








2020-2022 Strategic Plan – Q4 2020/21 Performance Update

Objective 1 – Improve lives and communities

KPIs	Annual Target	Q3 2020/21 Outturn	Q4 2020/21 Target	Q4 2020/21 Outturn	Current Quartile	Short Term Trend	On Target
Percentage of repairs completed within published timeframe	99%	98.55%	99%	98.54%	--	↓	
Percentage of residents very or fairly satisfied with major works	95%	97.36%	95%	97.11%	--	↓	
Percentage of residents very or fairly satisfied with the repairs service	95%	97.38%	95%	97.21%	--	↓	
Percentage of residents satisfied with the outcome of their anti-social behaviour complaint	92%	94.71%	92%	TBC	1 st	↓	
Percentage of complaints and enquiries dealt with within timeframe (cumulative YTD)	100%	97.05%	100%	97.61%	2 nd	↑	
Percentage of tenancies sustained after 12 months	98%	98.73%	98%	99.17%	--	↑	
Percentage of tenancies sustained after 24 months	95%	96.83%	95%	96.62%	--	↓	

Deliverable 1.1 – Deliver top quality housing services

In quarter 4 we had 128 emergency repairs go out of time from a total number of 9,586 repairs across all priorities. These jobs did not get completed within timescales due to capacity for the volume of emergencies being reported. During this quarter there were more jobs in the emergency category that in previous years due to essential works only being carried out during lockdown restrictions and therefore some routine property jobs have been upgraded to the emergency category for this period to ensure tenants had essential work carried out in reasonable timescales. An upgrade to the repairs system in May 2021 will enhance the visibility and planning of jobs that will flag to users when jobs being booked out of time and a reason code must be used prior to allowing this to occur. This will give us better insight into when jobs are booked out of time, the diary capacity at the time of booking and the cause of capacity issues to allow us to improve the scheduling and resourcing. Some jobs were booked out of time when there was availability, work instructions are being reviewed to ensure the correct process is followed and any additional training needs identified.

Routine repairs resumed from the 29th March 2021 following the easing of restrictions. The backlog of repairs reported throughout the periods of lockdown have all been appointed, with most trades booked out with full dairies until the end of May with longer duration works such as plastering booked out until the end of June 2021. Contractors are assisting with clearing the backlog of responsive repairs where possible.

We have appointed extra electrical contractors to assist our in-house team completing the 5-year electrical testing this year and the backlog of 1,450 5-year electrical tests not completed in the 2020-21 year.

An independent body have awarded us the Customer Service Excellence quality mark for making a real difference to our customers. As part of our commitment to making sure we care, respect, listen and do the right thing by our customers we have been awarded a three year accreditation for the customer service we provide.

A new version of the anti-social behaviour (ASB) ReACT case management system has been implemented which is reducing paperwork although there are issues with this version, which is being resolved by the supplier. This means that the result for Q4 is currently unavailable.

At the end of quarter 4 Housing Management teams were dealing with 175 ASB cases, having closed 106 ASB cases and opened 120 new cases in this period. Virtual court hearings via telephone conferencing continue and in-person hearings take place where appropriate at the Plymouth Courts. In this quarter our in-house legal team have attended 25 court hearings, held 19 telephone hearings and 6 in person court hearings. Further hearings included two gas no-access telephone hearings and one in person hearing. In addition Tozers our law firm have progressed eight court cases.

Most Housing with Support Services continue to be delivered remotely by telephone or online. Though Housing with Support Officers are attending schemes at least one a week for essential and emergency tasks, including routine health and safety checks.

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

Work is progressing well with implementing a digital on-boarding process for new tenancies via the MyPCH portal in May 2021.










We have implemented electronic signatures for key resident documents and contracts reducing the need for face to face contact during periods of lockdown (protecting residents and staff) and improving efficiency (time taken to sign / exchange documents and contracts). In the last quarter 277 resident documents/contracts have been signed via electronic signatures.

The end of year figure for responding to complaints within timeframe is 97.61%. During 2020-2021 there were a total of 13 complaints that were responded to out of time, of these 11 complaints were responded out of time in quarters 1 and 2, and 2 complaints have been responded out of timescale in quarter 4.

Resident scrutiny has re-started and initially this will be online only. Recruitment for new tenants to lead this new scrutiny will take place in late April or early May 2021. The chosen topic for scrutiny will be how contractors interact with residents.

We supported the Plymouth community group Cliik with giving out free meals to people in hardship during the end of February and March 2021.

Objective 2 – Look after our homes

KPI	Annual Target	Q3 2020/21 Outturn	Q4 2020/21 Target	Q4 2020/21 Outturn	Current Quartile	Short Term Trend	On Target
Percentage of homes with an energy rating of C and above	New	56%	---	70.44%	---	---	---
Percentage of homes with a valid landlord's gas safety check	100%	99.92%	100%	99.95%	3 rd		
Average number of days to re-let routine void property	20 days	56.47	20 days	55.36	4 th		
Rent lost due to voids as a percentage of annual debit (void rent loss)	0.8%	0.78%	0.8%	0.79%	1 st		
Percentage of communal areas requiring a fire risk assessment with a valid fire risk assessment	100%	100%	100%	100%	---	---	
Current tenant rent arrears as a percentage of annual debit	2%	2.13%	2%	1.36%	2 nd		

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

The project works at the Mount Wise Towers are reaching the final stages. The scaffolding at Lynher House is being dismantled and for Tavy House roof works are complete and scaffold dismantling is imminent. The Tamar House roof works are progressing and the scaffolding is due to be dismantled in approximately four weeks (as at the end of April 2021). The next phase will consist of mainly scaffold removal, followed by the ground floor works and we are working towards a completion date of the first week in July 2021. A new Tenant Liaison Officer role is now in place specifically for the Mount Wise Towers.

Two key modernisation projects in the 2020-21 programme commenced for Keyham Road, St Leo Place and Stokes Road, which will see improvement to the thermal efficiency of these homes and the appearance of the communal areas.

The average re-let time continues to be above target due to additional controls in place to maintain social distancing and prevent the transmission of Covid-19 during the repairs process. The existing controls for repairs will be reviewed when the government guidance is updated. However in anticipation of this new guidance, there are some changes which are being implemented from May 2021 that will see an improvement in the overall re-let time. This includes the re-starting of pre-inspecting properties in the notice period before the tenant leaves, which will help the Housing Choices team advertise the properties earlier.

We will also restart physical viewings where beneficial such as on sheltered housing, viewings during void works (where social distancing can be maintained), and we have additional resources in the Housing Choices team until March 2022 to help speed up the lettings process. Additionally, we are carrying out a lean review of the voids process to understand what further changes are necessary to improve the re-let time.

The end of year position for current rent arrears was 1.36%, which is within target. This year-end performance is better than the quarter 4 figure for 2019-20 at 1.43% which is a significant achievement given the financial challenges facing our tenants due to the pandemic and the largest increase of tenants claiming Universal Credit (UC), which reached 3,958 at the end of March 2021, an increase of 248 over quarter 4. At the end of the 2020-21 the Financial Inclusion Officers had 82 active cases open.

Deliverable 2.2 – Keep residents safe and warm



At the end of March 2021 70.44% of our homes have an energy rating of C and above. Please note that we have reverted to using the data which includes cloned surveys, which is in line with current practice in the rest of the sector.

	Energy Efficiency Rating							No EPC
	A	B	C	D	E	F	G	
Number of homes	94	1788	7988	3809	261	42	7	22
Percentage of homes	0.67%	12.76%	57.01%	27.19%	1.86%	0.30%	0.05%	0.16%

At the end of March 2021 the percentage of homes with a valid gas safety check was 99.95% with 7 properties having an expired certificate. The expired certificates are due to a mixture of no access to the property and escalations to the in-house Legal team, awaiting a court date and an injunction applied for.

A new format for fire risk assessments has been developed which will be more reader friendly. All the fire risk assessments for 2020-2021 were completed in time.

Objective 3 – Build new homes in Plymouth and beyond

KPI	Current Target	Q3 2020/21 Outturn	Q4 2020/21 Target	Q4 2020/21 Outturn	Current Quartile	Short Term Trend	On Target
Number of new affordable homes completed and handed over (overall)	115	91	115	97	-		

Deliverable 3.1 – Build and buy more homes

Plymouth Community Homes (PCH) development sites have been impacted by the national third lockdown that has put pressure on the construction industry, and has limited materials, staff availability and resources across all developments. Despite the pandemic we have completed 97 new affordable homes in 2020-2021, just short of the 115 target. The outstanding 18 homes are now re-forecast to complete in the first quarter of 2021-2022 for North Prospect on Phase 5 (6 homes), and Chaucer Way (12 homes). PCH are in the process of rectifying land ownership issues with Sovereign Housing at Chaucer Way, which has caused a delay with handover of the final properties.

Shared ownership sales continue to thrive with seven completions in quarter 4. This generated sales receipts of almost £600k with the majority of first tranche sales at 45% share of the open market value.




Deliverable 3.2 – Expand outside of Plymouth

Since January 2021 the Board have approved new projects at Bere Alston and Castle Street, Bodmin. Planning is currently refused at Bere Alston, the developer Burrington Estates are looking to appeal this decision. The Castle Street, Bodmin scheme will increase PCH stock by 51 new homes, and the Bere Alston scheme if approved by 31 new homes.

PCH has just exchanged contracts with Wainhomes to deliver 46 new homes (32 affordable rent, 14 shared ownership) at Charter Way, Liskeard. These homes will be delivered over the next 3 years.

The Development team are also negotiating contracts on schemes in Crapstone and Newton Ferrers.

Objective 4 – Grow our business

KPI	Current Target	Q3 2020/21 Outturn	Q4 2020/21 Target	Q42020/21 Outturn	Current Quartile	Short Term Trend	On Target
Rent collected from current and former tenants as a percentage of rent due (excl. arrears bf)	100%	98.12%	100%	100.7%	1 st	↑	
Total income / surplus from non-social housing activity	£1.501m	£1.301m	£1.501m	£1.375m	---	↑	
Average number of days sickness per FTE (rolling year)	8	7.07	8	5.92	---	↑	
Percentage of staff very or fairly satisfied with PCH as their employer or net promoter score	New	82%	---	82%	---	---	---

KPI	Forecast	Budget	Variance
EBITDA Operating margin – Financial Strategy >25%	31%	22%	8%
EBITDA-MRI interest cover – Financial Strategy >150%	402%	225%	177%
Net Debt per unit – Financial Strategy < £15,000	£6,738	£8,507	£1,769
Gearing	19%	25%	6%
Headline social housing cost per unit	£3,464	£4,025	£561
Annual amount spent on the block refurbishment programme	£1.875m	£3.260m	£1.385m

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

Financial ratios are better than budgeted due to operating and investment costs being lower than budgeted across all service areas compared to the revised budget approved by the Board in July 2021. The operating surplus is forecast at £9.8m, £6m better than the revised budget.

Spend on the block refurbishment programme was slower than expected due to the delays caused by Covid-19 and the changes implemented to the working environment including restrictions for installing windows. In addition to this a decision was made to delay the Section 20 consultation by over a month to avoid notifying leaseholders just before Christmas of their contribution. There is an underspend of just over £1m. The underspends are because of the lower levels of activity due to Covid-19.

Income from non-social housing activity was just below budget for the year. Shops and other commercial income at c£1.4m is in line with the revised budget.

PCH Energy outperformed against the budget by £104k due to higher income following exceptionally good weather, and interest costs being less than budgeted due to lower debt requirement.

PCH Manufacturing Services made a loss of £148k following the cessation of activities.

Demand for our commercial properties remains strong. Six new commercial lettings completed in this quarter and there are very low void commercial properties, and excellent arrears collection despite the current position in the retail and hospitality sectors. We have supported our commercial tenants to claim available business grants.

A new Expenses Policy has been approved.

The Governance team are co-ordinating PCH's In-depth Assessment (IDA) by the Regulator of Social Housing. Kier have renewed their lease at Plumer House for a further five years.

A fleet review is under way looking at the type of fleet PCH want to run in the future, to cover greener vehicles, type and size of vehicles, type of ownership and management.

In January 2021, we were informed together with 16 partner organisations that our bid for a Tamara Landscape Partnership was awarded £2.3 million Heritage Lottery funding. This lottery funding success will help PCH residents benefit from a range of landscape, and blue and green projects to be delivered over the coming five years. This includes opportunities for formal training, apprenticeships and informal learning.

Deliverable 4.2 – Be an employer and housing provider of choice

Human Resources are working on the Investors in People re-accreditation and reviewing the current Staff Handbook.

A trial for employees to claim expenses electronically via Civica Self-Service was carried out in quarter 2 and following the positive response of this it was launched to all staff during March 2021 who have self-service access.

Following the announcement of the third national lockdown Human Resources developed a Childcare Response after concerns were raised by employees who were expected to re-start home schooling. This involved changes to start and finish times and working on alternative days, reduced hours and using support bubbles. Employees were also encouraged to take annual leave to cover childcare.







The reorganisation of departments was in place by the beginning of February 2021, with the aim of ensuring that the right teams and skillsets sit within the most appropriate Directorate.

Two members of staff volunteered to help with the vaccination programme rollout. This was supported by time off from PCH through the Make A Difference programme.

The Bounce Back project team is starting to co-ordinate all the plans for different areas of the business and will be similar to the Government’s roadmap outlining some of the key dates and activities staff expect to see in the months ahead.

Digital and IT have equipped all staff that have either requested or able to work remotely / at home to support the business delivering its services since the beginning of the original lockdown in March 2020. The Digital and Infrastructure, Application and Data availability continues to be very robust with 99.83% availability since March 2020 at the start of the lockdown to the end of March 2021.

We are currently piloting the integration of Microsoft Teams and Outlook including the synchronisation of Teams and Outlook Calendars as a first phase of our Microsoft 365 Project.

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	