








2020-2022 Strategic Plan – Q1 2022/23 Performance Update

Objective 1 – Improve lives and communities

| KPIs | Annual Target | Q4 2021/22 Outturn | Q1 2022/23 Target | Q1 2022/23 Outturn | Current Quartile | Short Term Trend | On Target |
|---|---------------|--------------------|-------------------|--------------------|------------------|------------------|---|
| Percentage of repairs completed within published timeframe | 99% | 96.51% | 99% | 92.84% | -- | ↓ |  |
| Percentage of residents very or fairly satisfied with major works | 95% | 98.05% | 95% | 100% | -- | ↑ |  |
| Percentage of residents very or fairly satisfied with the repairs service | 95% | 96.34% | 95% | 96.30% | -- | ↓ |  |
| Percentage of residents satisfied with the outcome of their anti-social behaviour complaint | 92% | 96.90% | 92% | 100% | 1 st | ↑ |  |
| Percentage of complaints and enquiries dealt with within timeframe (cumulative YTD) | 100% | 98.83% | 100% | 100% | 1 st | ↑ |  |
| Percentage of tenancies sustained after 12 months | 98% | 99.46% | 98% | 99.15% | -- | ↓ |  |
| Percentage of tenancies sustained after 24 months | 95% | 98.03% | 95% | 97.52% | -- | ↓ |  |

Deliverable 1.1 – Deliver top quality housing services

The percentage of repairs completed within published timeframe in Q1 declined from 96.51% in Q4, to 92.84%. (-3.67%). We completed 10,294 repairs during Q1 of which 9,577 were completed in time, with 737 out of time. Emergency repairs completed in time 4,079 (97.12%) and routine repairs completed in time 5,478 (89.89%).

Overall, we received 14,200 repair requests in Q1 compared to 16,728 in Q4, a 15% decrease attributable to the significantly better weather experienced during late spring.

Both emergency and routine repairs have been adversely impacted upon by a lack of resource due to Covid related absence (still) and the fact that 41% of our total repair completions are emergency repairs, with fire door repairs accounting for 86 emergencies per week on average. This is exacerbated by the completion of planned repairs (60 days priority) which we are completing in half that time. This is not intentional, but merely a historic way of working, producing a coincidental and exacerbating effect on routine repairs. Consequently, we are reviewing the organisation and planning of planned repairs, to create additional capacity to achieve routine repair target timescales. In addition, the Contact Centre staff and Repairs Assistants have been asked not to book planned repairs in within a 40-day window, for the foreseeable future to create capacity and ease pressure on routine repairs.

A lack of operative capacity is an ongoing issue, particularly in respect of carpentry, and an outline business case is being prepared to recruit additional carpenters, together with an over reliance on external subcontractors, who are also struggling due to covid related absence. The national picture remains unchanged, if not worse, where technical and trades resources are still increasingly difficult to source.

In Q1 the percentage of residents satisfied with the outcome of their anti-social behaviour complaint remained top quartile. The Housing Management teams handled 176 ASB cases, closed 115 ASB cases and opened 120 new cases. Virtual court hearings via telephone conferencing continue and in-person hearings also now take at the Plymouth Courts. In Q1 Tozers, our legal firm, progressed all case work due to a vacancy in our in-house legal team. Tozers attended 28 court hearings relating to injunctions, disrepair and possession. Further hearings included 8 gas no-access hearings and 4 electrical injunction hearings.

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

In Q1 the performance for complaints and enquiries handled within timeframe is 100%.




The Communities Team supported Jubilee Projects across the city and approved 9 grant requests. In total over £1,500 was awarded. The Resident Involvement Team also assisted several Jubilee events across the city, with planning, risk assessments, food hygiene certificates and funding.

Alongside a Jubilee event at Claremont Street, Environmental Services held a pilot Toy Giveaway from recycled toys and books from the PCH Re-use Centre.

This quarter saw the completion of the Reactive Maintenance contract where a group of seven residents gave a significant amount of their time to read and score thirty-three tenders. There were some lessons learnt regarding timings and managing paperwork for both PCH and the residents. The Procurement team were also a great support and patient with both residents and the Resident Involvement team, learning a new and complex area. As a result of this process a 20-year-old resident is currently on work placement with the Procurement team.

Objective 2 – Look after our homes

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

| KPI | Annual Target | Q4 2021/22 Outturn | Q1 2022/23 Target | Q1 2022/23 Outturn | Current Quartile | Short Term Trend | On Target |
|---|---------------|--------------------|-------------------|--------------------|------------------|------------------|---|
| Average number of days to re-let routine void property | 20 days | 43.15 | 20 days | 36.08 | 2 nd | ↑ |  |
| Rent lost due to voids as a percentage of annual debit (void rent loss) | 0.8% | 0.65% | 0.8% | 0.55% | 1 st | ↑ |  |
| Current tenant rent arrears as a percentage of annual debit | 2% | 1.51% | 2% | 1.68% | 1 st | ↓ |  |

The average routine re-letting time for Q1 was 36.08 days which is considerably lower than 2021/2022 average of 43.15 days. An interim target has been set of 25 days turnaround time by the end of September 2022.

A number of “Transfer Ready” inspections have been carried out and a mail merge has been completed to target those on the register in Band B and C who are at the top of the register and have been actively bidding to provide advice and requirements on transferring and booking in a pre-transfer Inspection to identify any issues. The “Transfer Ready” project will reduce re-let times as transfers will be ready to move once they are shortlisted for a new property.





The current rent arrears performance for June 2022 was within target at 1.68%. This is alongside only one eviction for rent arrears in the quarter. As at the end of June 2022, the number of tenants claiming Universal Credit (UC) was 4,740, an increase of 175 over the quarter. The Financial Inclusion Officers had 110 active cases open.

There are several factors making rent collection and keeping arrears levels low increasingly hard:

- we now have 4,783 tenants on UC and the arrears percentage for those on UC is 2.79%. The more accounts we have paid via UC, the harder it is to keep our overall arrears figure down and we have 218 more people on UC since the end of March.
- the cost-of-living crisis is really hitting tenants now. It is helpful that we have the Financial Support Fund for those affected by the social rent increase. We also keep a close eye on, for example, the timing of receipt of other support from the Government such as the £650 that those on benefits will receive in two instalments, one this month and one in the Autumn, and we try to tie in helping people to prioritise their rent with when they may receive extra money. We are also ensuring we talk to people about claiming the Council Tax Rebate for those who don't pay by direct debit and who therefore have to take action to claim.






- the absolute level of arrears is higher than in June 2020, but we have 86 fewer arrears cases. This reflects the fact that we are keeping on top of smaller arrears, but there is no doubt that we have cases where the arrears are larger than we ever used to (currently 16 cases over £3k). This is primarily a hangover from the closure of the courts for so long when arrears built up to higher levels than we were used to. For some of those with high arrears, we have now agreed payment plans as we always wish to avoid eviction. However, that payment plan is starting from a higher level than it would have previously, and so the higher debt continues to affect the arrears figures, even though it is reducing gradually. For the other high arrears where people are not engaging, we are now taking these through the court process.
- where rents have gone up, any missed payment means a higher level of arrears. If a tenant in our new build properties is struggling financially, with the much higher rents than other stock, this means the arrears can build up very quickly.
- Collecting arrears is a job that we can't let up on for a moment. There have been quite a few things on top of the normal arrears collection that have taken time recently. These include having had to do an individual DWP rent verification for the 4,565 tenants on UC following the rent increases / decreases in April, as the DWP do not have a system for bulk uploading rent changes. This task took many, many hours (and could not be done over an extended period as the tenant would then be paid an incorrect (and lower) amount of UC).

Deliverable 2.2 – Keep residents safe and warm

| KPI | Annual Target | Q4 2021/22 Outturn | Q1 2022/23 Target | Q1 2022/23 Outturn | Current Quartile | Short Term Trend | On Target | |
|--|---------------|--------------------|-------------------|--------------------|------------------|---|---|---------------|
| Percentage of homes with an energy rating of C and above | --- | 71.11% | --- | 71.08% | --- |  | --- | |
| Energy Efficiency Rating | | | | | | | | |
| | A | B | C | D | E | F | G | No EPC |
| Number of homes | 95 | 1812 | 8112 | 3883 | 125 | 12 | 2 | 54 |
| Percentage of homes | 0.67% | 12.86% | 57.55% | 27.55% | 0.89% | 0.09% | 0.01% | 0.38% |
| KPI | Annual Target | Q4 2021/22 Outturn | Q1 2022/23 Target | Q1 2022/23 Outturn | Current Quartile | Short Term Trend | On Target | |
| % Properties with a valid 5-year electrical test | 100% | 97.79% | 100% | 97.18% | --- |  |  | |
| Number of properties without a valid 5-year test | --- | 311 | --- | 397 | --- |  | --- | |

At the end of Q1 there were 397 properties without a valid 5-year test. The 2022-23 target of inspecting 56 properties a week is behind schedule, however we have now recruited 6 electricians and are waiting for start dates for 3 of them and currently have 2 electrician vacancies to be recruited. Due to this additional resource we can now look at carrying more 5-year tests in-house.

Tenant Satisfaction Measures – Building Safety

| KPI | Annual Target | Q4 2021/22 Outturn | Q1 2022/23 Target | Q1 2022/23 Outturn | Current Quartile | Short Term Trend | On Target |
|--|---------------|--------------------|-------------------|--------------------|------------------|------------------|---|
| BS01 – Proportion of homes for which all required gas safety checks have been carried out. | 100% | 99.97% | 100% | 99.99% | 2 nd | ↑ |  |
| BS02 - Proportion of homes for which all required Fire risk assessments have been carried out. | 100% | -- | 100% | 100.00% | -- | -- |  |
| BS03 – Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out. | 100% | -- | 100% | 90.66% | -- | -- |  |
| BS04 – Proportion of homes for which all required legionella risk assessments have been carried out. | 100% | -- | 100% | 78.76% | -- | -- |  |
| BS05 – Proportion of homes for which all required communal passenger lift safety checks have been carried out. | 100% | -- | 100% | 73.11% | -- | -- |  |

The number of properties without a valid gas safety certificate has improved since the end of the previous quarter, with two outstanding of which:



- one is waiting for an eviction date from the court
- one is waiting for an injunction on the grounds for gas and electrical no access.

There are 17 properties requiring individual asbestos surveys, of which 15 are following the stock transfer in Barne Barton and 2 are no access properties. The asbestos team are working through the annual checks of ACMs in communal areas and on track to complete by end of July 2022.

The legionella risk assessment PI is well below target which is due to a delay in data entry. As we are using the new TSM definition, this incorporates homes where we choose to do legionella risk assessments in addition to those where we must carry out assessments. If we just report on those homes that legally require a risk assessment, we are 98.06% compliant. We were unable to access four homes in total of which three of the residents are either in hospital or care and one property was no-accessed.

There are two blocks with passenger lifts requiring LOLER checks, these were in two housing with support blocks and have been booked in with the team for 22nd July 2022.

Objective 3 – Build new homes in Plymouth and beyond

| KPI | Current Target | Q4 2021/22 Outturn | Q1 2022/23 Target | Q1 2022/23 Outturn | Current Quartile | Short Term Trend | On Target |
|--|----------------|--------------------|-------------------|--------------------|------------------|---|---|
| Number of new affordable homes completed and handed over (overall) | 232 | 121 | 88 | 14 | - |  |  |

Deliverable 3.1 – Build and buy more homes

During Q1 PCH reached a milestone of 1000 homes built. A shared ownership home on Phase 4 in North Prospect was home number 1000 to be handed over to PCH. The couple purchasing the property will take part in a good news story to help PCH celebrate this success.

Only 14 of the forecast 88 completions took place in Q1 largely due to delays in handovers at North Prospect on Phase 4 and of 33 flats on Phase 5. These have been reforecast for completion in Q2. The reason for most of these delays relate to statutory connections (Phase 4) and labour and material shortages with pockets of Covid outbreaks preventing operatives from attending sites.

In Q1, we took handovers at:

5 homes in Charter Way, Liskeard

4 homes in Mayflower Leat, Phase 4 North Prospect

5 homes in the Langfords, Wrangaton.

We expect to take handover of 117 properties during Q2.

We are forecasting that we should exceed the 232-target number of new homes completing by the financial year end.

Future Developments

Works have started at St Helen's Walk garage site. 7 affordable rent homes will be delivered, including 5 two-bedroom houses, and 2 one-bedroom bungalows – forecast by March 2023.

Grant funding has been secured for 4 affordable rent homes at Bampfylde Way in Southway. These homes will be completed in the financial year 2023-24.

Sales

The sales team completed 11 shared ownership sales during Q1 at Charter Way, Phase 4, Newtons Ferrers, Sherford and Wrangaton; achieving a share value of c£1M and a first tranche average of 41%.

Deliverable 3.2 – Expand outside of Plymouth

Outside of Plymouth, we have entered into a contract with the developer J&W Capital Beech to deliver 10 homes for affordable rent, and 4 for shared ownership at Florence Park in Moss Side, Callington.

We are working on a contract with Pearce Fine Homes to deliver 17 homes for rent and 7 for shared ownership, at S106 site Barn Park in Bodmin.

Objective 4 – Grow our business

| KPI | Current Target | Q4 2021/22 Outturn | Q1 2022/23 Target | Q1 2022/23 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% | 100.32% | 100% | 98.39% | 4 th | ↓ | 🚩 |
| Total income / surplus from non-social housing activity | £1.204m | £1.367m | £398K | £299K | --- | ↓ | 🚩 |
| Average number of days sickness per FTE (rolling year) | 8 | 8.66 | 8 | 9.08 | --- | ↓ | 🚩 |
| Percentage of staff very or fairly satisfied with PCH as their employer | TBC | 63% | --- | 76% | --- | ↑ | --- |

| KPI | Out-turn Q1 | Budget Q1 | Variance Q1 |
|--|-------------|-----------|-------------|
| EBITDA Operating margin – Financial Strategy >25% | 22% | 25% | 3% |
| EBITDA-MRI interest cover – Financial Strategy >150% | 162% | 175% | 13% |

| | | | |
|--|---------|---------|---------|
| Net Debt per unit – Financial Strategy < £15,000 | £8,360 | £8,626 | £266 |
| Gearing | 21% | 25% | 4% |
| Headline social housing cost per unit | £4,545 | £4,439 | -£106 |
| Annual amount spent on the block refurbishment programme | £8.100m | £8.278m | £0.178m |

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

The operating margin forecast is c£500k worse than budget mainly due to pressures in repairs. This means the financial strategy operating margin percentage is 3% below budget, this also affects the higher headline social housing cost per unit and the EBITDA-MRI interest cover as the operating surplus is lower to meet interest costs which are forecast to increase due to higher interest rates forecast on our floating debt. 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 may improve if the Board agrees to release the £500k contingency from July. Gearing is lower because of the lower debt as at 31st March 2023.

At the end of Q1 the income from non-social housing activity is lower than the budget forecast. For PCH Energy the operating surplus is £86k worse than budget due to £70k lower feed in and export tariffs, assumed to be poorer weather conditions and lower generation than assumed in the budget. Monitoring and maintenance costs are higher by £11k higher.

Shops and commercial income are on budget year to date with running costs £5k above budget. The Beacon lets income is £15k below budget and costs £10k higher, so overall net £25k worse than budget. The Beacon Cafe is budgeted at £9k deficit but currently £3k deficit so £6k better overall at Q1.

Plumer lets income is £6k worse than budget due to void loss. No new voids or lets since the last quarter. Running costs are £20k below budget as its early in the year so overall surplus £14k better than budget at Q1

There were two new commercial lettings completed in the quarter and excellent arrears collection considering the current position in the retail and hospitality sectors. Now that all Covid restrictions have been removed, the Beacon is very busy with bookings and the café is doing very well.

A new system has been set up online to check garages and parking spaces available to rent on a weekly basis to residents, non-residents, and businesses. A new page has been created on the PCH website which aims to simplify the application process for both users and the Garage Housing Assistance team.

Deliverable 4.2 – Be an employer and housing provider of choice

Sickness absence continues to steadily rise and is now just above 9 days sickness per FTE for the last 12 months. With the sickness absence there are a few long-term absences due to cancers and other long-term illnesses which are also included within these figures. With the removal of free Covid LFT tests and other government guidelines in relation to Covid, absences related to Covid are now included in sickness absence figures. We now count Covid-related absence as normal absence and we have had 80.38 days lost due to Covid in the past quarter.

Across the UK, research has suggested that absence rates are their highest in a decade. Although our rates are rising, they are being managed and are lower than our highest rate of 11.56 days in 2012/13.

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.

With the approval of the People Strategy, work towards this is in progress. As part of this, the procurement of a new HR & payroll system has commenced, and a benefits review is being carried out by an external consultant. To support managers and employees at work a new line managers handbook has been issued, which has been well received.

A new Employee Domestic Abuse Policy was introduced which sets out what steps will be taken to support any employee that is experiencing or threatened with domestic abuse.

The percentage of employees that are very or fairly satisfied with PCH as an employee has increased 13% this quarter to 76%.

Key of Symbols

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