








## 2020-2022 Strategic Plan – Q3 2022/23 Performance Update

### Objective 1 – Improve lives and communities

KPIs	Annual Target	Q2 2022/23 Outturn	Q3 2022/23 Target	Q3 2022/23 Outturn	Current Quartile	Short Term Trend	On Target
Percentage of repairs completed within published timeframe (cumulative YTD)	99%	93.52%	99%	93.99%	--	↑	
Percentage of residents very or fairly satisfied with major works (cumulative YTD)	95%	95.45%	95%	96%	--	↑	
Percentage of residents very or fairly satisfied with the repairs service (cumulative YTD)	95%	96.74%	95%	96.71%	--	↓	
Percentage of residents satisfied with the outcome of their anti-social behaviour complaint (cumulative YTD)	92%	97.98%	92%	97.59%	1 <sup>st</sup>	↓	
Percentage of complaints and enquiries dealt with within timeframe (cumulative YTD)	100%	99.35%	100%	99.20%	1 <sup>st</sup>	↓	
Percentage of tenancies sustained after 12 months	98%	99.36%	98%	99.21%	--	↓	
Percentage of tenancies sustained after 24 months	95%	97.87%	95%	98.04%	--	↑	

#### Deliverable 1.1 – Deliver top quality housing services

In Q3 the percentage of all repairs completed within timescale continued to improve slightly to 93.99%.

There was an increase in the number of repairs received to 17,347, of which 93.99% were completed on time. Q3 saw 12,238 jobs completed in time with 674 that went out of time. Year to date emergency repairs completed in time 14,134 (97.78%) and routine repairs completed in time 17,974 (91.21%). A continuing theme across the year to date is the effects of absence and lack of resource across most

trades, however more trades have now been employed and are going through initial settling in periods and training before being fully embedded within the workforce. Work continues to review prioritisation of works orders raised with supervisors, managers and Business Support working collaboratively with the Contact Centre to review and improve the guidance on what defines the emergency priority.

We have also reviewed our repair data and have ascertained that the high volume of emergencies combined with booking in routine and planned jobs early on in the timescale given, is causing issues with scheduling, and therefore causing some of the overspill beyond our published service standards. To alleviate this, EMT have instructed the repairs team to reinstate the urgent category, subject to consultation, which should create capacity in the diaries and therefore reduce the scope for jobs to go out of time.

In Q3 the percentage of residents satisfied with the outcome of their anti-social behaviour complaint was 96.77% with the cumulative for the year being 97.59%. The housing management teams handled 147 cases, closed 109 cases, and opened 63 new cases. Virtual court hearings via telephone conferencing and in-person hearings continue at the Plymouth Courts. In Q3 Tozers, our legal firm, progressed all case work due to a vacancy in our in-house legal team. Tozers attended 30 court hearings and we have successfully supported our residents in obtaining five ASB injunctions relating to people causing alarm, harassment, or distress, five Possession Orders relating to residents who were repeatedly not complying with the terms of their tenancy, defended three disrepair claims, and progressed six leasehold cases. Further hearings included ten gas no-access hearings and one electrical injunction hearing.

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

For Q3 the performance for complaints and enquiries handled within timeframe is 99.2%, with four complaints handled out of timeframe.

Following requests from residents to get involved with Board recruitment, a round table for residents was set up to discuss key topics with the Chair candidates in November 2022.

The Communities Team helped the Development Team to consult on the Bath Street development, delivering a consultation and community exhibition which supported the recent planning submission to develop land off Bath Street in the Millbay regeneration area in close partnership with Plymouth City Council.

A full review of how residents carry out scrutiny of PCH services was started in November 2022. This consisted of a survey being posted on-line as well as 4,000 surveys going out via email, post, and text to Involved tenants and across the city. Three focus groups were held with residents.

Our annual South West Design Conference was held at Plumer House for residents of housing providers across the region to come together and share their views on how the homes of the future should look. This year's conference focused on current challenges facing development including the energy crisis, the cost of living, fuel poverty and construction challenges in the current economic climate, as housebuilders struggle to source the right materials at the right price to be able to keep up with demand. Residents from PCH properties as well as

Westward Housing and LiveWest residents attended. An award was presented to the development with the highest levels of tenant satisfaction, which went to PCH for Phase 5 of the North Prospect regeneration.




PCH supported the 16 Days of Action Against Domestic Abuse campaign in November and December 2022. The campaign is backed by Public Health England, and it aims to raise awareness and encourage conversation about domestic abuse.

In this quarter PCH funded eight-week gym memberships for some of our residents to help boost their mental and physical health in partnership with an award-winning local community gym and charity the Mindset Project based in the Ford Community Gym.

The gym at Plumer House is set to open to residents as part of an eight-week trial starting in January 2023.

## Objective 2 – Look after our homes

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

KPI	Annual Target	Q2 2022/23 Outturn	Q3 2022/23 Target	Q3 2022/23 Outturn	Current Quartile	Short Term Trend	On Target
Average number of days to re-let routine void property (cumulative YTD)	20 days	36.54	20 days	35.33	2 <sup>nd</sup>	↑	
Rent lost due to voids as a percentage of annual debit (void rent loss)	0.8%	0.59%	0.8%	0.62%	1 <sup>st</sup>	↓	
Current tenant rent arrears as a percentage of annual debit	2%	1.85%	2%	1.68%	1 <sup>st</sup>	↑	

The average routine re-let time for Q3 year to date was 35.33 days. This is an improvement on the Q2 figure of 36.54 days and lower than the 2021/2022 average of 43.15 days. This reflects the effort from the Housing Choices and Voids Teams to reduce the turnaround time. The in-month figure for December 2022 was 31.9 days.

The current rent arrears performance for December 2022 was within target at 1.68%. This is alongside no evictions for rent arrears in the quarter (two in total in the year so far). As at the end of December 2022, the number of tenants claiming Universal Credit (UC) was 4,924. The arrears percentage for those on UC was 2.66%. The Financial Inclusion Officers had 54 active cases open.

Whilst the increases in costs of utilities and food are really starting to affect people on low incomes, we are working with our tenants to try to ensure that they are receiving all the help available to them. Current help from the government includes that:





- in April 2023, benefits linked to inflation will rise by 10.1%.
- everybody is receiving the remaining three instalments of the £400 energy discount that are due to be paid in January, February, and March - £67 per month for these months. (This started in October and was split into six equal payments).
- a winter fuel payment of up to £300 is due to arrive for those eligible in January 2023. The amount due depends on circumstances.
- the government has announced the Energy Price Guarantee which protects consumers by reducing the unit cost of electricity and gas. This means a typical dual fuel direct debit bill for January remains at £2,500. However, from April 2023 the cap will be increased to £3,000.
- the government has indicated that a further set of cost-of-living payments are due to be paid in 2023/24, although qualifying periods and payment dates are not yet available. These involve a £150 payment for those on disability benefits, £300 for pension households and £900 for those on means tested DWP benefits.

A new Damp and Condensation Policy has been approved with the help and input from the project group, which sets out PCH's approach to dealing with damp and condensation and what to expect. This follows on from the Housing Regulator focusing increasing attention on how housing associations are managing and treating damp and mould in social housing properties. In addition, the Housing Ombudsman has stated a 'zero-tolerance' approach should be adopted in their report in October 2021, citing that it should be a higher priority for landlords, with a change in culture from reactive to proactive to improve the experience of residents.











PCH has put together an in-house team of specialist drainage experts to provide our residents with a better service when it comes to drainage problems. The new drainage team will be able to solve 99% of drainage problems in-house, saving us money and providing our residents with a better repairs service, saving them time and multiple visits.

The £1.5m refurbishment project of 44 homes in Keyham Road and St Leo Place has been carried out to help improve the flats energy efficiency. The project included replacing windows, external doors, and roof coverings. As well as this, external access was improved, the internal common areas were modernised and new, energy-efficient insulation was installed to the external walls. The works also included the installation of a colourful render which has enhanced the local area. The contractor Classic Builders has been nominated for an award within the industry for the project by Mapei, the manufacturer of the EWI (external wall insulation) materials.



## Deliverable 2.2 – Keep residents safe and warm

KPI	Annual Target	Q2 2022/23 Outturn	Q3 2022/23 Target	Q3 2022/23 Outturn	Current Quartile	Short Term Trend	On Target	
Percentage of homes with an energy rating of C and above	---	71.16%	---	71.07%	---		---	
<b>Energy Efficiency Rating</b>								
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>No EPC</b>
<b>Number of homes</b>	98	1861	8089	3892	128	12	2	56
<b>Percentage of homes</b>	0.69%	13.16%	57.21%	27.53%	0.91%	0.08%	0.01%	0.40%
KPI	Annual Target	Q2 2022/23 Outturn	Q3 2022/23 Target	Q3 2022/23 Outturn	Current Quartile	Short Term Trend	On Target	
% Properties with a valid 5-year electrical test	100%	98.03%	100%	97.91%	---			
Number of properties without a valid 5-year electrical test	---	278	---	296	---		---	
<p>Q3 has seen a slight downwards trend in our C+ energy ratings (a 0.09% drop consisting of 15 properties), this has been caused by assets with previously cloned data having an EPC completed. All new funded energy efficiency works will also have a revised EPC generated; we did this for one block in the previous year. Additionally, we will be capturing the carbon saving which will go towards meeting net carbon zero for the homes.</p> <p>The 5-year electrical test programme saw a reduction in the percentage of homes with a certificate, which equates to 296 homes out of date at the end of December. We are reducing the number of tests being passed to contractors and carrying out the tests using our own teams which offers better value for money including having more control over the work and being able to deal with properties that have been no accessed. We have some additional temporary resource within the team for three days per week to help with the backlog of no-access cases.</p>								

## Tenant Satisfaction Measures – Building Safety

KPI	Annual Target	Q2 2022/23 Outturn	Q3 2022/23 Target	Q3 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%	99.99%	100%	99.98%	3 <sup>rd</sup>		
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%	99.93%	100%	99.95%	--		
BS04 – Proportion of homes for which all required legionella risk assessments have been carried out	100%	78.44%	100%	87.07%	--		
BS05 – Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%	100%	100%	71.65%	--		
<p>At the end of Q3 there are three properties without a valid gas safety certificate which are being dealt with through the court process.</p> <p>The proportion of homes that require Asbestos Management Surveys showed a slight improved to 99.95%. This represents 8 properties are without Management Plans. 6 properties are part of the Barne Barton stock transfer and surveys have been booked in for all these properties. 1 is an historic no access properties that is being progressed and another has recently been added to the list of properties requiring a plan.</p> <p>Proportion of homes for which all required legionella risk assessments have been carried out improved in Q3 but remains below target. No access reduced from previous month down from 35 to 20 properties. Further access attempts are due in January on an ad-hoc basis and as part of the planned monthly compliance service visits. Additionally, we continue to work through our data structure on our housing management system so that we are ready to report on this from 1<sup>st</sup> April 2023 when the TSMs come into effect.</p> <p>The figure for lift safety checks has reduced to 71.65%. This is because we have one faulty lift in a block (which does have a second, operational and inspected lift) and as a result this particular lift cannot be inspected until the fault is rectified. Because of the definition of the measure, if the block still has a functioning and inspected lift, this would still be classed as a failure for any individual dwellings in the block. However, because the lift is out of service, it cannot be accessed and is therefore safe, but it is preventing us from being 100% as per the definition of the TSM.</p>							

### Objective 3 – Build new homes in Plymouth and beyond

KPI	Annual Target	Q2 2022/23 Outturn	Q3 2022/23 Target	Q3 2022/23 Outturn	Current Quartile	Short Term Trend	On Target
Number of new affordable homes completed and handed over (overall)	232	71	191	86	-		

#### Deliverable 3.1 – Build and buy more homes

During Q3 we accepted handover of 18 new homes: 4 Shared Ownership, 11 Affordable Rent, and 3 Open Market Sale. These were:

- 2 Shared Ownership Houses in North Prospect Phase 4.1, 7 Affordable Rent Houses in Phase 4.1
- 2 Shared Ownership Houses in Pensilva, 4 Affordable Rent Houses in Pensilva, and
- 3 Open Market Sale Houses in Tamerton Foliot.

In Q2 we previously forecasted to expect 66 properties during Q3: 15 Shared Ownership, 38 Affordable Rent, and 13 Open Market Sales. Some properties delayed were:

- Churchtown Farm – the delay was due to the reappointment of a contractor to complete the properties.
- Saltash, 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.
- North Prospect Phase 4, South Hill Callington, Tamerton Foliot, Woolwell – due to material and labour shortages.

We expect to handover a further 58 new homes during Q4.

We are now forecasting completing a year 2022/23 total of 151 homes by end-March, missing the start of year target of 232 homes.

#### Future Developments

Development Committee in November approved:

- the purchase of 86 MOD houses from Annington Homes in Hillcrest Close, Plympton: 66 Affordable Rent, 20 Shared Ownership. A Grant Funding bid has been submitted for this scheme on IMS and we await the outcome.
- Submission of the planning application for Bath Street.
- Board approved in principle an extended geographical area to include a small S106 project at Motherhill Farm in Salcombe

## Sales

There were 9 sales completed in Q3: 6 Shared Ownership, and 3 Open Market Sale.

The Shared Ownership sales were 2 properties in North prospect Phase 4, 1 shared ownership property resale, 1 shared ownership property stair-cased to 100%, 1 property in Venn Farm, Brixton, and 1 property in Wrangaton. These first tranche Shared Ownership sales raised: £543,300.

The 3 Open Market Sales took place in Tamerton Foliot raised: £460,000.

Total sales raised in Q3: £1,003,300

## Deliverable 3.2 – Expand outside of Plymouth

Our conditional offer for 7 affordable homes in Salcombe was accepted and the project will be going through the usual internal approval process.

6 out of the 18 properties handed over in Q3 were completions outside of Plymouth: 4 Affordable Rent, and 2 Shared Ownership: all were properties completed in Pensilva, Liskeard.

## Objective 4 – Grow our business

KPI	Annual Target	Q2 2022/23 Outturn	Q3 2022/23 Target	Q3 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%	98.41%	100%	99.30%	--	↑	🚩
Total income / surplus from non-social housing activity	£1.204m	£836K	£986k	£1.039m	--	↑	🚩
Average number of days sickness per FTE (rolling year)	8	8.70	8	8.27	2 <sup>nd</sup>	↑	🚩
Percentage of staff very or fairly satisfied with PCH as their employer	TBC	68%	---	86%	---	↑	---



<b>KPI</b>	<b>Outturn Q3</b>	<b>Budget Q3</b>	<b>Variance Q3</b>
EBITDA Operating margin – Financial Strategy >25%	21%	25%	-4%
EBITDA-MRI interest cover – Financial Strategy >150%	165%	174%	-9%
Net Debt per unit – Financial Strategy < £15,000	£8,709	£8,626	-£83
Gearing	20%	25%	5%
Headline social housing cost per unit	£4,553	£4,439	-£144
Annual amount spent on the block refurbishment programme	£6.494m	£8.278m	£1.784m

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

The forecast operating margin is c£2.3m worse than budget, mainly due to responsive and void repairs (£2.1m). The position at Q2 was £700k below budget, this £1.6m change is predominately due to increasing expenditure in responsive repairs, major works expenditure and utilities.

Although interest rates are forecast to further increase during the remaining of the year on our floating debt, we are forecasting to be on budget with interest costs due to the lower overall drawn debt than budgeted by year end.

The financial strategy operating margin percentage at 21% is 4% below budget and the Headline social housing cost per unit is £144 per unit above budget and the EBITAMRI Interest cover is lower than budgeted due to the overspends stated, which have been approved by board as the group is well within its golden financial rules.

We have appointed Valerie Lee as the organisation’s new Chair of the Board taking over Nick Lewis, who has stepped down following the completion of his five-year term.

PCH is one of 15 housing associations to be regraded for its financial viability by the Regulator of Social Housing (RSH). The regrade, from V1 to V2, reflects the current economic challenges facing housing associations across the country. A grade of V2 is fully compliant and shows that a landlord has an adequately funded business plan, sufficient security, and is forecast to meet its financial covenants, but means it has less capacity to deal with adverse events.

PCH was nominated for two awards: Large Business of the Year, and Corporate Social Responsibility. We did not win, but were honoured to be named as Finalists in both categories, amongst some tough competition from some of the South West region’s leading businesses.

**Deliverable 4.2 – Be an employer and housing provider of choice**

Sickness absence has continued to reduce during this quarter to 8.27 days sickness per full time employee for the last 12 months. Although this is still above the 8 days target it continues to improve and is the lowest that it has been this financial year, despite another phase of Covid and flu.

To support employees with their Health and Wellbeing, 240 employees took up our offer of having a flu vaccination and 40 employees had an over 40-year-old health check.

For the first time, in October a cost of living 2% pay increase was awarded as well as a one off consolidated £1k payment, to go some way in supporting staff in the current cost of living crisis. This was positively received by employees.

During this quarter, employees enrolled in the SHPS pension scheme were given the option of making payments via salary sacrifice, a financial benefit to employees and the organisation by reducing national insurance contributions.

After a long break due to the pandemic, the Corporate Induction was re-launched in December, providing employees the opportunity to meet EMT and colleagues from across the organisation

In November PCH were awarded the Disability Confident Leader award, the first organisation to do this in Plymouth, which recognises how we support both candidates and employees.

At the end of the quarter, we signed up to a Total Reward Statement via Jannet which will be launched in Q4, communicating all the financial and non-financial benefits that are available to employees of PCH.

Percentage of staff very or fairly satisfied with PCH as their employer has increased by 18% this quarter to 86%. Whilst not knowing the specific reasons, it is recognised that PCH are supporting employees with the cost-of-living crisis.

**Key of Symbols**

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