



Customer Annual Report 2024-25

Welcome

Dear Customer

Each year we publish our Customer Annual Report to share how we've performed – what's gone well, where we've faced challenges, and how we're learning from your feedback.

This printed version gives you the highlights from 2024-25. The full report, including detailed results and stories, is available online at www.platformhg.com/customer-documents-magazines-and-policies.

Being open and honest is really important to us. That's why we also share areas where we haven't met expectations, and what we're doing to put things right, based on your feedback.

Last year we invested **£73.4m** in improving and maintaining homes – **£8.2m more than the year before**. This included new bathrooms, kitchens and boilers, as well as essential works to keep homes safe, comfortable and in good condition.

We're grateful to the many customers who shared their views through our Customer Voice, Scrutiny panels and Platform Voices. Your feedback makes a real difference, and we'd love more of you to get involved.

To find out more visit our website: www.platformhg.com/get-involved.



Kind Regards,
Marion Duffy
Chief Operations Officer

Please share your thoughts on this report using our online feedback form for your chance to win a £50 voucher.

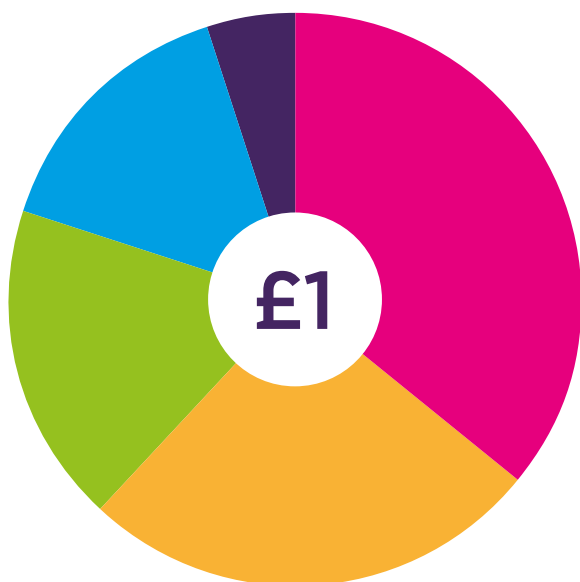
Head over to our website:
www.platformhg.com

Money Matters

Just like any household, we manage our money carefully to make sure your rent delivers value for money. **94%** of our income comes from rent, and we reinvest it in improving homes, supporting communities and providing the services you rely on.

How each £1 of income is spent

- 36p** Repairs and maintenance.
- 26p** Repaying loans to build new homes.
- 18p** Managing homes.
- 15p** Providing services like gardening and cleaning.
- 5p** Home improvements.



Annual management cost per social housing home:

£4,777



Rent Arrears

Even though times continue to be challenging, by making sure you could access the right support at the right time, our overall rent arrears stayed well below target at **2.4%** (target 3%).

Director's Remuneration

To ensure we are open and transparent we publish details of our directors' remuneration. This gives you a clear view of how leadership costs relate to the size of our organisation and the homes we manage.

- Highest paid director (excluding pension and NI): **£354k**. This is **£7** for each of our 48,445 social housing homes.
- Total directors pay (including pensions and NI): **£1.929m**. Equivalent to **£40** per home.



Your Feedback

- Listening and acting on your feedback

We're committed to delivering excellent customer service and making sure you have a safe, secure and well-maintained home. To do that, we need to understand what's working well and where we need to do better.

We know we don't always get things right the first time. That's why your feedback is so important. It helps us understand when something hasn't met your expectations, so we can put it right and keep improving the services that matter to you.



Nature of complaints

The highest category of complaint related to some form of delay in the services we provide, with the top 5 root causes of complaints:

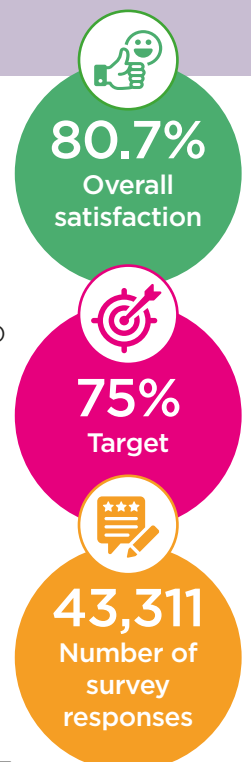
1. **Damp and Mould.**
2. **Component replacement forms.**
3. **Poor management of sub-contractors.**
4. **Time taken to complete repairs (appointment offered 3 months away).**
5. **Not communicating with customers about repairs appointments.**

Your Satisfaction

We ask customers to complete short surveys after receiving a service. These help us track satisfaction, resolve issues and understand where we can improve.

A copy of our 2024-25 Annual Complaints Performance and Service Improvements Report can be viewed on our website: www.platformhg.com/complaints.

You can also view our 2024-25 Tenant Satisfaction Measures results www.platformhg.com/2024-25-performance.



Your Specialist Housing

Our Specialist Housing team supports older customers in Retirement Housing and young people in Supported Living schemes. With a focus on independence, wellbeing and quality of life, our homes provide safe, welcoming spaces where customers can live confidently and comfortably.

Located in the heart of our neighbourhoods, our schemes are close to healthcare, leisure and social activities. This helps customers stay connected, enjoy greater peace of mind, and live life to the full.



Clarence Park Village: A thriving community, ten years on

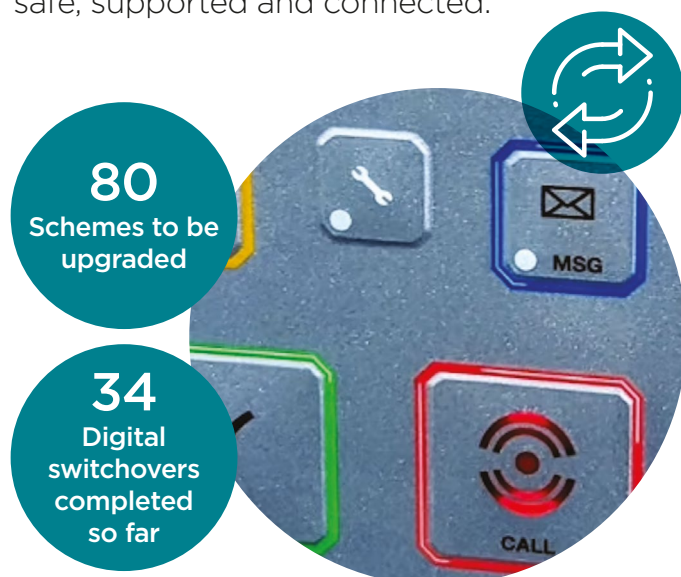
Clarence Park Village in Malvern celebrated its 10-year anniversary in June 2024 with customers, families, and local partners. The day featured choirs, Morris dancers, garden games, and a display of the village's milestones, while also raising funds for the Guide Dogs charity.

Sarah Sutton, Platform's Director of New Customers and Specialist Housing, called it *"a wonderful day celebrating the 10 years since Clarence Park opened its doors,"* reflecting the thriving community that has grown there.

Digital Switchover

By January 2027, all analogue phone lines in the UK will be replaced with modern fibre technology, offering more reliable and efficient services.

To prepare, we're upgrading the pull-cord alarm systems in our retirement living schemes, to ensure there's no disruption to service and that customers continue to feel safe, supported and connected.



Falls Response

For over 13 years, we've proudly delivered a dedicated Falls Response Service in Worcestershire on behalf of the NHS. Since November 2023, we've also supported the NHS Winter Pressures Pilot, responding to referrals from ambulance crews and community nursing teams to ensure people get help sooner.

When someone experiences a non-injury fall, our caring team uses specialist lifting equipment to help them back to their feet safely and with dignity – supporting individuals at home while easing pressure on the ambulance service.



"Please pass on my thanks to the Falls Team for all the amazing help with my husband. I am extremely grateful."



Ray's Story: Finding a lifeline at Buttsfield House

When Ray, aged 71, lost his partner of ten years, he suddenly faced an uncertain future. Left without a home, and with his eyesight deteriorating, Ray needed somewhere safe and supportive to live.

His daughter reached out to Platform, and together they found Buttsfield House in Bromyard – a retirement living scheme designed to offer independence with the reassurance of support when it's needed. The scheme includes 30 one-bedroom flats, communal spaces such as a lounge, hobbies room, kitchen, and a peaceful garden. Weekly coffee mornings and visits from Age UK create a real sense of community.

Since moving in, Ray has also had the support of Denise, the on-site Retirement Housing Officer, who helps him with everyday challenges and gives him the confidence of knowing he's not alone. Nicholas, one of our Community Engagement Officers, has also brought new events and opportunities to residents, ensuring Ray feels part of a vibrant and caring community. Reflecting on his journey, Ray says that Buttsfield House has truly been *"a lifeline"*, giving him not just a home, but peace of mind and friendship for the future.

Building new homes

- Places you can call home

Building more affordable homes remains one of our top priorities. Working with Homes England and local authorities, we continue to be one of the largest developers of affordable housing in the country and the largest in the Midlands.



100% of homes built designed to achieve an Energy Performance Rating of B or above.

Letting our homes

When a home becomes empty, whether it's newly built or previously lived in, we work hard to get it ready and let it as quickly as possible. This helps us provide homes to people who need them sooner and ensures we're delivering good value for money.

3,040	Homes we let.
651	Newly built homes lets.
2,389	Re-lets.
2,608	Empty homes brought up to standard for re-let.
£8,000	Average investment in each vacant home for re-let.

Ryan's Story

Before moving into his newly built home, Ryan's life had been turned upside down.

A serious car accident left him with 62 broken bones, four surgeries, and a long road to recovery. After months in hospital, including time in intensive care, he was discharged and living in temporary accommodation while receiving ongoing physiotherapy and support.

When a new build home in the rural village of Crowle came up for bidding, Ryan put his name forward without much expectation. *"It was a surprise and a huge relief,"* he says. *"I've never lived social housing before, but I needed a bit of support, and I was given it here."*

Now settled in his new home, Ryan feels a renewed sense of peace and stability. *"From the moment Platform contacted me, everything just fell into place. It was smooth, well communicated, and the people I dealt with were so helpful."*

Your Home and Safety

We know a safe, good quality, well-maintained home matters most to you. That's why we focus on keeping our homes well maintained and making sure repairs are carried out quickly and efficiently, so you can feel secure and comfortable.

Routine and Planned Repairs

We invested **£74.7m** in repairs – an increase of **£9.5m** on last year.

259,751	Repairs completed (749 every day).
99.9%	of homes meet the Decent Homes Standard.
89.5%	of repairs completed right first time.
64.8%	Satisfaction that your home is well maintained.
88.6%	Overall customer satisfaction with repairs from 8,437 transactional surveys completed during the year.
67.8%	Overall customer satisfaction with our repairs service.
98.09%	Emergency responsive repairs completed within our target timescales.

“Just to say that its operatives like Anthony that are such an asset to the organisation because they know how to make customers feel heard and respected as well as produce quality work. Thanks for all his hard work and dedication.”



Damp and Condensation Mould

We take reports of damp and condensation mould seriously. While we've already strengthened our policy and processes in this area, the introduction of Awaab's Law in October 2025 requires all landlords to respond more quickly to potential hazards and health risks in the home.



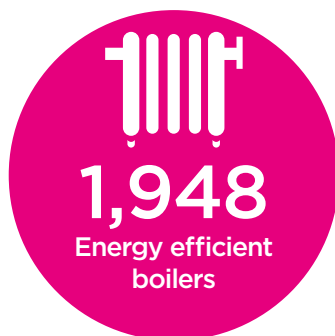
Visit our website: www.platformhg.com to find out more about Awaab's Law, how to prevent and manage damp and condensation mould in your home and how to report any concerns.



Planned Home Improvements

We invested **£73.4m** in improving and maintaining your homes - an increase of **£8.2m** compared to the previous year.

This included fitting new bathrooms, kitchens and boilers, as well as essential works such as rewiring and reroofing - alongside many other improvements to keep homes safe, comfortable and in good condition.

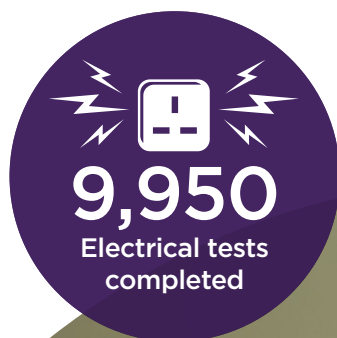


“Your operative was considerate, polite and professional, both on the phone and in person when doing the work. He is a credit to your workforce.”



Your Safety

Your safety is our top priority. As your landlord, we have a legal duty to keep you safe. We spent **£12m** completing over **140,000 essential safety checks this year**, including gas, electrical, fire and water safety inspections.



Help us keep you safe

Faulty gas appliances can cause deadly carbon monoxide leaks, which have no smell or taste. Our essential safety checks help protect you and your family, so please let us in when we need to carry them out. Visit www.platformhg.com/keeping-you-and-your-home-safe to learn more.



Sustainability

We're putting sustainability at the heart of everything we do – reducing carbon emissions, improving our homes, protecting nature and using resources responsibly. We're proud of the progress we're making towards a net zero future that benefits our customers, communities and the planet.



Delivered
£33.5m
social value through
our projects
and activities



Achieved a
95%
diversion of waste
from landfill



For the year 2024-25
carbon data was
verified by a
third-party adding
confidence and clarity
to what we report

Improving the energy efficiency of our homes

We're making homes warmer, more comfortable and affordable to run. By 2030, every Platform home will have at least an EPC C rating, reducing energy use and bills. We're focusing on better insulation and ventilation first, before adding renewable technologies like solar panels and heat pumps.



466
Homes that have
been retrofitted



Overall spend – nearly
£7.886m

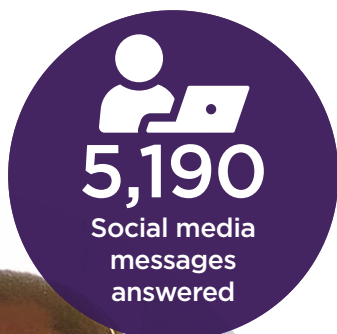
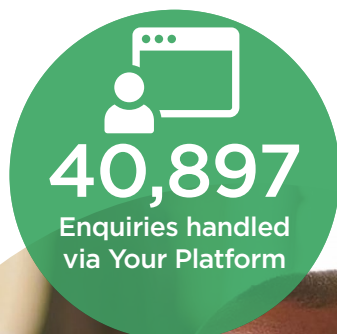
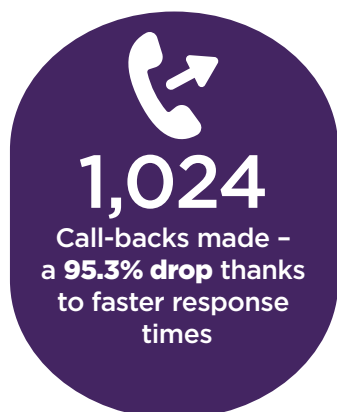
1,028

New homes built to
an Energy Rating of
B or above



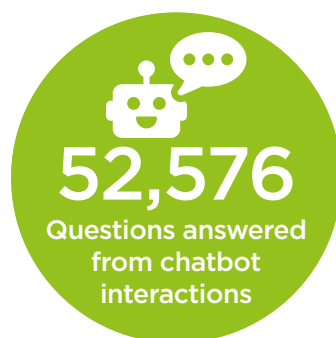
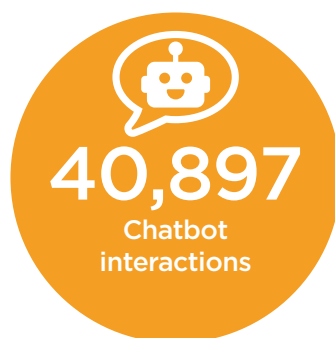
Your Customer Hub

We're committed to keeping you connected - whether that's by phone, online or in person. Our focus this year has been on making it quicker, simpler and more convenient for you to reach us and use our services.



Chatbot, Live chat and video calling

You told us it was hard to get through by phone, so we recruited more advisors and added new ways to reach us - including our chatbot, live chat and video calls. These changes mean you can now get help faster and in the way that suits you best.



Out of hours support

Our dedicated out of hours team continues to deliver strong results, improving the accuracy of emergency repair reporting and reducing unnecessary callouts. They also help manage digital enquiries, supporting our daytime advisors and keeping response times low.

25,216 Emergency calls answered.

2.06 mins Average answer time -
2.01 mins faster than last year.

16,642 Emergency call-out jobs.

Gina's Story

"My promise to every customer is that we will listen, support, and do everything we can to resolve your issue."

For **Gina**, a Team Leader in the Customer Hub, the focus is simple: making sure every customer feels heard, supported and respected.

"We often speak to people at the most challenging times of their lives," she says. "By listening carefully and acting quickly, we can give them reassurance when they need it most."

Over the past year, the team has reduced average call waiting times by more than 11 minutes and is handling digital enquiries faster than ever. Behind these improvements is a supportive team culture built on trust, empathy and doing the right thing for customers.

"I've developed my leadership and coaching skills and learned so much about the housing sector," Gina explains. *"The more supported we feel, the better support we can offer customers."*

For Gina, the link between housing and wellbeing is clear: *"The work we do has a real impact on people's lives. My promise to every customer is that we will listen, support, and do everything we can to resolve your issue."*

Looking ahead, she believes technology will make the Hub more efficient - but never replace the human touch. *"Nothing compares to speaking with someone who genuinely cares."*



Your Community

Our Community Engagement Officers work closely with customers and local partners to support neighbourhoods. They help organise regular community activities and provide support to local charities and organisations, making a positive difference where it matters most.

Communities Connected

Each year, we hit the road with our Communities Connected programme - a series of events designed to bring customers, colleagues, and partners together. These events celebrate your local community and focus on making a positive difference around shared community priorities.



Neighbourhood Walkabouts

Our annual Neighbourhood Walkabouts give you the chance to meet your Neighbourhood Officer, local council, police and community partners to discuss any concerns. We record all issues raised and create an action plan so you can see what's being done and who's responsible for improving your area.

Visit our website: www.platformhg.com/neighbourhood-walkabouts to find out when we will be in your area.



Community Heroes Awards

Our annual Community Heroes Awards celebrate the amazing people who go above and beyond to make a difference in their communities. In 2025, thanks to the support of our event sponsors, eight outstanding individuals were recognised for their inspiring contributions.

Meet our winners and nominate your 2026 Hero

Discover the inspiring stories of our Community Heroes and help us celebrate more amazing people by nominating your 2026 Hero. Visit: www.platformhg.com/community-heroes to find out more.

Young Person Award – Celebrating Community Spirit

Our Young Person Award recognises inspirational young people who make a real difference in their communities. This year's winner, 13-year-old **Isaac**, founded Friends of Isaac, a charity that runs six food banks across his home town of Redditch.

Isaac's journey began in 2020, when he set up a small food bank on his family's driveway during the pandemic. His compassion and determination have since turned that simple act of kindness into a vital community service, showing the incredible difference one young person can make.

Isaac said: *"I just want to help people who are struggling. I've seen the difference a small act of kindness can make, and I want to make sure no one has to go without food. I'm so grateful to all my volunteers and supporters for helping make this happen."*



Christmas Kindness

Our annual Christmas Kindness Campaign saw Platform donate over **£83,000** to local food banks, community groups, and charities – primarily during the festive season – to support customers and communities when it was needed most.

£83,000	Community Kindness Funding.
154	Local charities and community groups funded.
£8,400	West Midlands – 20 Donations.
£4,926	Leicestershire and Warwickshire – 12 Donations.
£22,550	Lincolnshire – 40 Donations.
£3,000	Cotswolds – 7 Donations.
£10,100	Malvern Hills and Herefordshire – 28 Donations.
£17,677	Worcestershire – 31 Donations.
£6,400	North Midlands – 8 Donations.
£4,795	Harborough – 11 Donations.

Digital4Everyone

Our Digital4Everyone programme helps customers get online safely and confidently. Whether you want to connect with others, save money, apply for jobs, or manage your tenancy online – we'll support you to get the most out of being online.



Find a session near you

Visit our website: www.platformhg.com/Digital4Everyone to find out more and visit a session near you.

Equality, Diversity and Inclusion

Equality, Diversity and Inclusion are at the heart of how we support our communities. Through our Diversity grants, we've funded a wide range of projects – from creative workshops to cultural celebrations – that celebrate difference, promote understanding and bring people together.



Your Involvement

Customers are at the heart of everything we do, and your voice helps shape the services you receive. Our involved customers share feedback, highlight what works well and suggest improvements, helping us do better together. We know life is busy, so we make it easy for you to get involved and share your views.



Platform Voices

Platform Voices is your go-to online customer engagement space for getting involved. From surveys and document reviews to discussion boards, forums, and quick polls – it's where you can have your say and help shape our services.



Customer Voice Panel

The Customer Voice Panel (CVP) promotes open and honest discussions to help improve our services and performance. Sitting within our Group Governance structure, its members work closely with our Board and Executive Team to share insights and feedback.



Scrutiny Panel

The Scrutiny Panel is a group of customers who review our services and share their views on how we work. Acting as critical friends, they make recommendations to help improve the experience for all customers.



11

Scrutiny Panel members



2

Increase of members during the year



26

Meetings attended



34.75

Hours volunteered by members



3

Ongoing policy reviews

Co-creation

To make sure our services truly meet your needs, we've introduced co-creation – involving customers right from the start in shaping how our services are developed.



2

Co-creation topics



7

Number of sessions



38

Number of involved customers



114 hours

Time volunteered

Get Involved

There are lots of ways you can get involved and have your say. Visit our website:

www.platformhg.com/get-involved to find out more and register your interest.



Your Wellbeing

Your wellbeing matters to us, especially during difficult and challenging times.

Platform's Wellbeing Fund

Our Wellbeing Fund has continued to provide essential, short-term support to customers facing financial hardship — offering a vital lifeline when it's needed most.

£1,100,00m	Total funding.
5,367	Applications received.
3,006	Number of awards given.
495	Awards given to those waiting benefits.
78%	Awards made that included food, energy and essentials.



Our Wellbeing Fund is here for any customer facing financial hardship and needing short-term support, alongside help from our Successful Tenancies team.

Visit our website: www.platformhg.com/support to find out more.

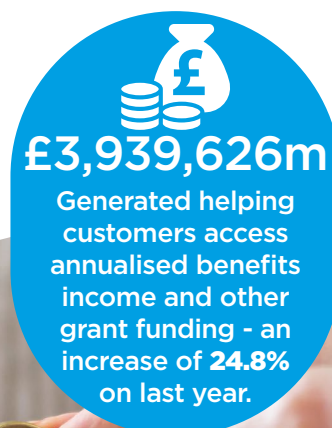
Wellbeing Fund Special Projects

This year, we've also focused on funding local projects that make a real difference in our communities. From play areas and community kitchens to counselling, domestic abuse support, and activities tackling loneliness, our Special Projects funding helps bring people together and create safe, welcoming spaces for everyone.



Successful Tenancies Support

Rising living costs continue to affect many customers. Our **Successful Tenancies team** has supported households with budgeting, accessing benefits and grants, and building skills for work.



Tackling anti-social behaviour

We know anti-social behaviour (ASB) can affect your wellbeing and sense of safety. Our Community Safety team works with customers and local partners to build safer, stronger neighbourhoods – taking action to reduce ASB, support those affected and promote positive community relationships.



97%	ASB reports responded to within 3 working days .
1,503	Noise Issues.
1,281	Verbal abuse or threatening behaviour.
353	Pet Problems (Non-noise).
613	Drug Related Issues.
49	New hate cases recorded.
100%	Hate cases responded to within 24 hours .

Safeguarding

Safeguarding training is compulsory for all our colleagues, irrespective of their role and we regularly raise the importance of speaking up about any concerns, emphasising that safeguarding is everyone’s responsibility.

1,635	Safeguarding concerns raised.
1,098	safeguarding
537	domestic abuse
851	Reports related to adults
160	Reports related to children
87	Reported were not categorised
76%	Increase on reports from the previous year.

