

This report contains our Q1 2025/26 performance report with our new digital dashboard based on the performance indicators and targets agreed by the Board in March 2025. This dashboard was created in-house by the Business Insight Team.

The report has been designed following Board feedback at the April Away Day, and we have made it clearer on where we are performing well and can celebrate success along with where we need to do more and what the next steps are to address underperformance.

Key highlights:

- Customer perception scores improved across all areas, apart from for complaint handling and after a challenging 12 months, our overall customer satisfaction with PCH has increased back to 85% and is back on target.
 - Performance in repairs has improved during the quarter. Non-emergency repair performance has remained broadly the same at 80% within timeframe, but the year-to-date position for emergency repairs is 95% which is an improvement since the last quarter.
 - 75% of homes have a stock condition survey less than five years old; we are working towards meeting a target of 80% by the end of July 2025. This information is being used to target our major works upgrade programmes and is being fed into our asset grading tool to assist in prompting decisions about poorly performing stock.
 - For compliance, we have 48 homes which did not meet the full requirements for gas safety – 45 are these are in two blocks which are affected by the laundries not having the correct certification in place at the end of the quarter. These have since been completed and we have three outstanding.
 - The percentage of homes without an asbestos management survey has decreased slightly and relates to two homes which are leasehold buy-back homes in Marlborough House, taking the total to 4. The remaining two are going through court proceedings to gain access.
 - For electrical 5-year tests, there has been an increase in the number of homes with certification, with just 41 remaining ahead of the implementation of the new legislation for all rented homes to have an electrical inspection every five years which comes into effect in October 2025.
- 99.03% of homes have a legionella risk assessment – this equates to 57 without an assessment in place. One is a supported housing property where we are seeking legal means to gain access as the tenant isn’t engaging with the support we have put in place, and the remaining 56 are in a block that requires a risk assessment and therefore fails the requirement.
 - 92% of damp and mould inspections are being carried out within 14 days as per our policy. We are working through the required timelines and recording systems for Awaab’s Law which also comes into effect in October 2025, and we have increased our target for all emergency repairs to be completed within 24hours.
 - The average number of days to re-let an empty home has increased to over 30 days; there is an internal end to end review underway to understand how we could improve performance in this area, and we are working through the findings of a recent internal audit which will also assist us in creating a new, streamlined procedure for voids and lettings management.
 - Arrears are currently 1.21% of the amount owed – or £914k. This is an improved position compared to the same period in the previous year.
 - Our rolling 12m figure for complaints per 1,000 stock is 42.64 and we have responded to 99.26% of these within the prescribed timeframe. Work continues to address issues around complaint handling, along with improving and delivering our services more effectively, with the aim of reducing the need for residents to complain because we’re meeting the expected standard.

Met or Exceeded Target

Name	KPI	Target
Current Tenant Rent Arrears as a % of Annual Rent Debit (based on Actual Arrears) (%)	1.21%	<div></div> 2.00%
Rental income lost due to vacant properties (%)	0.69%	<div></div> 0.80%
Tenants Satisfied with the Repairs Service (Transactional) - YTD (%)	96.69%	<div></div> 95.00%
TSM Respondents Very or Fairly Satisfied with the Overall Landlord (%)	85%	<div></div> 85%
TSM Stage Two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescale (%)	100.00%	<div></div> 100.00%

Furthest From Target

Name	KPI	Target
Average Number of Days to Re-Let Routine Void Property YTD	30.34	<div></div> 20.00
Number of new affordable homes completed and handed over (year to date)	20	<div></div> 53
TSM Complainants very or fairly satisfied with their landlord's approach to handling of complaints (%)	44%	<div></div> 65%
TSM Number of anti-social behaviour cases for hate crime opened per 1,000 homes	0.54	<div></div> 0.40
TSM Number of Stage Two complaints received per 1,000 homes	2.66	<div></div> 2.00

Improved Since Previous Quarter

Name	KPI	Prev Qtr
Average time taken to complete remedial works in relation to damp and mould (days)	40	<div></div> 62
Staff very or fairly satisfied with PCH as their employer (%)	81%	<div></div> 1
Stock condition surveys completed less than five years ago (%)	75%	<div></div> 1
TSM Number of anti-social behaviour cases for hate crime opened per 1,000 homes	0.54	<div></div> 1
TSM Number of anti-social behaviour cases opened per 1,000 homes	44.91	<div></div> 48

Declined Since Previous Quarter

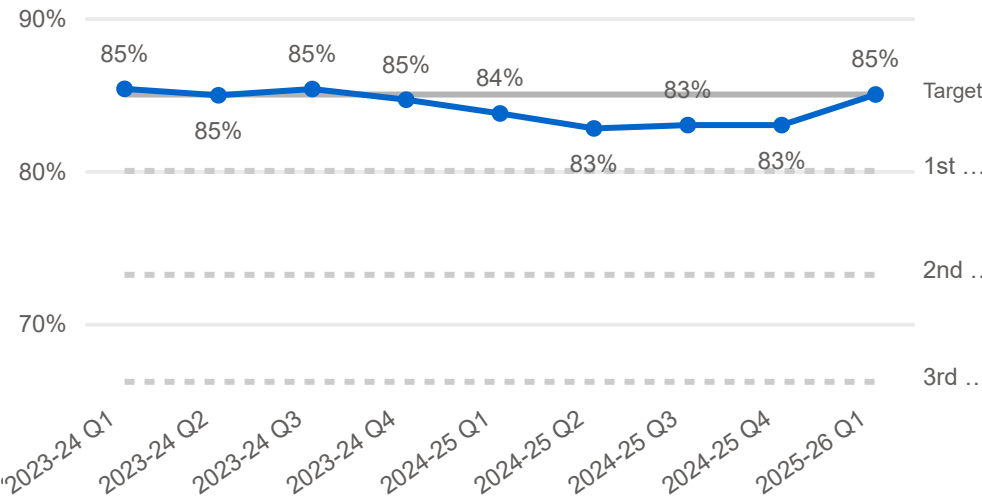
Name	KPI	Prev Qtr
Average Number of Days to Re-Let Routine Void Property YTD	30.34	<div></div> 27
Current Tenant Rent Arrears as a % of Annual Rent Debit (based on Actual Arrears) (%)	1.21%	<div></div> 0
Number of new affordable homes completed and handed over (year to date)	20	<div></div> 116
Rental income lost due to vacant properties (%)	0.69%	<div></div> 0
TSM homes that do not meet the Decent Homes Standard (%)	1.23%	0

*Benchmarks are provided by [Housemark](#) - they compare PCH's performance with over 350 social housing providers across the UK. Each quartile represents a quarter of the providers who provide that data. Where possible the latest Benchmark quartile boundaries are shown on the charts.

TSM Respondents Very or Fairly Satisfied with the Overall Landlord (%)

Overall satisfaction with PCH as landlord has returned to good performance at 85% in Q1.

The key drivers of satisfaction for this quarter are a well maintained and safe home, listening to views and acting upon them and our repairs service. We are continuing to deliver our TSM Action Plan which is monitored by the CFC to address targetted issues from previous surveys around complaint handing, ASB, repairs and quality of the home - an update on these is provided in the respective KPIs.



85%

Target: 85% (+0% )

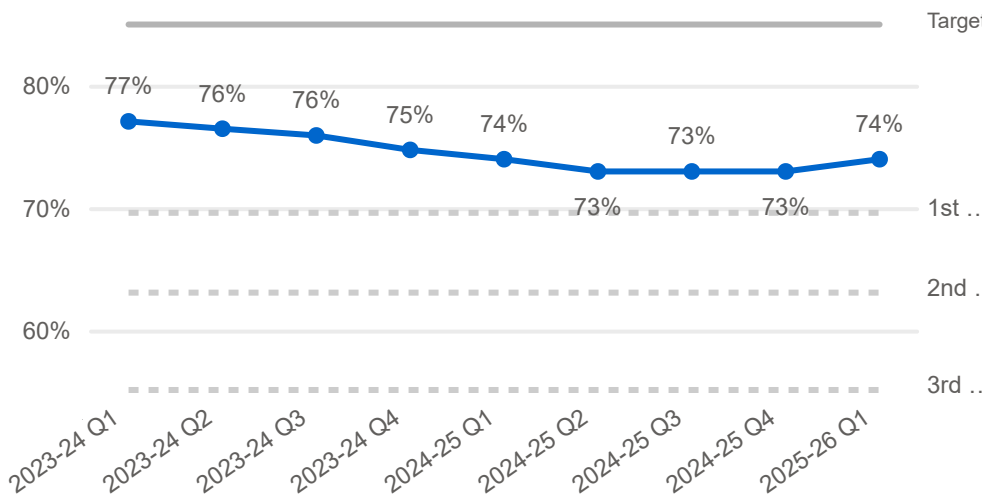
Prev Qtr: 83% (+2% )

Prev Year: 84% (+1% )

Benchmark*: 1st Quartile

TSM Respondents very or fairly satisfied that their landlord listens to tenant views and acts upon them (%)

Performance has improved for this measure, which is positive. The areas of concern for customers this quarter relate mainly do making sure we do what we say we will, and take action when customers report issues in their home and neighbourhood.



74%

Target: 85% (-11% )

Prev Qtr: 73% (+1% )

Prev Year: 74% (+0% )

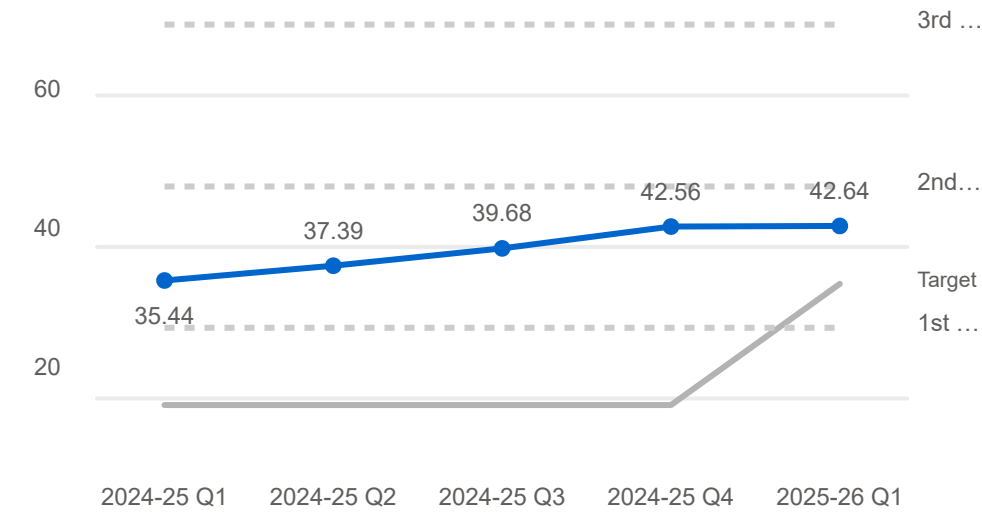
Benchmark*: 1st Quartile

TSM Number of Stage One complaints received per 1,000 homes

Lower is better

Over the previous rolling 12 months we have received 609 stage one complaints (136 received in Q1).

We are seeing increased levels of complaints about the repairs service which we are addressing through the outcomes of the end-to-end review which will improve the customer experience through improved internal processes and better communication with tenants about their repair.



42.64

Target: 35.00 (+7.64 )

Prev Qtr: 42.56 (+0.08 )

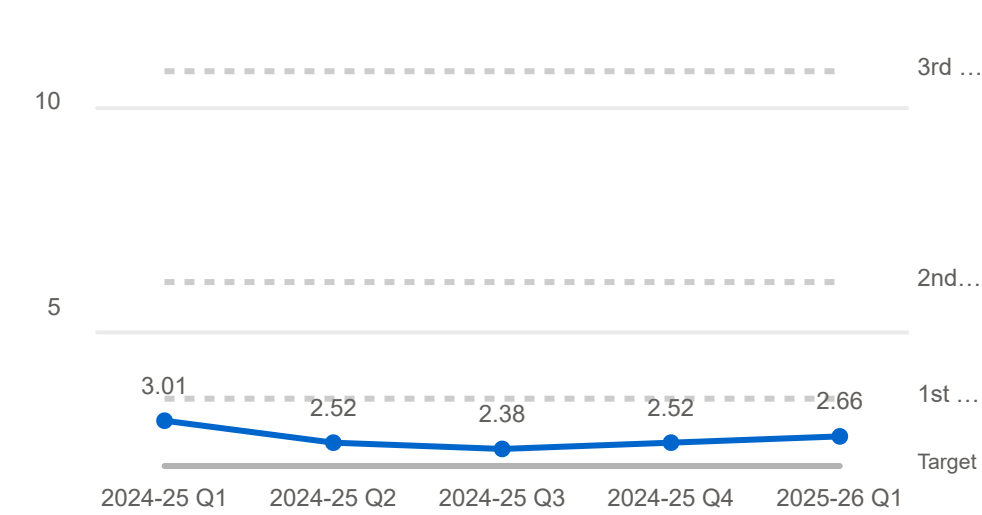
Prev Year: 35.44 (+7.20 )

Benchmark*: 2nd Quartile

TSM Number of Stage Two complaints received per 1,000 homes

Lower is better

38 Stage Two complaints received on a rolling 12 months and 11 in Q1 which is broadly in line with previous quarters.



2.66

Target: 2.00 (+0.66 )

Prev Qtr: 2.52 (+0.14 )

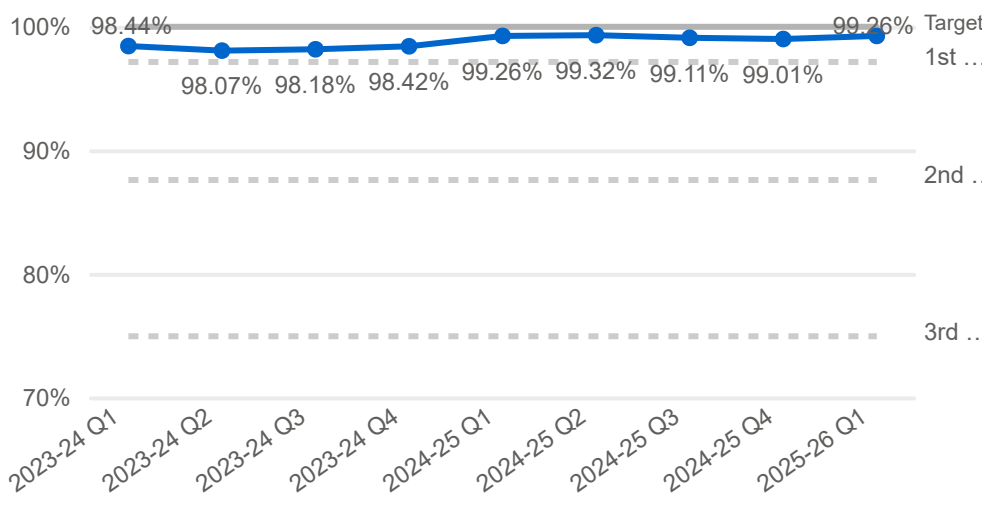
Prev Year: 3.01 (-0.35 )

Benchmark*: 1st Quartile

TSM Stage One complaints responded to within the Housing Ombudsman's Complaint Handling Code (%)

Over the previous rolling 12 months, we responded to 99.26% of complaints within timeframe, which equates to four cases.

Work is ongoing to improve our complaint handling service through development of a centralised complaints team, and wider work to build a positive customer service culture which includes colleagues across PCH taking ownership and responsibility for complaint investigations and communicating with the complainant throughout the period of investigation. This is based on clear feedback we have received from residents through our perception surveys.



99.26%

Target: 100.00% (-0.74% )

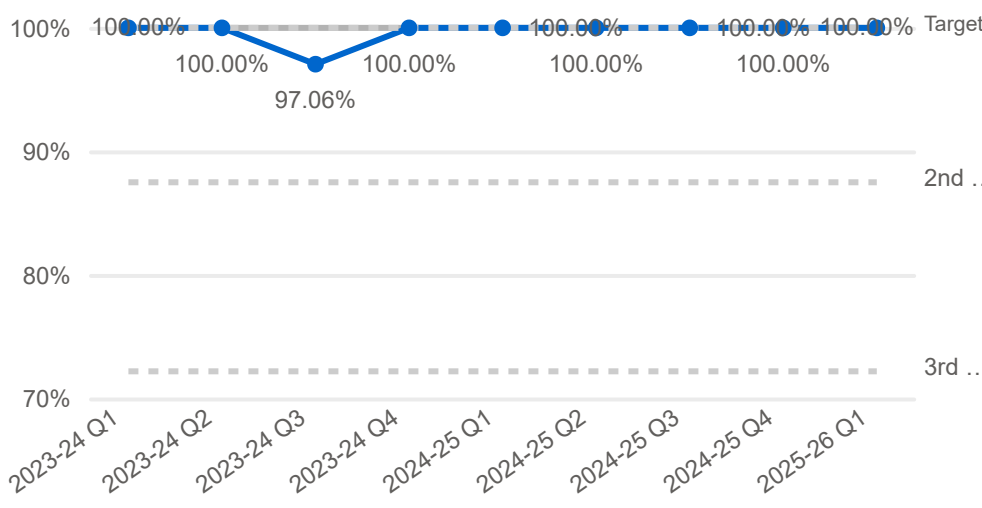
Prev Qtr: 99.01% (+0.25% )

Prev Year: 99.26% (+0.00% )

Benchmark*: 1st Quartile

TSM Stage Two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescale (%)

All stage two complaints were responded to within the timescales.



100.00%

Target: 100.00% (+0.00% )

Prev Qtr: 100.00% (+0.00% )

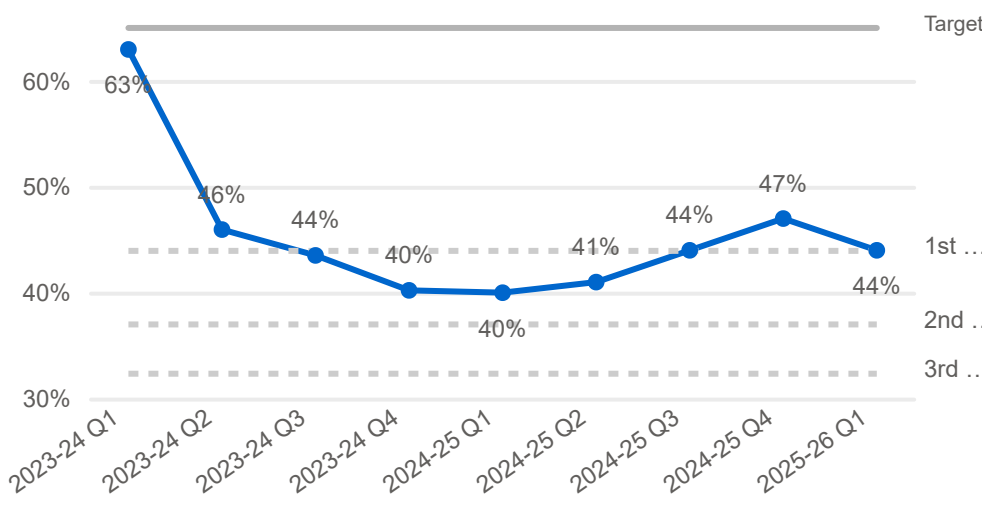
Prev Year: 100.00% (+0.00% )

Benchmark*: 1st Quartile

TSM Complainants very or fairly satisfied with their landlord's approach to handling of complaints (%)

Unfortunately we have seen a reduction in customer perception about our complaint handing approach. Over the past year, 59% of complaints have been in relation to repairs and anti-social behaviour and the comments received from residents as part of the survey state that there is a lack of response when making a complaint despite making numerous complaints, that we're slow to act including one resident noting that their complaint about a leaking wall was not addressed for 12 months.

Additionally we saw comments about poor communication and having to repeatedly chase for a response, and another resident reporting that they were not informed about the outcome of their complaint.



44%

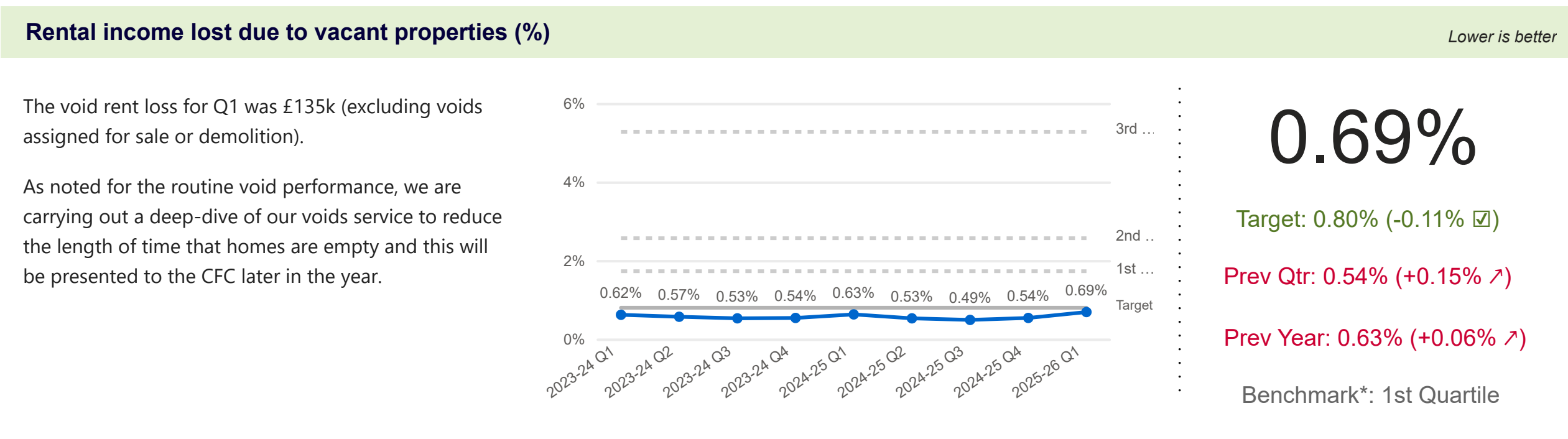
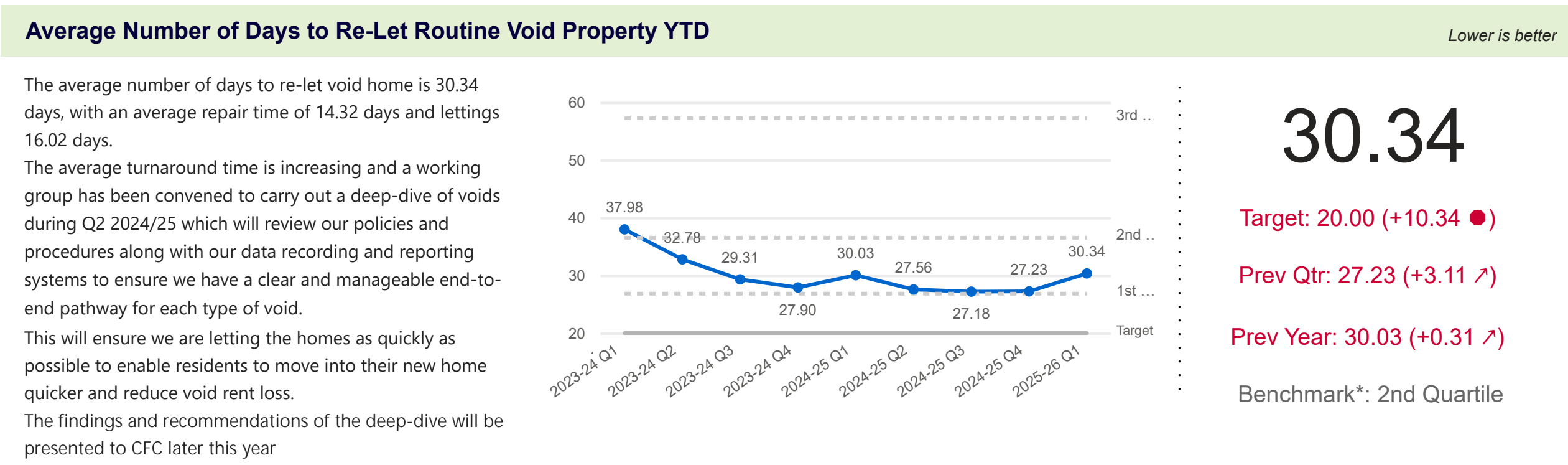
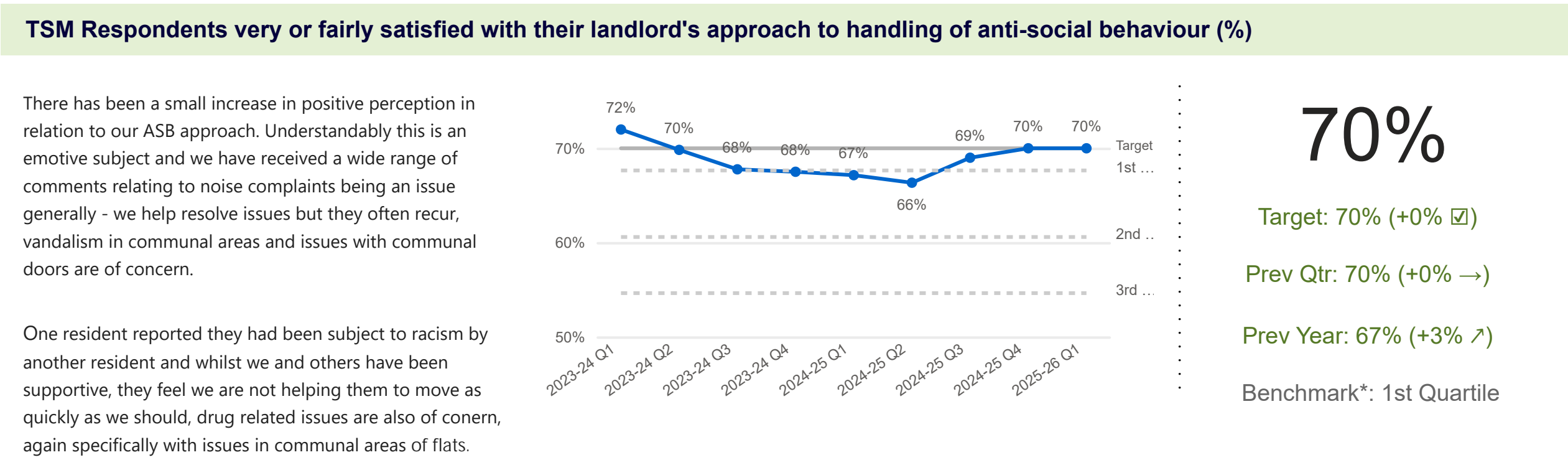
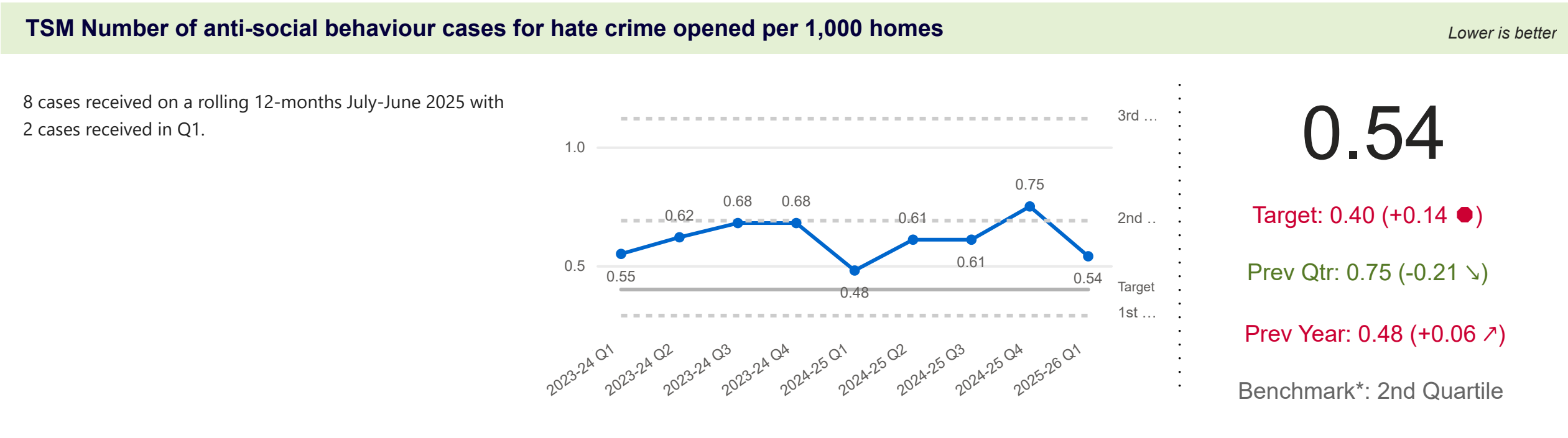
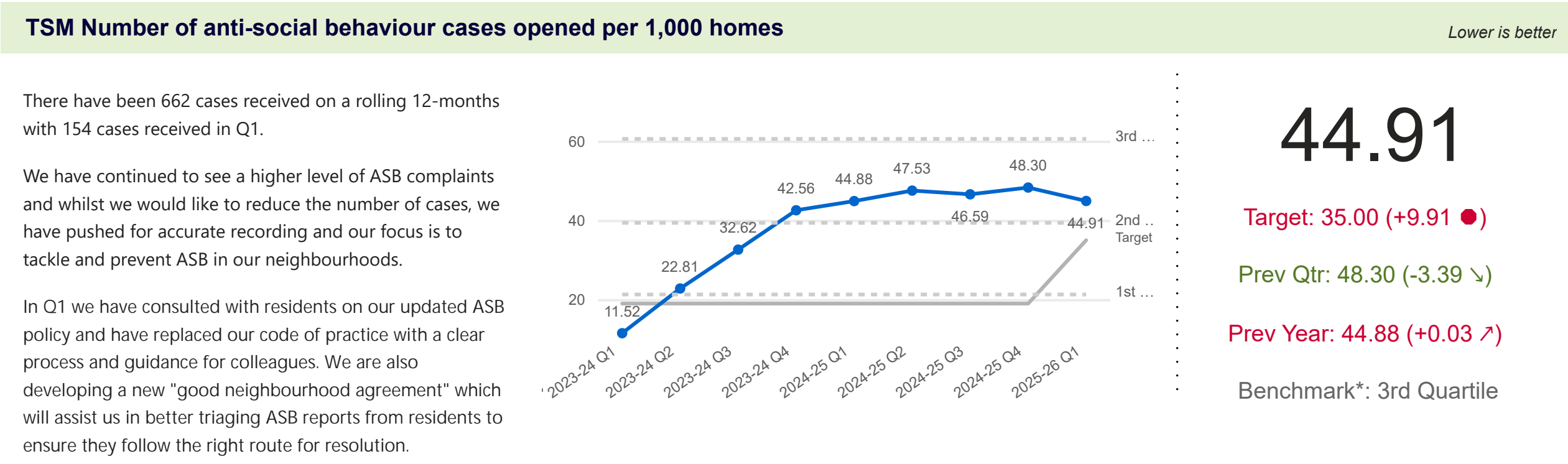
Target: 65% (-21% )

Prev Qtr: 47% (-3% )

Prev Year: 40% (+4% )

Benchmark*: 1st Quartile

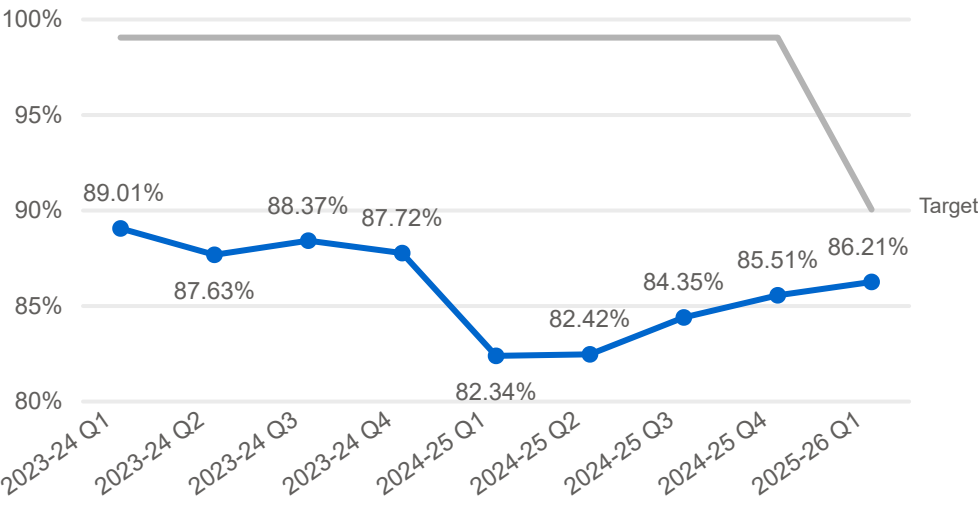
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All Responsive Repairs Completed in Timeframe YTD (%)

Overall performance has significantly improved during Q1. This has been achieved through improvements to process and better access to management information to enable us to understand how the service is performing along with more proactive management of repairs and appointing. One of the identified root causes of service failure is poor diagnostics when the tenant reports their repair; we have invested in a major training programme for all contact centre staff whereby they will be required to undertake 37 hours of learning around diagnosing repairs - this is further complemented by moving the contact centre and repairs planners into the same office as repair supervisors, meaning that specialist trades staff can assist with more complex diagnostics to enable meeting the tenant's request right first time.



86.21%

Target: 90.00% (-3.79% ▲)

Prev Qtr: 85.51% (+0.70% ↗)

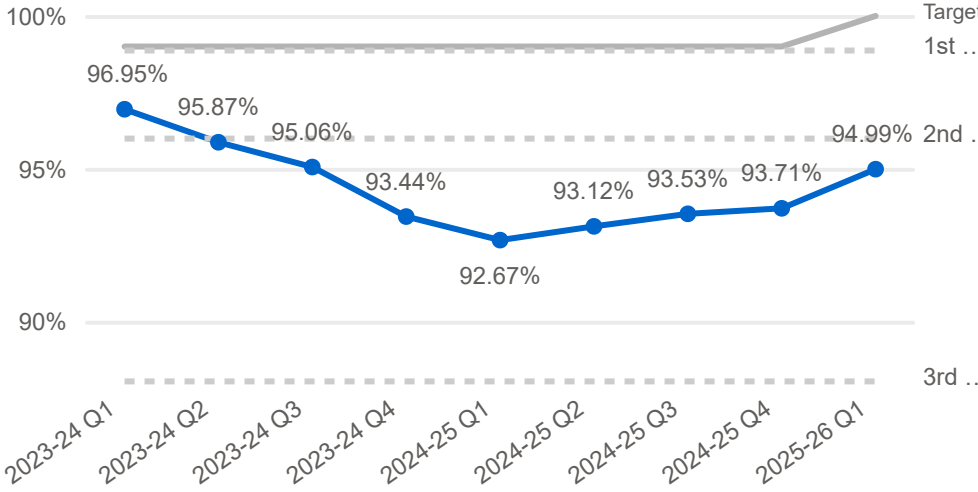
Prev Year: 82.34% (+3.87% ↗)

Benchmark*: Not Available

TSM Emergency Repairs Completed Within Published Timeframe YTD (%)

There has been an improvement in the percentage of emergency repairs completed within 24h since March,with an increase of over 1.2 percentage points. This is due to improved oversight of emergency repairs, which is being put in place in preparation for Awaab's Law which introduces a legal obligation to complete all emergency repairs within 24h.

Alongside this, we are planning to build some additional proactive reporting during Q2 which will enable us to see new jobs coming and their progression to completion. We also need to work with our out-of-hours provider to ensure they have clear processes in place to support our compliance, especially over weekend periods.



94.99%

Target: 100.00% (-5.01% ▲)

Prev Qtr: 93.71% (+1.28% ↗)

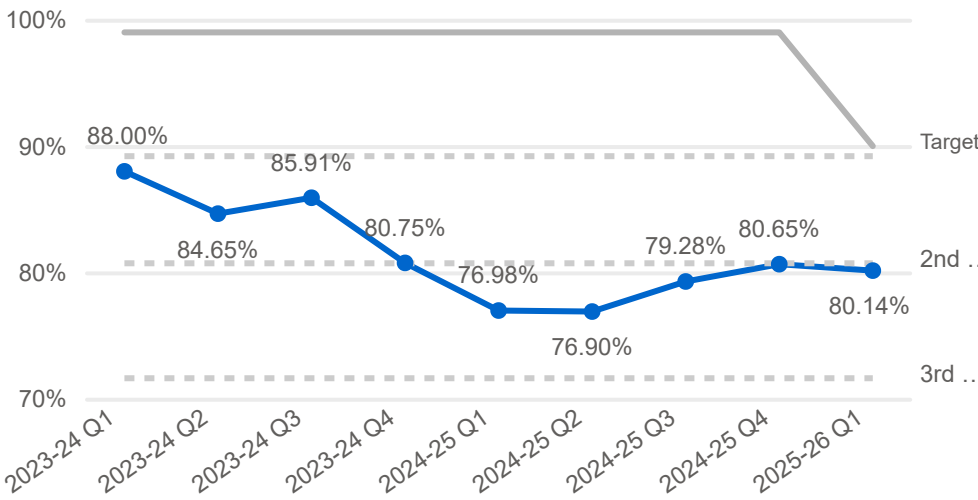
Prev Year: 92.67% (+2.32% ↗)

Benchmark*: 3rd Quartile

TSM Non-Emergency repairs completed within target timescale (%)

There has been a small decrease of 0.5% in performance with non-emergency repairs this quarter, however it should be noted that we saw a 5% decrease in April which has been recovered in May and June and is broadly back on track and working toward the interim target of 90% by September 2025.

The decline in performance was due to a significant amount of annual leave taken in April, and steps have been put in place to prevent this from happening again by introducing further approvals from the Repair Planning Team based on projected workload for the period of leave requested.



80.14%

Target: 90.00% (-9.86% ●)

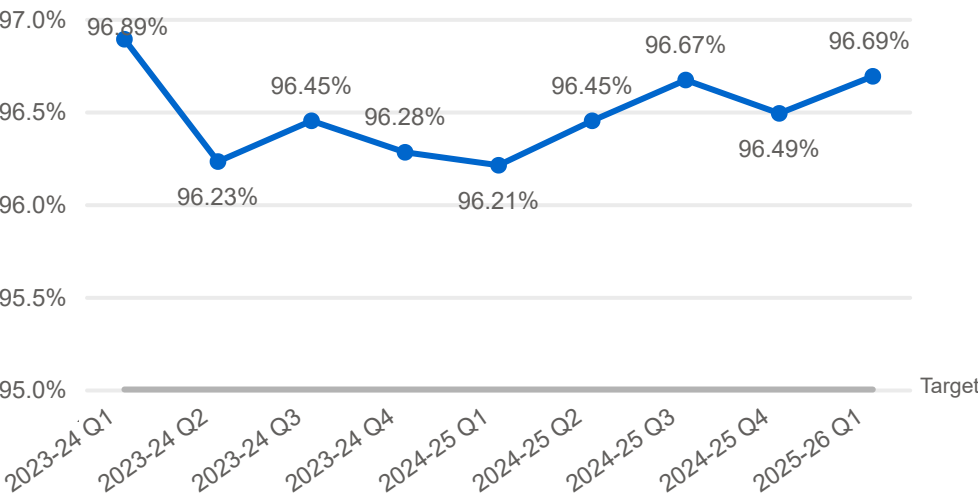
Prev Qtr: 80.65% (-0.51% ▼)

Prev Year: 76.98% (+3.16% ↗)

Benchmark*: 3rd Quartile

Tenants Satisfied with the Repairs Service (Transactional) - YTD (%)

The percentage of tenants satisfied with the repairs service is 96.69% which is higher than Q1 in the previous year.



96.69%

Target: 95.00% (+1.69% ☑)

Prev Qtr: 96.49% (+0.20% ↗)

Prev Year: 96.21% (+0.48% ↗)

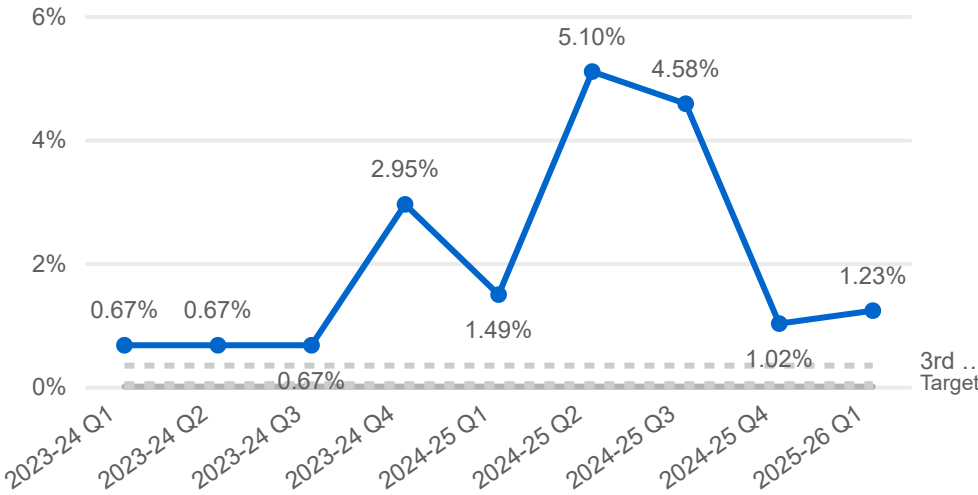
Benchmark*: Not Available

TSM homes that do not meet the Decent Homes Standard (%)

Lower is better

There were 175 homes not meeting the Decent Homes Standard as a result of Category One failures under the HHSRS. The failures are due to a variety of issues such as falls from or between levels and damp and mould, plus issues with property hygiene and hoarding.

There are strategic and operational working groups who meet regularly to discuss and progress these cases, as the property hygiene and hoarding issues require sensitive and careful management with the tenant and other agencies who can offer support.



1.23%

Target: 0.00% (+1.23% ●)

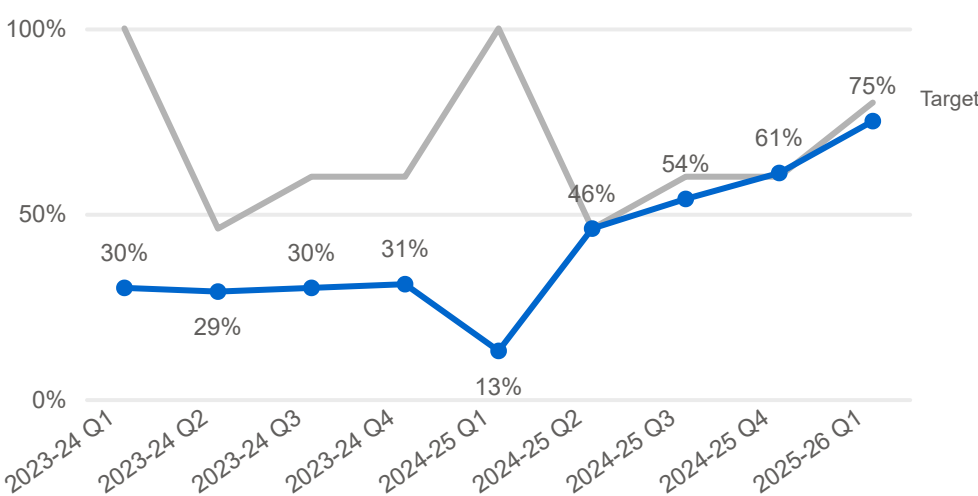
Prev Qtr: 1.02% (+0.21% ↗)

Prev Year: 1.49% (-0.26% ▼)

Benchmark*: 4th Quartile

Stock condition surveys completed less than five years ago (%)

75% of homes have a stock condition survey less than five years old. Since April 2024, the team have either delivered over 10,500 surveys to our homes and the data is now being used to inform our major improvement programme, and how we approach stock sustainability through our asset grading tool. We are on schedule to achieve 80% by the end of July and the remaining 20%will be surveyed over the course of the financial year.



75%

Target: 80% (-5% ▲)

Prev Qtr: 61% (+14% ↗)

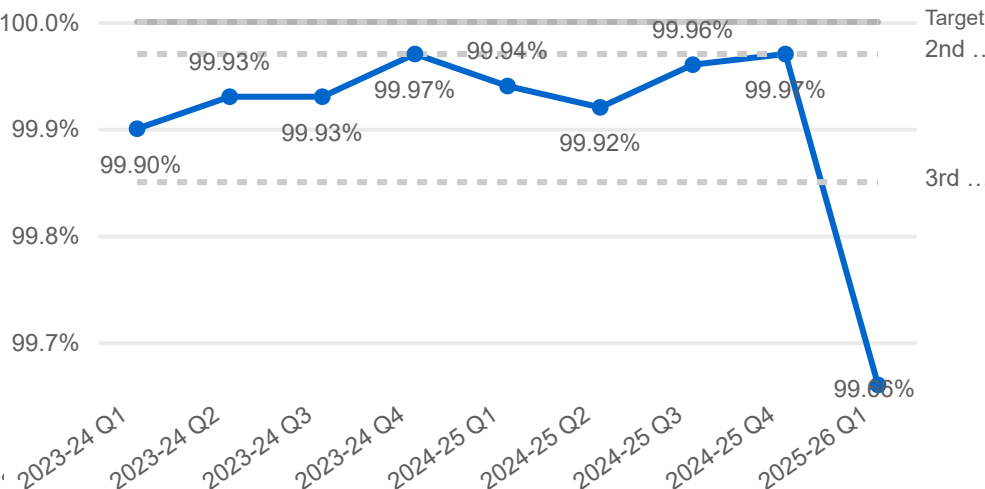
Prev Year: 13% (+62% ↗)

Benchmark*: Not Available

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TSM Properties with a Gas Supply and a Valid Landlord's Gas Safety Check (%)

At the end of Q1 2025/26, there were 48 non-complaint properties.
45 of these were flats that were non-compliant because the communal laundries in 2 blocks did not have valid gas certification at the end of the period. The affected homes all had certification individually. This was due to an issue with an external contractor which has since been resolved, with both laundries having the required certification as at 7th July. For the remaining 3 homes, we have been unable to gain access to complete checks on 2 properties and these are being dealt with through legal processes. The other, 3rd property was re-purchased from a leaseholder on the 30th June 2025. The gas certification for the property was outstanding at that point, but was completed on the 3rd July 2025.



99.66%

Target: 100.00% (-0.34% ▲)

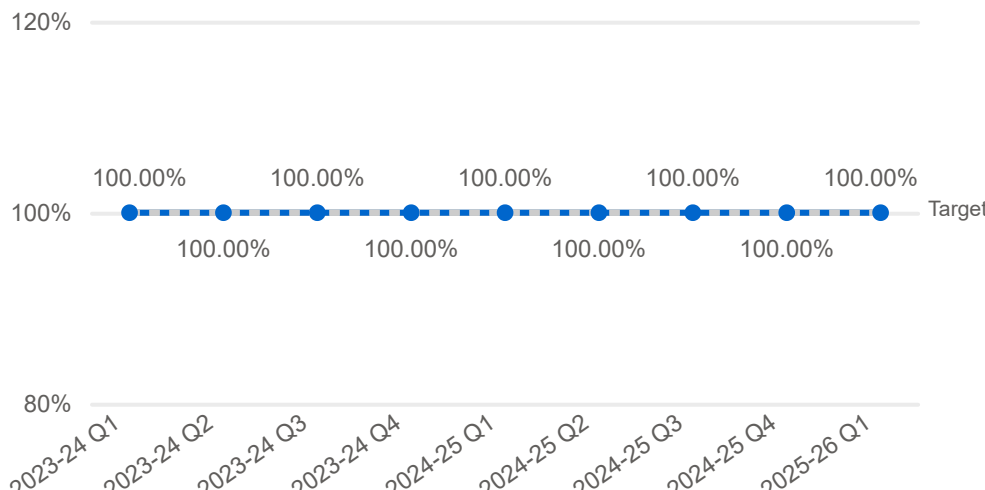
Prev Qtr: 99.97% (-0.31% ▼)

Prev Year: 99.94% (-0.28% ▼)

Benchmark*: 4th Quartile

TSM Fire risk assessments completed as a percentage of assessments required YTD (%)

All blocks requiring a fire risk assessment have one in place. At the end of Q1 there were 271 FRA actions in progress - none were immediate managerial priority actions (48h). 45 of these were overdue, which is a significant reduction compared to Q4 where we had 78 overdue.



100.00%

Target: 100.00% (+0.00% ▢)

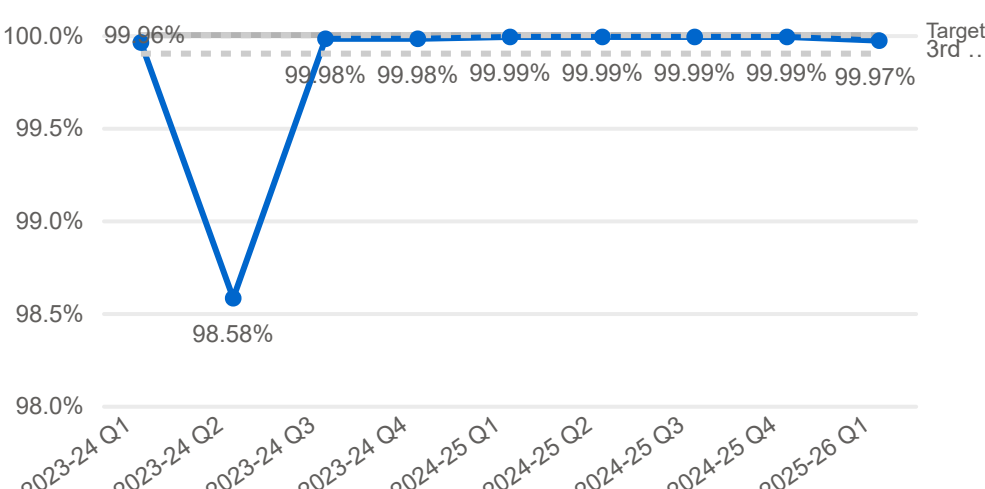
Prev Qtr: 100.00% (+0.00% →)

Prev Year: 100.00% (+0.00% →)

Benchmark*: 1st Quartile

TSM homes with compliant asbestos management plans (%)

There are 4 properties outstanding an asbestos management survey, 2 are outstanding properties with ongoing complex matters, and these cases are currently being prepared for legal proceedings. However, due to a backlog within the courts, there are significant delays affecting the process. The other 2 properties are leasehold buy back properties we acquired in June; asbestos management surveys have been organised and will be carried out as soon as possible.



99.97%

Target: 100.00% (-0.03% ▲)

Prev Qtr: 99.99% (-0.02% ▼)

Prev Year: 99.99% (-0.02% ▼)

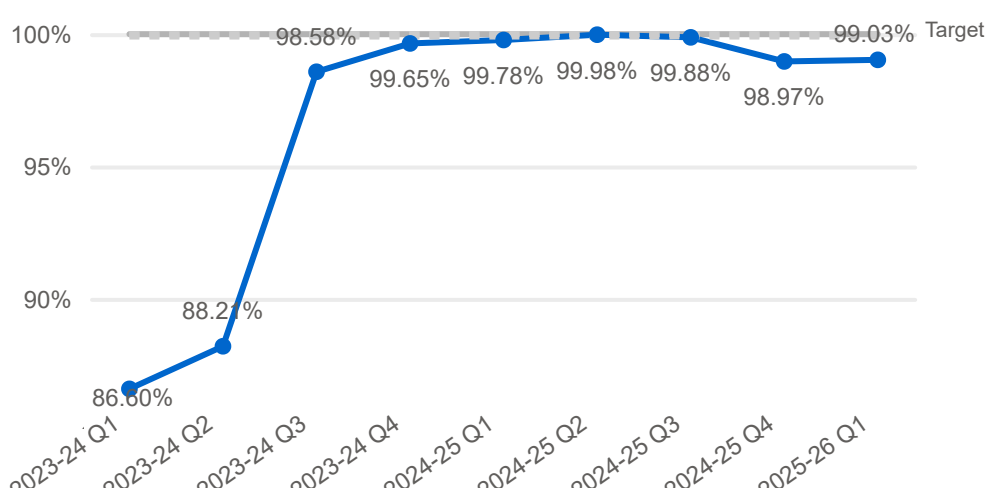
Benchmark*: 3rd Quartile

TSM Legionella Risk Assessments Completed (%)

99.03% of homes that require an LRA have one in place.

There is 1 individual supported housing property which is currently with the HO as a disrepair and concern case. The tenant is not engaging with the support we put in place so we will be pursued through legal channels and apply for an injunction/possession order.

There are also 56 individual properties located in a block that require a LRA. The team has previously attempted to access these properties and will be making arrangements to rebook them in the coming months



99.03%

Target: 100.00% (-0.97% ▲)

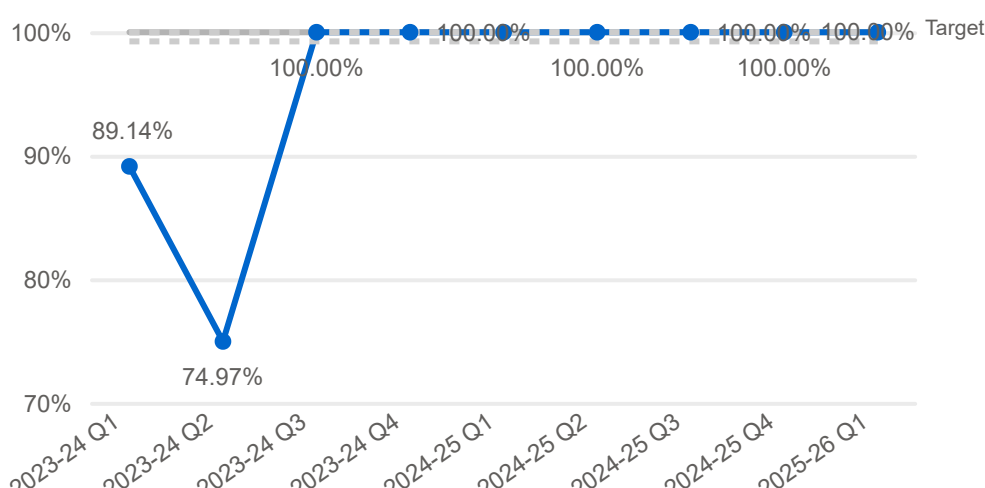
Prev Qtr: 98.97% (+0.06% ↗)

Prev Year: 99.78% (-0.75% ▼)

Benchmark*: 4th Quartile

TSM homes for which all required communal passenger lift safety checks carried out (%)

All communal passenger lift inspections are in place.



100.00%

Target: 100.00% (+0.00% ▢)

Prev Qtr: 100.00% (+0.00% →)

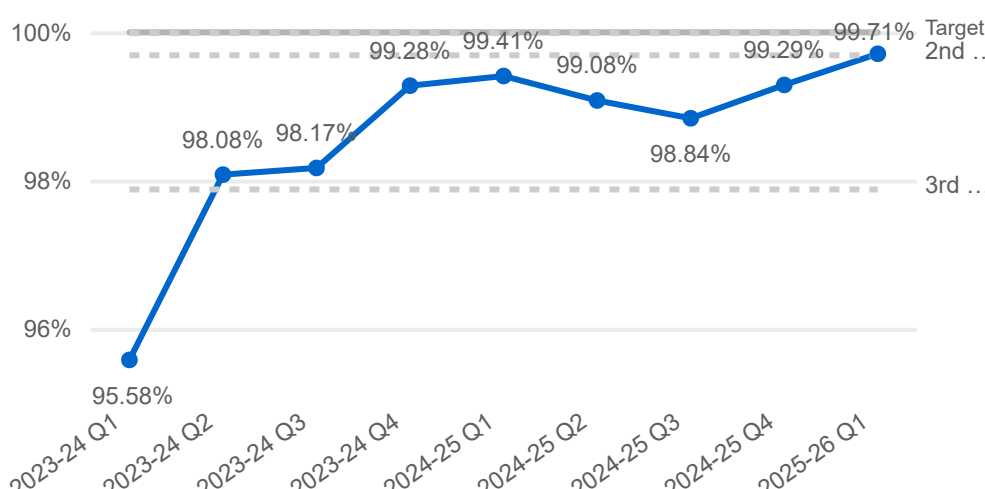
Prev Year: 100.00% (+0.00% →)

Benchmark*: 1st Quartile

TSM homes with a valid 5-year electrical safety certificate (%)

At the end of the quarter there were 42 properties without a 5-year electrical test which can be broken down into the following:

- 2 properties have been completed as LTNA's since the snapshot was taken
- 11 properties are currently void – 9 of which are Long Term Void and not to be re-let and the other 2 are booked in to be completed this month
- 29 properties are in the no-access procedure, with 16 due to complex issues with the resident and we are seeking court action



99.71%

Target: 100.00% (-0.29% ▲)

Prev Qtr: 99.29% (+0.42% ↗)

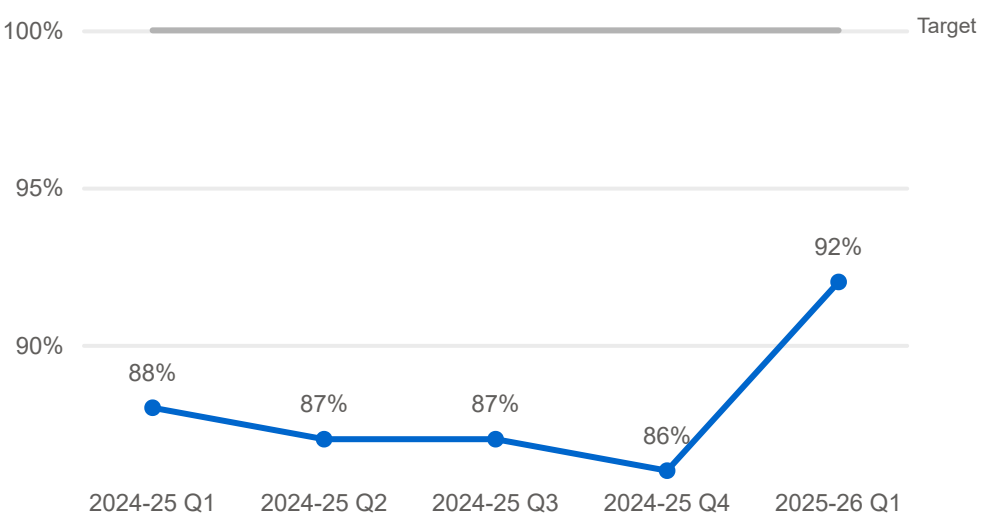
Prev Year: 99.41% (+0.30% ↗)

Benchmark*: 2nd Quartile

Damp and mould inspections completed within 14 days (%)

We have completed 92% of damp and mould inspections within 14 days, in line with our policy.

We are working to meet the requirements of Awaab's Law, which includes prescribed timescales for inspection, reporting back to the tenant and for starting work. This includes building an interim approach to recording and reporting on damp and mould cases before TotalConnect is implemented, so that we are regulation-ready from day one.



92%

Target: 100% (-8% ▲)

Prev Qtr: 86% (+6% ↗)

Prev Year: 88% (+4% ↗)

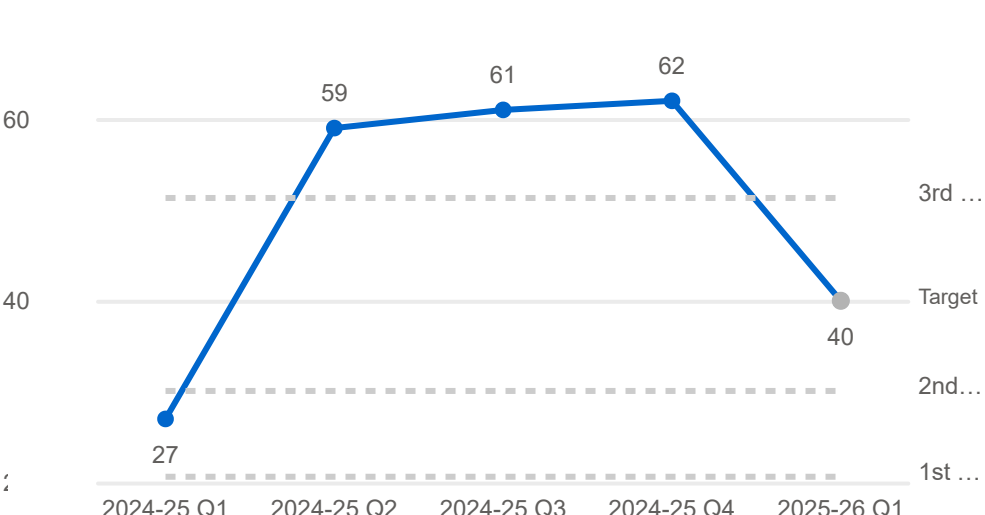
Benchmark*: Not Available

Average time taken to complete remedial works in relation to damp and mould (days)

Lower is better

The total average end to end time for damp and mould inspections is 41 days which is broadly in line with our target of 40 days. In practice this means inspections are taking 11 days on average and repairs a further 29 days.

We are preparing for the introduction of Awaab's Law which includes speeding up the time taken to complete repairs to homes impacted by damp and mould. We are building an interim solution to put in place before October 2025 ahead of the TotalConnect system, including new work items on our existing repairs management system with prescribed target dates, which will be accompanied by robust reporting mechanisms to enable the damp and mould team to manage jobs more proactively.



40

Target: 40 (+0 ●)

Prev Qtr: 62 (-22 ▼)

Prev Year: 27 (+13 ↗)

Benchmark*: 3rd Quartile

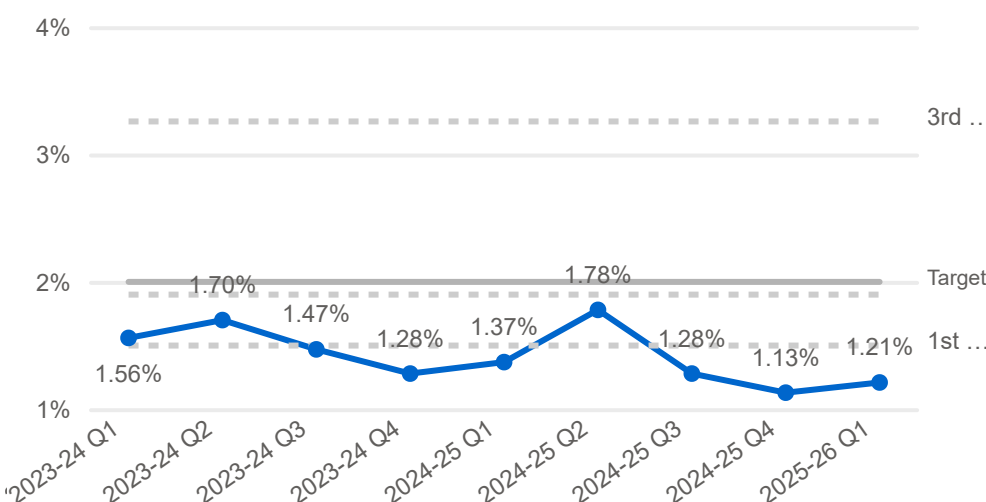
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Current Tenant Rent Arrears as a % of Annual Rent Debit (based on Actual Arrears) (%)

Lower is better

The current tenant rent arrears is 1.21% or £914,005 compared to an annual rent debit of over £75million. This figure is lower than the same period in the previous year and is as a result of the intensive support given to residents to enable them to pay the rent.

We have seen an increase in the number accounts paid by Universal Credit, and the level of arrears for Universal Credit accounts tends to be higher than where the tenant pays the rent from their own funds.



1.21%

Target: 2.00% (-0.79% )

Prev Qtr: 1.13% (+0.08% )

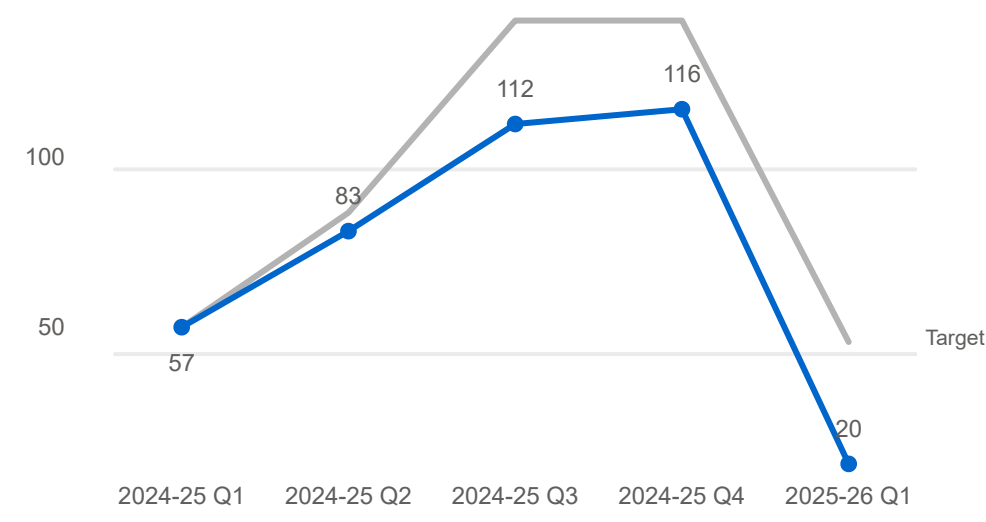
Prev Year: 1.37% (-0.16% )

Benchmark*: 1st Quartile

Number of new affordable homes completed and handed over (year to date)

The number of handovers in Q1 remained low. This was largely due to project-specific delays and scheduling adjustments across several key developments:

- Palmerston Heights - handover activity has been deferred to Q2 following further delays related to planning issues
- Sherford (Countryside) - minor delays have occurred due to incomplete snagging works. These are being resolved, with handovers expected to begin shortly
- Treledan, Saltash - slight delays were experienced, handovers are now scheduled for Q2 and Q3. Following this, the programme is expected to pause until mid-2026



20

Target: 53 (-33 )

Prev Qtr: 116 (-96 )

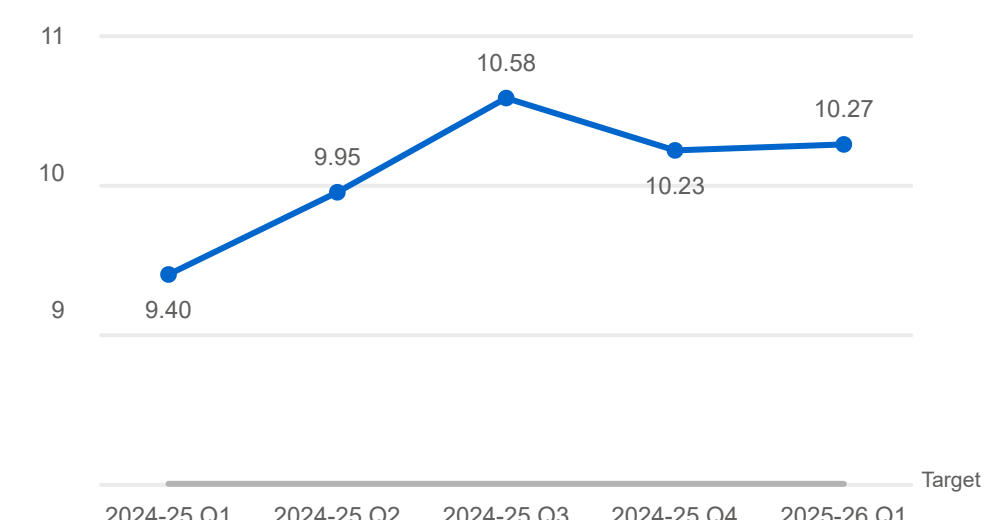
Prev Year: 57 (-37 )

Benchmark*: Not Available

Average Days Sickness per FTE (annualised)

Lower is better

There has been a very slight increase in absence this quarter. Absence remains high due to a small number of long-term cases.



10.27

Target: 8.00 (+2.27 )

Prev Qtr: 10.23 (+0.04 )

Prev Year: 9.40 (+0.87 )

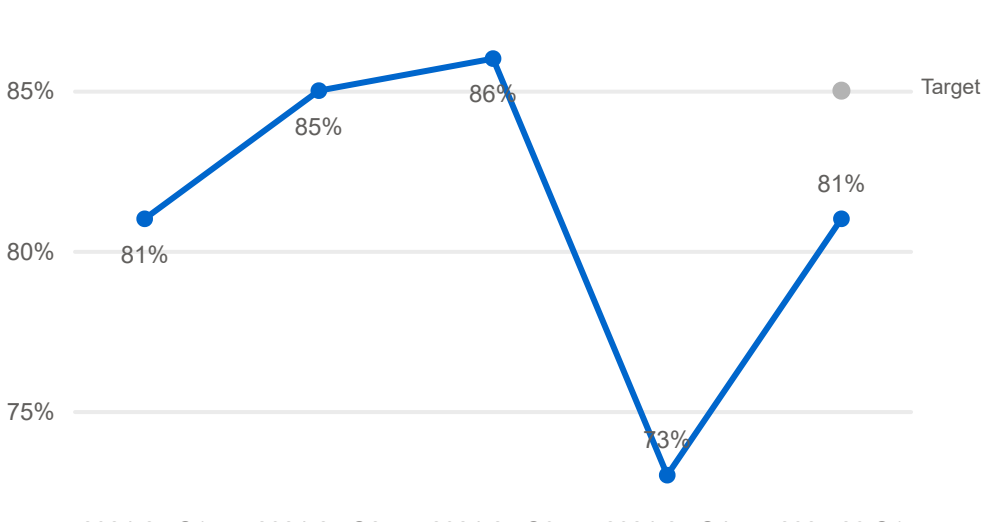
Benchmark*: Not Available

Staff very or fairly satisfied with PCH as their employer (%)

Staff answered positively about relationships they have with one another, that policies are supportive and they enjoy the work itself.

Colleagues highlighted challenges with supervision, communications between teams, and leadership - in particular consulting with staff and how we articulate our strategy and vision across the organisation.

The first leadership conference takes place on 15th July which is the first step towards bringing our leaders together to break down silos and understand common challenges, and we will commence a leadership programme for our senior management team in Autumn 2025 which will move this group from managing to leading and enable us to harness the talent in the respective teams to take PCH from good to great.



81%

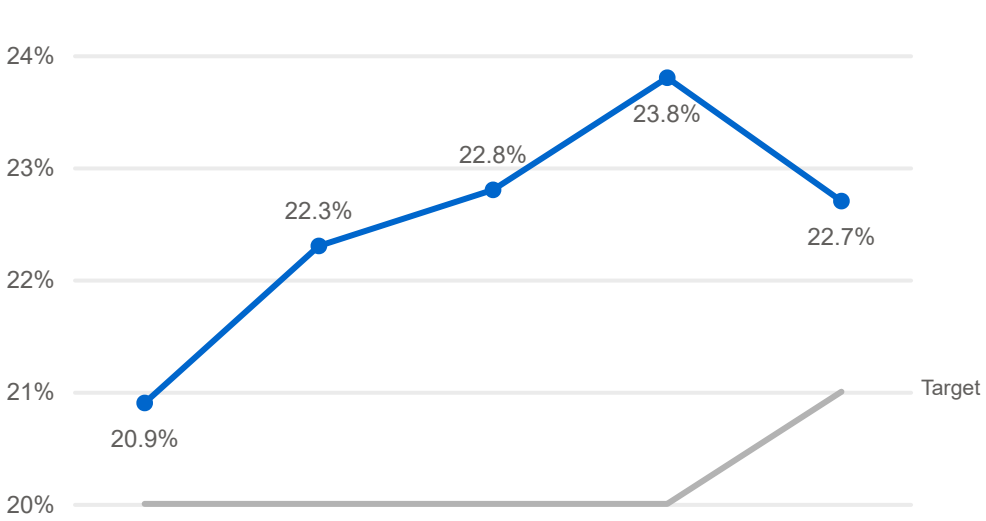
Target: 85% (-4% )

Prev Qtr: 73% (+8% )

Prev Year: 81% (+0% )

Benchmark*: Not Available

Operating Margin (%)



22.7%

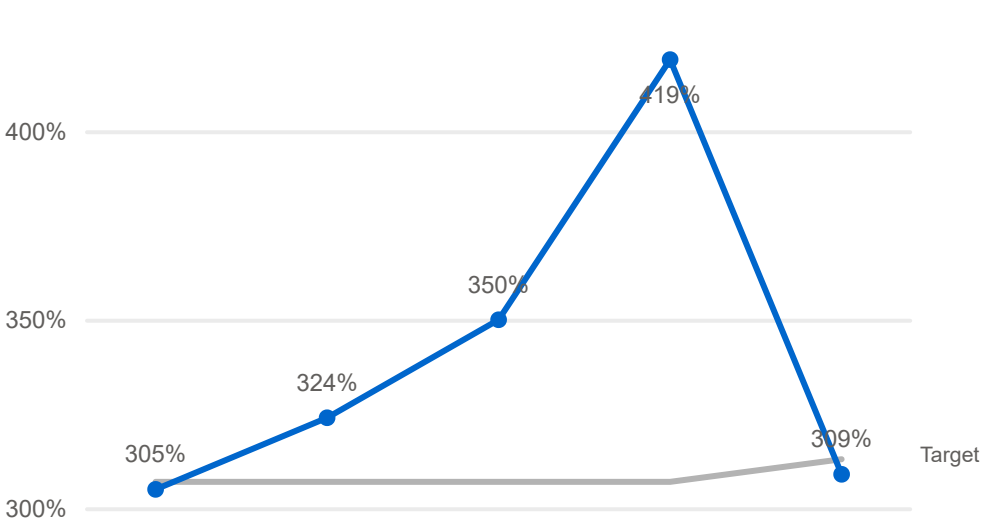
Target: 21.0% (+1.7% )

Prev Qtr: 23.8% (-1.1% )

Prev Year: 20.9% (+1.8% )

Benchmark*: Not Available

EBITDA Interest cover (%)



309%

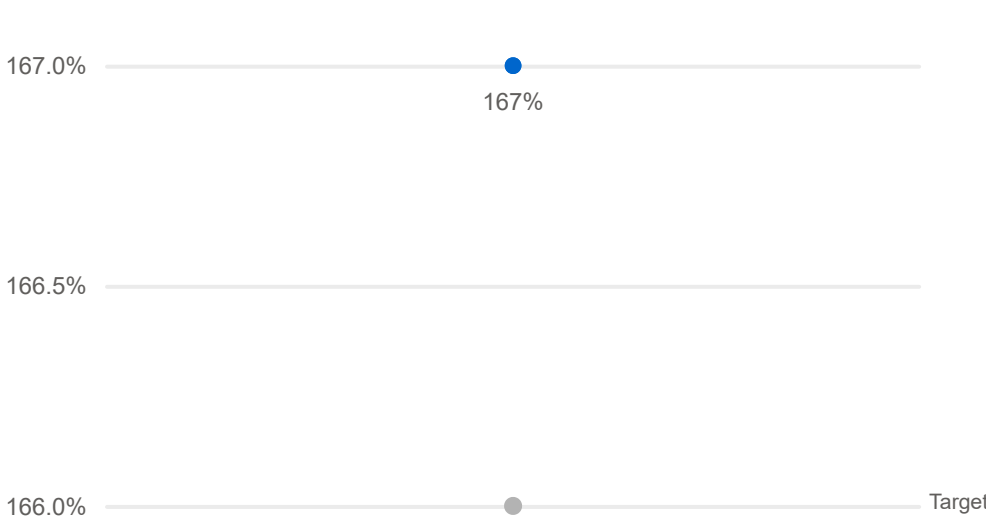
Target: 313% (-4% )

Prev Qtr: 419% (-110% )

Prev Year: 305% (+4% )

Benchmark*: Not Available

Interest Cover: EBITDA (MRI) (%)



167%

Target: 166% (+1% )

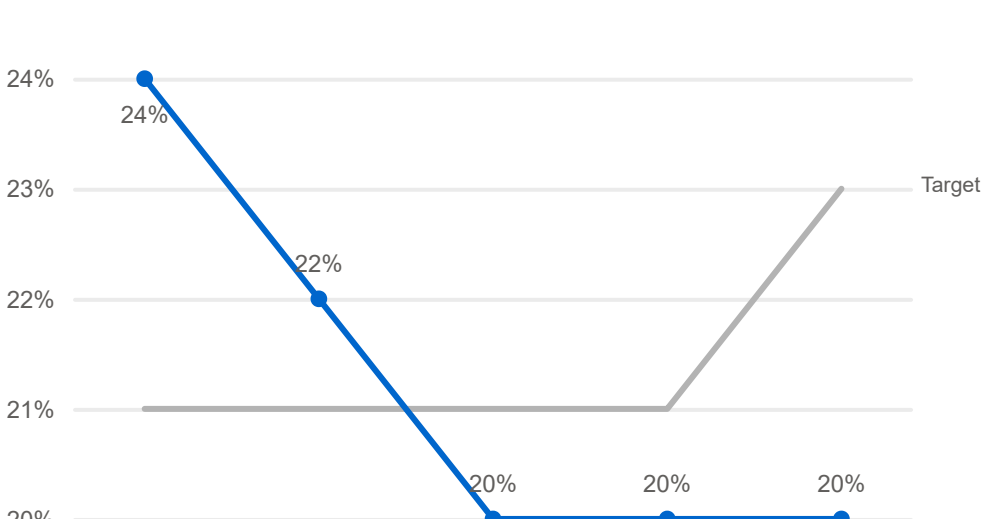
Prev Qtr: Not Available

Prev Year: Not Available

Benchmark*: Not Available

Gearing (%)

Lower is better



20%

Target: 23% (-3% )

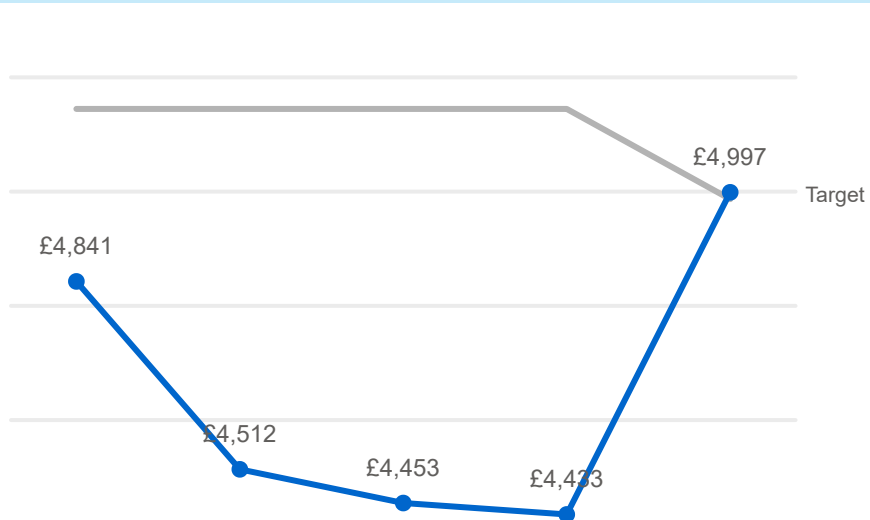
Prev Qtr: 20% (+0% )

Prev Year: 24% (-4% )

Benchmark*: Not Available

Headline Social Housing Cost Per Unit

Lower is better



£4,997

Target: £4,985 (+£12 )

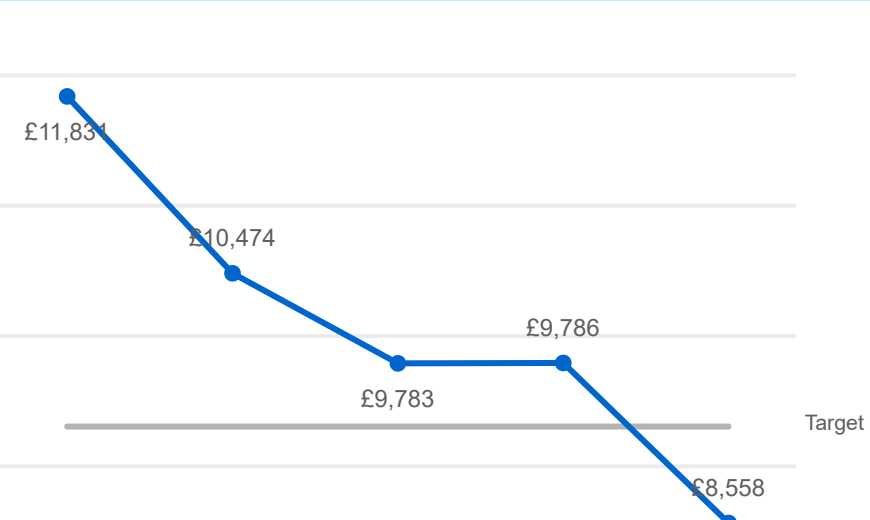
Prev Qtr: £4,433 (+£564 )

Prev Year: £4,841 (+£156 )

Benchmark*: Not Available

Net debt per unit

Lower is better



£8,558

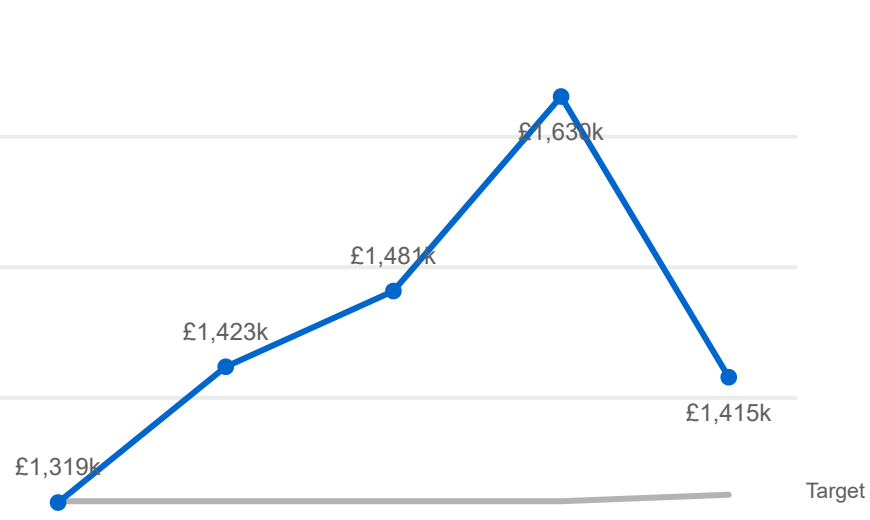
Target: £9,298 (-£740 )

Prev Qtr: £9,786 (-£1,228 )

Prev Year: £11,831 (-£3,273 )

Benchmark*: Not Available

Total forecast income / surplus from non-social housing activity



£1,415k

Target: £1,325k (+£90k )

Prev Qtr: £1,630k (-£215k )

Prev Year: £1,319k (+£96k )

Benchmark*: Not Available