your needs have changed, or even if you have a new phone number is really important as it allows us to contact you about our services and ensure they meet your needs.

In 2025, we launched phase one of our tenant census to understand what more we can do to help you access our services.

Find out more about the census, and how to get involved, here: [We want to get to know you even better - Midland Heart](#) ✨



217,154

Calls answered

210,228 in 2023/24



87,989

Emails answered

74,927 in 2023/24



7,166

Social media messages
received

15,700 in 2023/24



18,233

Website forms
completed

22,064 in 2023/24



SPOTLIGHT ON COMMUNICATION

Key stats from the pilot



5,700
texts were sent



672
homes were contacted



6
pilot areas were covered

You've told us it's often hard to know what we are doing in your local area, who has visited, and what work has been completed.

In 2024 we ran a five-month pilot programme, focused on letting you know when we are in your area and what we are doing.



During the pilot, tenants received an average of one text a week about issues, including communal repairs, graffiti and fly-tipping.

We also provided tenants in each area with local webpages, signposting them to their local Estates Officer and local communal services schedules.

Over the course of the pilot, phone calls coming into our Hub from tenants in these areas decreased by **27.7%**.

We intend to build on the success of this pilot by rolling out localised communications in more areas.

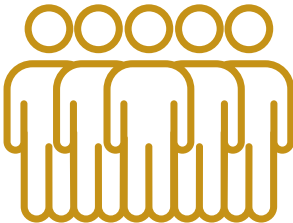
In February 2025, we rolled out this project to over 40 more estates and intend to build on the success of this even further.

YOUR VOICE

Listening to you and what you have to say is the best way for us to improve our services. Last year, we offered a number of ways for you to tell us about your experiences, give suggestions for improvements and hold us to account to deliver on what we promise to you.

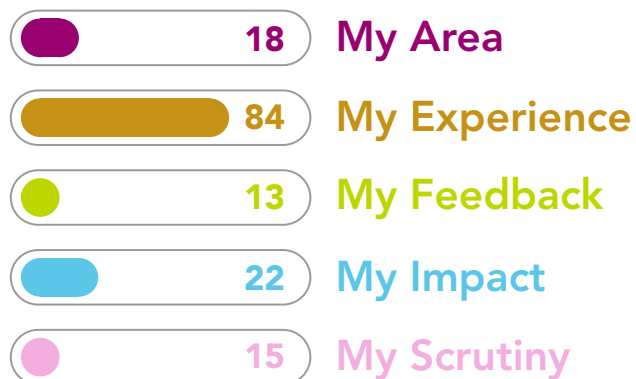
Find out more about how tenants perceive the services we provide in our latest [Tenant Satisfaction Measures Report](#). 

 **364** Hours of meetings/activities

71 

Tenants involved in meetings/activities

Meetings/Activities held



 **1,477**

Survey responses (My Voice)

5

Action plans completed

68

Actions signed off by tenants as completed

c11,400
Transactional surveys

2,555 **Tenant Satisfaction Measures (TSM) surveys**

When we make changes to the way we deliver our services, it's important that those changes reflect what works best for you. This year, we've added a new stage into our approach to reviewing any tenant-facing policies: giving our tenant groups the power to challenge, question and influence policy changes.

This year, [12 of our policies](#) were reviewed and approved by our tenants, showing they really were shaped by tenant voices.

"I would advise anyone to join up with My Voice if they feel strongly about influencing the homes we live in, and how Midland Heart work."

Sue, Involved Tenant



INVOLVING YOU IN DECISION MAKING



HOW WE'RE IMPROVING

We want to make it easy and rewarding for you to become an Involved Tenant, which is why we've reviewed our My Voice framework. Our revised framework offers more ways than ever to get your voice heard in areas that matter to you! [Relaunching My Voice - Midland Heart](#) ✨

GETTING IT RIGHT FIRST TIME



We know things don't always go right, but we want tenants to know what we're doing to stop the same mistakes happening again. This year, we launched our complaints learning group, which Involved Tenants reviewing how we can improve our approach to complaints handling and what we're doing to address the root cause of issues to stop them from happening again.



1,833

Stage 1 complaints received

1,140 in 2023/24

521

Stage 2 complaints received

220 in 2023/24

79.2%

of complaints upheld

81.35% in 2023/24

Top 3 root causes of complaints:

- 01 Repair delays
- 02 Poor communication
- 03 Poor complaint handling

We have a number of actions in place to address the areas where you've told us things can go wrong. Our plans for next year are focused on:

- Reducing repair delays, particularly around leaks, roofing, and damp and mould.
- Improving the quality of antisocial behaviour investigations.
- Enhancing transparency and communication around rent increases and service charges.
- Strengthening the quality of planned improvement works.



DID YOU KNOW?

Our tenants help review how well we follow the rules around responding to complaints through our annual complaint code review. As part of this, we share with you details of how we have learned from complaints, and the actions we are taking to put things right. You can read our Complaints Learning Report [here](#).✦

HOW WE'RE IMPROVING



We've invested in our Complaints team by increasing the number of colleagues focussed on complaint handling. This has allowed us to focus on after-care, reduce the time taken to resolve complaints, and to improve our communication during the process.

INTRODUCING OUR NEW CORPORATE PLAN, TENANTS AT HEART

We're really proud to share the launch of our new 2025-2030 corporate plan, [Tenants at Heart](#). More importantly, we're proud of how much of the plan was shaped by our tenants.

Our [My Impact](#) tenant group reviewed your feedback from surveys, complaints, and tenant meetings, and presented these insights directly to our Board to set the direction of Tenants at Heart.

Here are some examples of how your feedback shaped the new corporate plan:

 **62% of tenants said we should be using some of our rental income to improve the energy efficiency of our homes (Rent Consultation 2024/25).**

Our Homes that enable Modern Living programme's objectives commit to investing in our existing homes and prioritising some of our oldest homes that are the least energy efficient.

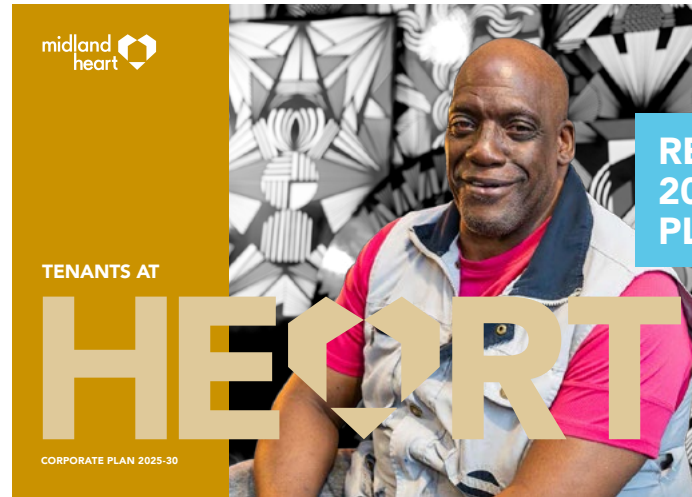
 **You told us you want us to make it easier to get in touch. You also want to feel that we listen to your views, understand your individual needs and keep you informed (TSM survey comments 2023-24).**

Over the next five years, we'll be creating more choice in how you use our services through digital services such as e-sign-ups, live chat and video repair diagnostics.

 **A fifth of our tenants think our focus should be on how we are delivering our services, as opposed to what we are delivering (What Matters Most survey – 2023/24).**

We have a number of objectives under our One Team Working Together pillar that focuses on making sure our staff have a tenant-centric mindset, with tenants actively involved in tracking our progress on this.





DID YOU KNOW?

Following our inspection by the Regulator of Social Housing (RSH), we've been awarded the top grading for their new Consumer standard. We've also retained our top gradings for their Governance and Viability standards, along with our A1 credit rating from Moody's Investor Services.

This means that we're meeting all the requirements set by the Regulator across these various standards and puts us in a great position to continue delivering our services to you, and to kickstart our new corporate plan. You can read more here:

[We've been awarded C1 by RSH - Midland Heart](#) 



VALUE FOR MONEY

We understand how important it is to keep you informed about how the rent you pay is used.

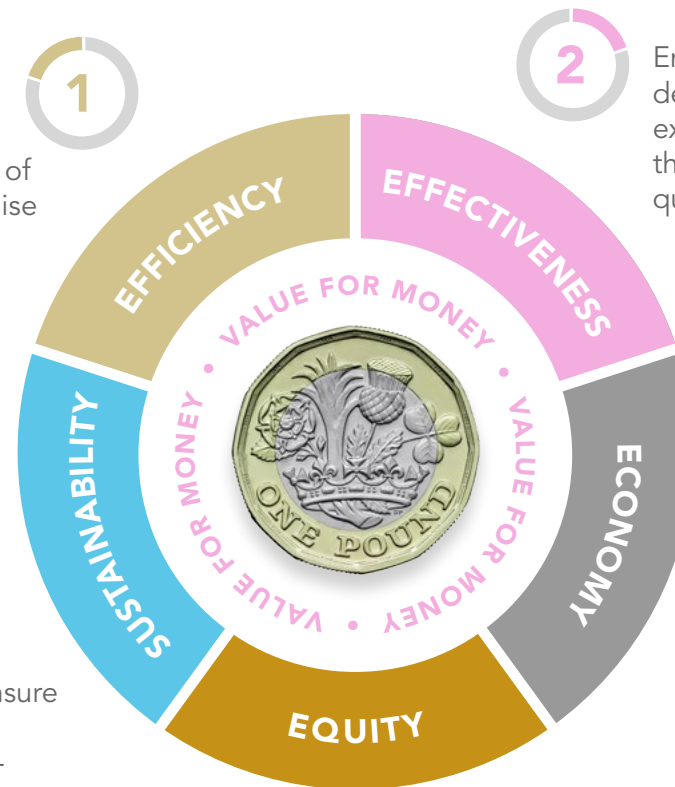
1
Optimising the use of resources to maximise the outputs, whilst minimising costs.

5
Delivering services and making investments that ensure long-term financial viability and a long-term stewardship of our environment.

2
Ensuring the activities we deliver meet the needs and expectations of our tenants through delivering high-quality services.

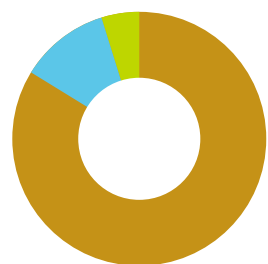
3
Procuring goods and services at the best possible price, for the quality of services expected.

4
Ensuring fair access to our services, tailored to the specific and diverse needs of our tenants.



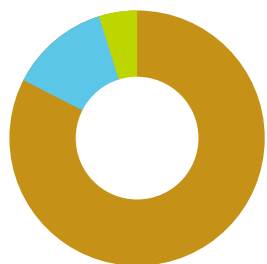
Customer Annual Report

Value for money



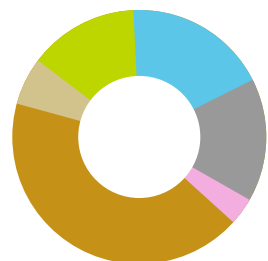
**Income
2024/25**

	£000s	%
● Rent	179,661	86
● Service charge	25,213	12
● Supporting People	10,859	5
Total	215,733	



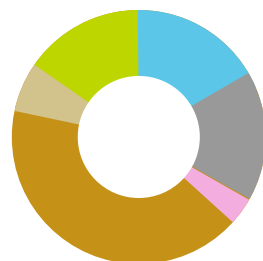
**Income
2023/24**

	£000s	%
● Rent	168,713	81
● Service charge	28,493	14
● Supporting People	12,260	6
Total	209,466	



**Costs
2024/25**

	£000s	%
● Managing your home	35,725	19
● Looking after your scheme and neighbourhood	28,748	16
● Supporting people	5,811	3
● Repair & planned investment	83,775	45
● Major repairs	10,312	6
● Loan costs for new developments	27,962	15
Total	192,333	



**Costs
2023/24**

	£000s	%
● Managing your home	33,890	18
● Looking after your scheme and neighbourhood	30,747	17
● Supporting people	7,235	4
● Repair & planned investment	75,157	41
● Major repairs	9,407	5
● Loan costs for new developments	27,998	15
Total	184,434	



Director remunerations and management costs

If you would like more information on the breakdown of these figures, please visit our [Financial Statements 2024-25](#). 

Aggregate amount paid to directors (£'000s)	23/24	24/25
Total aggregate amount including pension and National Insurance		
Executive Board remuneration	1,003	1,335
Employer's National Insurance	115	154
Total	1,118	1,489

Divided by

Total number of social housing homes owned or managed	33,384	32,208
Amount per home (£s)	33.5	46.2

Remuneration payable to highest paid Director (£'000s)	23/24	24/25
Remuneration payable to highest paid Director	327	358
<i>Divided by</i>		
Total number of social housing homes owned or managed	33,384	32,208
Amount per home (£s)	9.8	11.1

Management costs (£'000s)	23/24	24/25
Total management costs (social housing lettings) (£000s)	33,891	35,725
<i>Divided by</i>		
Total number of social housing homes owned or managed	33,348	32,208
Amount per home (£s)	1,015.2	1,109.2



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0345 60 20 540



20 Bath Row, Birmingham, B15 1LZ

