

Q4 2023/2024 Performance Update



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Customer and Community

Priority One - Know and listen to our customers

In Q4 we held a range of consultations for:

Southway Development Consultation - this development consultation was shared with residents, local businesses, and other stakeholders in the local area. We had 50 survey responses and 22 attendees at a community event at the local library. Residents expressed concerns around the effect on local resources like schools, doctors, community facilities and transport. Regarding the design of the development, residents suggested more play areas for children and more green areas with trees. They also mentioned the use and overall safety of local roads and how that may affect access to the site. This feedback has been used to create a Statement of Community Interest, for use within the planning application process.

Building Safety Consultation - consultation with residents living in the six tallest buildings to create a bespoke resident engagement strategy for each building resulted in 99 survey responses (20% response rate overall) with our attendance at two drop-in sessions to talk over specific issues in Tavy House and Marlborough House. We asked the residents how safe they feel in their home and block, and if there is anything PCH could improve. We also asked residents a series of questions to measure their understanding of safety in their home and block, and their communication preferences for safety information. The feedback from residents will enable us to see the specific requirements for each block regarding concerns, messaging and communication. Residents gave us feedback on how to share information in the block, safety issues in the home and in the block. Overall, residents expressed 80% satisfaction with safety in their home and 72.6% satisfaction with safety in their block. 24 residents express interest in getting more involved with the safety of their block. We will be using this feedback to create individual Resident Engagement strategies for each building as per current legislative requirements.

Neighbourhood Plan survey - a consultation to form the latest Neighbourhood Plan was conducted for the following areas: Thompson Road, Carbis Close, Ernesettle, Wolseley Road Flats, Abbey Court, Stoke and Morice Town. 207 survey responses were received (average 13% response rate). We used a mix of new questions in this survey that aligned to Tenant Satisfaction Measures, and questions used in previous Neighbourhood Plan consultations to measure impact. Questions subjects included: safety in your home and in your community, PCH contributions to the neighbourhood, and feeling part of the community. We also asked specific questions on improvements to the area, adequate contact with the Tenancy Management team and accessibility of services. Feedback was sent as individual reports to the relevant Housing Officer to create the Neighbourhood Plans, which will be published for residents to view.

Scrutiny Update - the current Resident Review is focused on Damp and Mould services. Following the extension of the scrutiny timeline, all the further activities to be undertaken are now completed. The resident members of the Review Team have considered their findings and formed a

number of recommendations. Their report is currently going through the approval process. Following approval of the report recommendations, we will be publishing a 'you said, we did' feedback leaflet so residents can see the difference their involvement in service improvement can make.

Resident members of the Review Team will attend both Executive Management Team (EMT) and Customer Focus Committee (CFC) meetings to discuss their findings, and present the extensive work undertaken as part of the in-depth review activities. The residents have given feedback that they are pleased with the commitments PCH staff have made to supporting the review activities and feel better prepared to represent the findings at CFC following the extended timescales, as this has allowed them to gain the level of understanding required and feel content that all avenues have been explored to scrutinise this vast topic extensively.

Where possible, the Damp and Mould team have been implementing recommended improvements to the service, throughout the review period. This has included approval of a Coordinator role within their team, updates to processes, and provision of a more inclusive diagnostic approach to prioritising inspections for those with vulnerabilities. This has improved working practise not only within the Damp and Mould team but has improved the offer that PCH is providing for its residents.

Improved resident engagement around communications has been enhanced through ongoing meetings held of the Virtual Resident Advisor (VRA) panel, which was set up to encourage resident involvement in reviewing and advising on key communication tools, such as the website, portal and resident newsletters. The VRAs continued to meet monthly and also reviewed and fed back on the rent and service charge letters, as well as the new portal design and layout.

The launch of the resident engagement plan at the Brake Farm for sheltered housing went smoothly with the Supported Housing Team visiting or speaking to the tenants and/or relatives/support networks for 51 of the 53 households. Letters and follow-up visit attempts for those not yet seen are planned. On the day of the launch, there were understandably some distressed residents, but they were calmer and reassured once we had spoken to them. Day one also saw the team speak to the tenants in the surrounding (unaffected) 15 bungalows. A small number were understandably concerned about the prospect of living near a building site. They will be visited again to discuss this further. The team will re-visit every affected resident with planned individual discussions about their re-homing needs and preferences and will work with residents over the coming months to support them and their move.

Priority Two - Deliver outstanding services for residents

The newly developed website resident portal launched on 1st February 2024, offering residents greatly improved and expanded functionality so they could manage their accounts online more easily if they prefer to do so. The full portal launch will be later in 2024 once the Total Connect repairs booking system is completed and can be aligned with the portal, to enable residents to report, book and manage a repair online. This is expected in summer 2024, depending on Total Connect integration timings. Other benefits of the new portal include access to tenancy documents online, and improved rent account information. An accompanying mobile app was also created which launched later in February. The new portal includes an updated applications section which is now being used by the Housing Choices team. To date, there have been more than 1,000 downloads of the new app, and more than 7,000 residents are signed up to, and using, the MyPCH portal, an increase on previous numbers.

Other digital communication improvements made during the quarter were ongoing upgrades to the website, including the upload of a new fly tipping reporting form, and improvements to the monthly e-newsletter, which now has a subscriber base of 11,500. The InTouch quarterly newsletter continued to perform well digitally with 97% of residents electing to receive the communication in this way, while the team manages a database of resident communication preferences updated weekly, to ensure printed versions are supplied to residents who prefer this.

Work began during Q4 to research and explore potential AI solutions to support resident communications. This includes ways to maximise the online chatbot on the PCH website and provide a virtual assistant to answer questions to help reduce pressure on the Contact Centre. Research also began on exploring Customer Relationship Management options which could benefit residents.

We have introduced the Housing Ombudsman’s new Complaint Handling Code effective from 1st April 2024, which will result in best practice in complaint handling and ultimately better service for residents. Due to legislation set out in the Social Housing Regulation Act 2023, the now statutory Code will aim to improve complaint handling across the sector and means that the Ombudsman now has a legal duty to monitor landlord compliance. All landlords will have to submit a self-assessment to show they are compliant with the new Code.

Priority Three - Be a partner of choice

Livewell SW are now offering free smoking cessation sessions to residents at The Beacon. The Communities Worker for North Prospect recognised a need for support at The Beacon due to the number of smokers attending the building and conversations with residents expressed a wish for help to tackle their smoking habits. An initial 12-week trial period took place from January to March where 14 local people were supported with advice, guidance and free alternatives and nicotine replacement items.

We continue to work closely with the Devon and Somerset Fire and Rescue Service and have undertaken eleven High Rise Building familiarisation sessions with teams from Torpoint, Plymouth and the surrounding area. We continue to finalise our Building Safety documentation and processes, ensuring that we take the needs of the fire service into account as part of this process. Plymouth City Council (PCC) have also appointed a new High Rise Buildings Team Manager and introductory meetings have been held with key PCH staff.

Key Performance Indicators

	Target	Latest Value Q4	Previous Value Q3	Short Term Trend	Long Term Trend	Traffic Light	Comment
TSM - Proportion of respondents who report that they are very or fairly satisfied with the overall service from their landlord (cumulative)	---	84.66%	85.36%	↓	↓	---	Q4 in-quarter value 83.91% Benchmark – Quartile One

	Target	Latest Value Q4	Previous Value Q3	Short Term Trend	Long Term Trend	Traffic Light	Comment
TSM - Proportion of respondents who report that they are very or fairly satisfied that their landlord listens to tenant views and acts upon them (cumulative)	---	74.76%	75.94%	↓	↓	---	Q4 in-quarter value 74.30% Benchmark – Quartile One
TSM - Proportion of respondents who report that they are very or fairly satisfied that their landlord keeps them informed about things that matter to them (cumulative)	---	87.33%	87.27%	↑	↑	---	Q4 in-quarter value 86.45% Benchmark – Quartile One
TSM - Proportion of respondents who report that they agree that their landlord treats them fairly and with respect (cumulative)	---	84.94%	85.80%	↓	↓	---	Q4 in-quarter value 84.36% Benchmark – Quartile One
Responsive repairs (all priorities) completed within target timescale (cumulative)	99%	87.72%	88.37%	↓	↓	🚩	Slight reduction in the quarter mainly due to an increase in volume of repairs received in the period.
TSM - Emergency repairs completed within target timescale (cumulative)	99%	93.44%	95.06%	↓	↓	🚩	1.62% decrease in performance in the quarter mainly due to higher than expected volumes and the adverse weather experienced for the period. Benchmark – Quartile Three
TSM - Non-Emergency repairs completed within target timescale (cumulative)	99%	80.75%	85.91%	↓	↓	🚩	1,445 additional non-emergency repairs received during the quarter in comparison to Q3 which has stretched the internal teams. Benchmark – Quartile Three
TSM - 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 (cumulative)	---	86.36%	85.73%	↑	↑	---	Q4 in-quarter value 85.23% Benchmark – Quartile One

	Target	Latest Value Q4	Previous Value Q3	Short Term Trend	Long Term Trend	Traffic Light	Comment
TSM - Proportion of respondents who have received a repair in the last 12 months who report that they are very or fairly satisfied with the time taken to complete their most recent repair (cumulative)	---	82.83%	81.65%	↑	↓	---	Q4 in-quarter value 86.29% Benchmark – Quartile One
TSM - Number of stage one complaints received per 1,000 homes (cumulative)	---	30.28	26.64	---	↑	---	444 stage one complaints opened in 2023/24. In Q4 121 complaints opened. Q4 2022/23 position 29.58
TSM - Number of stage two complaints received per 1,000 homes (cumulative)	---	2.80	2.39	---	↑	---	41 stage two complaints opened in 2023/24. In Q4 8 complaints opened. Q4 2022/23 position 1.59
TSM - Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescale (cumulative)	100%	98.42%	98.18%	↑	↓	---	7 stage one complaints out of time in 2023/24. In Q4 all stage one complaints responded to in timescale. Benchmark – Quartile One
TSM - Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescale (cumulative)	100%	100%	100%	---	---	---	Benchmark – Quartile One
TSM - Proportion of complainants who report that they are very or fairly satisfied with their landlord's approach to handling of complaints (cumulative)	---	40.22%	43.52%	↓	↓	---	Q4 in-quarter value 37.84% Benchmark – Quartile Two
TSM - Number of anti-social behaviour cases opened per 1,000 homes (cumulative)	---	42.56	32.62	---	↑	---	624 cases opened in 2023/24. In Q4 147 cases opened. Q4 2022/23 position 32.42
TSM - Number of anti-social behaviour cases for hate crime opened per 1,000 homes (cumulative)	---	0.68	0.68	---	---	---	10 cases opened in 2023/24. No cases opened in Q4.
TSM - Proportion of respondents who report that they are very or fairly satisfied with their	---	67.51%	67.77%	↓	↓	---	Q4 in-quarter value 69.49%

	Target	Latest Value Q4	Previous Value Q3	Short Term Trend	Long Term Trend	Traffic Light	Comment
landlord's approach to handling of anti-social behaviour (cumulative)							Benchmark – Quartile One



Homes and Spaces

Priority One - Maintain our homes and buildings

Repairs – In Q4 we have experienced a drop in the percentage of completed repairs on time across both emergency and non-emergency repairs. Overall responsive repairs completions reduced by 0.65% from the previous quarter. The most significant reduction is in our non-emergency timeframe which has fallen by 5.16% in Q4.

To understand the reasons for this we have analysed any repair trends to determine if there are any underlying causes. The below table demonstrates that in Q4 we received 25,709 repairs in comparison to Q3, 23,843. This is an increase of 7.83% equalling and additional 1,866 additional repairs. The further increase in repair volumes have had a significant impact on the internal resources and therefore more repairs have fallen out of target.

The table below shows that over the course of the financial year repair volumes have increased every quarter from 20,571 in Q1 to 25,709 in Q4. This equates to an 24.97% increase from Q1.

2023/24 Repairs KPI Performance Data – March 2024

Priority	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Grand Total
Emergency 24 hours	1883	1793	1696	1812	1706	1662	1999	2318	2161	2569	2237	2093	23929
Urgent 3 days		308	505	588	530	595	763	705	528	827	824	749	6922
Routine 20 days	2765	2847	3004	2608	2847	3031	3465	3452	2426	3810	3026	3179	36460
Planned 60 days	1744	1769	2257	2342	2070	1687	1867	2343	1816	2271	2130	1994	24290
Grand Total	6392	6717	7462	7350	7153	6975	8094	8818	6931	9477	8217	8015	91601
	Q1 Total 20571		Q2 Total 21478		Q3 Total 23843		Q4 total 25709						

The substantial increase in repair volumes will be investigated further in Q1 to see if the increase can be attributed to seasonal demands or more sector related concerns such as awareness campaigns relating to damp and mould risks.

Emergency repairs as a percentage of repairs remain high in the period and sit at 26.12%. There is a project group recently set up involving call centre and repairs team leads that are developing further triage documents that are designed to separate genuine emergencies from general repairs.

We have also recently reviewed the 'Urgent' category to increase the period from three to five working days. The category was introduced in order to support customers with works that shouldn't wait as long as 20 days however, since introduction the volumes have been difficult to resource and hasn't provided the service level we expect.

Emergencies and Urgent repairs combined equate to 33.68% of all repairs which means over one third of all jobs are attended to within 3 days. These volumes have not been sustainable therefore it has been approved by CFC to move the Urgent repair category to 5 days to allow sufficient planning and resourcing to take place and to move in line with all other sector providers.

Positively, even though volumes of repairs have increased the repairs budget has stabilised in terms of the overspend. The teams are being more commercially aware of contractor spend and working hard to retain work for the in-house teams. Focus will continue over the coming year on how we can further reduce our supply chain spends across contractors and other suppliers to PCH.

Compliance – a compliance health check was undertaken in December 2024 to review the services delivered by the teams. The audit report highlighted some areas for improvement, specifically around consolidating our systems to ensure we reduce manual processes for managing and reporting our data. There were also recommendations for us to review our current compliance policies, procedures and quality assurance processes and update where there are some gaps. An action plan to address the areas highlighted in the plan has been developed and is being reported to EMT at regular frequencies, including updating the Audit and Risk Committee of progress.

The teams are working well on reducing the 'no access' volumes by recently introducing call confirming the day before an appointment, this has had a favourable impact on access rates during Q4.

Gas servicing, asbestos inspections, legionella and lift safety continue to perform well with any outliers being managed through our no access protocols. There has been a further positive reduction in outstanding 5-year electrical tests since Q3, increasing compliance from 98.17% to 99.28%, 102 properties are being managed through our no access process.

Damp, mould and condensation – during Q4 the team have developed a new damp and mould triage system for the call centre staff. The script has been designed to assess the root cause of the damp and mould to ensure we send the appropriate resource to rectify the repair. The team have also produced a new repair timeframe standard specifically for damp remediation works. This ensures that the required works are undertaken within appropriate timeframes in line with the severity of the cause, works involved and the vulnerability of the residents. The CFC have reviewed and approved each process and procedure before implementation.

The Total Repairs system has also been developed with additional criteria being added when inspections take place. These have been designed to record the root cause and remediation works required, so that we can then start to report on the common types of defects being found so we can plan to be more pro-active repairs to reduce the potential of damp and mould occurring.

The team have been overwhelmed with the volumes of inspections attended in Q4 however, the diagnosis script and the repairs standards have been introduced to ensure the available resource is managed more efficiently to cope with the demand. March in month inspections within seven days has

increased to 33% which is positive, and we expect to see this figure continue to improve during Q1. The team are recruiting for a damp and mould co-ordinator role to help track individual cases, provide support to the inspectors, and ensure our residents are kept well informed of the progress of their repairs and or inspections. We feel this a much-needed role to enhance the resident journey.

Fire risk assessment (FRA) compliance - the data programming validation exercise following an external audit is progressing as part of the wider piece of work with an external supplier "Into zetta". We expect a first review of the validation results in May2024 which will evaluate our full position across all compliance programmes.

At the end of Q4 the following FRA actions were reported:

Priority A - Urgent fire safety issues found but not concerning life safety (Timescale - 3 months)

There are 6 actions of which 2 are overdue related to Leasehold doors.

Priority B - These items are regarded as important but a lead time to organise is recognised to be necessary (Timescale – 9 months)

There are 9 actions of which None are overdue.

Priority C - Where an immediate risk to fire safety is not present but improvements/actions are necessary to maintain the essential systems and standards – (Timescale 18 months)

There are 4 actions of which None are overdue but all related to "Star Block Layouts" regarding additional detection there should also be a programme of works for suppression systems in these layouts, papers have been provided previously and a successful trial site installed.

Priority D - Works to be considered in future improvements or ongoing/rolling maintenance programmes. – (programme inclusion)

There are 58 actions of which none are overdue as they have been deemed as "Works to be considered in future improvements or ongoing/rolling maintenance programmes".

Priority M - Relates to continuing managerial responsibility or recognised best practice guidance – (work understood to be programmed)

There are 165 actions of which 128 are overdue and a further 36 that are in date with up to 3 months remaining of the allocated time all related to Leasehold doors. Each overdue is being pursued via our next

There is one door that is being replaced which is due to fall overdue in the next month, but the door is on order, so the action is in hand.

Building Safety Act Compliance

The first tranche of Building Safety assessments has already commenced across the country. PCH has not been included within the first round and retains a watching brief on how these reviews are progressing. The Building Safety Manager and team continue to develop our building safety documentation and internal processes to ensure compliance. Further intrusive structural surveys are currently being undertaken across the six high rise buildings to provide a greater level of understanding about the structural integrity and to identify any essential maintenance works. Once complete, this data will also be added to the Building Safety cases, this is expected to be finalised by the end of Q1 2024/25. The next NROSH+ Building Safety return is due for submission in Q1 2024/25.

Capital Investment – the table below outlines the current capital investment projects and status:

Project	Start date	Completion Date	Current Status
Pembroke Street External Drainage	Q3 2023/24	Q4 2023/24	Complete
Pembroke Street Block Refurb	Q3 2023/24	2025/26	Scope of works consultation in progress
Abbey Court Block Refurb	Q3 2023/24	2025/26	Consultation and developing Design brief/spec
West End Refurb	2022/23	TBC	Baileys Phase One Report reviewed with key internal stakeholders and PCC. Phase Two brief now developed and issued to Baileys.
Wolseley Road Refurb	Q3 2023/24	2026/27	Consultation and developing Design brief/spec
Woodland Court	2023/24	2024/25	Removal and replacement of communal staircase EWI, delayed due to Building Safety Gateway process
Alexandra Road	Q3 2023/24	Q2 2024/25	Classic Builders currently on site
Alcester Road	2022/23	Q4 2023/24	Complete – although issues raised with EWI Contractor PAS2030 accreditation may result in loss of Wave 1 funding.
Claremont Street	2023./24	2026/27	Consultation and developing Design brief/spec
Elspeth Sitters House	Q3 2023/24	TBC	Leasehold consultation being undertaken
Granby St Staircases	Q3 2023/24	2024/25	Consultation and developing Design brief/spec
Bin Storage	Q3 2023/24	On-going	Consultation and developing Design brief/spec

Planned Maintenance

- Q4 2023/24 performance has focussed on delivering the remaining planned works and ensuring the team are ready for an effective start in April.
- The team delivered a fantastic result, with 100% of the priority window replacements being delivered.
- Priorities for the Asset team in Q4 have continued to include the consultation and development of new specifications in liaison with stakeholders to deliver new replacement programmes of work including kitchens, bathrooms and windows.

- The team are working closely with Milestone on the implementation of the new roofing contract. The contractor has been impacted by material supply issues in Q4 and an alternative tile has been sourced to mitigate the impact on the programme. This 'soft start' is expected to result in a strong level of performance in 2024/25.
- A new Contracts Works Supervisor has been appointed and has resulted in a promotion for a member of the PCH Repairs team, an example of supporting internal talent growth across PCH.

Asset Data

Stock Condition Data - the number of completed stock condition surveys remains low and means that PCH is a significant outlier. This position is projected to drop even lower in Q1 2024/25, when the 2019 Savills surveys expire. Savills will be instructed in Q1 to deliver a further 25% survey during 2024/25. The Asset team are working hard to meet the stretch targets of 46% by March 2025 and 100% by 2026. Three new Stock Condition Surveyors have been recruited and will commence in role in early May. Further recruitment will also commence in April for an additional Surveyor.

EPCs – progress on the number of completed EPCs has improved in Q4 and the existing backlog of 208 has been prioritised and completed. The remaining 2,123 will be outsourced and completed during 2024/25.

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

At the start of the financial year, we had forecast to accept handover of 142 homes by the end of March 2024: 91 affordable rent and 51 shared ownership homes. To the end of the 2023/24 financial year, we have taken handover of a total of 135 homes: 79 affordable Rent, 54 shared ownership, and 2 open market sales. This excludes the 86 houses acquired from Annington Homes at Hillcrest Drive, Plympton which will be included in the year's statutory accounts, taking the total to 221 new/refurbished affordable homes.

At the start of Q4, we forecasted handovers of almost 180 properties. However, some of these projects experienced unexpected delays due to slower than expected construction rates (Hillcrest, Churchtown, North Prospect Phase 4, Tamerton Joint Venture) and problems with planning condition discharges (Tregay, Treledan developments) resulting in most handovers moving into the 2024/25 financial year.

During Q4, we accepted handover of 49 properties: 35 affordable rent, 14 shared ownership homes. These properties came from Bampfylde Way Plymouth, Barn Park Bodmin, Charter Way Liskeard, Filham Chase Ivybridge, North Prospect Phase 4 and Treledan Saltash. We had hoped to include the final properties at North Prospect Phase 4 to this total which would have seen completion of the North Prospect regeneration. However, due to ongoing delays at the site, these handovers have now been pushed back and should complete by May/June 2024.

We had a total of 14 shared ownership sales in Q4 from homes at Barn Park, Filham Chase, North Prospect Phase 4, Treledan and Woolwell. These sales generated £1,419,150 in receipts with the average share sold at 40%. This brings our 2023/24 year-end total to 34 shared ownership sales, generating £3,563,550 in receipts against the start of year target of £4.7m.

Next financial year (2024/25), we anticipate acquiring 165 plots, have 116 plots Start on Site (from 6 sites), and achieve Practical Completion on 216 new/ refurbished homes (including 86 from Annington Homes). These figures do include properties from Tamerton Foliot; however, due to the recent appointment of an administrator at Halsall Homes, this could be subject to change.

Work to progress Bath Street design and contract sum continues with cost figures from Classic Builders expected late May.

Southway Drive pre-planning design work also continues with PCH Design Forum and public consultation events held. Planning will hopefully be submitted during May.

PCH will be delivering brand new affordable homes in Salcombe after securing a range of flats and one-, two- and three-bedroom houses in the town. Purchasing seven affordable homes at the new St Stephen's Green development in Salcombe which lies within the South Devon Area of Outstanding Natural Beauty, being built by the developer Park Green. Of the seven homes, four will be offered for social rent to local people with a connection to the area, including a mix of one-bedroom and two-bedroom flats from summer 2024. There will be three homes available for shared ownership purchase through our SO Living sales brand.





The internal audit by Mazars on the Development appraisals has been completed with a finding of 'substantial assurance' given.





Priority Three - Deliver high-quality outdoor and community spaces



We have been engaging with green community groups to encourage community 'ownership' of land where they live and are collaborating with the City's Green Communities project (formerly Green Community Hubs). Green Communities offers a National Trust ranger and a PCC officer for three areas of the city to engage local communities with green spaces and we are keen to encourage residents to get involved, learn skills, and for our land to be incorporated into the plans. The project is looking to map current land use in Devonport and following this will develop future plans for the land.

As part of the Urban Forest Scheme, PCH is working with the Plymouth and South Devon Community Forest to plant more trees in the green spaces around our homes and neighbourhoods. Our team of tree specialists along with experts from PCC, carefully select the right trees, ensuring they are healthy and planted in suitable locations. We take measures to ensure that these trees will not cause any harm or nuisance to the surrounding area and properties, such as avoiding planting them too close to buildings and obstructing daylight.

Key Performance Indicators

	Target	Latest Value Q4	Previous Value Q3	Short Term Trend	Long Term Trend	Traffic Light	Comment
TSM - Proportion of homes for which all required gas safety checks have been carried out	100%	99.97%	99.93%	↑	↑		Four properties without a valid LGSR at end of Q4. Progressing at various stages of court processes and Adult Social Care. A backlog in the courts with some less-than-favourable decisions has meant slower processing of some cases. Benchmark – Quartile Three
TSM - Proportion of homes for which all required FRAs have been carried out	100%	100%	100%	---	---		FRA's carried within target continue to meet standards. Benchmark – Quartile One
TSM - Proportion of homes for which all required asbestos management surveys have been carried out	100%	99.98%	99.98%	---	↑		Three domestic properties which are outstanding an asbestos management survey. These are being dealt with through our no-access procedure. Please refer to comment in gas safety check. Benchmark – Quartile Three
TSM - Proportion of homes for which all required legionella risk assessments have been carried out (minimum compliance)	100%	99.65%	98.58%	↑	↑		Nine individual LRAs to be carried out and two new-build blocks that were acquired in February and March 2024. Going forward, this TSM will have assistance from the Access Co-ordinators. Benchmark – Quartile Four

	Target	Latest Value Q4	Previous Value Q3	Short Term Trend	Long Term Trend	Traffic Light	Comment
Proportion of homes for which all required legionella risk assessments have been carried out (all stock – best practice)	100%	94.55%.	90.65%	↑	↓		779 individual domestic dwellings remaining that require an LRA.
TSM - Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%	100%	100%	---	↑		All statutory checks up to date. Benchmark – Quartile One
Percentage of homes for which all required 5-year electrical safety checks have been carried out	100%	99.28%	98.17%	↑	↑		Access Co-ordinators recently reinstated appointment call-confirming. At the end of March there were 102 properties outstanding.
TSM - Proportion of respondents who report that they are very or fairly satisfied that their home is well maintained (cumulative)	---	84.11%	84.62%	↓	↑	---	Q4 in-quarter value 84.71% Benchmark – Quartile One
TSM - Proportion of respondents who report that they are very or fairly satisfied that their home is safe (cumulative)	---	86.03%	87.37%	↓	↓	---	Q4 in-quarter value 84.92% Benchmark – Quartile One
Percentage of damp and mould inspections completed within seven days (cumulative)	100%	21.86%	22.30%	↓	↑	---	Incremental decrease in completed inspections within seven days, average days is currently 11 and March in month figures were 33%. HHSRS set a 14-day inspection requirement.
Average time taken to complete remedial works in relation to damp and mould	---					---	New measure being developed.
TSM - Percentage of homes that do not meet the Decent Homes Standard	0%	2.85%	0.67%	↓	↓		Work has been undertaken in Q4 to address the urgent window replacement works, however, there

	Target	Latest Value Q4	Previous Value Q3	Short Term Trend	Long Term Trend	Traffic Light	Comment
							are a significant number of windows failing during this period due to age which will require an urgent survey and has resulted in the decency number increasing this quarter. These are being prioritised for review and replacement in 2024/25. Benchmark – Quartile Four
Percentage of stock condition surveys completed less than five years ago	100%	31%	30%	↑	↑		The number of completed stock condition surveys remains low and means that PCH is a significant outlier. This position is projected to drop even lower in Q1 2024/25, when the 2019 25% Savills surveys expire.
Number of new affordable homes completed and handed over (YTD)	142	133	84	↑	↑		At the start of Q4, we forecasted handovers of almost 180 properties. However, some of these projects experienced unexpected delays due to slower than expected construction rates (Hillcrest, Churchtown, North Prospect Phase 4, Tamerton Joint Venture) and problems with planning condition discharges (Tregay, Treledan developments) resulting in most handovers moving into the 2024/25 financial year.

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Planet and Places

Priority One - Decarbonise our homes and business by 2050

Social Housing Decarbonisation Fund Wave 1: The Wave 1 Funding has been flagged as a significant risk for the last six months and despite the Asset team working incredibly hard to meet all of the funding conditions, we are currently non-compliant, due to a technicality with the Contractor's current PAS2030 accreditation and the £270k of funding is therefore expected to be claw backed by the Department for Energy Security Net Zero (DESNZ). The Asset team is continuing to work closely with PCC to try and seek a waiver under clause 49 of the DESNZ Memorandum of Understanding but this decision is at the discretion of the Secretary of State. If this fails, then we can also appeal.

There is good news, from a customer perspective the ventilation strategy and associated additional works have been successfully completed which will improve the internal environment of our customer's homes and mitigate the likelihood of future damp and mould.

Priority Two - Deliver new homes that are fit for carbon-free standards

We have been working with our consultants to plan for green heating and hot water systems at our development on Bath Street. The current plan is for boreholes to provide a ground source heating array. The system will be designed to feed into the wider district heat network that is planned for the city.

We have also taken handover of four units in Bampfyld Way that contain our first air source heat pumps, with more in the pipeline coming from our St Helens Walk site.

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

This season we have reduced cutting schedules and have introduced meadow-style grassed areas where areas of grass are left long, only cutting the edges near properties and paths.

We have completed another successful tree planting season provided through the Plymouth & South Devon Community Forest, which has seen areas, such as Cookworthy Green in North Prospect transformed as part of a longer-term plan to increase tree canopy in the area. Nine sites have had trees planted:

- 73 standards
- 11 fruit trees (split over two community orchards)
- 60 metres of hedgerow

- 400 whips/young saplings
- 31 members of the public engaged on tree planting days

We are working on a Green Spaces Strategy which will set out our approach. The intention of the strategy is to make use of available funding opportunities to increase biodiversity on PCH land.

The site enhancement principles are:

- Reduce long term maintenance intensity across the green portfolio.
- Dense tree/shrub planting (whips) on peripheries, away from buildings and main roads; the site will be maintained as a parcel of woodland and grass cutting not required.
- Dense shrub/tree planting (whips) on steep slopes; the site will be maintained as a parcel of woodland and grass cutting not required.

There is an aspiration to map the current land use of our land to inform how we manage it and to develop future plans for the land, aligning with work carried out by Green Communities in Devonport.

Key Performance Indicators

	Target	Latest Value Q4	Previous Value Q3	Short Term Trend	Long Term Trend	Traffic Light	Comment
Percentage of homes with a C energy efficiency rating and above	---	73.12%	72.07%	↑	↑	---	Progress on the number of completed EPCs has improved in Q4 and the existing backlog of 208 has been prioritised and completed. The remaining 2123, will be outsourced and completed during 2024/25.
TSM - 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 (cumulative)	---	76.48%	76.58%	↓	↑	---	Q4 in-quarter value 77.40% Benchmark – Quartile One

TSM - Proportion of respondents who report that they are very or fairly satisfied that their landlord keeps the communal areas clean and well-maintained (cumulative)	---	72.31%	73.33%	↓	↓	---	Q4 in-quarter value 70.64% Benchmark – Quartile Two
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Efficiency and Effectiveness

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

PCH has retained its A+ credit rating for another year and upgraded its outlook from stable to positive. The renewed rating was published on 23rd January 2024 by Standard and Poors Global following a rigorous evaluation and assessment of PCH's past financial performance and future plans, as well as a review of the organisation's operational track record and governance.

Rent arrears at the end of March 2024 were 1.28% which is lower than they were at the end of the last financial year at 1.48%. Although there were five evictions for rent arrears during the year, four of these were for other breaches as well. The 2023-24 Financial Support Fund has helped 539 tenants during the year with grants totalling £132,000. The Financial Inclusion Officers have assisted tenants with claiming additional benefits totalling £469,291.23 over the year.

Overall routine turnaround time continues to improve. Average routine void turnaround time year to date has reduced to 27.90 days at the end of March 2024 compared to the December Q3 position of 29.31 days. This is a much better position from the 36.56 days at the start of the 2023/24 year.

Priority Two - Value our people

The Board approved at the end of March, a 5% pay award which was communicated to and well received by employees, supporting our desire to Value our People and be an Employer of Choice.

Succession planning has commenced with 38 roles being identified as 'Critical' as part of Succession planning Assessment. These were verified by the Senior Management Team (SMT) and EMT. 12 workshops have been defined for the Aspire Academy, across 4 cohorts, with 5 Coaches selected as part of the Coaching Programme. 35 people were identified as possible Successors with meetings taking place with all managers, successors and HR to verify and gain buy-in and commitment. The Aspire Academy programme is due to commence in April for the first cohort.

Investors In People have agreed to a mini-review of our current status in 2024, with three Line of Enquiries being identified: Workforce Strategic Planning, Succession Planning and CIH Qualification. Meetings are taking place in April, with a full review now scheduled for 2025.

During the quarter Learning and Development supported six career fairs at schools across the city, as well as an Apprenticeship fair at the Job Centre during National Apprenticeship week, supporting our communities.

Improved internal communications was supported with the launch of a new monthly live Microsoft Teams updates for staff featuring the Chief Executive and Executive Directors alongside a varying selection of Senior Managers. Each month, there is a 45 minute live broadcast via a Teams webinar which staff can either watch live over a lunchtime, or watch at a later date with the video recording and a podcast both available on Jannet. Each update is themed to a different business plan objective, discussing what we are doing to meet this objective, as well as linked work. The Chief Executive also provides an update on business news and developments. There is then an open Q&A session with the Executive Team and staff are encouraged to ask any question, either live during the session via the chatbox, or questions can be submitted in advance to the Communications team, anonymously if preferred. Responses are transcribed and shared in a follow up story on Jannet. There have now been four live updates – one specifically themed to the Keyham incident – and staff update is high with an average of 110 staff watching live and up to 330 watching the recorded session via Jannet in subsequent days.

The Communications team has worked closely with the HR team to support on initiatives such as employee benefits and employee rewards, including helping to design and launch a new staff awards programme, alongside improving communication of the benefits of working at PCH to help engage and support with retention of staff within the organisation.

The new monthly Values-based Staff Awards launched in January and ran during February and March, with staff nominating colleagues for living the values of Care, Respect, Listen and Do the Right Thing. There were 43 nominations made in February and 29 in March, and the winners, chosen by a panel of staff from across PCH, were announced on Jannet and given a £50 voucher to spend through Jannet, with internal news stories about their win and the reasons behind it. All will receive their certificates and badges at a presentation ceremony and afternoon tea hosted by the Chief Executive in April. Photos and positive news stories for external audiences will follow.

The first quarterly Great Work awards designed to recognise staff who have delivered excellent work behind the scenes went live on 1st April. Long service awards were announced in February with staff who have worked for PCH for 10, 20, 30 or 40 years to receive certificates, pin badges and an extra day's annual leave per decade with the allowance starting from April. Those staff members will also be invited to the quarterly celebration event hosted by the Chief Executive.

Staff at PCH came together to raise funds for the organisation's nominated Charity of the Year, the Plymouth branch of the Motor Neurone Disease Association which was chosen in memory of a much-missed staff member. By the end of Q4, an impressive £7,000 had been raised for the charity through a variety of fundraising events which included a football tournament, staff quizzes, raffles and more. The organisation then voted for its Charity of the Year for 2024/2025 and selected Luna's Fund, a local charity supporting bereaved parents after the loss of a baby.

Priority Three - Be a sector leader in governance and regulation

Following recommendations of the Governance Review Task and Finish Group, the Board approved the refocussed Committee Terms of Reference in March 2024. Meetings have been held with Chairs, SMT and EMT to discuss the impact of the changes on the assurance and papers required at each Committee; this will also be discussed at the April and May Committees meetings.

During research for the development of the People and Culture Committee and our new Customer Insight report, it was evident that we are amongst those leading the sector in these areas.







Much preparation has been carried out with the Board, SMT and EMT on the new RSH Regulatory Standards and reported to the Board, CFC and Audit and Risk Committee.

Key Performance Indicators

	Target	Latest Value Q4	Previous Value Q3	Short Term Trend	Long Term Trend	Traffic Light	Comment
Current tenant rent arrears as a percentage of rent due	2%	1.28%	1.47%	↑	↑	🟢	
Average routine void turnaround time	20	27.90	29.31	↑	↑	🚩	The routine turnaround time is a much better position from the 36.56 days at the start of the 2023/24 year.
Percentage void rent loss	0.8%	0.61%	0.53%	↑	↑	🟢	
Average number of days sickness per FTE	8	8.90	8.31	↓	↓	🚩	Absence in Q4 has continued to increase, due to significant number of long-term cases, which we didn't have in the same period last year.
Percentage of staff very or fairly satisfied with PCH as their employer	---	81%	84%	↓	↓	---	A 3 point reduction in both short and long term trends this quarter.
EBITDA operating margin	23%	24.2%	23.4%	↑	↓	---	Better than target due to lower Major Works Revenue expenditure than expected, which offsets the overspends

	Target	Latest Value Q4	Previous Value Q3	Short Term Trend	Long Term Trend	Traffic Light	Comment
							in Responsive and Damp and Mould Repairs.
EBITDA interest cover	310%	352%	353%	↑	↑	---	Better than target due to lower Major Works Revenue expenditure than expected, which offsets the overspends in Responsive and Damp and Mould Repairs.
EDITDA-MRI interest cover	132%	346%	320%	↑	↑	---	Better than target due to significantly lower Major Works Capital expenditure than expected.
Gearing	25%	19%	20%	↓	↑	---	Better than target due to significantly lower major works capital and development expenditure than expected.
Headline social housing cost per unit	£5,241	£4,445	£4,473	↑	↑	---	Better than target due to significantly lower major works capital and development expenditure than expected.
Net debt per unit	£9,636	£8,525	£8,315	↑	↑	---	Better than target due to significantly lower major works capital and development expenditure than expected.
Total forecast income / surplus from non-social housing activity	£1,129k	£1,435k	£1,170k	↑	↑	---	Better than target due to PCH Energy £100k higher tariff income, Plumer lets £38k better, Shop lets £165k

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	