

Q3 2023/2024 Performance Update



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Customer and Community

Priority One - Know and listen to our customers

This quarter we ran a range of consultations looking at our:

Pets Policy - part 1 of the consultation had 999 residents involved (June) and part 2 of the consultation had 517 residents involved (November). The first round of consultation asked residents broad questions on pet ownership and for feedback on PCHs' approach. The second stage shared the revised Policy based on residents' feedback and asked if the changes were right. 85.99% of residents who responded felt that consent should be required for some pets, and 91.43% agreed that reports of nuisance or annoyance should be handled as anti-social behaviour cases in line with our ASB Policy and procedure. Residents provided valuable comments behind their answers including PCH needing to thoroughly investigate reports of nuisance as some had experienced this as acts of "revenge". They also felt that PCH needs to be fair when considering what is a reasonable level of noise. Once the new Policy is approved, a 'you said, we did' feedback sheet will be published to residents.

Fire Safety in Communal Areas Policy - 297 residents involved. The consultation asked residents about their awareness of fire safety measures and resident responsibilities and asked how PCH can improve our communication. Residents had a high level of awareness of what can and cannot be stored in communal areas. Monthly newsletter articles and social media features were the most popular choices for communication, along with an annual in-person information sharing session. Residents raised concerns about cigarette ends being thrown from balconies and out of flat windows and suggested more frequent community visits from Housing Officer could help to spot hazards early. 72.11% of residents said they knew how to report a fire hazard, with positive feedback received for the presence of the Rangers service. The collated feedback is currently shaping the Policy and will inform how we communicate with residents, which is an essential part of the new regulations.

PCH Performance Information - 498 residents involved. We have a regulatory responsibility to report on a wide range of performance measures, including the introduced Tenant Satisfaction Measures. Within this, there is also the requirement for landlords to share this information with residents to achieve accountability and transparency. In addition to these standard expectations, we wanted to learn what was important to residents, and what information they would like to receive. When asked about the quality of PCH homes, residents rated 'how PCH keeps your home safe' as the most important (93.11%), and 'how much PCH spends on home improvements' just below this (84.46%). Regarding how PCH supports residents, 'how PCH deliver Housing with Support' (85.18%), 'how PCH supports residents with rent arrears' (84.60%) and 'how PCH support residents to maintain their tenancy' (87.96%), all scored highly as priorities. Further questions asked about customer experience, complaints handling and communication. Knowing the residents' priorities means we can make sure performance information is shared about these areas. Residents have told us that their preferred contact methods for this type of information is email (57.29%), regular newsletter (53.39%) and text message (26.90%).

As part of each consultation, we hold focus groups to dive further into the detail of resident feedback. Our 'focus group' model is very flexible and is a constantly evolving piece of work. Most sessions now have a brief but structured approach with introductions, expected code of conduct, and overview as mainstay elements of the presentation. Within the session also we share video, graphics, charts, promotional material and even sample equipment as appropriate for feedback and discussion. We have also introduced new elements like summary conversations (to check on consensus of feedback) and the invitation to send extra feedback after the session. We also offer evening sessions (residents have requested that an evening session is available) for consultation to allow involvement from residents who work or have care responsibilities.

Resident satisfaction with resident engagement methods has increased to 78.67% in quarter 3 (76.65% cumulative), from 77.91% in quarter 2 (75.95% cumulative). We continue to try different techniques, and will be trying different locations and room layouts, working with residents to assist/run focus groups, and developing other styles such as workshops or question and answer sessions.

Following a full review of our previous repairs service standard, we reissued a new standard, setting out clear roles and responsibilities for both PCH and for residents, along with a comprehensive list of repairs along with the priority for the works. This follows the reintroduction of the urgent repairs category following consultation with residents and agreement by the Customer Focus Committee.

Timescales for the Resident Review has been extended and this has allowed for a more thorough and robust scrutiny process, that the topic of Damp and Mould services has required. The resident members of the Review Team have continued to undertake a range of methods to test and understand service delivery, this has included: shadowing staff, meeting with Heads of Service, and creating and launching questionnaires to both staff and residents. Improvements have already been made as a result of the review, including the introduction of a new drop-down bar menu on the general enquiry page of the PCH website, to include a Damp and Mould option to raise inspections. The Repairs team have also developed a vulnerability matrix and new questionnaire form which is being added to Total Mobile (our system that plans repairs) at the beginning of February. This will enable us to understand more about the specific needs and vulnerabilities of our residents for future repair appointments.

The Resident Review of Damp and Mould services has been the first to use the new scrutiny process. The final report, including recommendations for Damp and Mould services will be considered by Customer Focus Committee in May 2024. An adjusted scrutiny process will also be put forward for approval. It has presented an opportunity to see what needs improving in the process, and we've worked with the residents participating to adjust the timescales and create an induction programme for future residents wishing to be involved in Resident Review.

Our team of Resident Void Inspectors continue to test the quality of our void properties. Letting standards and Inspection forms have been updated, and we have seen new interest from residents in joining the team. We are currently reviewing the support we provide the Resident Void Inspectors, and the process for reporting inspections, to further encourage more residents to take part. We would like to grow the number of void properties being viewed by residents and look for this to include new build properties in the future.

The Communities team have supported the Tenancy Management team with a consultation in the Kinnaird Crescent area, with the view to submitting a Money Tree Fund (MTF) application for CCTV in the blocks. This measure is to improve consistent and persistent anti-social behaviour reported in the area. Post, text, email, and a drop-in surgery has already been completed as part of the consultation. A community 'door knocking' survey will conclude the consultation activities, with the full gathered information submitted in the MTF application.

Priority Two - Deliver outstanding services for residents

Work has continued to develop a new resident portal, which will provide residents with greatly increased and improved functionality, so more residents will be able to manage their accounts online without needing to contact the organisation by telephone or in person if they prefer to use digital methods of communication. The project's launch was delayed to spring 2024 as a result of delays in the roll out of the replacement Total Connect repairs booking system, as the portal will need to align with Total Connect in order for residents to be able to report, book and manage a repair online, which will be the most critical new function made available through the redeveloped portal. Other improved functions will include access to tenancy documents, and an accompanying mobile phone app created, so the portal can be used on mobile devices.

Other digital communication improvements made during the quarter included upgrades to the website to create interactive maps showing SO Living development sites, as well as a new map and accompanying form to enable residents to report fly tipping online.

The project to digitise the quarterly InTouch newsletter completed, with three percent of residents electing to continue receiving print copies, and the monthly email newsletter grew in popularity with a 5% increase in subscriber numbers taking the recipient list to 10,800, and an increased engagement rate of eight percent.

PCH has donated much needed funds to six local charities and community organisations across the city, who are working hard to keep up with demand as people and families continue to be affected by financial and food hardships. PCH has donated to Provide Devon, Age UK Plymouth, Devon and Cornwall Food Action, Plymouth Foodbank, Tamar Grow Local and Southway Community Group who provide valuable support to some of our residents and others in need across Plymouth and the surrounding areas.

Priority Three - Be a partner of choice

Joint working with the Police initiated (Stonehouse) with multiagency approach to address crime – PCH joined other partners including Plymouth City Council (PCC), the Police, other Housing providers and community organisations working in Stonehouse for the initial discussion around Clear Hold Build. This is a police led initiative for tackling serious and organised crime (SOC), build resilience, improve confidence and trust in the police, and make the area a safer place to live. The joint multi agency approach is crucial to the initiative's success and PCH as a lead partner will have the opportunity to shape the delivery to improve the lives of our residents and the community in which they live.

Homeless agenda – joint working with PCC on tackling temp accommodation, fast tracking nominations, reviewing criteria on the 10/15, etc – Housing management are working closely with PCC Community Connections team to shape the offer Homeless agenda. This includes joint working with members of the community connections team located in Plumer House to provide advice and guidance, a review of 10 / 15 Homes and Housing First to ensure it remains fit for purpose and achieving the outcomes that were expected and a full review of the letting process to break down barriers to nominations and review the criteria and checks that perspective tenants are subject to.

Increased communications were provided to partners and key stakeholders to help improve the understanding of PCH's role in the community, and to widen awareness of PCH services. These included new printed brochures showcasing PCH's work which were created for partners, voluntary

organisations, ward councillors and MPs, and regular updates shared with ward councillors via emails and through content provided for inclusion in the PCC member newsletter to provide information and news about PCH's work.

We continue to work closely with the Devon and Somerset Fire and Rescue Service as part of putting our building safety cases together, ensuring that we take the needs of the fire service into account as part of this process.

The development project at Bath Street has seen continued joint working between Plymouth City Council and PCH, with a focus on delivering a significant new build project in a strategic area of the city. This building and general area has also been the subject of discussions in relation to the Council's approach to introducing heat networks in the City Centre and Millbay area, and we are in the process of agreeing a memorandum of understanding for how we will work together on both development projects and strategic partnering generally plus the heat networks as a separate strand.

The Digital Inclusion Scheme partnership funded by PCH and Livewell SW is successfully supporting our digitally excluded residents to get online. Support is being provided to those who may be unable to afford a device or sim card, or those who lack skills and confidence in using a device. It is also being offered to those who have access to a tablet or laptop and want to discover how to use them and don't know where to start.

Through the scheme, new devices (basic phone / smart phone / tablet) and sim cards are being distributed to our referred residents at no cost, and the devices will remain in their possession even after the closure of the referral. The sim cards have been sourced through the National Data Bank, and every sim card will provide calls, texts and data every month, and are valid for six months.

Digital support is also being provided through one of our digital support sessions currently run with the Communities Team which are being held monthly and will be returning to Plumer House next year. We are currently working with partners to look at how we can extend this support, recognising that there is a demand for one-to-one support, so we are looking at this in partnership with PCC, Changing Futures and the libraries.

As well as this, we are exploring assistive technology that may enable residents to live safely and independently in their home for longer. We have started providing Fall Detectors to residents identified at risk of falls through our current bungalow alarm upgrade which allow the resident to call for help, also detecting sudden movements. If there is no response from the resident this would trigger a call through to Appello. We will also be exploring other assistive technologies and wearables that promote independence at home with Plymouth University's, Centre for Health Technology.

There is another pilot that has recently been set up through Livewell Community Nursing Teams, where non injured fallers who trigger a care alarm call, will be referred directly by Appello to the Community Crisis Response Team, instead of directing them to the ambulance service. The call will be triaged and if appropriate the nursing team will be able to attend.

Key Performance Indicators

	Target	Latest Value Q3	Previous Value Q2	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)	---	85.36%	84.95%	↑	↓	---	The Q2 value has been updated since the last report. Q3 in-quarter value 85.00% Benchmark – Quartile One
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)	---	75.94%	76.49%	↓	↑	---	Q3 in-quarter value 73.99% 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)	---	87.27%	87.33%	↓	↓	---	Q3 in-quarter value 88.46% Benchmark – Quartile One
TSM - Proportion of respondents who report that they agree that their landlord treats them fairly and with respect (cumulative)	---	85.80%	86.30%	↓	↓	---	Q3 in-quarter value 84.39% Benchmark – Quartile One
Responsive repairs (all priorities) completed within target timescale (cumulative)	99%	88.37%	87.63%	↑	↓	🚩	Although the overall percentage of responsive repairs are below target KPIs, Q3 has demonstrated month on month improvements of 1.15%. December 2023 year to date position = 88.37% December 2023 In Month = 89.77%
TSM - Emergency repairs completed within target timescale (cumulative)	99%	95.06%	95.87%	↓	↓	🚩	During the last quarter we have seen a small negative impact of 0.74% of Out of Time emergencies. In December

	Target	Latest Value Q3	Previous Value Q2	Short Term Trend	Long Term Trend	Traffic Light	Comment
							<p>there were 138 emergencies that were completed out of time. Of those with reasons recorded on the system 9 were due to tenant availability and 6 were due to high workload. However, because of the reactive nature of emergency work many didn't have explanations provided on the system. These were analysed and found that 59% of these (73 jobs) were completed within the 5 hours after the target time with 27 of these jobs completed within 1 hour after the target time.</p> <p>December 2023 year to date position = 95.06%</p> <p>December 2023 In Month position = 91.00%</p> <p>Benchmark – Quartile Three</p>
TSM - Non-Emergency repairs completed within target timescale (cumulative)	99%	85.91%	84.65%	↑	↓	🚩	<p>Overall performance in Q3 demonstrates incremental improvements in performance. The team are focussing on 'non-productive time' over the last quarter to see where we can improve operative time on site, ensuring more jobs are completed on target and reducing out of time repairs.</p> <p>December 2023 year to date position = 85.91%</p> <p>December 2023 In Month position = 89.23%</p>

	Target	Latest Value Q3	Previous Value Q2	Short Term Trend	Long Term Trend	Traffic Light	Comment
							Benchmark – Quartile Two
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)	---	85.73%	85.05%	↑	↑	---	Q3 in-quarter value 87.93% Benchmark – Quartile One
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)	---	81.65%	81.91%	↓	↓	---	Q3 in-quarter value 80.35% Benchmark – Quartile One
TSM - Number of stage one complaints received per 1,000 homes (cumulative)	---	26.64	18.21	---	↓	---	379 stage one complaints received year to date. In Q3 120 complaints received. Q3 2022/23 position 25.96
TSM - Number of stage two complaints received per 1,000 homes (cumulative)	---	2.39	1.69	---	↓	---	34 stage two complaints received year to date. In Q3 10 complaints received. Q3 2022/23 position 2.33.
TSM - Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescale (cumulative)	100%	98.18%	98.07%	↑	↓	---	7 stage one complaints out of time year to date. 2 complaints out of time in Q3. Benchmark – Quartile One
TSM - Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescale (cumulative)	100%	100%	100%	---	---	---	
TSM - Proportion of complainants who report that they are very or fairly satisfied with their landlord's approach to handling of complaints (cumulative)	---	43.52%	45.96%	↓	↓	---	Q3 in-quarter value 33.33% Benchmark – Quartile One
TSM - Number of anti-social behaviour cases opened per 1,000 homes (cumulative)	---	32.62	22.81	---	↑	---	477 cases opened year to date. In Q3 144 cases opened.

	Target	Latest Value Q3	Previous Value Q2	Short Term Trend	Long Term Trend	Traffic Light	Comment
							Q3 2022/23 position 41.99
TSM - Number of anti-social behaviour cases for hate crime opened per 1,000 homes (cumulative)	---	0.68	0.62	---	↑	---	10 cases opened year to date. In Q3 1 case opened in. Q3 2022/23 position 0.75
TSM - Proportion of respondents who report that they are very or fairly satisfied with their landlord's approach to handling of anti-social behaviour (cumulative)	---	67.77%	69.83%	↓	↓	---	Q3 in-quarter value 63.08% Benchmark – Quartile One



Homes and Spaces

Priority One - Maintain our homes and buildings

Repairs – Overall response times have improved across ‘non-emergency repairs’ which has been attributed to filling more vacant posts and ongoing collaboration between supervisory staff and our repairs assistants.

Emergency response time completions have reduced marginally in the quarter. Our external out of hours call centre performance has contributed to the downturn in performance due to delayed dispatching of works to on call staff. This has been highlighted as a training issue with call centre operatives, high vacancies, coupled with higher volumes because of the recent December storms. Follow up performance meetings have been arranged with Orbis to review how dispatching times can be improved and that sufficient resource is available to the service.

Repairs KPI Performance Data - December 2023 (Year to Date)

Priority	In Time	OOT	Grand Total	% of Grand Total	% In Time
Emergency 24 hours	12504	650	13154	26.89%	95.06%
Planned 60 days	12372	941	13313	27.21%	92.93%
Routine 20 days	15862	3212	19074	38.99%	83.16%
Urgent 3 days	2499	886	3385	6.92%	73.83%
Grand Total	43237	5689	48926	-	88.37%

Over 1 in 4 jobs are raised as emergencies which adversely impacts the team's ability to plan and puts pressure on staff working on call. Further analysis on the diagnosing of an emergency repairs will be undertaken to identify if each order is genuinely in line with our repairs policy, or as result of misdiagnosis. The exercise is to potentially reduce the numbers, provide training and free up space on our repairs scheduling system to complete more jobs within in target timescales.

During Q4 the teams will be focussing on ‘non-productive’ time to see how we can reduce time ‘off site’ and increase hours ‘on site’ for carrying out repairs at our properties. A fleet report has been developed to monitor lost productive time by exception to evaluate lost hours. Supervisory staff have been actively encouraged to be more visible to frontline staff to identify areas that may require support to increase efficiencies. The team will be looking into more efficient management of van stock which can reduce follow on appointments due to stock not being held on our vehicles and to minimise subsequent trips to stores.

Managers, Supervisors and Repairs Assistants will be tracking working hours to ensure that frontline operatives have full diaries and monitoring where insufficient work has been allocated to fulfil a day's schedule. No access to properties still presents a challenge for the service, although pre-appointments texts are available, we are still seeing a high volume of no access rates. Therefore, we are exploring the additional option of call confirming repair appointments the day before they are due. This remains under review as we enhance our approach to job planning and scheduling.

Compliance – There has been a positive reduction in outstanding 5-year electrical tests since Q2 however out of the remaining 261, 102 are being managed through our no access process and 159 have been appointed over the next 2 months (all dependant on access). Gas servicing, asbestos inspections and lift servicing continue to perform well with any outliers being managed through our no access protocols.

Fire risk assessment (FRA) compliance continues to report well although we are programming a data validation exercise following an external audit recommendation to provide assurance on our position. By the end of Q3, 641 actions were identified through the FRAs, of which 447 have been completed. All the overdue actions are on leasehold properties and are predominantly due to fire door check inspections. At the end of December 2023 there were 119 overdue actions; 113 for door closer checks, 3 requiring assessments to determine their fire resistance, 2 requiring replacement fire rated doors and 1 solid timber door to be checked for an external working closure.

All overdue actions were identified as leasehold properties. Where a leaseholder fails to comply within the timescales, the Leasehold Team deals with the matter, this can include pursuing legal routes, which adds more time to resolving the issue. In some instances, the leaseholder does not live in the dwelling or the local area.

We have refined our methodology for calculating the Tenant Satisfaction Measure in relation to legionella risk assessments (LRAs), which for minimum compliance now reports on all supported housing and general needs homes within blocks.

As a matter of best practice, however, we have introduced a new KPI within this report that measures the percentage of all stock with an LRA as we intend to continue with our programme to hold a risk assessment for every home, beyond the minimum legal requirement.

At the end of Q3, 98.58% of homes that legally require an LRA had one in place. This constituted 16 blocks (containing 70 homes) plus 14 individual dwellings, totaling 30 risk assessments to be done.

All of the homes within blocks will have a risk assessment in place by the 2nd February 2024 and those required for individual dwellings will be booked to be completed too. Of the 30 outstanding LRAs identified at the end of December 2023, five have been completed but these could not be counted in the calculation for Q3 due to timing. Additionally, it should be noted that we have already attempted access to 4 of the individual dwellings but unfortunately, we have not been able to gain access. Work continues to gain access to ensure these are completed.

Damp, mould, and condensation – the average time to complete an inspection in Q3 was 10 days, and improvement of -1 day from Q2 however below our own PCH measure of 7 days. During Q3 the team have utilised the support of the repair's supervisor inspections. The information gathered is fed to

the Damp and Mould team to review and take appropriate action. This ensures that all residents are receiving a consistent assessment on any advice and remediation works required.

487 Inspections completed in Q3

1157 Inspections completed YTD

94 Properties have been inspected more than once within 2023/24

652 Inspections raised in Q3

1348 Inspections raised YTD

The Chief Executive has instructed the team responsible for delivering damp and mould surveys and remediation to introduce a triaging system whereby the contact centre will be provided with a matrix, taking the severity of the damp and mould and residents' health concerns into account, in order to prioritise the worst cases over more minor cases. This does not remove our policy commitment of carrying out an inspection of 7 days, and the team have been additionally instructed to achieve 90-100% of inspections within this timescale by the end of February 2024.

Running alongside this, the Head of Repairs, Voids and Compliance is reviewing the way that works are raised following an inspection in order to improve end-to-end reporting on damp, mould and condensation related repairs and to support identification of HHSRS categorisation in order that immediate action can be taken to safeguard residents living in conditions that may cause or worsen a health condition.

Our website has been updated to provide easier and clearer ways of reporting damp. For example, by expanding the drop-down bar menu on the general enquiry page to include a damp and mould option. The team have also developed a vulnerability matrix and new questionnaire form which is being added to Total Mobile at the beginning of February. This will enable us to understand more about the specific needs of our residents for future repair appointments.

Building Safety Act Compliance

On the 1 December, a new Regulatory Quarterly Building Safety return was launched with a deadline of 31 December. PCH completed the submission and uploaded this on 21 December 2023. During this process, we identified an additional 10 'relevant' buildings, these are buildings of at least 5+ storeys or 11+ metres in height and were missed from the original PCH NROSH submission, which only previously included buildings of 5+ storeys. A review has now been completed of the entire PCH portfolio to ensure all affected buildings are now confirmed and included in the submission.

Good progress is being made on the building safety cases ready for any requests for submission from the Regulator, post April. Although the full cases will not be available, the bulk of the information will be included i.e. full details of the buildings, resident communication plans, risk assessments and action plans. We are awaiting information from experts in the sector around our building structures, which is delayed due to the demand on their services. Based on conversations with the Fire and Rescue services we don't expect to be asked for information in the first tranche.

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	Drainage contractor on site and due to finish Q4
Pembroke Street Block Refurb	Q3 2023/24	2025/26	Consultation and developing Design brief/spec
Abbey Court Block Refurb	Q3 2023/24	2025/26	Consultation and developing Design brief/spec
West End Refurb	2022/23	TBC	Awaiting Baileys Phase One Report
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
Alcester Road	2022/23	Q4 2023/24	Classic, delays due to contractor performance and Wave 1 requirements
Claremont Street	2023./24	2026/27	Consultation and developing Design brief/spec
Elsbeth Sitters House	Q3 2023/24	TBC	Consultation and developing Design brief/spec
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

- Progress across the Planned Maintenance programme has been mixed due to the works required across a range of archetypes and fluctuating contractor performance.
- Q4 2023/24 performance will focus on delivering the remaining planned works and prioritising urgent new window replacements.
- Priorities for the Asset team 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 have also recently signed a new five year roofing contract with Milestone, which will commence early for the 2024/25 programme.

Asset Data

Stock Condition Data - the number of completed stock condition surveys remains low and means that PCH is an outlier. A business case has been submitted and agreed to increase the size of the existing Surveying Team by a further three surveyors. In addition, Savills have been instructed to deliver a further 25% survey during 2024/25. These two-pronged approaches are proposing a case in the budget to fast track to 100% by 2026.

EPCs – progress on the number of completed EPCs has remained static for the last two years, an existing backlog of 208 has been prioritised and will be completed in January 2024. The remaining 2123, will then 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

During Q3, we accepted handover of 29 homes: 11 affordable rent, and 18 shared ownership homes. These homes came from sites such as Barn Park, Bodmin, Charter Way, Liskeard, Filham Chase, Ivybridge, North Prospect Phase 4, and Treledan, Saltash. We had a total of 11 shared ownership sales from homes at Charter Way, Moss Side, North Prospect Phase 4, and South Hill Road. These sales generated £974,450 in receipts. There was also a shared ownership resale from Primrose Park, Bodmin Road. This resale generated £64,750 in receipts.

At the end of Q2 we had initially anticipated handover of 88 homes during Q3. Due to a range of construction and legal delays at Bampfylde Way, Charter Way, North Prospect Phase 4 and Treledan Saltash, handovers at these schemes were delayed.

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. To the end of Q3, we have so far have taken handover of a total of 84 homes: 43 affordable rent and 41 shared ownership homes.

Next quarter (Q4), we have anticipated that we could complete up to 179 homes, this includes 44 homes from the Hillcrest stock transfer that have undergone refurbishment: 124 affordable rent, 47 shared ownership, and 8 for open market sale. These figures would bring our year end new-build completions total to 263 properties: 167 affordable rent, 88 shared ownership and 8 open market sale.

Priority Three - Deliver high-quality outdoor and community spaces

Five key external communal sites have been identified which require replacement safety fencing to mitigate the potential significant risk of falls from height. Working in partnership, the Finance, Asset and Minor Improvement teams have agreed a package of capital improvement works which will be implemented during 2023/2024 to address these concerns. The affected properties are located at Bernice Close, Roman Way, Telford Crescent, Peters Park Lane and Dalton Gardens.

Our approach to improving biodiversity strongly links to improvements in outdoor spaces, creating a greener environment for communities to enjoy. 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.

Key Performance Indicators

	Target	Latest Value Q3	Previous Value Q2	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%	99.93%	99.93%	---	↓		<p>There were ten properties with outstanding LGSRs at the end of December. Two had their LGSRs completed in early January. The remaining eight are being dealt with through the courts.</p> <p>Benchmark – Quartile Three</p>
Proportion of homes for which all required FRAs have been carried out	100%	100%	100%	---	---		<p>100% compliant</p> <p>Benchmark – Quartile One</p>
TSM - Proportion of homes for which all required asbestos management surveys have been carried out	100%	99.98%	98.59%	↑	↑		<p>This calculation is based on the survey of domestic properties and the annual re-inspection of communal blocks with an ACM. Clarification is required on whether the domestic properties need to be included under the TSM definition or if we only need to include the annual inspection of communal blocks with an ACM. Currently there are three domestic properties which are outstanding an asbestos management survey and being dealt with through the no-access procedures.</p> <p>Benchmark – Quartile Three</p>

	Target	Latest Value Q3	Previous Value Q2	Short Term Trend	Long Term Trend	Traffic Light	Comment
TSM - Proportion of homes for which all required legionella risk assessments have been carried out (minimum compliance)	100%	98.58%	97.73%	↑	↑	🚩	<p>We have revised the basis for calculation of this TSM to only incorporate the minimum requirement of supported housing and block accommodation.</p> <p>At the end of Q3 there were 5,921 homes requiring a Legionella Risk Assessment (LRA) as per the TSM definition. The Regulatory guidance requires us to calculate compliance by including single dwellings (houses, bungalows) plus, in the case of block accommodation, the individual homes within the block even though only one single risk assessment may be required for the whole building.</p> <p>Using the above methodology, we had 84 properties within the supported and block accommodation categories that did not have one in place.</p> <p>70 of these homes are in 16 blocks, and the remaining 14 are individual dwellings. Therefore 30 LRAs were outstanding at the end of the quarter.</p> <p>Five of the individual dwellings had an LRA carried out since the calculation leaving 25 in total to be</p>

	Target	Latest Value Q3	Previous Value Q2	Short Term Trend	Long Term Trend	Traffic Light	Comment
							completed. The blocks will be completed by 02/02/2024 and the individual dwellings will be booked to be completed shortly afterwards although it should be noted that four of these have already been subject to no access by the resident. Benchmark – Quartile Four
Proportion of homes for which all required legionella risk assessments have been carried out (all stock – best practice)	100%	90.65%	88.21%	↑	↓	🚩	At the end of Q3 there were 1,334 dwellings across the whole stock which have yet to be risk assessed (including those noted above). This is a best practice measure in line with our legionella policy.
TSM - Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%	100%	74.97%	↑	↑	🚩	100% compliant Benchmark – Quartile One
Percentage of homes for which all required 5-year electrical safety checks have been carried out	100%	98.17%	98.08%	↑	↑	🚩	At the end of Q3 there were 261 properties outstanding of which 102 are no access cases. 240 properties were completed in December.
TSM - Proportion of respondents who report that they are very or fairly satisfied that their home is well maintained (cumulative)	---	84.62%	84.24%	↑	↑	---	Q3 in-quarter value 86.40% Benchmark – Quartile One
TSM - Proportion of respondents who report that they are very or fairly satisfied that their home is safe (cumulative)	---	87.37%	88.11%	↓	↑	---	Q3 in-quarter value 84.68% Benchmark – Quartile One

	Target	Latest Value Q3	Previous Value Q2	Short Term Trend	Long Term Trend	Traffic Light	Comment
Percentage of damp and mould inspections completed within seven days (cumulative)	100%	22.30%	23.28%	↓	↑	---	<u>Year to date</u> 258 / 1157 inspections completed < 7 days December 2023 In month 37/182 inspections completed < 7 days = 20.33%
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%	0.67%	0.67%	---	---	🚩	The reported figure will remain at 0.67%. DHS reporting outputs from Asset Pro are currently being tested further to supplier feedback and software updates. Benchmark – Quartile Four
Percentage of stock condition surveys completed less than five years ago	100%	30%	29%	↑	↑	🚩	Current stock = 14222 Stock condition surveys completed within the last 5 years = 4,209 74 properties “no access” for surveys
Number of new affordable homes completed and handed over (YTD)	142	84	55	↑	↑	🚩	Bampfylde Way, Plymouth – the handover dates as well as the HE milestone dates were pushed back due to ongoing external works. The Local Authority Highways department have been very slow to give consent for moving a lamp/dropping a kerb, restrictions on muck away slowed some

	Target	Latest Value Q3	Previous Value Q2	Short Term Trend	Long Term Trend	Traffic Light	Comment
							<p>progress, weather has also delayed some other external work.</p> <p>Charter Way, Liskeard – slight delays at Charter Way due to delays in supply chain – specifically fire doors. Developer predicts that the final homes will be handed over before the end of the financial year.</p> <p>North Prospect Phase 4 – ongoing delays due to apartment blocks (29-34 and 1-6) due to non-compliant fire doors. Resolution has been proposed and awaiting implementation by CP. Remaining plots progressing well and all homes due for completion by March 2024.</p> <p>Treledan, Saltash – due to low quality finishes presented at Practical Completion, several of the December handovers have been delayed. 29 handovers are currently scheduled to handover before the financial year end.</p>



Planet and Places

Priority One - Decarbonise our homes and business by 2050

Social Housing Decarbonisation Fund Wave 2.1: Since signing the funding agreement in March 2023, we have undertaken considerable due diligence and reviewed multiple options in partnership with our consultants and procurement advisors. This viability assessment has included reducing the number of homes, the scope of works, increasing the level of grant funding or extending the programme period. Based on the increased costs of delivery and the limited impact on EPC levels to our residents' homes, there were no viable options identified. We have therefore concluded that we should withdraw from the PCC and LiveWest Consortium agreement. On 21 December 2023, a formal letter was submitted to PCC and the Department for Energy Security Net Zero, outlining our position and providing the required three months' notice, as per the terms of the funding agreement. We have also formally provided written confirmation to our Consortium partner LiveWest, they will be unaffected by our decision to depart from this funding opportunity. This decision will result in PCH leaving the Consortium by the end of the 2023/24 financial year.

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

Plans for an eco-friendly new neighbourhood in the heart of Plymouth city centre which will create 136 affordable homes for local people to rent and buy have been approved. PCH has been awarded full planning permission from Plymouth City Council to develop land off Bath Street in the Millbay regeneration area and deliver much-needed new affordable homes for social rent and shared ownership purchase.

PCH will work in close partnership with Plymouth City Council to fund and deliver the scheme, furthering the authority's objective to provide new affordable homes for Plymouth whilst supporting the masterplan for the Millbay area to see residential led, mixed-use development of this site, currently used as a temporary car park bordering Martin Street. The £33.5million scheme involves a new community being created in the city centre offering a range of energy-efficient and affordable new homes, along with businesses, communal gardens and children's play areas in open green spaces. The initial project to be completed will deliver 51 homes for social rent and 29 for shared ownership.

Homes will be surrounded by cycle paths with bike stores and pedestrian footpaths to help create a sustainable, low-carbon neighbourhood, and the new community will help to complete the planned Millbay Boulevard scheme, connecting Plymouth's coastal quarter to the city centre. PCH is acquiring the site, primarily owned by Plymouth City Council, with support provided through partnership working with Homes England, which is engaged with the project and providing expertise and support.

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

This season we have reduced cutting schedules and left areas of grass long, only cutting the edges near properties and paths.

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. There are currently two main funding opportunities to consider (Biodiversity Net Gain & Plymouth & South Devon Community Forest).

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.

Key Performance Indicators

	Target	Latest Value Q3	Previous Value Q2	Short Term Trend	Long Term Trend	Traffic Light	Comment
Percentage of homes with a C energy efficiency rating and above	---	72.07%	72.08%	↓	↑	---	
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)	---	76.58%	77.04%	↓	↑	---	Q3 in-quarter value 77.24% 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)	---	73.33%	73.63%	↓	↑	---	Q3 in-quarter value 80.19% Benchmark – Quartile Two



Efficiency and Effectiveness

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

It is currently forecast that the organisation will meet its core financial strategy objectives. While increased cost pressures from responsive repairs are a higher level than budget, other areas of the business are maintaining their spend within budget. The responsive repairs overspend is a trend being experienced across the sector due to a shortage of qualified workers and increased material prices. Capital expenditure on major works, which covers property components and block works is forecasted to be lower than budgeted at the year-end due to uncertainty of works being entered into contract.

Rent arrears at the end of December 2023 were 1.47% which is lower than they were at the same point in the last financial year. Although there were three evictions for rent arrears in the quarter, two of these were for other tenancy breaches as well. The 2023-24 Financial Support Fund has helped 423 tenants from April to the end of December with grants totalling £103,381.

Overall routine turnaround time continues to improve. Average routine void turnaround time year to date is now at 29.31 days an improvement from 36.56 days at the start of the year.

Priority Two - Value our people

The development and integration of the HR Cascade self-service has continued and now includes governance forms and training invitations. Our digital journey will continue to improve payroll processes and administration of learning and development. The training module is being set up to include job profiles (training matrices) so all roles have mandatory training applied to them.

The Succession Planning proposal has now been approved and the approach communicated to senior managers. High priority roles have been identified along with successors who would be suitable for development. The scheme will be communicated within the organisation and commence in Q4. As part of the succession planning approach, an in-house Academy Programme will be launched in February, these sessions will be run by a member of SMT, who are the subject specialists. Coaching will form an important element of our Succession Planning approach and we will be utilising external coaches to undertake this activity.

Progress continues to be made to recognise and celebrate employee success. EMT have recently agreed a proposal to celebrate long service as well as a Staff Award scheme, which will be launched in Q4. The Communications team worked with the HR team to create a brand, logo and to plan out the launch of new awards to recognise both long service and achievement, with new, monthly awards aligned to the PCH values.

Following the employee survey and review of opinion on a Private Healthcare Scheme, this was launched to employees through Jannet who can now pay to cover both themselves and a spouse / partner. The scheme is provided by Westfield Healthcare and provides a range of medical, health and wellbeing services.

PCH have recently signed the Armed Forces Covenant, a promise that PCH acknowledges and understands that those who serve or have served in the Armed Forces, and their families, should be treated with fairness and respect in the communities, economy, and society they serve with their lives. We will continue to ensure that our vacancies are widely published so they reach candidates who may wish to apply. We continue to attend school careers fairs and have had thirty-six requests for work experience placements from local schools to provide opportunities across the organisation.



In November, our Charity Steering Group organised a Craft Fair at the Beacon, raising £537.30 for our Charity of the Year, the Plymouth Branch of the Motor Neurone Disease Association (MND Association). The Charity Steering Group was set up by staff in memory of a long-standing member of staff at PCH, who passed away from the disease in 2023.

Priority Three - Be a sector leader in governance and regulation

At the November 2023 Board, the Governance Review Task and Finish recommendations to re-focus committees were approved; updated Terms of Reference are due at the February 2024 Board with a review to implement changes from April 2024. These changes, and other governance improvements, will support compliance with the new Consumer Standards and focus the Committees and Board on strategic challenge.







Discussions have been held across the Senior Management Team on compliance with the Consumer Standards and an assurance report is due at March 2024 Board.

Key Performance Indicators

	Target	Latest Value Q3	Previous Value Q2	Short Term Trend	Long Term Trend	Traffic Light	Comment
Current tenant rent arrears as a percentage of rent due	2%	1.47%	1.7%	↑	↑		
Average routine void turnaround time	20	29.31	32.78	↑	↑		Average routine void turnaround time year to date is now at 29.31 days. An

	Target	Latest Value Q3	Previous Value Q2	Short Term Trend	Long Term Trend	Traffic Light	Comment
							improvement from 36.56 days at the start of the year.
Percentage void rent loss	0.8%	0.53%	0.57%	↑	↑	🚩	
Average number of days sickness per FTE	8	8.31	7.87	↓	↓	🚩	Absence in Q3 has increased from Q2. However, this is normal for this time of year and is the same value as last year.
Percentage of staff very or fairly satisfied with PCH as their employer	---	84%	74%	↑	↓	---	The long-term trend is only 2 points down from Q3 last year, when employees had received a £1k payment in November '22 as well as an interim pay award.
EBITDA operating margin	23%	23.4%	21.8%	↑	↓	---	
EBITDA interest cover	310%	353%	357%	↑	↑	---	
EDITDA-MRI interest cover	132%	320%	299%	↑	↑	---	
Gearing	25%	20%	20%	---	↑	---	
Headline social housing cost per unit	£5,241	£4,473	£4,489	↑	↑	---	
Net debt per unit	£9,636	£8,315	£8,467	↑	↑	---	
Total forecast income / surplus from non-social housing activity	£994k	£1,170k	£1,128k	↑	↑	---	

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	