



**Annual Delivery
Plan & Targets**
Year One 2025-26

TENANTS AT

HEART



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PURPOSE

Our new corporate plan, Tenants at Heart, puts tenants at the centre of everything and concentrates on delivering what matters most to them. It means by 2030, we aim to have delivered a bold programme which fundamentally improves the quality of our homes and tenant services.

Our delivery plan and targets set out our ambitious plans for year one (2025/26), we want to start the plan strongly. This is an incredibly exciting time for us at Midland Heart, one that will make a real difference.

Glenn Harris
Chief Executive of Midland Heart

SUMMARY DELIVERY PLAN 2025/26



Homes that enable modern living:

- New repairs and scheduling system (Q3)
- New asset management, building safety & component accounting systems (Q4)
- Invest £60m of c£300m in existing homes (ongoing)
- Prepare for new repairs service - 14 days (Q2 update) & go live with Awaab's law on damp & mould (Q1, subject to final consultation outcome)
- Pilot tech in our homes & more proactive approach to service delivery e.g. video diagnostics (Q3)
- Integrate planned and reactive repairs into the planned programme (Q1)
- Strategic disposals - simplification of GN portfolio (Q3)



Quality services and local impact:

- Deliver phase 2 telephony e.g. WhatsApp & live chat (Q2)
- Deliver NEC CRM and consolidated notepad (Q2)
- Enhance and deliver new ASB case management system and processes (Q3)
- Launch new locality management - two localities (Q3)
- Targeted service reviews (Q3)
- Proactive use of occupancy data (Q2)
- Programme of active engagement with Shared Owners (Q3)
- Further develop approach to aids & adaptations (Q4)
- Implement STAIRs (await consultation response) (Q2)



Financial resilience and sustainable growth:

- Continue to shape housing direction & policy - WMCA & WMHAP (ongoing)
- Secure new site for Project 100 - eco village (Q3)
- Secure next Affordable Homes Programme (Q4)
- Oversee the first year of the Homes for the West Midlands LLP activity (Q4)
- Procurement: Electric fleet (Q1), Property Services supply chain (Q1), secure energy supply to 2028 (Q3) & launch new measures required by new procurement act, including £2m savings (Q4)



One team working together for our tenants:

- Launch the early careers program and enrol first cohort of colleagues (Q3)
- Deliver a new total reward strategy (Q4) & implement pensions options (Q3 update)
- Tenant centric approach to culture change - launch new induction programme (Q1 update) Tenant and scrutiny panel in place (Q3)
- Professionalisation - enrol first cohort (Q3 update)
- Scope and procure a revised EDRMS (Q4 update)

TENANTS AT HEART
ANNUAL DELIVERY PLAN & TARGETS

We plan to make record investment into our existing homes, upgrading them to enable modern living. We know the quality and responsiveness of our day-to-day repairs service goes to the heart of tenant satisfaction, and this is about providing decent, safe and affordable homes. We will be doing much to tackle our aging stock, bringing together our plans for component replacements, retrofit and meeting tenant and regulatory expectations around sustainability.



HOMES

**THAT ENABLE
MODERN LIVING**





YEAR ONE

		Deliverables
1.1	Continuation	Implement a new repairs and scheduling system, including defined work programs and contractor management portal (day to day repairs Q1 and specialist works Q3).
1.2	Continuation	Implement a new Asset management system including building safety compliance and component accounting (Q4 update).
1.3	New	We will seek to invest c£60m of the £300m (ongoing).
1.4	New	We will prepare for rolling out our new repairs service delivery model and future ways of working. We will get ready for a 14 day repairs service (Q2 update) & go live with Awaab's law on damp and mould (Q1, subject to final consultation outcome).
1.5	New	We will pilot and assess the tech in our homes to fully understand the potential and how we can adopt a more proactive approach to service delivery (Q3).
1.6	New	We will further integrate planned and reactive repairs (spend to save) with a specific focus on roofs and voids. A key driver of dissatisfaction, disrepair and damp & mould (Q1).
1.7	New	We will continue to simplify our general needs portfolio e.g. through tackling homes with multiple occupation, commercial units and dealing with end terraces (ongoing but Q3 update).

TARGETS

Measure	Baseline	2025/26	2030 target
Investment in existing homes	134m (5 years to 2024/25)	£60m	c£300m
Modernisation	-	300 homes	£40m 1,500 homes
Upgrade homes to enable modern living	-	1,200 retrofit	6,000 (subject to assessment and strategic disposals)
% EPC ratings at C or above	79% (Nov 24)	83%	100%
% non-emergency repairs completed in SLA (excl. major works)	87.1% (Nov 24)	85%-90% (28 days) (in addition, to track 14 days)	90%-95% (14 day SLA)
% Building safety compliance TSMs	100%	100%	100%
% Homes with stock condition survey in last five years (General Needs)	3-5-7 year risk based approach 100%	100% 5 years	100%

TENANTS AT HEART
ANNUAL DELIVERY PLAN & TARGETS

To improve our services, we will remain focussed on providing high quality and tenant centric services, while strengthening our approach to local neighbourhood management by having greater frontline presence and impact. Working with tenants, partners and statutory agencies we will invest in local areas and work collaboratively to tackle tenant priorities.



QUALITY

SERVICES AND LOCAL IMPACT





YEAR ONE

		Deliverables
2.1	Continuation	Complete and embed phase two of telephony – broaden the channels in which tenants can contact and interact with us. This will include WhatsApp and live chat (Q2).
2.2	Continuation	Enhance our understanding of our tenants and provide more joined up service delivery through a step change in record keeping tied into the delivery of the Customer Service Module and Consolidated Notepad in our core management system (Q2).
2.3	Continuation	Enhance our case management of ASB and use resulting trend information to implement preventative strategies (Q3).
2.4	New	Launch our new locality management approach in NW Birmingham and the Black Country, including publicised local estate events that involve local residents. Promoting local teams & lead local managers. Implement localised communication plans, including the full roll out the local communications pilot. (Q3 update).
2.5	New	Deliver year one of a programme of targeted service reviews, utilising tenant insight and segmentation to review service outcomes and tailor the design and delivery to meet the needs of tenants. (Q3 update).
2.6	New	Launch a new approach to active mutual exchange matching to support tenants to take advantage of mutual exchange opportunities (Q2 update).
2.7	New	Deliver a programme of engagement with shared owners to grow understanding of the product & the role of staircasing in this (Q3).
2.8	New	Further develop our approach to aids and adaptations, maximising support to tenants to help improve everyday lives (Q4).
2.9	New	Implement STAIRs (Social Tenants Access to Information requirements) following the consultation outcome (Q2 update).

TARGETS

Measure	Baseline	2025/26	2030 target
% Tenants satisfied with Midland Heart’s overall landlord services (TSM)	77.9% LCRA 62.5% LCHO (Sept 24 YTD)	77%-80% LCRA 60%-65% LCHO	>80% >75%
% Tenants satisfied with Midland Heart’s contribution to their neighbourhood (TSM)	67.4% (Sept 24 YTD)	70%-75%	>75%
% Homes with a completed Home Checker visit in the last 18 months, any not visited will then be seen within a further 6 months.	151 not visited in 18 months (Sept 24)	<100 not visited in 18 months	100%
% Complaints upheld	78%	<70%	< 50% of the complaints we receive will need to be upheld.
% Complaints maladministration rate	55%	Below national average (currently 73%)	Below national average
% Rent arrears	4.25% (Nov 24)	4.1%	3.5% (sector mean 23/24)



Our financial resilience will remain central to our success, whilst our robust planning will allow us to secure our eco village Project 100 site, secure the next Affordable Homes Programme, and oversee the first year of Homes for the West Midlands activity. Concentrating on our supply chain will be key, as is securing our energy supply and rolling out our electric fleet through our procurement framework.

FINANCIAL

RESILIENCE AND SUSTAINABLE GROWTH





YEAR ONE

		Deliverables
3.1	Continuation	Continue to lead on developing and shaping housing direction and policy, primarily in the Midlands through the West Midlands Combined Authority and West Midlands Housing Association Partnership (ongoing).
3.2	New	Secure site for Project 100 - Eco village (Q3).
3.3	New	Secure next Affordable Homes programme (Q4 bidding begins but depends on when released).
3.4	New	Oversee the first year of the Homes for the West Midlands LLP activity (Q4)
3.5	New	Commence procurement of wave one of electric fleet (Q1).
3.6	New	Develop a Property Services supply chain strategy (Q1).
3.7	New	Launch new measures required by the new Procurement Act Legislation and deliver £2m in procurement savings (Q4).
3.8	New	Secure our energy supply until 2028 (Q3).

TARGETS

Measure	Baseline	2025/26	2030 target
New homes built	3,750 (MWMB)	350	2,250
Interest cover %	411% (Nov 24)	>150%	>150%
Gearing%	40% (Nov 24)	<70%	<70%
EBITDA MRI	196% (2023/24)	An average \geq 115%, min 100% over the corporate plan period	An average \geq 115%, min 100% over the corporate plan period
Credit rating Moody's	A1	\geq A2	\geq A2
CO2 scope 1 & 2 emissions	5,000 tonnes	reduced by 200 tonnes	reduced by 1,250 tonnes



Our culture is key to the success of this corporate plan and to embed a true tenant-centric approach. We will balance tenant expectations and satisfaction, empowering colleagues with the freedom to get things done within clear frameworks. Our colleagues will be adept at treating tenants with fairness and respect, working effectively across teams to deliver outcomes for tenants. The launch of our Early Careers program will be a milestone moment in bringing through talent for the future, alongside delivering a new total reward strategy and induction programme.

ONE TEAM

**WORKING TOGETHER
FOR OUR TENANTS**



YEAR ONE

		Deliverables
4.1	New	Launch the early careers program and enrol first cohort of colleagues (Q3).
4.2	New	(Subject to Board approval) implement our revised pension options (Q3 update) & develop total reward strategy (Q4).
4.3	New	Tenant centric culture: Launch our new starter corporate & local work-based inductions (Q1 update). Tenant Panel & Scrutiny - My Team in the My Voice framework in place by Q3 to scrutinise and challenge how we reflect the tenant experience in our people practices. Redefine leadership qualities & commence roll-out (Q4 onwards).
4.4	New	Professionalisation - enroll the first cohort on relevant qualifications subject to the final outcome of the consultation (Q3 update).
4.5	New	Provide a step change in improving our ability to record and access information through a new electronic document and records management system (EDRMS). A key enabler of our digital strategy and greater transparency with tenants. Scope and procure by Q4.

TARGETS

Measure	Baseline	2025/26	2030 target
Develop colleagues through early careers programme	-	20	100
% Colleagues recommending Midland Heart as a place to work	82% (Nov 24) Top 50 Sunday Times	>80%	>80%
% Tenants satisfied with the professionalism of colleagues	90%	>90%	>90%
% Colleague turnover: voluntary turnover rate	12.8% (Nov 24)	12.5%-13%	<= 11.5
% Colleague absence: time lost to sickness	2.7% (Nov 24)	<= 3%	<= 3%

#MHMINDSET


Our tenants come first, second and third. We come to work to do the best we can for our tenants and each other. We are honest, empathetic, we ask questions, you can rely on us and we put our tenants at the centre of every decision we make.

We are one team working together for our tenants.

 @midlandheart

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