








2020-2022 Strategic Plan – Q2 2020/21 Performance Update

Objective 1 – Improve lives and communities

KPIs	Annual Target	Q1 2021/22 Outturn	Q2 2021/22 Target	Q2 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Percentage of repairs completed within published timeframe	99%	98.02%	99%	97.23%	--	↓	
Percentage of residents very or fairly satisfied with major works	95%	95.68%	95%	96.22%	--	↑	
Percentage of residents very or fairly satisfied with the repairs service	95%	96.69%	95%	96.57%	--	↓	
Percentage of residents satisfied with the outcome of their anti-social behaviour complaint	92%	93.65%	92%	95.68%	1 st	↑	
Percentage of complaints and enquiries dealt with within timeframe (cumulative YTD)	100%	98.90%	100%	99.11%	1 st	↑	
Percentage of tenancies sustained after 12 months	98%	98.89%	98%	99.39%	--	↑	
Percentage of tenancies sustained after 24 months	95%	96.70%	95%	97.04%	--	↑	

Deliverable 1.1 – Deliver top quality housing services

For July to September 2021, we had a total of 8,534 repairs completed. Of these 306 repairs were completed out of time, of which 95 were emergency repairs and 211 routine repairs. The emergency repairs not completed in timeframe were impacted by lack of capacity to complete within the scheduled 24 hours, although the majority were completed shortly after the deadline. Emergency jobs have been impacted by lack of resource due to long term sickness, self-isolation, staff taking annual leave and difficulty with delays due to contractor availability. It has also been identified that some jobs were categorised as emergencies rather than routine jobs which is due to re-categorising some jobs from the earlier lockdown work instructions as emergency from routine when only carrying out emergency jobs. The

repairs priorities guidance has now been discussed and re-issued to staff. Routine repair completion times have also been impacted by a lack of resources due to sickness and annual leave.

In Q2 there was a technical issue with the SMS text service which meant there was no repairs satisfaction data for August and part of September, however this has now been resolved.

During the past quarter, the Housing Management teams dealt with 157 ASB cases, closed 156 ASB cases and opened 119 new cases. Virtual court hearings via telephone conferencing continue and in-person hearings also now take place where necessary at the Plymouth Courts. The Courts have indicated that remote hearings whether by telephone or Microsoft Teams will continue going forward. In Q2 our in-house legal team attended 24 court hearings of which 5 were virtual hearings and 19 in person court hearings. Further hearings included 2 gas no-access hearings and Tozers our law firm have progressed 21 court cases.

In response to the tragic incident at Keyham in August 2021 Plymouth Community Homes (PCH) worked in partnership with statutory and voluntary agencies in supporting the community and our residents. Housing management completed welfare telephone calls to residents in the Keyham neighbourhood to provide offers of support and to sign post to agencies should any resident express trauma or anxiety. The Police, Plymouth City Council (PCC) and Victim Support were also on hand to provide this. Volunteers from housing management, incomes and the communities teams attended the reassurance hubs alongside all agencies working within the community. The reassurance hubs were open daily for four weeks. PCH has attended the strategic response and recovery PCC meetings and the task and finish groups that were coordinated to support the community. We will be reviewing our attendance once the revised PCC governance is known.

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

PCH was nominated and shortlisted for a TPAS award for Outstanding Tenant Engagement. The last 18 months have thrown up many new challenges, but resident involvement has remained at the very centre of what we do and whilst we did not win the award, our efforts have been recognised.




The previously reported percentage for complaints and enquiries dealt within timeframe in Q1 at 100% has been revised to 98.90%. As at the end of Q2 there were three cases in total dealt with out of time, and two of these cases occurred in Q1 which came to light after the last report was published. The year-to-date position at the end of Q2 is now showing an improving position at 99.11%.

A group of eight residents are supporting us with procuring a reactive maintenance contract and joined the supplier engagement day with various potential contractors and PCH staff, with residents presenting the expectations they would like to see from contractors.

The electrical team have held focus groups with residents to get feedback on different shower types and some tenants are trialling different showers to inform PCH on future replacements.

Objective 2 – Look after our homes

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

KPI	Annual Target	Q1 2021/22 Outturn	Q2 2021/22 Target	Q2 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Average number of days to re-let routine void property	20 days	49.94	20 days	47.49	3 rd	↑	
Rent lost due to voids as a percentage of annual debit (void rent loss)	0.8%	0.80%	0.8%	0.71%	1 st	↑	
Current tenant rent arrears as a percentage of annual debit	2%	1.41%	2%	1.65%	2 nd	↓	

The void re-letting times have improved again since the previous quarter, and we have seen further subsequent improvement, with the figure standing at 47.15 days in October YTD. The team have been challenged to reduce the in-month figure to 40 days by the end of December.

We have a new team of Stock Condition Surveyors ready to survey our homes. The survey, which started in September 2021, will record the age and condition of various components of our properties, for example kitchens, bathrooms, heating systems, roofs, windows, doors, and insulation. This information will help us record the most up-to-date information, ready to plan renewal dates for our Planned Maintenance Programme.

The final project works at the Mount Wise Towers are expected to be completed by the end of 2021. The Lynher House scaffolding has been completely dismantled, the brick slip works to the lower levels are complete and the reinstatement works are in progress. For Tamar House and Tavy House there are two lifts of scaffolding in place and the brick slip works are being done.





Works to replace a small amount of cladding at Marlborough House have started, these works are being funded by Homes England. The full refurbishment of Marlborough House is still in the feasibility stage at present.








PCH has won three awards at the 2021 Constructing Excellence South West Ceremony Awards. The Constructing Excellence Awards are a celebration of the built environment and PCH's Mount Wise Towers project was the big winner on the night. PCH received the '**Winner of Winners Award**' for the Mount Wise Towers, which has been delivered alongside our partners Mi-space and the Bailey Partnership. Our award-winning project impressed the judging panel and was able to demonstrate the highest levels of best practice, innovation, and technical achievement to overcome the project's challenges.









Our Mount Wise Towers project was also crowned winners in the '**Health, Safety & Wellbeing Award**'. We were able to demonstrate to the panel a detailed level of consideration for health and safety at the pre-construction and construction phases of the Mount Wise project, which included the incorporation and development of the Construction Leadership Councils COVID-19 Standard Operating Procedures. These were jointly developed to take account of the residents in the occupied Towers. PCH's third award was the '**Value Award**'. The project was also Highly Commended in the Building Project of the Year category.

The current rent arrears performance for September 2021 was 1.65%, which is within target. At the end of September 2021, the number of tenants claiming Universal Credit was 4,322, an increase of 93 over the quarter. The Financial Inclusion Officers had 81 active cases open. The Incomes Teams continue to be extremely busy providing their specialist advice and support to help tenants, particularly with the end of the Universal Credit uplift coming into operation in October 2021.



Deliverable 2.2 – Keep residents safe and warm

KPI	Annual Target	Q1 2021/22 Outturn	Q2 2021/22 Target	Q2 2021/22 Outturn	Current Quartile	Short Term Trend	On Target	
Percentage of homes with an energy rating of C and above	New	70.59%	---	70.99%	---		---	
	Energy Efficiency Rating							
	A	B	C	D	E	F	G	No EPC
Number of homes	94	1818	8039	3776	257	15	3	15
Percentage of homes	0.67%	12.97%	57.35%	26.94%	1.83%	0.11%	0.02%	0.11%
Percentage of homes with a valid landlord's gas safety check	100%	99.97%	100%	99.92%	3 rd			
Number of homes without a valid gas safety check	---	4	---	11	---		---	
<p>The disruption to the programme for undertaking annual landlords gas safety checks has led to a higher-than-normal number of long-term access issues. Currently PCH have 11 gas installations without a valid LGSR, however, PCH comply with the gas safety regulations as there are clear audit trails that detail the organisation's 'reasonable attempts' to gain access. Additional resources have been engaged to bring the programme back on track over the next two months. There has been difficulty in recruiting both external and internal resources, however we do now have a commitment from contractors for the next couple of months.</p>								

KPI	Annual Target	Q1 2021/22 Outturn	Q2 2021/22 Target	Q2 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
% properties with a valid 10-year electrical test	100%	100%	100%	100%	--	--	
Number of homes without a valid electrical certificate	---	0	---	0	---	---	---
We are fully up to date and compliant with 10-year testing although as best practice, we aim to complete electrical testing every five years. At the end of September we had reduced this to 479 properties with an out of date 5-year electrical test certificate, this is down from 795 at the end of the last quarter.							
Statutory fire risk assessments completed vs programme	100%	100%	100%	100%	---	---	
Fire safety actions overdue	---	108	---	109	---		---
Of the overdue fire safety actions, 38 are going through the 3-visit process, 23 require new doors, 30 require a new door closer, 15 are with legal and 3 are with the Fire team. All of these are with leaseholder properties.							
Legionella – number of risk assessments done in void properties (in-quarter)	---	41	---	54	---	---	---
Legionella – number of risk assessment reviews done in void properties (in-quarter)	---	54	---	88	---	---	---
Legionella – number of general needs risk assessments done (prioritised by tenants with vulnerabilities) (cumulative YTD)	500	42	250	194	---		
Legionella – number of communal system risk assessment reviews done (incl. supported housing) (in-quarter)	---	0	---	9	---	---	---
Legionella - number of non-compliant properties	0	5	---	3	---		
Legionella – checks on block communal water services	---	563	---	562	---	---	---
The Water Hygiene Team will be reviewing every property when it becomes void. If the property does not already have a risk assessment it will be assessed, or if it does already have one this will be reviewed. Risk Assessment training is being provided for additional plumbers to increase returns and meet our annual target. The non-conformities were highlighted on inspection or sample results. Over the respective quarter positive legionella samples have been recorded at three blocks. There were also elevated seasonal cold-water temperatures in four commercial blocks in July. We also have some lower-level issues including defective water heaters in laundries. Block monitoring sites have dropped off slightly considering underground standpipe removal work.							

KPI	Annual Target	Q1 2021/22 Outturn	Q2 2021/22 Target	Q2 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Asbestos management – percentage of homes with an asbestos management plan	100%	99.97%	100%	99.97%	---	---	
Asbestos management – number of properties without a survey	0	4	---	5	---		
Block Communal Non-Domestic Areas with ACMs Asbestos checks completed vs programme	251	188	---	251	---		
Block Communal Non-Domestic Areas with ACMs Asbestos checks – number of non-compliant properties	---	0	---	0	---	---	---
<p>At the end of the quarter, 5 properties were without a full asbestos management survey. An audit of Promaster (our Asset Management system) identified four additional properties with only cloned surveys which hadn't been picked up in previous reporting. The reporting issue with the system has now been resolved. These are in the process of being contacted and the surveys arranged. These surveys are carried out by a contractor. One of the properties is already in the long-term no access process, however, we expect the additional properties to be completed in the current quarter. All the annual ACM checks now completed for 2021/22.</p>							
Passenger lifts – monthly servicing completed vs programme	23	18/23	---	9/23	---		
Number of overdue lift services	0	5	0	14	---		---
<p>There has been an issue with the certification provided by our lift servicing contractor to confirm that all the monthly servicing inspections have taken place in the last quarter. As a result of this we are improving the process for reviewing monthly servicing dates for our passenger lifts.</p>							
Smoke Detectors and Carbon Monoxide Detectors	<p>At the end of Q1 we had 40 properties where a boiler was present in a bedroom requiring an additional CO alarm fitting. This has now been reduced to 16 outstanding.</p>						

Objective 3 – Build new homes in Plymouth and beyond

KPI	Current Target	Q1 2021/22 Outturn	Q2 2021/22 Target	Q2 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Number of new affordable homes completed and handed over (overall)	202	27	57	44	-		

Deliverable 3.1 – Build and buy more homes

Progress on new build schemes is gradually improving following the easing of Covid restrictions and return of furloughed staff. In April 2021, the target for new build handovers for the end of Q2 was 57 properties. This target included homes being delivered at Charter Way, Liskeard, Churchtown Farm, Saltash and Phase 4, North Prospect. Since April 2021, each project has suffered delays due to Covid restrictions and lack of material supplies, which has pushed the forecasted handover dates into quarter 3 and 4 in this financial year.

Of the 17 new homes delivered in Q2 we received our first 6 homes at Newton Ferrers on a small site run by Pearce Fine Homes.




Grant funding bids have been submitted to Homes England for 67 homes on the final sub-phase at Phase 4, North Prospect and 7 affordable rent units on a small garage site in St Helen's Walk, Whiteleigh.

Head of Terms for the Bath Street project for over 140 new homes in Millbay are close to being agreed with approval to proceed expected to be sought in quarter three.

Deliverable 3.2 – Expand outside of Plymouth

Various bids have been submitted for projects at Saltash, Bodmin, and Tavistock. The outcomes are awaited and if successful, approvals to proceed will follow through the usual process in due course.

Objective 4 – Grow our business

KPI	Current Target	Q1 2021/22 Outturn	Q2 2021/22 Target	Q2 2021/22 Outturn	Current Quartile	Short Term Trend	On Target
Rent collected from current and former tenants as a percentage of rent due (excl. arrears bf)	100%	100.61%	100%	99.21%	4 th	↓	
Total income / surplus from non-social housing activity	£1.104m	£482k	£809k	£890k	---	↑	
Average number of days sickness per FTE (rolling year)	8	6.64	8	7.33	---	↓	
Percentage of staff very or fairly satisfied with PCH as their employer or net promoter score	TBC	76%	---	78%	---	↑	---

KPI	Forecast Q2	Budget Q2	Variance Q2
EBITDA Operating margin – Financial Strategy >25%	25%	26%	-1%
EBITDA-MRI interest cover – Financial Strategy >150%	202%	194%	8%
Net Debt per unit – Financial Strategy < £15,000	£8,491	£10,240	£1,749
Gearing	21%	25%	4%
Headline social housing cost per unit	£4,086	£4,044	-£42
Annual amount spent on the block refurbishment programme	£5.617m	£6.126m	£509k

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

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

The operating margin is lower because of higher forecast income. As costs are forecast higher than budgeted, we have maintained our budgeted operating surplus, but with a lower margin.

EBITDA-MRI interest cover is better than budget as forecast debt is £23m lower than budgeted as well as lower interest rates. We are now drawing funds from the NatWest agreement entered into in March 2021, which has a lower cost of funds than both the previous agreement and the current Barclays RCF. Gearing is lower because of the lower forecast debt for 31st March 2022.

Overall, the income from non-social housing activity has continued to give a higher surplus than expected at the end of Q2, as the income budget forecast reduced due to the impact from Covid. This also considers that the PCH Energy income at the end of September 2021 is 42k worse due to the average weather conditions over the summer alongside a more realistic prediction of payment levels from all panels.

We had two new commercial lettings completed in the quarter and there are very low numbers of void commercial properties, and excellent arrears collection despite the current position in the retail and hospitality sectors. The Beacon is now reopening fully and is busy with meetings and events. The café is also open and doing very well.

Our Annual Report 2021 and PCH's Annual Accounts for 2020/21 has been published to provide staff, residents, and shareholders to see what we have achieved over the last 12 months. The Annual Report is set out against our key objectives from our Strategic Business Plan which we updated last year and is structured around four key areas; Improving lives and communities, Looking after our homes, Building new homes in Plymouth and beyond, and Growing our business. The Annual Accounts continue to highlight our strong financial position as an organisation as we continue to deliver this vision.

The Environmental, Social and Governance (ESG) Report has been produced. The ESG Report looks at a range of areas and key indicators, from the energy efficiency of our homes and our carbon footprint as an organisation, all the way through to resident involvement and satisfaction and the wellbeing of our staff.

PCH was nominated for an award at this year's Plymouth Live Business Awards. The event was held at the Plymouth Pavilions on 3 November 2021, the ceremony honoured those organisations driving the city forward and celebrated those businesses who contribute economically, culturally and socially to our city. We were shortlisted for the *Built Environment and Infrastructure Award* alongside Future Plymouth 2030 and John Grimes Partnership Ltd. The award recognises Plymouth businesses that are making a major contribution to the city's built environment and its infrastructure development.

Deliverable 4.2 – Be an employer and housing provider of choice

The organisation's Home Working Policy came into effect on the 6th September 2021. Office-based employees are now required to work from Plumer House for a minimum of two days per week. The organisation's Bounce Back plan has been completed to schedule with all staff now equipped with digital and IT equipment to work either in the office and/or at home (where role/service permits).







The second round of Holiday Trading for employees took place, with twenty employees participating in the scheme.

Staff have been offered an annual influenza vaccination through either a voucher or clinic held at Plumer House.

Microsoft Office 365 (including MS Teams and MS Outlook integration) has been rolled out across the organisation for all employees. Additional/enhanced MS Teams facilities and equipment has been installed at core Plumer House meeting rooms to better facilitate meetings of staff at Plumer and staff working remotely/at home.

The Digital and IT Team are introducing a new Self-Service Portal to enhance the existing IT support the team provide. The web-based platform will provide the same high-level of assistance, but with greater flexibility to help meet the needs of staff who are working remotely and in the office.

The internal staff communications Jannet was shortlisted for two awards at Reward Gateway's Engagement Excellence Awards. Jannet was shortlisted for, and won the awards in two categories, '**Most impactful business transformation to support their work force**' and '**Most creative employee engagement platform branding**' and also won the overall '**Winner of winners**' award. We introduced Jannet to PCH in December 2019 and the platform has gone from strength to strength over the last year, playing a huge part in managing our response to the pandemic. Staff have also been using Jannet to spend and save with £134,400 spent in the first year, saving £9,300.

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