



# Delivering on New Standards



Annual Report to  
Residents 2024

# WELCOME

**This year, perhaps more than ever in housing, has seen residents put at the heart of decision making and landlords held to account.**

Our 2023-2024 report to residents captures the projects we've delivered and performance we've achieved in our continued work to provide good, affordable homes in strong, settled communities.

Echoing increased regulation and expectations on housing providers, this report has been shaped by the views of residents. Thank you to the residents who took the time to feedback about what you'd like to see us cover.

This coming year will see ever more change; including for myself. After 28 years at emh, I hand over the role of Executive Director to my new colleague Charley Gibbons. Thanks to our involved residents and strong team, I know emh is a good place, and safe hands.

I trust the report is useful. The team welcomes feedback at [communications@emh.co.uk](mailto:communications@emh.co.uk)

*Chris*

Chris Ashton  
Executive Director of Housing



# THE YEAR IN NUMBERS



Overall satisfaction with service:

**73%**



Satisfaction with homes being safe:

**75%**



Satisfaction with homes being well maintained:

**71%**



Overall satisfaction with the repairs service:

**74%**



Percentage of homes with GasSafe certification:

**99.7%**



Satisfaction with handling anti-social behaviour:

**61%**



Feeling emh treats residents fairly and with respect:

**78%**



Number of stage one complaints received:

**1,925**



Satisfaction with how complaints are handled:

**35%**



Damp and mould cases reported and resolved:

**2,830**



Amount invested in existing properties:

**£20.9m**



Number of repairs completed:

**61,425**



Responsive repairs completed within target:

**89.1%**



Total homes owned:

**19,307**



New homes built or acquired:

**402**

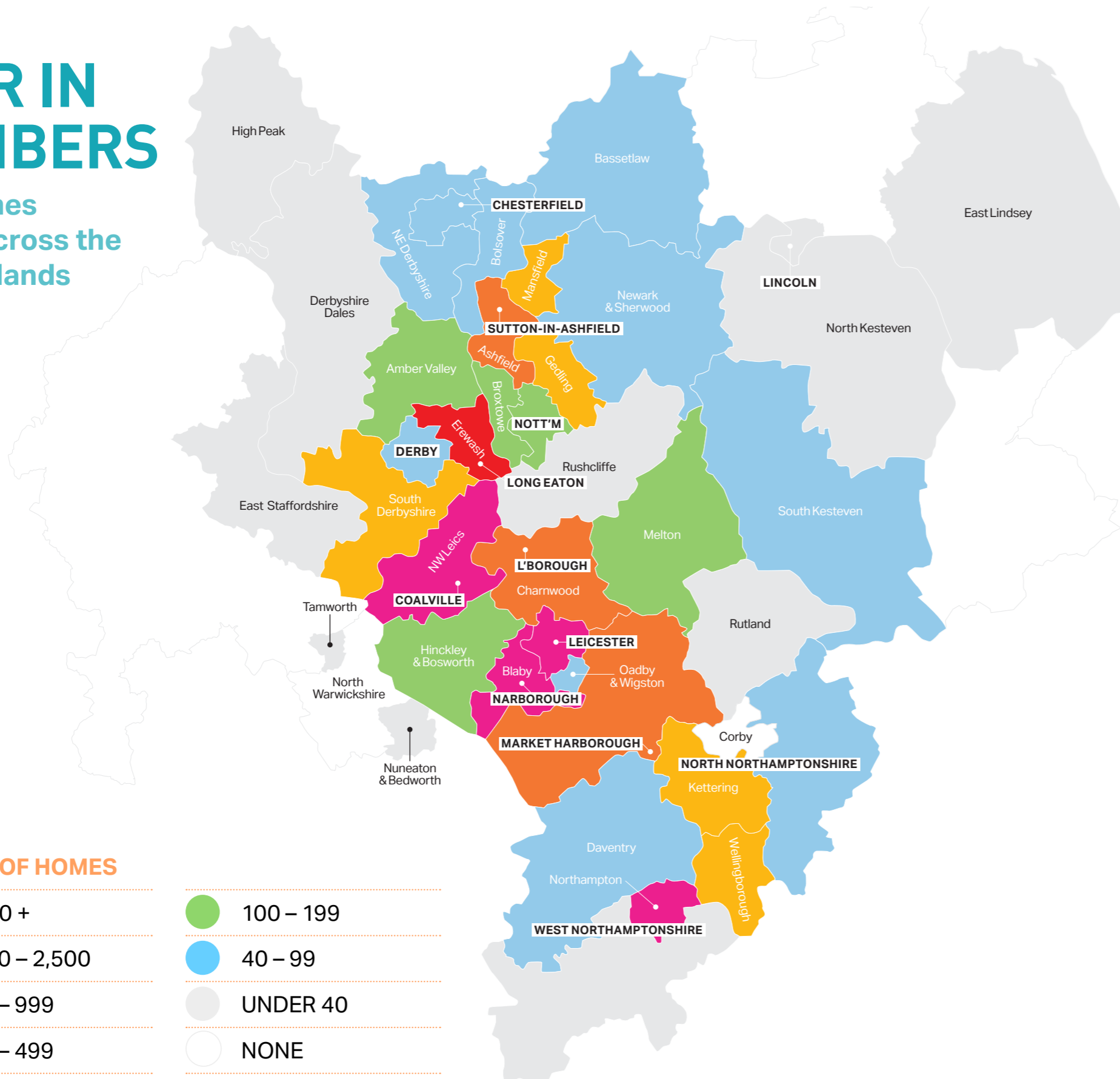


Average score for residents satisfied with contact:

**97.35%**

# THE YEAR IN NUMBERS

## Emh homes owned across the East Midlands



### Remuneration:



Figure for highest paid director per property

# £10.92



Figure for group directors cost per property

# £53.47



Figure for how much spent on management costs per property

# £1,173

# RESPECTFUL AND HELPFUL ENGAGEMENT

**Our dedicated engagement team work to ensure residents can influence our services and decisions, in a way that works for them.**

## Resident Influence

Over the last year, we provided a broad range of opportunities for residents to influence service delivery, decision making and policies. This included consultations in nine service areas, directly involving the residents' voice in policy, procedure or strategy decisions. These areas included our Strategic Plan 2023-2026, Gas Maintenance and Vulnerable Residents, and Income policies.

In total, **we delivered 34 focussed surveys** which gathered resident feedback in a range of areas.

Training for involved residents has continued to be a priority to ensure confidence and support for their role, and we provided funding for residents to attend a number of conferences to learn about how other landlords consult, and allow them to meet other residents from across the UK.

During the year, we increased the diversity of involved residents, and recruited residents from a wider range of locations across the East Midlands.

New groups include a Procurement Panel, Complaints Champions, and Consumer Standards Panel.



## Scrutiny Panel

Our established resident Scrutiny Panel has grown from strength to strength over the last 12 months. The group completed comprehensive complaints, and damp & mould investigations to improve the resident experience.



**34** focussed surveys delivered



## Case study

During 23-24 we changed the way we investigate the subject matter, as both a Housing Ombudsman and Social Regulator panel member, I was aware of the importance of making sure that the business was using the most up to date information.

Streamlining our approach and working with live data has been a game changer, with staff and Panel members co-working on investigations in real time.

I have thoroughly enjoyed working with a mentor that cares about the residents and is prepared to attend in person meetings, which has encouraged other staff to join the Panel on a regular basis and has built good relationships.

There is always room for improvement, so our co-production is still on a journey, however I am delighted with the results so far and look forward to a productive 2024/25.

Helen Watkinson -  
Scrutiny Panel Chair

# RESPECTFUL AND HELPFUL ENGAGEMENT

## Resident Influence Committee

The Resident Influence Committee was established in the summer of 2023 and consists of an influential group of residents who are responsible for ensuring that we hear and act on the voice of the customer. Members have met quarterly over the last 12 months and reviewed how our residents were able to influence service design, decision making, policy and service improvement.



Emh officers have been very supportive in enabling us to carry out our purpose.

We have forged good working relationships and I am very confident that together, we will be able to affect further improvements to the services emh provides to its residents.



Rebecca, Resident Influence Committee Member

## Tenant Satisfaction Measures

In May 2024, 14 involved residents attended a face-to-face Tenant Satisfaction Measures presentation and workshop. The residents looked at satisfaction levels across our different customer bases, geographical locations, and tenures, and considered why some customers are more satisfied/dissatisfied than others. Residents shared their views on key areas of dissatisfaction and offered solutions to how issues could be remedied.



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# EFFECTIVE HANDLING OF COMPLAINTS

**We pledge to do the basics brilliantly and to keep on getting better. To achieve this, we continually strive to improve our services and welcome your complaints, comments, and compliments on how we are doing.**

We know that sometimes things go wrong or that the services we offer may not always meet your expectations. **In 2023/24, we received 1,925 stage one complaints.** This is a 97% increase compared to the previous year.

This trend is common to many social landlords. In part, it's because we've been encouraging complaints so we can make things right, and also because the housing sector has – rightly – responded to new regulation by making it easier than ever to contact us when things go wrong.

However, we know we need to also improve how we handle things when complaints are received. Only 35% of residents who took part in the Tenant Satisfaction Measures Survey said that they were satisfied with the service.

The top areas for complaints in 2023/2024 were external contractors, and in-house repairs.

The average time to respond to a stage 1 complaint increased substantially in 2023-24 to 24 days, up from 10 in 2022-23. Gas servicing was a key issue with a seasonable increase in complaints. To address this, we have changed contractor from April 2024 and also asked a continuous improvement project team to focus on our repairs service to improve communication with customers.

We must and will improve our complaints service, using better data, clearer communication and extra resources to give customers the personal attention and support they deserve when something goes wrong. To help this aim, we held nine lessons learned meetings, involving teams from gas services, reactive repairs, empty homes, housing, anti-social behaviour, asset management, allocations, and planned repairs. Attendees included heads of service, service managers and members of the complaints team.

We have also recruited and trained five residents from our core groups who will play a key role in observing, monitoring, and reviewing our complaint processes, and lessons learned procedures.

## Stage 1 Complaint:

If something goes wrong, we'll try to put it right as soon as possible. If at any time you're not satisfied with what we've done to resolve the issue, you can ask us to consider this as a formal complaint. We'll confirm this within five working days of you getting in touch, and investigate what you've told us. We'll keep you updated while we're looking into the problem, before sending you a full, written response no more than 15 working days after you first contacted us. If it's not possible for us to do this, we'll get in touch to confirm when we expect to be able to reply. Our response will explain our understanding of what's happened, and confirm what we've already done or can do to put things right. To recognise the impact of the problem on you, we may also offer compensation. If you're not happy with our response, you can ask us to take another look at the situation as a stage 2 complaint.

## Stage 2 Complaint:

We'll acknowledge your further complaint within five working days, and a senior manager will consider it again, including any new information or events. They will send you a final, written response no more than 20 working days after we acknowledged your stage 2 complaint. If this isn't possible, we'll get in touch to confirm when we expect to be able to reply.

## Help from the Housing Ombudsman Service:

We comply with the Housing Ombudsman Service's Complaint Handling Code, but if after receiving our stage 2 reply you still don't feel we've put things right, you can take your complaint to the Ombudsman: w: [www.housing-ombudsman.org.uk/residents/make-a-complaint/](http://www.housing-ombudsman.org.uk/residents/make-a-complaint/) e: [info@housing-ombudsman.org.uk](mailto:info@housing-ombudsman.org.uk) t: 0300 111 3000 or Housing Ombudsman Service, PO Box 1484, Unit D, Preston PR2 0ET

# 34

of residents who took part in the Tenant Satisfaction Measures Survey said that they were satisfied with the service.

# 14

Housing Ombudsman Service determinations in 2023/24, with no findings of severe maladministration.

# KEEPING PROPERTIES IN GOOD REPAIR

In 2023/2024, we completed 61,425 repairs, of which 89% of responsive repairs were completed within our target timescale of 28 working days. Our Tenant Satisfaction Measures survey of 1,000 customers, showed a 78% satisfaction rate with the service we provide, which was an improvement on last year.

We want to improve further. The BIG Project is a company-wide initiative which is currently focussing on how we can improve our repairs response. We've looked at the causes of complaints when things go wrong, and asked our residents about the things we do well. The BIG Project has started to see changes in satisfaction and repair appointments kept, and we will continue to build on this.

We completed 5,460 home condition surveys in 2023/24, which means that 98% of our properties now have a survey less than five years old. As a result we have a strong idea of what works might be needed in homes, and can plan big improvement projects such as new kitchens and bathrooms or roofs based on the current condition of properties.

A key focus for us is helping residents to manage energy costs by improving the energy efficiency of homes. We completed more than 500 energy surveys and are on target for all homes to meet Energy Performance Certificate Level C or above by 2030. In homes where we've already finished energy efficiency works, residents have seen annual savings of up to £315.

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of responsive repairs were completed within 28 working days



5,460

home condition surveys completed



500

energy surveys completed



# SAFE HOMES

Health and safety are tightly woven into our purpose as a housing provider. Residents, service users, staff and partners put their trust in us to keep them safe from harm. They deserve nothing less.

Three-quarters of tenants are satisfied that we provide them with a home that is safe (75%).

To ensure safety, we have formed dedicated groups for overall health and safety, fire safety and the building safety act. This means we ensure we look at health and safety in all we do, from new-build plans to fire evacuation in flats. We report to the committees quarterly on all accidents and near misses, plus the follow-up action we've taken.

Thanks to our involved residents, we have changed how we handle damp and mould concerns. We've invested £1 million to ensure we address property issues which can cause damp and mould and meet monthly to review cases and ensure we learn from each customer experience.

Our focus on gas safety and strong performance continues, with more than 99% of homes having their annual check. Our fire safety partnership with Derbyshire Fire and Rescue makes sure that our fire safety procedures across all our homes meet the highest standards.



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“ We've invested £1 million to ensure we address property issues which can cause damp and mould and meet monthly to review cases and ensure we learn from each customer experience. ”


### We also completed:

**Fire**


Number of Assessments Planned	<b>160</b>	
Percentage of Assessments Undertaken	<b>100%</b>	

**Asbestos**


Number of Assessments Planned	Communal	<b>373</b>	Domestic	<b>3,727</b>
	Percentage of Assessments Undertaken	<b>100%</b>	Domestic	<b>97.42%</b>



**Legionella**

Number of Assessments Planned	<b>41</b>	
Percentage of Assessments Undertaken	<b>100%</b>	

**Lift Safety (LOLER)**

Number of Assessments Planned	<b>39</b>	
Percentage of Assessments Undertaken	<b>100%</b>	

# MAKING A POSITIVE NEIGHBOURHOOD CONTRIBUTION

**In addition to providing safe, affordable homes, we support communities to connect and recognise our role as a shaper of places.**

Part of our making a contribution to neighbourhoods is about stable communities. Places where people want to stay, and are supported to pay their rent and meet their tenancy agreement. For this reason, we work hard to support residents who fall into arrears. We minimise evictions where people show willingness to work with us and agree payment plans. In 2023/2024 we evicted 15 households.

Our Money Matters team provides free advice to help residents manage their income and maximise their awareness of benefits they are entitled to. In 2023/2024 the team helped residents claim £3.8 million in grants and additional benefits. They supported 2,045 customers, which was almost 500 more than the year before.

Our Residents' Support Fund provides vouchers for those most in need. 198 people were eligible for support, and we spent nearly £34,000 to help people struggling to pay for food, appliances and basic household items.

Within Erewash, our Tenancy Sustainment service supported 29 of our residents in their homes during 2023/2024. This includes specialist hoarding support, money advice, alcohol and drug signposting and bespoke support to help people stay in their homes.



**In 2023/2024 the team helped residents claim £3.8 million in grants and additional benefits.**



**I find it hard to trust people, but my support worker has really worked on gaining my trust – he always follows through on what he says he's going to do. By helping me to get out into the community, he's really helped me feel a part of society again**



We also work hard with local authorities to tackle homelessness. During the year we secured funding to remodel our property at Maidstone House in Leicester to provide seven, one-bedroom move-on apartments together with an office and Support Worker. We have a Support Worker onsite to provide ongoing support and advice, the aim being to enable residents to be able to move onto permanent accommodation.

During March we took part in a Homeless Link lobby of Parliament to raise the profile of homelessness across all political parties. We have also opened a newly built 11 bedroom supported accommodation scheme in Blaby. Henson House provides additional move-on accommodation for Blaby District Council (11 self-contained flats with staff on site), which is a bridge between a tenancy and hostel accommodation. This service has been developed in collaboration with Blaby District Council.

# RESPONSIBLE NEIGHBOURHOOD MANAGEMENT

To respond to customers' feedback and the Better Social Housing Review, we've made a big change to the way we run our housing management and neighbourhood service. We've also boosted investment in existing homes to improve security, comfort and energy efficiency.

The key objective of the changes to our management service is to be more visible and present in local communities – on the spot to identify issues before they turn into problems, and on hand to build relationships with you, our customers. Working on a more geographical basis across communities in the north and south of the region, an expanded team includes 25 housing officers, plus specialist lettings negotiators and tenancy solutions case workers who support teams with legal action in anti-social behaviour, fraud and other complex situations.

On average, each housing officer now looks after around 600 homes, compared to 866 before, with a mix of community and desk-based work. The Resident Influence Committee gave the new approach and structure its 'green assurance' to confirm that customers had been fully involved and listened to in designing the new structure.



On average, each housing officer now looks after around 600 homes, compared to 866 before, with a mix of community and desk-based work.



In 2023/2024, we received **1,001** reports of ASB. **23%** of cases included concerns regarding verbal abuse, harassment, and intimidation, **18%** related to noise nuisance and **17%** related to drugs, substance misuse and drug dealing. There were **9** hate related incidents reported during the year, and **111** domestic abuse concerns raised.



Anti-social behaviour (ASB) is something we know impacts residents' enjoyment of their homes and communities. In 2023/2024, we received 1,001 reports of ASB. 23% of cases included concerns regarding verbal abuse, harassment, and intimidation, 18% related to noise nuisance and 17% related to drugs, substance misuse and drug dealing. There were 9 hate-related incidents reported during the year, and 111 domestic abuse concerns raised. We continued to focus on non-legal remedies including early contact, self-help and mediation to resolve these cases. There were nine injunctions obtained during the year, two with a power of arrest. Three evictions were carried out. Great communities are also about green places and clean communal areas. In 2023/2024, around two-thirds of tenants with communal areas said they were satisfied that they are kept clean and well maintained (65%).

Our Estate Service Champions are a group of valued residents who complete online surveys every two weeks to capture any issues in their area. They can share images with us and rate their neighbourhood against set questions about cleanliness, grass cutting, appearance, safety and fly-tipping. Between October 2023 – March 2024; 134 Estate Champion Surveys were completed. At the end of March 2024, we had 281 registered Estate Service Champions. When surveys are received, we work with housing, our green team Sharpes and our repairs teams to address any issues raised.

# RESPONSIBLE NEIGHBOURHOOD MANAGEMENT

Estate Action Days are another key part of our effective management of neighbourhoods.

Legal action was taken against a property in Kettering where drug-related activity was making life a misery for others in the community. We worked alongside Northamptonshire Police's Kettering Neighbourhood Policing Team (NPT) who had been responding to reports of drug use and associated anti-social and criminal behaviour at the property. Residents reported that the drug-related activity in the flat and around the building in communal areas was causing significant concern. They were scared to walk through the building in case they were targeted by those using the flat and were being repeatedly disturbed by people buzzing on the building's intercom to gain access. Parents stopped their children playing in communal areas because they feared them coming across drug paraphernalia or alcohol.

As a result of the partnership working and the residents' bravery in sharing evidence and information, Northampton Magistrates' Court granted a three-month closure order meaning the property would be locked up and the resident moved elsewhere. Following the court order being granted, we visited the flat alongside the NPT and closed the property. For the next three months, the only people allowed in the flat were the emergency services and emh colleagues. Anyone found there could be arrested and, if convicted, face up to 51 weeks in prison, a fine, or both. Subsequently we obtained a possession order from the court and the tenant was evicted because of their behaviour.



Community garden  
opening in  
Erewash



# MEETING HOUSING NEED DEVELOPMENT

**New homes allow people to stay in communities they know and near schools and jobs and support networks that matter to them.**

In 2023/2024 we built 402 new homes. Of these homes, 221 were made available for shared ownership. This scheme allows people to secure a foot on the housing ladder, renting a share from us and gaining a mortgage with the benefit of any house price increase on the remaining share.

Key schemes completed include Herrick Grange, in Littlethorpe, which has provided a range of a range of 2- and 3-bedroom homes and 4 bungalows which helps address the critical local housing needs for Blaby District.

In the same district, we're also currently on site with our largest single development of 150 mixed-tenure homes at Standard Hill in Coalville. As part of our commitment to developing in rural areas, over in Bakewell we built 3 affordable rented properties that blend in with the village and have air source heat pumps to help with energy costs.

*"The development is quiet, and the layout is well planned and spacious. The design and standard of the house internally is lovely."*

## Spotlight: The Villers

**In 2024 we officially handed over 77 homes in Blaby.**

The Villers is an affordable housing development, providing a range of high-quality family housing, dementia-friendly bungalows, and supported living for people with a variety of complex needs.

It was delivered as part of our Strategic Partnership agreement with Homes England, and in partnership with Blaby District Council and development partners Lovells.

The shared ownership homes were extremely popular, with 562 people registering their interest in the 39 homes. Shares purchased range from 25% to 50%, and ages of new residents range from 23 to 73 years. All residents come from the Leicestershire area, allowing them to stay near their children's schools, jobs and to family and friends.



## A joined-up approach

Although our report focusses on different teams and services, ultimately our impact is felt most where our teams come together to support residents. This case study captures how we achieve more, by being one team.

Health and safety, income, communities, specialist hoarding, property services are just some of the areas that have pulled together to support a family to transform their home and lives.



Mr D an ex-Navy veteran came to our attention due to neighbours reporting hoarding issues. He, and his son were both dealing with health issues whilst dealing with the loss of their wife and mother. Understandably, they were desperate to hang onto treasured memories. In consequence, their hoarding habits became quite severe, a spare room was so densely packed that the door would not open.

Each step of the process was approached with empathy, understanding, some gentle persuasion and the clear understanding from staff that every step would be taken with the resident's permission and at their pace - each item needed to be patiently checked for approval. The starting point in early-September was the back garden which took a full day to clear.

Another week, the lounge dining table was cleared of substantial clutter so, for the first time in years, they could have a home meal together at the same table. From these little victories this led to further engagement and confidence with bigger tasks.

Next, two-dozen bin bags of clutter were removed from the front door resulting in access to the front door, for the first time in years – an important fire escape.

On a personal level, both individuals look healthier and feel more in control of their lives – gradually shaking off the feeling of being overwhelmed by their circumstances



**Thank you to the residents  
who contributed to this report.**

**If you have any suggestions as to  
how we could improve the report  
next year, please let us know.**

Text the word **'Callback'** to **07860 024 523** and a member  
of our Customer Services team will ring you back.

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