








2020-2022 Strategic Plan – Q3 2020/21 Performance Update

Objective 1 – Improve lives and communities

| KPIs | Annual Target | Q2 2020/21 Outturn | Q3 2020/21 Target | Q3 2020/21 Outturn | Current Quartile | Short Term Trend | On Target |
|---|---------------|--------------------|-------------------|--------------------|------------------|------------------|---|
| Percentage of repairs completed within published timeframe | 99% | 98.6% | 99% | 98.55% | -- | ↓ |  |
| Percentage of residents very or fairly satisfied with major works | 95% | 96% | 95% | 97.36% | -- | ↑ |  |
| Percentage of residents very or fairly satisfied with the repairs service | 95% | 97.23% | 95% | 97.38% | -- | ↑ |  |
| Percentage of residents satisfied with the outcome of their anti-social behaviour complaint | 92% | 95.80% | 92% | 94.71% | 1 st | ↓ |  |
| Percentage of complaints and enquiries dealt with within timeframe (cumulative YTD) | 100% | 96.25% | 100% | 97.05% | 2 nd | ↑ |  |
| Percentage of tenancies sustained after 12 months | 98% | 98.81% | 98% | 98.73% | -- | ↓ |  |
| Percentage of tenancies sustained after 24 months | 95% | 96.23% | 95% | 96.83% | -- | ↑ |  |

Deliverable 1.1 – Deliver top quality housing services

In quarter 3 we had 169 jobs that went out of time, split with 106 emergency and 63 routine jobs. This was out of a total of 11,145 completed jobs. It should be noted that many of the routine jobs will have been deferred from their original deadline due to lockdowns and that residents may have been waiting much longer than 20 working days for their repair to have been completed. We are analysing our repairs data to ascertain what impact lockdowns are having on repair timescales.

Most of those falling out of time were caused by the need to reschedule some repairs due to resource availability, or changes to appointments; some of the Repairs Assistants are new and require further training to ensure the jobs are rebooked back within the correct

timescales for the jobs to be completed. We are also experiencing a higher volume of emergency jobs, which includes some which would usually count as routine but cannot wait due to inconvenience to the tenant or the potential that the property could deteriorate without the work being done. In addition, we are also seeing staff go into self-isolation which means that jobs are being cancelled at short notice and being rebooked when there is availability with another operative.

At the time of writing this report we had almost 1,200 deferred responsive repairs held on our management system due to the current lockdown situation, this is broadly one week's worth of jobs. Whilst we are achieving 98.55% of repairs being completed within timeframe, it should be noted that some of these jobs were originally reported during the previous two lockdowns resulting in their cancellation and being held as pending until they were reinstated on the repairs management system. Our data indicates that non-essential repairs reported during the initial lockdown took around 130 days to complete and those reported during the November / December 2020 lockdown took 53 days to complete. Once the service is reinstated to include non-essential repairs and the jobs are re-booked, as the PI demonstrates, we are mainly completing them within the 20 working day timeframe.

During quarter 3 Housing Management teams dealt with 158 anti-social behaviour (ASB) cases, having closed 160 ASB cases and opened 100 new cases. The number of cases opened this quarter has significantly reduced compared to the last quarter when 175 ASB cases were reported. Virtual hearings via telephone conferencing continue and in-person hearings take place where appropriate at the Plymouth Courts. In line with Government legislation ASB cases have and will continue to be prioritised. In this quarter our in-house legal team managed 12 ASB cases via telephone hearings and eight in person court hearings. This resulted in having three Committal Proceedings and obtained one Abandonment Possession, six Possession Orders and ten ASB Injunctions. Further hearings included three gas no-access telephone hearings and four review telephone hearings. In addition our law firm Tozers have obtained a further four injunctions due to ASB.

In Autumn 2020 the Housing with Support Team ran a satisfaction survey for all Sheltered Housing residents, to check how they are feeling about the support we provide. Results showed that 95% of respondents feel very or fairly safe, and 93% feel very or fairly supported.

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

Work to transfer housing applicant data from Devon Home Choice to PCH's housing management system, Northgate, has been completed and is now live. This is a key milestone in progressing the tenant on-line process and which will ultimately be part of the new digital process via the MyPCH portal.

Whilst the reported figure for responding to complaints within timeframe is 97.05% year-to-date, the in-quarter performance is 100%. The 2.95% which went over time, relate to 11 complaints that were closed during quarters 1 and 2 which spanned the first lockdown and staff were getting used to remote working.

The Adaptation Policy has been amended to include that PCH will maintain, repair and insure adaptations installed on or after 1 April 2020 in certain circumstances.




The Customer Focus Committee approved a new Reasonable Adjustments Policy in which we make a commitment to make sure disabled people are not disadvantaged in accessing services and that we will make reasonable adjustments for disabled people. This policy sits alongside the Adaptation Policy.




In December 2020 we launched a new Sheltered Housing Newsletter. Tenants in sheltered homes told us that because they don't see staff so often and lockdowns prevent gatherings in communal lounges, they would like to know what we and others are up to. The newsletter is printed and posted direct to all sheltered homes as well as available online.

The Communities Team have contacted residents needing support with wellbeing calls doing on average 150 resident calls a month. This is mainly a regular contact to see how residents are and if they have all the support they need in place. It is also an opportunity (where appropriate) to ask for their views on projects and feedback to departments. For this quarter it has included feedback on how residents might monitor performance as part of PCHs' approach to Together with Tenants.

In the lead up to Christmas, we made charitable donations to Devon and Cornwall Food Action (DCFA), Plymouth Foodbank, Provide Devon, Age UK and Tamar Grow Local to help them support local residents over the festive period during this difficult time.

Objective 2 – Look after our homes

| KPI | Annual Target | Q2 2020/21 Outturn | Q3 2020/21 Target | Q3 2020/21 Outturn | Current Quartile | Short Term Trend | On Target |
|---|---------------|--------------------|-------------------|--------------------|------------------|------------------|---|
| Percentage of rented homes with an energy rating of C and above | New | 71% | --- | 56% | --- | ↓ | --- |
| Percentage of homes with a valid landlord's gas safety check | 100% | 99.83% | 100% | 99.92% | 4 th | ↑ |  |
| Average number of days to re-let routine void property | 20 days | 61.73 | 20 days | 56.47 | 4 th | ↑ |  |
| Rent lost due to voids as a percentage of annual debit (void rent loss) | 0.8% | 0.79% | 0.8% | 0.78% | 1 st | ↑ |  |

| | | | | | | | |
|---|------|-------|------|-------|-----------------|---|---|
| Percentage of communal areas requiring a fire risk assessment with a valid fire risk assessment | 100% | 100% | 100% | 100% | --- | --- |  |
| Current tenant rent arrears as a percentage of annual debit | 2% | 1.67% | 2% | 2.13% | 2 nd |  |  |

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

The project works at the Mount Wise Towers are at varying stages. At Lynher House the rendering works have been completed and the debris netting is now removed. This is a significant milestone as the residents will now benefit from a great deal more natural light. Roof works are continuing and should be complete in March, at this time scaffold dismantling will commence. Tavy and Tamar House are both at similar stages; the render top coat is in progress which has been affected by the weather as the contractor requires a dry 3-day period for the process to be completed. Roof works are continuing and the Tamar House scaffolding is scheduled to come down in April and Tavy House in May. These dates have moved from the contractor's previous schedule due to labour resources and the weather.

Void surveys, repair and letting times remain impacted by the extra control measures required to ensure safe working and social distancing. We have seen a slight improvement in this quarter's repair times now that staffing levels are almost back to normal. Additional temporary resource for the Lettings Team is starting to show an improvement in turnaround times.

In addition to the usual benchmarking which looks back at last year's full results, we have also compared our turnaround times to the landlords who participate in quarterly benchmarking and we are very slightly below the median, so our experience is very similar to other providers.

As the Resident Voids Group are currently unable to visit properties 4 void properties have been filmed with photos taken and uploaded to Google Photos to view and provide feedback, which has been positively received by the group.

At the end of quarter 3, we had 3,710 tenants claiming Universal Credit (UC), an increase of 203. We continue to contact all our tenants going onto UC to support them with their claim. At the end of the quarter, the Financial Inclusion Officers had 78 active UC cases open.

The current rent arrears figure was outside target at the end of December at 2.13%. This figure relates to the week ending 27 December 2020, which is the reporting week in the four-week cycle which aligns with the bulk of our Housing Benefit payments. However, the following week was the 'rent free' week and the effect was to bring down our current rent arrears figure by £276,813. Rent arrears have therefore returned to a position that is within target, at 1.76%

During the quarter, we moved to the new payment system, Capita. There were some teething problems which affected collection of arrears as, for example, there were problems with the system when staff were in the process of taking payments from customers, and also delays with posting payments that had been made. These problems have now largely been resolved. The 'rent free week' at the end of December will have allowed us to catch up with some of the payments that were missed as a result of these problems, as we collect a week's rent from those in arrears for this week.

The rent arrears figures have been affected by a number of factors, including the new payment system and the closure of the courts for applications for possessions, unless cases fell within a small number of tight exemptions. For quarter 3, the requirement that the tenant had at least nine months of rent arrears accrued before the start of the pandemic still applied. From January 2021, this has changed to six months of rent arrears, and that these do not necessarily have to have accrued before the pandemic.

Deliverable 2.2 – Keep residents safe and warm

56% of our homes have a known energy rating of C and above. The main driver behind the change from 71% at the end of quarter 2 is that we are now using live data, and have removed cloned data from the dataset, therefore just under 20% of the stock has no current EPC. Below is a table showing the various bandings to see the shift going forwards of the housing stock.

We will be reviewing the costs and appropriate timeframe to conduct EPCs for properties where one is not currently held in the coming year. This may be phased over an extended period of time dependant on cost, resources and priority. EPC surveys are also being impacted upon by lockdown because residents are understandably reluctant to grant us access to their home.

We are currently reviewing all of the worst performing properties (SAP rating E, F, G), to understand where reasonable improvements can be made in the short term. We are also undertaking data analysis of all those properties with a D EPC rating, to understand trends by property construction type and key components.



| | Energy Efficiency Rating | | | | | | | No EPC |
|----------------------------|--------------------------|--------|--------|-------|-------|------|-------|--------|
| | A | B | C | D | E | F | G | |
| Number of homes | 94 | 1,553 | 6,186 | 3,154 | 228 | 42 | 7 | 2,754 |
| Percentage of homes | 0.67% | 11.08% | 44.13% | 22.5% | 1.63% | 0.3% | 0.05% | 19.65% |

The percentage of homes with a valid gas safety check was 99.92% with 11 properties at the end of the quarter with an expired certificate. This has improved when compared to the end of quarter 2 when 23 properties did not have an up to date gas safety certificate. The expired

certificates are due to a mixture of no access to the property, and escalations to the in-house Legal team, awaiting a court date, Injunction and Possession granted.

The fire risk assessments for communal areas are 100% compliant as of the end of December 2020, with all fire risk assessments completed on time.

Objective 3 – Build new homes in Plymouth and beyond

| KPI | Current Target | Q2 2020/21 Outturn | Q3 2020/21 Target | Q3 2020/21 Outturn | Current Quartile | Short Term Trend | On Target |
|--|----------------|--------------------|-------------------|--------------------|------------------|---|---|
| Number of new affordable homes completed and handed over (overall) | 115 | 37 | 91 | 91 | - |  |  |

Deliverable 3.1 – Build and buy more homes

The number of new build homes handed over accelerated in quarter 3. Following a slight relaxation in Covid-19 restrictions, this enabled development sites to operate more productively. The target of 155 new homes to be delivered in this financial year has reduced to 115 and has been updated in the table above. This is due to the impact of Covid-19 restrictions causing delays on many of our development sites.

Phase 5 at North Prospect is progressing well, with seven rental and 13 shared ownership new homes handed over so far. Shared ownership sales are going well on this scheme, with 10 sales completed and 4 homes reserved. On Phase 4 the demolitions are complete and foundations have been laid along North Prospect Road.

We completed on the development at Aberdeen Avenue during this quarter.

Shared ownership sales across all developments continue to thrive with 21 completions in quarter 3, generating an income of £1.6 million and an average share sold of 40%.

Contracts have been signed for the purchase of land at Tamerton Foliot Road, and PCH will deliver its first open market sales here in a joint venture with Halsall Homes.

PCH and Plymouth City Council have signed a Housing Partnership agreement, which will see 600 homes built across the City, with 444 homes being for affordable housing. Sites currently earmarked for development under the agreement include Bath Street West, Colin Campbell Court, West Park Hill and land at Bampton Road.

Deliverable 3.2 – Expand outside of Plymouth




As part of our plans to expand outside of the Plymouth boundary, we will be acquiring homes in Sherford, the new town that sits between Plymouth and the South Hams. We have secured a contract with Taylor Wimpey to acquire 17 affordable homes, and works on the site are progressing well. The homes, which are being marketed under the name Coppice Place, are due to be ready by the end of 2021. There will be nine one and two-bed homes for affordable rent and eight two-bed shared ownership homes for sale through SO Living. This is the first time we are building homes in the South Hams local authority area and means that our rented properties will be available for residents who are on the South Hams housing register via Devon Home Choice.

In December 2020, PCH signed contracts with Andrew Borlase Builders to deliver six rental and three shared ownership homes in Pensilva, Cornwall. These are due for completion in Spring 2022. We also completed developments at Aberdeen Avenue and Butchers Park during the quarter.

The development at Butchers Park in Tavistock completed during quarter 3.

The Development team continue to explore potential development sites within the Board approved extended development area.

Objective 4 – Grow our business

| KPI | Current Target | Q2 2020/21 Outturn | Q3 2020/21 Target | Q3 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% | 99.88% | 100% | 98.12% | 4 th | ↓ |  |
| Total income / surplus from non-social housing activity | £1.501m | £1.052m | £1.234m | £1.301m | --- | ↑ |  |
| Average number of days sickness per FTE (rolling year) | 8 | 7.38 | 8 | 7.07 | --- | ↑ |  |

| KPI | Current Target | Q2 2020/21 Outturn | Q3 2020/21 Target | Q3 2020/21 Outturn | Current Quartile | Short Term Trend | On Target |
|--|----------------|--------------------|-------------------|--------------------|------------------|------------------|-----------|
| Percentage of staff very or fairly happy working for PCH | New | --- | --- | 82% | --- | — | --- |

| KPI | Forecast | Budget | Variance |
|--|----------|--------|----------|
| EBITDA Operating margin – Financial Strategy >25% | 28% | 22% | 6% |
| EBITDA-MRI interest cover – Financial Strategy >150% | 360% | 225% | 135% |
| Debt to EBITDA – MRI – Financial Strategy <15x | 8 | 14 | 6 |
| Gearing | 22% | 25% | 3% |
| Headline social housing cost per unit | 3,493 | 4,025 | 532 |
| Annual amount spent on the block refurbishment programme | 2,209 | 4, 269 | 2,060 |

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

Financial ratios are forecast better than budgeted due to costs now being forecast lower than budgeted across all service areas compared to the revised budget approved by the Board in July. The operating surplus is forecast at £8.3m, £4.5m better than the revised budget.

Spend on the block refurbishment programme continues to be slower than initially profiled due to the delays caused by Covid-19. Works are continuing however further underspend is expected, due to risks highlighted last month materialising, especially with the changes in working environment continuing with lockdown, e.g. not being able to install windows and the delay in submitting Section 20 for Stokes Road.

There is now a predicted forecast underspend of just over £1m below the revised budget. We continue to identify areas where further work can be delivered to try to ensure that the majority of these budgets are spent and the targets are met, but it has been very tough to do this with the constant changing environment.

The year to date position for the closed Manufacturing business of £57k against a budget of £90k is worse than the budget forecast due to the cost of closure being higher than assumed when the budget was reset in June 2020.

PCH Energy has an operating surplus £49k better than the forecast due to good weather conditions in the spring and summer. Interest costs on the intercompany loan is £18k lower due to further repayment of the intercompany loan.

The shops and commercial income and running costs are both better than the revised budget. The Beacon and shops lets income is doing well compared to the revised budget which was adjusted due to the assumed Covid-19 impact. So far the impact is better than expected by 33k, and running costs are 25k better. During quarter 3 we completed 5 new commercial lettings and 5 assignments of existing businesses to new tenants. Plumer House lets income is under budget by £34k as a result of further space vacated which is now void.

The Digital and IT Asset and Security Audit completed with just a couple of minor recommendations, and await the final audit report and confirmed assurance level.







Deliverable 4.2 – Be an employer and housing provider of choice

The absence figure remains under the 8 day target, currently at 7 days which is below the current target. With the current pandemic, shielding, isolating etc. the focus and attention remains with supporting staff through current Government guidelines and robust absence management. We are still supporting a small number of staff with serious illness within the organisation.

PCH has been undergoing a change programme to align services and restructure operational functions to achieve a better balanced organisation, refocus priorities and resources in a post Covid-19 environment and better utilise existing specialisms.

The Digital and Infrastructure, Application and Data availability continues to be very robust with 99.90% availability since March 2020 at the start of the lockdown to the end of December.

We rolled out quarterly mini-surveys for staff via our employee engagement platform Jannet. The aim is to carry out a “temperature check” to gauge how staff are feeling about working for PCH without the need to do a formal survey. This is especially important in the current climate as staff continue to work remotely and in difficult circumstances. The first set of results show that 82% of staff are very or fairly happy working for PCH, and 85% of staff rated PCH 4 or 5 stars as an employer.

| 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 |