

2024-25 Performance Report

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This report covers the period 1 March 2024 to 31 March 2025.

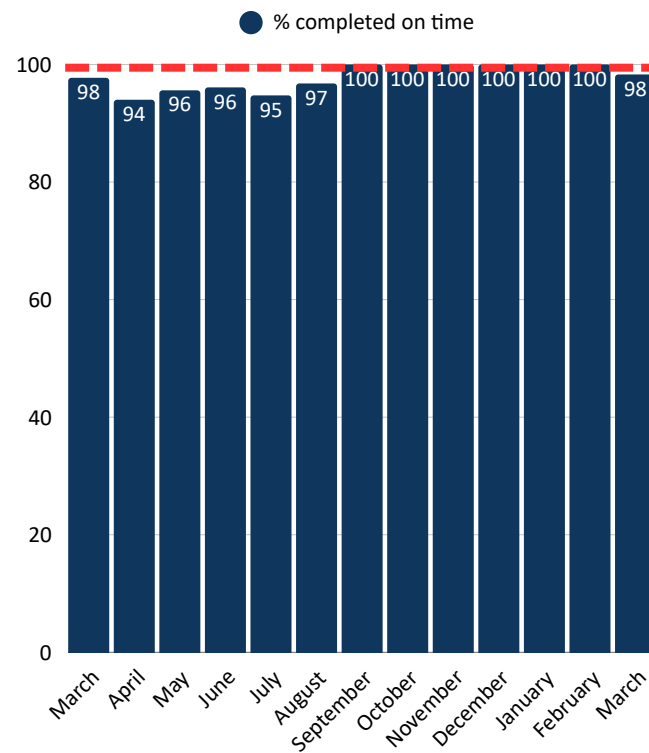
Quarter 3 Performance report

Repairs

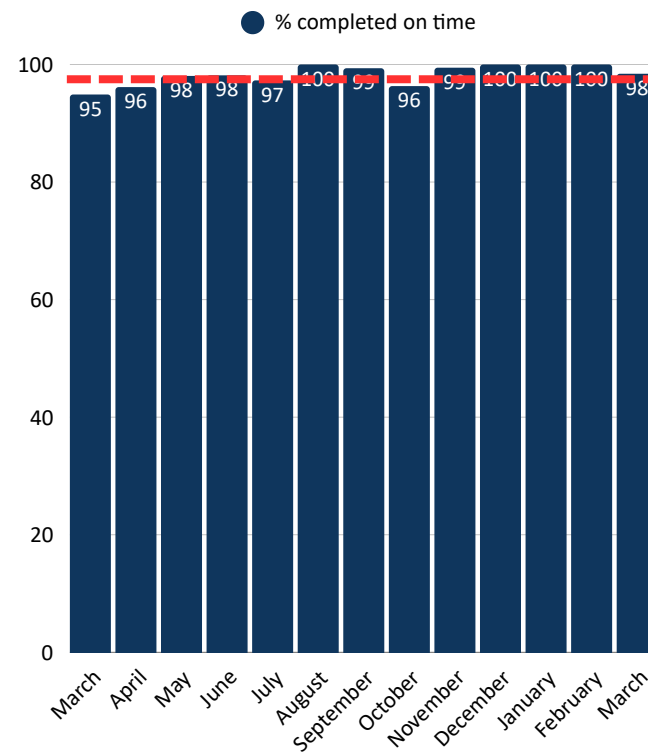
Strategic Objective: Provide well maintained homes to our tenants

Consumer Standard: Home Standard

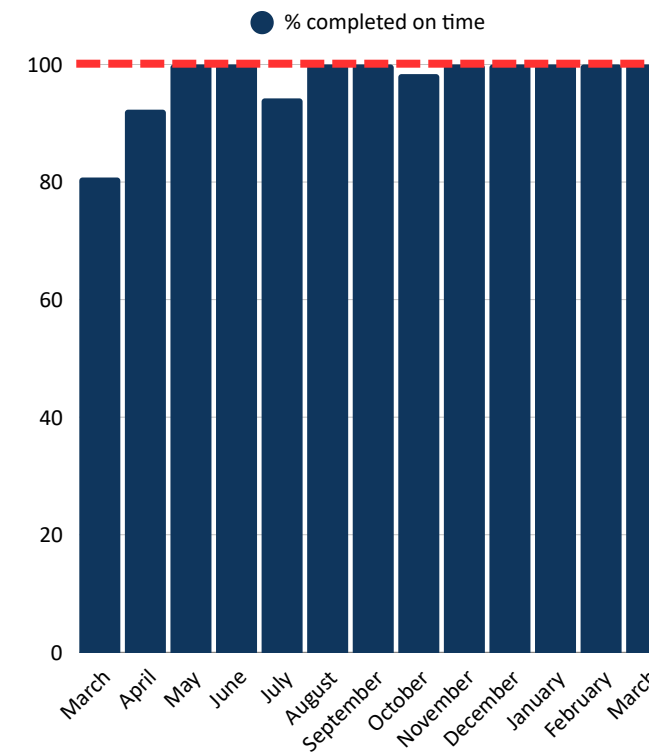
RM-05: Emergency (target 100%)



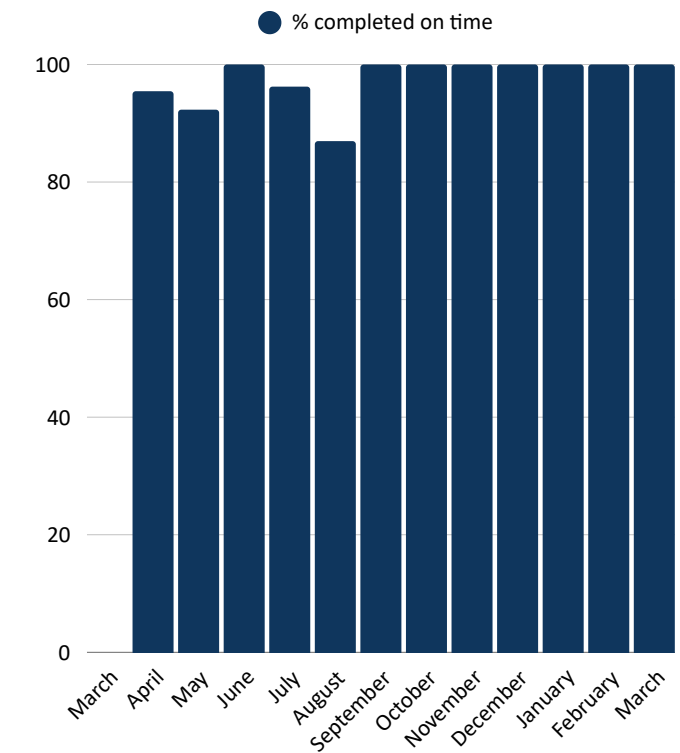
RM-10: Urgent (target 97.5%)



RM-15: Reactive (target 100%)



RM-24: Planned (target TBC)



	Emergency repairs reported	Emergency repairs completed
Q1	126	163
Q2	95	145
Q3	98	133
Q4	122	222

	Urgent repairs reported	Urgent repairs completed
Q1	317	447
Q2	378	582
Q3	313	528
Q4	366	597

	Reactive repairs reported	Reactive repairs completed
Q1	22	57
Q2	28	89
Q3	27	131
Q4	24	88

	Planned repairs reported	Planned repairs completed
Q1	16	35
Q2	21	86
Q3	11	48
Q4	13	33

Performance

Impact

Assurance

- Satisfaction with the overall repairs service was 90.6% across 2024-25. This result comes from our transactional satisfaction surveys completed at the end of repairs. There is a need for these surveys to become embedded into the repairs process when closing down repairs and this is something that will be actioned once staffing levels increase.
- Performance for repairs being completed on time across all categories has remained largely stable throughout the year.
- In the second half of this year, the Helpdesk have been prioritising reducing the number of outstanding repairs. We are aware that the time taken to complete repairs can be the biggest driver of dissatisfaction among tenants.
- Performance on emergency repairs attendance has been particularly strong with only 15 emergency repairs appointments not responded to within timescales. Upon review, these repairs had not been categorised correctly so were not emergency repairs and as such there was no risk presented to tenants by the appointment timescale not being met.

- In Q4, dissatisfaction with the time taken to complete repairs remained the most commented reason behind any negative satisfaction scoring in our Easy Read surveys. Feedback has also suggested that our communication when repairs are being completed could be improved. Poor communication can lead to uncertainty among tenants and partners.
- Commissioners are beginning to inspect properties as part of their SHIP reviews under the new Supported Housing Regulatory Oversight Act and its associated pilots. Property condition has been commented on in the reports for other providers, which we are mindful of. Reputation with Commissioners is a critical part of what we do.
- The Consumer Standards place a strong focus on having a good quality and timely repairs and maintenance service. Failure to deliver well against these standards leaves providers open to regulatory scrutiny and inspection.
- The biggest reason for complaints received in 2024-25 has been delays to repairs. This has resulted in gesture of good will payments being made to tenants to reimburse them for unexpected costs and or inconvenience caused. This remains an area of focus for the Housing Ombudsman, as issues with repairs remains the biggest area of complaints for the whole sector.

- Weekly repairs meetings continue to take place to monitor performance on repairs completions each week. This tracks the number of outstanding repairs.
- Recommendations from our Repairs Review have been presented to MYSHON.
- The new methodologies for performance reporting that were introduced at the beginning of 2024-25 ensure that all completed repairs are captured.
- A new Property Services Manager will be recruited in early 2025-26 reporting year to bolster resources directly within FPHA. This will look to drive further service improvement and build additional assurance into the day-to-day repairs performance.

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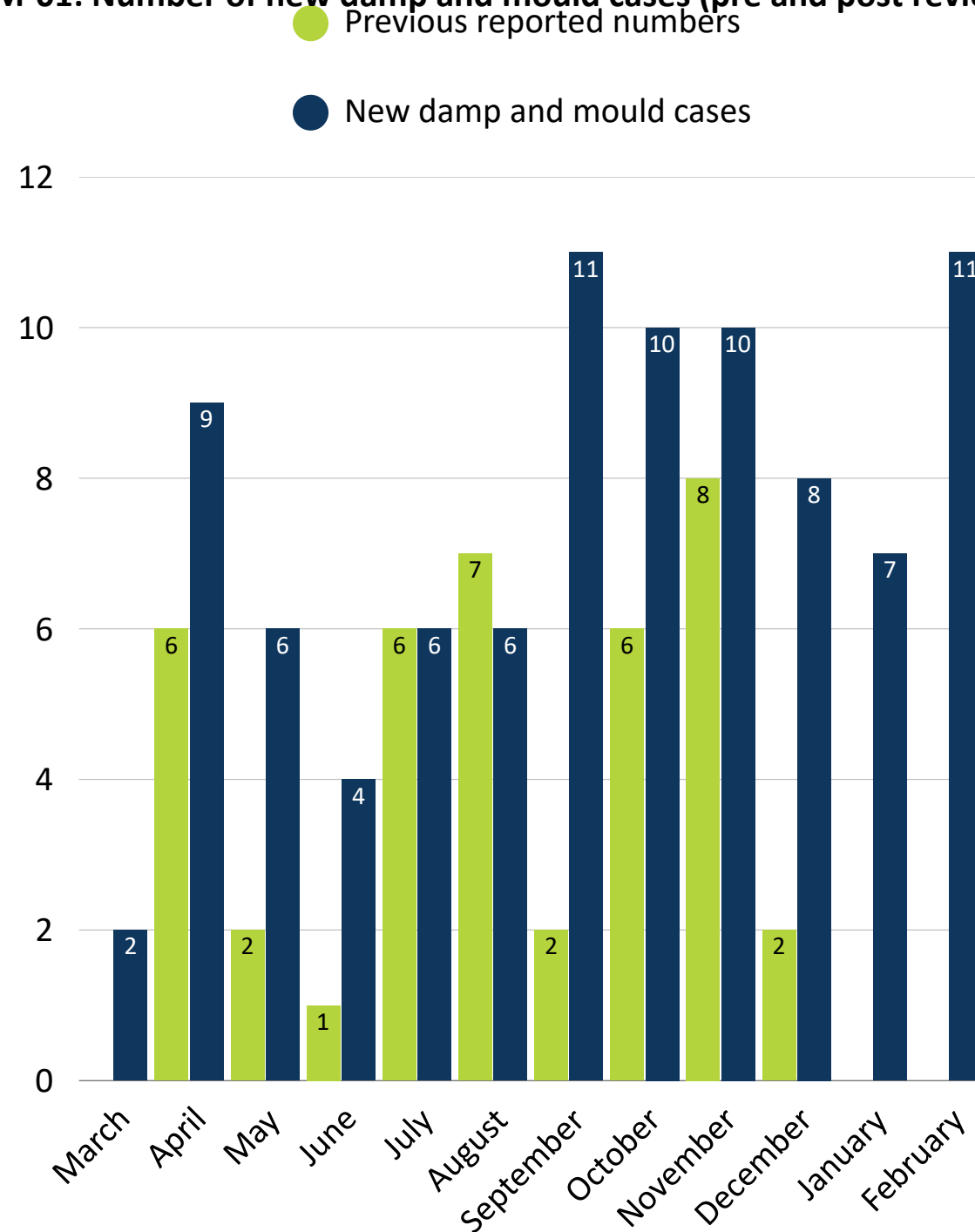
Damp and Mould

Strategic Objective: Ensure we provide safe homes to our tenants

Consumer Standard: Home Standard

Month	Number of open cases at month end	Trend
March	13	-
April	16	↑
May	12	↓
June	10	↓
July	11	↑
August	11	-
September	19	↑
October	9	↓
November	10	↑
December	20	↑
January	17	↓
February	21	↑

DM-01: Number of new damp and mould cases (pre and post review)



A deep dive review of our damp and mould cases YTD was completed in December. This reporting reflects the new Damp and Mould policy approved by Board in November.

Applying the new definitions and policy retrospectively resulted in an increase in the number of reported damp and mould cases compared to those previously reported.

The reporting has now been amended and from January 2025 onwards, the reporting will be calculated based on the new definitions only.

The main drivers for the under reporting were:

- The current reporting process for damp and mould sits largely with one person on the Helpdesk. This presents a “single point of failure” risk whenever that person is not present or misses something.
- Definitions for damp and mould have been altered following the approval of our new Damp and Mould Policy.
- The current system setup has resulted in new cases at the same address have been counted as one case, rather than multiple cases. Following discussion with Board as well as looking at wider best practice, we are now recording these as separate cases and noting when they are reoccurring.
- 3-month inspections were sometimes being counted as new damp and mould cases. This was corrected in November 2024.

This report is generated from our repairs and maintenance system now. This means that all these reported cases were being managed and progressed. They are not cases that have been newly identified and were missed previously.

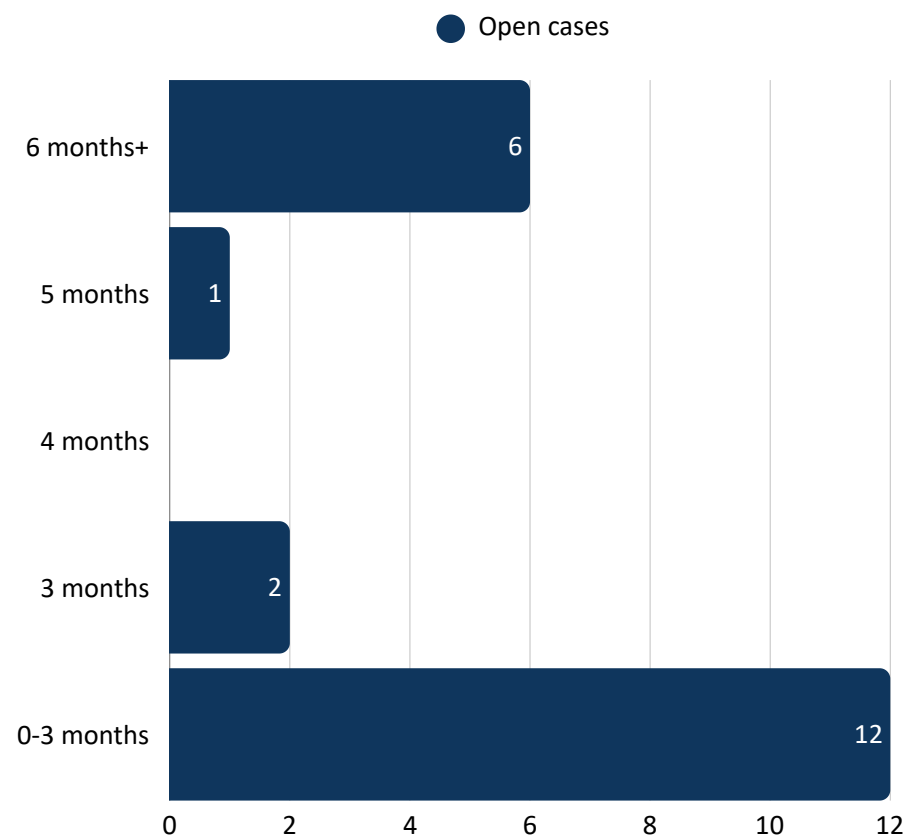
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Damp and Mould

Strategic Objective: Ensure we provide safe homes to our tenants

Consumer Standard: Home Standard

Open cases - aged analysis (end of Q3)



- There has been an increase of 5 cases either becoming over 6 months old or that are recurring cases of damp and mould. The data here is based on when the issue is first reported.
- There were 11 new cases of damp and mould reported in February 2025.

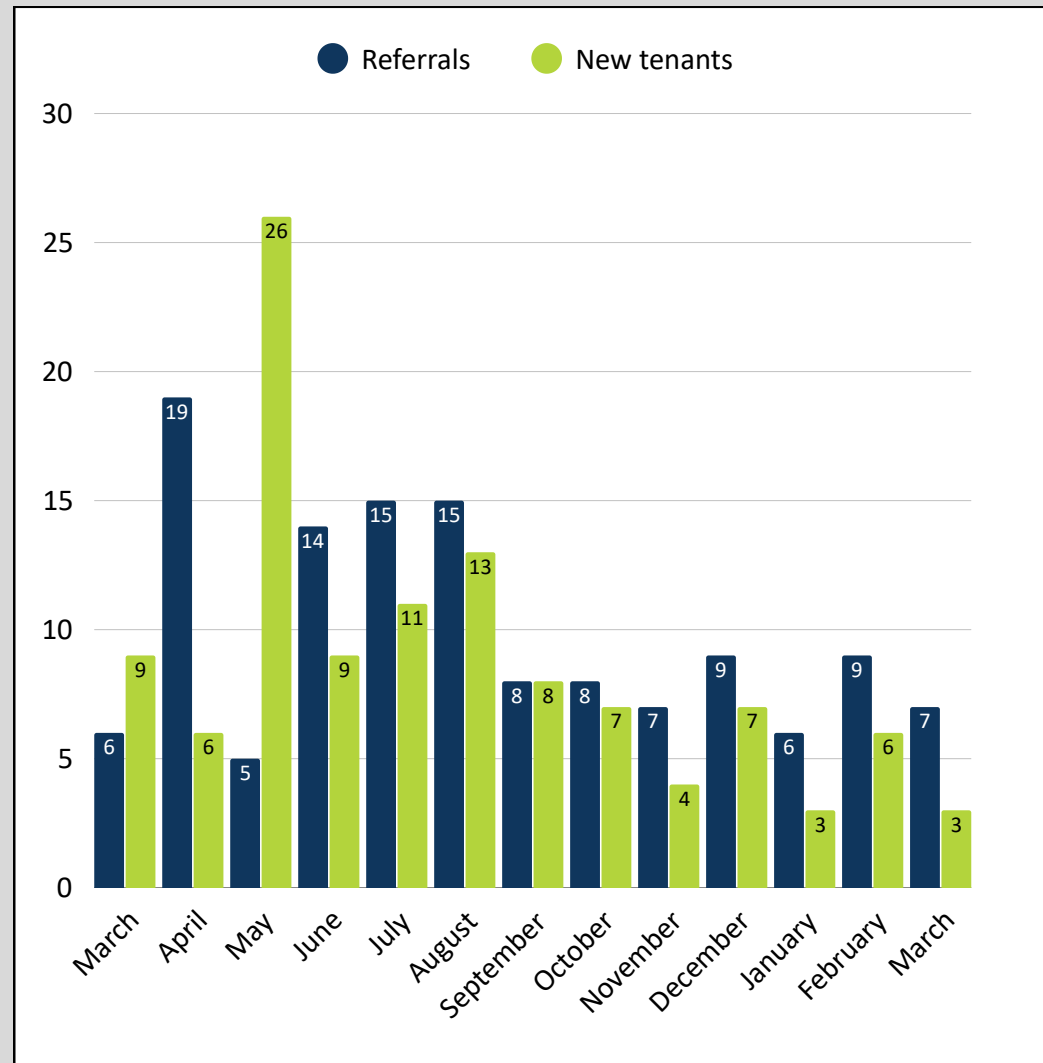
Learning from damp and mould 2024-25

- There are trends emerging within the damp and mould reporting. We have a significant percentage of our properties that are tall, period properties. These properties are more prone to experiencing roof issues and leaks has been the leading cause of damp and mould this year. These leaks can sometimes be difficult to diagnose and can take time to appear within the property.
- Our approach to reporting damp and mould has been cautious and risk averse. We take a zero tolerance approach to damp and mould, assuming that it is damp and mould until proven otherwise.
- More needs to be done to identify repeat cases of damp and mould and address complex cases. More recently, these have been subject to surveys from damp and mould specialists. These are producing more comprehensive reports with detailed recommendations that we can then act on.
- Additional training would benefit housing staff in identifying cases of damp and mould, as well as in conducting the 3-month inspections.

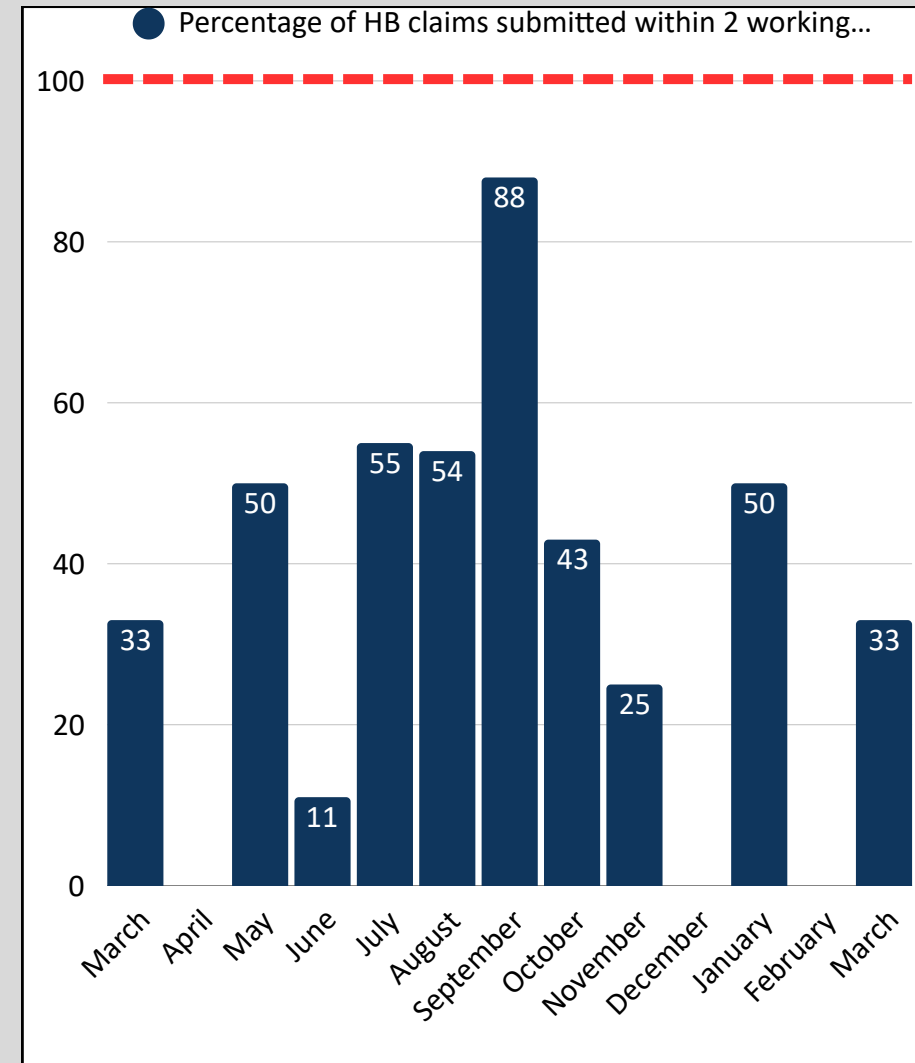
Performance	Impact	Assurance
<ul style="list-style-type: none"> • February 2025 had the highest number of reported damp and mould cases in a single month. Some of these cases were recurring cases of damp and mould. This explains the increase in the number of open cases older than 6 months. This provides Board with a true picture on the case and eludes to the challenges faced in resolving some of these cases. • There has been a heightened awareness on damp and mould which has resulted in a cautious and risk averse approach to reporting. This has increased the number of cases throughout the year. 	<ul style="list-style-type: none"> • Awaab's Law has now been finalised and will come into force in October 2025. This will be the point that damp and mould becomes a category 1 health and safety hazard with statutory timescales to adhere to in the management of these cases. There will be a project launched to work towards complying with this regulation. Failure to comply with Awaab's Law will be breaching H&S law and could result in unlimited fines and criminal proceedings against people and organisations found to be in breach. • There is also likely to be wider financial implications for landlords with disrepair solicitors following the new legislation. There has already been a sector-wide increase in disrepair claims. As members of the NHF forum for smaller housing providers, we have reiterated our concerns and members have called for robust guidance to be put in place around the management of potential claims. • Tenants are also put at risk if cases of damp and mould are not addressed in a timely manner. 	<ul style="list-style-type: none"> • Weekly repairs meetings also track the progress of damp and mould cases. • All cases are manually checked before a final monthly report is confirmed ahead of our monthly performance meetings. • A new Head of Technical has been appointed within MYSHON to support on the complex cases and day-to-day technical advice. • We are currently looking at what systems development may be possible to record damp and mould cases as service events for them to be managed in a similar manner to other health and safety related issues like fire safety remedials. • This includes the logging and monitoring of the 3-month damp and mould inspections. These have been difficult to track effectively to this point. • A project plan will be drafted and commence in Q1 to work towards compliance with Awaab's Law. • We are recording information on tenants that have respiratory conditions to help inform initial risk assessments of cases.

Pre-tenancy IHM (referrals and new tenants)

HM-01: Referrals and HM-04: new tenants

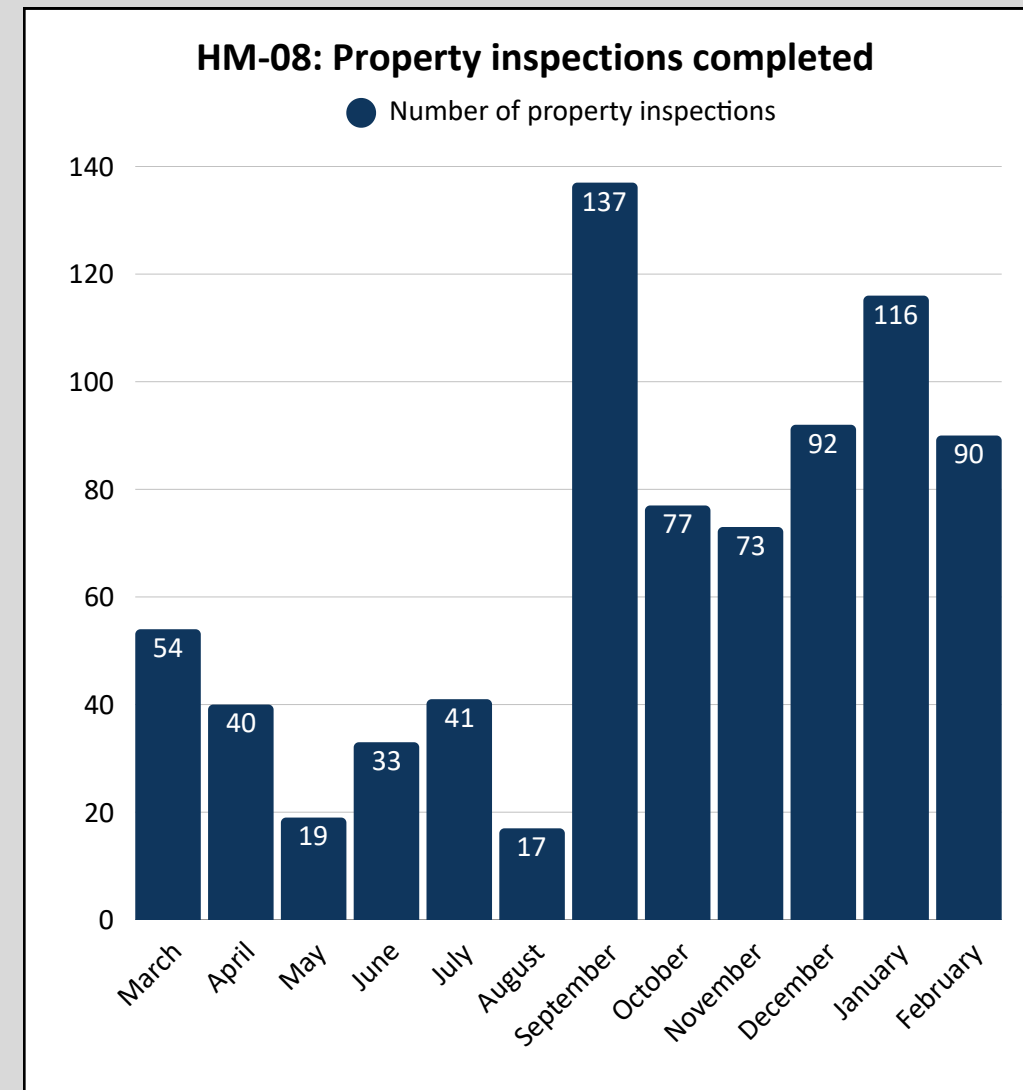
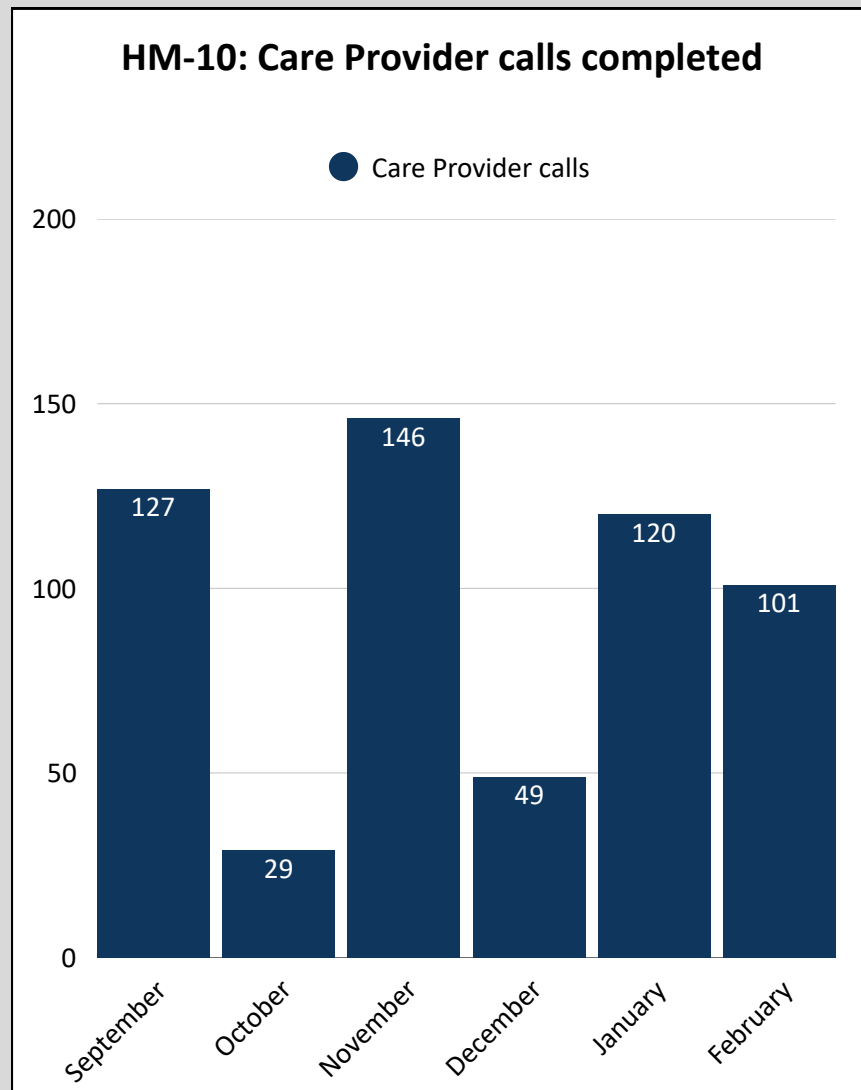


HM-07: Housing Benefit claims submitted within 2 working days(target 100%)



Performance	Impact	Assurance
<p>Referrals and new tenants</p> <ul style="list-style-type: none"> Generating referrals is largely the responsibility of our Support Provider partners as they are best placed to assess issues such as compatibility with other tenants and their ability to support that person in the prospective property. This is a measure that has fluctuated throughout the year and spikes are related in part, to new business at any one time. This is separated out within the main KPI reporting, so we can address any underperformance within properties that have been live with FPHA longer than 3-months. The target for the percentage of Housing Benefit claims submitted within two days of the tenant moving into a property has been missed throughout 2024-25. This will be subject to review in the Intensive Housing Management review scheduled for Q1 2025-26. The referrals process has just been reviewed, with a new process to implemented for managing FPHA referrals commencing from 1 April 2025. 	<p>Referrals and new tenants</p> <ul style="list-style-type: none"> Failure to generate the required number of referrals has a financial impact. This also has an impact on occupancy levels, a headline KPI for us with superior landlords. Underperformance here, could act as a barrier to further new business and growth. Failure to promptly submit HB claims can have an adverse impact on relationships with LAs. Tenants are also effectively in debt for longer periods of time. This negatively impacts arrears levels for FPHA and reduces superior landlord income. 	<p>Referrals and new tenants</p> <ul style="list-style-type: none"> Our monthly performance meeting with MYSHON has a standing agenda item for occupancy reporting, which can then drill down into any particular trends or issues with referrals. Weekly occupancy reports are ongoing in Power BI so we have a regular overview of potential issues with referrals and new tenants. Monthly calls with Care Providers should also be mentioning progress with referrals, as well as the 6-8 week property inspections. A new Senior Housing Manager has been recruited to work directly for FPHA. This is in response to the Portfolio Director for FPHA within MYSHON vacating their post. This additional resource will be able to provide valuable scrutiny on performance day-to-day within the managing agent. This will include addressing any referral queries and liaising with MYSHON on Housing Benefit enquiries/ submissions. The new resource also increases the capacity for the Head of Operations to focus more on strategy and improving relationships with Support Provider partners, Commissioners and Superior Landlords. An Intensive Housing Management review will commence in Q1 2025-26.

In-tenancy IHM



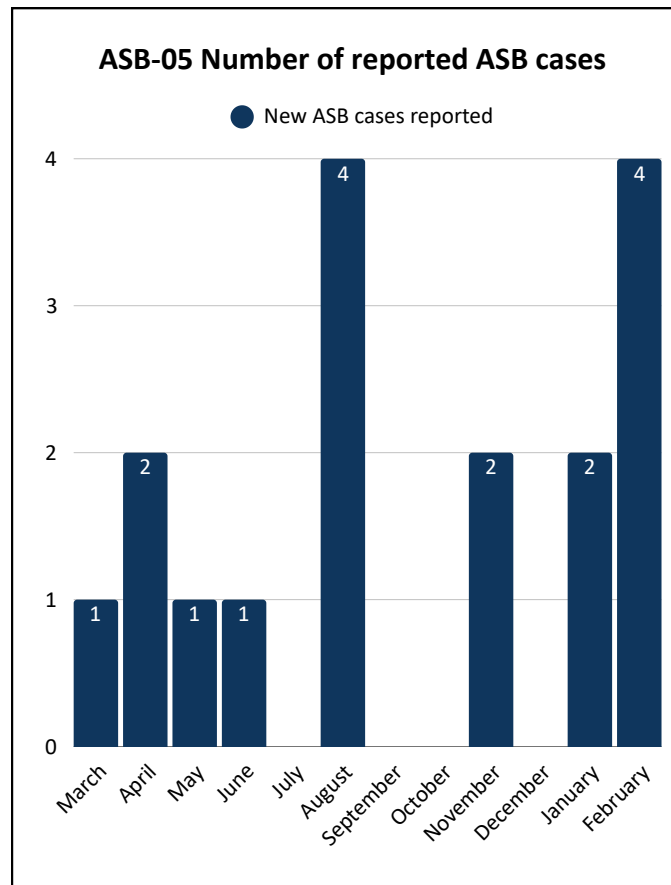
Performance	Impact	Assurance
<p>In-tenancy IHM</p> <ul style="list-style-type: none"> Following introducing the number of monthly Support Provider calls in Q3 2024-25, numbers have fluctuated. Moving into 2025-26 the target will be identified (number of individual properties) and we expect 100% of these calls to be made each month. This number has began to improve and stabilise in the last 2 months. The number of property inspections is another key measure of our Intesive Housing Management activity. As with the monthly Support Provider calls, there is a need to ensure that we identify the last visited date for all properties. The introduction of exception reporting, over time, will support with understanding the reasons for any underperformance on this metric. Staffing pressures have created challenges, which we expect to ease heading into 2025-26. 	<ul style="list-style-type: none"> A lack of engagement with Care Providers can lead to issues being unidentified. Proactive management is required to protect our reputation, build strong partnerships and ensure that tenants remain satisfied with the quality of our service. Tenancy sustainment can decline without effective intensive housing management. Property inspection reports also contribute to our understanding of property condition, managing H&S and providing evidence against the Home Standard. 	<ul style="list-style-type: none"> Monthly samples of property inspection reports are completed by FPHA. This activity can continue to increase with the appointment of the Senior Housing Manager. Action plans will be produced for any emerging themes from these reports or specific issues that require attention. We are developing our systems so reports from Support Provider calls can also be accessed the same as the property inspection reports. A similar process of sampling and monitoring will then be introduced. The development and implementation of the new housing management system has been delayed, but there has been progress. MYSHON are in the process of final testing and transferring data into the new system. Full training will also need to be provided. There will be regular attendance at Housing team meetings so that feedback and learning from calls and inspections can be shared.

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ASB

Strategic Objective: Provide helpful and caring support to our tenants

Consumer Standard: Tenancy Standard



	March	April	May	June	July	August
ASB-01 Number of open cases	2	3	2	2	0	4

	September	October	November	December	January	February
ASB-01 Number of open cases	3	3	2	2	2	7

Trends/ Learning from ASB YTD

- The higher needs and vulnerabilities of our tenants is being reflected in the types of ASB reports we are receiving (in some cases). Prime examples of this are at one property where what may be considered “low level” noise nuisance in a general needs setting is being managed as ASB due to the profound impact it is having on other tenants. This has since exacerbated, with other tenants at the property performing ‘copycat’ ASB. This has included noise nuisance, property damage and the deliberate setting off of fire alarms.
- There has been a lack of understanding among some LAs and police forces, whereby ASB is being pinpointed as a purely housing issue. However, as in the case above, behaviours can and often are driven by compatibility issues among tenants in shared houses/ blocks.
- Other reported cases have come from neighbouring properties (non-FPHA tenants) placing a greater focus on our need to thoroughly assess suitability for properties. These complaints have predominantly been about noise nuisance driven by the behaviours of the tenants involved.
- We have significantly improved our recording, reporting and monitoring of ASB cases, with more effective and proactive case management being deployed by the Housing team. These improvements are better supporting us in engaging more positively with Care Providers and LAs to try and resolve issues. Best interest meetings are being called and we are making use of safeguarding protocols to escalate concerns for tenants.

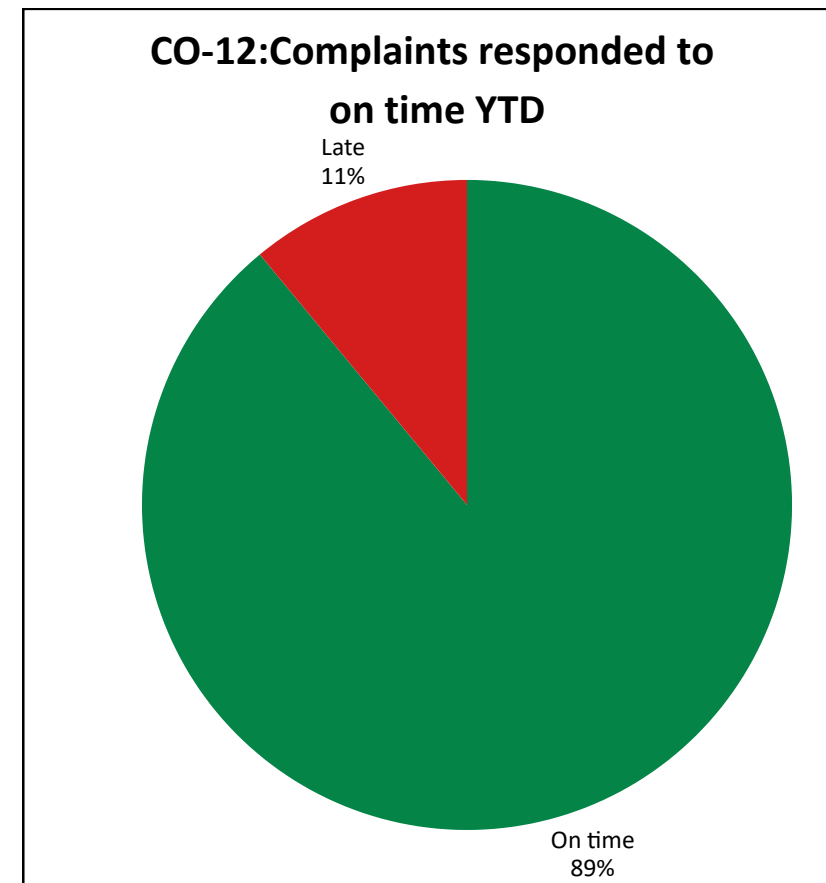
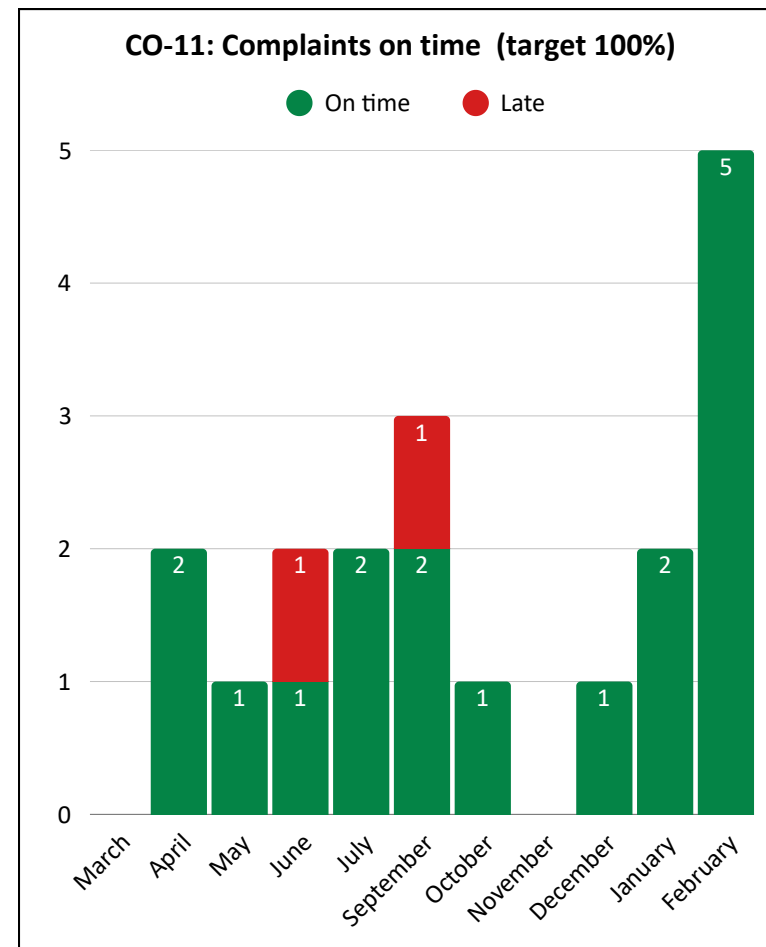
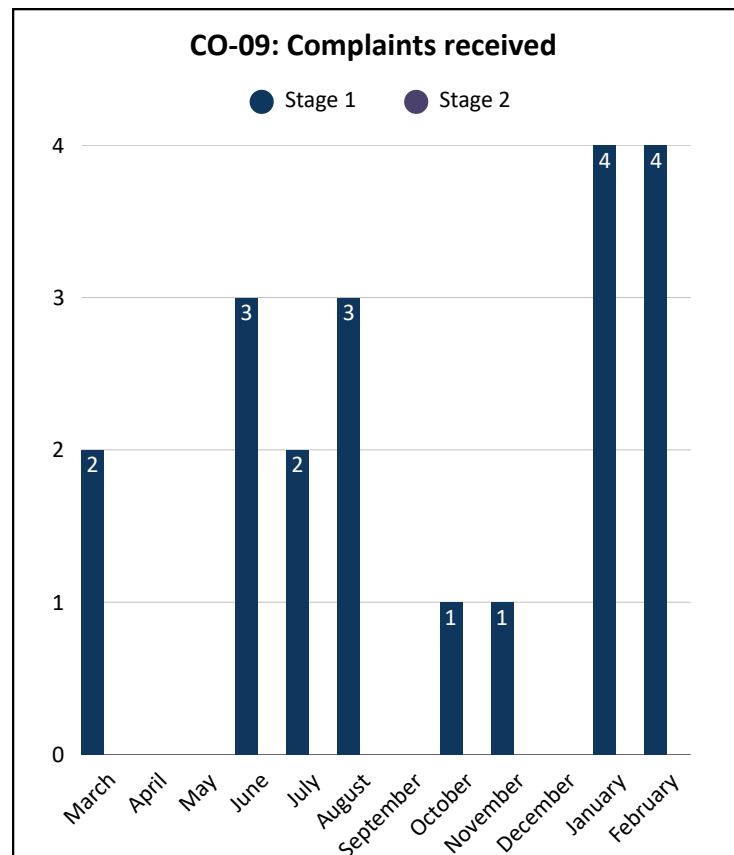
Performance	Impact	Assurance
<ul style="list-style-type: none"> • The number of open ASB cases has remained consistent throughout the year, with a sharp increase towards the end of the year. This increase is attributable to the increasing awareness among the Housing team when it comes to reporting cases to FPHA and managing these formally within the ASB Policy. • It should also be noted that 2 of the cases included in the reporting are longstanding cases, whereby the complainants have requested that the cases are kept open. This is in accordance with best practice and guidance issued by the Housing Ombudsman and other bodies to ensure that cases are managed through to conclusion. These cases are subject to closure in the next month, with the perpetrator of the ASB giving notice on his tenancy. 	<ul style="list-style-type: none"> • ASB is an area of high focus under the new Consumer Standards from the RSH. • ASB has also been the subject of Spotlight reports from the Housing Ombudsman, having been identified as a leading reason behind complaints. • Due to the higher needs and vulnerabilities of our tenants, ASB can put placements at risk and have a more profound impact on tenants. • A lack of consideration for the behaviours and needs of tenants when placed in communities can also have a detrimental impact. If we are aware that a tenant may be more vocal or present in ways that could cause nuisance to neighbouring properties, this should be well thought through and assessed prior to accepting the referral. • Poor or ineffective management of ASB that is not in line with our Policy and processes can have a negative impact on our relationship and reputation with partners (CPs, LAs and Police). FPHA plays an important role in the management of ASB, but often due to the environment we operate in, we require the positive engagement of these other partners whilst we seek out resolutions. 	<ul style="list-style-type: none"> • Further system improvements are required to ensure all ASB cases can be logged centrally and monitored. The new Senior Housing Manager will take the lead in establishing this with MYSHON and cross referencing with our performance information. This will also include confirming a central repository for warning letters and associated actions relating to ASB. • A new Sharepoint site is being developed for the Housing and Helpdesk teams that will include key policies, process maps and FAQs for all FPHA activity. This is important for ASB as we need to introduce the use of risk assessments for all those involved in ASB cases. • A new process for referrals is being introduced and the appointment of the Senior Housing Manager will see regular sampling and checking of referrals. They will also act as a point of escalation for queries alongside the Head of Operations.

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Complaint Handling

Strategic Objective: Putting tenants at the heart of what we do

Consumer Standard: Transparency, Influence and Accountability Standard



21
Stage 1 complaints received YTD

£3046
Compensation paid YTD
(N.B. There is one further case due compensation TBC)

Trends/ Learning from Complaints

- 100% of complaints have been in relation to repairs or the management of antisocial behaviour
- There are key learnings around the need to improve communication throughout both repairs and antisocial behaviour. Frequency where possible, should be agreed with Support Providers and or tenants. Communication on repairs is often left with contractors which can cause confusion for those involved.
- Recommendations from the Repairs review should continue to be progressed to address the shortcomings within the current service. Reducing the time taken to receiving quotes, approving them and booking appointments should be a priority.

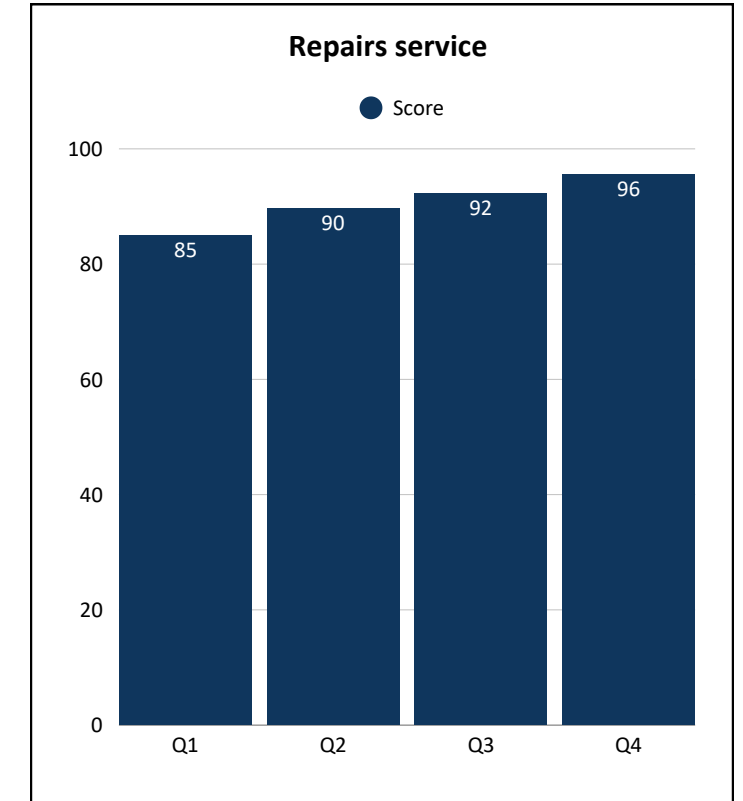
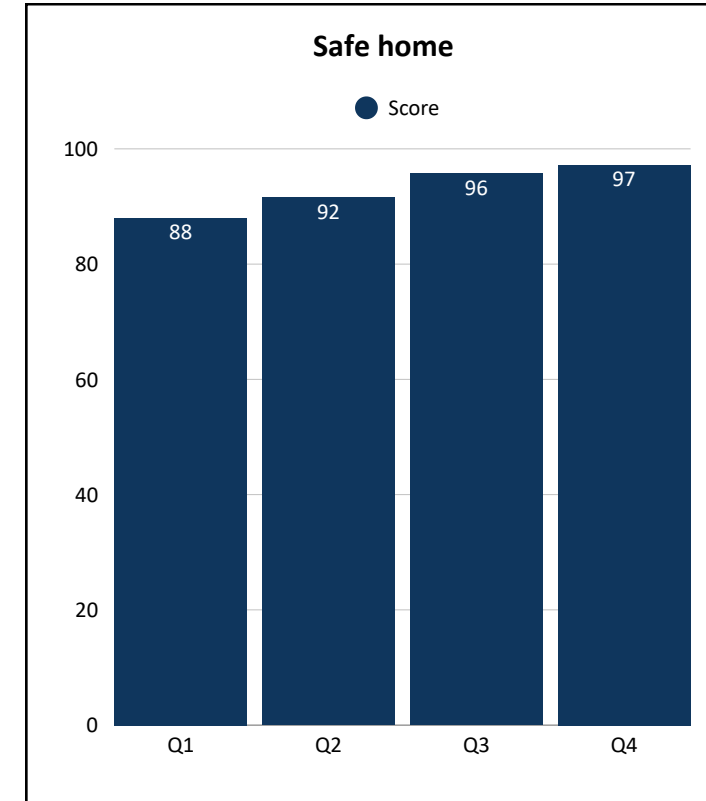
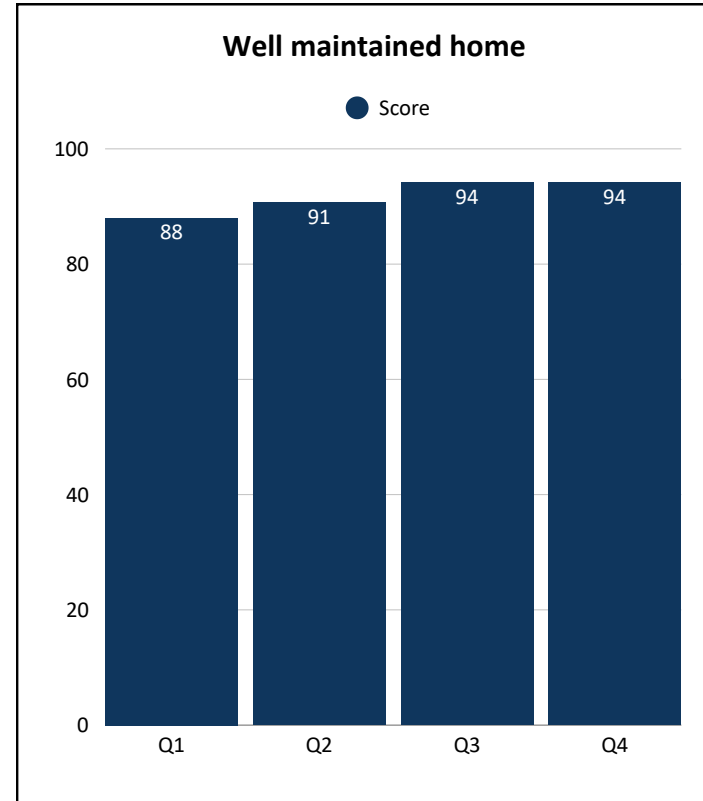
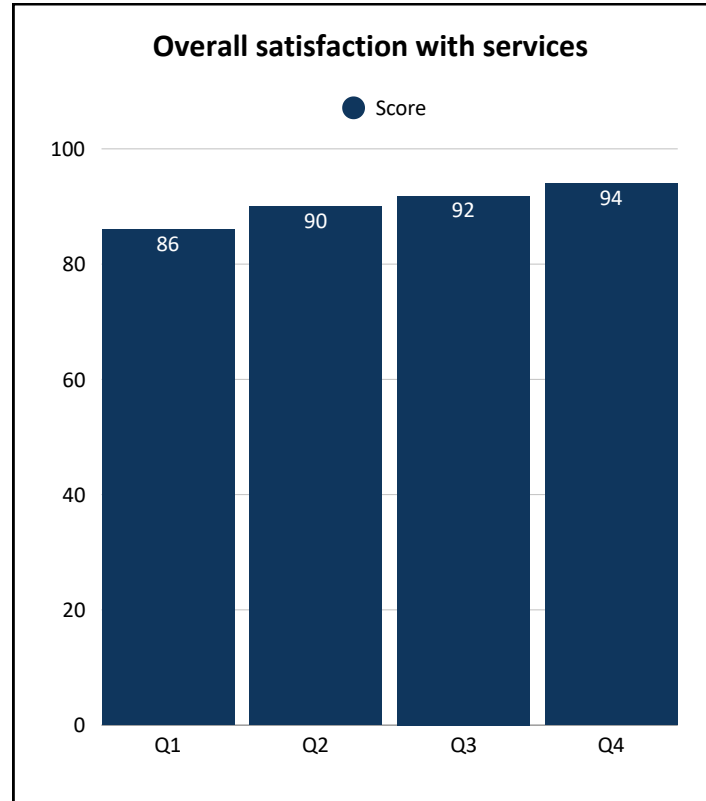
Performance	Impact	Assurance
<ul style="list-style-type: none"> • Since retaking control of the end-to-end process for complaints, we have seen 100% of complaints responded to within timescales. The Head of Operations takes responsibility for this. This can now be further supported by the Senior Housing Manager where required. • There has been a considerable increase in the number of complaints received in comparison to last year. There is greater awareness among tenants, family members and Support Providers of the complaint process. More direct contact has been had with the Head of Operations which has supported complainants. This is a pattern that has been seen across the sector. • Our Housing Ombudsman self-assessment for 2024-25 states compliance with the Code. • Our number of complaints remains low for the number of bedspaces we have. This is important when it comes to submitting management information for the Tenant Satisfaction Measures. 	<ul style="list-style-type: none"> • Complaints remains an area of focus for both the Regulator and Housing Ombudsman • In the recent Regulator Tenant Satisfaction Measure pilot meeting for smaller providers, it was noted that some providers had high volumes of complaints. It was recognised that this was a sector-wide trend, however, the Regulator did say it would be contacting providers with high volumes of complaints to clarify reasons for this. We must continue to be mindful that higher than average number of complaints are being noted by the Regulator. • Failing to take learning from complaints and act on it, can lead to continued dissatisfaction among complainants and the wider tenant base. Reputationally, this could be damaging. • The need to publish complaints performance will also mean that poor performance in this area could generate wider scrutiny from other stakeholders e.g. Commissioners, Superior Landlords etc. 	<ul style="list-style-type: none"> • New Complaint Policy was launched in April 2024 to comply with the Housing Ombudsman Code. • Annual Housing Ombudsman self-assessment against the Code completed and reported to Board. • Bi-monthly meeting with the lead Board member for Complaints ahead of Board meetings which takes feedback into account ahead of reporting. • Internal Complaints tracker being continuously monitored. • Monthly performance meetings have standing agenda item on Complaints handling and learning from Complaints. • Wider feedback from our Easy Read surveys continues to be collected. This provides vital insight into areas of dissatisfaction before they potentially become complaints.

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Tenant Satisfaction Measures

Strategic Objective: Putting tenants at the heart of what we do

Consumer Standard: Transparency, Influence and Accountability Standard



RSH	86%
Easy Read	94.98%
Trend on last Q	
Sector average	71.3%

RSH	88%
Easy Read	95.47%
Trend on last Q	-
Sector average	70.8%

RSH	88%
Easy Read	98.99%
Trend on last Q	
Sector average	76.7%

RSH	85%
Easy Read	95.52%
Trend on last Q	
Sector average	72.3%

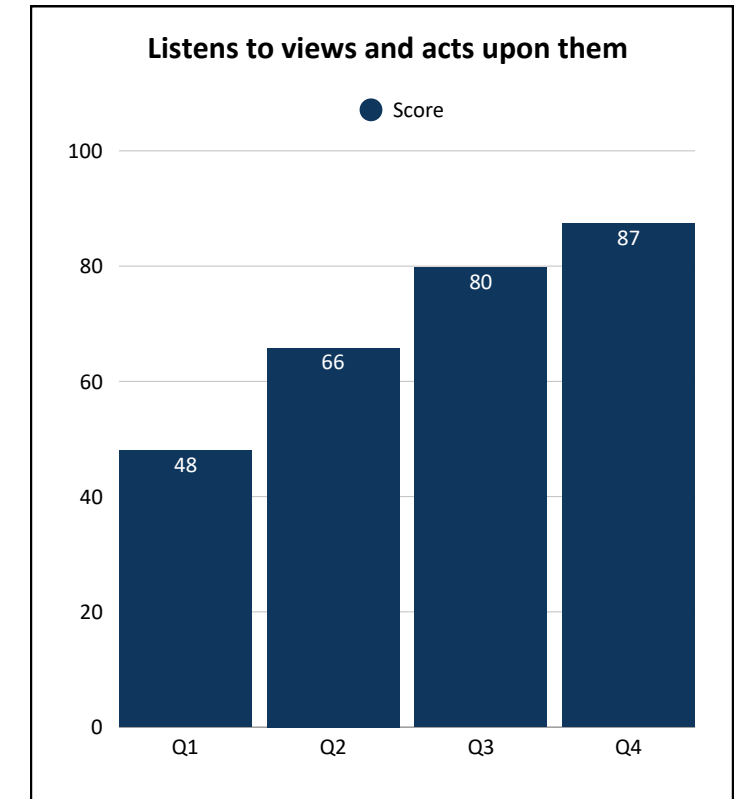
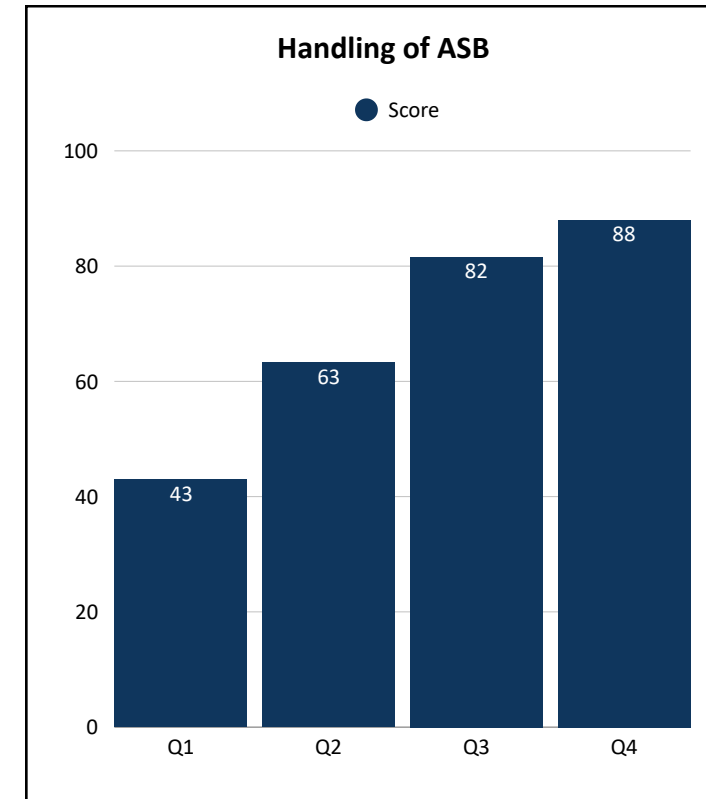
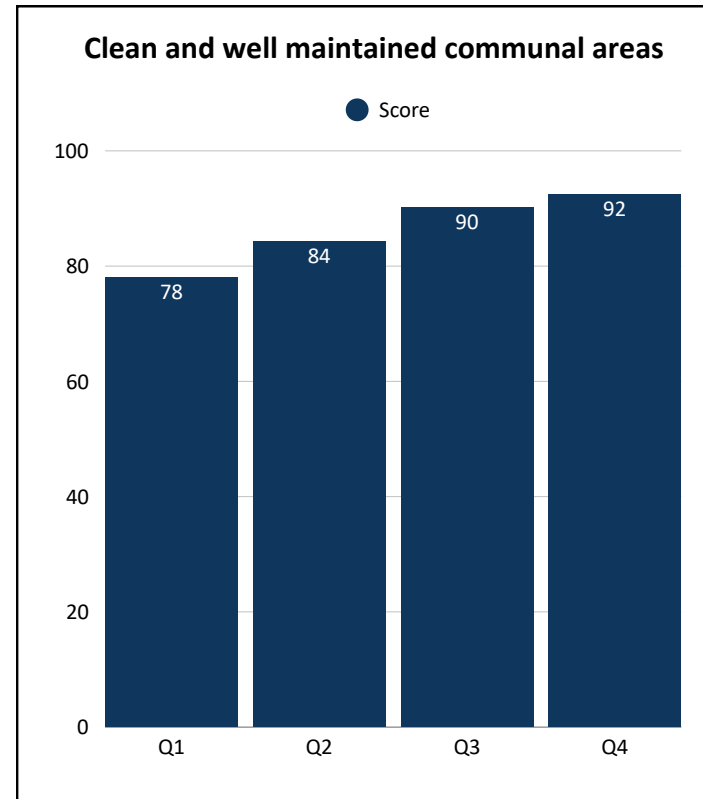
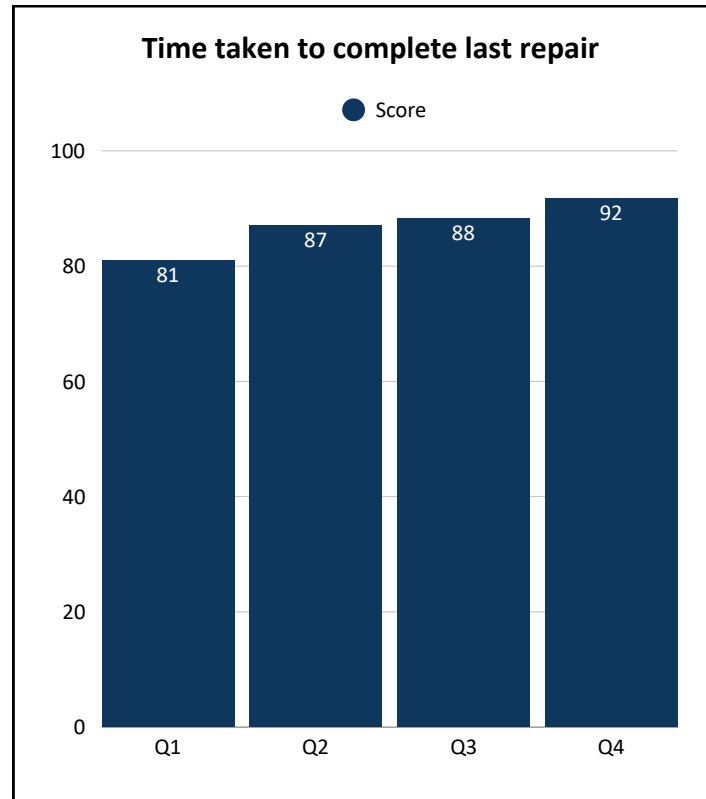
N.B.: Sector average relates to the [RSH full results](#) published in November 2024. This is the sector median for landlords above 1000 units.

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Tenant Satisfaction Measures

Strategic Objective: Putting tenants at the heart of what we do

Consumer Standard: Transparency, Influence and Accountability Standard



RSH	78%
Easy Read	91.66%
Trend on last Q	↑
Sector average	67.4%

RSH	88%
Easy Read	95.18%
Trend on last Q	↑
Sector average	65.1%

RSH	43%
Easy Read	96.78%
Trend on last Q	↑
Sector average	57.8%

RSH	48%
Easy Read	95.08%
Trend on last Q	↑
Sector average	60.4%

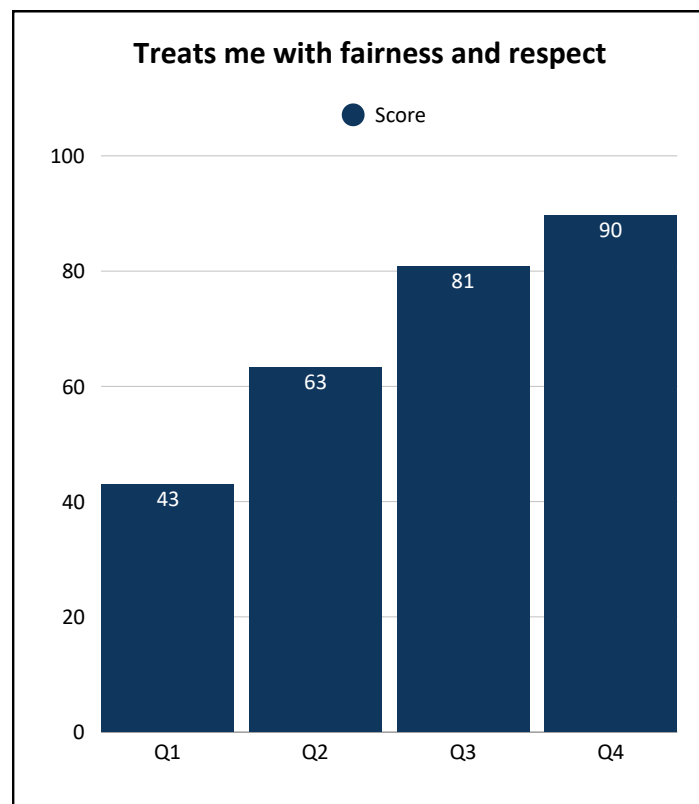
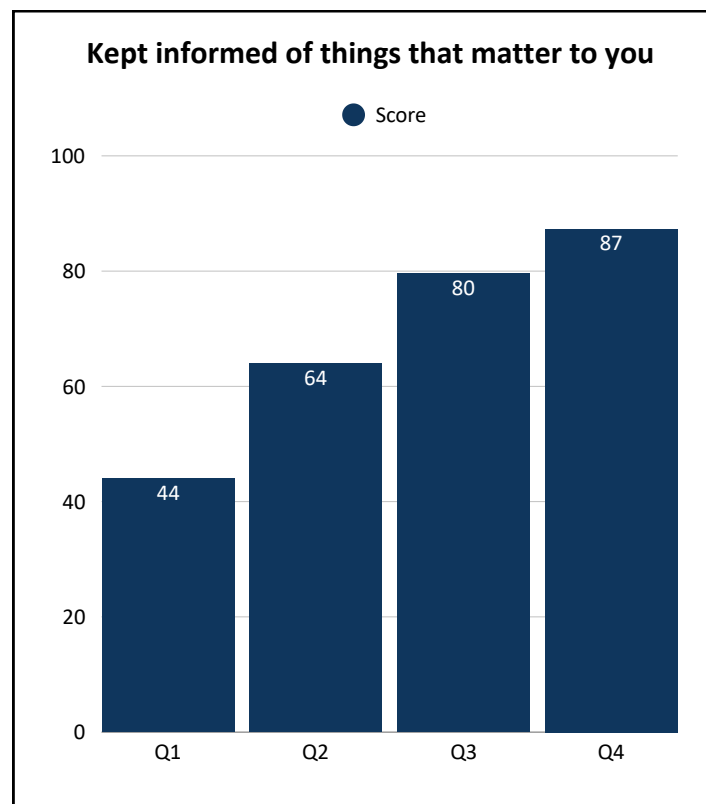
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Quarter 3 Performance report

Tenant Satisfaction Measures

Strategic Objective: Putting tenants at the heart of what we do

Consumer Standard: Transparency, Influence and Accountability Standard



RSH	44%
Easy Read	95.76%
Trend on last Q	
Sector average	70.3%

RSH	43%
Easy Read	98.75%
Trend on last Q	
Sector average	76.8%

Learning from TSMs:

- The results of the first full year of collections of the TSMs by the RSH were released in November 2024. We are currently performing favourably compared to most other landlords in the sector. It should be noted that smaller landlords did report higher results than larger ones during the RSH pilot for smaller providers. We are waiting on confirmation of next steps for smaller providers to be announced.
- However, points of comparison can be drawn whereby satisfaction with the repairs service is the biggest driver of dissatisfaction.
- Our use of Easy Read surveys across all tenants has allowed us to gather more feedback than ever before for the organisation. Each question also allows tenants the opportunity to provide reasons for their answers. This qualitative feedback is important in building our understanding of drivers for both positive and negative satisfaction.
- We have shared learning from our expanded Easy Read exercise with the Regulator and offered support in developing the TSMs to become a more inclusive and accessible exercise for all tenants across the sector. The rate of completion for our Easy Read surveys has been considerably higher.
- Tenants are happy overall in their homes and with the service received. Detractors of satisfaction are focused around delays to repairs, which is a common theme across our performance reporting. This feedback helped to inform the Repairs Review and the resulting recommendations.

N.B.: Sector average relates to the [RSH full results](#) published in November 2024. This is the sector median for landlords above 1000 units.

Performance	Impact	Assurance
<ul style="list-style-type: none"> • Performance in the graphs provides the weighted average, inclusive of our formal TSM score. Q1 is the formal TSM collection only. • From Q2 when including the Easy Read results, we have an improvement in performance every quarter. • We attempted to offer all tenants the opportunity to take part in the Easy Read surveys in 2024-25. We will continue this ambition in 2025-26, but provide greater structure and reporting to track the completion rates and reasons for any refusals/ non-completions among tenants. • We continue to outperform the sector average across all measures. This is true of other smaller providers. 	<ul style="list-style-type: none"> • The Regulator have confirmed that smaller providers will need to repeat the formal exercise this year, as per the original requirements that were published for providers under 1000 units to complete surveys every 2 years. In the intervening time, only management information needs to be submitted and updated, with the previous TSM scores carried over from 2023-24. This will be completed ahead of the June 2025 deadline to submit. • The learning from the pilot is being reflected on by the Regulator and providers alike. • Results are subject to regulatory scrutiny and are also shared with the Housing Ombudsman. Those with reported high levels of complaints are now subject to regulatory follow up. 	<ul style="list-style-type: none"> • Performance across our Easy Read results is considered each month through our monthly performance reporting and associated meetings. This is a standing agenda item for discussion during these meetings. • The full results for the year are contained in this report providing Board with its first set of annual TSM Easy Read results. • We will continue with these surveys in 2025-26, so we will continue to have points of comparison as time goes on, identifying trends.