

make it happen



2017-22 Strategic Business Plan Quarter 1 2019/20 Progress Report



Key Performance Indicator Outturn – Quarter 1 2019/20

KPI		Annual Target	Q4 2018/19 Outturn	Q1 2019/20 Target	Q1 2019/20 Outturn	Current Quartile	Long Term Trend	Short Term Trend	On Target?
Value for Money	Operating Margin (forecast YE)	9%	15%	9%	9%	4 th	↓	↑	
Value for Money	EBITDA-MRI Interest Cover (forecast YE)	142%	297%	142%	170%	1 st	↑	↑	
Value for Money	Gearing (forecast YE)	24%	19%	24%	21%	1 st	↑	↑	
Value for Money	Rent collected from current & former tenants as a % of rent due (excl. arrears b/f)	100%	100.97%	100%	96.51%	4 th	↓	↓	
Value for Money	Headline social housing cost per unit (forecast YE)	£4,195	£3,573	£3,890	£3,796	4 th	↓	↑	
Value for Money	Current tenant arrears as a percentage of annual debit	2%	1.16%	2%	1.41%	1 st	↓	↓	
Value for Money	Rent lost during the year due to voids as a percentage of rent due (cumulative)	0.8%	0.49%	0.8%	0.44%	1 st	↑	↑	
Value for Money	Total income / surplus from non-social housing activity (cumulative)	£1.6m	£1.9m	£529k	£579k	--	↓	↓	
Quality	Percentage of homes with a valid landlord's gas safety check at the end of the quarter	100%	100%	100%	99.98%	3 rd	↓	↓	
Quality	Number of new affordable homes completed and handed over to PCH (cumulative)	153	216	16	16	--	↓	↓	
Quality	Average number of days to re-let routine void properties (cumulative)	20 days	22.71days	20 days	23.24 days	2 nd	↑	↓	
Quality	Percentage of repairs completed within the published timeframe	99%	98.29%	99%	99.15%	-	↑	↑	
Quality	Percentage of complaints and enquiries dealt within timeframe	100%	99.42%	100%	98.97%	1 st	↓	↓	
Quality	Average number of days sickness per FTE (rolling year)	8 days	8.09 days	8 days	7.67 days	-	↓	↑	

KPI		Annual Target	Q4 2018/19 Outturn	Q1 2019/20 Target	Q1 2019/20 Outturn	Current Quartile	Long Term Trend	Short Term Trend	Status
Satisfaction	Percentage of residents satisfied with the repairs service (transactional)	95%	96.22%	95%	96.10%	--	↑	↓	
Satisfaction	Percentage of residents very or fairly satisfied with major works (transactional)	95%	82.63%	95%	95.74%	--	↑	↑	
Satisfaction	Percentage of residents satisfied with the outcome of their anti-social behaviour complaint	90%	94.75%	90%	91.96%	1 st	↓	↓	

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

Our pillars, 5-year objectives and deliverables:

Pillars	Objectives	Deliverables
People - Focus on people's needs and aspirations to become <i>the</i> provider of choice	<ol style="list-style-type: none"> 1. Provide great services to our customers 2. Be an employer of choice 3. Work with others to build valuable and effective partnerships 	<ul style="list-style-type: none"> • Understand our customers better to enable evidence-based decisions about services • Maintain or improve customer satisfaction for all our services • Continually drive improvement in the quality of our services • Provide online self-service options to improve access to digital services • Maintain our Gold Equality and Diversity Accreditation • Attract and retain the best people by engaging and motivating them • Ensure our people are skilled and knowledgeable for personal and business benefit • Maintain our 5 star health and safety standards • Contribute to city, regional and national agendas through effective partnership working • Maximise resources through partnership working
Pounds - Look after our pounds to stay financially strong to achieve our goals	<ol style="list-style-type: none"> 4. Grow our business 5. Run our business effectively to provide a healthy financial and social return 6. Be commercial, innovative and enterprising 	<ul style="list-style-type: none"> • Generate at least £12M over the next 5 years through subsidy and non-core services to invest in new homes and core services • Maintain strong financial viability and credit ratings • Optimise rental income whilst maintaining sustainable, affordable homes • Maintain G1 governance rating • Support people to maximise income through community development, employment and financial inclusion work • Create and fund an 'Ideas Lab' to develop and improve our services and maximise resources through innovation • Maximise local, regional and national opportunities to strengthen the business
Places - Create thriving places where people want to live and work	<ol style="list-style-type: none"> 7. Manage our property and neighbourhoods to encourage thriving communities 8. Offer more homes in new ways and in new places 9. Look for greener ways of working 	<ul style="list-style-type: none"> • Create and deliver individual neighbourhood plans • Invest in a programme to continually improve and modernise our homes, ensuring they are safe and appealing • Develop a homes and community PCH standard to drive quality and consistency throughout our neighbourhoods • Deliver 600 homes through a mixed tenure development programme by 2022 to support the housing needs of the city • Complete North Prospect development programme by 2022 • Build or acquire new homes within the Plymouth travel to work area by 2022 • Continue to build and refurbish homes to increase energy efficiency and reduce fuel poverty for our tenants • Invest in green technology to be more environmentally sustainable

Provide great services to our customers

We led on a consultation on the content and wording used in property adverts on the Devon Home Choice site in order to improve the bidding and moving experience.

Plymouth City Council recently carried out an Affordable Housing Residents' Satisfaction Survey which was sent to tenants and shared owners in a number of schemes managed by various housing associations. Residents in parts of the North Prospect regeneration for Allenby Road and Goodwin Crescent along with residents in Wren Gardens, Plympton all said they were "very satisfied" or "satisfied" with their homes. All respondents thought their home was well designed and just under 65% of residents said the service received from Plymouth Community Homes (PCH) was "very good" while the rest said our service was "good".

We have entered into a new contract with Orbis Protect, who will be providing PCH's out of hours and ASB hotlines.

Our repairs leaflets have been reviewed in conjunction with residents, and are due to be published within the next few weeks. We also held a consultation on changes to the wording of electrical testing appointment letters with the aim of reducing the no access rates.

Changes to PCH's approach to resident scrutiny are progressing. Consultation on feedback to the proposals was positive and a Test, Task and Finish group will be held this autumn.

The Board discussed a national consultation called Together with Tenants at its Away Day in April 2019, including how we could do more or different things to increase the engagement and involvement of residents.

A programme of data quality work is being developed and prioritised to improve data quality within PCH, with the aim of managing information in better ways to assist us with decision making, improving services and increase or improve our digital offering.

Be an employer of choice

Our Repairs and Regeneration Team and PCH Manufacturing have been presented with the International Safety Award for protecting its employees from the risk of injury and ill health at work. PCH was one of 248 organisations to gain a Merit in the 2019 International Safety Awards from the British Safety Council. The International Safety Award recognises and celebrates organisations from around the world which have demonstrated to the satisfaction of the scheme's independent judges their commitment to preventing workplace injuries and work-related ill health during the previous calendar year.

In June 2019 staff from PCH Manufacturing attended a national award ceremony in London to celebrate the best manufacturing businesses in the country for the 'Made in the UK Awards'. The judges were very impressed by PCH Manufacturing's investment in training and apprenticeships and the team was highly praised, despite missing out on the top prize. The national invite came after PCH Manufacturing won the Apprentice and Training Scheme Award at Insider Media's Made in the South West Awards.

PCH Manufacturing has recently upskilled its window fitters, who have completed their fenestration apprenticeships including NVQs at Level 2 and 3 as well as gaining Level 2 functional skills (Maths and English; equivalent to C grades at GCSE) and technical certificates. There have

People:

	<p>also been apprentice opportunities in window fabrication, carpentry and business administration, which have seen apprentices go on to secure permanent employment within the organisation.</p> <p>The Repairs and Regeneration Team have also been handed a prestigious award in recognition of its practices and achievements in helping its staff get home safely at the end of the working day. They have achieved a Gold Medal, our sixth consecutive gold, in the internationally-renowned RoSPA (the Royal Society for the Prevention of Accidents) Health and Safety Awards, the longest-running industry awards scheme in the UK.</p> <p>The absence rate at the end of quarter 1 is 7.67 days, which is below the company target of 8 days.</p> <p>Work with others to build valuable and effective partnerships</p> <p>A care leavers project between PCH and PCC is in progress to ensure that the right support is in place for care leavers when they become PCH tenants.</p> <p>Under the nationally recognised Housing First Project we have successfully housed a new tenant under this scheme. Working in partnership with Plymouth Access To Housing (PATH), our Tenancy Sustainment Officers have worked to support homeless applicants regarding their responsibilities as a tenant.</p> <p>PCH, as part of a delegation of local registered providers, met with the Minister for Universal Credit (UC) at the Houses of Parliament about concerns with UC for those living in housing association homes and pay their rent weekly. The discussion related to the issue of the current financial year having 53 rent payments which will penalise tenants who are in receipt of UC. The Minister acknowledged that there was an error in the calculation and would require a legislative change.</p> <p>PCH attended the inaugural Housing and Health Collective hosted by the Aster Foundation. The purpose of the collective is to create lasting collaboration between housing and health at the commissioning level in the wider South West for which seventeen housing providers have signed up to.</p>
<p>Pounds:</p>	<p>Grow our business</p> <p>We are working on a number of Section 106 (S106) offers for sites including for properties at the new community in Sherford, as well as trying to progress challenging land sites in Plymouth City Centre at Colin Campbell Court and Bath Street.</p> <p>Run our business effectively to provide a healthy financial and social return</p> <p>The value for money indicators of operating margin, EBITDA – MRI interest cover, the headline social housing cost per unit and gearing are all forecast at or better than budgeted. The interest cover forecast in particular is higher as a result of lower debt and interest costs than budgeted. The 2018 actuals have been updated to reflect the published accounts and the headline social housing cost per unit target has been updated to reflect the technical guidance.</p>

We recently commissioned a new stock condition survey which will be used to help develop a five-year plan. Further surveying work has been commissioned to provide information specifically on the condition of our blocks so that we understand the investment requirements for these buildings.

Alongside the survey, the Regeneration Team have published an organisation-wide survey to establish views of staff who visit our properties and neighbourhoods on a daily basis. This perception-based information will be used to complement the stock condition survey information and ensure that future investment plans are designed to tackle the issues that are seen to exist on site, rather than just relying on data.

The Board collective appraisal process has been completed with the resulting report to be presented to the Board. Recommendations from the appraisal will be actioned as part of the Governance Improvement Plan.

The Board received assurance on our compliance with the Governance and Financial Viability regulatory standard and on the internal control framework within PCH.

The annual 2019/20 target for the value for money indicator: total income / surplus from non-social housing activity (cumulative), has been revised to £1.603 million (from £1.560 million).

A new Tenancy Fraud Policy has been approved by the Audit and Risk Committee.

Data protection awareness continues across the organisation with refresher training, quarterly newsletters and the continued development of guidance notes.

As part of our tenancy termination process we had a scheme whereby £150 was paid to out-going tenants who left their home in a good condition and handed in their keys on time. The Customer Focus Committee agreed to end the scheme as it was costing more to administer than it was worth and there were no real improvements in the quality of returned properties. Withdrawing the scheme will save us around £5,000 a year.

The rent collection rate is below target for the quarter. This indicator usually starts the year at a low point and then builds cumulatively towards the target as the financial year progresses.

Linked to the above, we have seen a £66k increase in rent arrears, £48k of which is linked to tenancies where the resident receives Universal Credit and the majority of the remaining £18k relates to accounts that are subject to the spare room subsidy (bedroom tax).

Void turnaround times remain over target for the cumulative position, however the in-month figures for both April and June were below the 20 day target, with May being slightly higher.

	<p>Be commercial, innovative and enterprising</p> <p>Our installation of solar panels on more than 2,000 homes across Plymouth has led to big cost savings for residents. We installed over 26,500 panels on our homes between April 2012 and December 2015. From the latest figures from the Low Carbon Exchange, which manages the installations on our behalf, we've produced 24,775,735kwh, which equates to a saving of 12,997 tonnes of Co2.</p> <p>To date, PCH Energy (the subsidiary company which manages the solar panels) has received £4 million for the electricity produced. This has mainly been used to pay operating costs and re-pay some of the initial investment that PCH made in the company. PCH Energy donated £400,000 by Gift Aid to PCH, which is available to support any of our core services such as maintaining decent homes and estates for residents, building new homes and supporting our green environmental activities.</p>
<p>Place:</p>	<p>Manage our property and neighbourhoods to encourage thriving communities</p> <p>Works are continuing and or have commenced at the following blocks: Ipswich Road and Budshead Road, Whitleigh, Teats Hill Flats and Artillery Place, Coxside, and Union Street and Keat Street, Stonehouse.</p> <p>The facelift carried out to Westeria Terrace, Beacon Park last summer was shortlisted alongside three others in the Residential Project category at the Painting and Decoration Association Awards. The Bell Group painted the outside of the block and decorated the internal staircase. They also installed new balcony walkway handrails, renewed shed roofs and upgraded the communal lighting.</p> <p>At the end of June 2019 there were three properties without a valid gas safety certificate. On one of the properties the gas safety check has since been completed. For the other two properties; one is currently with our legal department and with the other property PCH has applied to the court for a Notice of Seeking Possession order scheduled for the 23 July 2019.</p> <p>The works to re-clad the Mount Wise Towers are progressing well, the windows are installed up to the 9th floor on two blocks and the 4th floor on the third block. The designs for the building maintenance unit and demolition of the roofs are well advanced and options will be presented in the coming months. In addition to these works, all three towers will have additional wall ties installed to provide an improved method for applying the external wall insulation.</p> <p>PCH is supporting a lottery-funded art project at Teats Hill called Mayflower Reverberations, which is a two year project which explores the reverberations of Mayflower 400 by telling the city the story of the alternative histories that migration has created. The project is in partnership with the Active Neighbourhoods Team, National Marine Aquarium and The Box.</p> <p>Offer more homes in new ways and in new places</p> <p>The regeneration of North Prospect Phase 3 (Southern Gate) is still on-going but has been delayed due to the developer Kier Living encountering challenging ground conditions. The construction of all new homes will now complete in the autumn of 2019.</p> <p>The construction of new homes in North Prospect Phase 5 (Briarwood) is underway. The first units will be handed over in the winter of 2019-20</p>

and the scheme will complete in spring 2021. The scheme comprises of 143 new homes: 77 affordable and 66 for open market sale through Kier Living.

Land assembly of North Prospect Phase 4 is on target to complete during quarter 3 of 2019-2020. All of the homeowners have agreed terms to sell their home to PCH and only 9 PCH tenants remain without an offer of accommodation. As the North Prospect regeneration project is entering its final stages the rehousing team is being disbanded, team members have secured new jobs with PCH or have taken voluntary redundancy.

PCH's first homes in Cornwall have been handed over and let. The homes, delivered via s106 agreement, are being built by Persimmon will comprise 32 to rent and 7 shared ownership homes. We are also due to acquire 38 homes under s106 in a Barratt Homes development in Tavistock. These are expected to be handed over during this autumn.

PCH's Primrose Park development at Whiteleigh received two development awards at the South West Constructing Excellence event. We won building Project of the Year beating competition from buildings such as the new UK Hydrographic Office in Taunton and the new Airbus building in Filton. It also won the overall "Winner of the Winners" project, against projects such as Hinckley Point and the M4 Toll removals.

Look for greener ways of working

Our Environmental Services team are now servicing new build properties including those at Liskeard, Yelverton, Southway and North Prospect for both grounds maintenance and caretaking.

This year we have increased our wildflower sites across the city, we now have 46 sites to encourage bees and wildlife to thrive. We are working closely with Development team and Kier to identify sites to plant 75 trees, starting in the North Prospect area, and plan a consultation and tree workshop at The Beacon to encourage residents to look after and maintain the new trees to ensure they thrive. The Wildflower Lawn in the grounds of Plumer House has also been reinstated.

We have worked with the communities at West Hoe Flats and Buckwell Street to participate in the 'It's Your Neighbourhood' campaign. This is part of the Britain in Bloom / RHS campaign and provides support, recognition and reward to small groups of people starting to green and clean up their local areas. This is open to any group eager to make a difference to their local environment. Participation is free and non-competitive.

We have signed up and started work on Plymouth Plan for Trees with partners from Woodland Trust, National Trust, PCC and Plymouth Orchard Group. We are working closely with PCC to aim at enhancing the greener spaces throughout the city and implementing a Delivery Programme across Plymouth.

We successfully implemented a new corporate waste services contract, entering into a 5-year partnership with Coastal Recycling who will service all of our business sites. Through this contract both parties will work together to find more environmentally sustainable methods of disposing of PCH's waste whilst aiming to keep costs as low as possible in a volatile market. Coastal Recycling will be responsible for administering PCH's entire waste disposal needs, including management of sub-contractors. Working in this way should also reduce the amount contract management activity undertaken internally.