








2020-2022 Strategic Plan – Q1 2021/22 Performance Update

Objective 1 – Improve lives and communities

KPIs	Annual Target	Q4 2020/21 Outturn	Q1 2021/22 Target	Q1 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Percentage of repairs completed within published timeframe	99%	98.54%	99%	98.02%	--	↓	
Percentage of residents very or fairly satisfied with major works	95%	97.11%	95%	95.68%	--	↓	
Percentage of residents very or fairly satisfied with the repairs service	95%	97.21%	95%	96.69%	--	↓	
Percentage of residents satisfied with the outcome of their anti-social behaviour complaint	92%	95.00%	92%	93.65%	1 st	↓	
Percentage of complaints and enquiries dealt with within timeframe (cumulative YTD)	100%	97.61%	100%	100%	1 st	↑	
Percentage of tenancies sustained after 12 months	98%	99.17%	98%	98.89%	--	↓	
Percentage of tenancies sustained after 24 months	95%	96.62%	95%	96.70%	--	↑	

Deliverable 1.1 – Deliver top quality housing services

In quarter one we had 66 emergency repairs go out of time from a total number of 8,628 repairs across all priorities. A small number of emergency repairs were rescheduled outside of timescales due to lack of resources which has been impacted by allocation of time during the working day for lateral flow testing of operatives, self-isolation whilst awaiting test results and a higher demand of leave requests due to extra leave carried over from 2020-21 to be used by August 2021. In addition, some repairs were mistakenly booked on emergency timescales instead of routine. The teams have been reminded of repair categories.

Routine repairs completed within timescales were also impacted by resourcing issues with some repairs affected by nationwide material delays such as electrical fans and garage doors.

At the end of quarter one Housing Management teams were dealing with 182 ASB cases, closed 149 ASB cases and opened 145 new cases in this period. Virtual court hearings via telephone conferencing continue and in-person hearings take place where appropriate at the Plymouth Courts. The Courts have indicated that remote hearings whether by telephone or Microsoft Teams will be retained in the future. In quarter one our in-house legal team have attended 37 court hearings, held 18 telephone hearings and 19 in person court hearings. Further hearings included ten gas no-access telephone hearings and one in-person hearing. In addition, Tozers our law firm have progressed seven court cases.

Following the long period of lockdown restrictions at our sheltered housing schemes communal lounges have reopened to residents. Housing with Support staff have now returned to full on-site duties.

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

There were a combined total of 182 complaints and enquiries in quarter one, and 100% were responded to within timescale.

In-person resident sessions have returned to The Beacon throughout April, May, and June 2021, with numbers limited and have required residents to book.

A number of local consultations were carried out to support specific areas across the city. These guided Housing Officer initiatives and setting Neighbourhood Plans for Devonport, Mount Wise, Plympton and Efford. Other consultations included gaining feedback from residents on what information should be included, and how it should be presented within our Annual Report; as well as a poll held to select the next service area for Resident Review.

Objective 2 – Look after our homes

KPI	Annual Target	Q4 2020/21 Outturn	Q1 2021/22 Target	Q1 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Percentage of homes with an energy rating of C and above	New	70.44%	---	70.59%	---	↑	---
Percentage of homes with a valid landlord's gas safety check	100%	99.95%	100%	99.97%	3 rd	↑	🚩
Number of homes without a valid gas safety check	---	7	---	4	---	↑	---
Percentage of homes with a valid 10-year electrical test	100%	100%	100%	100%	---	---	---
Number of homes without a valid electrical certificate	---	0	---	0	---	---	---
Average number of days to re-let routine void property	20 days	55.36	20 days	49.94	4 th	↑	🚩
Rent lost due to voids as a percentage of annual debit (void rent loss)	0.8%	0.79%	0.8%	0.80%	2 nd	↓	🚩
Current tenant rent arrears as a percentage of annual debit	2%	1.36%	2%	1.41%	2 nd	↓	🚩
Percentage of communal areas requiring a fire risk assessment with a valid fire risk assessment	100%	100%	100%	100%	---	---	🚩
Fire safety actions overdue	---	134	---	108	---	↑	---
Legionella – number of risk assessments done in void properties (in-quarter)	---	49	---	41	---	---	---
Legionella – number of risk assessment reviews done in void properties (in-quarter)	---	59	---	54	---	---	---
Legionella – number of general needs risk assessments done (prioritised by tenants with vulnerabilities) (cumulative YTD)	500	231	---	42	---	—	🚩

KPI	Annual Target	Q4 2020/21 Outturn	Q1 2021/22 Target	Q1 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Legionella – number of communal system risk assessment reviews done (incl. supported housing) (in-quarter)	---	0	---	0	---	---	---
Legionella - number of non-compliant properties	0	0	---	5	---	↓	🚩
Legionella – in-quarter checks on block communal water services	---	507	---	563	---	---	---
Asbestos management – percentage of homes with an asbestos management plan	100%	99.96%	---	99.97%	---	↑	🚩
Asbestos management – number of properties without a survey	0	5	---	4	---	↑	🚩
Block Communal Non-Domestic Areas with ACMs Asbestos checks completed vs programme	251	0	---	188	---	↑	🚩
Block Communal Non-Domestic Areas with ACMs Asbestos checks – number of non-compliant properties	---	0	---	0	---	---	---
Passenger lifts – monthly servicing completed vs programme	23	23	---	18	---	↓	🚩

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 scaffolding is half-way through being dismantled, for Tavy House the roof works are complete, and the scaffold removal is due to take place. The roof works at Tamar House are progressing and then the scaffold removal will be underway. The next six-week period will consist of mainly scaffold removal, followed by ground floor works. The contractors' progress has been slower than scheduled on the final stages due to lack of labour and resources.

The Asset Management Team has published its programme of works for 2021/22. The programme is being delivered through three tiers of strategic investment, which will improve the homes of over 1,300 residents across Plymouth. The Planned Programme (PP) will focus on homes that are in good order, without foreseeable structural or letting issues and will require a straightforward programme of recurring works to keep them in excellent order. The Planned Programme Plus (PP+) will target homes that have additional works to redecoration that often require input from the surveying team. Additional works include replacement of significant components such as roofs or windows. The third

tier focus on Modernisation (MOD). This includes homes that require extensive works to tackle fundamental issues that will not be resolved by keeping the property in its current format and simply replacing components or undertaking significant repair. These schemes often require redesign of communal spaces or a change to how the building will look.

Work for 2021/22 includes the delivery of the Modernisation Programme at Alcester Close, Stoke Road and Keyham Road. We have also put in place a Block Maintenance Programme in 2021/22, aimed at cleansing wall surfaces and minor repairs. This programme concentrates on properties that have previously benefited from external wall insulation and are now showing signs of staining / algae growth. We undertook a number of test properties during 2020/21 and are happy that we have a simple ongoing maintenance solution.

The current rent arrears performance at the end of quarter 1 was 1.41%, which is within target. At the end of June 2021 the number of tenants claiming Universal Credit was 2449, an increase of 283 over the quarter. At the end of the quarter the Financial Inclusion Officers had 90 active cases open. The Incomes Teams have now resumed visits to tenants, and this is proving very beneficial in providing support for people struggling with their finances.

The average void re-let time remains above target due to changes in working practices for Covid secure workplace and social distancing measures. There has been a month-on-month improvement in performance in quarter 1 with an average of 3 days improvement on overall re-let time from May to June 2021. This follows some changes to working practices such as the resuming of pre-tenancy inspections with works being able to be identified earlier in the process. We are currently reviewing other work processes and as social distancing measures are reduced and removed, we will see further improvements in the overall re-let time.

Resident Void Inspectors have resumed carrying out checks on void properties in person. A group of 7 residents who feel comfortable to visit properties have been taking in turns to visit a wide range of properties. They continue to be impressed by the quality of the void properties including the personal touches such as leaving good quality carpets and sign-up packs. Some minor issues such as vibrant wallpaper (given decorating vouchers) and cleanliness of a couple of cupboards were the only issues picked up on the letting standard forms.

Deliverable 2.2 – Keep residents safe and warm

At the end of quarter one there are four properties without a current landlord gas safety check, an improved position on quarter 4, these are all going through the legal process.

We are fully up to date and compliant with the electrical 10-year testing, although as best practice we aim to complete electrical testing every five years. As with other workstreams, we updated our risk assessment for carrying out this work whilst maintaining social distancing for working in residents' homes. At the end of June 2021 we had reduced this to 795 properties with an out of date 5-year electrical test certificate.

We passed our re-assessment by the NICEIC electrical registered body, receiving some positive comments demonstrating that Plymouth Community Homes (PCH) has good systems and procedures in place for the scope of work being carried out and that staff deliver a good standard of work and are knowledgeable.

As reported in quarter 4, the Water Hygiene Team will be reviewing every property when it becomes void. If the property does not already have a risk assessment it will be assessed, or if it does already have one this will be reviewed. The Team have taken on additional properties in Roland Matthews Court and Grassendale Avenue for monthly inspections on block communal water services.

We have a target to complete 500 legionella risk assessments this year for general needs homes. Quarter 1 has been affected as a result of the ongoing restrictions in place due to Covid.

The annual programme for legionella communal system risk assessment reviews takes place in September 2021 so none were due in this period. The non-conformities were highlighted on inspection or sample results. At present we have positive legionella samples we are processing at Plumer House and Leypark Court. We also have some lower-level issues including some pipe insulation at Brake Farm, a defective water heater at Albert Road and a couple of newly installed water heaters at Marlborough House which require electrical connections.

At the end of the quarter there were four properties without a survey, although since then we have completed one of these. The remaining annual checks required to non-domestic (communal) areas are being completed in July, and at time of writing there are only 7 left out of the 251 required.



The number of overdue fire safety actions reduced by 16 during the quarter.

Five of the scheduled lift checks were not completed in June, which is being followed up with the contractor. However, these lifts remain compliant because we conduct monthly checks whereas the minimum legal requirement is 6-monthly.

The percentage of homes with an energy rating of C and above has slightly improved this quarter to 70.59%.

	Energy Efficiency Rating							No EPC
	A	B	C	D	E	F	G	
Number of homes	94	1814	7987	3809	264	30	5	15
Percentage of homes	0.67%	12.94%	56.98%	27.17%	1.88%	0.21%	0.04%	0.11%

Objective 3 – Build new homes in Plymouth and beyond

KPI	Current Target	Q4 2020/21 Outturn	Q1 2021/22 Target	Q1 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Number of new affordable homes completed and handed over (overall)	202	97	55	27	-		

Deliverable 3.1 – Build and buy more homes

The easing of Covid restrictions is assisting contractors to return to a more efficient way of working on site, however supply of materials and resources still are a challenge across some developments.

We have taken handover of 27 properties during this quarter which was short of the expected target of 55, 12 for affordable rent and 15 for shared ownership. These are on our developments at North Prospect, Phase 5, South Hill Road, Callington, and St Ann’s Chapel. The 28 shortfall of new homes from the original 55 handover target occurred due to material supply delays caused by the pandemic and impacted on the handover of homes in North Prospect, Phase 5 and South Hill Road, Callington. The remaining homes not delivered in this quarter are for Chaucer Way where there is some ongoing land ownership matters to resolve between Sovereign Housing and Kier.

The development at White Rocks is now complete and all 13 homes have been handed over. We have entered into a contract for our first joint venture with Halsall Homes to build 11 affordable homes, and 27 homes for open market sale in Tamerton Foliot. Build is also underway at Sherford, Phase 1A. PCH is in contract with Taylor Wimpey to deliver 9 affordable rent, and 8 shared ownership units, forecast for completion in Sep 2021.

In quarter 1 there were five shared ownership sale completions for the Briarwood development at North Prospect on Phase 5.

Deliverable 3.2 – Expand outside of Plymouth




PCH is progressing contracts with J&W Capital Beech LLP to deliver 14 affordable properties at Moss Side in Callington.

The contracts to build affordable homes with Bunny Homes in Bodmin will no longer proceed with PCH.

Burrington Homes confirm they will appeal the planning refusal of our first potential open market homes scheme at Bere Alston, however Burrington Homes has not confirmed that they are content to hold to the deal previously agreed and approved by Board.

The development team continue to investigate sites for potential development in and around the Plymouth travel to work area.

Objective 4 – Grow our business

KPI	Current Target	Q4 2020/21 Outturn	Q1 2021/22 Target	Q1 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%	100.7%	100%	100.61%	1 st	↓	
Total income / surplus from non-social housing activity	£1.104m	£1.375m	£414k	£482k	---	↓	
Average number of days sickness per FTE (rolling year)	8	5.92	8	6.64	---	↓	
Percentage of staff very or fairly satisfied with PCH as their employer or net promoter score	TBC	82%	---	76%	---	↓	---

KPI	Forecast	Budget	Variance
EBITDA Operating margin – Financial Strategy >25%	25%	26%	-1%
EBITDA-MRI interest cover – Financial Strategy >150%	206%	192%	14%
Gross Debt per unit – Financial Strategy < £15,000	£8,389	£10,240	£1,851
Gearing	21%	25%	4%
Headline social housing cost per unit	£4,147	£4,044	-£103
Annual amount spent on the block refurbishment programme	£5.929m	£6.126m	£197k

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 have been amended to include non-property depreciation. This brings the calculation more in line with funder covenants which only allow housing property depreciation to be deducted.

The debt per unit calculation has also been amended to gross debt. The operating margin is lower because of higher forecast income. As costs are forecast higher than budgeted, we have maintained our budgeted operating surplus, but with a lower margin.

EBITDA-MRI interest cover is better than budget as forecast debt is £25m lower than budgeted as well as lower interest rates. We are now drawing funds from the NatWest agreement entered into in March 2021, which has a lower cost of funds than the previous agreement and the Barclays RCF. Gearing is lower because of the lower forecast debt for 31st March 2022.

Income from the non-social housing activity has performed better than expected at the end of quarter 1, as the income budget forecast was reduced due to any impact from Covid.

We had three new commercial lettings completed in this quarter and there are very low numbers of void commercial properties, and excellent arrears collection despite the current position in the retail and hospitality sectors. We are monitoring the situation closely, however, given the potential impact on our business of the ending of the business grants and the furlough scheme. The Beacon is now reopening fully for meetings and events, and the café is open and doing very well.

PCH is to build 1,000 new homes by 2026 after securing a £65million loan from NatWest bank. The majority of the new homes will be let at affordable rent, with shared ownership homes also being developed, in Plymouth and the surrounding areas. The finance package, a SONIA (Sterling Overnight Index Average) funded risk-free loan, will also support PCH's investment into maintaining the high standard of its existing homes. The funding forms part of NatWest's commitment last year to support the housing association sector with £3bn of finance until the end of 2022. This will support the increase in provision of social housing, as well as the improvement of existing properties.

The Housing Regulator has awarded PCH a V1 viability rating and G1 governance rating, the highest score it can award, as a result of our recent IDA (in-depth assessment). The judgement includes a look at our business plan and financial accounts to ensure financial robustness and any significant changes to our risk profile.

Deliverable 4.2 – Be an employer and housing provider of choice

We have retained our Gold award for the Investors in People (IIP) re-accreditation. During the assessment we were measured against a new, more difficult standard, which IIP have recently introduced, so our achievement is even more rewarding and acknowledges PCH's support to our residents and the values that PCH stands for.

The Communications Team, with the support of Human Resources produced a web-based version of the employee handbook, now called the PCH Way, which existing and new recruited employees are able to read on any device with internet access.







We published our Gender Pay Gap figure in April 2021. Our mean pay gap is -1.4%, so average salaries are higher for women than men at PCH. Our median pay gap is 5.8%.

The Bounce Back plan is progressing and a staged approach is in place up to the 6th September 2021 when the Working from Home/Hybrid Policy will come into effect. This will be subject to any changes to national restrictions or Covid measures.

Appraisals are in the process of being completed across the organisation to all employees.

Microsoft 365 has now been rolled out across the organisation for all employees.

PCH staff can now access O2 Open discounts due to PCH being an O2 business customer.

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