The Trust in 2023-2024

These figures change all the time, so we've taken this snapshot from 31 March 2024 and the 12 months up to that point. When we talk about 'average' we are talking about the mean average.

Download the PDF

We own and manage **5,307** homes

We manage **23** homes for others

Our turnover is **£32.01m**

Our operating surplus is **£9.25m**

This goes back into the Trust to provide homes and services

We are a **profit-for-purpose** organisation

90% of our staff told us that they are proud to work for the Trust

We pay the **real living wage**

On average it took us **1:48 minutes** to answer your calls

We are proud that we've achieved a inspection rating of **G1/V2**

We carried out a total of **20,315** repairs and gas jobs

- **12,433** repairs
- **7,882** gas jobs

On average we made and kept:

- **93%** of routine repair appointments
- **90%** of planned repair appointments

We achieved **100%** compliance on gas servicing, completing all gas safety checks on time

We also attended **97%** of emergencies within 4 hours

On average **87%** of your repairs were completed on the first visit

On average we completed **60%** of non-emergency repairs within target

Average days to complete a routine repair **32.1**

On 31st March 2024, **99.96%** of the Trust's 1,268 properties had an EICR less than 5 years old

WE RECEIVED **349 REPORTS** OF ANTI-SOCIAL BEHAVIOUR*

Noise	93
Domestic Abuse	66
Neighbour Disputes	41
Threatening Behaviour	32
Substance Misuse	29
Harassment	28
Hoarding	10
Property Damage	8
Hate Crime	8
Assault	7
Cuckooing & Exploitation	6
Vandalism	5
Drug Dealing	4
Property Condition	3
Verbal Abuse	2
Arson	2
Animal and Pets	2
Dangerous Dog	1
Admin Use Only*	1
Hoarding (Enforcement)	1

6 Cases referred to mediation

4 Injunctions

6 Possession applications

6 Evictions

- **4** Arrears
- **2** ASB

2 **tenant-led Scrutiny Panels** on reporting anti-social behaviour and the end of tenancy process

210 **safeguarding concerns** were addressed by the Trust working alongside our partners

In 2023-24, we spent **£15,645** from the Hardship Fund

- **39** requests
- Average spend **£401.15**

Most payments were made to reduce rent arrears on rent accounts, but it was also used for a skip hire and for an insurance excess payment

39 complaints received per month on average

1.8% repairs resulting in complaints

99.79% of complaints raised were resolved within the agreed timescale – this was one complaint at the beginning of the year, all other complaints were resolved within time

Investments in your home:

56 new bathrooms

97 adaptations

56 new kitchens

Cyclical decoration carried out at **310** properties

176 Energy efficiency works (including heating systems and work property improvements)

Structural work/ improvements carried out on **58** properties

99% satisfaction with improvement works

58 rewires

122 new windows and doors installed in properties

*including hoarding

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If you have any feedback for us, we're listening.

Have your say

Get in touch

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Our performance

The primary aim of monitoring performance and progress against the Corporate Plan is to provide assurance to our customers, colleagues and other stakeholders.

Rent collection

	22/23	23/24
% of rent collected (for all rent due)	99.29%	100.41%
Rent lost from empty properties (void loss %)	1.49%	1.53% (£457,578)

Repairs

	22/23	23/24
% Repairs fixed right first time	90.2%	87.1%

New homes

	22/23	23/24
New home starts	0	158
New home completions	67	26

How we track our performance

We use key indicators to monitor how individual parts of our organisation are performing against our expectations. This lets us see what is going well, and learn lessons from these elements of our service, while also being able to spot when we need to improve in an area. We have a mix of indicators that analyse performance from a customer experience point of view, a colleague experience point of view, and also in respect of financial and operational stability.

Performance is reported to our Board, Committees and Challenge Group on a monthly basis, who scrutinise actual performance against targets, and how we're doing in terms of delivering on the objectives of our Corporate Plan.

Regular performance updates

For regular performance updates head over to our main website.

Visit website

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Tenant Satisfaction Measures (TSMs)

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Tenant Satisfaction Measures (TSMs)

What are Tenant Satisfaction Measures?

The Transparency, Influence and Accountability Standard requires all registered providers of social housing to collect and report annually on their performance using a core set of defined measures. We call these measures the Tenant Satisfaction Measures.

We've asked Acuity to contact you on our behalf, rather than contacting you ourselves, so that you feel you can talk freely and honestly about our services. We want your honest opinions – we're committed to improving our services.

How do we use them?

We use this information to improve and shape the services we offer.

It helps us to identify areas of improvement and understand what our customers think about the services we provide.

For example, if we hold a residents' meeting, we will take a summary of the key issues and explain what we are doing to address these.

TSM	2023/24 Value
TSM BS01 - % Gas safety checks completed	100.0%
TSM BS02 - % Fire safety checks completed	100.0%
TSM BS03 - % Asbestos safety checks completed	82.9%
TSM BS04 - % Water safety checks completed	100.0%
TSM BS05 - % Lift safety checks completed	100.0%
TSM CH01 Part 1 - Stage 1 Complaints relative to the size of the landlord	26.6
TSM CH01 Part 2 - Stage 2 Complaints relative to the size of the landlord	7.9
TSM CH02 Part 1 - % Stage 1 Complaints responded to within Complaint Handling Code timescales	100.0%
TSM CH02 Part 2 - % Stage 2 Complaints responded to within Complaint Handling Code timescales	97.5%
TSM NM01 Part 1 - Anti-social behaviour cases relative to the size of the landlord	66.2
TSM NM01 Part 2 - Anti-social behaviour cases relative to the size of the landlord that involve hate incidents	1.5
TSM RP01 - % Homes that do not meet the Decent Homes Standard	0.6%
TSM RP02 Part 1 - % Non-emergency repairs completed within target timescale	59.4%
TSM RP02 Part 2 - % Emergency repairs completed within target timescale	94.9%
TSM TP01 - Overall satisfaction	71.6%
TSM TP02 - % Satisfaction with repairs	74.1%
TSM TP03 - % Satisfaction with time taken to complete most recent repair	70.2%
TSM TP04 - % Satisfaction that the home is well maintained	69.6%
TSM TP05 - % Satisfaction that the home is safe	79.9%
TSM TP06 - % Satisfaction that the landlord listens to tenant views and acts upon them	61.8%
TSM TP07 - % Satisfaction that the landlord keeps tenants informed about things that matter to them	73.6%
TSM TP08 - % customer satisfied that we treat them fairly and with respect	77.5%
TSM TP09 - % Satisfaction with the landlord's approach to handling complaints	40.5%
TSM TP10 - % Satisfaction that the landlord keeps communal areas clean and well maintained	58.4%
TSM TP11 - % Satisfaction that the landlord makes a positive contribution to neighbourhoods	66.2%
TSM TP12 - % Satisfaction with the landlord's approach to handling anti-social behaviour	70.6%

All figures are out of 1045 customers that were surveyed through our partners, Acuity.

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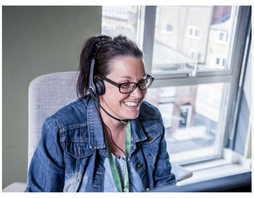
How we've listened and acted

We've listened and acted upon what you've told us. Below are a few of examples:



"There are too many options on the phone line, and it takes too long to get through."

We have reduced the number of options down to 3 from 10. On average it took us 1 min and 48 seconds to answer your calls.

"There isn't enough information about how we decide to replace kitchen and bathrooms."

We have updated the website to make the process really clear and included information about ways you can find out when yours might be due to be replaced.

Find out more

You don't see us out and about around where you live.

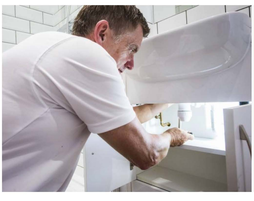
Back in 2021, we reintroduced our Neighbourhood Team. We now have Neighbourhood Officers who deal with tenancy issues and low level anti-social behaviour. We use what you are telling us about the area you live to plan where our next Roadshows will take place.

What are roadshows?

Our Roadshows are a great opportunity to come and speak to different teams across the Trust from Neighbourhoods, Repairs, Income and our Anti-social behaviour team. **You can find out when we will next be in your area by viewing our Neighbourhood Plans here >**

"The standard of cleaning in shared areas isn't up to standard."

We wanted to know more about this. That's why we asked everyone who lives somewhere with a shared area to tell us what they thought of the cleaning service.

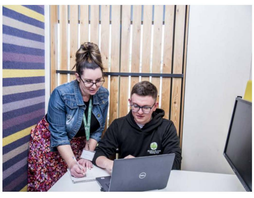


"A handyperson service would be useful."

Although, we do not have a dedicated handyperson service. We have provided further information on our website about Cheshire East's Handyperson service. We will also share this information if a customer calls us up.

You were unsure if your anti-social behaviour case had been dealt with and closed down.

To make sure you are clear when the case has been closed, we send a closure letter to let you know.



It was taking too long to get a repair appointment.

That's why we are now working with a contractor called JRB Construction to get to your repair quicker.

Why is it taking longer to get my repair done?

Recently, we've had 29% more repairs reported to us than this time last year. This is having an impact on the service we deliver.

For a planned repair - that's one you've reported to us, and we've scheduled in - we now aim to do the work within 90 days.

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Better together

Throughout 2024-5 we leant on our partners - and supported them too - here are just a few.

Our purpose: Working together to provide safe homes and thriving communities.
Throughout 2024-5 we leant on our partners - and supported them too - here are just a few.

Hampers of Hope | Housing and Wellbeing service | Weston Community Hub | Groundforce | Debt Information Bureau | The Wensleslas project

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Customer Voice 2022-25

Our Customer Voice puts customers at the heart of all we do. We believe that listening to what you have to say about your homes and services will make us a better organisation.

The aims:

We want to consider and act on the views of our customers about our homes and services.

We want to put customers at the centre of everything we do.

We believe that this will make us a better organisation.

Complaints | Resident Meetings | TSM Feedback | Digital Panel

Shaping everything we do

Customer engagement runs through everything we do, from our corporate plan to how we manage each department.

How we will support our teams to put customers at the heart of everything we do

- We will make it simple and easy for our teams to include customers in their work by providing a toolkit.
- We will share best practice that we find both in the housing sector and beyond.
- We'll include customers early on, not as an after-thought – particularly when we are talking about service changes.
- When appropriate we'll use digital channels to get the information we need.

How we will show that we are listening and acting

- We will use key learning outcomes from customer feedback and complaints to improve our services and how we do things at the Trust.
- We won't keep them to ourselves, but share them on our website, in newsletters and in our annual review.
- In the wider community we will work with key partners who share our vision of creating great places to live.
- We will do all we can to make sure that opportunities to get involved are open and easy for everyone.

What you told us: Tenant-led Scrutiny recommendations

We invite our customers to join a scrutiny panel twice a year. It's an opportunity to focus on one of our services and let us know how to improve.

Read more

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What you told us

Tenant-led Scrutiny recommendations

We invite our customers to join a Scrutiny panel twice a year.
It's an opportunity to focus on one of our services and let us know how to improve.

Date: Spring 2023
Topic: Reporting Anti-social behaviour (ASB)

Five tenants, one leaseholder and one shared owner attended three sessions which included:

- **Fact Finding and Q&A with the team**: reviewing service standards, policies, procedures and performance information, costs, quality, and customers' views relating to the service.
- **Challenge and Compare:** examining what other landlords do, benchmarking, and identifying any good practice.
- **Recommendations:** analysing findings and making recommendations to Peaks & Plains Board including an action plan to address these.

Some of the improvements we discussed included:

- Increasing awareness of our ASB service
  - The Trust was asked to make it clearer for customers what we consider as ASB and what we can deal with - such as whether the responsibility lies with us, Cheshire East Council, or another agency.
  - The Trust was asked to promote the 'Community Trigger' - a way of getting different organisations together to deal with a persistent issue on your patch.
  - We were asked to explain more clearly how 'anonymous reporting' works - for example, by sharing case studies.
  - We were asked to provide more information on what support you'll receive when you report an ASB issue - like how often you will be contacted, when, and why.
- Our Scrutiny Panel asked us to create the position of a 'customer champion' or involve Challenge Group to work closely with our ASB team and make sure our customers are at the heart of any service change. One of our Challenge Group members is now an ASB service champion.
- The Scrutiny Panel asked us to review and put in place a CCTV policy, which we have now introduced.
- Introduce a quality assessment checklist after an ASB Officer has closed an ASB case. This will ask the customer different questions - like how satisfied they were with how we dealt with their report.
- Add an option to include pictures to the reporting form on the website.

All recommendations have been closed and implemented.

Date: Autumn 2023
Topic: End of Tenancy Process

Six tenants and one shared owner attended three sessions which included:

- **Fact Finding and Q&A with the team**: reviewing service standards, policies, procedures and performance information, costs, quality, and customers' views relating to the service.
- **Challenge and Compare:** examining what other landlords do, benchmarking, and identifying any good practice.
- **Recommendations:** analysing findings and making recommendations to Peaks & Plains Board including an action plan to address these.

Some of the improvements that we discussed included:

- More information about meter readings and how you should leave them e.g., £0. This results in savings for the Trust and potential customers who might have been affected due to debt.
- Explore how the Trust can send a receipt for keys. This offers reassurance to the customer that these have been received.
- Review how the Trust captures feedback about customers' experience at the end of tenancy process. This would include introducing transactional surveys once keys have been received. This will help find areas of improvement and celebrate successes
- Members would like to see a thank you added to the final letter that explains all arrears have been cleared from the former tenant's account. This will help keep a good relationship with Peaks & Plains and create a positive perception.
- To ensure the Customer Experience Team have access to a list of charities who help to remove items such as white goods. The Team will then be able to signpost customers to these support agencies.
- Investigate adding a link to the website to signpost customers to information checklists about what is involved in moving house e.g. booking removal vans, redirecting post. This was based on feedback from a former tenant whose recently ended their tenancy with the Trust.
- To create a similar checklist of key points with more information about lettable and return standards which outlines exactly what is expected from a tenant. This will inform our tenants and increase awareness of the standards resulting in decreased recharges.
- Following a comparing exercise where the panel discussed what they liked and did not like about other housing associations end of tenancy forms and the Trusts lead to the panel agreeing to review and amend end of tenancy form with the below: - Make the form available in large print - Make the boxes coloured to make it easier to read - Remove all options for adaptations list but add one box that states 'Has the property had any improvements or adaptations e.g. stairlift, handrails, walk-in shower, ramp etc).

The Challenge Group check the action plans resulting from the reviews at every meeting. Making sure that the Trust is accountable and keeping on track with the implementation of the recommendations.

Ready to join us?

Have your say on our services and influence decision-making across the Trust
There are lots of different ways to get involved – we're making it easier for you to tell us how we are doing and how we can improve.

Get involved

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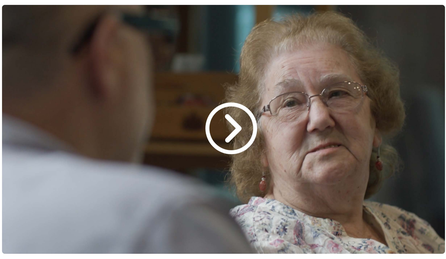
How you made a difference

We asked for your feedback on our services in all kinds of ways, whenever we could. We want you to have your say because we want to make our services even better – for you.

801 customers have said they want to be involved

- We should have **11 members on the Challenge Group** (at the end of March we had 09 members.) Click here to read about the Challenge Group >
- **88 at a medium level** - we call this group Collaborators e.g. Mystery Customer, Scrutiny, Damp and Mould Customer Panel, Grounds Maintenance Residents Group and Asset Management Monitoring Group. This figure excludes leaseholders of which we have **45 Leaseholders on the Forum**. Click here to read about Collaborators >
- **704 at a low level** which we call commentators e.g. digital panel and hot topic meetings. Click here to read about Commentators >



Challenge Group

- **Challenge Group met 12 times – this excludes attending Scrutiny Panels.**
- **Our Challenge Group meet every five weeks for 2 – 3 hours**

The Group:

- **100% meetings** took place
- **13 policies** checked and recommended for approval
- **Five strategies** checked and approved
- **Four quarters of together with tenants' data and Customer Satisfaction checked** and approved
- **Two self-assessments reviewed** and approved
- **Two Scrutiny reviews** and three being monitored
- Co-production of the annual review
- Sat on Board interview panels
- Met with internal auditors on Customer Voice
- Attended:
  - residents' meetings such as Range & Pennine
  - stock tour with Board
  - regular Board meetings
  - training: Mental Health, Chair, Scrutiny, Questioning skills and Tenant Empowerment
  - TPAS conferences
  - sessions on the update to the website
- Came along to our events such as Christmas and Easter

(This does not include regular updates on services which is discussed at every meeting)

How our Challenge Group has influenced change at the Trust:

Orbis service

We understand you're busy, so we've been working with Orbis – our out of hours call line – to make things easier.

So, what's changed?

Orbis have now introduced something called 'queued callback', which means you no longer have to wait on hold. Queued callback will allow you to 'opt out' of the queue and instead be called back when an agent becomes available. You will not lose your position in the queue.

How it works

Queued callback works by:

- Allowing callers to opt out of the queue and be called back as soon as an agent becomes available.
- It will detect your phone number or will allow you to input a preferred callback number before you exit the queue.
- Your position in the queue will not be lost.

Changes to policy

- Updated the wording in section 5.7.4 of the Former Tenant Arrears Policy. The Group asked that it was made clear that arrears are with the tenant not the property
- Requested for guidelines and a procedure in line with the CCTV Policy for customers asking permission for and when gifted CCTV or doorbells as part of target hardening*
- Added the Trust's number to the Complaints Policy.
- Made sure that the correct term 'Domestic Abuse' were used throughout policies rather than Domestic Violence.
- Challenge Group members will form part of the interview panel for Board and customer facing management roles.

** improving the security of a property to reduce the risk of crime.*

Collaborators

- **Customers who were involved with these events typically dedicate 1 – 2 hours to us every 3 months.**

- Grounds Maintenance Group met every quarter for 2 hours.
  - Led on the Gardening Competition including judging the entries and attended the award giving event
  - Fed into the changing of the Ground Maintenance contractor
- General Leaseholder meeting
- Established two new customer panels:
  - Damp & Mould Customer Panel
  - Asset Management Monitoring Group
- Launched Range & Pennine (our high-rise blocks) resident forum which takes place at Green in the Corner every quarter
- Six months of Mystery Customer calls
- We held Energy Efficiency sessions with our customers on the Moss Estate whose homes will be undertaking energy efficiency works.
- We held lots of events and meetings right across our communities discussing parking, grounds maintenance, repairs and much more.
  - We held residents meeting at:
    - Throwsters Court, Central Macclesfield
    - Astle Court, Chelford
    - Masons Lane, Hurdsfield
    - Range & Pennine Court, Hurdsfield
    - Harry Lawson Court, Hurdsfield
    - Greenhill Walk, Disley
    - Crossings, Central Macclesfield

Commentators

- **We've worked closely with our Digital Panel, a group of customers who fill out surveys or online forms for us once every couple of months.**
- **At this level, customers get involved from the comfort of their own home or come along to meetings that interest them most.**
- **At this level, you can dedicate as much or as little of your time as you'd like (e.g. an email survey or a quick phone call).**

The digital panel feedback on:

- What topic was to be the focus of the scrutiny reviews
- Whether the Trust should hold dedicated repairs roadshows. You told us that you'd prefer to see us out and about in your communities rather than dedicated events. That's why we make sure that our Repairs Team come along to all our Roadshows. Find out when the next roadshow will be happening near you >
- Complaints self-assessment – you told us that you thought we were doing what we should in line with the Housing Ombudsman Code.
- Reviewed and commented on our updated Aids & Adaptations Policy >

Ready to join us?

Have your say on our services and influence decision-making across the Trust

There are lots of different ways to get involved – we're making it easier for you to tell us how we are doing and how we can improve.

Get involved

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Out and about where you live

Over the past 12 months, we have been out and about in our Neighbourhoods.

We've been coming straight to you, giving you the opportunities to talk to us about what matters most to you.

We bring staff from a range of teams – repairs, neighbourhoods, anti-social behaviour, customer voice – and this means we can log what you tell us and give you the updates you need, there and then.
Sometimes, we turn these into clean-up days. We take our litter picks and get to work.

Here's where we've been:

- Ivy Meade, Weston
- Range & Pennine, Hurdsfield
- Elizabeth Gaskell Court, Knutsford
- Annabelle Court, Buxton
- Sunnybank Close, Moss Estate
- Upton Priory
- Somerton Road, Weston

"A big thank you to everyone involved with the clean-up at Crabtree Court. Lots of positive comments from residents and Crabtree Court looks so much better"

Councillor Adams, Disley Parish Council

Key events:

Astle Court Clean-up Day

Following a resident's meeting, residents told us that the communal garden was looking tired.

So, alongside residents, Jewson's and Idverde, we worked to spruce it up. It involved painting, sanding, gardening and lots of tea.

Our other community activities:

- Our Neighbourhoods Team +
- Fun days and events +
- Hosting events at Ropewalks +
- Supporting community groups and events +

Social Value 2023/24

Total value commitments in supply chain contracts = £52k+

Different measures of social value delivered:

- Food or fuel vouchers
- Volunteering time
- Work Experience
- School mentoring
- Local jobs created
- Training opportunities/improved skills
- Donations – money, materials, equipment or other items

Social Value delivered in house:

- **16 hours** supporting local schools and colleges
- **204 hours** provided to support local communities
- **6 properties** provided for community use
- **2 weeks** dedicated to providing work placements/experience (repairs)
- Easter event – **1600 easter eggs were delivered to 300 customers** and multiple local community groups
- Christmas Cheer – **visited 140 homes** with goodies donated from our supply chain

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Our homes

The Trust currently owns and manages 5307 homes across Cheshire East as of March 2024.

We let 4002 at social rent, 16 at intermediate rent (e.g. rent to buy) and 1127 at affordable rent.

In 2023-24 we have let:

General	253
Intermediate	8
Supported	0
Homes For Older People	100
Total	361

28 mutual exchanges

(25 General needs and 3 Homes for Older People)

- **3963** were designed with families, singles and couples in mind
- **1182** are homes for older people
- We have **121 shared ownership homes**
- We have **41 apartments and homes** for private rent

Plots 15-20 – Aston, Nantwich

Where are our new homes for 23-24?

During 2023-24 the following new homes, (all in Cheshire East), were completed:

- **11 homes at Falcon Rise, Congleton**
  - 8 of these homes are affordable rent
  - 3 for shared ownership
- **10 homes at Aston, Nantwich**
  - 7 of these homes are affordable rent
  - 3 shared ownership
- **5 homes at Lavender Fields, Langley**
  - All 5 home are affordable rent

Civic Award 2023

On Wednesday 19th April Peaks & Plains were presented with this award by the Mayor of Macclesfield, Councillor Fiona Wilson.

It's been a year since we opened Crossings on Park Green in Macclesfield.

Receiving an award from the Macclesfield Civic Society is a great way to start off our one-year birthday celebrations.

The Macclesfield Civic Society, which exists to recognise great design and works towards building a town 'we can all be proud of', gave the award to Crossings for 'good design, the preservation and enhancement of the character of the town and the promotion of its identity'.

The scheme is made up of 67 apartments, which includes 27 Shared Ownership and 14 Rent to Buy flats. These affordable homes are part of a much wider commitment by the Trust to create great places to live across all tenures.

It is part of our commitment to create great places to live.

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E: trust@peaksplains.org

Our complaints in numbers

Over the last year, there has been a significant decrease in the number of complaints that we have received.

Throughout 2023/24, **441** complaints were received, which is **96** fewer from the previous year.

Most complaints were dealt with successfully as "quick fix" enquiries (**294**) and did not develop into 'Investigation' Stage complaints. Service managers responded to **105 Investigation Stage complaints**, with Senior Managers dealing with **42 Review Stage complaints**. The Trust no longer operate with a 'quick fix' stage in line with the changes to the Housing Ombudsman Service code in April 24. The Trust have only refused two complaints due to them being under the 'exclusion' list and were being dealt with as disrepair claims.

Complaints about repairs saw the greatest reduction in number from the previous year, as improvements in the repairs process became further embedded.

The Trust upheld **65%** of complaints during April 23-March 24. This was an increase of 8% on the previous year. This is largely due to staff admitting fault where we have failed the customer and taking a less 'defensive' approach.

It is acknowledged that across the sector, repairs services receive the highest number of complaints compared to other teams. This is because of the high number of interactions between customers and the repairs' function, as well as the intrusive nature of repairs works. It works out at 1.8% of repairs result in a complaint about the service. It is important to know that the team also receive the most compliments within the business!

Complaints

An at-a-glance guide

When something goes wrong with our service - we want to know.

PEAKS & PLAINS Housing Trust

Service request

This is a request from a customer to the landlord requiring action to be taken to put something right. Service requests are not complaints, but will be recorded, monitored and reviewed regularly. If this is the first time you have told us about a problem, we will ask if we can deal with your issue as a service request. We aim to resolve issues within 3 working days.

A 2-stage process

1 Investigation

Your complaint will be logged by our Complaints Co-Ordinator and investigated by the manager of the appropriate department.

- We will record your complaint within 5 working days of receiving it, and assign a manager to investigate your case.
- The Investigator will contact you within 3 working days of the acknowledgement letter.
- If there is a problem with your home, we will always ask to visit you to see the problem.
- You will receive a full written response to your complaint within 10 working days of us sending you the acknowledgement letter. If we need longer - we will let you know.

2 Review

If you aren't happy with our response, you can ask for a review within 28 working days of the stage 1 letter.

- If you feel comfortable, let us know why you are unhappy with the response to your complaint.
- A senior manager will re-investigate your complaint.
- We will ask to meet with you to discuss your case further.
- The senior manager will respond within 20 working days, writing to you to outline our decision and any actions that we'll take.
- If we need any longer to do this, we will let you know.

Housing Ombudsman Service
0300 111 3000
housing-ombudsman.org.uk

complaints@peaksplains.org | 0800 012 1311 | www:// peaksplains.org/complaints

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If you have any feedback for us, we're listening.

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Housing Ombudsman

We always aim to resolve a complaint ourselves within our internal process. We recognise sometimes this is not possible.

At the end of the Trust's complaint process, a customer may choose to ask the Housing Ombudsman Service to investigate their complaint if they still are dissatisfied.

Housing Ombudsman Service

The Housing Ombudsman Service is set up by law to look at complaints about the housing organisations that are registered with it. The service is free, independent and impartial. It can advise customers at any stage of the complaint process, even if you are unsure about whether to make a complaint.

You can read more about the service on the Housing Ombudsman website.

In the year we received no full file requests about complaints that went to the Housing Ombudsman but received four determinations from previous years from the service.

Changes to the code

In February 2024, the Housing Ombudsman confirmed the changes which all landlords had to be compliant with by 1st April 2024 as the Complaint Handling Code became statutory from that date. The Trust have completed an annual self-assessment of compliance with the Code. Customers views are important to us, so we consulted with residents who said they wanted to get involved and asked them if they agreed if we are compliant with the code.

There have been a number of changes to the complaints process due to the updated code, the main one being the removal of the 'quick fix' stage (2 day response). We now offer 'service requests' where we will respond to your complaint within 3 working days if it is the first time you have let us know about the issue.

View our complaints policy

Complaint Handling Code 2024

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Lessons learnt

Sometimes things go wrong. We want you to tell us when they do – otherwise we can't learn from our mistakes. We want to do our best to prevent mistakes from happening again.

Here are a few more examples of what we have learned from your feedback.

Customer Experience

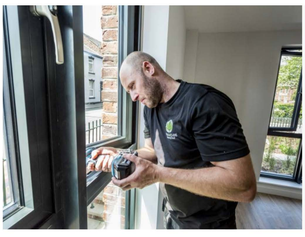
Improved procedures

There was a delay in responding to an email that was sent to the trust inbox. The Customer Experience Manager reminded all Advisors to ensure that all communication from the inbox is checked thoroughly and to send on all relevant information to the correct team. Staff training was given at the November team meeting and spot checking as part of the monthly quality checks which is feedback to the Advisors on a monthly basis.

Compliance

Improved processes due to delays to works

Customers need keeping up-to-date about appointments, repairs and to help manage their (customer) expectations, especially during peak periods. Contractors must also prioritise jobs more effectively. This is now being monitored to avoid lack of communication happening.



Repairs

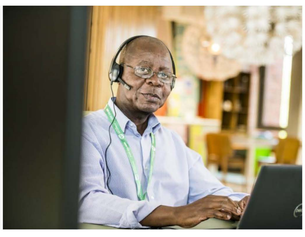
Improved communication

Lack of communication and record keeping for referrals sent from repairs to assets teams caused complaints. The learning is to ensuring a repairs representative attends the Asset weekly meetings. This is to make sure the records of referrals are correct and up to date.

Estates

Delays to works

Contractor delay - due to other, higher priority jobs (safety concerns). the customer should have been advised of new deadline. Deadlines are now added to job details and are to be monitored and advise customers if delays incurred.



Assets

Improved communication

Complaint due to lack of contact with customer about the length of time taken to obtain a replacement cooker. Improved communication between teams is being worked on.

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Meet the team

Our Board and Executive Team members come from all walks of life. Each one brings their own perspective, skills and experiences, but collectively they act together to set the overall direction for the Trust.

The Board

Jane McCall

Chair

Jane took up the position of Chair at Peaks & Plains on 1 May 2020 and brings with her extensive strategic and governance experience across housing, health and education sectors. Jane held the position of Executive Director of Neighbourhoods at Trafford Housing Trust for 10 years. She has also been Deputy Chair at the University Hospital South Manchester (Wythenshawe Hospital) and for 5 years was an External Commissioner on the House of Commons Commission.

Jane currently has Non-Executive roles at the Information Commissioner's Office, and she is Chair of Tameside and Glossop Integrated Care Foundation Trust, a provider of acute and community NHS services.

David Blanchard

Guy Johnson

Alison Hadden

Shaun Harley

Fiona Mcauley

Anthony Read

Paul Clennell

Shahida Latif-Haider

The Executive Team

Mark Howden

Chief Executive

Responsible for the Trust's Strategic and Operational Direction.

Mark joined the Trust in May 2019, as Chief Exec he reports to our Board and has overall responsibility for the Strategic and Operational direction of the Trust and the delivery of our Corporate Plan.

Mark has more than 25 years' experience in housing, urban regeneration and economic development, both public and private, working across a variety of sectors including residential development, student accommodation, education, health and infrastructure.

Jules Booker

Emma Richman

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How we are regulated

Our chosen code of governance is the National Housing Federation Code of Governance 2020.

Regulator of Social Housing

As a Registered Housing Provider, our primary Regulator is the Regulator of Social Housing (RSH).

The RSH has set out its expectations of all Registered Housing Providers in a Regulatory Framework comprising the various Standards, a series of codes of practice and financial and non-financial reporting requirements. The Standards are detailed below and are the guiding principles for development of our policies, strategies and decision making.

As a provider of social housing, we are assessed on an annual basis by the Regulator of Social Housing. This allows the Regulator to make a judgement on how well Peaks & Plains is meeting regulatory standards. Following each assessment the Regulator grades Peaks & Plains on our governance processes (G), and our viability (V).

We were most recently assessed in October 2023, following which we were graded as G1:V2.

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If you have any feedback for us, we're listening.

Have your say

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Our Equality, Diversity and Inclusion (EDI) Strategy

We want to be recognised as a Trust that celebrates differences and embraces diversity. Our purpose is to provide safe homes and thriving communities through our commitment to inclusion and equality. Read on to hear about our EDI strategy.

The EDI Strategy was approved by the Board in September 2023 together with an action plan. Take a look at some of our main points below, or have a read of our full strategy on our website using the button below.

Read full EDI Strategy

77.5%* of customers agree that we treat them fairly and with respect.

At the Trust, we offer training to our staff for a variety of issues to improve the customer experience. For example, dementia training.

What do we mean by equality, diversity and inclusion?

Equality:

Ensuring that everyone has access to equal opportunities by removing barriers.

Diversity:

Including and involving people from diverse backgrounds.

Inclusion:

Creating an environment where everyone feels valued and welcome.

Our themes focus on four main areas:

Our customers, our colleagues, working collaboratively in our communities and embedding EDI into our culture here at the Trust.

Customers

Be happy

During the first year of our strategy, we have succeeded in meeting our initial objectives and actions. This has included holding monthly EDI forums and running community consultations with customers.

Be inclusive

We aim to provide equitable services and be seen by our customers as fair and empathetic. We will continue to work proactively with our customers to ensure that our services are user-friendly and inclusive of needs.

Colleagues

Be proud

We want to be recognised as an employer of choice and inclusivity – celebrating differences and embracing diversity.

Be one

We have a shared vision to make the Trust a diverse and inclusive place to work. Ensuring to carefully consider the homes and services that we provide for our customers.

Collaboration

Be positive

Our purpose is to work together to provide safe homes and thriving communities. We will encourage inclusion and build constructive relationships within our communities, tackling anti-social behaviour rooted in prejudice and discrimination.

Be engaging

Engage with and support community groups and events by encouraging our staff to participate in volunteering activities within our communities.

Championing

Be committed

The overall success of an organisation is directly linked to a true and lasting commitment to equality, diversity, and inclusion. We are committed to our value of respecting and celebrating our differences.

Be ambitious

Role model our values, embrace EDI and ensure it is embedded throughout our culture.

We have a three-year action plan...

Establish and understand:

Setting targets and agreeing actions. Understanding how we can use the data we have to deliver change.

Embed:

Make an inclusive workplace and culture part of our brand – embedding EDI into everything we do.

Lead:

Be recognised as an inclusive employer and be able to demonstrate best practice in EDI.

Throughout the year, we have held:

- Mental Health Awareness events
- Neurodiversity training
- Transgender awareness
- International Women's Day

International Women's Day

Working towards Domestic Abuse Housing Alliance accreditation

We want families to be safe and secure in their homes - and we want the culture of our organisation to promote that. That's why the Trust is working towards the DAHA accreditation for its response to domestic abuse.

daha

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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 in 2023-24.

Where the money comes from

Year Ending March 2024

	£	%
Rents	29,371,630	92%
Service charges	846,908	3%
Income from other places	1,791,139	6%
Total	**32,009,677**	

How much income we received

Year Ending March 2024

How much income we got	32,009,677
Profit from tenants purchasing their properties	662,327
Day to day running costs and how much we had to spend	(23,426,894)
The amount of money that came in called operating profit	9,245,110
The profit we made as a % of income	28.88%
Interest & tax costs	(3,854,548)
Other gains - pension	80,000
Profit for the year after tax	**5,470,562**

Remember we are a profit-for-purpose organisation. Any surplus we make goes back into the Trust.

How we spent your rent

Year Ending March 2024

	£	%
Business operating costs (e.g. offices, staff, IT)*	7,314,960	31%
Maintenance	8,441,949	36%
Service charge costs	1,209,495	5%
Costs of running other parts of the business	749,181	3%
The amount our properties reduced in value	5,457,215	24%
Shared ownership	254,094	1%
Total	**23,426,894**	

***Costs per social housing unit owned or managed by the Trust:**

- Management costs – £1,383.06
- The remuneration payable to the CEO – £29.57
- The aggregate amount of remuneration paid to the Trusts executive team and our Board – £108.73

Capital costs - or fixed, one-time expenses

- £ 9.7M on improving our homes (e.g. kitchens, bathrooms and roofs)
- £11.4M on building new homes

You can find our detailed financial statements on our website here >

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PEAKS & PLAINS Housing Trust

We welcome your feedback

We welcome comments from our customers. If you would like to leave us any feedback please complete the form below, or email us at getinvolved@peaksplains.org. Thank you.

Your name*

Your email*

Subject

Your message*

Check here to accept our terms (Privacy Policy)

Submit Message

PEAKS & PLAINS Housing Trust

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