



Candidate Pack

Head of Building Safety Compliance

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Introduction

Thank you for your interest in joining Midland Heart.

Our organisation was founded in 1925 with the mission of providing high quality, safe, affordable homes that allow people to live truly independent and fulfilling lives. I'm proud to say, nearly a century on, we're still focused on this core mission of being a first-class landlord to our 70,000 tenants through the provision of 34,000 safe, secure and well-maintained homes. While our mission remains the same, our external environment has changed greatly and one of our many strengths is staying ahead of these changes.

We led our sectors response to the previous Government's rent cuts, simplifying our business and creating efficiency savings of c£11m per annum. While many of our peers are still recovering from the impact of this decision, because of our actions and tough choices at the time, our current Corporate Plan (Making What Matters Brilliant) focuses positively on our tenants and growth.

We're not a sleepy hollow and do work at a pace which surprises some. The pace is borne from a culture of making sure we listen to our tenants and put what they tell us at the heart of our plans. Making What Matters Brilliant focuses on the three things that our tenants told us mattered most to them:

- To be a first-class landlord, who understands their tenants and responds quickly to their needs
- To build as many new, affordable rented homes across the region as we can
- To be a genuinely great place to work, where people not only want to work but can grow and develop their careers.

At the end of our performance year, we're incredibly proud we've achieved a consistent 90% customer satisfaction rating, 100% gas and electric safety compliance, an industry leading G1 V1 status awarded by our regulator, a Moody's A1 Stable rating and are one of Homes England's new strategic partners. These achievements have been formed through our passionate and hardworking team, as well as our continued emphasis on the issues and improvements that our tenants tell us matter most to them.



Like all across the sector, we have our challenges. Whilst we don't own any former local authority housing, a high proportion of our homes were built over 100 years ago meaning we need to continually invest in improving these homes.

Moreover, building safety remains our priority and we have an unwavering commitment to ensuring the homes we manage are safe, secure and well-maintained and that we're meeting our obligations to residents and regulatory bodies.

Our performance is exemplary as we have, for several years, maintained sector leading property compliance in gas safety, electrical safety, fire safety, asbestos management, water hygiene and lifting equipment. Even during the pandemic, we maintained 100% compliance in all of these areas.

The Head of Building Safety Compliance is a critical appointment as we continue to develop and implement our Safety Case Regime, identifying risk and creating a golden thread of information for our High Rise Residential Buildings (HHRB's).

If you have the energy and ambition to ensure we remain a leader in our sector, we want to hear from you. We are looking for an exceptional individual who has extensive Fire Safety Management knowledge and a background of working with key stakeholders including Fire and Rescue services.

Your resilience and leadership qualities will set you apart. You'll be passionate about Building Safety and be able to inspire an already committed and competent Building Safety Team to safeguard our residents' homes, lead on resident engagement, influence and encourage behaviours across the organisation that mean risk is managed proportionately and effectively.

We expect a lot from our colleagues, but in return you'll be joining a business that is supportive and will stretch you, whilst presenting opportunities for development and progression; all of which is underpinned by award winning benefits and wellbeing programmes.

If you are excited about the prospect of working with us, we look forward to hearing from you.

Waseem Butt
Director of Building Safety

Overview of our business

Our mission is to deliver homes and services across the Midlands that enable people to live independently.

We own and manage c34,000 homes across 49 local authorities, delivering services to over 70,000 tenants

We have been operating in the Midlands for nearly 100 years, creating a strong legacy, an ability to look ahead and adapt to change. The external environment continues to remain challenging:

Core landlord services

We are a landlord first and foremost. Our number one priority is to ensure our tenants live in safe, secure and well maintained homes and are treated with fairness and respect every time they contact us.

We ensure that our tenants live in safe, secure and well maintained homes, treating tenants with fairness and respect. Last year we spent c£28m on property investment (new components, retrofit interventions (see second ESG report (Environmental, Social and Governance | Midland Heart Group) and day to day maintenance) as well as a further c£11m on Building Safety.

To help our tenants sustain their tenancy, we also provide specialist money advice, an increasingly important function given the cost of living challenges. We also have specialist teams

to help tackle anti-social behaviour, including working with key partners e.g. LAs and the Police.

We are also investing significantly in our digital customer service experience, including a new lettings portal and paying rent through our app. We are currently developing a tenant repairs app, allowing tenants to raise repairs.

External environment

- The Regulator for Social Housing has been strengthened through the new Social Housing Regulation Act, strengthening consumer standards as customer expectations continue to rise.
- There is a growing focus on safe, well maintained decent homes. The bar is continually being raised on what constitutes decent homes.
- On low carbon, the sustainability challenge is gathering pace with the need to improve energy efficiency ratings of our existing homes, build to higher specifications and to move overall to net zero by 2050.
- Challenges of materials, contractors and labour (recruitment and retention).
- Post Grenfell, the focus on building safety has never been more sharp. We now have a new Building Safety Regulator and new Building Safety Act (May 2022).

Continued...



Overview of our business

- There continues to be an acute national shortage of homes (new and rented accommodation).
- Rising cost of living, inflation and interest rates continue to be pressing issues.

These challenges have already meant some in the sector having to consolidate and merge. We continue to remain committed to our charitable aims and our core strategic purpose:

- Being a top class landlord;
- Building as many new affordable and social rented properties as we can; and
- Being a great inclusive place to work where colleagues can develop their careers.

We are a strong organisation, making record investments in our existing homes, new homes (building 4,000 new homes by 2025) and in colleagues.

Our Finances

We have completed the fourth year of our corporate plan Making What Matters Brilliant (2019-25) (Documents | Midland Heart Group) has seen us continue to deliver a strong and robust set of operational and financial results in an increasingly demanding operating

environment. These results continue to demonstrate our underlying strength and resilience as we pass the halfway point in our corporate plan period.

Our financial position means that we are able to deliver on our plans and make significant areas of investment in the organisation, including customer and digital services, new and existing homes, building safety, environmental sustainability and colleagues.

Retirement living

We have a range of retirement living properties to enable our residents to maintain their independence in a safe and comfortable environment. Most of our schemes are a mixture of one and two bed apartments, but we also have sites with bungalows and maisonettes to rent or buy.

We aim to provide the best quality housing with great catering services and lifestyle activities. We believe that an active, independent lifestyle plays a major part in enabling older people to lead happier and healthier lives. We promote this through running daily activity programmes as well as a range of lively trips and outings.

We work with partner care organisations who deliver care from our schemes.



Continued...

Overview of our business

Supported living

Across the Midlands we deliver specialist supported housing to help vulnerable people live independently and then move onto more permanent accommodation.

We work closely with statutory, private and voluntary sector partners to ensure tenants are able to gain the skills they need to move on to independent living. Safe and secure accommodation is often the first step on that journey.

Our move-on plans support homeless tenants on their journey towards independence from day one and include:

- Managing move-on through effective joint working with partner agencies.
- Arranging appropriate support packages.
- Sourcing suitable accommodation options from a range of choices, including our own affordable housing.

The key highlights of the fourth year (2022-23) include:

- Overall customer and repair satisfaction have consistently achieved c90% each year for the last three years.

- We handed over 650 new homes to tenants, three-quarters of the 4,000 new homes we aim to build between by 2025 have now been built.
- We achieved the highest possible rating from the Regulator, a G1 V1 (Governance and Viability rating). We also retained our A1 stable rating from Moody's, the highest in the sector.
- We spent c£20m on planned capital works, investing in the quality of our current housing stock.
- We continued to maintain sector leading compliance in building safety.
- We ranked 5th, 25th and 50th for best housing, regional and large UK places to work respectively through Best Companies. We also ranked 24th on the national top 50 Inclusive Employers listings.
- We successfully bid with the West Midlands Combined Authority to receive over £2m of grant funding from the Governments' Social Housing Decarbonisation Fund wave 2 pot. This follows our wave 1 success.



Overview of our business

Our people

We know that our work and the quality of the services we provide are wholly dependent upon our people. It is important to us that our colleagues are engaged, motivated and enjoy the work that they do.

We expect a lot from our people and in return, we invest in their development and careers, support their wellbeing and ensure we offer a competitive range of reward and benefits. We give our people a voice about the issues that matter most to them, listen to what they say and make changes where we can. We have invested in developing leadership and managerial capability, so that our leaders are the best in their field.

Diversity and inclusion is important to us and we are committed to improving diversity at senior levels with actions highlighted in the gender and ethnicity pay gap reports.

We have also delivered on our smart working ambitions, ensuring our colleagues are enabled to work and collaborate effectively from wherever they are and whenever they need to.

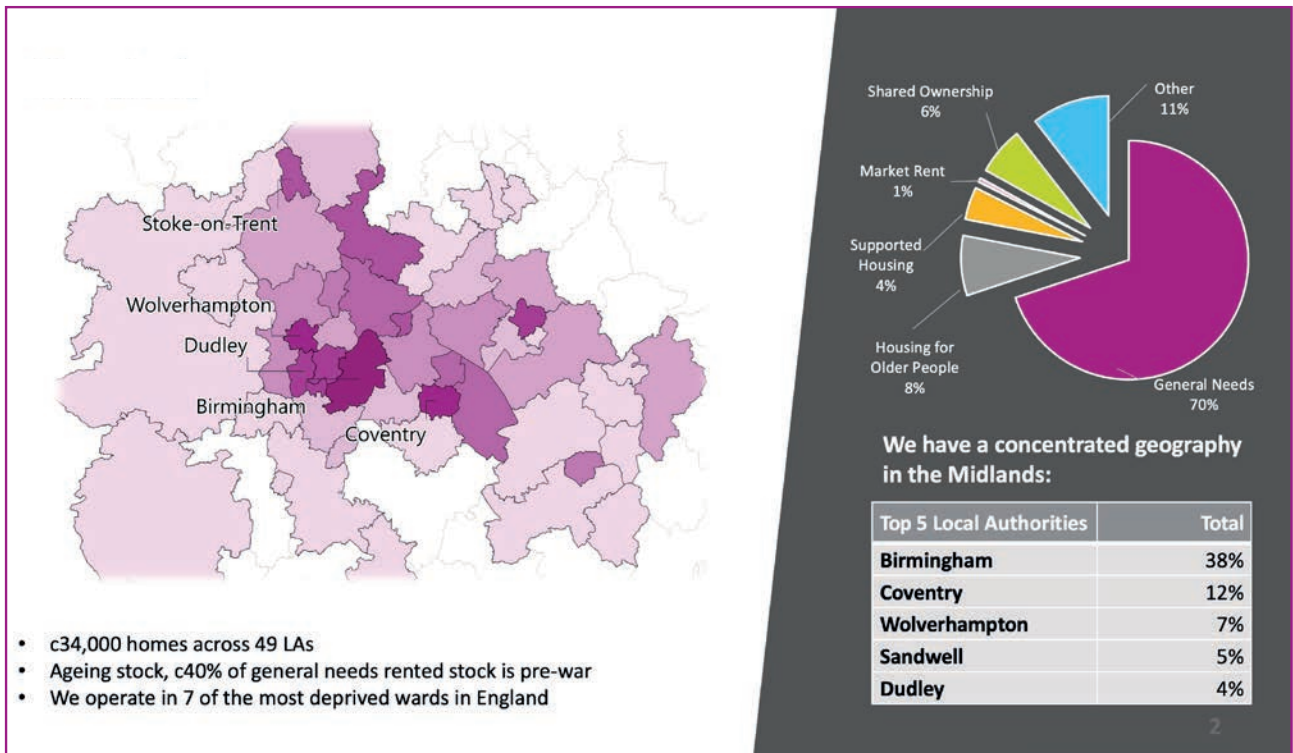
The way we do business at Midland Heart is underpinned by our three core values:

- **We're people focused.** Our motivation is making things better and we hold ourselves and others to the highest standards. We understand our environment and change to stay ahead of the curve.
- **We're inclusive.** Our differences are our strength, when we listen to each other and pull together good things happen. Whoever you are, wherever you're from, your contribution matters.
- **We're professional.** We act with integrity and take ownership of our actions. We think about how our actions affect others and whether they will make improvements.



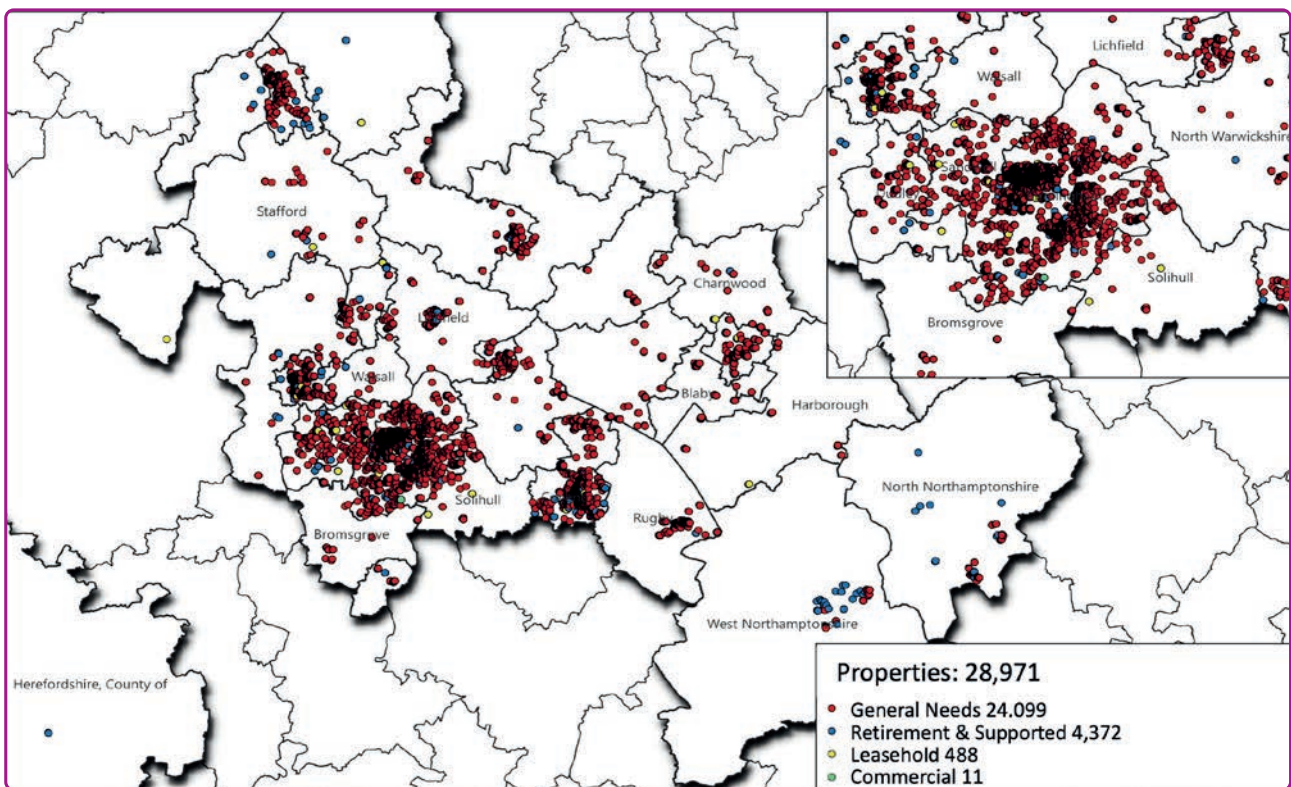
Overview of our assets

Our Stock



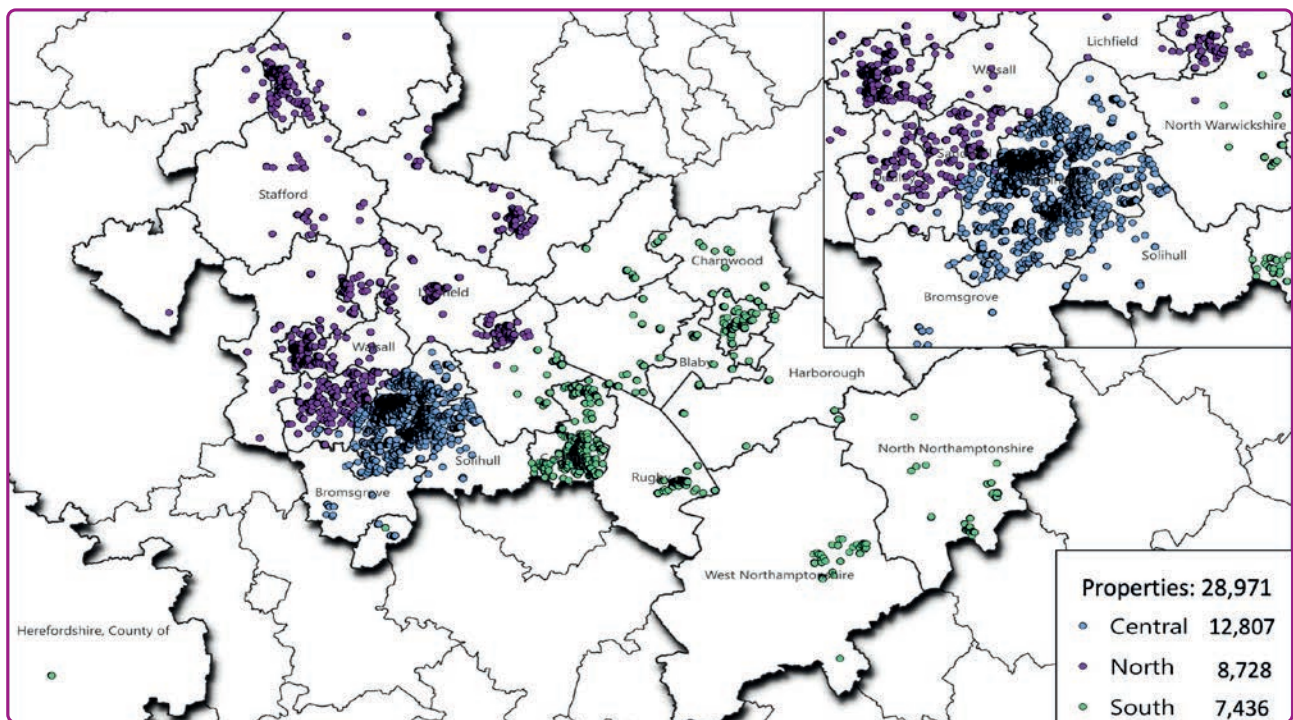
Overview of our assets

Properties where we have repair responsibility by type



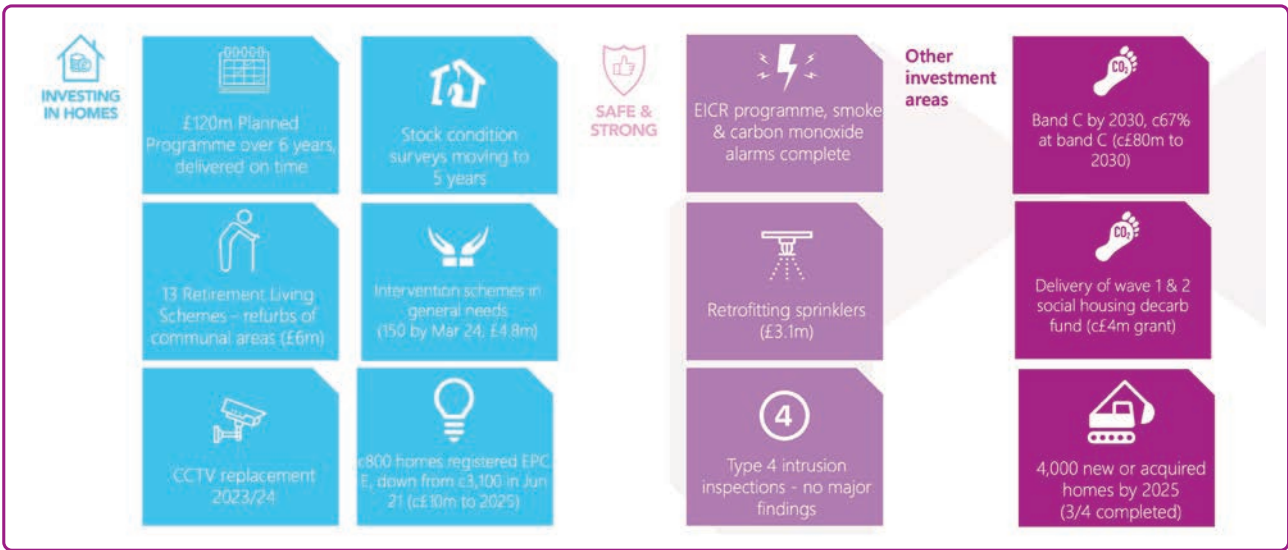
Overview of our assets

Properties where we have repair responsibility



Overview of our assets

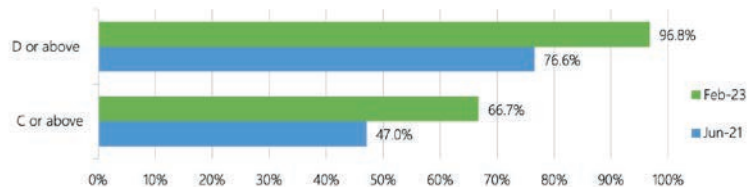
Investing in homes



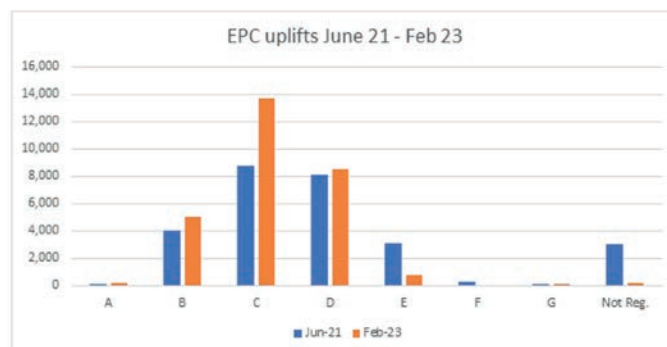
Rapid progress on retrofit

- We've made significant strides on improving our registered EPC ratings, from June 21:
 - 3,121 Es down to 706.
 - 3,018 not registered down to 96.
 - EPC C+ from 47% to 67%.
- Developed partnerships with key suppliers, Centrica, Lovells and Wates.
- Taking a lead with the West Midlands combine Authority and Vantage net zero benchmarking club of housing providers.
- Successful on Wave 1 and 2 Social Housing Decarb Fund (£4m grant).
- Market shaping, learning from wave 1 - deep fabric first is costly and not sustainable without significant grant. Our focus is on solar and triple glazing.
- Beginning to align planned works with retrofit e.g. solar in roofs (ave sap score of c60 moved to c80 points) and triple glazing.
- Challenge will be 2025-30 (c£80m in plan) to get the remaining properties to band C.

Target EPC C by 2030



EPC uplifts June 21 - Feb 23



Overview of our assets

Stock intelligence - making strong progress on data accuracy

- Stock condition - moving from 10 years to 7 and will be 5 in the next corporate plan (2025-30).
- May 2022 tri-annual external audit of stock condition data by Rapleys LLP (data validation and site inspections):
 - Approximately 65% of our stock has been surveyed within the last five years.
 - Number of items recorded per property in line with Rapleys expectations, average of 74 items per survey.
 - RAND associates undertook the audit in 2019, c70% of our stock had been surveyed, with 93% accuracy of data recorded.
 - 2022 Rapleys confirmed c99% of our stock has been surveyed with an average of c99% accuracy of data recorded.
 - Complemented by photographs, certificates and other related docs.
- Home checker (positive frontline assurance, assessment of properties during each officer visit).
- Property Digital Record in place (Building safety).
- Asset management - consolidation of systems underway (Keystone & C365).
- Consolidation of repairs scheduling and reactive maintenance systems underway.



A profile of our assets

Building safety

Safe & Strong - staying ahead of the curve

- We only have five buildings that are over 18m buildings.
- Sector leading compliance: Gas Servicing, Legionella Maintenance, TMV Servicing, Asbestos Management, Lift LOLER Inspections and Fire Risk Assessment Reviews.
- Key assurance through thematic H&S Audits, Continuous Auditing and Internal Audit.
- Externally validated stock condition surveys.
- We have a Primary Authority Partnership Agreement with West Midlands Fire and Rescue Service. The partnership has delivered a number of tangible improvements including:
 - The development of a standardised automatic fire detection alarm matrix for MH buildings;
 - Currently zero enforcement notices issued by fire authorities;
 - A partnership approach in responding the MHCLG fire safety alerts e.g. GPR Composite Doors;
 - An accelerated programme of EICRs and sprinklers in Extra Care schemes completed;
 - Smoke alarms and carbon monoxide detector programme in place;
 - Building Safety Engagement Strategy developed.

Current structures

Property investment (54 posts):

- Contract managers, surveyors, retrofit delivery and admin (43 posts)
- Stock intelligence team, including stock condition surveyors (11 posts)

Maintenance (182 posts):

- Regional managers
- Voids
- Surveyors
- Operatives
- Resource planners

Note: excludes building safety

Reactive maintenance & capital programme (2023/24)

- Planned programme £19.5m.
- Retrofit budget £5.5m.
- Reactive budget £27.5m.

Components	Volumes
Bathrooms	1,049
Doors	1,238
Kitchens	907
Roofs	150
Windows	435
Flooring	172



