

Q4 2024/25 Performance Update



Customer Perception Survey (TSMs)

Performance Summary

Our full year customer perception scores have concluded, and the majority of our tenants continue to be either very or fairly satisfied overall with PCH as their landlord, although we have seen a reduction of two percentage points over the past year to 83%.

Of the remaining 17%, only 8% of residents reported dissatisfaction with PCH as their landlord (5% fairly dissatisfied, 3% very dissatisfied) which is very low. A further 9% reported that they have no feelings either way about our services.

Interestingly, the least satisfied age group has moved from being the under 24 group to the 25-34 group, so slightly older but still at the younger end of the age spectrum. Older tenants over 65 were the most satisfied, steadily climbing from 90% for the 65-74 group to 97% for the over 85+ cohort.

The most discussed drivers of dissatisfaction for the 25-34 group are reporting and recording when contacting us and the repairs service. With regards to reporting and recording, residents state that they contact us, and it takes a long time for us to respond, residents feeling like they are asked for an opinion and getting ignored and having to make a complaint to get anything done.

For repairs, there are specific comments about quality of work, having to chase works and taking too long to complete repairs. This correlates to our performance against service standards, and therefore we are in the process of carrying out an end to end review of our repairs service, with the feedback due in May 2025 and will set out recommendations for how we could do things differently and re-align how we work in preparation for implementation of the new repairs management system.

The topics driving the lowest sentiment are ASB and neighbours along with the effort it requires to contact us. To address these issues, as per the TSM action plan signed off by the CFC in January, we will consult with residents on our ASB policy in Q1 2025/26 and continue to refine the triaging and case handling process. Furthermore, in Q2 we will start a consultation on a new neighbourhood management policy to set out how we support residents to maintain good relationships with their neighbours and the options for how we will assist in resolving issues between neighbours.

















Again, in a switch from last year's results, longer standing tenants (20+ years) are slightly more satisfied than newer tenants (87% compared to 86%) and the least satisfied tenants are those who have been with us for 6-10 years.
















Residents who do not have communal areas are slightly more satisfied (84%) than those who do have them (82%). This correlates to the result showing that around 27% of residents with communal areas are dissatisfied with their upkeep. This will influence overall satisfaction with PCH because it is what residents see when they enter or leave their home. Some residents have reported that they would like to see a stronger presence within neighbourhoods from our housing management teams and feel that it would reduce the amount of anti-social behaviour. We have a series of drop-in sessions in neighbourhoods for residents to speak to housing officers and other partners so we can listen to concerns and have a joined-up approach to neighbourhood management.

During the year, residents have carried out a scrutiny review of shared spaces and how we could manage these more effectively, and we have already committed to work with residents to develop a new neighbourhood management policy which will include the rights and responsibilities for both PCH and residents in relation to ASB and management of shared spaces.

Tenants in receipt of Universal Credit or Housing Benefit are less satisfied (82%) than those who are not (88%); the UKCSI annual report from the Institute for Customer Service also reflects that people with low financial well-being are especially impacted if an organisation does not do what it promises to do and as around 65% our customer base pay their rent fully or partially from Universal Credit or Housing Benefit, and this is an important factor for us to consider.

85% of tenants with a non-White British ethnicity are satisfied with our overall services, which is higher than the overall position. The topics being discussed by this group of residents are very similar to the wider population – the effort required to get their query answered, timeliness of repairs and the job generally when it gets done.

KPI	Target	Q1	Q2	Q3	Q4	Status	Short Term Trend	Long Term Trend	Benchmark
Respondents very or fairly satisfied with the overall service from their landlord	85%	84%	83%	83%	83%		---		1 st Quartile
Respondents who have received a repair in the last 12 months that are very or fairly satisfied with the repairs service	85%	85%	86%	86%	85%				1 st Quartile
Respondents who have received a repair in the last 12 months that are very or fairly satisfied with the time taken to complete their most recent repair	85%	81%	81%	80%	77%				1 st Quartile
Proportion of respondents who report that they are very or fairly satisfied that their home is well maintained	85%	83%	82%	81%	80%				1 st Quartile
Respondents who report that they are very or fairly satisfied that their home is safe	85%	86%	85%	85%	84%				1 st Quartile
Respondents who are very or fairly satisfied that their landlord listens to tenant views and acts upon them	85%	74%	73%	73%	73%		---		1 st Quartile

Respondents that are very or fairly satisfied that their landlord keeps them informed about things that matter to them	85%	86%	86%	85%	85%		---		1 st Quartile
Respondents that agree their landlord treats them fairly and with respect	85%	85%	85%	86%	87%				1 st Quartile
Respondents that are very or fairly satisfied that their landlord makes a positive contribution to their neighbourhood	85%	76%	77%	76%	76%		---		1 st Quartile
Respondents that are very or fairly satisfied that their landlord keeps the communal areas clean and well-maintained	85%	72%	75%	73%	73%		---		1 st Quartile
Complainants who report that they are very or fairly satisfied with their landlord's approach to handling of complaints	65%	40%	41%	44%	47%				1 st Quartile
Respondents who report that they are very or fairly satisfied with their landlord's approach to handling of anti-social behaviour	70%	67%	66%	69%	70%				1 st Quartile

Building Safety

Performance Summary

We are performing well across the majority of our building safety measures and there has been an improvement since the previous year for asbestos, legionella and gas servicing.

At the end of Q4 we had four properties without a valid gas safety check, all due to not gaining access. One property is being progressed through the court, one property the tenant is in care, and we are liaising with Adult Social Care who are applying for deputyship to handle the resident's affairs. The remaining two properties became void on the 31st March and the gas meters were capped on 2nd April.

All of our homes requiring a fire risk assessment have one. There are 226 fire risk actions in the programme to complete, of which 79 were overdue at the end of March 2025. The overdue actions relate to leaseholder fire door checks, most of which are where we cannot gain access to check their door and door closer, eight of these actions have been passed to our legal team due to no access to progress to court.






These actions range from 2019 to 2025 and there is a breakdown of progress with fire risk actions in the Compliance Report for the Audit and Risk Committee. There are two homes without an asbestos management plan in place; these have been pursued through the no-access procedure, however, are complex housing management cases and we have now proceeded to take court action and awaiting a date for the hearing.













All communal passenger lifts have had an inspection carried out.

Performance with the 5-year electrical test programme improved over the previous quarter, and an additional No-Access Officer has been appointed. There were 101 homes requiring a 5-year test, however nine of these have since been completed, 70 are within the no-access procedure and 12 have their final appointment booked before being passed to the no-access team. The remaining ten properties are void; of these three are in Marlborough House where the flats are currently void and will not be re-let and one is earmarked for future demolition.

For the legionella risk assessments there was one individual supported housing property without a risk assessment at the end of the period, this is being progressed through our “disrepair and concern” process. The tenant is not engaging with the support we put in place so this will be pursued through legal channels and apply for an injunction/possession order. The Water Hygiene Compliance Manager has provided a witness statement for the court in relation to the non-compliance.

We are currently completing 86% of damp and mould inspections within 14 days, with the average time to inspect being 11 days and 61 days to complete the repair work, giving an end-to-end average time of 72 days. The process around damp and mould is being reviewed to ensure we meet the required deadlines and an update will be brought back to Board before the October 2025 deadline.

KPI	Target	Q1	Q2	Q3	Q4	Status	Short Term Trend	Long Term Trend	Benchmark
TSM - Proportion of homes for which all required FRAs have been carried out	100%	100%	100%	100%	100%		---	---	1 st Quartile
Percentage of damp and mould inspections completed within 14 days (cumulative)	100%	88%	87%	87%	86%		---		--
Average time taken to complete remedial works in relation to damp and mould from inspection to completion (cumulative)	---	27 days	67 days	66 days	72 days	---			--

KPI	Target	Q1	Q2	Q3	Q4	Status	Short Term Trend	Long Term Trend	Benchmark
TSM – Proportion of homes for which all required gas safety checks have been carried out	100%	99.94%	99.92%	99.96%	99.97%				3 rd Quartile
TSM – Proportion of homes for which all required asbestos management surveys have been carried out	100%	99.99%	99.99%	99.99%	99.99%		---		3 rd Quartile
TSM – Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%	100%	100%	100%	100%		---	---	1 st Quartile
Percentage of homes for which all required 5-year electrical safety checks have been carried out	100%	99.41%	99.08%	98.84%	99.29%				--
TSM - Proportion of homes for which all required legionella risk assessments have been carried out	100%	99.78%	99.98%	99.88%	99.98%				3 rd Quartile

Repairs and Voids













Performance Summary

Performance of our repairs service against our standard has been the best performance for some time and has improved consistently over the past eight months. This was achieved through identifying issues with operative diaries and the scheduling of jobs which are being resolved through closer working between the repair team and the planning team to smooth out the diaries and increase capacity. The next step is to look at how we categorise jobs so that we respond more appropriately to the nature of the job and address the issue of having an unusually high number of jobs categorised as emergencies (almost 39%) when some should be classified as routine. Running alongside this.

We're going to be reviewing the end to end process currently and feedback will go to the CFC in July with a plan to address the recommendations which will enable us to proceed with our implementation of the new repairs management system.

The void turnaround time is 27.23 days for routine voids. Repairs are being completed within 11.75 days on average and lettings are taking 15.48 days. During Q2 2025/26 we will do a deep-dive analysis of void categorisation to understand what is driving a high number of non-routine voids and what the blockages are to be able to carry out the lettings part of the process more quickly. We have experienced delays because of holding homes back for people moving out of

Marlborough House and as described above in the ASB narrative, we are seeing more new tenants coming through with complex needs that require support upfront to enable them to sign their tenancy.

KPI	Target	Q1	Q2	Q3	Q4	Status	Short Term Trend	Long Term Trend	Benchmark
Responsive repairs (all priorities) completed within target timescale (YTD)	99%	82.34%	82.42%	84.35%	85.51%				--
TSM – Emergency repairs completed within target timescale (YTD)	99%	92.67%	93.12%	93.53%	93.71%				3 rd Quartile
TSM - non-emergency repairs completed within target timescale (YTD)	99%	76.98%	76.90%	79.28%	80.65%				3 rd Quartile
Average number of days to re-let routine void properties (YTD)	20	30.03	27.56	27.18	27.23				1 st Quartile

Asset Management and Development

Performance Summary












At the end of March 2025, 61% of homes had a stock condition survey within the last five years, this has met the revised target of 60% and we are now working to achieve 80% by July 2025 and 100% by March 2026. At year end, just over 1% of homes did not meet the Decent Homes Standard, all of which relate to Housing Health and Safety Rating System (HHSRS) cases that are being proactively managed. There are 146 homes with category one (the most severe) HHSRS concerns outstanding, and there are a few cases with more than one concern at a single property. The majority of these relate to falls on stairs, damp and mould and domestic hygiene; we have worked alongside the tenant to mitigate the immediate risk, and these cases have been assigned to a lead officer and are tracked and monitored on a weekly basis by an operational working group until they are resolved. There are a further 85 homes in the no access process to have their carbon monoxide detectors checked (which is a reduction of 46 since the last report).

We have completed our programme to survey the remaining homes that did not have an energy performance certificate. The initial findings of our analysis show that 53% of the properties below a C rating are a high-D and require limited works to increase the rating and we have carried out a small-scale top-up programme to install insulation and energy saving lighting to some homes within this banding. Further modelling of the homes below a C rating is now taking place to fully establish costs and

the best approach to achieve a minimum C rating across all homes by 2030. This is coupled with the ongoing work using the SHAPE asset grading tool to identify homes that require an option appraised due to their poor long-term metrics (particularly the 30-year Net Present Value at target rents). This modelling will inform a new Decarbonisation Strategy being written for Q3 2025/26.

The number of new affordable homes handed over in 2024/25 at year-end is 116 against a target of 140 and is a net addition of 77 homes to our overall rented and shared ownership stock. In the next financial year, we forecast completing 195 new homes – 122 for rent and 73 for shared ownership.

In addition to the above, whilst we legally took ownership of the 86 homes in Hillcrest in 2023/24, these have now been fully refurbished and reinstated during 2024/25 and are now a mix of rented and shared ownership homes. Many of the rented homes have been let to families who were homeless, providing much needed permanent accommodation for these households.

KPI	Target	Q1	Q2	Q3	Q4	Status	Short Term Trend	Long Term Trend	Benchmark
TSM - Percentage of homes that do not meet the Decent Homes Standard	0%	1.49%	5.10%	4.58%	1.02%				4 th Quartile
Percentage of stock condition surveys completed less than five years ago	60%	13%	46%	54%	61%				--
Percentage of homes with a C+ energy efficiency rating	---	63.66%	65.15%	68.97%	71.97%	---			--
Number of new affordable homes completed and handed over (YTD)	140	57	83	112	116				--





Tenancy Management

Performance Summary

In 2024-25 we recorded 712 ASB cases which equates to 48.3 per 1,000 stock. We had 11 cases relating to hate crime or 0.75 per 1,000 stock.

The number of ASB cases has gone up by around 100 during the year and as with customer complaints generally, a large proportion are due to better consistency of complaint recording across the area. We have identified two hotspots for ASB in the city; one is in our new Hillcrest neighbourhood where we have moved a large number of new households into an area at the same time, many were homeless families who have complex housing management issues. We are working with the residents in this area to support them with building a positive new community. The second hotspot is Stonehouse where we have a relatively high level of drug-related issues; we have implemented specific targeted interventions along with partners and other agencies and we have seen a small reduction of new issues during the quarter.

The new target for the number of ASB cases per 1,000 homes is 35 as agreed by the Board in March 2025; this could be challenging to meet as we see more and more new residents coming to us with complex needs which can have an impact on the local community, particularly in relation to noise. We have produced a deep-dive insight report into ASB which combines customer perception data with complaint information and makes a series of recommendation for improvement; this is with the Head of Thriving Neighbourhoods for consideration and action.







KPI	Target	Q1	Q2	Q3	Q4	Status	Short Term Trend	Long Term Trend	Benchmark
TSM - Number of anti-social behaviour cases opened per 1,000 homes (cumulative)	15-19	13.87	27.77	36.62	48.30		---		3 rd Quartile
TSM - Number of anti-social behaviour cases for hate crime opened per 1,000 homes (cumulative)	0.4	0.34	0.54	0.61	0.75		---		3 rd Quartile

Income Management

Performance Summary

Rent arrears at the end of the financial year 2024/25, which was a 53-week rent year, had reduced to 1.13% compared to 1.23% at the end of the previous financial year. During the year we assisted 289 residents to claim an additional £560k in welfare benefits and directly supported 375 residents through our Financial Support Fund with grants totalling £88k.

Void rent loss remains favourable compared to the target because of the generally low churn on tenancies and therefore lower void numbers compared to other landlords.

KPI	Target	Q1	Q2	Q3	Q4	Status	Short Term Trend	Long Term Trend	Benchmark
Current tenant rent arrears as a percentage of rent due	2%	1.37%	1.78%	1.28%	1.13%				1 st Quartile
Percentage of rent income lost due to vacant properties	0.6%	0.63%	0.53%	0.49%	0.54%				1 st Quartile

Customer Complaints

Performance Summary









In 2024/25 we received 608 Stage one complaints which equates to 42.56 per 1,000 stock. This is compared to 444 in the previous year, so we have seen a 22% increase in complaints logged during the year.

We are seeing more complaints due to embedding a stronger service culture where we encourage residents to complain so that we know where we have got things wrong and have an opportunity to put things right. Additionally, we have put an improvement plan in place to centralise and smooth the complaint handling process including reviewing the template letters with the Virtual Resident Association, reviewing the internal processes around complaint handling culminating in a restructuring and centralising of the complaint handling team by end Q2 2025/26. These improvements have already resulted in an increase in customer perception of our complaint handling process from 40% to 47%. This is still low, so we continue to refine our approach and have set an interim target of 65% before aiming to meet the overall target of 85%

The complaints were mostly about the repairs service (which is the most frequently used service by residents) and relate to quality of work and the time taken to complete jobs. 27% of complaints are about outstanding works, which has reduced since the previous year however the biggest increase has been relating to missed appointments which accounts for over 23% of complaints. This is being addressed as part of the end-to-end-review of repairs as scheduling is one of our biggest challenges.

99.01% of stage one complaints were responded to within 10 days, which is an improvement compared to the previous year and equates to six complaints running over time.

36 complaints were escalated to stage 2 which equates to 2.52 per 1,000 stock and all stage two complaints were responded to within timeframe.

KPI	Target	Q1	Q2	Q3	Q4	Status	Short Term Trend	Long Term Trend	Benchmark
TSM – Number of stage one complaints received per 1,000 homes (cumulative)	10-19	9.18	19.68	31.28	42.56		---		3 rd Quartile
TSM – Number of stage two complaints received per 1,000 homes (cumulative)	2	0.61	1.22	1.82	2.52		---		1 st Quartile
TSM - Number of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescale (cumulative)	100%	99.26%	99.32%	99.11%	99.01%				1 st Quartile
TSM - Number of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescale (cumulative)	100%	100%	100%	100%	100%		---	---	1 st Quartile

Finance

Performance Summary

EBITDA Operating margin and EBITDA Interest Cover are better than expected due to completing a higher number of Shared Ownership Sales than expected and we incurred lower repairs and maintenance costs.

EBITDAMRI Interest Cover is better than expected due to more Shared Ownership Sales than were expected, lower repairs and maintenance costs and lower expenditure on Major Works Programmes due to delays in getting these works into contract

Gearing is lower than expected due to delays in the development programme

Headline Social Housing Cost is better than expected due to more Shared Ownership Sales than were expected, lower repairs and maintenance costs and lower expenditure on Major Works Programmes.

Gearing is lower than expected due to delays in the development programme

Our Surplus on Non-Social Housing Activity is better than expected due to receiving more rental income on our commercial portfolio than expected.

KPI	Target	Q1	Q2	Q3	Q4	Status	Short Term Trend	Long Term Trend	Benchmark
EBITDA operating margin	>20%	20.9%	22.3%	22.8%	23.8%	---	↑	↓	--
EBITDA interest cover	307%	305%	324%	350%	419%	---	↑	↑	
EDITDA-MRI interest cover	169%	168%	252%	251%	292%	---	↑	↑	
Gearing	21%	24%	22%	20%	20%	---	↓	↑	
Headline social housing cost per unit	£5,143	£4,841	£4,512	£4,453	£4,433	---	↑	↑	

KPI	Target	Q1	Q2	Q3	Q4	Status	Short Term Trend	Long Term Trend	Benchmark
Net debt per unit	£9,298	£8,560	£8,994	£8,320	£8,362	---	↓	↑	--
Total forecast income / surplus from non-social housing activity	£1,320	£1,319	£1,423	£1,481	£1,630	---	↑	↑	--

Human Resources

Performance Summary

There has been a decrease in average days' absence this quarter, down from 10.58 to 10.23 days (including leavers) and 8.51 excluding leavers, which is above the Housemark benchmark average of 8 days. It is reported that UK employees were absent for 7.8 days on average, the highest level reported over a decade and two days more than pre-pandemic sickness rates of 5.8 days according to CIPD. Our sickness absence has followed a very similar pattern and has also increased by two days (sickness levels were 8.24 days in March 2020).

The main causes of absence this year for were infections (including colds and flu), stomach / liver issues and musculoskeletal injuries. Managers robust support for employees during this quarter has assisted in the reduction of days absence.

There may be a number of reasons for the reduction in employee satisfaction during this quarter. A pay award was agreed by Board at the end of March 2025 and communicated across the organisation. The level awarded reflected the increase costs PCH face, alongside benchmarking of the increase to ensure that salaries remain at median levels compared to other similar roles. However, as this increase was not in-line with inflation levels, some employees may continue to struggle financially and we have had some feedback that this is the case.

KPI	Target	Q1	Q2	Q3	Q4	Status	Short Term Trend	Long Term Trend	Benchmark
Average number of days sickness per FTE	8	9.40	9.95	10.58	10.23	🚩	↓	↓	3 rd Quartile
Percentage of staff very or fairly satisfied with PCH as their employer	---	81%	85%	86%	73%	---	↓	↓	--

Key of Symbols

	On Target		Warning (off-target)		Alert (more than 10% off target)	Short Term Trend = Performance compared to last quarter Long Term Trend = Performance compared to same quarter in the previous year
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