

Annual Review

2018–19

HOW WE PERFORMED



OUR FIVE YEAR PLAN



NEW HOMES



OUR SPENDING





ANNUAL REVIEW

2-3	At a glance
4-5	Five Year Plan
6-7	Our performance
8-9	Running the Trust
10-11	Wellbeing
12-13	New homes
14-15	Customer events
16-17	Our people
18-19	Compliments
20	Complaints
21	Have your say

Our Year

At Peaks & Plains Housing Trust we believe in transparency and this Annual Review is one of the key ways that we demonstrate that.

We want to be accountable to our customers and stakeholders by letting you know what we planned to do over the last year and whether we managed to do it.

Importantly, this review lets you know how we've done in the first year of our new Five Year Plan and whether we have delivered our main objectives:

- Being a great landlord
- Investing in our homes
- Building 750 new homes and
- Creating great places to live

We also let you know how well run we are by looking at some key targets that we set such as how much rent we collect, how many repairs we complete on time and how safe we keep homes by making sure they have an annual gas service.

This review tells you how we've done against those targets and how we compare to other housing associations.

The Trust is a £30m business and we've provided some of the important details about our budgets too. These show how much money is coming in and how much surplus we make. This surplus is used to build more and more new homes – and to fulfil our purpose, to 'Help Improve Lives'.



TIM PINDER, CEO





We own and manage

5256
homes



OUR AWARD-WINNING
REPAIRS TEAM

became Housing Heroes for their commitment to embracing technology and working across the Trust to improve the way we deal with customers' repairs

TURNOVER
£29.7M

OPERATING
SURPLUS £9.7M

100%

of all emergency repairs were made safe in less than **4 hours**



129



new homes built across Cheshire and the High Peak

92.85% of your repairs were completed at the first visit





Employee of the month
—recognising the extraordinary people we work with who have gone above and beyond for our customers

679

people responded to our **Customer Survey** about how to improve our services



3214

people took part in our One You Cheshire East health and wellbeing programmes

12

apprentices across the business



92%

of people who accessed our Talking Therapies service said that their lives had improved (see p.10–11)

**talking
therapies**

Five Year Plan



In April 2018 we developed a Five Year Plan. At the heart of the plan are our four key priorities. We will use these to determine how we prioritise our resources, how we will deliver against our purpose for the next five years, and how we will judge our success.

BE A GREAT LANDLORD

A great home from Peaks & Plains Housing Trust:

- provides people with stability and certainty for them and their family;
- allows them to put down roots and to have a steady platform from which to develop their lives.

Here is how we'll do that...

We will be honest and clear with our customers about what we offer and what we expect in return

We will match the right customer to the right home to create lasting tenancies

We will find out more about our customers and their needs so that we can be ready to help



INVEST IN AND ENHANCE EXISTING HOMES

We want to give our homes the care and attention they need.

We want our homes to be safe, warm, up to date and also attractive to future customers.

So we are making a big commitment.



“ Over the next five years we will invest nearly £30 million on the upkeep of our homes. ”

BUILD MORE NEW HOMES ACROSS TENURES

Our third priority demonstrates our determination to help reduce the local housing crisis.

There is real need for people on our doorstep to find homes they can afford – whether that’s to rent or to buy.

We can help that by building even more new homes across tenures by

2023

Whatever the tenure type (eg social rent or market rent) the money we make will go towards building more new homes.

CREATE GREAT PLACES TO LIVE

Our plans also focus on regeneration so we’ll be creating communities where people choose to live, work and play. Above all we want to create homes in neighbourhoods that are sustainable, vibrant, well-connected and thoughtfully designed.



[PEAKSPLAINS.ORG/FIVEYEARPLAN/](https://peaksplains.org/fiveyearplan/)



Our performance



RENT COLLECTION

	2018/19 RESULT	2018/19 TARGET
% Of rent collected (for all rent due)	98.89	98.56
% Properties with valid Landlord Gas Safety Record	98.88	100
Rent lost by properties being empty (void loss %)	0.94	0.5

REPAIRS & CUSTOMER SATISFACTION

	2018 RESULT	2019 RESULT	2019 TARGET
% Responsive repairs – customer satisfaction	97.58	98.36	96
% Repairs fixed right first time	91	93	94
Avg. days to renovate standard empty homes	6.7	7.6	10

NEW HOMES BUILT

	2017/18 RESULT	2018/19 RESULT	2018/19 TARGET
New home starts	114	6	168
New home completions	117	129	177
Net housing stock growth	99	104	162
Unsold Shared Ownership homes >6 months	1	12	0

We own and manage

5256 homes

3895

were designed with families, singles and couples in mind

1273

homes are for older people

We let **4145** at 'social rent' levels. **1023** are let at 'affordable rents'

We have **88** homes which are Shared Ownership

We have built

129

new homes

On average it took us **7.6** days to renovate standard empty homes

We carried out

13795 repairs

95% of your repairs were completed at the first visit

100%

of all emergency repairs were made safe in less than 4 hours

HOW OUR SERVICES COMPARE

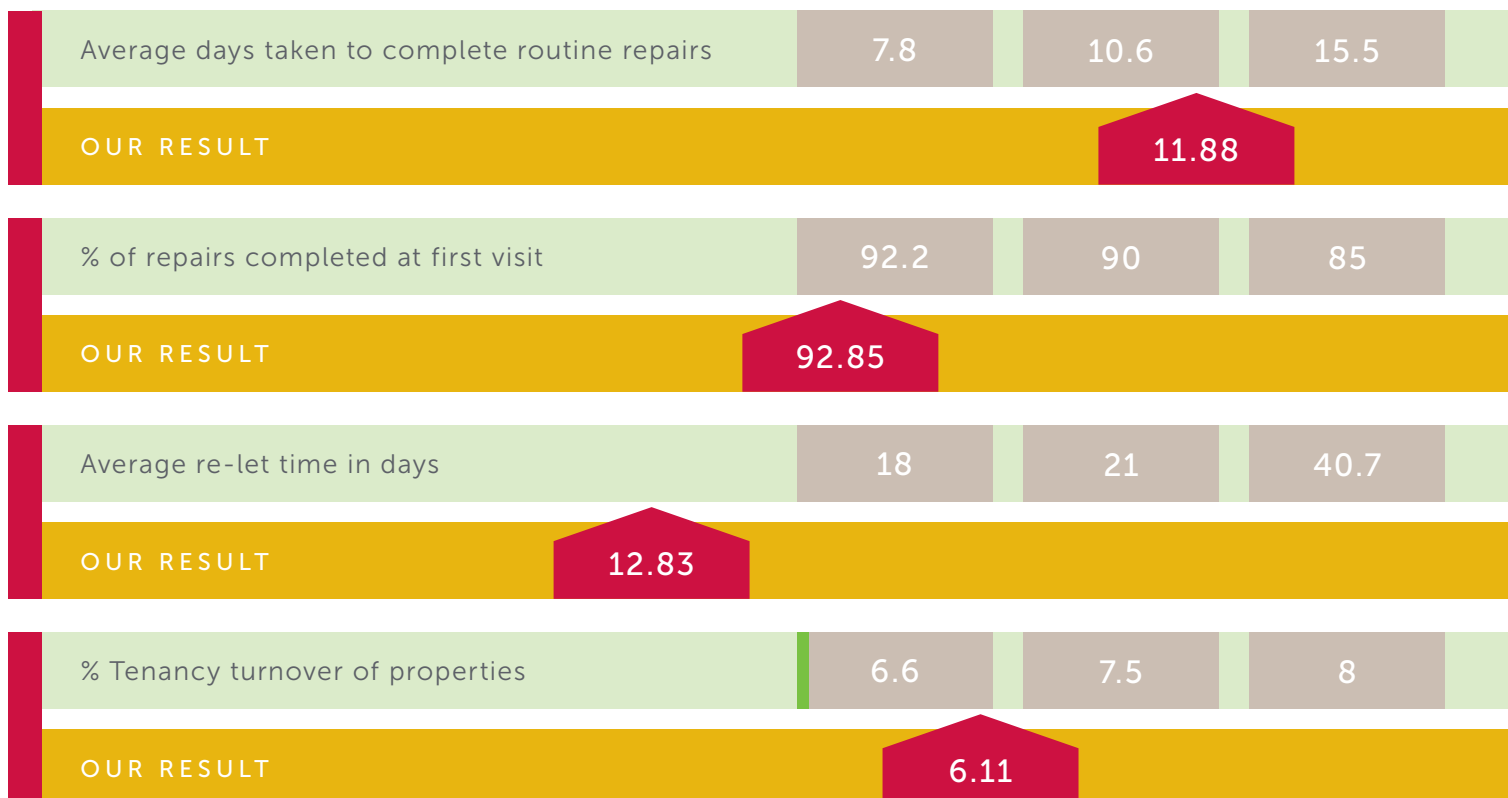
RELATIVE TO SIMILIAR-SIZED HOUSING ASSOCIATIONS IN THE NORTH WEST

KEY PERFORMANCE INDICATORS

TOP PERFORMERS

THE OTHERS

POOREST PERFORMERS



Running the Trust

Our financial performance is thoroughly inspected by our management team, our Board, housing regulators, lenders and our auditors. Here is how we performed last year.



WHERE THE MONEY COMES FROM

YEAR ENDING MARCH 2019

Rents	£25.1M	84%
Service Charges	£0.6M	2%
Shared Ownership sales	£1.7M	6%
Income from other places	£2.2M	7%
Interest received	£0.03M	1%
TOTAL	£29.6M	

HOW MUCH INCOME WE RECEIVED

	2019	2018
How much income we got	£29.7M	£29.5M
Day to day running costs & how much we had to spend	£(19.8M)	£(19.7M)
The amount of money that came in called operating profit	£9.9M	£9.8M
The profit we made as a % of the income	33.3%	33.3%
Interest & tax costs	£(4M)	£(3.6M)
Other costs	£(3M)	£0.8M
Profit for the year after tax	£2.9M	£7M

THE COST OF RUNNING THE TRUST

Business operating costs (eg offices, staff, IT etc)	£5.1M	26%
Maintenance	£5.9M	30%
Service Charge Costs	£1.1M	5%
Cost of running other parts of the business	£1M	5%
Cost of Shared Ownership properties	£1.2M	6%
The amount our properties reduced in value	£5.5M	28%
TOTAL	£19.8M	

Wellbeing



Our wellbeing services provide free and friendly advice and support to those who want to adopt a healthier lifestyle, but we also deliver a popular service for anyone on our doorstep who is suffering from mild to moderate mental health problems.

TRUSTLINK

In 2018 we took the very difficult decision to exit from the telecare market so that we could concentrate on our four new priorities (see p.4–5).

We sold our private telecare business, Trustlink, to Astraline, by Johnnie Johnson Housing in a deal that safeguarded 12 jobs. This arrangement ensured that the customers who have been supported by us for 30 years continue to be serviced by a local provider with like-for-like 24/7 emergency response, falls lifting service and falls prevention advice.

Our agreement with Cheshire East Council to deliver their 'Assistive Technology' contract also came to an end and we transferred 14 members of our team to the new provider.

TRUST LINK
Independent Living



ONE YOU CHESHIRE EAST

In 2018-19 we continued to provide the 'One You Cheshire East' service on behalf of Cheshire East Council.

'One You Cheshire East' provides friendly local support to help clients to stop smoking, eat well, move more, or drink less.

It's been a busy year for our Lifestyle Support Workers and, together with their partners, they have achieved the following.

- Attended over **1000 events**, presentations and meetings to promote One You
- **Engaged with 100+** Cheshire East residents per week
- Received **6000 referrals** into health and wellbeing programmes
- Of those 3214 people attended programmes to improve their **health and wellbeing**
- Supported 1093 clients to **stop smoking**
- Worked with 376 clients to actually **quit smoking**



[PEAKSPAINS.ORG/ONEYOU/](https://peaksplains.org/oneyou/)

“ I’m never giving up again now, I have the tools to work with. ”

“ I even go into town by myself and I feel great! I’ve not been out for two years. ”

“ I got my confidence back. Finally my mojo is returning. ”



TALKING THERAPIES

Talking Therapies helps people to deal with everyday issues that affect their mental wellbeing.

We made 714 referrals for the year (our target was 700).

92% of clients say that their lives have been improved*

 [PEAKSPAINS.ORG/TALKINGTHERAPIES/](https://peaksplains.org/talkingtherapies/)

*We asked 293 people how they felt before and after their experience of Talking Therapies.

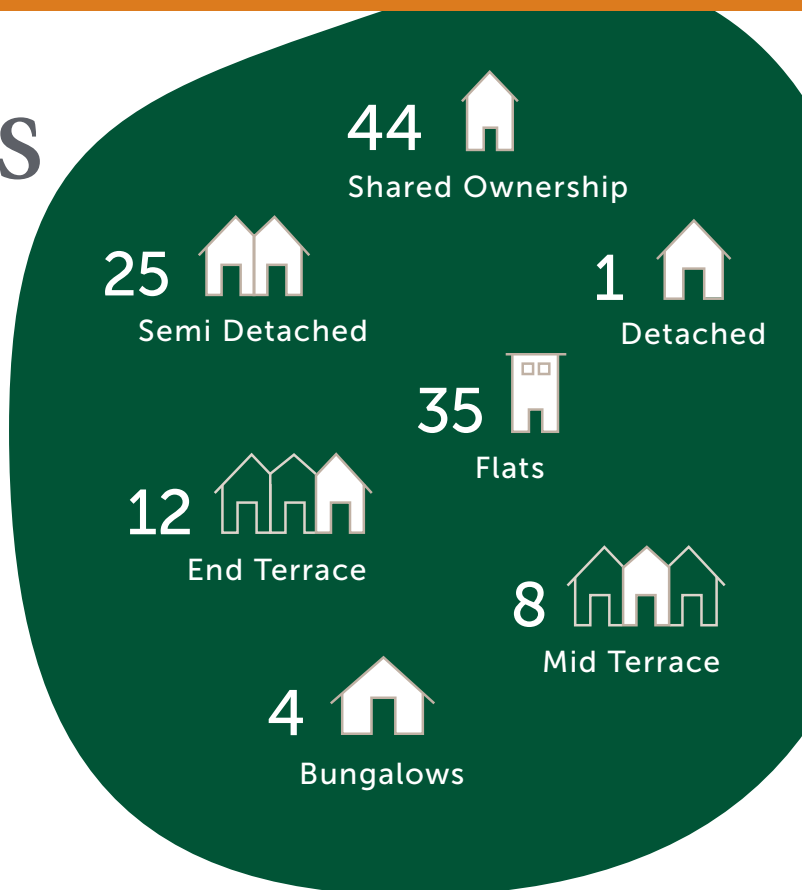
Here is what they told us:

-  **269** SAID THEY FELT BETTER
-  **17** SAID THEY FELT ABOUT THE SAME
-  **7** SAID THEIR CONDITION HAD WORSENER

New homes

In 2018-19 we developed and completed 129 new homes across Cheshire East, Cheshire West & Chester and the High Peak.

We built a selection of different property types to suit a range of customers' needs.



TAKE A LOOK AT WHERE WE BUILT OUR HOMES

LOCATION	1 BEDROOM	2 BEDROOMS	3 BEDROOMS	TOTAL HOMES
Buxton		5	1	6
Chapel-en-le-Frith	10	16	4	30
Congleton	6	11	12	29
Crewe			8	8
Glossop	8	5	2	15
Knutsford		2		2
Macclesfield		7		7
Nantwich	9	12	4	25
Northwich		2	5	7

REGENERATION IN MACCLESFIELD

2018 was also the year that we purchased three derelict mills on Park Green in Macclesfield. We plan to build 67 new apartments on this site at the end of Sunderland Street starting in autumn 2019.

We will be providing regular updates about all our ambitious plans on social media and in PlainSpeaking.



[PEAKSPLAINS.ORG/SIGNUP/](https://peaksplains.org/signup/)



Customer events

At the end of 2018 we ran a print and online campaign, encouraging every one of our customers to have their say.

We followed this up with four face-to-face listening sessions in Wilmslow, Knutsford and Macclesfield.

These events gave us a chance to hear your views in more detail and brought your feedback to life.

We sent out a letter to all of our customers (5,200)

We emailed 3,115 of our tenants

- ✓ 679 customers completed the survey
- ✓ We received 446 responses back in the post
- ✓ 233 customers completed our online survey



The **topics** that meant most to you were; your **environment**, health and safety, **repairs** and **maintenance**, your neighbours, complaints, **compliments** and **feedback** and our staff and services.

BASED ON YOUR FEEDBACK WE WILL:

- Recruit more staff to support those with **complex needs** and to tackle anti-social behaviour.
- Develop a **Customer Charter** to make it easier for you to understand what our responsibilities are and to make it clearer what we expect from our customers.
- Upgrade our **customer data** system so that we can provide a more efficient service.
- Spend more on **fire safety**.
- Develop some clear principles for architects when we are planning new homes and neighbourhoods.
- Continue to focus on **health and safety** as well as staff development (see p.16–17).
- Launch a new customer satisfaction survey to highlight how we can improve.
- Invest **£30 million** in the upkeep of our homes between now and 2023.
- **Provide more choice** in the local housing market by building more homes for sale or rent across Cheshire East and the High Peak.
- Appoint a new **grounds maintenance contractor** and manage this contract very closely and effectively.

HOW TO CARRY ON THE CONVERSATION:

Customer event information  [PEAKSPLAINS.ORG/CUSTOMEREVENT/](https://peaksplains.org/customer-event/)

Share your feedback  TRUST@PEAKSPLAINS.ORG

Have your say  [PEAKSPLAINS.ORG/GETINVOLVED/](https://peaksplains.org/get-involved/)

Our people



At our customer events you told us that it was important that our staff are skilled and that their qualifications and training are up to date, particularly when it comes to keeping your homes safe. We agree.

TRAINING & DEVELOPING OUR PEOPLE

12 apprentices across the business

- ...of those, 3 have secured permanent employment at the Trust and 9 are continuing to gain their qualifications in order to progress to permanent employment.
- **10** work experience opportunities locally – spending time across the Trust’s teams, from Repairs to ICT.
- Our staff benefitted from **254** training days
- All our staff had Domestic Violence awareness training

17 members of staff wanted Management training and have now achieved their **ILM accreditation**.

10 of our managers are now **mental health first aiders**

60 staff are now trained in **IOSH Working Safely**

11 professional qualifications have been achieved by members of staff (at degree or postgraduate levels).

AWARDS

We are enormously proud of the way that our teams go above and beyond, which is why we award their extra-special efforts whenever we can with our Employee of the Month scheme.

Every year the Senior Leadership Team select one person to win the Eddie Disney Award – this annual recognition is for the person who has taken huge steps to provide a great service, work across teams and to support their colleagues. In 2018-19 the award went to Alison Warren from the Income Team.

HOUSING HEROES

In 2018 our Repairs Team was recognised at the National Housing Heroes Awards in Manchester.

The awards, which are jointly organised by Inside Housing and the Chartered Institute of Housing celebrate the unsung heroes of the housing world. Our team proudly picked up the award for Maintenance Team of the Year (under 15,000 homes).

The team was selected for its commitment to improving customer experience and for the key role it played in making the Trust's online repairs booking system such a success.



Compliments



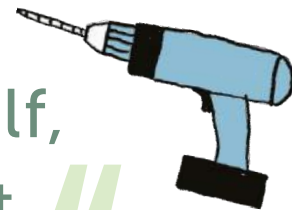
Everyone likes to hear the words 'thank you'. Every compliment that we receive at the Trust gets passed on to the right person or team. Each one gives us all a real buzz.

IN YOUR
OWN WORDS

156

In 2018–19 we received **compliments**. Here are a selection:

“ Today I have had a new fan extractor fitted and would like to say what an extremely good job your workman made. He cleaned up after himself, I did not even have to dust. ”



“ You were very efficient and fixed the fence in no time at all. The guys were very friendly and polite—a credit to Peaks & Plains. ”

“The area surrounding my Mother’s flat has been cleaned today, it looks great and she is delighted. We can enjoy sitting out there again.”

“Congratulations to Dave and his team for doing a fabulous job on the grounds maintenance so far this year – Poynton looks wonderful.”

“Your gas engineer turned up quickly and did a brilliant job. Thanks!”



Complaints

When things go wrong we want to know so that we can look into the problem and put it right. We have a three stage complaints procedure:

INFORMAL COMPLAINT STAGE

We need to get back to you in three working days so that we can resolve the issue quickly. If we can't it becomes a 'formal Stage 1' complaint.

STAGE 1

We need to respond within 28 days

STAGE 2

We need to respond within 21 days

We received 245 informal complaints

QUARTER	INFORMAL	STAGE 1	STAGE 2
1 (March–May 18)	54	5	1
2 (June–Aug 18)	67	2	3
3 (Sept–Nov 18)	79	5	1
4 (Dec–Feb 19)	45	1	2
TOTAL	245	13	7

The informal complaints were focused on the following areas;

Repairs (82), Asset Improvement (48), Asset Cyclical Maintenance (27), Estate Management (19), Customer Experience (17), New Tenancy (13), Development (12), Trustlink (11), Income (7), Neighbourhood (3), Finance (2), IT (2), Tenancy Support (1), Safer Communities (telecare) (1).

The formal complaints were focused on the following areas;

Assets (5), IT (2), Repairs (2), New Tenancy (2), Development (1), Estates (1)

COMPENSATION CLAIMS

We received 31 compensation requests.

We paid out a total of £2705.88 in compensation and goodwill payments. The largest single payment was for £480.

MP REQUESTS & OMBUDSMAN

If your complaint is still not fixed we will refer you to your local councillor, MP or the Housing Ombudsman.

We received 46 MP Requests for information. One complaint went to the Housing Ombudsman, which was later dropped by the customer. Their complaint had been resolved.




HAVE YOUR SAY

Compliments, complaints or feedback? We want to hear from you – the good and the bad. You can get in touch in person or in one of the following ways:

-  [PEAKSPLAINS.ORG](https://www.peaksplains.org)
-  TRUST@PEAKSPLAINS.ORG
-  [PEAKSPLAINS](#)
-  [PEAKSPLAINS](#)

If you'd like to play a more active part in how the Trust is run we'd love to hear from you. We are always on the lookout for tenants who are enthusiastic to make a difference and who have fresh ideas on how we could improve. Go to:

-  [PEAKSPLAINS.ORG/GETINVOLVED/](https://www.peaksplains.org/getinvolved/)

ANNUAL REVIEW

2019–20

In our next Annual Review we will be able to update you on the following:

- Our new Customer Charter
- Our refreshed and easy-to-understand policies
- The results of our biggest ever customer survey
- How we continue to invest in our homes
- An update on our ambitious home-building plans



PEAKS & PLAINS
Housing Trust

WWW.PEAKSPLAINS.ORG