








2020-2022 Strategic Plan – Q4 2022/23 Performance Update

Objective 1 – Improve lives and communities

| KPIs | Annual Target | Q3 2022/23 Outturn | Q4 2022/23 Target | Q4 2022/23 Outturn | Current Quartile | Short Term Trend | On Target |
|--|---------------|--------------------|-------------------|--------------------|------------------|------------------|---|
| Percentage of repairs completed within published timeframe (cumulative YTD) | 99% | 93.99% | 99% | 93.00% | -- | ↓ |  |
| Percentage of residents very or fairly satisfied with major works (cumulative YTD) | 95% | 96.00% | 95% | 96.86% | -- | ↑ |  |
| Percentage of residents very or fairly satisfied with the repairs service (cumulative YTD) | 95% | 96.71% | 95% | 96.54% | -- | ↓ |  |
| Percentage of residents satisfied with the outcome of their anti-social behaviour complaint (cumulative YTD) | 92% | 97.59% | 92% | 97.87% | 1 st | ↑ |  |
| Percentage of complaints and enquiries dealt with within timeframe (cumulative YTD) | 100% | 99.20% | 100% | 99.29% | 1 st | ↑ |  |
| Percentage of tenancies sustained after 12 months | 98% | 99.21% | 98% | 98.79% | -- | ↓ |  |
| Percentage of tenancies sustained after 24 months | 95% | 98.04% | 95% | 97.77% | -- | ↓ |  |

Deliverable 1.1 – Deliver top quality housing services

The cumulative percentage of repairs completed within published timeframe in Q4 declined from 93.99% in Q3, to 93.00%. We completed 13,258 repairs in Q4 (346 more repairs than in Q3) of these 1,267 were completed out of time. The year-to-date emergency repairs completed in time is 19,596 (97.53%) and routine repairs completed in time is 24,502 (89.67%).

A lack of available resource has been the biggest factor in availability in the last quarter however the continual high levels of emergencies hasn't helped either. Going forward into this next quarter the Asset Team is going through a considerable restructure with three new heads of service due to be recruited, with a strong focus on improving our repairs performance.

The reintroduction of the Urgent repair priority will greatly help after its recent approval to be reinstated, which is happening as soon as practical, and this consequently will impact and improve our emergency performance.

The Repairs Team will also have a strong focus on improving operative productivity, reducing lost time, reducing travel time and ensuring that there will be less gap in diaries. The introduction of Service Connect will also enable us to have more control on planning works ensuring that staff cannot book work out of time.

In Q4 the percentage of residents satisfied with the outcome of their anti-social behaviour complaint was 98.81% with the cumulative for the year being 97.87%. The housing management teams handled 186 cases, closed 102 cases, and opened 137 new cases. Virtual court hearings via telephone conferencing and in-person hearings continue at the Plymouth Courts. In Q4 Tozers, our legal firm, progressed all case work due to a vacancy in our in-house legal team. Tozers attended 33 court hearings and we have successfully supported our residents in obtaining three ASB injunctions relating to people causing alarm, harassment, or distress, eight Possession Orders relating to residents who were repeatedly not complying with the terms of their tenancy, defended two disrepair claims, and progressed five leasehold cases. Further hearings included thirteen gas no-access hearings and two electrical injunction hearings.

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

For Q4 the performance for complaints and enquiries handled within timeframe is 99.29%, with five complaints handled out of timeframe.

Two residents have been recruited to the Customer Focus Committee (CFC), making a total of four residents on this Committee.

A Resident Consultation for the repairs categories had 55 survey responses with 45 stating they would like the Urgent priority reinstated. This will now be presented to CFC for approval.

The new proposed Mutual Exchange Policy consultation had good positive results with 180 responses overall, with the majority stating the policy was clear and easy to understand, that it was fair and reasonable, and that the policy covered all information needed to decide to start an exchange.

Three Resident Focus groups were held in February, which looked at our new Business Strategy and 23 residents attended. Feedback from these sessions, along with the survey feedback, was then used to support the Board Away day.

The first round of the Scrutiny Review took place at the end of 2022. All feedback from residents and staff were taken into consideration to form new proposals for how PCH deliver Resident Led Scrutiny. The new proposed process was presented to the Scrutiny Steering Group in February, with amendments made based on their feedback.







For the second round of the consultation, the proposals were sent to those residents who had completed the first survey and had left contact details, and also to residents on our Resident Involvement register. The majority of the resident feedback agreed that this process will ensure PCH listens to resident views and acts upon them and that it would strengthen the relationship between PCH and residents. The proposed process is now being presented to internal PCH Management Teams and the Customer Service Committee and if agreed, the first scrutiny exercise of 2023 in the new format should be able to commence in the summer.

Virtual Resident Advisers (VRA) have been selected to create a virtual advisory panel of residents to discuss topics and story ideas so we can get to know what sort of advice, information and support our residents would like to see shared by PCH and ensure we are fully engaged with residents with their regular input into our publications. As well as being involved in ideas for InTouch and our other newsletters, the VRA will serve as a sense check for PCH and our communications by ensuring that we send letters and documents which read well, giving our communications a ‘Tenant Tick’ which we can then put on the bottom of our external documents to show they’ve been signed off by residents.

PCH is working with Plymouth and South Devon Community Forest who have been given substantial funds to plant trees at suitable sites all over Plymouth. The Communities Team is working with the Environmental Team to secure sites and get residents involved with planting. In March, we made a start and planted 30 native and decorative trees at Lipstone Crescent. The Community Forest Team will survey suitable sites, plant the trees, and then water and maintain the trees.

Objective 2 – Look after our homes

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

| KPI | Annual Target | Q3 2022/23 Outturn | Q4 2022/23 Target | Q4 2022/23 Outturn | Current Quartile | Short Term Trend | On Target |
|---|---------------|--------------------|-------------------|--------------------|------------------|---|---|
| Average number of days to re-let routine void property (cumulative YTD) | 20 days | 35.33 | 20 days | 36.59 | 2 nd |  |  |
| Rent lost due to voids as a percentage of annual debit (void rent loss) | 0.8% | 0.62% | 0.8% | 0.60% | 1 st |  |  |
| Current tenant rent arrears as a percentage of annual debit | 2% | 1.68% | 2% | 1.48% | 1 st |  |  |

Over the last financial year, we have advertised and let 764 properties. Of these 278 (36%) have had the Band B homeless preference to aid with the city’s homeless crisis. This has caused some delays in progressing applications due to added steps in the process and liaising with

Plymouth City Council (PCC) for each homeless applicant before offering a property. We are reviewing the individual turnaround times for these properties and will present this to PCC to review current working practices. Of the 764 properties advertised, 99 of these were new build lets. New builds are reported separately to the re-lets and don't reflect the turnaround and staff processing time.

Through the government's Next Steps Accommodation Programme, working in collaboration with PATH, the Plymouth Homelessness Alliance and PCC we have housed 13 single homeless applicants, 6 homeless families and 5 Housing First applicants. These applicants can have complex needs and this requires further additional support to ensure that the offer of suitable accommodation will be sustainable.

We introduced the use of My PCH portal this year to assist in the seamless digital process for our customers in the lettings of our homes. There is further work to be done and this should help in reducing the turnaround times. We have also maintained our 2nd quartile Housemark benchmark throughout the year for average routine void reletting times.

We have also continued progressing the changes from the Housing Choices Review and Voids LEAN Review. This year's focus will continue to be the reduction on turnaround time whilst dealing with the Band B homeless preference constraints. We are planning to implement the introduction of 'Any Day' lettings by the end of this year which will help reduce the overall letting time. We have maintained 95% of applicants very satisfied with the overall lettings process for 2022-2023.





The routine voids overall year to date figure is 36.59 days, compared with the 2021-2022 figure of 43.15 days this is a significant reduction along with the overall headline figure reduction.

The current rent arrears performance at the year-end was within target at 1.48%. This is an improvement on the performance at the year-end last year (1.51%), a very positive position given the difficult environment and cost of living pressures that our tenants are facing.











The Financial Inclusion Officers had 83 active cases open at the year end. There were two evictions for rent arrears in the quarter (four in total for the year). At the end of the year, the number of tenants claiming Universal Credit (UC) was 4,990. The arrears percentage for those on UC was 2.20%. It is the case again this year that the Department of Work and Pensions (DWP) have not yet implemented a system for bulk uploading the new rents payable from April. The team are therefore extremely busy carrying out individual rent verifications on the DWP portal for each of the 4,990 tenants claiming UC.

The government has announced a further round of help with the cost of living for certain groups for 2023/24. This includes up to three payments of £301, £300 and £299 for people on certain benefits to be paid in April/May 2023, autumn 2023 and spring 2024. Some people on certain benefits will also be eligible for a £150 disability cost of living payment to be paid in summer 2023, and for those entitled to a winter fuel payment in 2023/24 there will be an extra cost of living payment of £150 or £300 to be paid in November 2023.



Deliverable 2.2 – Keep residents safe and warm

| KPI | Annual Target | Q3 2022/23 Outturn | Q4 2022/23 Target | Q4 2022/23 Outturn | Current Quartile | Short Term Trend | On Target | |
|---|---------------|--------------------|-------------------|--------------------|------------------|---|---|---------------|
| Percentage of homes with an energy rating of C and above | --- | 71.07% | --- | 71.42% | --- |  | --- | |
| Energy Efficiency Rating | | | | | | | | |
| | A | B | C | D | E | F | G | No EPC |
| Number of homes | 99 | 1891 | 8108 | 3829 | 127 | 12 | 2 | 71 |
| Percentage of homes | 0.70% | 13.37% | 57.34% | 27.08% | 0.90% | 0.08% | 0.01% | 0.50% |
| KPI | Annual Target | Q3 2022/23 Outturn | Q4 2022/23 Target | Q4 2022/23 Outturn | Current Quartile | Short Term Trend | On Target | |
| % Properties with a valid 5-year electrical test | 100% | 97.91% | 100% | 98.37% | --- |  |  | |
| Number of properties without a valid 5-year electrical test | --- | 296 | --- | 231 | --- |  | --- | |
| <p>Q4 was up from Q3 by 0.35 in our C+ energy ratings, a marginal improvement, taking account new properties coming into management (increase in B's) and new EPC's resulting in a marginal rise.</p> <p>The 5-year electrical test programme saw an improvement in the percentage of homes with a certificate, with 231 homes out of date at the end of March.</p> | | | | | | | | |

Tenant Satisfaction Measures – Building Safety

| KPI | Annual Target | Q3 2022/23 Outturn | Q4 2022/23 Target | Q4 2022/23 Outturn | Current Quartile | Short Term Trend | On Target |
|---|---------------|--------------------|-------------------|--------------------|------------------|---|---|
| BS01 – Proportion of homes for which all required gas safety checks have been carried out | 100% | 99.98% | 100% | 99.95% | 3 rd |  |  |
| BS02 - Proportion of homes for which all required Fire risk assessments have been carried out | 100% | 100% | 100% | 100% | -- |  |  |
| BS03 – Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out | 100% | 99.95% | 100% | 99.96% | -- |  |  |
| BS04 – Proportion of homes for which all required legionella risk assessments have been carried out | 100% | 87.07% | 100% | 88.36% | -- |  |  |
| BS05 – Proportion of homes for which all required communal passenger lift safety checks have been carried out | 100% | 71.65% | 100% | 59.49% | -- |  |  |
| <p>At the end of Q4 there are 7 properties without a valid gas safety certificate, 2 completed in early April and the others are being dealt with through the court legal process.</p> <p>All communal asbestos checks have now been done, 6 individual properties without a management survey or re-inspection.</p> <p>The proportion of homes for which all required legionella risk assessments to have been carried out increased in Q4 to 88.86%, continuing the year trend of improving performance but remaining below target. Repeat visits are being conducted on all no access properties, liaising with housing with support staff and housing officers to maximise access. Additionally, we are to trial a different working pattern on next scheduled shower cleaning and disinfection to improve access at general housing blocks.</p> <p>At the end of Q4 the outturn for the proportion of homes for which all required communal passenger lift safety checks have been carried out has reduced to 59.49%. This is a Tenant Satisfaction Measure which is calculated by the number of dwellings receiving the lift service and are impacted. In Q4 there were four blocks which had a passenger lift which was due an inspection within the quarter but did not receive one. One of these blocks already had an out of service lift and the second lift couldn't be inspected, to ensure the block still had one operational lift. The other three blocks required supplementary testing, and the LOLER (Lifting Operations and Lifting Equipment Regulations) inspection with British Engineering (BE) couldn't be carried out until this was received. All these lifts have appointments booked for their inspections in Q1, but this further delay is due to the availability of BE.</p> | | | | | | | |

Objective 3 – Build new homes in Plymouth and beyond

| KPI | Annual Target | Q3 2022/23 Outturn | Q4 2022/23 Target | Q4 2022/23 Outturn | Current Quartile | Short Term Trend | On Target |
|--|---------------|--------------------|-------------------|--------------------|------------------|---|---|
| Number of new affordable homes completed and handed over (overall) | 232 | 86 | 232 | 109 | - |  |  |

Deliverable 3.1 – Build and buy more homes

During Q4 we accepted handover of 28 new homes: 8 Shared Ownership, 15 Affordable Rent, and 5 Open Market Sales. These were:

- 7 properties in North Prospect Phase 4
- 3 properties in Pensilva
- 7 properties in South Hill Road, Callington
- 8 properties in Tamerton Foliot
- 2 properties in Woolwell; and
- 1 property in Wrangaton

In Q3, we previously forecasted to expect 53 properties during Q4: 15 Shared Ownership, 31 Affordable Rent, and 7 Open Market Sale. Some properties delayed were:

- 8 properties in Moss Side: agreed change of tenure on two of the units enquiring an amendment to the contract
- 32 properties in North Prospect Phase 4, Tamerton Foliot and Woolwell: delayed due to material and labour shortages
- 2 properties in Treledan: there has been long delays in achieving Golden Brick due to land ownership matters. This has subsequently delayed the handover of some units which are already complete.

In 2022/23, we completed 88 Affordable Rent properties, 21 Shared Ownership properties and 12 Open Market Sale properties, bringing our year-end total to 121, missing the start of the year target of 232.

It has remained a challenging year post covid for developers and contractors with on-going material and labour shortages. Uncertain market conditions compounded matters with developers making significant programme changes which has impacted on S106 projects, the most significant being at Saltash with Barratt Homes where the programme was significantly delayed in terms of expected affordable housing delivery.

We predict to complete 199 Affordable Homes and 13 Open Market Sale properties in 2023/24.

Of the homes that we forecast to complete next year, we predict that 60 new homes will be completed in Q1: 13 Shared Ownership, 43 Affordable Rent, and 4 Open Market Sales.

Future Developments

- Development Committee and the Board have approved the 143-home site, Southway Drive, Plymouth; 64 Shared Ownership, 79 Affordable Rent.
- AHG and ADG have approved the Off-the-Shelf purchase of 7 additional Shared Ownership properties at Tamerton Foliot Road.
- ADG have approved Phase 4 of the S106 site Trevethan, Liskeard; 1 Shared Ownership, 5 Affordable Rent properties.

Sales

There were 17 sales completed in Q4: 12 Shared Ownership, and 5 Open Market Sales.

The Shared Ownership sales were 3 properties in North Prospect Phase 4, 3 properties in Roseveare Close, 3 properties in Tamerton Foliot Road and 1 property in Wrangaton. There was also 1 Shared Ownership resale in Southway, and 1 Shared Ownership staircasing sale in North Prospect. These first tranche Shared Ownership sales raised: £1,262,160.

The 5 Open Market Sales that took place in Tamerton Foliot raised: £725,708.




Total sales raised in 2022/2023: £5,462,819; Shared Ownership: £3,663,960, Open Market Sale: £1,798,859.

Deliverable 3.2 – Expand outside of Plymouth

During Q4, 11 of the 28 new homes we accepted handover were outside of Plymouth. These were:

- 2 Affordable Rent and 1 Shared Ownership property in Pensilva
- 7 Affordable Rent properties in South Hill Road, Callington; and
- 1 Affordable Rent property in Wrangaton.

Objective 4 – Grow our business

| KPI | Annual Target | Q3 2022/23 Outturn | Q4 2022/23 Target | Q4 2022/23 Outturn | Current Quartile | Short Term Trend | On Target |
|---|---------------|--------------------|-------------------|--------------------|------------------|------------------|---|
| Rent collected from current and former tenants as a percentage of rent due (excluding arrears bf) | 100% | 99.30% | 100% | 100.32% | -- | ↑ |  |
| Total income / surplus from non-social housing activity | £1.204m | £1.039m | £1.204m | £1.329m | -- | ↑ |  |
| Average number of days sickness per FTE (rolling year) | 8 | 8.27 | 8 | 8.25 | 2 nd | ↑ |  |
| Percentage of staff very or fairly satisfied with PCH as their employer | TBC | 86% | --- | 77.36% | --- | ↓ | --- |

| KPI | Outturn Q4 | Budget Q4 | Variance Q4 |
|--|------------|-----------|-------------|
| EBITDA Operating margin – Financial Strategy >25% | 21% | 25% | -4% |
| EBITDA-MRI interest cover – Financial Strategy >150% | 205% | 186% | 19% |
| Net Debt per unit – Financial Strategy < £15,000 | £8,428 | £8,626 | £198 |
| Gearing | 18% | 25% | 7% |
| Headline social housing cost per unit | £4,454 | £4,439 | £15 |
| Annual amount spent on the block refurbishment programme | £5.402m | £8.278m | £2.876m |

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

The year-end Q4 operating margin is c£2.3m worse than budget, mainly due to overspends in responsive and void repairs (£2.2m), service costs (£0.9m) and major works (£0.7m) offset by lower void loss and bad debts (£0.5m), contingency (£0.3m) and sales of RTB's (£0.6m). The position reported at Q3 was broadly the same.

Overall interest costs were (£0.2m) better than budget at year end. Although interest rates have increased during the year on our floating debt, the level of drawn debt has been lower, and we have had the benefit of higher interest receivable.

The financial strategy operating margin percentage at 21% is 4% below budget at year end (unchanged from Q3) and the Headline social housing cost per unit is very close to budget. The EBITDA-MRI Interest cover is better than budget mainly due to £3m lower capital works spend.

We have been awarded a government grant of £5.6m to help fund major energy improvements to 600 of our homes in Plymouth. PCH was successful in its bid for a grant from the second wave of the Social Housing Decarbonisation Fund (SHDF), which was co-ordinated and secured through PCC. PCH will receive the £5.6m of grant funding and contribute a further £8.6m of our own funds to enable a £14.2m decarbonisation project to be rolled out to 600 homes in the city over the next two years. A range of energy-efficiency measures will be installed in our social homes, including external wall insulation, cavity insulation and double glazing, and some homes will also be fitted with solar panels and air source heat pumps.

Grant funding to purchase 86 three bed homes at Hillcrest Close in Plympton, as well as 80 garages on the former Ministry of Defence (MOD) estate has been confirmed by Homes England and PCC totalling £7.6m towards the overall project cost which is estimated to be £21.5m. Once the sale is complete, the properties will be refurbished by PCH to provide much needed three bedroom homes for Plymouth, with at least 53 made available for social rent by local people, and 20 homes will be offered for shared ownership sale through SO Living. The purchase also includes a large community centre which PCH hopes to let to a local business or community group.

In its renewed rating published on 23 January, Standard and Poor Global has confirmed its A+ credit rating with a stable outlook for PCH. Last year, PCH retained its G1 rating for governance from the Regulator, with financial viability regraded at V2 as a result of economic pressures.

Deliverable 4.2 – Be an employer and housing provider of choice

Sickness absence has slightly reduced this quarter at 8.25 days per full time employee for the last 12 months, compared to 8.27. Managers continue to be supported with managing absence, which is assisting in keeping absence down.

Significant progress in implementing the new Iris Cascade HR and Payroll system this month, which went live at the start of April. Managers and employees who had not previously had access to a self-service system attended training to use the new system.

In collaboration with Communications and Marketing, a number of publications were created to launch the Behavioural Framework for employees. This included a video animation and digital guidance. Other HR processes including recruitment and appraisals have been revised to include the new Behavioural Framework.

The Cycle to Work Scheme value has been increased to £2,000 to support employees who may wish to purchase an e-bike through the scheme. Work has also taken place on Jannet to make the available benefits easier to review and access by employees.

Key of Symbols

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