








2020-2022 Strategic Plan – Q3 2021/22 Performance Update

Objective 1 – Improve lives and communities

KPIs	Annual Target	Q2 2021/22 Outturn	Q3 2021/22 Target	Q3 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Percentage of repairs completed within published timeframe	99%	97.23%	99%	96.83%	--	↓	
Percentage of residents very or fairly satisfied with major works	95%	96.22%	95%	97.46%	--	↑	
Percentage of residents very or fairly satisfied with the repairs service	95%	96.57%	95%	96.27%	--	↓	
Percentage of residents satisfied with the outcome of their anti-social behaviour complaint	92%	95.68%	92%	96.85%	1 st	↑	
Percentage of complaints and enquiries dealt with within timeframe (cumulative YTD)	100%	99.11%	100%	98.46%	1 st	↓	
Percentage of tenancies sustained after 12 months	98%	99.39%	98%	99.14%	--	↓	
Percentage of tenancies sustained after 24 months	95%	97.04%	95%	97.21%	--	↑	

Deliverable 1.1 – Deliver top quality housing services

Percentage of repairs completed within published timeframe in Q3 declined slightly. We completed 11,070 repairs in Q3, of these 419 were completed out of time. 117 were emergencies and 302 were routine repairs. Q3 saw an increase of 2,536 (29.72%) in the number of repair jobs received, compared to the 8,534 repairs completed in Q2.

The emergency repairs not completed in timeframe were impacted by lack of capacity to complete within the scheduled 24 hours, although the majority were completed shortly after the deadline. Emergency jobs have been impacted by lack of resource due to Covid related

absence and receiving a higher-than-normal number of emergency repairs, particularly after Christmas when we re-opened on 29th December. Some carpentry jobs were completed outside timescales but were later completed the same day by the on-call operative.

Routine repair completion times have also been impacted by a lack of resources due to Covid related absence and annual leave. We also saw an increase in guttering repairs and roof leaks which led to jobs being booked out of time due to lack of capacity. Changes have been implemented to the repairs system in January to add more reason codes for booking jobs out of time so we can better understand causes and proactively address the issues. Lack of operative capacity is the main issue, and we are contacting agencies for additional resources, but these are scarce across the sector.

In Q3 the percentage of residents satisfied with the outcome of their anti-social behaviour complaint improved. The Housing Management teams handled 131 ASB cases, closed 139 ASB cases and opened 99 new cases. Virtual court hearings via telephone conferencing continue and in-person hearings also now take place where necessary at the Plymouth Courts. During Q3 our in-house legal team attended 18 court hearings of which 9 were virtual hearings and 9 in person court hearings. Further hearings included 6 gas no-access hearings and Tozers our law firm progressed 1 court case.

Support to our residents, the community and partners continues in the Keyham neighbourhood with our attendance at the Community Recovery Co-ordination group meetings.

The Friends of Efford Marsh is a community group that look after this green space and is supported by PCH, Plymouth City Council and CLAW. The group were successful in obtaining a £10,000 grant from Pocket Parks which was used to create a new 'Welcome' arch, wildflower meadow, community orchard, sculptural seating and help for community events.

PCH had success in this year's RHS South West in Bloom Awards with the Notte Street Galleon commemorating the Mayflower 400 celebrations last year and was awarded a Level 5 Outstanding commendation. The Mayflower replica and the surrounding scenery was turfed and planted with an array of blossoming flowers. One of our Morley Court residents' garden was also recognised with a Level 5 Outstanding Commendation. Residents enjoyed further success with their community garden at Castle Street, as the Barbican Flats were awarded a Level 4 Thriving commendation.

Deliverable 1.2 – Listen and respond to residents, staff and partners

At the end of Q3 the performance for complaints and enquiries handled within timeframe has dropped slightly to 98.46%. There were seven cases at the end of Q3 dealt with out of time, with four of these cases being in Q3.

PCH hosted our first hybrid Resident Design Conference in October 2021. The event was attended by over 30 residents from PCH and Cornerstone as well as remotely from Magna Housing, Westward, LiveWest, Teign Housing and Coastline Housing.

In October 2021 we held an awards event to celebrate PCH being finalists in the TPAS Award 2021 for our PCH Connect programme that we developed to support residents during Covid lockdowns.

A Resident Engagement Review has commenced and is being led by Campbell Tickell as part of the organisation's health checks.




We held a training session to support the Resident Review Group members design a survey to consult staff and residents on interactions with contractors. This culminated in a successful co-created survey delivered in October and November 2021 with 193 responses. The collated results are used to help the Resident Review Group form recommendations.

In November we supported The Resident Voice Index with their national consultation on how the pandemic has affected different communities. We will be continuing to work with them on future consultations. Further consultations include the Windmill Car Park development and the Communications Consultation Focus group.

Teams from PCH in partnership with Plymouth Argyle Community Trust, donated 20 Christmas hampers to families in Devonport.

Objective 2 – Look after our homes

Deliverable 2.1 – Manage and improve our homes in the most effective way

KPI	Annual Target	Q2 2021/22 Outturn	Q3 2021/22 Target	Q3 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Average number of days to re-let routine void property	20 days	47.49	20 days	46.11	4 th	↑	
Rent lost due to voids as a percentage of annual debit (void rent loss)	0.8%	0.71%	0.8%	0.66%	1 st	↑	
Current tenant rent arrears as a percentage of annual debit	2%	1.65%	2%	2.02%	2 nd	↓	

The number of voids at the end of the period has reduced to 69 at the end of December, compared to a starting point of 110 at the beginning of the financial year.

The average year-to-date re-letting time for routine voids has reduced but is still above the interim internal target of 40 days at the end of December 2021, although the in-month figure for December was 37.55 days which is a good improvement. A contributing factor to the higher turnaround time was that two properties required intensive shortlisting over a long period of time due to sensitive letting criteria applied.

The in-quarter figure for the average re-letting time in October to December was 42.93 days which is lower than the year-to-date position.

We are in the process of completing our voids review where we are working on ways to improve the voids performance. At present we are focusing on the tenancy termination process, in particular transfers, ensuring we work with tenants at the earliest stage possible through the termination process to reduce void loss and improve turnaround times. We are also looking at the lettings process as part of the review.

The project works at the Mount Wise Towers are now finished and the contractor is no longer on site. There are some minor snagging items to complete that are being followed up.




External health-checks are being undertaken across several service areas of the organisation. We have recently appointed Ark Consultancy to undertake a review of our Asset Management Strategy, to help us ensure we are fully prepared for the next five years, with a strategy that serves our customers and delivers the values of PCH. A health-check of the asset management function is underway and being led by the







Housing Quality Network, looking at the current state of play with the service provision across areas such as repairs, major works, and cyclical maintenance.











PCH won four awards at the 2021 Abercrombie Awards hosted by Plymouth City Council to celebrate the role of groups, architects, designers, and companies in shaping the city. PCH was awarded the **'Best New Building'** for our Passivhaus development at Primrose Park for our highly innovative homes which meet the world's leading low-energy building standard. Primrose Park also picked up a Commended award in the new category of **'Best Response to the Climate Emergency'** as the homes demonstrated their excellent thermal performance, making energy bills extremely low and reducing carbon emissions required to heat homes. Phase 3 of the North Prospect regeneration picked up a **Highly Commended award**. PCH also received the Judge's **'Special Award'** for the recladding project at the Mount Wise Towers in Devonport. PCH also sponsored the main Abercrombie Award which deservedly went to the Box which has had a huge impact on the city, gaining national recognition.




The current rent arrears performance for December 2021 was slightly over the target of 2% at 2.02%. However, with the rent-free week falling on the week after the December reporting week, the performance was back within target by the following week, and January's reported performance is due to be within target. The December figure is also better than the December 2020 performance, showing that the arrears have reduced over that 12-month period. At the end of December 2021, the number of tenants claiming Universal Credit was 4,414, an increase of 92 over the quarter. The Financial Inclusion Officers had 77 active cases open.

Deliverable 2.2 – Keep residents safe and warm



KPI	Annual Target	Q2 2021/22 Outturn	Q2 2021/22 Target	Q3 2021/22 Outturn	Current Quartile	Short Term Trend	On Target	
Percentage of homes with an energy rating of C and above	New	70.99%	---	71.19%	---		---	
Energy Efficiency Rating								
	A	B	C	D	E	F	G	No EPC
Number of homes	95	1810	8080	3806	194	13	2	25
Percentage of homes	0.68%	12.91%	57.61%	27.14%	1.38%	0.09%	0.01%	0.18%
Percentage of homes with a valid landlord's gas safety check	100%	99.92%	100%	99.90%	4 th			

Number of homes without a valid gas safety check	---	11	---	14	---		---
<p>The number of properties without a valid gas safety certificate has increased by three since the end of the previous quarter, of which:</p> <ul style="list-style-type: none"> - Three have been completed. - Five are awaiting a court hearing. - Four are with the legal team for progressing. - One has a court order. - One is still going through the initial no-access procedure. 							
KPI	Annual Target	Q2 2021/22 Outturn	Q3 2021/22 Target	Q3 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
% Properties with a valid 10-year electrical test	100%	100%	100%	100%	--	--	
% Properties with a valid 5-year electrical test	100%	96.58%	100%	97.70%	---		---
Number of properties without a valid 5-year test	---	479	---	322	---		---
<p>Of the 322 properties without a valid 5-year test certificate, 113 are No Access cases. Additional temporary resources have been engaged in January to assist in gaining access to properties, this will see a reduction in numbers over the coming months.</p>							
Statutory fire risk assessments completed vs programme	100%	100%	100%	100%	---	---	
Number of properties with fire safety actions overdue	---	109	---	108	---		---
<p>2 - Fire team 106 - Leasehold doors of which, 26 with legal, a further 2 awaiting doors to be fitted</p> <p>10 Overdue actions completed in month 23 Actions became overdue in month</p>							
Legionella – number of risk assessments done in void properties (in-quarter)	---	54	---	33	---	---	---

Legionella – number of risk assessment reviews done in void properties (in-quarter)	---	88	---	107	---	---	---
Legionella – number of general needs risk assessments done (prioritised by tenants with vulnerabilities) (cumulative YTD)	500	194	375	540	---		
Legionella – number of communal system risk assessment reviews done (incl. supported housing) (in-quarter)	---	9	---	0	---	---	---
Legionella - number of non-compliant properties	0	3	---	2	---		
KPI	Annual Target	Q2 2021/22 Outturn	Q3 2021/22 Target	Q3 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Legionella – checks on block communal water services	---	562	---	518	---	---	---
Legionella - checks completed as a % of checks required	---	---	---	95.79 %	---	---	---
<p>The Legionella general needs risk assessment target of 500 assessments was achieved at the end of December. Going forward the team have pro rata around 42 per month planned for the rest of the financial year.</p> <p>There are two non-compliant blocks, 1 at Ringmore Way and 1 at Kinnaird Crescent due to water heater faults or complete failures highlighted on routine monitoring. Both water heaters have since been replaced and the blocks are now compliant.</p> <p>There is a new measure for percentage of required checks completed, and this has been included following the release of the HouseMark Building Safety Research Report during Q3. The percentage shortfall is due to no-access in flats for cyclical servicing in the supported housing blocks and the Beacon, subsequently access is to be attempted month on month. The team is working with Housing with Support to facilitate access where possible. Investigations are being undertaken to ascertain whether entry can be gained to long term no-access properties using the scheme master keys subject to suitable procedure and controls.</p>							
Asbestos management – percentage of homes with an asbestos management plan	100%	99.97%	100%	99.98%	---		
Asbestos management – number of properties without a survey	0	5	---	3	---		
Block Communal Non-Domestic Areas with ACMs Asbestos checks completed vs programme	251	251	---	251	---		

Block Communal Non-Domestic Areas with ACMs Asbestos checks – number of non-compliant properties	---	0	---	0	---	---	---
<p>One of the 3 outstanding properties without a survey has an appointment booked on 11th January for completion. The other two are with Tenancy Management and are awaiting dates.</p> <p>The non-domestic area checks are complete for 2021/22.</p>							
Passenger lifts – monthly servicing completed vs programme	23	9/23	---	23/23	---		
Number of overdue lift services	0	14	0	0	---		---
<p>At the end of the quarter all passenger lifts were compliant. There were six lifts which had an outstanding service in November, but these were all attended by the contractor on 3rd December. We are aiming to re-tender the lift servicing contract in January, part of which will identify any further service enhancements to the servicing program.</p> <p>For further assurance, the Passenger Lift Engineering Insurance Inspections have also all been completed in the past 6 months meaning we are also compliant with this.</p>							
Smoke Detectors and Carbon Monoxide Detectors	There are 16 properties where a boiler is present in a bedroom and requiring an additional CO alarm fitting. These have all been rebooked for the 2nd week in January onwards.						

Objective 3 – Build new homes in Plymouth and beyond

KPI	Current Target	Q2 2021/22 Outturn	Q3 2021/22 Target	Q3 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Number of new affordable homes completed and handed over (overall)	202	44	120	79	-		

Deliverable 3.1 – Build and buy more homes

Progress on existing development schemes during this quarter delivered 35 homes added to PCH stock. These include the handover of PCH's first new homes of 17 flats in Sherford and completion of homes in Phase 4 and Phase 5, North Prospect and at the Meadowbrook development in Callington.

In April 2021, we forecast for 63 homes to be completed in Q3. Included in this figure were homes at Charter Way, Liskeard and St Helen's Walk, Whitleigh. These schemes forecast completions have been pushed on by at least 12 months. There has also been a delay in the completion of homes in Phase 4, North Prospect and at Tamerton Foliot due to labour and material shortages and other issues including statutory services.

Shared ownership sales have been strong this quarter with 12 completions taking place before the end December 2021. Six of these sales were for the Meadowbrook site in Callington. The first shared ownership home completed at Parsonage Farm in Newton Ferrers with a first tranche share of 75%.




The grant funding bid submitted in September 2021 under the Affordable Home Programme 2021-2026 has been successful allowing PCH to progress with St Helen's Walk garage site, and finally completing the outstanding funding gap for Phase 4, North Prospect.

Approvals have been granted to proceed with the development at Bath Street with potentially 147 affordable homes.

Deliverable 3.2 – Expand outside of Plymouth

In December 2021 we entered into contract with Barratt Homes to deliver the S106 project for the first phase of their Treledan scheme on the outskirts of Saltash. This will provide a total of 107 new affordable homes; 65 for rent and 42 shared ownership.

Objective 4 – Grow our business

KPI	Current Target	Q2 2021/22 Outturn	Q3 2021/22 Target	Q3 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Rent collected from current and former tenants as a percentage of rent due (excl. arrears bf)	100%	99.21%	100%	98.03%	4 th	↓	
Total income / surplus from non-social housing activity	£1.104m	£890k	£973k	£1.123m	---	↑	
Average number of days sickness per FTE (rolling year)	8	7.33	8	8.10	---	↓	
Percentage of staff very or fairly satisfied with PCH as their employer	TBC	63%*	---	66%	---	↑	---

KPI	Forecast Q3	Budget Q3	Variance Q3
EBITDA Operating margin – Financial Strategy >25%	26%	25%	1%
EBITDA-MRI interest cover – Financial Strategy >150%	254%	194%	60%
Net Debt per unit – Financial Strategy < £15,000	£7,991	£10,240	£2,249
Gearing	20%	25%	5%
Headline social housing cost per unit	£4,034	£4,044	£10
Annual amount spent on the block refurbishment programme	£5.414m	£6.216m	£0.802m

Deliverable 4.1 – Provide a healthy financial and social return for reinvestment

All financial KPIs are close to budget. The financial strategy calculations for the EBITDA operating margin and EBITDA-MRI interest cover include non-property depreciation in line with funder covenants. Note: the debt per unit calculation is on gross debt. The operating margin is slightly better than budget despite pressures in repairs as most of the contingency has now been released and recharge income from leaseholders for major works are significantly higher than assumed when the budget was set. EBITDA-MRI interest cover is better than budget as forecast debt is £30m lower than budgeted as well as lower interest rates. We are now drawing funds from the NatWest agreement from March 2021, which has a lower cost of funds than both the previous agreements. We have also recently drawn £2m on the new Barclay's facility. Gearing is lower because of the lower forecast debt for 31st March 2022.

Overall, the income from non-social housing activity has continued to give a higher surplus than expected at the end of Q3, as the income budget forecast reduced due to the impact from Covid. This also considers that the PCH Energy income at the end of December is £42k worse due to the average weather conditions over the summer alongside a more realistic prediction of payment levels from all panels. There were two new commercial lettings completed in the quarter and excellent arrears collection considering the current position in the retail and

hospitality sectors. The Beacon is now fully open and busy with meetings and events and in January we will extend the café opening hours into weekday afternoons and Saturday mornings.

PCH have negotiated with Sovereign Housing Association to purchase 78 properties in Barne Barton. A four-week consultation period was held with the affected residents in November 2021 and we worked closely with Sovereign to support them with the consultation.

Deliverable 4.2 – Be an employer and housing provider of choice

The Home Working Policy which was introduced on the 6th September 2021 has been working well, however it was suspended in December 2021 due to the government’s guidance recommending that employees work from home if they could. Jannet continues to be used as a tool for employee Covid updates on a weekly basis ensuring that all employees are aware of the latest government updates and PCH’s working practices.

Sickness absence has steadily been increasing and is now slightly over the target of 8 days. There are a number of factors that this is due to, one of which is the time of year and that sickness absence usually increases during the Autumn and Winter seasons. We have also seen more Covid cases amongst staff as the further wave of the pandemic took hold. The uptake of the annual influenza vaccinations was high, with 223 employees taking up the offer.

*The previously reported percentage for staff very or fairly satisfied with PCH as their employer was incorrectly reported as 78% in Q2. This has been revised to 63%. As this survey is anonymous, we are unable to identify departments or to follow up results to ascertain the reasons for dissatisfaction. This survey is being reviewed in the coming months to give us more insight into how staff feel about working for PCH. We are also seeking comparable data from other housing associations to understand how we perform compared to peers.

All employees were given an extra day’s holiday on Christmas Eve as a thank you for their hard work during the year. Employees that worked to provide emergency cover have been given 1.5 days holiday to use at another time. PCH also gave donations to Devon and Cornwall Food Action, Age UK, Plymouth Foodbank, Tamar Grow Local and Provide Devon prior to Christmas to support Plymouth residence struggling during this time.

The PCH Christmas Card competition ran again with four winning designs, two from tenants and two from children of employees, with a £50 Smyths Toy voucher to all winners.

Key of Symbols

	On Target		Warning		Alert	Short Term Trend = Performance compared to last quarter
	Improving		No Change		Getting Worse	