








2020-2022 Strategic Plan – Q4 2021/22 Performance Update

Objective 1 – Improve lives and communities

KPIs	Annual Target	Q3 2021/22 Outturn	Q4 2021/22 Target	Q4 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Percentage of repairs completed within published timeframe	99%	96.83%	99%	96.51%	--	↓	
Percentage of residents very or fairly satisfied with major works	95%	97.46%	95%	98.05%	--	↑	
Percentage of residents very or fairly satisfied with the repairs service	95%	96.27%	95%	96.34%	--	↑	
Percentage of residents satisfied with the outcome of their anti-social behaviour complaint	92%	96.85%	92%	96.90%	1 st	↑	
Percentage of complaints and enquiries dealt with within timeframe (cumulative YTD)	100%	98.46%	100%	98.83%	1 st	↑	
Percentage of tenancies sustained after 12 months	98%	99.14%	98%	99.46%	--	↑	
Percentage of tenancies sustained after 24 months	95%	97.21%	95%	98.03%	--	↑	

Deliverable 1.1 – Deliver top quality housing services

The percentage of repairs completed within published timeframe in Q4 declined slightly, from 96.83% in Q3, to 96.51%. (-0.32%). However, we completed 11,678 repairs in Q4 (608 more repairs than in Q3), of these 497 were completed out of time, compared to 419 in Q3. 77 were emergencies completed out of time, compared to 117 in Q3 and 420 routine repairs were completed out of time, compared to 302 in Q3.

Overall, we received 16,728 repair requests in Q4 compared to 15,065 in Q3, an increase of 11.04% attributable to the relaxation of covid secure guidelines.

Both emergency and routine repairs have been impacted upon by a lack of resource due to covid related absence and receiving a higher than normal number of emergency repairs, particularly relating to fire door inspections, together with Storms Eunice and Franklin, causing c£180k worth of damage which are in the process of being completed and pursuance of an insurance claim.

A lack of operative capacity is the main issue, together with an over reliance on external subcontractors, who are also struggling due to covid related absence, together with the national “Boom” construction picture where technical and trades resources are becoming increasingly difficult to secure.

In Q4 the percentage of residents satisfied with the outcome of their anti-social behaviour complaint remained top quartile. The Housing Management teams handled 159 ASB cases, closed 90 ASB cases and opened 123 new cases. Virtual court hearings via telephone conferencing continue and in-person hearings also now take at the Plymouth Courts. During Q4 Tozers, our legal firm, progressed all case work due to a vacancy in our in-house legal team. Tozers attended 23 court hearings relating to injunctions, disrepair and possession. Further hearings included 20 gas no-access hearings and 4 electrical injunction hearings.

PCH has teamed up with LiveWest Housing Association and the Guinness Partnership and have joined with Plymouth City Council and Devon and Cornwall Police to sign the ASB Pledge, a commitment to support victims of anti-social behaviour by promoting and using the ‘community trigger’ process. The Community Trigger, or an ASB case review, is designed to make it easier for people affected by anti-social behaviour to get the support they need and to be listened to. Anyone who has experienced anti-social behaviour can ask for a Community Trigger as long as they meet the criteria if they have reported an incident about the same problem to Devon and Cornwall Police, the Council, a registered social landlord or an NHS Devon Clinical Commissioning Group three or more times within six months and where further actions are available to resolve the case.

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

At the end of 2021/22 the performance for complaints and enquiries handled within timeframe is 98.83%. In Q3 seven cases were noted as being dealt with out of time, this has now been revised to six cases out of time. For the whole of 2021/22 seven cases went out of time with one case going out of time in Q4.

Complaints training is being delivered after a pause during the pandemic. The content has been reshaped to focus on the Complaint Handling Code made from a commitment in the Social Housing White Paper, and areas of complaint handling that can be improved following receipt of feedback from resident complaints.

The Customer Service Excellence Accreditation has been retained following a thorough assessment. No areas for improvement were identified, and several areas of good practice were highlighted.

The largest awards programme that recognises Contact Centre talent in the UK has shortlisted PCH as a finalist in the National Contact Centre Awards in London. The Communications and Marketing Team and Contact Centre have been chosen for the Contact Centre Support Team of the Year and the shortlisting judges commented that work between the two teams was customer-focussed for the benefit of residents.







The Resident Review Group completed their review looking at the interactions our residents have with contractors. The group has produced a report which highlights what they feel is positive about the service and their recommendations for improvement. Their report was reviewed by the Scrutiny Steering Group, who were pleased with the level of resident consultation carried out as part of the review; and the report will now go through governance approval.

During March we engaged residents with the proposed tenant satisfaction measures consultation from the housing regulator. We invited them to look at the new national benchmarking proposals and resident feedback was given via a survey and in a couple of focus groups.

As part of our Neighbourhood Plan consultation, we had 276 residents' who took part in the online consultation that will shape the new Neighbourhood Plans. The Plans set out what has been completed in an area in the last 12 months for example, CCTV installation, refurbishment works and improvements to parking; and then outlines the local priorities for the following two years including environmental ideas and upgrading security systems and decoration.

Objective 2 – Look after our homes

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

KPI	Annual Target	Q3 2021/22 Outturn	Q4 2021/22 Target	Q4 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Average number of days to re-let routine void property	20 days	46.11	20 days	43.15	2 nd		
Rent lost due to voids as a percentage of annual debit (void rent loss)	0.8%	0.66%%	0.8%	0.65%	1 st		
Current tenant rent arrears as a percentage of annual debit	2%	2.02%	2%	1.51%	2 nd		

The average re-letting time for 2021/2022 was 48.5 days, with the average relet time in-month for March being 29.51 days. This is below the interim internal target of 30 set for the end of March and represents improvement since Q3.

We are still in the process of the voids review, focusing on the tenant termination process which has greatly improved. As a result of this we have increased the number of pre-tenancy inspections in the tenancy termination notice period. For transferring tenants, we are aiming to help the top 200 banded PCH tenants get prepared to transfer and to assist with this there are daily monitoring reports which help identify any possible issues in the early stages. We have also reviewed the lettings process to identify and improve issues to reduce the void loss and turnaround times.





We have introduced a trial role to help our residents understand and fulfil their obligations when leaving their home or transferring to another PCH home. The seconded trial role was created after a voids workshop, with the idea to assist residents when they decide to move. This will involve liaising with the outgoing tenant immediately after they have made contact to terminate their tenancy and will also focus on supporting vulnerable tenants leaving their homes and to link in with any support agencies already involved.










The current rent arrears performance for March 2022 was within target at 1.51%. This is alongside no evictions for rent arrears for 2021/22. As at the end of March 2022, the number of tenants claiming Universal Credit was 4,565, an increase of 151 over the quarter. The Financial Inclusion Officers had 78 active cases open.











A year-long project to design and deliver a high standard for a Housing with Support guest room in one of our sheltered housing schemes completed this quarter. This pilot project means long distance family members can visit their relative at difficult times and stay in comfort and close by at a reasonable cost. It also means we can introduce higher charges for the improved accommodation.


PCH has submitted plans for proposed external repairs and redecoration works, roof coverings, rainwater goods, elevation painting and signage at three Grade II listed properties in Plymouth that date back to the 19th century. The works would be carried out at 115-131, Vauxhall Street, 1-7, 9, 10-15 Looe Street, and 2-15 How Street.

Deliverable 2.2 – Keep residents safe and warm



KPI	Annual Target	Q3 2021/22 Outturn	Q4 2021/22 Target	Q4 2021/22 Outturn	Current Quartile	Short Term Trend	On Target	
Percentage of homes with an energy rating of C and above	New	71.19%	---	71.11%	---		---	
Energy Efficiency Rating								
Number of homes	A	B	C	D	E	F	G	No EPC
	95	1815	8119	3887	126	12	2	47
Percentage of homes	0.67%	12.87%	57.57%	27.56%	0.89%	0.09%	0.01%	0.33%
Percentage of homes with a valid landlord's gas safety check	100%	99.90%	100%	99.97%	4 th			
Number of homes without a valid gas safety check	---	14	---	4	---		---	
<p>The number of properties without a valid gas safety certificate has improved since the end of the previous quarter, with four outstanding of which:</p> <ul style="list-style-type: none"> - One has been completed - One is awaiting a court hearing - One is waiting for a warrant application - One has a possession hearing on 26th April 								

KPI	Annual Target	Q3 2021/22 Outturn	Q4 2021/22 Target	Q4 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
% Properties with a valid 10-year electrical test	100%	100%	100%	100%	--	--	
% Properties with a valid 5-year electrical test	100%	97.70%	100%	97.79%	---		---
Number of properties without a valid 5-year test	---	322	---	311	---		---
For 2022/2023 there is a target of 2,840 properties to be inspected due to numbers returning to pre-Covid levels. A programme of 56 properties a week will be set, with the use of two contractors until PCH can recruit additional resource to bring all testing back in-house. Presently there are 8 electrician vacancies.							
Statutory fire risk assessments completed vs programme	100%	100%	100%	100%	---	---	
Number of properties with fire safety actions overdue	---	108	---	86	---		---
86 Leasehold doors, of which, 28 with legal, 3 on hold (Zion Street)							
8 Overdue actions completed in month 7 Actions became overdue in month							
KPI	Annual Target	Q3 2021/22 Outturn	Q4 2021/22 Target	Q4 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Legionella – number of risk assessments done in void properties (in-quarter)	---	33	---	50	---	---	---
Legionella – number of risk assessment reviews done in void properties (in-quarter)	---	107	---	134	---	---	---
Legionella – number of general needs risk assessments done (prioritised by tenants with vulnerabilities) (cumulative YTD)	500	540	500	625	---		
Legionella – number of communal system risk assessment reviews done (incl. supported housing) (in-quarter)	---	9	---	0	---	---	---
Legionella - number of non-compliant properties	0	2	---	4	---		

Legionella – checks on block communal water services	---	518	---	513	---	---	---
Legionella - checks completed as a % of checks required	---	95.79%	100%	97.01%	---		
<p>There are four non-conformities recorded for March consisting of one positive legionella sample from the cold-water services at Whin Bank Road relating to the communal cold-water distribution. Short term control measures are in place with point of use filtration installed and the system resampled, awaiting sample results. Other non-conformities include poor circulating temperatures on the communal hot water circuits at Innes House and Helen Fox House, continuing to monitor with Dataloggers at Innes House and remedial actions completed at Helen Fox to replace a defective valve and rebalance the system. There was a failed water heater at Lynher house which has now been replaced. All non-conformities have now been resolved.</p> <p>The percentage shortfall of legionella checks completed was due to no access in respective flats for cyclical servicing in the sheltered housing blocks and the Beacon, subsequent access to be attempted month on month. Six flats outstanding due to tenants in respite care or not permitting access. We are continuing to liaise with the Housing with Support and family members to arrange access. No-access at two properties in Leypark Court, and two flats at the Beacon and two flats at Ron King House.</p>							
KPI	Annual Target	Q3 2021/22 Outturn	Q4 2021/22 Target	Q4 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Asbestos management – percentage of homes with an asbestos management plan	100%	99.98%	100%	99.71%	---		
Asbestos management – number of properties without a survey	0	3	---	41	---		
Block Communal Non-Domestic Areas with ACMs Asbestos checks completed vs programme	251	251	---	251	---		
Block Communal Non-Domestic Areas with ACMs Asbestos checks – number of non-compliant properties	---	0	---	0	---	---	---
<p>There are 41 properties without Asbestos Management Plans which includes 39 of the recently acquired Barne Barton properties. Surveys have been booked with a contractor for the Barne Barton properties, the remaining 2 properties are being progressed through legal action in the no-access procedure.</p> <p>The non-domestic area checks are complete for 2021/22.</p>							
Passenger lifts – monthly servicing completed vs programme	23	9/23	---	23/23	---		

Number of overdue lift services	0	14	0	0	---		---
The contract for lift servicing is currently out for tender.							
Smoke Detectors and Carbon Monoxide Detectors	There are 7 properties where a boiler is present in a bedroom and requiring an additional CO alarm fitting. All these properties have had visits attempted; follow up visits have been rebooked.						

Objective 3 – Build new homes in Plymouth and beyond

KPI	Current Target	Q3 2021/22 Outturn	Q4 2021/22 Target	Q4 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Number of new affordable homes completed and handed over (overall)	202	79	202	121	-		

Deliverable 3.1 – Build and buy more homes

During the financial year 2021-22 PCH took handover of 121 new affordable homes, 72 for rent, and 49 homes for shared ownership. In Q4 we delivered 27 homes for affordable rent and 15 for shared ownership on schemes at Charter Way in Liskeard, Wrangaton, Chaucer Way and North Prospect Phases 4 and 5. Additionally, as reported in the previous report, we purchased 78 homes from Sovereign Housing Association which are situated in Barne Barton. This takes the number of new additions to the overall stock figure to 199.

In 2021-22 planning approvals were obtained for a total 16 new homes at St. Helens Walk garage site, Bampfylde Way and Clowance Street. Planning approval was also submitted for the former North Prospect library site to deliver 6 off-site manufactured homes. The St. Helens and Bampfylde Road sites will trial air-source heat pumps.

A total of 198 homes started on site at Newton Ferrers, Liskeard, Wrangaton, Woolwell, Saltash and Sherford Phase 1A. In addition to the homes started on site, and the planning approvals obtained during 2021-22, internal PCH approvals have been given to deliver 233 homes on sites at Moss Side in Callington, Sherford Centre, Barn Park in Bodmin, Boston Boatyard, Wilmot Gardens, Bampton Road in Southway, Allenby Road infill site, and Bath Street in Millbay.

At the start of the financial year, we had 57 homes forecast to complete during Q4. These included 8 homes on a S106 site in Crapstone, which never proceeded to contract stage, and 6 homes at Wilmot Gardens where the contract is still in negotiations. There were also new build homes delayed on Phases 4 and 5 in North Prospect, and open market, rent and shared ownership homes Tamerton Foliot. These have been reforecast to handover during 2022-23.

We had 8 shared ownership sales complete in Q4, at Tavistock, North Prospect Phase 5, Newton Ferrers, Sherford Phase 1A, South Hill Road, Callington and St Ann's Chapel.

Deliverable 3.2 – Expand outside of Plymouth

We have taken 79 new homes into management during 2021/22 from Liskeard, Callington, St. Ann's Chapel, Wrangaton, Newton Ferrers and Sherford. We also started on site with Barratt Homes on the Saltash Treledan scheme, where we will deliver 107 new homes (65 rent and 42 shared ownership).

Objective 4 – Grow our business

KPI	Current Target	Q3 2021/22 Outturn	Q4 2021/22 Target	Q4 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%	98.03%	100%	100.32%	2 nd	↑	🚩
Total income / surplus from non-social housing activity	£1.104m	£1.123m	£1.104m	£1.367m	---	↑	🚩
Average number of days sickness per FTE (rolling year)	8	8.10	8	8.66	---	↓	🚩
Percentage of staff very or fairly satisfied with PCH as their employer	TBC	66%	---	63%	---	↓	---

KPI	Out-turn Q4	Budget Q4	Variance Q4
EBITDA Operating margin – Financial Strategy >25%	27%	25%	2%
EBITDA-MRI interest cover – Financial Strategy >150%	273%	194%	79%
Net Debt per unit – Financial Strategy < £15,000	£8,010	£10,240	£2,230
Gearing	20%	25%	5%
Headline social housing cost per unit	£4,028	£4,044	£16
Annual amount spent on the block refurbishment programme	£4.743m	£6.216m	£1.473m

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

All financial KPIs are close to budget at year end. The financial strategy calculations for the EBITDA operating margin and EBITDA-MRI interest cover include non-property depreciation in line with funder covenants. Note: the debt per unit calculation is on gross debt.

The operating margin is slightly better than budget despite pressures in repairs as most of the contingency has now been released and recharge income from leaseholders for major works are significantly higher than assumed when the budget was set. EBITDA-MRI interest cover is better than budget as forecast debt is £30m lower than budgeted as well as lower interest rates for most of the year.

We drew funds from the NatWest agreement from March 2021, which has a lower cost of funds than both the previous agreements. From December 2021 we also started drawing funds on the new Barclay's facility which has a slightly better margin than NatWest and by year end this stood at £6m drawn. Gearing is lower because of the lower debt as at 31st March 2022.

At the end of 2021-22 the income from non-social housing activity has continued to give a higher surplus than expected as the income budget forecast reduced due to the impact from covid. The PCH Energy income at the end of Q4 is £34k worse due to poorer weather conditions and lower generation than assumed in the budget.

The shops and commercial income and running costs both better than revised budget. The Cafe shows a £19k loss for the year due to covid restrictions. The year-end outturn on shops and the Beacon is better than budget by £175k. There were two new commercial lettings completed in the quarter and excellent arrears collection considering the current position in the retail and hospitality sectors. The ventilation work in the Beacon café is going well, and we will be able to expand our operation further once we have the full commercial extraction system in place.

Following a consultation by Sovereign Housing Association the purchase of 78 properties in Barne Barton completed at the end of January 2022. We will be adding 18 two bed flats, 43 two-bed houses and 17 three-bed houses in Kelly Close, Berthon Road and Savage Road to our stock. The new residents in Barne Barton have been visited to welcome them to PCH and make sure we have a good understanding of their needs and any urgent action required.

In its renewed rating published in January 2022, S&P Global has confirmed its A+ credit rating with a stable outlook for PCH. The judgement includes an assessment of our past financial performance and future plans as well as a review of our operational track record and governance.

Deliverable 4.2 – Be an employer and housing provider of choice

The Home Working Policy, which was suspended in December 2021, was re-started on the 31st January 2022. Various measures were left in place to reduce the risk of covid infection. Jannet continued to be used as a tool for employee covid updates on a weekly basis until the 31st March to ensure that all employees are aware of the latest government updates and PCH's working practices.

Sickness absence has steadily been increasing and is now over the target of 8 days. There are several factors that this is due to, one of which is the time of year, and that sickness absence usually increases during winter. The removal of social distancing and restrictions has allowed for all types of infections to increase, especially as people's immunity has been reduced.

Using HouseMark's Monthly Pulse data we can see that sickness absence has been variable across the sector since December, with 27% of absence being Covid-related in that month. For March's in-month sickness rate, PCH's result was below the sector median as we saw a reduction in absence, and it has since reduced again in April.

The percentage of staff very or fairly satisfied with PCH as their employer has slightly declined. As this survey is anonymous, we are unable to identify departments or to follow up results to ascertain the reasons for dissatisfaction. However, the cost of living rises and removal of covid restrictions may be contributing to employees' overall feelings.

An updated People Strategy was agreed this quarter with actions from this being introduced over the next three-year period.

An across the board a 3% pay award was agreed to be implemented from the 1st April 2022. A benchmarking exercise was also carried out for hard to fill roles and several posts also received a salary increase in February as an outcome from this.

Holiday Trading was re-opened in March with employees having the opportunity to buy and sell leave. Holiday carry-over was again increased from 5 to 10 days.

The apprentice levy continues to be fully spent as was the training budget to ensure that employees have the updated skills, knowledge and abilities they require for their roles.

Key of Symbols

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