

make it happen



2017-22 Strategic Business Plan Quarter 4 2019/20 Progress Report



Key Performance Indicator Outturn – Quarter 4 2019/20

KPI	Annual Target	Q3 2019/20 Outturn	Q4 2019/20 Target	Q4 2019/20 Outturn	Current Quartile	Short Term Trend	On Target?	Comment
Operating Margin (forecast YE)	9%	9%	9%	12%	4 th			Lower operating costs than budgeted.
EBITDA-MRI Interest Cover (forecast YE)	142%	176%	142%	215%	2 nd			Lower operating costs than budgeted.
Gearing (forecast YE)	24%	22%	24%	21%	1 st			Year end net debt lower than forecast in December and lower than budgeted.
Rent collected from current & former tenants as a % of rent due (excl. arrears b/f)	100%	99.76%	100%	99.61%	3 rd			<p>The end of year outturn for this indicator is below target and is also lower than previous years.</p> <p>This indicator includes all payments from current and former tenants, and includes prepayments.</p> <p>On analysing the full year's data, this indicator has been impacted by the following:</p> <ul style="list-style-type: none"> - Current tenant arrears increased by £187,055; - Former tenant arrears increased by £1,343; - Prepayments were down by £202,337. <p>On adding these together, we have seen a reduction of £390,735 compared to the same period last year.</p> <p>This amounts to 0.65% of the 2019/20 annual rent debit. When added to the outturn figure of 99.61%, this comes</p>

							<p>to 100.26% which is in line with previous years' outturns when payments were higher.</p> <p>There are a number of factors which have affected this figure, in addition to the impact that the Coronavirus crisis is having on residents' ability to pay their rent.</p> <p>Throughout the year, we have had more residents moving onto Universal Credit meaning that we no longer receive the payment directly from the DWP unless there is an arrangement in place.</p> <p>Additionally, 2019/20 was a 53-week year and Universal Credit (UC) claimants are only entitled to rent payments covering 52 weeks. This meant there was a one-week shortfall that already-struggling UC claimants would have had to pay from their existing budgets and clearly this has had an impact on arrears.</p> <p>Finally, especially as the Coronavirus crisis emerged, some residents cancelled their rent direct debit in anticipation that their personal circumstances may change, which would have had an impact on the level of pre-payments held in accounts because direct debits are generally taken 4-weeks in advance.</p>
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<p>Headline social housing cost per unit (forecast YE)</p>	<p>£4,195</p>	<p>£3,792</p>	<p>£3,890</p>	<p>£3,877</p>	<p>4th</p>	<p></p>	<p></p>	<p>Lower operating costs.</p> <p>Note: The four finance indicators above are prior to the preparation of the statutory accounts which will change the figures, specifically the management accounts do not take into account the impact of Covid-19 on pension fund valuations, which could increase operating costs and finance costs (non-cash pension adjustments) and reduce the value of assets (shared ownership impairment).</p>
<p>Current tenant arrears as a percentage of annual debit</p>	<p>2%</p>	<p>1.4%</p>	<p>2%</p>	<p>1.43%</p>	<p>1st</p>	<p></p>	<p></p>	<p>Year-end performance saw an increase in arrears.</p> <p>There were increased challenges of Universal Credit (UC) as more residents transitioned from Housing Benefit.</p> <p>At the end of March, 2,712 PCH tenants were on UC which is an increase of 437 from the end of the previous quarter. The arrears figure for those on UC was 3.47%, compared with the overall year end figure of 1.43%.</p> <p>The low current rent arrears are alongside a very low rate of evictions for rent arrears of 14 for the 2019/20 year.</p> <p>The Coronavirus crisis has had the following impact on rents:</p> <p>Over the four weeks to 15 April 2020,</p>

								<p>600 new PCH UC cases were added to the portal. This is around four times the usual level.</p> <p>As at 20 April 2020, we now have 2,910 people on UC. The team have been supporting people making claims, and we have diverted resources from other parts of the Incomes team to help with this task.</p> <p>Because we had the 'rent free' week at the end of March, it is too early to give a precise figure for the effect on arrears arising from the current financial difficulties people are facing because of Coronavirus. However, we are aware that people are struggling, alongside the fact that the 600 new UC cases will not get their first payment for at least the usual five weeks after their claim has been accepted, and we anticipate a significant spike in arrears.</p>
Rent lost during the year due to voids as a percentage of rent due (cumulative)	0.8%	0.44%	0.8%	0.46%	1 st			Good year end performance.
Total income / surplus from non-social housing activity (cumulative)	£1.6m	£1.251m	£1.283m	£1.176m	--			PCH Energy is £140k below budget as a result of now paying interest on the capital investments costs of the panels provided by PCH under an intercompany loan. PCH Energy company generated more than £650k operating cash in the year, broadly in line with budget. PCH Manufacturing Services draft outturn is £290k below budget.

								<p>In our response to the Coronavirus, the Commercial Team has been supporting commercial tenants during this period. Some are unaffected or trade is good, such as small grocery shops doing extra trade. For others times are very difficult.</p> <p>We have been helping businesses eligible for the small business grants to claim these and the grants are coming through quickly. For most eligible businesses, this means a £10k grant, received in one lump sum.</p> <p>We are also working with struggling businesses to agree affordable payment plans. So far, commercial rent arrears remain well controlled.</p>
Percentage of homes with a valid landlord's gas safety check at the end of the quarter	100%	99.99%	100%	99.98%	4 th			<p>At the end of Q4, three properties had expired certificates.</p> <p>On one property a gas service is now being arranged for April, and went out of time as the resident was in hospital, followed by residential care while social services arranged home care.</p> <p>For the second property, we are taking possession proceedings for breach of tenancy and an eviction is expected, although it is now delayed in view of the current restrictions.</p> <p>The resident of the third property is in a residential home, and the Housing Management Team is trying to arrange for access and to identify the resident's intentions for the tenancy.</p>

								<p>We are still completing gas safety checks in properties, except where the household is self-isolating because someone has symptoms of the Coronavirus. This is being flagged on the housing management system and followed up two weeks later in line with the emergency legislation passed by the Government.</p> <p>There are an increased number of residents who are refusing access because they are social distancing or shielding due to health vulnerabilities. We are trying to gain access to service these properties, but cannot progress for legal action so there will be an increase in the number of properties out of date. We will continue to be able to demonstrate compliance as we have taken all reasonable steps to undertake the works.</p>
Number of new affordable homes completed and handed over to PCH (cumulative)	153	49	153	104	--			<p>The number of new property handovers achieved was 32% below target.</p> <p>At Aberdeen Avenue in Manadon, Churchtown Farm in Saltash and Chaucer Way in Honicknowle, this was due to developer delays on site.</p> <p>PCH has experienced further delays at Trevethan Meadows, Liskeard due to a number of snagging issues needing rectification before the homes will be ready to let.</p>

<p>Average number of days to re-let routine void properties (cumulative)</p>	<p>20 days</p>	<p>23.97 days</p>	<p>20 days</p>	<p>23.77 days</p>	<p>2nd</p>	<p></p>	<p></p>	<p>Void turnaround times have reduced slightly since the previous quarter.</p> <p>Most void works have now ceased, apart from properties being repaired and re-let to support the local authority to prevent homelessness. Once the restrictions have been lifted, there will be a backlog of properties to be dealt with although this number will be tempered due to a reduction in terminations.</p> <p>Once the lockdown is relaxed, we anticipate that there will be restrictions on working practices, which will result in properties taking longer to repair.</p>
<p>Percentage of repairs completed within the published timeframe</p>	<p>99%</p>	<p>99.18%</p>	<p>99%</p>	<p>99.05%</p>	<p>-</p>	<p></p>	<p></p>	<p>Performance in this area remains above target in March.</p> <p>As with voids, we are operating a much reduced service. Currently we are only able to attend emergency repairs where the resident or property is at risk of harm if the work is not carried out. There is an emerging backlog of reported and unreported repairs which will be dealt with once the restrictions are lifted.</p> <p>When emergency jobs are booked, we are asking the resident if they or any other occupant is self-isolating with or without Coronavirus symptoms. If a household is self-isolating, this information is held on the housing management system for a period of two weeks and any staff required to attend the property are provided with</p>

								appropriate PPE to prevent infection.
Percentage of complaints and enquiries dealt within timeframe	100%	99.41%	100%	99.07%	1 st			<p>In response to the Coronavirus, we decided to temporarily change the way we handled complaints to make sure that staff were able to focus on providing essential services.</p> <p>As a result, it was agreed that anyone making a complaint would receive a telephone call to explain this approach. This has been working positively during this time.</p>
Average number of days sickness per FTE (rolling year)	8 days	7.23 days	8 days	8.24 days	-			<p>Absence was on a slightly rising trend through the January to March 2020 period which is not unusual for the winter months.</p> <p>It accelerated during March as Coronavirus factors and individual vulnerabilities came into play. However the rules now allow sick staff to be furloughed so this position may change.</p> <p>Underlying “normal” sickness usually falls over the spring / summer months.</p>
Percentage of residents satisfied with the repairs service (transactional)	95%	96.05%	95%	96.10%	--			Resident satisfaction with repairs remains above target for the quarter.
Percentage of residents very or fairly satisfied with major works (transactional)	95%	82.94%	95%	81.42%	--			<p>The response rate for 2019/20 was very low, with only 16% of those contacted responding and as such it does not offer an indicative picture of satisfaction with works.</p> <p>When considered in the context of all contacts / completions the rate of</p>

								<p>dissatisfaction is under 3%.</p> <p>We will be reviewing our methods of contact to try and increase response rates for the 2020/21 financial year.</p>
Percentage of residents satisfied with the outcome of their anti-social behaviour complaint	90%	93.95%	90%	93.75%	1 st	↓	🚩	<p>Due to the Coronavirus we have had to adjust our working practices to support residents regarding anti-social behaviour (ASB) without completing home visits.</p> <p>Since the lockdown there has been an increase in ASB calls regarding noise nuisance and we have actioned 7 Injunctions and one Closure Order.</p> <p>We have worked closely with partners in Plymouth City Council who have been assisting with sending CPWs (Community Protection Warnings) and serving CPNs (Community Protection Notices) and Noise Abatement Orders.</p>

Key of Symbols			
 On Target	 Warning	 Alert	Long Term Trend = Performance compared to past 12 months
 Improving	 No Change	 Getting Worse	Short Term Trend = Performance compared to last quarter