



2024-25 Quarter 3 Performance Report

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Quarter 3 Performance report

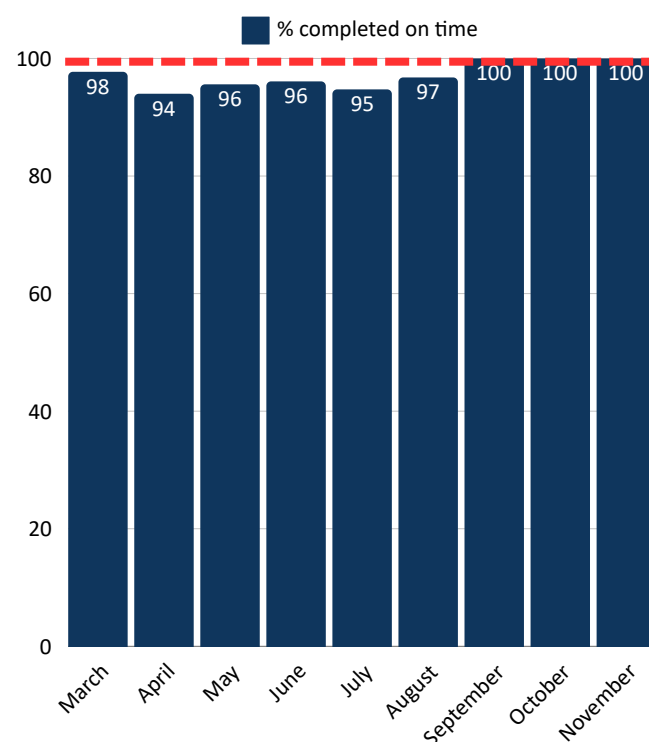
Repairs

Strategic Objective: Provide well maintained homes to our tenants

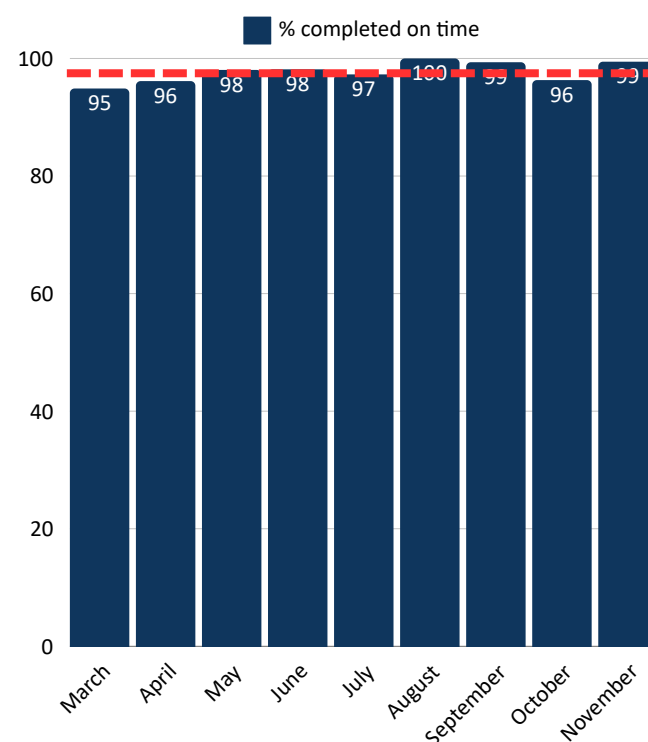
Consumer Standard: Home Standard



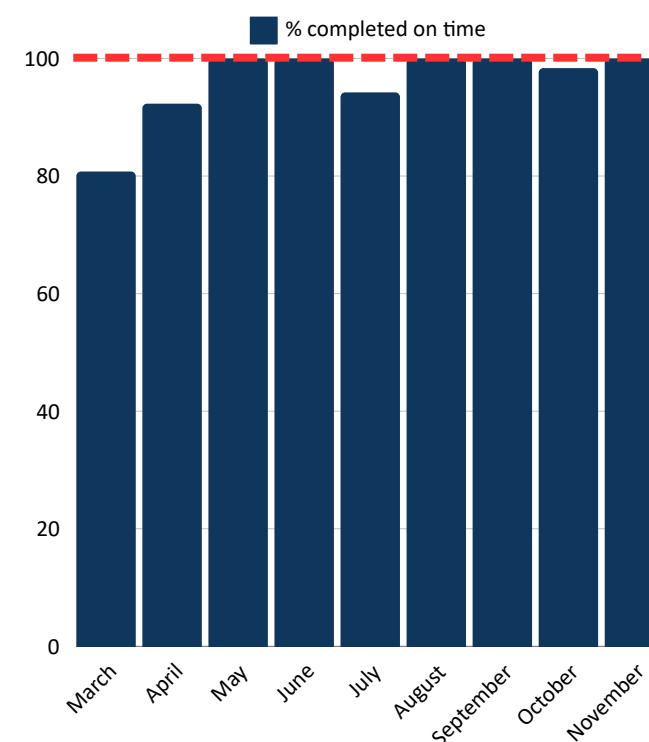
Emergency (target 100%)



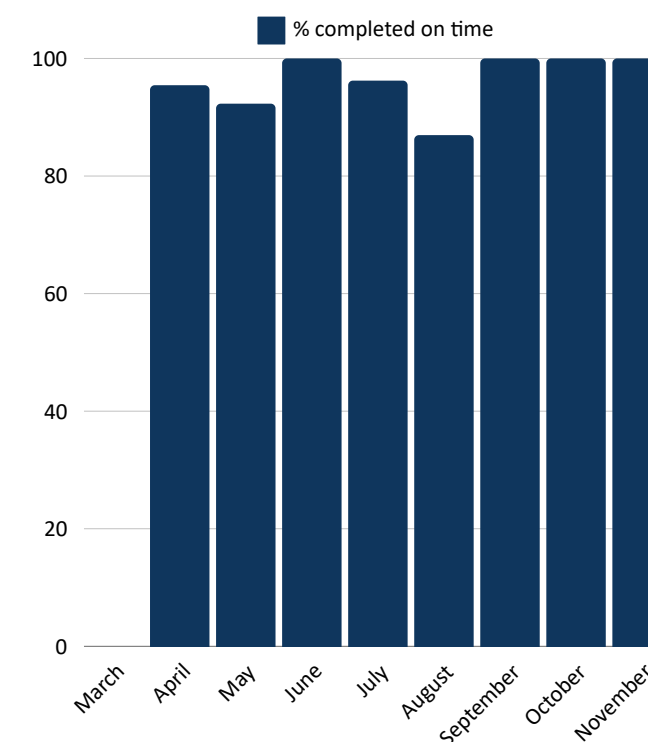
Urgent (target 97.5%)



Reactive (target 100%)



Planned (target TBC)



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

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

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

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

Performance	Impact	Assurance
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- We continue to have a higher-than-average number of emergency and urgent repairs being reported. This is in the main, driven by the needs and vulnerabilities of our tenants.
- Satisfaction with the overall repairs service remains high at 97%
- Repairs completions remain higher than repairs reported as they include historic repairs that have now received job reports. This process is subject to review and necessary systems development. This ensures that no repairs are left open or unresolved.
- There have been staffing challenges across Q3 which have impacted productivity and capacity. This has led to a reduction in the number of transactional surveys being completed once repairs are carried out.
- There have been contract management issues throughout this year. This has led to delays in quotes being received, appointments being booked and repairs being evidenced as completed. There are often not formal contracts in place, which can make challenging performance difficult and unenforceable. This will need further review following the Repairs Review and its recommendations earlier this year.

- Repairs can be a main area of interaction for both tenants and Support Providers, so having an efficient and good quality service is critical.
- Delays to repairs remain the biggest driver of dissatisfaction in our TSM Easy Read surveys. This can have an adverse impact on our tenants due to their needs and vulnerabilities.
- Repairs and maintenance has continued to be a priority for the Regulator of Social Housing and the Housing Ombudsman. This has been prevalent in the downgrades of providers under the Consumer Standards and also the Housing Ombudsman 'Spotlight on' reports.
- Media coverage of underperforming landlords has also continued.
- Repairs information is scrutinised by Housing Benefit departments when approving higher rents. Having effective management and cost controls is essential.
- Superior landlords also monitor performance and spend on repairs and maintenance.

- 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.
- We are currently exploring the possibility of developing our own repairs system that can meet our specific needs and timescales.
- Additional training has been scoped for the Helpdesk and Housing teams to support better repairs management.
- A Head of Technical is being recruited to support more effective repairs diagnosis and scrutiny of quotes.
- Reviews of our satisfaction data across both transactional and TSM Easy Read surveys are undertaken. A clear directive has been reiterated on this, stating the need to increase the number of completed surveys each month.
- Additional temporary staff have been deployed to FPHA repairs from MYSHON to cover staffing shortages. Recruitment continues and it is hoped that the recent office move will be more attractive when recruiting Helpdesk Advisors.

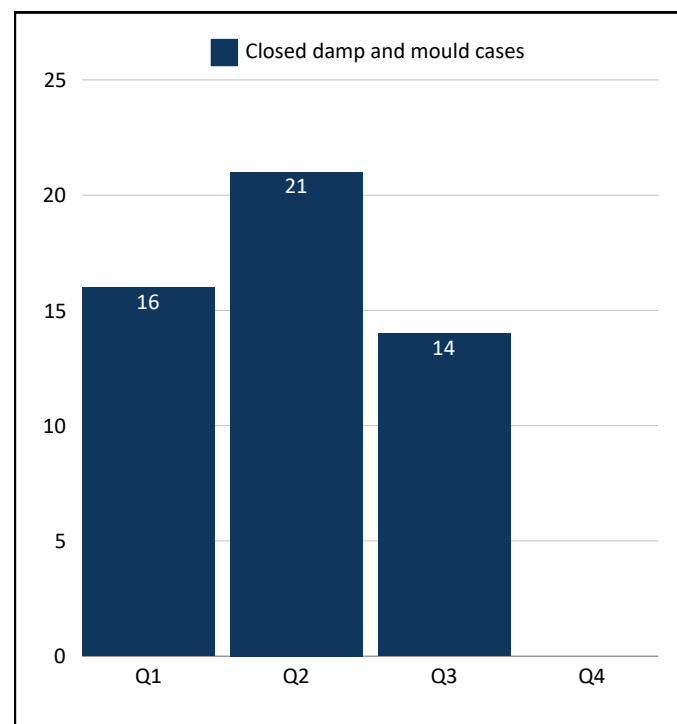
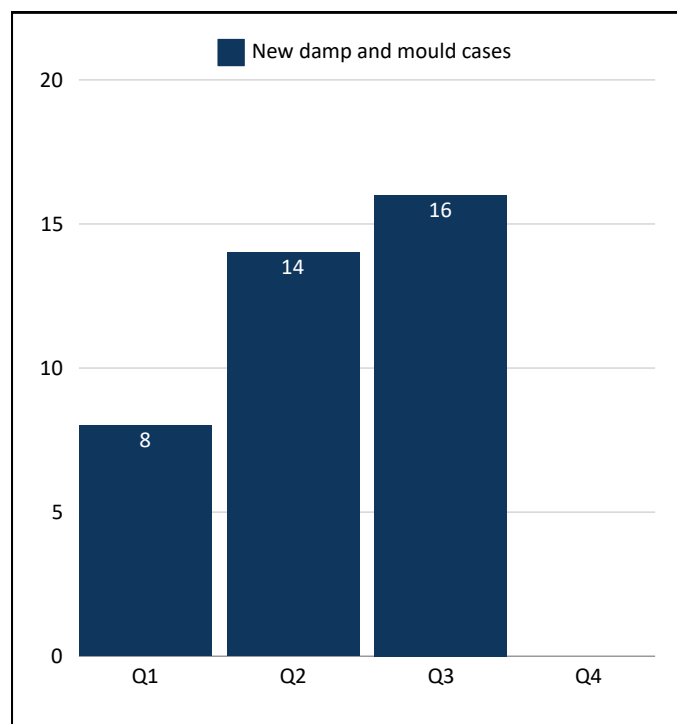
Quarter 3 Performance report

Damp and Mould

Strategic Objective: Ensure we provide safe homes to our tenants

Consumer Standard: Home Standard

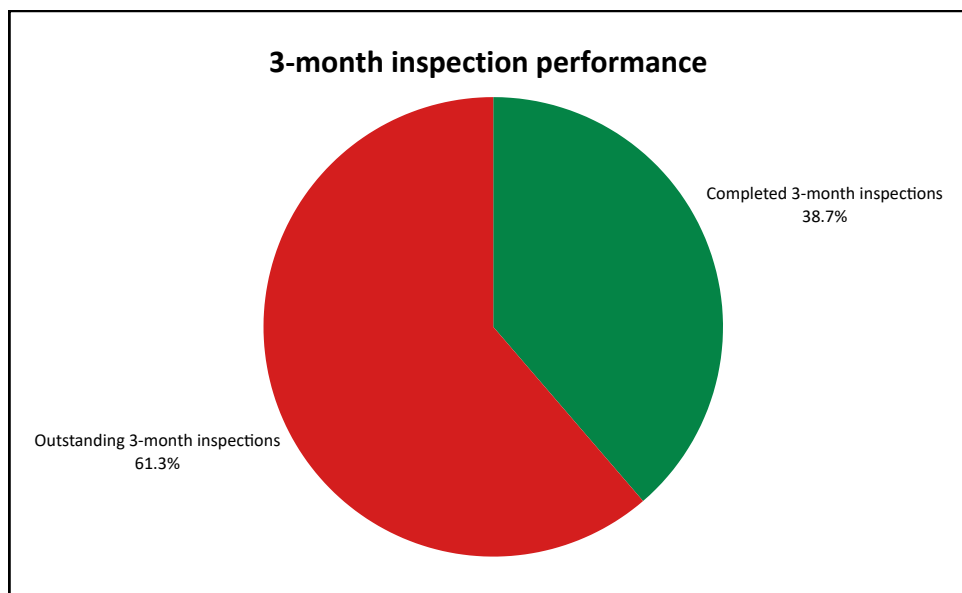
Month	Number of open cases at month end	Trend
March	13	-
April	16	↑
May	12	↓
June	10	↓
July	11	↑
August	11	-
September	19	↑
October	9	↓
November	10	↑



Open cases - aged analysis (end of Q3)

Age Group	Number of cases
0-3 months	9
6 months+	1

- There is one case that remains open that is over 6 months old. This was reported in May 2024. This is a complex case of rising damp emanating from the basement of a Victorian terrace house. The damp has remained isolated within the basement, which is an area out of bounds to tenants and staff. Extensive works have been approved and will be progressed.
- Of the other 9 open cases, 2 are in wholly void properties. 5 are showing as being completed, but we are awaiting paperwork to confirm completion.



Performance

- The number of reported damp and mould cases has been consistent throughout the year. We would expect a seasonal increase in Q4, but more is being done to identify cases earlier and rectify before they become more serious.
- The reduction in overall cases is attributable to the recent damp and mould review. It was identified that 3-month inspections were being included in the cases reported figure. The figures reported now are solely unique new cases of damp and mould reported. This change has been put in place from October onwards.
- There was a decline in the number of 3-month inspections being completed on time, with 2 being late in Q3. This was due to a staffing shortage and miscommunication to the Housing team to ensure this was still completed. They have now been completed.

Impact

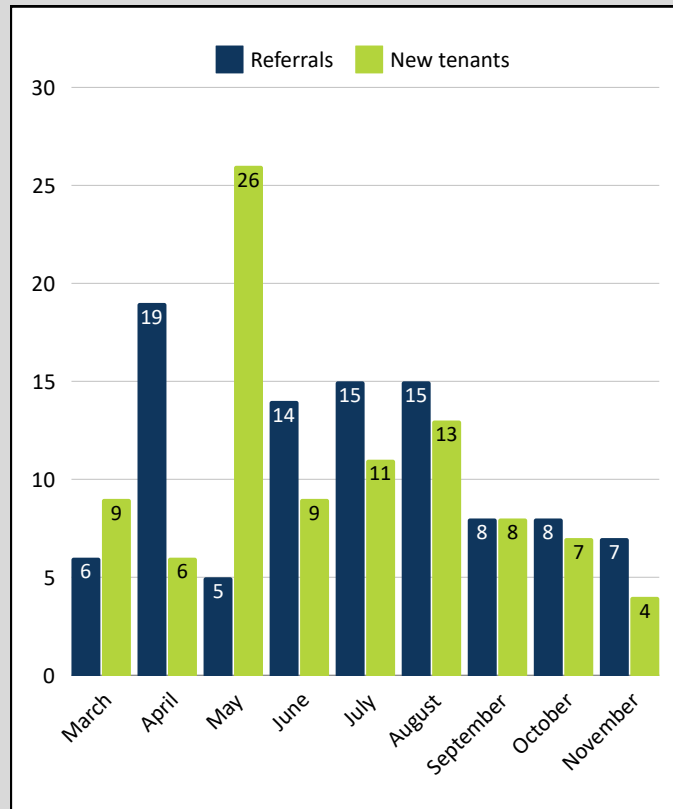
- Damp and mould is continuing to be a high profile focus for the Regulator of Social Housing.
- Many cases have also been highlighted in the mainstream media, causing significant reputational damage.
- Other providers across the sector have also been subject to numerous disrepair claims relating to unresolved damp and mould.
- Awaab's Law is due to be introduced imminently (early 2025). This will place tighter restrictions and higher expectations around the treatment of damp and mould by providers.
- There is a need to ensure that tenants remain at the heart of our thinking on damp and mould, especially when many would not be able to safeguard themselves against damp and mould. Our service level contracts with Support Providers must be utilised to protect tenants, alongside having effective intensive housing management in place.

Assurance

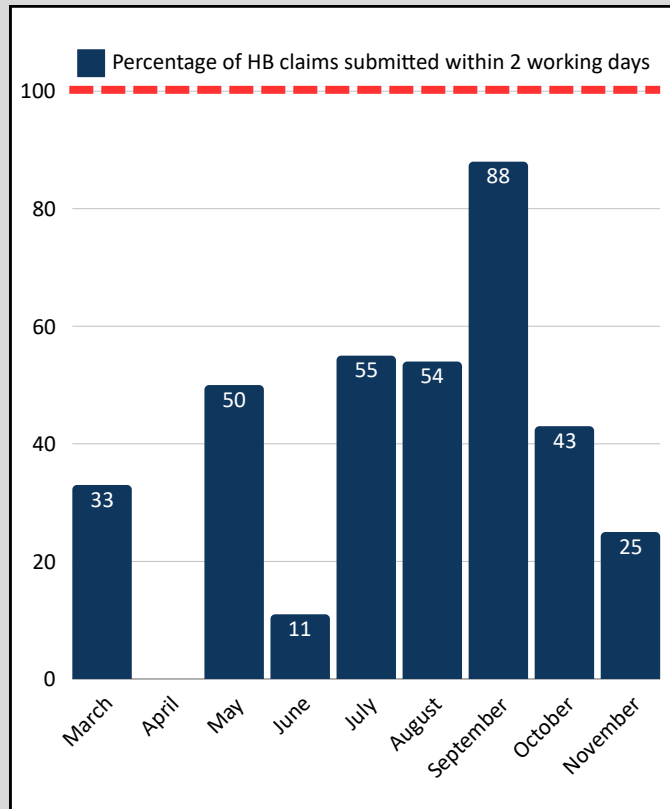
- Weekly repairs meetings also track the progress of damp and mould cases.
- All cases are manually checked before a final monthly report is confirmed ahead of our monthly performance meetings.
- More is being done to improve communication to the Housing team with all inspections being recorded as management actions, recorded in the repairs system and flagged to the relevant member of staff. There will also be a management dashboard to track completions.
- A new system has been put in place temporarily to record and monitor damp and mould cases. This will eventually transition to our new housing management system in the new year.
- There are further system developments needed to assist with evidencing compliance with the new requirements of Awaab's Law when it is introduced. The temporary system can provide this in the meantime, but is only a short term solution.
- A person centred risk assessment will be introduced in the new year, to be completed by Housing Officers, ensuring any adjustments are made to safeguard the tenants experiencing damp and mould. Tenant needs have been documented e.g. respiratory conditions.

Pre-tenancy IHM (referrals and new tenants)

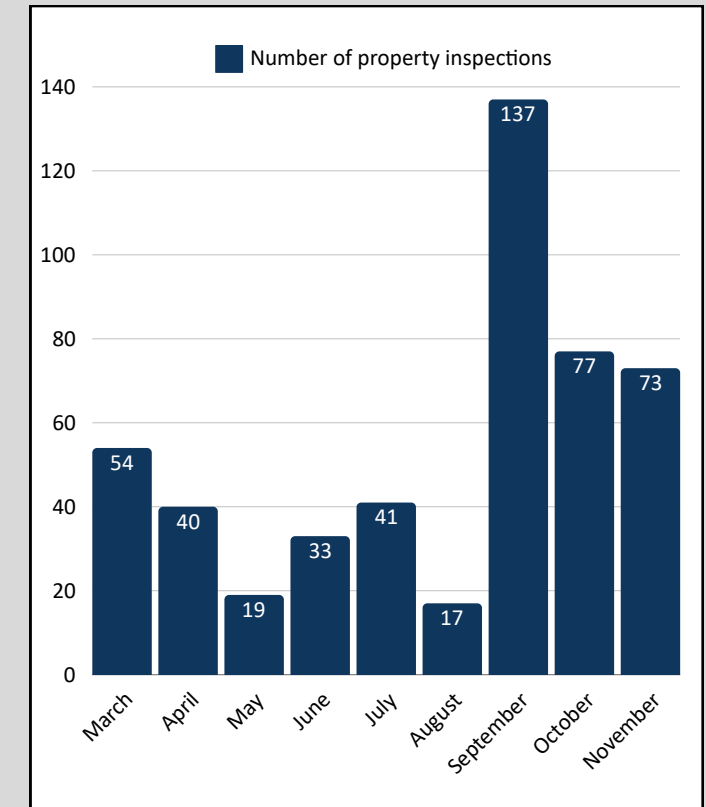
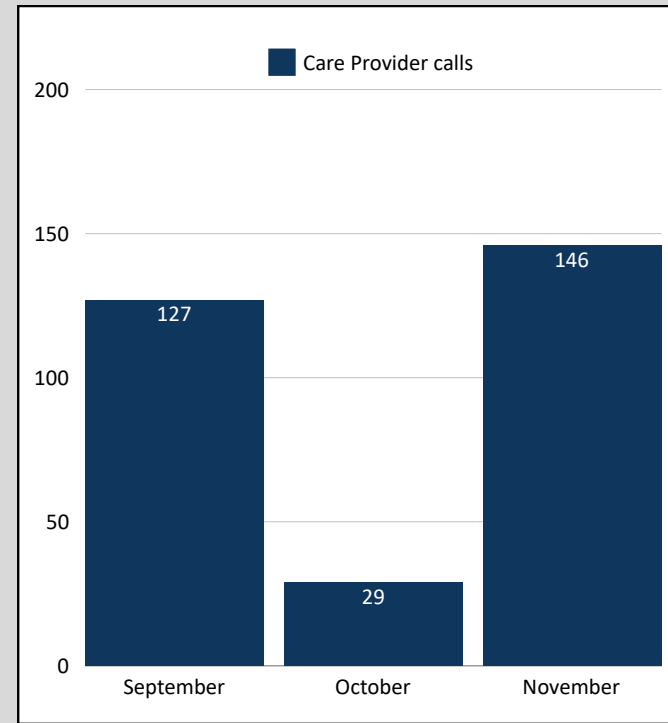
Referrals and new tenants



Housing Benefit claims submitted within 2 working days(target 100%)



In-tenancy IHM



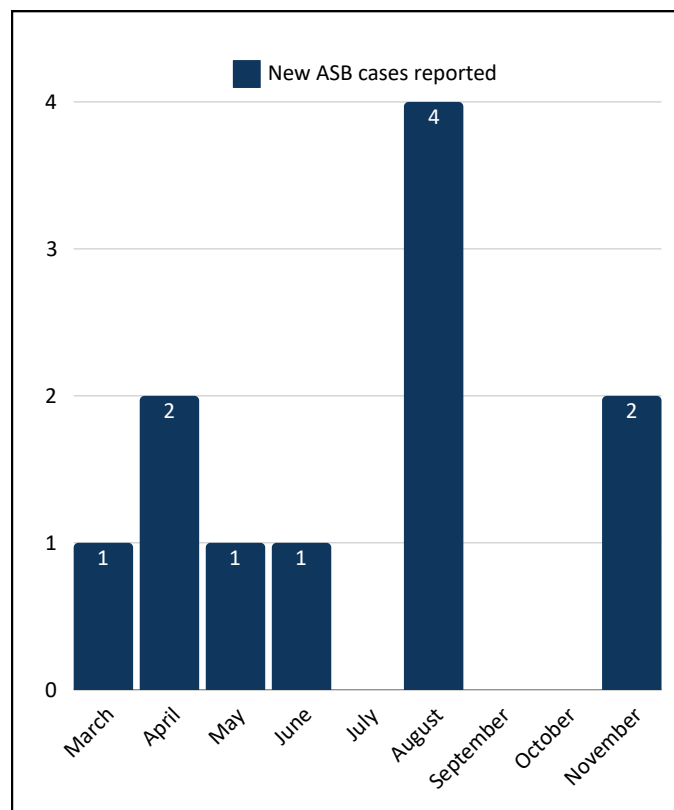
Performance	Impact	Assurance
<p>Referrals and new tenants</p> <ul style="list-style-type: none"> Generating referrals and securing new tenancies forms is a business critical activity. Fluctuations in new tenancies are attributable to spikes in new business. Referrals have dropped in recent months, particularly for properties that have been in service over 3 months. Reviews of properties have taken place to gather feedback from Commissioners, Care Providers and existing tenants, overlaid with property inspection works to identify improvements to properties that can support an increase in referrals. HB claims submitted within 2 working days has underperformed all year. 	<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"> This is tracked in our monthly performance meetings as a standing agenda item. Occupancy is also tracked on weekly basis through Power BI reporting which prompts discussions about referrals in the pipeline and tenancy sign ups. 6-8 weekly property inspections engage with Care Providers to identify any issues in generating referrals. New management controls are being put in place over Housing Admin to better support the prompt submission of HB claims.
<p>In-tenancy IHM</p> <ul style="list-style-type: none"> In Q3, we began reporting on the number of monthly Care Provider calls being completed. There was a drop in October which has now recovered to a more acceptable level. Property inspections are a central component of IHM records. We have seen a gradual increase in the number of inspections being completed, with a significant increase across Q3. 	<p>In-tenancy IHM</p> <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 management. Property inspection reports contribute to our understanding of property condition, managing H&S and providing evidence against the Home Standard. 	<p>In-tenancy IHM</p> <ul style="list-style-type: none"> Reports from monthly Care Provider calls are recorded in the system. Dashboards are being developed for management to track completions of Care Provider calls and property inspections. Monthly audits of property inspection reports are conducted, with feedback raised to immediately address any concerns/ issues. A new housing management system is being developed and implemented in January. This will improve the detail and consistency of reports on IHM.

Quarter 3 Performance report

ASB

Strategic Objective: Provide helpful and caring support to our tenants

Consumer Standard: Tenancy Standard



Month	Number of open cases	Trend
March	2	-
April	3	↑
May	2	↓
June	2	-
July	0	↓
August	4	-
September	3	↑
October	3	-
November	2	↓

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.
- 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

- The number of open ASB cases at any one time across the year has remained steady. This is attributable to the thresholds and definitions of ASB being placed in SSH context.
- Our new ASB Policy was introduced in April 2024, which acknowledges that what constitutes ASB for our tenants, both from a victim and perpetrator perspective can be different to that in other general needs settings.
- There were some gaps identified in our reporting, where we needed greater assurance that all cases of ASB were being reported, recorded and investigated.
- Cases are allowed to remain open for as long as the complainant feels is required and appropriate. This meets the requirements of the Consumer Standards and reflects Housing Ombudsman best practice guidance. This does impact the number of cases open at any one time.

Impact

- 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.
- 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.

Assurance

- Additional training on our new Policy was provided to MYSHON staff in the summer of 2024.
- The new policy had an Equality Impact Assessment carried out which recognised the higher risk to tenants presented by ASB cases.
- Our Policy was developed taking advice a sector leading ASB expert and references key aspects of the Equalities Act to ensure that our tenants are managed in accordance with this key piece of legislation.
- Key case studies are referenced and shared with staff as they emerge. This includes high profile sector cases that have seen ASB have a severe impact on tenants with learning disabilities and mental ill health.
- The reporting system and tracker we have put in place for ASB does require improvement and would ideally sit with MYSHON. This is something that will be enabled in the new Pyramid housing management system going live in January.
- There is a case management process in place, which includes new diary sheets.

Quarter 3 Performance report

Complaint Handling

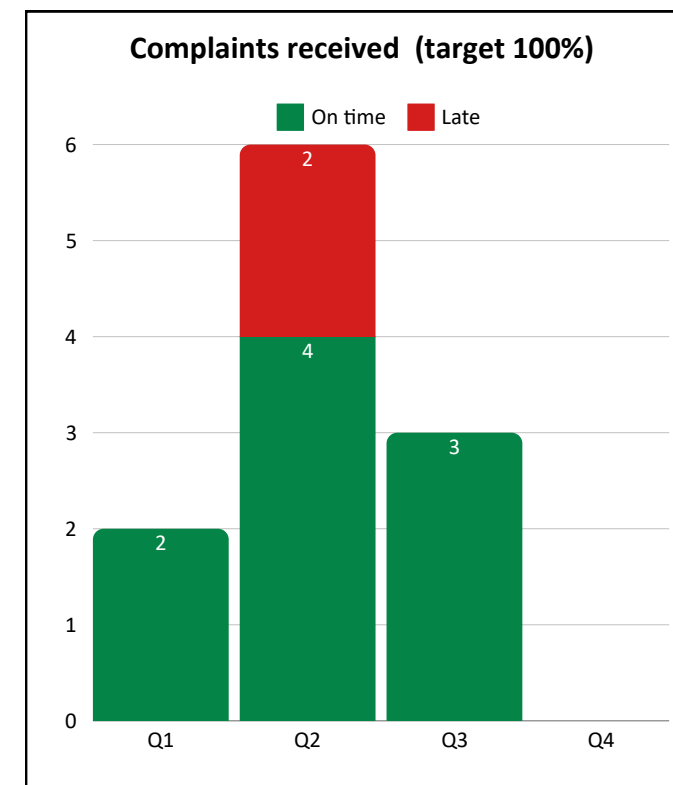
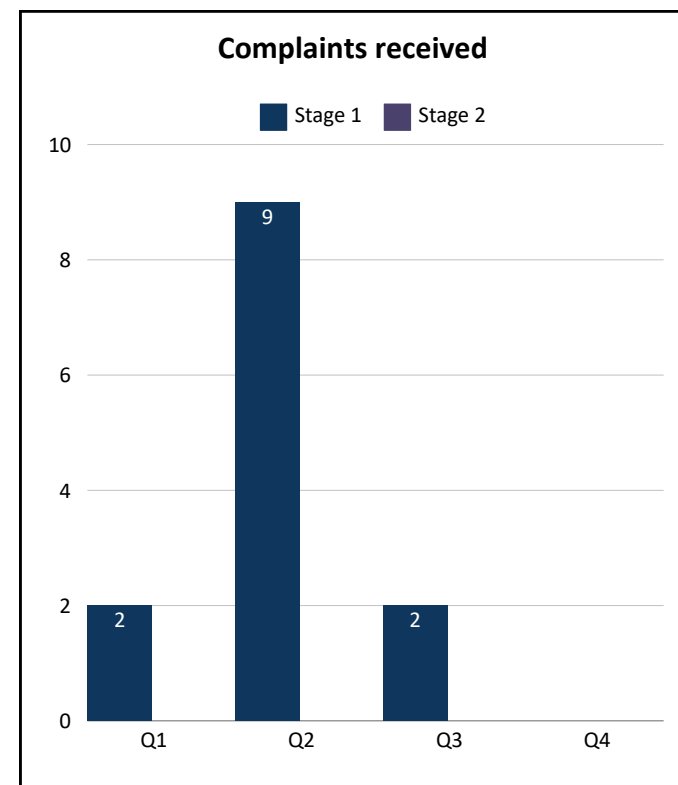
Strategic Objective: Putting tenants at the heart of what we do

Consumer Standard: Transparency, Influence and Accountability Standard

Month	Stage 1 Complaints received	Trend
March	2	-
April	0	↓
May	0	-
June	3	↑
July	2	↓
August	4	↑
September	0	↓
October	1	-
November	1	-

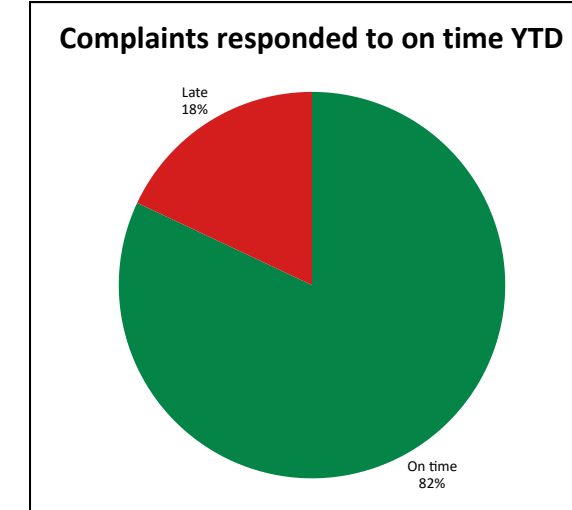
13
Stage 1 complaints received YTD

£1753
Compensation paid YTD
(N.B. There is one further case due compensation TBC)



Trends/ Learning from Complaints

- The biggest reason for complaints received YTD is delays to repairs
- Complainants have also been critical of our standard of communication
- All complaints have been in relation to ASB or repairs
- There is a need to ensure that tenants and Support Providers are kept updated throughout the management of ASB cases and repairs being carried out
- Record keeping needs to be more streamlined and more regularly updated whenever there is a point of contact with the tenant/ Support Provider
- There needs to be stronger and more efficient links between the Housing team who report repairs and ASB and the other departments supporting them e.g. Helpdesk and Housing Admin



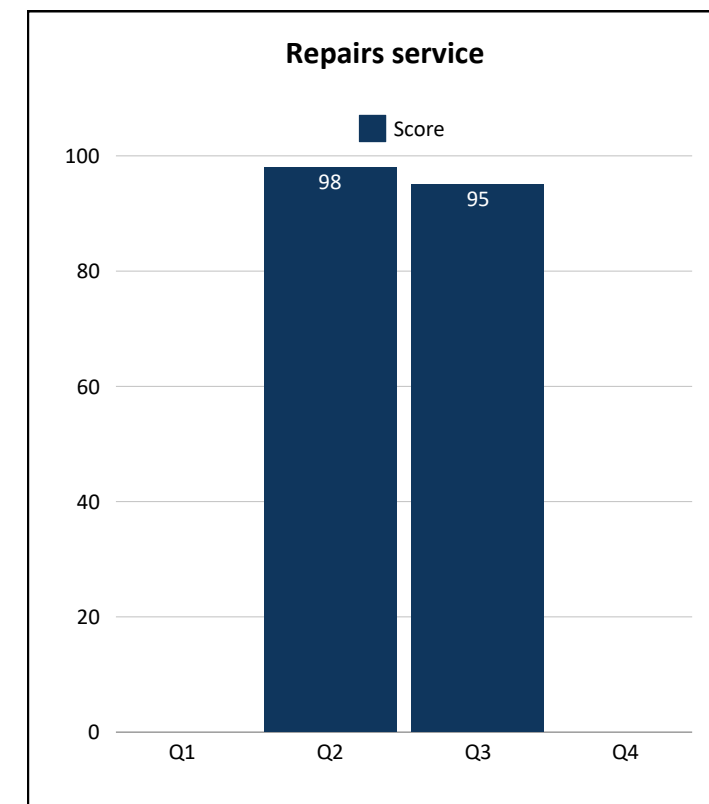
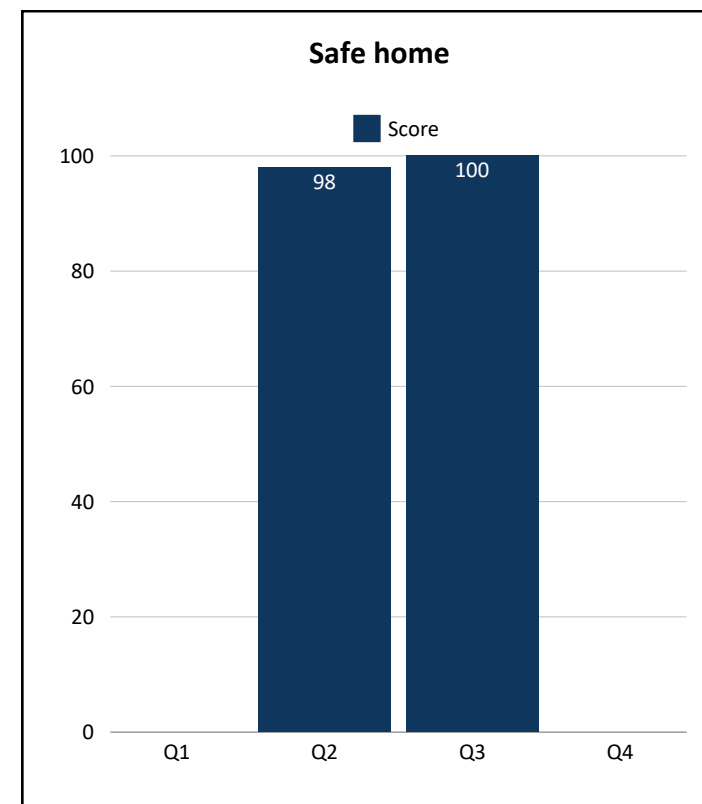
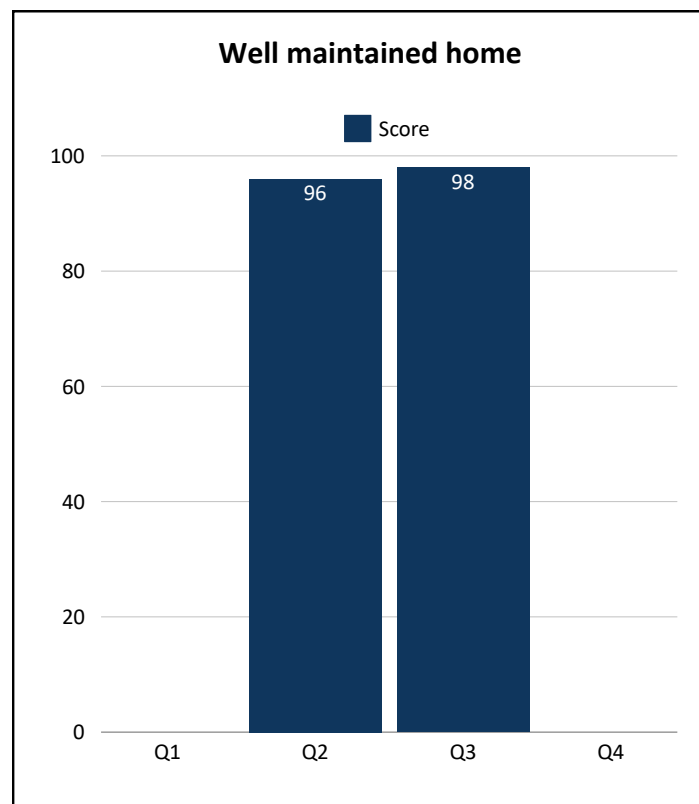
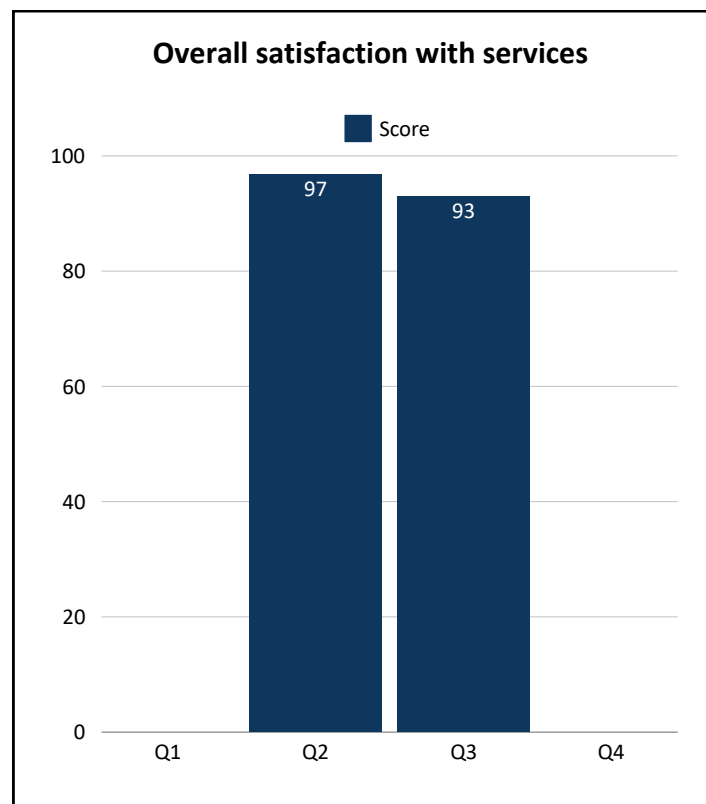
Performance	Impact	Assurance
<ul style="list-style-type: none"> Performance on complaints is measured by the number of complaints received and whether they are responded to within timescales. Where complaints are presenting as “late” within this report, the complainants will have received a request to extend the deadline of their complaint. This is agreed with them and the complaints are then responded to within that newly allotted timescale. We have not received any Stage 2 complaints year to date, indicating that our Stage 1 investigations are resolving the issues in question and complaints are happy with the resolution that has been provided. Repairs and ASB have been the reason for 100% of the complaints received. This broadly in-line with the performance of other registered providers as shown in Housing Ombudsman quarterly reports. 	<ul style="list-style-type: none"> Complaints is another area of focus for the RSH. They recently partnered with the Housing Ombudsman under a memorandum of understanding. Their close working relationship will be reflected in the sharing of information (reports) between both organisations. This could result in regulatory action or reviews from the Housing Ombudsman. Media attention has continued on the performance of complaint handling and providers’ ability to demonstrate that tenants have genuinely been listened to when delivering services. Delays to delivering responses can impact on our reputation and trigger Housing Ombudsman intervention. Complaints can have a damaging impact on our relationship with tenants and Support Providers. Complaints can lead to compensation being awarded to complainants. Complaint handling features within the Tenant Satisfaction Measures. Underperformance can have an adverse impact on these scores, drawing regulatory attention to issues. 	<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. We took back control of the complaints handling process (end-to-end) during Q3. This was due to the concerns about the quality of responses being delivered and delays to responses being provided. Since then, performance has recovered to 100% of responses being delivered on time. We now have more feedback than ever before entering the organisation through our transactional surveys for repairs and the wider Easy Read TSM surveys. The results of these surveys are monitored and reported to management on a monthly basis. Any trends are identified and discussed, with the view to developing early resolutions and reduce complaints.

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	86%
Easy Read	94.58%
Trend on last Q	
Sector average	71.3%

RSH	88%
Easy Read	97.13%
Trend on last Q	
Sector average	70.8%

RSH	88%
Easy Read	99.43%
Trend on last Q	
Sector average	76.7%

RSH	85%
Easy Read	95.73%
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.

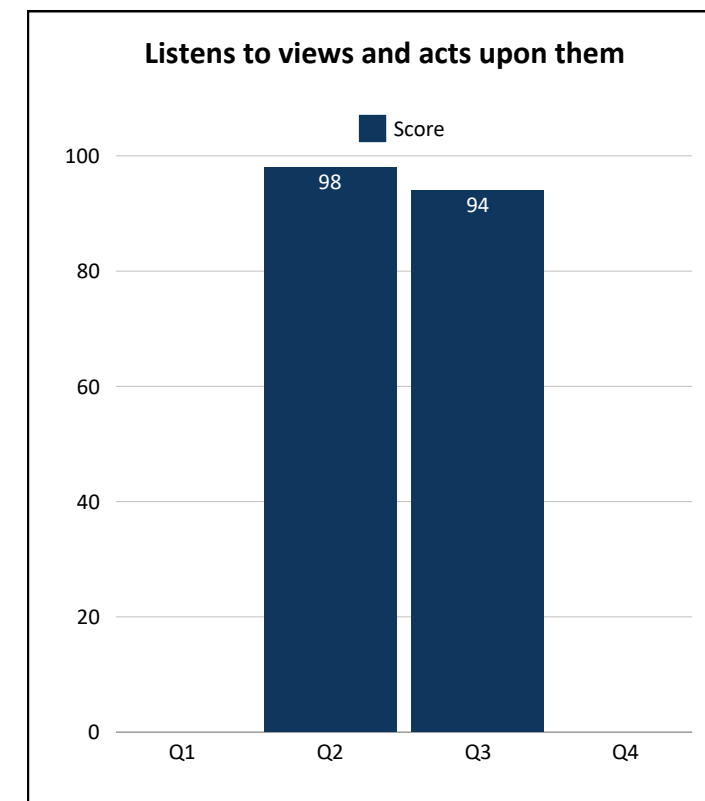
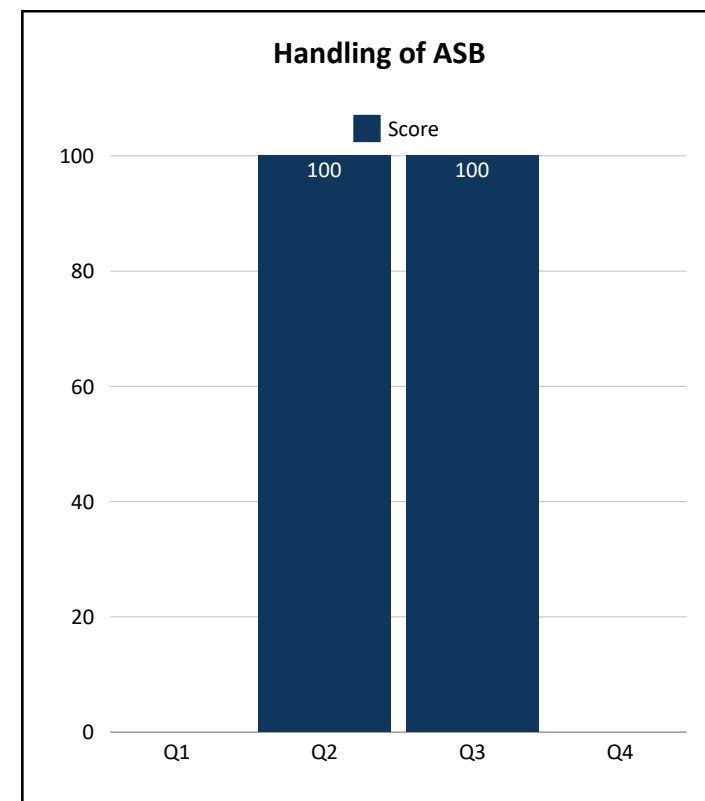
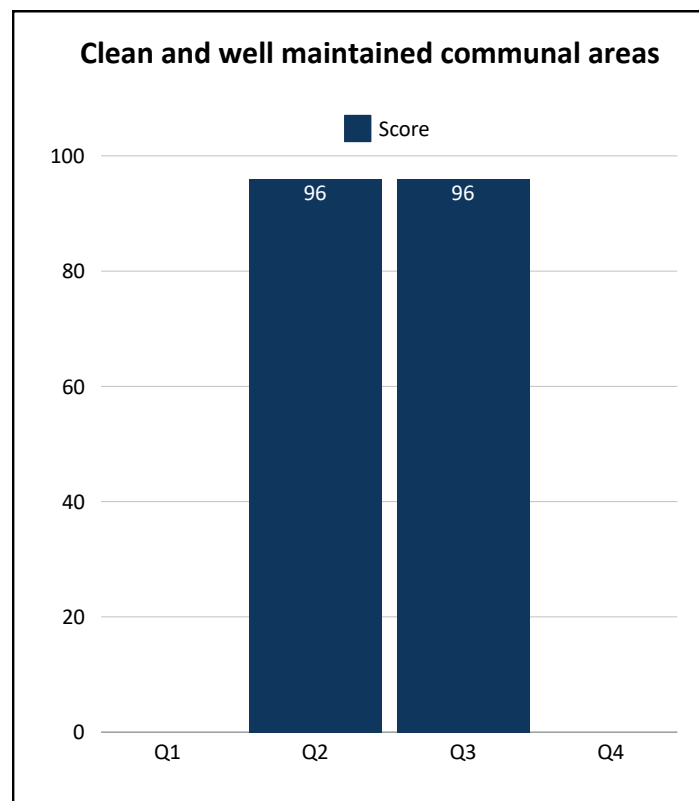
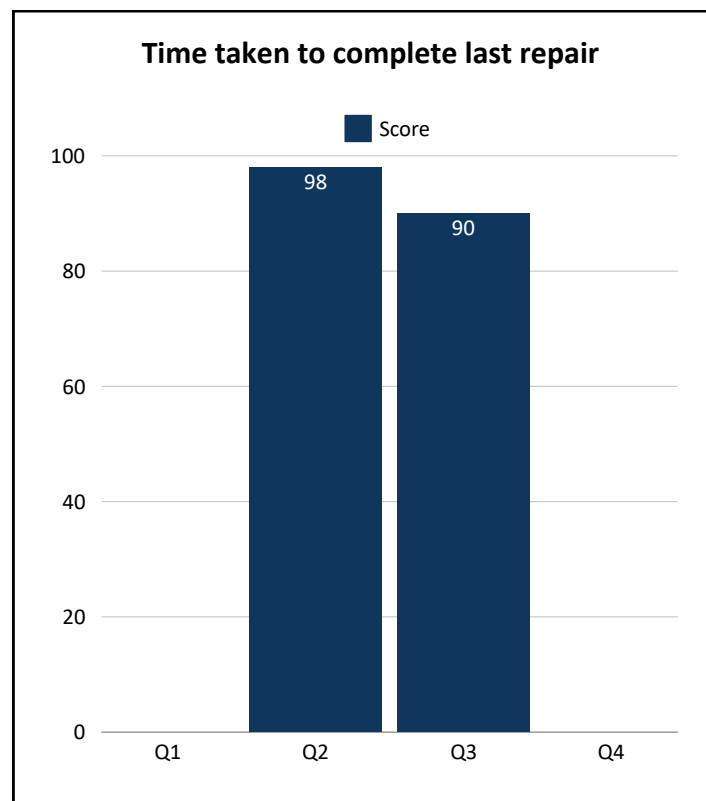
Performance	Impact	Assurance
<ul style="list-style-type: none"> We began collecting Easy Read Tenant Satisfaction Measures results in Q2 this year. Based on our experiences of collecting the formal TSMs as part of the RSH's pilot for smaller providers, we learnt that our tenants found the Easy Read version more accessible. The completion rates have been higher across all questions. Performance has improved as the year has gone on and we are achieving higher satisfaction across the Easy Read survey, compared to the formal collection. The scores have been weighted to include the scores from the formal collections. 	<ul style="list-style-type: none"> The RSH is yet to confirm formal arrangements for smaller providers for the TSMs moving forward. However, the publication of scores for the larger providers have received high levels of scrutiny. Information from the TSM scores is being overlaid with other performance information for the RSH and the Housing Ombudsman. Underperformance could result in regulatory intervention. TSM scores provide insight into how our services are being received by tenants. We pride ourselves on being able to deliver high quality services, so this feedback is critical to this. 	<ul style="list-style-type: none"> We review all results of the Easy Read surveys each month to ensure there are no discrepancies or issues. The monthly review also allows us to identify trends in the data and discuss these at the monthly performance meeting. ASB was an area within the formal collections and the Easy Read surveys that was underperforming. This was in part due to a lack of tenant understanding of the concept and also some need for improvement in our communication and management. The new ASB Policy and staff training have been introduced, along with a better case management system. A full set of TSM scores are reported to Board each quarterly, with others reported as part of the Performance Reporting Framework.

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	78%
Easy Read	96%
Trend on last Q	
Sector average	67.4%

RSH	88%
Easy Read	97.13%
Trend on last Q	-
Sector average	65.1%

RSH	43%
Easy Read	100%
Trend on last Q	-
Sector average	57.8%

RSH	48%
Easy Read	94.83%
Trend on last Q	
Sector average	60.4%

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

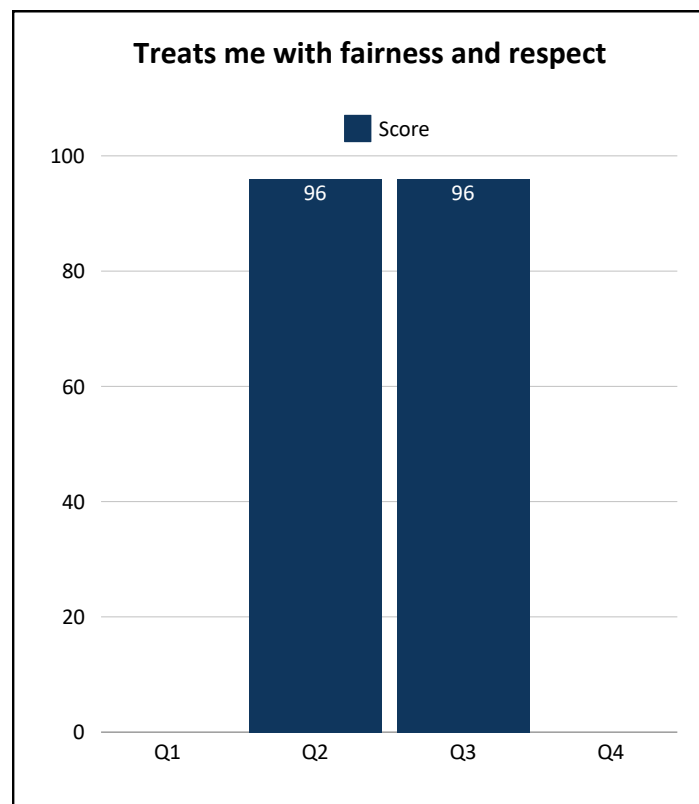
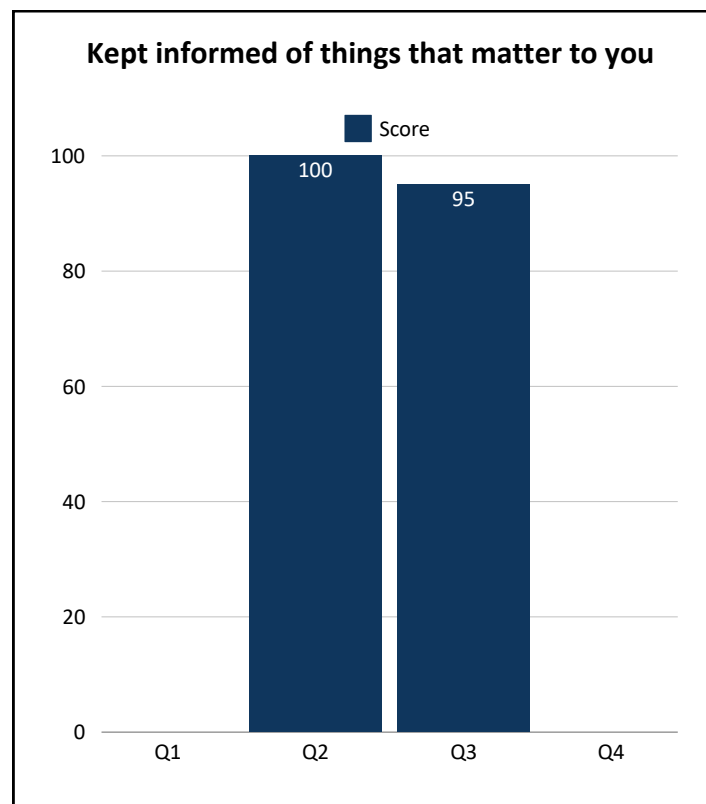
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Quarter 3 Performance report

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	96.55%
Trend on last Q	
Sector average	70.3%

RSH	43%
Easy Read	98.85%
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 favourable 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.
- The Easy Read format has seen higher levels of satisfaction and a higher completion rate across all questions compared to the formal survey. We do still experience challenges in trying to help tenants to understand some of the latter questions. Not all questions are completely suitable/relevant for us as a SSH provider.
- We provide the option on all questions for tenants to say why they have given the score they have. Many will respond with “I am happy with the repairs” or words to that effect. On occasions where we do receive more feedback, this is acted upon.
- The biggest area where tenants have commented further is to request when their decorating will be completed. A review of the life cycle works for the remainder of this year has now taken place, with a focus on completing any required decorating works as a priority.
- Overlaying this TSM data with our transactional repairs feedback has shown that satisfaction is higher with the repairs service in areas where we have a handyman service. We have also expanded our handyman service across areas of the country where concentrations allow for this to be economically viable. This will help improve our response times and allow for additional improvement works to be made to properties.

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"> • We began collecting Easy Read Tenant Satisfaction Measures results in Q2 this year. Based on our experiences of collecting the formal TSMs as part of the RSH’s pilot for smaller providers, we learnt that our tenants found the Easy Read version more accessible. The completion rates have been higher across all questions. • Performance has improved as the year has gone on and we are achieving higher satisfaction across the Easy Read survey, compared to the formal collection. • The scores have been weighted to include the scores from the formal collections. 	<ul style="list-style-type: none"> • The RSH is yet to confirm formal arrangements for smaller providers for the TSMs moving forward. However, the publication of scores for the larger providers have received high levels of scrutiny. • Information from the TSM scores is being overlaid with other performance information for the RSH and the Housing Ombudsman. Underperformance could result in regulatory intervention. • TSM scores provide insight into how our services are being received by tenants. We pride ourselves on being able to deliver high quality services, so this feedback is critical to this. 	<ul style="list-style-type: none"> • We review all results of the Easy Read surveys each month to ensure there are no discrepancies or issues. • The monthly review also allows us to identify trends in the data and discuss these at the monthly performance meeting. ASB was an area within the formal collections and the Easy Read surveys that was underperforming. This was in part due to a lack of tenant understanding of the concept and also some need for improvement in our communication and management. The new ASB Policy and staff training have been introduced, along with a better case management system. • A full set of TSM scores are reported to Board each quarterly, with others reported as part of the Performance Reporting Framework.