



**Annual  
performance  
report  
2023/24**

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**If you have any feedback on this report, we'd love to hear it.**

You can let us know by emailing [customerscrutiny@midlandheart.org.uk](mailto:customerscrutiny@midlandheart.org.uk) or writing to us at:

FAO Customer Scrutiny  
Midland Heart  
20 Bath Row  
Birmingham B15 1LZ



# Introduction

Each year we publish our annual report to give you an overview of how we've performed as your landlord.

We hope this report gives you more insight into our performance, our plans and, importantly, key information you can use to hold us to account.

You may have noticed that this year's report is slightly different to previous years and focuses much more on our key performance figures.

You've told us that previous reports have been quite long with lots of information to digest so, instead of one long report each year, we'll be sharing more reports and updates with you throughout the year going forward.

It means that this report now forms part of a much wider range of information you'll have access to, presented in a shorter and sharper way than before.

# Our performance

## Year in numbers



### Your Home

**670**

new homes built (651 22/23)

**77%**

of properties registered  
at EPC Band C (68% 22/23)

**£39.9m**

invested in improving homes  
(£29.5m 22/23)



### Your Satisfaction\*

**88.5%**

overall satisfaction (89.1% 22/23)

**91.5%**

tenant satisfaction with their  
most recent repair (90.7% 22/23)

**1140**

formal complaints (853 22/23)



### Your Neighbourhood

**12**

evictions due to ASB

**16.7**

days to re-let a home  
(17.5 days 22/23)

**Over 14,000**

communal inspections completed  
(16,541 22/23)



You can read more about our tenant's perception of the homes and services we provide in our [Tenant Satisfaction Measure Results](#)

\*based on post-service survey results





We know that a high-quality repairs service is really important to you and following significant investment in our repairs service, we saw the highest levels of tenant satisfaction with repairs for over 5 years.

We've also had lots of feedback from our tenants who had one of our operatives attend their homes, telling us that their experience of the operative was positive (96.8%)

### How we are improving

Although we've seen record levels of tenant satisfaction, we know there is still work we need to do to make sure we get repairs right the first time. We're also aware that we need to keep you well-informed throughout the process to give you a better overall experience of this service.

Over the next year we're working with our tenants to understand how we can improve our communication and repairs service.



[Find out what our Scrutiny group have told us so far.](#)







# A responsive repairs service



Satisfaction

**88.6%**

IHMT

**91.0%**

PH Jones (Gas Repairs)

**95.7%**

PH Jones (Gas Servicing)



Performance

**133,308**

repairs completed

**91.0%**

attended as planned

**90.1%**

first time fix



## Have you tried our new repairs feature?

You can now book, track and change your repairs online on the Midland Heart app



[Find out more about our repairs feature](#)

# Keeping you safe

It's important to us that you have a home that makes you feel secure, and each year we follow a programme of testing and checks to make sure that all of our homes and buildings are safe.



100%

homes had a valid Gas Safety Certificate

7,803

electrical tests undertaken

25,287

gas servicing checks

2,748

Legionella maintenance visits

785

Fire Risk Assessments

9,910

TMV checks

307

lifts serviced



You can find out more about how we keep your home safe on our website:



[Keeping my home safe](#)

## Fire safety

We do everything we can to keep our schemes and estates safe but it's important to know what you can do to stay on top of any potential hazards, particularly those that could start a fire. If you spot something that might be a fire risk, please report it to us so we can look into it immediately. Read more [on fire safety in your home here](#).

## How we're improving

It's really important to us that you feel safe in your home, and we know that those in tall buildings might have extra worries. That's why we've created dedicated webpages for our in-scope buildings (over 18 metres high). This is so you can stay up to date with building safety information and find out where to report concerns. We've also included walk-through videos of the buildings to highlight the safety measures in place.



[Take a look at Crocodile Court here.](#)



# £39m spent on



**1,086**  
Bathrooms



**868**  
Kitchens



**416**  
Windows



**152**  
Roofs



**1,201**  
boilers

## Investing in your homes

You've told us that investing in improvements to your homes should be a key priority - and this year we completed more upgrades and home improvements than ever before.

You've also told us that over 50% of you are worried about paying energy bills. To support you, we've invested in improvements that make our homes easier to heat, and use less energy. This included:

- **220** electric heating systems installed
- **283** solar panels installed on roofs
- **60** blocks transitioned to new LED lightbulbs
- **216** insulation top-ups completed
- **3,866** newly assessed and registered EPCs

We have lots of useful information on saving energy in your home, as well as where to go if you need support on our website:



[Saving energy in your home](#)

## How we're improving

We want to make sure that all of our homes are as efficient as possible and are made fit for modern living. This year, we completed the wave 1 of the Social Housing Decarbonisation Fund and provided 161 homes with greater levels of insulation through a mixture of fabric measures, solar panels and triple glazing.

With the largest number of pre-war homes in the country, we're also committed to making sure that these homes are fit for modern living. We're running a pilot in Birmingham and Wolverhampton to better understand how we can improve these homes for our tenants.





# Clean, safe neighbourhoods

You told us that the quality of your neighbourhood has a significant impact on your wellbeing and overall satisfaction. Due to budget pressures on many local councils, they're spending less on refuse collection and fly-tipping.

To tackle this, next year we're investing £0.1m in our Rangers team to help look after your local area.



## Satisfaction

**84.4%**

Communal Cleaning

**80.1%**

Window Cleaning

**79.9%**

Grounds Maintenance

**66.7%**

Antisocial behaviour handling

You've also given us feedback that tells us you want to see us engage more with you in your local area. To help make this a reality we've increased the number of frontline officers, like our Estates and Tenancy Services teams.

You might see us holding more community events in your local areas as they are a great way for us to speak with you in person, and for you to be able to tell us about any issues that might be concerning you.

*'The aim for our community events is to give our tenants the chance to meet us in person and discuss any concerns they have. It was great to get out on site at Cash's Lane and Kirby Close and spend the day speaking with our tenants, listening to what they have to say and taking on board any feedback they have for us.'*

Estates Officer, Jess

You can also find out more on what to expect from the communal services we provide here:



[Our communal areas](#)



## How we're improving

# Case Study CCTV

You told us that you felt CCTV was an important tool in tackling antisocial behaviour and fly-tipping in your communities, but that some of our CCTV cameras didn't work and often the quality of the images made it hard to obtain the evidence we needed.



As a result of this, we committed to making large scale improvements to our equipment and systems and their effectiveness over 70 sites, so that we could:

- Standardise and modernise our CCTV systems
- Improve tenant safety by providing a live monitored surveillance system - enabling us to respond in real time to deter and detect crime
- Deter fly-tipping and antisocial behaviour across our neighbourhoods
- Have an experienced CCTV operative team to support in both managing and monitoring our systems.



[Read our latest case study on how CCTV cameras have helped Comberton Road tackle nuisance vehicles and anti-social behaviour.](#)









# Keeping you informed

Communication is a common theme across all our tenant feedback and we know we can do more to make sure you're kept informed of what to expect from the services you receive.

As well as our app, that can be used to track the status of your repair, this year we continued to use emails and text messages to tell you more about what to expect from each service you interacted with us about.

## How we're improving

Over the next year we'll be working to make sure that when you first contact us we have all the information to hand to answer your queries as quickly as possible and prevent you needing to wait for additional call backs from us.

In September 2024, we started using a new provider, MEL research, to undertake telephone surveys to gather your views and help improve the services we provide to you. You can find out more about MEL Research and how we use your feedback here:



[Collecting your feedback](#)

**210,228**  
calls answered

**74,927**  
Emails

**15,700**  
Social Media Messages

**22,064**  
website forms completed

# Financial support

We also understand that some tenants can struggle with being able to afford their rent and other household bills. Last year there were 2845 referrals for tenants who were in need of financial advice and our Money Advice Team were also able to support with



**£2,675**  
of shopping vouchers



**£20,761**  
of fuel vouchers



**224**  
food bank vouchers



They also supported tenants to obtain over £2.6m to maximise their income. This included:

- Universal Credit awards of £245,000
- £27,000 in Discretionary Housing Payment
- £1m in housing benefit
- £88,000 in attendance allowance for those over 65
- £92,000 from charities, trust funds and tenant hardship funds to help reduce debt and purchase essential goods and services, such as ovens, bedding and fridges

If you are worried about paying your rent or additional household bills our Money Advice Team are here to help.



[Read about how the team helped Mr Jones\\* clear his rent arrears](#)

\*Tenants names have been changed for anonymity







## Learning from where things go wrong

**1,140**  
total complaints

**81.4%**  
upheld

**33**  
stage 1 complaints per 1000 homes

### Top 3 root causes

**1** Communication  
(286, 24%)

**2** Repair delayed or not completed (196, 23%)

**3** Dissatisfaction with action taken (193, 16%)

You may have seen that earlier this year we launched our first ever [complaint annual performance and service improvement report](#) where we have shared more about our performance in handling complaints, compliance with the Ombudsman Code and, importantly, what we have done to learn from where things have gone wrong.

### How we're improving

In the Autumn of 2024 we'll also be launching a tenant-led complaints learning group. In this group, we'll be working with tenants to make sure we've understood what good complaint handling looks like from your perspective, and that our tenants have sight of the plans we have in place to prevent issues from reoccurring.

If you would like to be part of this group you can email [customerscrutiny@midlandheart.org.uk](mailto:customerscrutiny@midlandheart.org.uk)



# Getting your voice heard

13,000

satisfaction surveys undertaken

141

estate inspections

79

tenant meetings

5,994

survey responses



Meet Juliet, Val and Carol our Involved Tenants sharing why they joined My Voice.



<https://youtu.be/eQF0ZNA5nCM>

There are a variety of ways for our tenants to **get their voice heard**, from being involved in your local area or taking part in online meetings to having the chance to influence change and decision-making through our Operations Committee, which is part of our Board.

Some examples of how tenants have been involved include:

## Rent setting

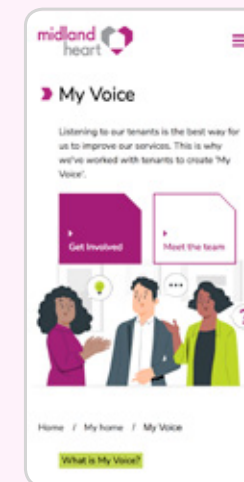
We engage tenants each year to understand the impact and affordability of rent setting. This year we surveyed over 1000 tenants from different tenures and backgrounds and had more detailed discussions through specific focus groups. We discussed priorities for how we invest income and explored how we could best support tenants with additional needs to be able to make rent payments.

## EDI service reviews

We use the information you tell us about who you are to make sure that there are no barriers or differences in your ability to access our services or the outcomes you get based on these factors. From these we update policies, procedures and our training for staff. Last year we examined [Aids and Adaptations](#) as well as [Assignments and successions](#).

## Tenant scrutiny

Our independent tenant scrutiny panel conducts reviews and make recommendations to the Operations Committee. Last year they helped review how well we responded to reports of damp and mould which has led to a 10 point improvement plan.

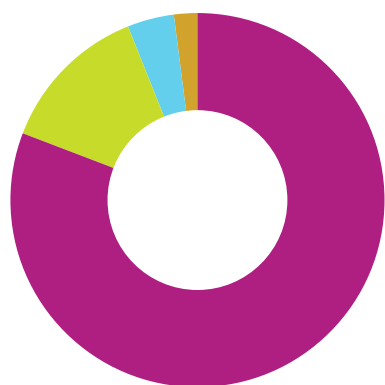




# Value for money

We know it's important that we share with you how we spend the money we get from the rent you pay.

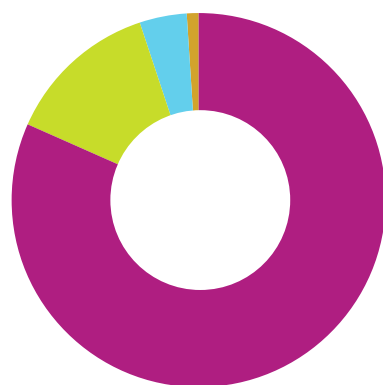
The table below shows our income and outgoings for this financial year, compared to the previous financial year.



## Income

2022/23  
Income (per £100)

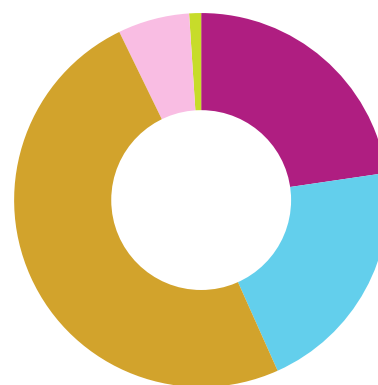
● Rent	£80.11
● Service charge	£13.60
● Grants	£4.18
● Other sources	£2.11



## Income

2023/24  
Income (per £100)

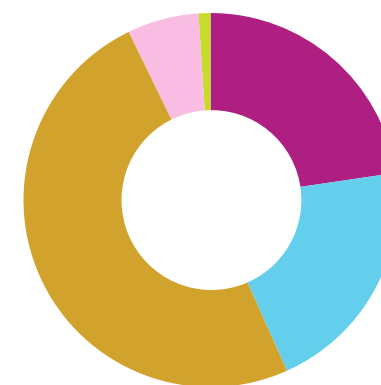
● Rent	£80.78
● Service charge	£13.64
● Grants	£4.15
● Other sources	£1.43



## Cost

2022/23  
Costs (per £100)

● Managing your home	£22.95
● Looking after your scheme and neighbourhood	£20.95
● Repairs & planned investment	£48.39
● Major repairs	£6.38
● Other costs	£1.33



## Cost

2023/24  
Costs (per £100)

● Managing your home	£22.56
● Looking after your scheme and neighbourhood	£20.46
● Repairs & planned investment	£48.87
● Major repairs	£6.26
● Other costs	£1.85

If you'd like to know more about our funding, spend and income you can read our [Financial Statement](#) which includes details of the remuneration of our Senior Leaders.

## Director remunerations and management costs

To be as transparent as possible, we've laid out the remunerations received by our Executive Directors. If you would like more information on the breakdown of this figure, please visit our [financial statements](#).



Our Chief Executive's pay, like all other members of our Executive Board, is independently benchmarked by a third-party organisation who make recommendations to our Remuneration Committee, which is made up solely of three Non-Executive Directors and advised by an independent remuneration expert. They consider the performance of the organisation, the individual's performance as well as the labour market that we operate in and appropriate comparators.

Aggregate amount paid to directors	22/23	23/24
Total aggregate amount including pension and National Insurance (£000s)		
Executive Board remuneration	956	1,003
Employer's National Insurance	124	115
<b>Total</b>	<b>1,080</b>	<b>1,118</b>
<i>Divided by</i>		
Total number of social housing homes owned or managed	32,813	33,384
<b>Amount per home (£s)</b>	<b>32.9</b>	<b>33.5</b>

Remuneration payable to highest paid Director	22/23	23/24
Remuneration payable to highest paid Director (excluding pension and National Insurance contribution) (£000s)		
	312	327
<i>Divided by</i>		
Total number of social housing homes owned or managed	32,813	33,384
<b>Amount per home (£s)</b>	<b>9.5</b>	<b>9.8</b>

Management costs	22/23	23/24
Total management costs (social housing lettings) (£000s)		
	31,717	33,891
<i>Divided by</i>		
Total number of social housing homes owned or managed	32,813	33,348
<b>Amount per home (£s)</b>	<b>966.6</b>	<b>1,015.2</b>







[midlandheart.org.uk](http://midlandheart.org.uk)



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