








2020-2022 Strategic Plan – Q2 2020/21 Performance Update

Objective 1 – Improve lives and communities

KPIs	Annual Target	Q1 2020/21 Outturn	Q2 2020/21 Target	Q2 2020/21 Outturn	Current Quartile	Short Term Trend	On Target
Percentage of repairs completed within published timeframe	99%	98.87%	99%	98.6%	--	↓	
Percentage of residents very or fairly satisfied with major works	95%	--	95%	96%	--	--	
Percentage of residents very or fairly satisfied with the repairs service	95%	97.96%	95%	97.23%	--	↓	
Percentage of residents satisfied with the outcome of their anti-social behaviour complaint	92%	96.91%	92%	95.80%	1 st	↓	
Percentage of complaints and enquiries dealt with within timeframe	100%	94.78%	100%	96.25%	2 nd	↑	
Percentage of tenancies sustained after 12 months	98%	98.08%	98%	98.81%	--	↑	
Percentage of tenancies sustained after 24 months	95%	95.33%	95%	96.23%	--	↑	

Deliverable 1.1 – Deliver top quality housing services

For new lettings we have implemented Adobe Sign for electronic sign up which has proved very successful, with 93% of tenancies being digitally signed since its introduction in July 2020. Adobe Sign has been introduced as part of the on-going Digital Sign-up process that we are hoping to introduce by spring 2021. The reasons for this are efficiency, reducing duplication, automated systems and reducing paper waste.

We launched this year's animated Annual Report for residents.

In quarter 2 the number of jobs which went outside of time was 169 (103 emergency and 66 routine) for a total of 11,044 jobs completed. Most of the jobs out of time were caused by a combination of the repairs system being incorrectly configured to allow 21 days instead of 20, combined with a lack of available labour due to sickness and the sheer volume of jobs reported. There are many repairs which went unreported during lockdown which are now starting to be reported resulting in repairs taking longer than usual to be completed. Even though the system has always been configured this way it has only now been identified as an issue due to the backlog and volume of repairs. This has identified a change request which has been made to get the appointment system adjusted.

The resident satisfaction with major works data collection methodology has recently changed from text surveys to an online portal and this has proved more successful in obtaining responses, and we are now above target. Please note that this figure also include customer satisfaction feedback on our block refurbishment works.

At the end of quarter 2 Housing Management teams were dealing with 214 anti-social behaviour (ASB) cases, having closed 168 ASB cases and opened 175 ASB cases. We continue to work closely with the Police, Plymouth City Council and partner agencies in a multi-agency approach to deal with issues affecting our communities. Virtual hearings via telephone conferencing continue and Plymouth Courts re-opened on 20 September 2020 in line with Government legislation prioritising ASB court hearings. During quarter 2 our in-house Legal team took 14 ASB cases by telephone hearings and 2 in person court hearings. As a result they obtained 4 Possession Orders and 10 ASB Injunctions. In addition our partner law firm Tozers have obtained a further 7 injunctions due to ASB.

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

Our new draft Complaints Policy has been recently been consulted upon, both on social media platforms and via a virtual focus group. Feedback will be taken into account, and where appropriate reflected in the new policy, which will then be presented to the Customer Focus Committee for approval.

There were 2 complaints and 2 MP enquiries out of target in quarter 2, the main reasons were similar to quarter 1 and the impact of staff working remotely, due to Covid-19. This has meant that response information has not necessarily been easily available, and usual working practices have not been possible.

The new Housing Ombudsman Complaint Code is being introduced soon and new powers in the revised Housing Ombudsman Scheme took effect from the 1st September 2020. These will help improve awareness, accessibility and speed of complaint resolution for residents. This includes providing easy access to the complaints procedure and ensuring residents are aware of it, including their right to access the Housing Ombudsman Service.

We are further developing the MyPCH website portal. A new on-line tenant application process is being added to the portal. This will see every prospective new tenant to Plymouth Community Homes (PCH) go through the application process on-line and a MyPCH account will

be created automatically. Work to transfer data from Devon Home Choice, which PCH uses for advertising vacant properties, into our housing management system Northgate is nearly ready to go live. This means staff will no longer need to manually input data from the Devon Home Choice portal for prospective tenants, it will happen automatically and this will make our letting application process fully digital.








The Pets Policy has been updated to reflect fire safety and disability requirements.



From July to the end of September 2020, the Housing with Support Team made 9,079 welfare calls to sheltered housing tenants responding to the impact of the lockdown on are services.

Preparations are underway for the re-start of Together with Tenants, the National Housing Federation project that will see the introduction of a new Tenants' Charter.

The Communities Team have published and delivered a digital programme of community development, resident involvement and resident learning events, called PCH Connect, to residents in quarter 2. This replaces the face to face services that have been interrupted due to the pandemic.

Objective 2 – Look after our homes

KPI	Annual Target	Q1 2020/21 Outturn	Q2 2020/21 Target	Q2 2020/21 Outturn	Current Quartile	Short Term Trend	On Target
Percentage of homes with an energy rating of C and above	New	---	---	71%	---	---	---
Percentage of homes with a valid landlord's gas safety check	100%	99.16%	100%	99.83%	4 th		
Average number of days to re-let routine void property	20 days	56.38	20 days	61.73	4 th		
Rent lost due to voids as a percentage of annual debit (void rent loss)	0.8%	0.76%	0.8%	0.79%	1 st		
Percentage of communal areas requiring a fire risk assessment with a valid fire risk assessment	100%	---	100%	100%	---	---	

Current tenant rent arrears as a percentage of annual debit	2%	1.56%	2%	1.67%	1 st		
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Deliverable 2.1 – Manage and improve our homes in the most effective way

Work at the Mount Wise Towers continues. At Lynher House all elevations have been top coated, the main section roof installation is completed and all steels on the roof installation completed as far as possible. For Tamar House the north, east and south elevations have been mesh coated, the main section of the roof is completed and the louvre installation is complete. At Tavy House the north elevation mesh coating is in progress, the main section of the roof is completed and the louvre installation is complete and steel works is in progress.

Work on several of our larger sites around the city will soon be completed including Teats Hill and Artillery Place, Budshead Road and Ipswich Close and Keat Street. Preparation work will begin soon on this year's large regeneration of blocks at Stoke Road and Keyham Road.

Void surveys, repair and letting times remain impacted by the extra control measures required to ensure safe working and social distancing. In addition during quarter 2 resources were impacted by staff leave. Additional temporary resource has been approved by EMT for the Lettings team to assist in clearing the backlog of voids. Environmental Services teams have fully caught up with all voids clearance work, and maintaining the additional work required to do a Covid-19 pre-clean in void properties.

We have successfully moved to same day direct payments for Universal Credit (UC). This means we now receive direct UC payments on the same cycle as the tenant, rather than having to wait up to 10 weeks for the first payment. The same day direct payment point essentially is that there has always been a known flaw in the UC system, whereby direct payments to landlords were calculated on a monthly amount, but paid on a four weekly basis. This meant that there was one four week period in the year when no payment was made ('dropped payment'). It has been a known issue since the start of UC, but the Department of Work and Pensions are only just rolling out the fix across different areas now. It was our turn in September 2020 to move to the same day direct payments. Over quarter 2, we had an additional 284 UC cases. Attempts are made to make contact with everybody going onto UC to support them with their claim. We also provide support through our Financial Inclusion Officers (FIO). At the end of the quarter, the FIO team had 69 active UC cases open.

We have an average of around 1,900 arrears actions raised each week, which the Incomes team work though on a weekly basis. We only started recording this in this way from the beginning of the Covid-19 period. The number goes up and down over the four week cycle, hence the average, but over the whole period the average has been 1,800 -1,900 per week. Now that we are recording it in this way, we will be able to build up trends for the future.

The current tenant rent arrears figure reported above was 1.67% as at the end of the quarter, this has since increased to 1.9% which is the figure reported in the latest Management Accounts report.

Deliverable 2.2 – Keep residents safe and warm

We completed an audit for the re-certification of our Environmental Management System (ISO140001:2015) with an external auditor from the British Standards Institute which helps us to make sure we are managing our environmental risks and developing objectives to make environmental improvements to the homes and organisation generally.



71% of our homes have an energy rating of C and above. Below is a table showing the various bandings to see the shift going forwards of the housing stock. Please note the caveat to this as being the best data currently available, as we are working on an enhanced live dataset and will over the next 12 months be undertaking more Energy Performance Certificates (EPCs) to refresh old data and better understand our stock performance. Also, we are midway through a project to obtain new EPCs to verify the performance and possible investments needs for F and G rated properties, which should be completed by the end of October 2020.

	Energy Efficiency Rating						
	A	B	C	D	E	F	G
Number of homes	94	1,750	8,071	3,769	272	42	6
Percentage of homes	0.67%	12.5%	57.63%	26.91%	1.94%	0.3%	0.04%

The percentage of homes with a valid gas safety check was 99.83% with 23 properties at the end of the quarter with an expired certificate. The expired certificates are due to a mixture of no access to the property, and escalations to the in-house Legal team and awaiting a court date.

The fire risk assessment for communal areas which is a new performance indicator from quarter 2 demonstrates 100% compliance as of the end of September 2020, being slightly ahead of the scheduled programme for 2020/21 completing 175 communal areas against a target of 155 despite Coronavirus restrictions.

Objective 3 – Build new homes in Plymouth and beyond

KPI	Current Target	Q1 2020/21 Outturn	Q2 2020/21 Target	Q2 2020/21 Outturn	Current Quartile	Short Term Trend	On Target
Number of new affordable homes completed and handed over (overall)	155	23	37	37	-		

Deliverable 3.1 – Build and buy more homes

It has been a busy quarter for new build construction. Following a slow quarter 1 whilst developers adapted to Covid-19 restrictions on site, Quarter 2 has seen handovers meet forecast target by 100%.

The first handovers and sales have taken place at North Prospect Phase 5 with demolition of Phase 4 due to complete by the end of October 2020. We continue to seek remaining funding required for the completion of North Prospect Phase 4.

We are continuing to receive completed properties handed over from new schemes in Callington, Tavistock and Manadon. Interest in shared ownership has remained strong.

The Board approved an expanded development programme to build 220 homes a year.

We plan to purchase land at Tamerton Foliot Road before Christmas 2020 to deliver our first open market sales through a joint venture with Halsall Homes.




We held an online focus group with residents about a potential new development at St Helen's Walk, Whiteleigh. Discussion included the overall design, disability access, security as well as other issues such as building materials, parking and planning law.

Deliverable 3.2 – Expand outside of Plymouth

Future new schemes include 46 homes with Wain Homes in Liskeard.

The Board recently approved extending the Development area to include the following settlements; Bodmin, Bovey Tracey, Newton Abbot, Okehampton, St. Austell and Totnes.

Objective 4 – Grow our business

KPI	Current Target	Q1 2020/21 Outturn	Q2 2020/21 Target	Q2 2020/21 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%	100.23%	100%	99.88%	2 nd	↓	
Total income / surplus from non-social housing activity	£1.501m	£554k	£1.015m	£1.052m	---	↑	
Average number of days sickness per FTE (rolling year)	8	7.61	8	7.38	---	↑	
Percentage of staff very or fairly satisfied with PCH as their employer or net promoter score	New	---	---	---	---	---	---

KPI	Forecast	Budget	Variance
EBITDA Operating margin – Financial Strategy >25%	23%	22%	1%
EBITDA-MRI interest cover – Financial Strategy >150%	260%	225%	35%
Debt to EBITDA – MRI – Financial Strategy <15x	11	14	3
Gearing	23%	25%	2%
Headline social housing cost per unit	£3,766	£4,025	£259
Annual amount spent on the block refurbishment programme	£2,135m	£3,260m	£1,125m

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

The financial KPIs have been restated to be based on the approved revised budget. The basis of calculation has also been revised to bring the KPIs in line with Business Plan methodology which is more in line with also used for the Golden Rules methodology which is based on the funder defined covenants. The revised KPIs, Business Plan and bank covenant methodologies are now more in line, as they all exclude the entries within the Statutory Accounts required to reflect non cash pension service and interest costs under FRS102

The forecasts for September 2020 reflect the small improvement in the forecast operating surplus since the June Accounts, with £300k increase in income and £400k reduction in costs. Overall debt projections have reduced by £3m.

The gearing KPI is forecast at 2% lower than budgeted as a result of the projected lower debt levels.

Social housing cost per unit being reflects the lower operating costs and major repairs costs now being forecast compared to the revised budget. The highest reduction relates to major repairs.

Spend on the Block Refurbishment Programme is over £1m below the revised budget. Spend on blocks has been slow due to the delays caused by Covid-19. Works have now re-commenced and the forecast spend is expected to be met by the end of the financial year. As an example the design works on the Keyham Road block was scheduled to start in May 2020 but the external design team were unavailable from March to July so the design work was suspended. The tenders are in the process of being evaluated, currently the forecast includes the most optimistic start date of December 2020 resulting in slippage of £650k compared to the budget. Until a contractor is appointed it will not be possible to confirm a mobilisation date and the project may not commence until the near year, which will result in a further slippage.

There are other issues which may yet have an impact on delivery of projects, these include lack of labour, both through the need to self-isolate and general availability of skilled tradespersons, a shortage of materials, and the need to social distance whilst working.

The Manufacturing business ceased trading from the 31st August 2020 and final jobs are being collected from the workshops. Throughout the financial year, owing to the decision to cease trading and the Covid-19 pandemic, there has been significant non-productive time across the workshops which has contributed to a poor year to date position of £35k against a budget of £90k for quarter 2. The surplus may be further reduced by external claims. Progress continues to be made in collecting outstanding debt from the external works that have been completed, any uncollected debts will have an adverse impact on the full year forecast.

PCH Energy income is £57k higher year to date due to better than average weather conditions during the spring and summer. Interest costs were £8k lower due to further repayment of the intercompany loan.

Shops have higher income and lower running costs than the revised budget despite Covid-19. Income levels are holding up well and void loss is less than anticipated when the budget was revised in June 2020. Demand for our commercial properties remains strong. The team have let eight commercial units since the start of August. We have no current arrears for our shop portfolio older than from June this year.

Plumer House lets are below budget by £32k due to lower room hire rents, no conferencing, and no cleaning recharges.

Now that our Consumer Credit licence has been approved, the Leasehold team is gearing up to implement the formal agreements and carry out the full affordability assessments required by the Financial Conduct Authority so we can offer leaseholders payment plans of over 12 months.

Business Continuity and Risk Audits came back with substantial assurance.

In quarter 2 we recruited two new Board members to replace the two who recently left after serving their nine-year terms.

We held our first virtual AGM (Annual General Meeting), which worked well.

Following completion of the annual audit from KPMG, which received an unqualified opinion with no adjustments necessary, the accounts were reported to the AGM and are now published on our website along with the Annual Report.

Deliverable 4.2 – Be an employer and housing provider of choice







We are working with staff on risk assessments for all activities to make sure our staff, residents and contractors are safe and Covid-19 compliant.

We continue to buy and supply lots of IT equipment to either enable staff to work remotely or to improve existing remote working. An upgrade of our core telephone application (IPFX) and our existing BT telephone circuit to new technology and increased capacity is underway.

The absence figure remains under the 8 day target, however we are currently going into the autumn and winter period whereby we may experience increased illnesses. We continue to provide robust absence management and support a small number of serious illness within the organisation.

PCH Manufacturing was closed down in August 2020 and the Human Resources team worked to support many into redeployed roles and some external roles. We also supported a number of staff through a TUPE transfer following the sale of the Window Factory.

We are not reporting on the new staff satisfaction indicator this quarter as put a data collection methodology in place in order to report this figure.

Key of Symbols			
 On Target	 Warning	 Alert	Short Term Trend = Performance compared to last quarter
 Improving	 No Change	 Getting Worse	
			Long Term Trend = Performance compared to same quarter in the previous year

