

2023-2028 Strategic Business Plan Monitoring

Customer and Community

Priority One - Know and listen to our customers

We are in the process of reviewing our Pets Policy and to inform initial thinking we have ran a pre-consultation to gain an understanding of residents views on pets in the home. Just under 1,000 responses have been received showing residents are keen to contribute and the results are being analysed currently to help us understand the themes around residents' concerns and aspirations.

In June and for the first time, PCH's Resident Involvement staff and Communities Team hosted the Learning and Networking event for leaders of resident's associations and community groups we support. The event saw key community leaders from across the city connect with each other, share learning, and experience, and collaborate in planning sessions that will help us better design our guidance for resident's associations.

We have completed a fundamental review of how we do Resident Scrutiny, with more than 350 residents and a range of staff engaging in the review, and in May the Customer Focus Committee approved the new model proposed. One of the important changes made is to ensure we are working more collaboratively on scrutiny exercises, so the new model will see front line staff invited to get together with residents to pool ideas, and more residents involved in the process. The next scrutiny review starts this month.

Priority Two - Deliver outstanding services for residents

For the bungalow alarm project, we have completed the upgrades to 532 and have 970 remaining. The installation programme is on schedule both with the contractors and in-house staff. The analogue alarms will still work, and we did an exercise to contact all those that hadn't tested their alarms to ensure they were working correctly. Any alarms that didn't connect correctly were prioritised by our in-house team to have an upgraded alarm fitted.

A new Mutual Exchange Policy has been launched with an animation making the whole process clear and easier to navigate.

The digital transformation project for the environmental management work systems is on target on cost and within scope. The project will enable the Environmental staff to digitise work deployment and to update Total Mobile, Total Connect and using the Zeta Safe system for staff when they are out in the neighbourhoods to record information. The team are currently using paper-based system so this will modernise how we deliver this service whilst improving the environmental impact of how we do this.

Priority Three - Be a partner of choice

Following agreement of the joint PCH and Livewell SW Boards to each contribute £250k over a two-year period, we have extended the contract of our jointly appointed Partnership Project Manager to March 2025. We are now starting to roll out digital devices for socially excluded individuals including a small number of residents who are in hospital with no access to friends or family. This was supported by a coaching session upon delivery and feedback has been positive. PCH’s Housing with Support Manager has continued to scope out what a temporary “step-down accommodation” service could look like for patients who are clinically well enough to leave hospital but cannot return to their home due to support needs or adaptations. We are in the process of seeking legal advice around how to deliver this whilst minimising risk to both organisations and are jointly work with Livewell to develop our proposal to the city’s commissioners so that this pilot could become one of the options for people leaving hospital. We are also working with the Devon Integrated Care Board to understand how we could support healthcare practitioners with anonymised housing related data in population health management and commissioning of services.

Key Performance Indicators

	Target	Latest Value	Prev Value	Short Term Trend	Long Term Trend	Traffic Light	Comment
Proportion of respondents who report that they are very or fairly satisfied with the overall service from their landlord (cumulative)	---	85.37%	85.59%	↓	↓	---	Q1 in-quarter value 84.06% Benchmark – Quartile One
Proportion of respondents who report that they are very or fairly satisfied that their landlord listens to tenant views and acts upon them (cumulative).	---	77.09%	75.55%	↑	↑	---	Q1 in-quarter value 76.92% Benchmark – Quartile One
Proportion of respondents who report that they are very or fairly satisfied that their landlord keeps them informed about things that matter to them as a tenant (cumulative).	---	86.35%	84.82%	↑	↑	---	Q1 in-quarter value 88.70% Benchmark – Quartile One
Proportion of respondents who report that they agree that their landlord treats them fairly and with respect.	---	87.54%	86.76%	↑	↑	---	Q1 in-quarter value 87.14% Benchmark – Quartile One
Responsive repairs (all priorities) completed within target timescale	99%	89.01%	93.00%	↓	↓	🚩	Previous value is year-end Q4. We continue to see an increasing rate of responsive repairs being

	Target	Latest Value	Prev Value	Short Term Trend	Long Term Trend	Traffic Light	Comment
							received, across all categories the increase in total repairs per month since April 23 has been over 21%. This is compounded by the substantial number of damp and mould cases being reported. The above is supported by the spend levels on responsive repairs and damp/mould, whose budgets are both projected to be substantially overspent at current levels. Even using DLO and additional external contractor support we have had difficulty achieving the timescales. Actions are being implemented to reduce the number of jobs and improve the performance of both DLO and Contractors.
Emergency repairs completed within target timescale.	99%	96.97%	97.51%	↓	↓	🚩	Previous value is year-end Q4.
Non-Emergency repairs completed within target timescale	99%	88%	91.65%	↓	↓	🚩	Previous value is year-end Q4.
Proportion of respondents who have received a repair in the last 12 months who report that they are very or fairly satisfied with the repairs service.	---	85.67%	84.60%	↑	↑	---	Q1 in year value 89.16% Benchmark – Quartile One
Proportion of respondents who have received a repair in the last 12 months who report that they	---	81.71%	82.48%	↓	↓	---	Q1 in year value 81.18% Benchmark – Quartile One

	Target	Latest Value	Prev Value	Short Term Trend	Long Term Trend	Traffic Light	Comment
are very or fairly satisfied with the time taken to complete their most recent repair							Due to our drop in completing repairs within time it is understandable that there has been a drop in customer satisfaction over repair times. Due to demand and availability of labour, appointments are being offered on a longer basis again resulting in customer dissatisfaction.
Number of stage one complaints received per 1,000 homes	---	8.77	29.58	↑	↑	---	Previous value is year-end Q4. 128 stage one complaints received this quarter. Figures to be annualised going forward.
Number of stage two complaints received per 1,000 homes	---	0.55	1.59	↑	↑	---	Previous value is year-end Q4. 8 stage two complaints received this quarter. Figures to be annualised going forward.
Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescale	---	98.44%	98.83%	↑	↓	---	Previous value is year-end Q4. Two complaints out of time this quarter.
Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescale	---	100%	100%	---	---	---	Previous value is year-end Q4.
Proportion of complainants who report that they are very or fairly satisfied with their landlord's approach to handling of complaints	---	62.97%	63.85%	↓	↓	---	Q1 value 48.78% Benchmark – Quartile One
Number of anti-social behaviour cases opened per 1,000 homes	---	11.52	32.42	↑	↑	---	Previous value is year-end Q4. 168 cases opened this quarter.

	Target	Latest Value	Prev Value	Short Term Trend	Long Term Trend	Traffic Light	Comment
							Figures to be annualised going forward.
Number of anti-social behaviour cases for hate crime opened per 1,000 homes	---	0.55	0.62	↑	↓	---	Previous value is year-end Q4. 8 cases opened this quarter. Figures to be annualised going forward.
Proportion of respondents who report that they are very or fairly satisfied with their landlord's approach to handling of anti-social behaviour	---	71.99%	69.15%	↑	↑	---	Q1 value 74.11% Benchmark – Quartile One

Homes and Spaces

Maintain our homes and buildings

We continue to maintain our homes and buildings to comply with current standards.

We are aware that due to resource issues both within the DLO and with our contractors performance targets have fallen short of what we would want, action plans are being developed and implemented to improve performance and where appropriate reduce costs.

Positive action has been taken to address issues of damp and mould within our stock with inspections and the appropriate remedial work being raised in a timely manner.

Work to increase the energy efficiency of our stock continues, with external wall insulation works under WAVE 1 funding progressing well. Initial appraisal works under Wave 2 funding is also progressing in order to consider how we can best achieve desired outcomes whilst considering value for money principles.

Increase the number, type, and tenure of our homes to meet a growing need for affordable housing

The acquisition of 86 houses, 80 garages, and a community centre at Plympton from Annington Homes was completed on 31st May 2023. Eleven properties had sitting tenants and they have now converted onto PCH tenancies. All homes will now undergo refurbishment and then be let via Devon Home Choice. It is expected the first will be available from March 2024 onwards.

During Q1, we accepted handover of 34 properties: 22 affordable rent, 10 shared ownership and 2 open market sale homes were handed over. These properties came from sites such as North Prospect Phase 4, Acorn Road, Woolwell and the Tamerton Foliot Joint Venture (JV). We also had a total of 6 shared ownership sales from properties at North Prospect Phase 4. These sales generated £667,950 in receipts.

We also succeeded in the purchase of the land at the Southway Drive site jointly with Vistry to deliver over 100 new affordable homes. This is in accordance with land-led policy approved by Board in 2022 in taking more measured risks to secure delivery of led-led affordable home delivery in and around Plymouth. This site does not have detailed planning permission and further ground investigations are required.

At the start of the year, we had initially anticipated handover of 70 properties; due to unforeseen delays at North Prospect Phase 4, Charter Walk, Moss Side and Tamerton Foliot JV, we were unable to accept handover of these properties.

- There are delays on the flats at North Prospect Phase 4 as there was an issue with the Council of Mortgage Lenders and in the fitting of the gas mains
- Due to the developer's performance on site, material and labour related shortages are still impactful, there are delays at Charter Walk.
- Handovers at S106 in Saltash with Barratt continue to face delay through outstanding SWW sewer connection which is expected to be resolved before Christmas.
- The developer at Moss Side is seeking a change in tenure to two of the units within Phase 1 from affordable rent to shared ownership. Delays occurred as the proposed switch required agreement from Cornwall Council, along with an amendment to the existing contract. This is being worked on by acting solicitors and the revised dates for handover now sit within Q2.
- Finally, delays on the 2 Tamerton JV properties were due to slow legal processes. However, handovers are also forecast for Q2.






Next quarter, we predict to complete 80 properties: 53 affordable rent, 27 shared ownership.

Deliver high-quality outdoor and community spaces

A legal Service Level Agreement for management of PCH land is currently being determined to scope project for land management change (quality, cost, sustainability).

In partnership with Timebank, the planters at Honicknowle Shops have been planted with lots of perennials and shrubs. Utilising a Communities Team small grant of £300, Timebank volunteers now regularly maintain the planters and keep the area tidy.

Key Performance Indicators

	Target	Latest Value	Prev Value	Short Term Trend	Long Term Trend	Traffic Light	Comment
Proportion of homes for which all required gas safety checks have been carried out	100%	99.90%	99.95%	↓	↓		Previous value is year-end Q4. Now calculated per the new TSM definition which includes void properties with a gas supply. 14 properties out of time at the end of June. 1 property where the tenant is in prison and access is being pursued. Of the other 13 all are either now completed or have appointments in July and include 10 of the recently acquired Hillcrest Close properties.
Proportion of homes for which all required FRAs have been carried out	100%	100%	100%	---	---		Previous value is year-end Q4.
Proportion of homes for which all required asbestos management surveys have been carried out	100%	99.96%	99.95%	---	↑		Previous value is year-end Q4. 6 properties without an asbestos survey.
Proportion of homes for which all required legionella risk assessments have been carried out	100%	86.60%	88.36%	↓	↑		Previous value is year-end Q4. Repeat visits conducted on all no access properties liaising with housing with support staff and housing officers to maximise access. Progress made over the last month bringing down the no access from 45 to 16. Further visits to be made over next month.
Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%	89.14%	59.49%	↑	↑		Previous value is year-end Q4. Passenger lifts at Woodland Court and Briarwood

	Target	Latest Value	Prev Value	Short Term Trend	Long Term Trend	Traffic Light	Comment
							Apartments have outstanding safety checks to be completed.
Percentage of homes for which all required 5-year electrical safety checks have been carried out	100%	95.58%	98.37%	↓	↓	🚩	Previous value is year-end Q4. End of Q1 628 properties out of date with 478 completed.
Proportion of respondents who report that they are very or fairly satisfied that their home is well maintained and safe to live in	---	83.56%	82.28%	↑	↓	---	Q1 value 81.67% Benchmark – Quartile One
Percentage of damp and mould inspections completed within seven days	---	19.80%	---	---	---	---	New measure. At the end of Q1 81 inspections completed out of a total of 409.
Average time taken to complete remedial works in relation to damp and mould	---	---	---	---	---	---	New measure being developed.
Percentage of homes that do not meet the Decent Homes Standard	---	99.33%	99.33%	---	↓	---	Previous value is year-end Q4.
Percentage of stock condition surveys completed less than five years ago.	---	30%	---	---	--	---	New measure. The stock condition surveying team are working up a programme to deliver this target over the five years to 2028.
Number of new affordable homes completed and handed over (YTD)	70	32	109	↑	↑	🚩	Previous value is year-end Q4. There are delays on the flats at North Prospect, Phase 4 as there was an issue with the CML and fitting of gas mains. Changes to forecast dates on Charter Walk due to developer's performance on site, material and labour related shortage are still impactful.

	Target	Latest Value	Prev Value	Short Term Trend	Long Term Trend	Traffic Light	Comment
							<p>The developer is seeking a change in tenure to two of the units within Phase 1 on Moss Side, from affordable rent to shared ownership. Delays occurred as the proposed switch required agreement from Cornwall Council, along with an amendment to the existing contract. This is being worked on by acting solicitors and the revised dates for handover now sit within Q2.</p> <p>Delays on the two Tamerton JV properties were due to slow legal processes. Handovers are forecast for July.</p>

Planet and Places

Decarbonise our homes and business by 2050

Work to increase the energy efficiency of our stock continues, with external wall insulation works under WAVE 1 funding progressing well. Initial appraisal works under Wave 2 funding is also progressing in order to consider how we can best achieve desired outcomes whilst considering value for money principles.

At Plumer House, we have had an energy assessment carried out by our environmental consultants Encredible. They have assessed the energy use from the building, heat loss, building fabric and condition. There are a number of quick wins such as reviewing energy draw overnight and replacing hot water taps to a slower flow and it was highlighted that the biggest area for improvement at Plumer House is the windows which are showing considerable heat loss. With regards to renewables, the consultant has set out some recommendations for renewables such as solar panels and ground source heat pumps when the gas boilers at Plumer House reach the end of their life. A number of these recommendations are being taken forward for further costing and assessment of feasibility.

Outside of PCH, we have completed the move for the PCH Digital and IT backups and Disaster Recovery/Business Continuity environment to Cloud hosted solutions reducing the physical PCH on-site Digital and IT equipment carbon footprint (IT hardware, equipment, power consumption).

Deliver new homes that are fit for carbon-free standards

Following our experience learned from the Bodmin Road Passivhaus project, PCH’s approach has been to follow rather than lead regulatory changes. The Government’s Future Homes Standard which is being implemented through Building Regulations. This new Standard is being introduced in stages starting from 15th June 2022 and ending in 2025 and will reduce carbon emissions by 75 to 80% (compared to current standards).

The direction of travel for heating is air-source heat pumps. PCH will be testing our first air-source heat pumps at St. Helens Walk and Bampfylde Way, Southway which are due to complete later this financial year. The Bath Street project is likely to have a mixture of ground source and air-source heat pumps linked in due course to a wider ambient temperature city centre heat network.

Manage our community land and neighbourhoods in a way that promotes biodiversity

We are in the process of reviewing the way we deliver Environmental Services which should not only make the service more efficient but also operate in a way that promotes biodiversity. For example, looking at frequency of grass cutting, planting more challenging pieces of land with shrubs and trees to avoid grass cutting which will also encourage wildlife and consider introduction of urban woodlands.

We have been in discussions with an Ecologist about how we could deliver and measure Biodiversity Net Gain through new build developments, and we have also had discussions with the Local Authority through the Plymouth Net Zero Action Group to potentially develop an alternative approach.

	Target	Latest Value	Prev Value	Short Term Trend	Long Term Trend	Traffic Light	Comment
Percentage of homes with a C energy efficiency rating and above	---	71.44%	71.42%	↑	↑	---	Previous value for year-end Q4.
Proportion of respondents who report that they are very or fairly satisfied with the extent to which their landlord makes a positive contribution to their neighbourhood.	---	75.91%	73.97%	↓	↑	---	Q1 value 74.59% Benchmark – Quartile Two

Economy and Efficiency

Deliver an ongoing programme of long-term financial planning that meets PCH's ambitions

Incomes team continue to work hard to support people who are struggling financially. The 2023-24 Financial Support Fund is going well - so far this year we have allocated sums to 89 people, totalling £22,500 against the budget of £250k, for items such as food vouchers or emergency white goods. We have just signed up to the Family Fund portal and have started administering the Financial Support Fund through this from 1 July. This will make the administrative process much easier and enable us to increase spending. We are preparing for the audit of our FCA compliance which in this area will focus on our provision of debt advice by the Financial Inclusion Officers.

Although the number of voids is currently below our expected numbers, average costs for repair are higher than target. An action plan for reducing costs is being implemented, but it is too early to see results. Overall routine turnaround time has declined in this quarter at 37.38 days, with repair time at 14.42 days and letting time at 23.62 days. The lettings performance is steadily improving, and the repair numbers have impacted overall. The 'Any Day Lettings' project is still in progress and reporting is being amended to facilitate this across all teams. The plan is to trial two live cases to monitor progress from offer to sign-up. For the Devon Home Choice lettings, a positive meeting has taken place to discuss delays in regard to progressing applications from homeless people. Alongside this, work is underway to further improve the current digital tenancy portal (performance / speed enhancements) and discussions are well advanced in appointing new solution or vendor for replacement tenant portal.

Value our people

PCH's Behavioural Framework has been launched and rolled-out across the organisation through roadshows carried out by the chief Executive. The recruitment process has been updated to include behaviours in the application and interview process.

Manager toolkits and workshops have commenced to equip managers with skills in managing attendance, dealing with grievances and recruiting people into the organisation.




Three electrical apprentices have now been employed as newly qualified electricians, supporting our skills gap and succession planning for difficult to fill roles. A new electrical apprenticeship is currently being recruited at present.

A new HR management system, IRIS Cascade, was launched in April. All employees are now paid via the new system and have access to self-service to book annual leave, flex time and TOIL. Self-service was not previously available to all employees, particularly remote workers such as Neighbourhood Rangers and Repairs Operatives so this is a significant step forward in reducing manual recording systems.

Be a sector leader in governance and regulation

An independent Governance Review reported that PCH has a 'sound underlying governance framework', and has a 'strong intention to include customer voice across the governance environment', and a 'clear following of values in behaviours and actions' and 'well-structured and organised documentation'. Eleven recommendations have been put forward to increase effectiveness and strategic thinking included within Governance Improvement Plan for 2023-24 and a Task and Finish Group has been set up to report to November 2023 Board.

Key Performance Indicators

	Target	Latest Value	Prev Value	Short Term Trend	Long Term Trend	Traffic Light	Comment
Current tenant rent arrears as a percentage of rent due	2%	1.56%	1.5%	↓	↑		Previous value is year-end Q4. Still within target and top quartile. Pattern is always that the figure goes up after the rent-free week at the end of the year, and also over the summer, and then recovers later in the year.
Average routine void turnaround time	20	37.98	36.59	↓	↓		Previous value for year-end Q4. Albeit still 2 nd quartile our overall routine turnaround time has declined this quarter. The voids action plan however has commenced and is progressing area enhancements that we will continue to review and improve overall performance.
Percentage void rent loss	0.8%	0.62%	0.60%	↓	↓		Previous value is year-end Q4.
Average number of days sickness per FTE	8	8.11	8.25	↑	↑		Previous value is year-end Q4. Continues to be managed have seen some decline. Long term cases are low.
Percentage of staff very or fairly satisfied with PCH as their employer	---	79.72%	77.36%	↑	↑	---	Previous value is Q4 compared to Q1.

	Target	Latest Value	Prev Value	Short Term Trend	Long Term Trend	Traffic Light	Comment
EBITDA operating margin	23%	20%	21%	↓	↓	---	There are currently cost pressures from responsive and void repairs, which have reduced our targeted performance. The urgent job category has been re-introduced, which will take some time to be fully embedded.
EBITDA interest cover	310%	340%	-	↓	↓	---	
EDITDA-MRI interest cover	132%	122%	205%				Previous value is year-end Q4.
Gearing	25%	21%	18%	↓	↓	---	Development and Major Repairs expenditure has been lower than expected.
Headline social housing cost per unit	£5,241	£5,099	£4,454	↓	↓	---	Previous value is year-end Q4.
Net debt per unit	£9,636	£10,075	£8,428	↓	↓	---	Previous value is year-end Q4.
Total income / surplus from non-social housing activity	£370k	£318k	£1,323m	-	↑	---	Adverse variance £52k YTD due to PCH Energy income timing – there are currently no concerns in achieving the budgeted surplus for the year.

Key of Symbols

	On Target		Warning		Alert	Short Term Trend = Performance compared to last quarter Long Term Trend = Performance compared to same quarter in the previous year
	Improving		No Change		Getting Worse	