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WELCOME

Every interaction with you matters to us. Every repair, every phone call and every key handed to a new resident.

In my first year at emh, I've spent a good percentage of my time listening.

Whether that's attending Scrutiny Panel meetings, spending time in the call centre as your enquiries come in, absorbing data and your feedback from complaints and Tenant Satisfaction Surveys; my focus has been ensuring I've heard the breadth of your experiences.

The listening continues, but it has already seen some clear priorities identified. As this report reflects, on the whole residents are overall satisfied, feel safe and feel respected. But you are less happy with the speed of our response, how easy you find dealing with us and how you feel we listen and act. Our inspection during the year by the Government's housing regulator also echoed your feedback – we do many things well, but we need to speed up and we need to ensure you know you are heard.

So, as you'll see across these pages, we've invested in our call centre to reduce wait times, we've made steps to introduce new ways to contact us, we've sped up handling

of complaints, we've embedded our teams in our communities, and we've reshaped how the voice of the customer is heard across our organisation. And because we know the quality of your home is the most important aspect of your relationship with us, we continue to invest more in the fabric of our properties, their efficiency, your safety and building new homes to help more people access affordable, quality housing.

There is, of course, more to do, but my promise is we are improving and that we will continue to focus on what you've said matters.

Our compassionate colleagues make a real difference every day. My commitment is to equip them with better tools, skills, technology, and more time, so their natural empathy shines through in every interaction. Because every interaction with you matters to us. Every repair. Every call. Every conversation in the street. Every promise kept.

I hope you find this report useful and interesting and we look forward to keeping you updated with progress.

Charley Gibbons

Executive Director of Housing

We want customers to get the right help, the first time, from someone who cares and knows what to do.

We are committed to getting the basics right, creating warm homes and safe communities, and building trust every step of the way.



INTRODUCING ANDY MURTHA

NEW CHAIR OF THE RESIDENT INFLUENCE COMMITTEE



Andy Murtha was recently appointed Chair of our Resident Influence Committee (RIC) and has been an emh resident for 14 years.

His call for 'humanity as well as data' has influenced the approach you'll see across this annual report – with comments and stories from residents capturing the impact emh's work has on their lives.

So, before we lead into the main content, here's a quote which captures his purpose and hope for the RIC.

"I've spent my life helping others.

I was with St John Ambulance for years, and I'm a qualified first aid trainer. I loved being the person who could help someone at a football match or in an emergency.

I can't do that physically anymore, but I still want to give back.

"Speaking up, listening, and helping others be heard, that's how I can make a difference now and I enjoy it.

"The RIC is here, and we know it works. But we can only keep making progress if more residents speak up and get involved. Your feedback is essential whether it's a small comment or a big idea. The more we hear from you, the better we can shape your services and your communities.

Please don't be afraid to reach out."

Andy

Interested in shaping our services and influencing our work? Email us at customervoiceteam@emh.co.uk

THE YEAR IN NUMBERS



68%
Overall satisfaction with service

95%

Emergency repairs completed within target.



£48m

Amount invested in existing properties



22,466

Homes owned and managed



64%

Overall satisfaction with the repairs service



2,230

Stage 1 complaints received. (A 16% increase on last year)



57%

Satisfied that their views are listened to and acted upon



76%

Satisfied with homes being safe



99%*

Homes with GasSafe certification completed



33%

Satisfied with how their complaints are handled



441

New homes built or acquired



68%

Satisfied that homes are well maintained



64%

Satisfied with handling of anti-social behaviour



60,142

Repairs completed



71%

Satisfied with being kept informed



77%

Feel emh treats residents fairly and with respect



77%

Responsive repairs completed within target



We produce separate performance statistics specific to shared owners. A copy can be found here.

*Gas servicing checks were at 99% completed, due to a small minority of households not granting us access.

HOW OUR INCOME IS SPENT







Annual costs:

1 Management £27.9m

£1,460 Per Property



£1,403 Per Property

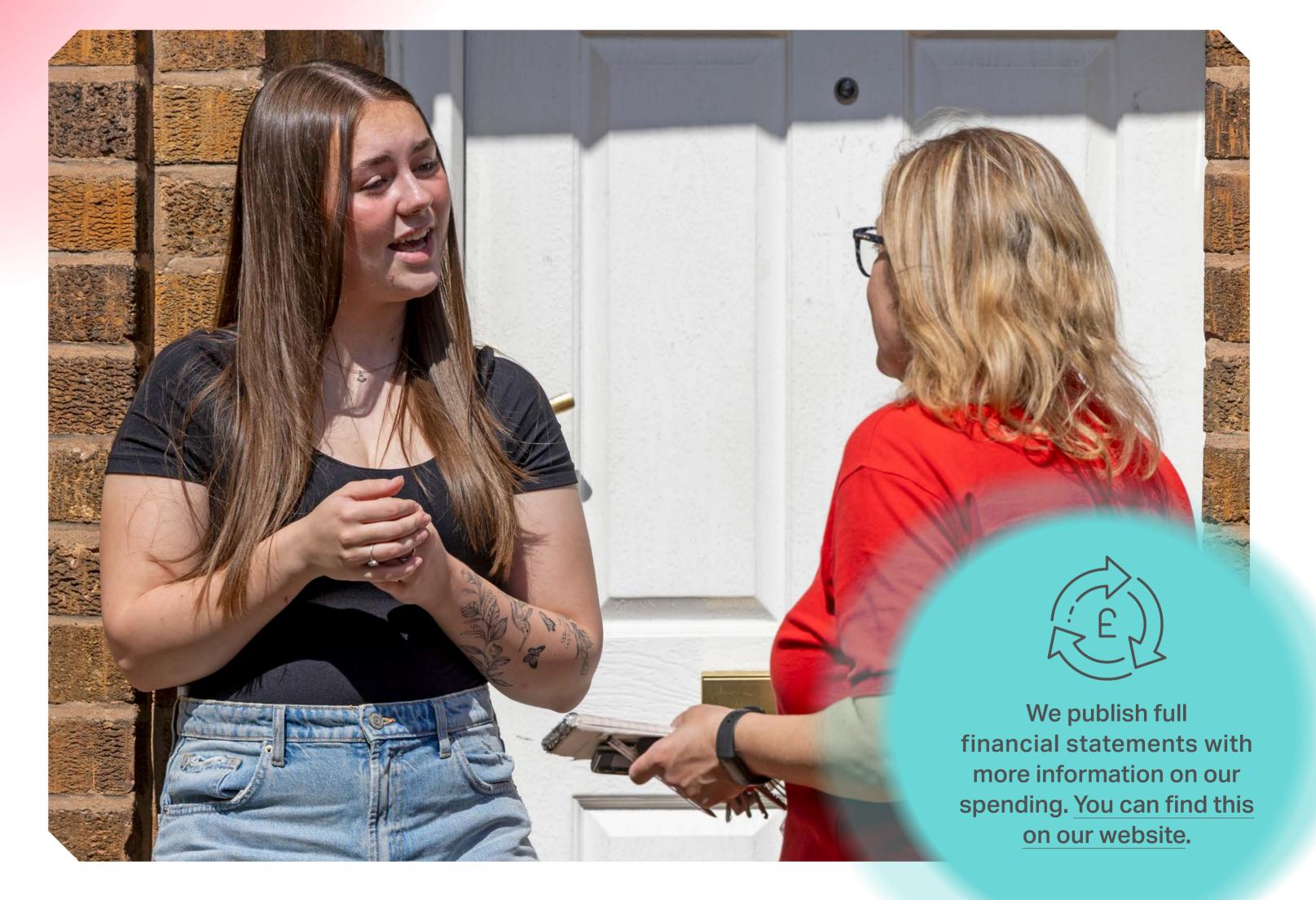
3 Maintenance £25.1m

£1,317 Per Property









RESPECTFUL AND HELPFUL RESIDENT ENGAGEMENT

Let's influence, Let's talk, Let's check, Let's act. We've reshaped how you can influence our work to strengthen your voice and ensure meaningful engagement.

In 2024 we were inspected by the Government's housing regulator, the Regulator of Social Housing. Our result was strong overall; but we want to do even better.

We received a C2 grading, which is the part of the inspection that – in part - captures how we work with residents and ensure we allow your influence.

C1 is the highest available grade – and our ambition is to achieve this as soon as we can. Significant progress has already been achieved, and our commitment continues to listening and learning.



RESPECTFUL AND HELPFUL RESIDENT ENGAGEMENT













SPOTLIGHT ON KEY PROJECTS

Ensuring that resident feedback influences Board decisions has been a key priority, as well as increasing opportunities for more residents to influence our work – in a way that suits them.

We worked with residents to review our involvement model and to shape a plan to achieve a C1 rating. Thanks to their input, since January, Resident Influence Committee members have been invited to Lunch and Learn Sessions with our Board. We also made a significant change so the Resident Influence Committee now reports directly to the Group Board (rather than the Homes Board). This ensures that the voice of the customer is heard at the highest level of strategic decision making.

A 'Your Voice Matters' research project helped us understand what residents value most from involvement opportunities at emh and which topics interest them the most.

938 residents responded, shaping the evolution of the resident involvement model. Thank you to all those who took part.

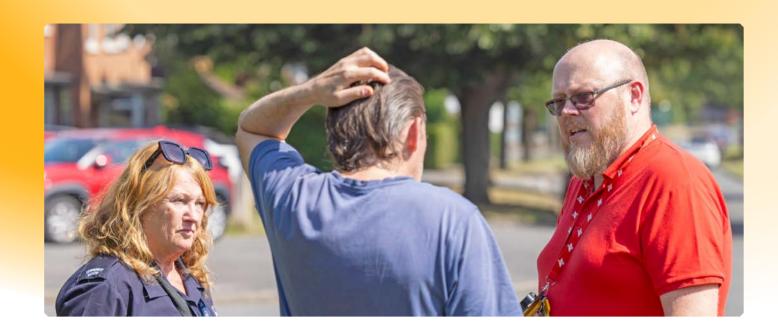
The resident approved model highlights new ways to listen to your voice - including listening sessions in the call centre, where operational leaders spend time listening to real calls to hear feedback and understand any service issues firsthand.

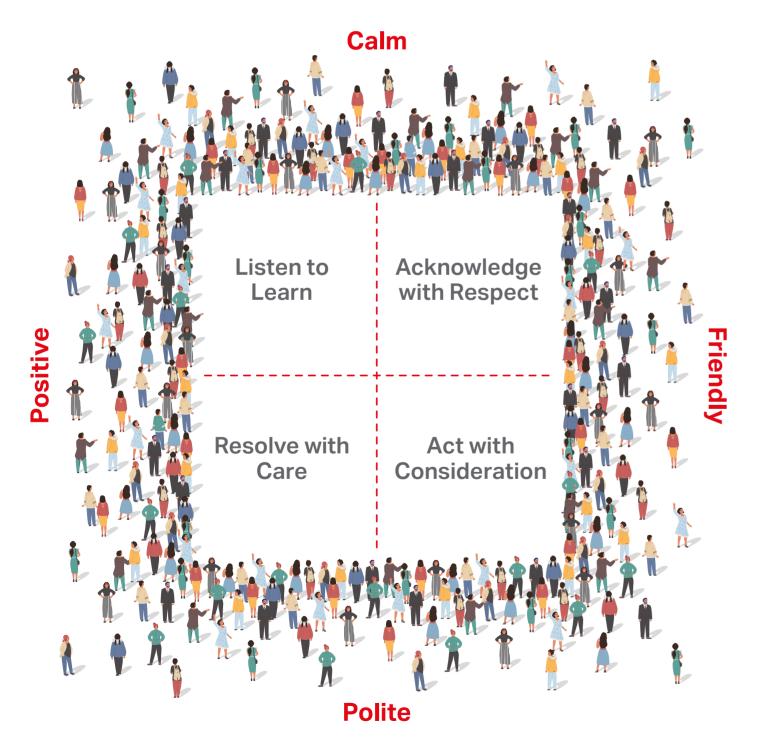
Each Head of Service has completed a session and there are already plans for more.

We've also increased resident influence over the people you come into contact with.

Engaged customers are now actively participating in the emh employee interview process, joining panels for key customer-facing senior roles, including the new Head of Customer Services in March.

RESPECTFUL AND HELPFUL RESIDENT ENGAGEMENT





Survey feedback from 1,326 residents, alongside resident comments from the 24-25 Tenant Satisfaction Measures and Board discussions with residents in January, led directly to the introduction of the *What Matters* framework, which sets out what you as a resident value most from us.

We're now rolling this out to ensure all our colleagues understand what matters most to you when you contact us or use our services – and so that all our policies and decisions reflect your priorities.

As a starter, this annual report has been built around listening to learn – so you'll find more resident stories and more detail on how we are improving things such as repairs.

We have increased how frequently we seek your feedback – we now conduct the Tenant Satisfaction Measures survey quarterly rather than yearly.

This means we can pick up on any changes in satisfaction more quickly, and act.



- "I have been an involved resident for two years now. I feel privileged to be involved and see what goes on behind the big scenes at emh, and I've met some amazing people along the way.
- "I have seen how the company has made changes, to better their customers services. The changes that I am seeing presently are phenomenal.

 Two new managers of the team at emh are very much customer focused and are making changes to suit that focus daily.
- "I feel it's important that residents' views and opinions are heard before changes are approved. Being involved myself I get to give my opinion that may suit some residents but not all. I feel the more customers get involved the easier we can all reach goals to a better future."

Leanne Peat, Scrutiny Panel member

If you're interested in joining any of the resident groups or would like more information, please email customervoiceteam@emh.co.uk

KEEPING PROPERTIES IN GOOD REPAIR

Over the past 18 months we've been on a major improvement journey with our repairs service. We wanted a better repairs service for our residents and to increase satisfaction rates – supported by better ways of working for colleagues.

Here are some of the positive outcomes across repairs and planned works:

An increase in repairs undertaken within our published timescales.





Dedicated teams to respond to damp and mould issues which has led to a fall in the number of cases we see. Improved communications and follow-up processes with the introduction of 'What happens next?' leave behind cards that detail what residents can expect to happen next and when.

We have reduced the number of visits where we're unable to gain access as no one was in - meaning we have less time wasted and so can attend more jobs.

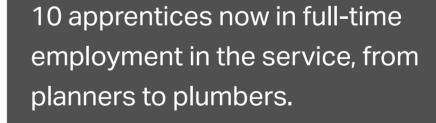
Offering appointments at the first point of contact.



We appointed a new heating contractor
- Phoenix Gas Services in April 2024. This
has seen improvements in gas heating
and hot water repairs.



Large scale investment works to the value of £24million over the financial year, ensuring residents have new kitchens, bathrooms, windows and doors and roofs.





163 replacement new vehicles, meaning more reliability and less emissions.



KEEPING PROPERTIES IN GOOD REPAIR













Our repairs and improvement team has worked hard on improving the energy efficiency of existing homes – leading to lower bills, and supporting climate change targets.

More than 300 homes benefited from works such as external wall insulation, helping to make homes warmer and more energy efficient. This work, delivered with the help of Government SHDF Wave 2.1 funding, will continue in 2025/2026 - we secured a further £25m in Wave 3 to improve 1,215 properties with clean heating systems, such as ground source heat pumps and solar panels.

Our focus on listening to your feedback, particularly from the Tenant Satisfaction Measures and complaints data, will see further investment in our repairs service. Helping us be speedier and focussed on replacing unreliable boilers as just one example.



In January 2025, 30 of our bungalows in Avon Drive - many homes of older residents were heavily flooded due to extreme weather. Our repairs and community teams joined forces to ensure, by the end of the week, everyone had safe, alternative accommodation. Our response saw us on site daily during the first week, complete gas and safety checks, offer a dedicated phone number, install a welfare unit, undertake biological cleans, and arrange free disposal of damage items. Within around 16 weeks, all residents returned thanks to the extensive work done.

SAFE, WARM HOMES

The key to keeping you safe, warm and well in your home, is thanks to our annual programme of checks:

Gas:

99.4%



Asbestos:

100%



Electric:

98.4%



Fire Risk Assessments:

100%

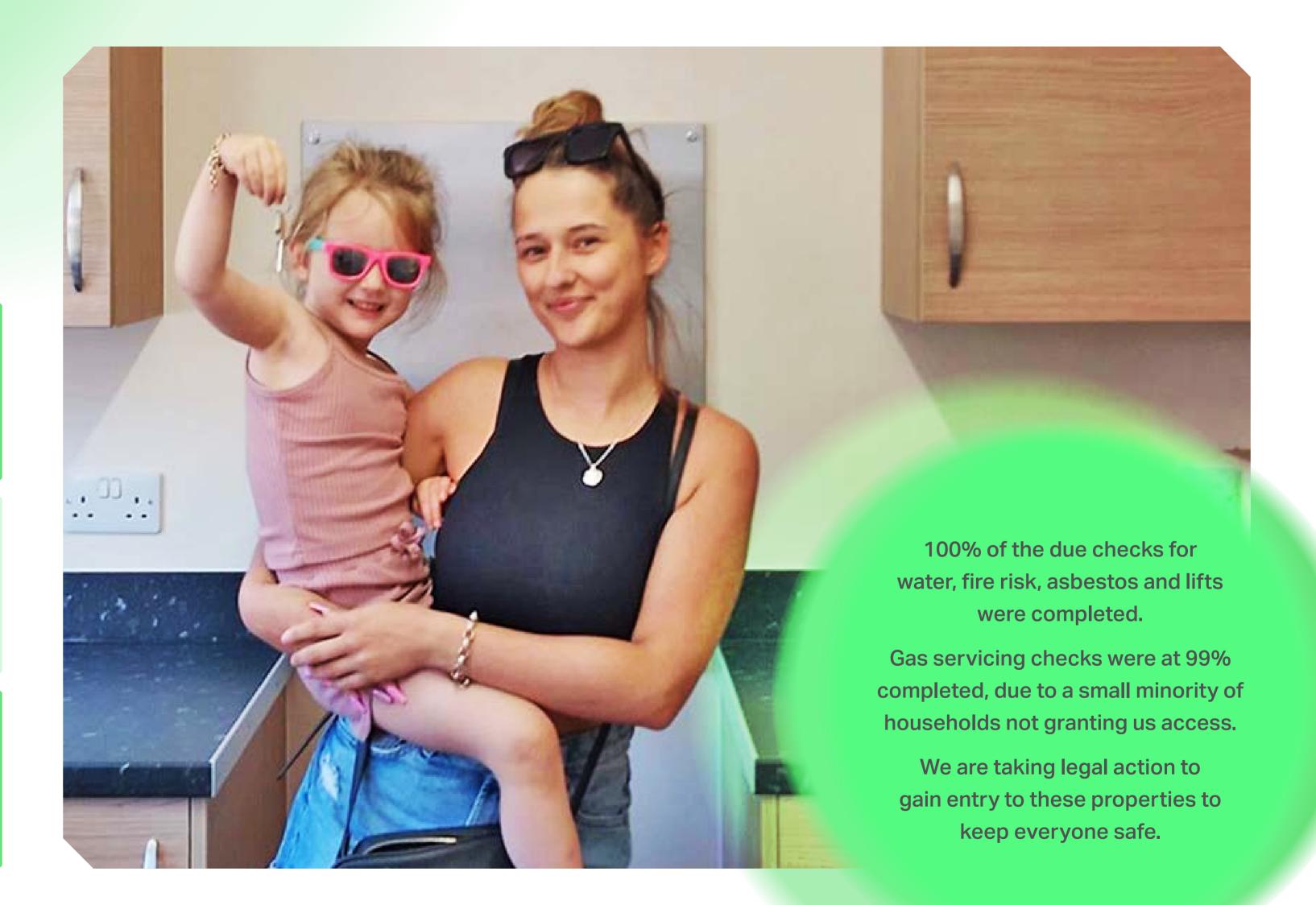


Lifts:

100%



Legionella / Water: 100%



SAFE, WARM HOMES







All residents received an up-to-date safety booklet that contained important information on how to help keep you and your family safe. If you need a reminder here is a link to the booklet.



Our resident Scrutiny Panel concluded their investigation on damp and mould and reported to board members that all of their recommendations had been actioned.

We also achieved ISO 45001 Accreditation.

This is an international standard for health and safety at work developed by national and international standards committees independent of government. It shows compliance with health and safety law.



To continue to ensure your safety, the Resident Health and Safety Committee continues to ensure that all activities undertaken by emh consider the health, safety and welfare of residents and service-users.

Fifteen residents sit on the committee, meeting four times a year, and we thank them for their time to meet and ensure the safety of others.

If you would like to join, please contact: 0300 123 6000 or email: customervoiceteam@emh.co.uk

MAKING A POSITIVE NEIGHBOURHOOD CONTRIBUTION

Communities where people are supported in times of crisis, offered opportunities to connect and can improve wellbeing, is key to our approach.

SPOTLIGHT ON KEY PROJECTS

Here are just a few which capture our contribution to neighbourhoods:

Local residents joined forces with emh and our partners in November 2024 to open a new green space to help reduce loneliness and boost wellbeing.

The new community garden, located in Bridge Street, llkeston, provides a space for residents to meet and organise activities. Its creation was coordinated by emh and local resident Tim Bennett, along with several other partners who generated funds, materials and labour.



MAKING A POSITIVE NEIGHBOURHOOD CONTRIBUTION







- In December we teamed up with local charity Marlene Reid Centre to fight furniture poverty. Our new joint scheme sees good condition furniture from residents who no longer need it or have left it after moving, made available to households in need.
- During 24-25, 1,959 residents sought support from our specialist Money Matters team. This saw residents collectively benefit from £3,998,081.

Of those benefits, £2,085,347 was paid directly into residents' accounts. This increased income came from Universal Credit, Housing Benefit and Discretionary Housing Payments that residents had not realised they were entitled to.



Over the year we also helped 222 customers from our Residents' Support Fund, spending £50,000 to support those in crisis.



Mr 'O' is one resident who has benefitted from our support.

Living alone, he had been admitted to hospital following a stroke. Unable to respond to letters landing on his doormat, he returned home to find his Housing Benefit and Council Tax Supporting had been cancelled. We listened and supported Mr O in successfully appealing the decision, meaning he received a backdated payment of more than £2,000 and ongoing payments of £100 a week in Housing Benefit.

MAKING A POSITIVE NEIGHBOURHOOD CONTRIBUTION







We have a particular focus on ensuring local young people benefit from our work.
 The multi-award-winning emh Academy was created in 2012 to provide education, training, skills, and future job opportunities for local young people.

The apprentices combine working in a range of service areas across the group with their studies at local colleges. By joining the workforce in positions in accounting, electrical maintenance, health and social care, housing, IT and marketing, students improve both their confidence and their chances of finding employment after graduation. We supported 47 apprenticeships in 2024/2025: 26 of those are internal colleagues and 21 are newly recruited.

Across the year, we helped 105 people who were homeless move into temporary accommodation. 85 residents successfully moved into more permanent homes.

Thanks to our Tenancy Sustainable scheme with Erewash Council, 44 residents facing troubles such as alcohol misuse, mental health problems, hoarding or other hardship were able to maintain their homes with our specialist help.



- "I wanted to take a moment to express my heartfelt gratitude for the kindness and support you extended to myself and my family during our stay in your scheme.
- "Your understanding and compassion truly made a difference during a challenging time for me and my child. From your warm greetings to the assistance we received, every gesture reminded us that we were in a caring environment.
- "We cherish the time you took to help us settle in. Your dedication to creating a welcoming atmosphere did not go unnoticed. Thank you for advocating for me and my child and being patient with us."

A resident from our specialist temporary accommodation for women and children

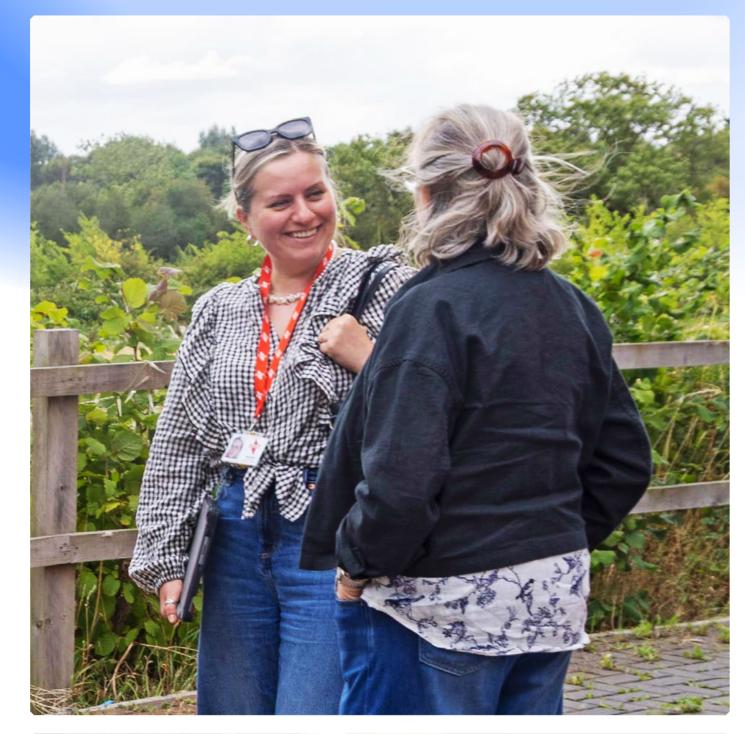
COMPLAINTS AND CUSTOMER CARE

We have taken a dual approach to complaints improvement, ensuring that we speed up handling of complaints, and also use your feedback to reduce the numbers of complaints.

In November 2024, a new Director of Customer Experience was appointed with significant complaints leadership experience. The Complaints team structure was reviewed, and we recruited three extra people to improve how we handle complaints.



COMPLAINTS AND CUSTOMER CARE







Achievements and changes during the year include:

- Creating a 'High Priority Complaint' (HPC) flag within our repairs system to track jobs through to completion for complainants. This means we will call you to ensure any repairs work linked to a complaint have been done.
- Better reporting, so we have a clearer idea of what's working and where our time needs to be spent to improve your experience.
- Asking our customer-led Scrutiny Panel to review the service, and acting on their findings.
- Introducing a new Service Resolution Team within Customer Services to help deal with complex complaints and issues.
- Complaints reduced by 27% in Q1 2025 versus Q1 2024.



98%

Customer satisfaction surveys are exceptionally positive

SPOTLIGHT ON OUR ACTIONS

"They listened to me and dealt with it in a timely manner.

I was impressed and pleased with the outcome."

2024 survey feedback from an anonymous resident who commented on their complaint experience.

COMPLAINTS AND CUSTOMER CARE







As a result of listening to your feedback, we've invested in our call centre and reduced the time you wait when you call us from approximately 16 minutes to 5 minutes.

At busy times we know you may still have a wait, but the average wait time has shifted significantly - and we will keep aiming at better.

We've also given our Customer Services team direct access to the Phoenix Gas portal. This gives them real-time visibility of appointments, parts orders, and follow-on work.

In addition, colleagues from all the key services repairs, assets, our contractors Phoenix Gas and Alect, plus a duty Housing Officer, now sit amongst our Customer Services team.

This helps us to resolve more of your calls at first contact.

Housing Officers are now equipped with handheld devices, allowing them to access our IT system whilst visiting customers at home.

This speeds up services for customers and reduces the admin and follow up actions for housing officers after visits. During the year, we've put in the leg work to introduce Facebook and video calling as additional channels for you to get in touch, and a new website and portal.

These are ready for implementation soon, giving you more freedom to contact us on the things that matter to you, in the way that works best for you.

SPOTLIGHT ON **OUR ACTIONS**

"They don't answer the phone when you ring. You'll just be waiting there for hours and you don't get told where you are in a queue."

An anonymous resident in our 2024 survey, which we heard and have cut average waiting times to five minutes.

RESPONSIBLE NEIGHBOURHOOD MANAGEMENT

Helping communities thrive is key to our work. Safer, greener and cleaner.

Following our Communities Team restructure in 2024, which saw our Housing Officers have a smaller number of homes to oversee, we've increased our presence in the communities we serve.

In 2025 we completed all the recruitment, boosting our reach and impact.

34,480 contacts

Including visits, phone calls, emails, and text updates were made by the team during 2024/25.



RESPONSIBLE NEIGHBOURHOOD MANAGEMENT

During 2024/25 the Communities Team let 876 properties.

There's always a balance between getting a property to the standard a new resident should expect on move in day, and turning around a home as quickly as possible so someone in need can move in - our average relet time was 40.6 days.

In addition to the lettings above, during 2024/25 the team processed 225 mutual exchanges through to completion.

This allowed residents to swap homes for something more suitable, whether that's gaining more space, moving near school or work or downsizing after older children have moved out.

Across the year, we also supported 85 vulnerable, homeless households into mainstream accommodation.

Our specialist housing and dedicated support is for those facing homelessness and we provide temporary accommodation for single adults, families or pregnant women or women with young children.

It is our priority to equip residents with the skills they need to live independently, realise their potential and live a safe, healthy lifestyle.



Homes, community, connection and specialist support... emh has the greatest impact when helping one person has ripples across entire families and communities.

Here's Logan's* story, capturing how building confidence, providing a temporary supportive place and showing care has a lifetime impact.

At only age 19, Logan moved into one of our supported schemes back in Aug 2023. When he first moved in, he was struggling with a relationship breakdown as well as not being able to stay with his father. His mother had moved abroad.

*Name changed at resident's request



Managing a home alone for the first time, he wasn't good at managing his money, and so was quite often in arrears with his rent. He also found it difficult with boundaries with his peers. He would say yes a lot to his friends and put himself in certain situations which impacted his wellbeing and the community around him.

Our support enabled Logan to work with one of our team via art therapy. As his confidence grew, so did his boundaries and ability to manage living independently. His rent started to be paid on time, he helped staff and residents by taking the bins out and has resolved the relationship with his parent.

In February 2024, he moved into his own flat. He has furnished and decorated it himself, and secured a part-time job in a bar.

TACKLING ANTI SOCIAL BEHAVIOUR









We're changing our approach to handling Anti-Social Behaviour (ASB). Following the new structure in 2024 we now have more colleagues working out in our communities to keep our customers safe, and taking more action to tackle ASB.

We don't usually share a lot of information about outcomes of ASB, but this risks customers' perceiving that we aren't doing anything.

From now onwards we will share what we can about outcomes in tackling ASB and keeping our communities safe. We don't achieve this on our own. It is done through strong partnership working with the Police, local authorities and other agencies.

We are also developing the information we keep about outcomes on ASB so will be able to report in more detail on the tools we use to successfully tackle ASB including mediation, acceptable behaviour contracts and closure orders obtained through partnership working with the Police and local authorities.

In 24/25 we obtained 17 injunctions to tackle serious ASB versus 9 during the previous year. Injunctions are an effective tool in managing serious anti-social behaviour because they prevent perpetrators for engaging in activities that are causing harm to others. We also carried out 3 evictions for ASB.

To obtain an injunction or possession order, we must go to court and provide enough evidence to convince a judge that it is the right solution to the problem. To be successful in court, we need witness statements from those affected by the ASB.



TACKLING ANTI SOCIAL BEHAVIOUR

HERE ARE JUST THREE EXAMPLES OF OUR JOINT WORK TO SUPPORT COMMUNITIES



Tacking drug dealing

We received reports of drug use, drug dealing, and aggressive behaviour from a scheme for older persons. The team used several interventions including warning letters and an Acceptable Behaviour Contract to try to address the behaviour and support the customer to sustain their tenancy. The team made a safeguarding referral to Adult Social Care as there was potential that the customer may have been exploited. These approaches worked for a while, but despite support from other agencies and advice to the customer, the behaviour continued and negatively impacted the lives of other customers living at the scheme.

To resolve the issues the team took the following action:

- Liaised with the Police and local authority Community Safety Team to carry out joint visits and patrols out of office hours to provide residents with reassurance and to gather evidence.
- Commissioned a security contractor to carry out regular patrols to keep customers safe.
- Worked closely with the Police and local authority, which resulted in the Police using their powers to obtain a Closure Order. This provided prompt relief to neighbours whilst a longer-term solution was found.



Supporting domestic abuse victims

We assisted a customer who needed to move out of the area for their own safety. We did this by signposting and assisting the customer to engage with support from Domestic Abuse services, and local authorities to find alternative accommodation.

Restoring quality of life

We received reports of ASB including noise, fly tipping, suspected drug activity, and people coming and going at all hours over a sustained period. Neighbours had also reported the incidents to the Police.

The team investigated in partnership with the Police, and evidence was collated from various sources to build up a robust case. Residents were contacted and updated on the progress of the case including any proposed enforcement actions.

As a result of the evidence collated, a Closure Order was obtained by the Police, which prohibited anyone from entering the property, and we obtained an Injunction against the perpetrator. This joint action with the Police stopped further ASB and noise nuisance for a while.

When we started possession proceedings to evict the perpetrator, they decided to end their tenancy.

This stopped the ASB and restored the quality of life for residents affected.

MEETING HOUSING NEED - DEVELOPMENT

As a strategic partner of Homes England, we play a large role in building new properties to help residents in the East Midlands access new, energy efficient, quality homes.

In 2024/25, we completed **441** new homes across the East Midlands. These included:

163 Shared ownership

Social rent

103 Affordable rent Rent to Buy



MEETING HOUSING NEED - DEVELOPMENT





Homes started – by Local Authority

We began work on 436 new homes, continuing our commitment to tackling housing need across both urban and rural areas.

1. Ashfield	38
2. Blaby	89
3. Bolsover	52
4. Charnwood	26
5. Daventry	52
6. Hinckley and Bosworth	25
7. Leicester	4
7. Leicester 8. Northampton	60
8. Northampton	60
8. Northampton 9. North East Derbyshire	60







We sold 150 shared ownership homes this year, and one full ownership outright sale.

A further 82 shared ownership homes were resold, and 35 residents 'staircased' – buying more shares of their home.

MEETING HOUSING NEED - DEVELOPMENT











"Oh, where do I start! The houses are beautiful. Jan taking me and my children to see the house for the first time.

I was quite emotional, and she just gave me a big hug and said 'Well done'. I'll never forget that."

Jemma, Emh resident





MEETING HOUSING NEED – DEVELOPMENT







SPOTLIGHT ON KEY PROJECTS

Ellen House, Holmewood North East Derbyshire

This redevelopment delivered 11 supported apartments and seven shared ownership homes. The scheme meets critical housing and care needs in the area. Despite challenges such as protected trees and underground services, the project was completed in September 2024. All shared ownership homes were reserved before completion, showing we'd built homes in the right place, at the right level of affordability.

Yeld Road, Bakewell

Derbyshire Dales

Bakewell has a critical shortage of homes and high property prices. So, we built a small rural scheme of just three properties right in the heart of the town, all available for affordable rent. Built on land formerly owned by Lady Manners School, the homes were developed in partnership with Peak District Rural Housing Association and Derbyshire Dales District Council.

The homes include air source heat pumps, EV charging points, and increased energy performance standards. Keeping bills low, and the benefit to the planet high. Thanks to traditional limestone construction, heritage detailing and slate roofs, they blend into the area's historic roots.

Oakley's Road, Long Eaton Nottinghamshire

In January, Chief Secretary to the Treasury, The Rt Hon Darren Jones MP headed to Long Eaton to tour our Oakleys Road scheme. When completed it will provide 46 new, mixed tenure, affordable homes. The new homes will include 29 homes for affordable rent, and 17 for shared ownership. The £10m scheme is being funded and delivered by emh, with a grant contribution from Homes England.

Supporting homelessness solutions

We secured funding through the Single Homelessness Accommodation Programme (SHAP) to transform a property in Highfields, Leicester. Completed in May 2025, this scheme adds to our growing schemes which support people at risk of homelessness.

We're also working with Erewash Borough Council to deliver three homes - two for temporary homelessness and one for the Afghan resettlement scheme using Local Authority Housing Fund.

Schemes such as the one in Bakewell prioritise people with a connection to the area – local properties, for local people.

We're equally proud to also play a part in supporting those fleeing violence and seeking hope in the East Midlands.

Thank you to the residents who contributed to this report.

If you have any suggestions to help us improve the report next year, please let us know.

Contact us:

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

Email: customerservices@emh.co.uk

Telephone: 0300 123 6000



Scan the QR code to access your MyHomeOnline account

