



Plymouth Community Homes Board  
**Board Room, Plumer House and Microsoft Teams**  
**Thursday 21<sup>st</sup> March 2023 at 4.30pm**

**Present in person unless otherwise stated:**

Valerie Lee (VL) – Chair  
Peter Nourse (PN) – Vice Chair  
Lavinia Porfir (LP)  
Liz Nicolls (LN)- Virtual  
Emma Lovett (EL)  
Julie White (JW)  
Maja Jorgensen (MJ)  
Tasawar Nawaz (TN)  
Sally Haydon (SH)  
Zoe Reilly (ZR)- virtual  
Joanne Bowden (JB)

**In attendance:**

Nick Jackson (NJ) – Director of Business Services & Development  
Tracey Gray (TG) – Interim Director of Homes & Neighbourhoods- virtual  
Tracey Smith (TS) – Director of Homes & Neighbourhoods  
Jonathan Cowie (JC) – Chief Executive  
Sally Foden (SF) – Head of Human Resources- part  
Lucy Rickson (LR) – Head of Governance  
John Rees (JR) – Head of Finance  
Charlotte Edwards (CE) – Head of Performance, Strategy & Insight- part  
Laura Haynes (LH) – Head of Asset Strategy & Delivery- virtual part  
Leanne Eastwood (LE) – Governance Officer (Minutes)

**Apologies:**

Jill Gregg (JG)  
Gill Martin (GM) Director of Corporate Services

	<i>The meeting started at 4.30pm</i>	
<b>1.</b> <b>01/03/24</b>	<b>Welcome and Introductions - Confirm Quorum</b> – VL welcomed everyone to the meeting which was confirmed as quorate. TS was welcomed as the new Director of Homes and Communities. Thanks were given to Tracey who was here for her final meeting. All Board members had been given the opportunity to ask questions in advance with responses being circulated to all members ahead of this meeting and attached as an appendix to these minutes.	

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<b>2.</b> <b>02/03/24</b>	<b>Apologies for Absence</b> – Apologies were received from JG & GM	
<b>3.</b> <b>03/03/24</b>	<b>Declarations of Interest</b> – It was noted that members of the Board and staff were conflicted in relation to the Board fee paper and staff Remuneration.	
<b>4.</b> <b>04/03/24</b>	<b>Minutes of Previous meeting (8<sup>th</sup> February 2024) &amp; ( 11 March 2024)</b> The minutes of the previous meeting on the 8 <sup>th</sup> February 2024 & 11 March 2024 were discussed. It was <b>confirmed</b> that the minutes were a correct record of the meeting and that they could be electronically signed by the Chair.	
<b>5.</b> <b>05/03/24</b>	<b>Matters Arising</b> – There were no matters arising	
<b>6.</b> <b>06/03/24</b>	<b>Minute Action Log</b> – The MAL was reviewed and noted.	
<b>7.</b> <b>07/03/24</b>	<b>Efficient decisions since last meeting:</b> Appointment of Internal Auditors	
<b>8.</b> <b>08/03/24</b>	<b>Board Briefings:</b> Updates on Brake Farm – 12 <sup>th</sup> March 2024	
<b>9.</b> <b>09/03/24</b>	<b>Committee Minutes Circulated:</b> 1. ARC – 23 <sup>rd</sup> January 2024 2. PCH Regeneration Board – 30 <sup>th</sup> January 2024 3. Development Committee – 1 <sup>st</sup> February 2024 4. CFC – 2 <sup>nd</sup> February 2024	
<b>10.</b>	<b>PCH Remuneration &amp; Nomination Committee 22<sup>nd</sup> February 2024</b>	
<b>10/03/24</b>	PN as Chair of Remuneration and Nomination Committee had provided and update to the Board on the meeting which took place on the 22 February 2024. A number of the papers that were considered were being presented today for approval.	
	<b>All Staff apart from SF, LR &amp; LE left the meeting.</b>	
<b>10.1</b>	<b>Staff Remuneration 2024- Redacted as Confidential</b>	
<b>10/03/24</b>	[Redacted content]	









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<p>18/03/24</p>	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	
<p>10.3</p>	<p><b>Board Membership and Succession</b></p>	
<p>19/03/24</p>	<p>LR, Head of Governance, presented the Board Membership and Succession report which considered Board succession and recruitment, and proposed changes to membership of Committees and subsidiary Boards. The report included recommendations from 22 February Remuneration and Nomination Committee.</p> <p>The proposals were:</p> <ul style="list-style-type: none"> <li>• recruitment to 1 Board vacancy by September (due to the retirement of Liz Nicolls)</li> <li>• extension of Lavinia Porfir’s Board member role to May 2025 (to give time to develop a successor from the CFC Co-optees) and starting recruitment from January 2025</li> <li>• recruitment to 2 CFC Co-optee places (including a package of support and induction to ensure a succession pipeline to the resident Board role vacancy)</li> <li>• changes to Committee and subsidiary Board membership (to ensure better use of Board skills and experience, and match changes to the terms of reference)</li> </ul>	

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	<p>Some members were conflicted regarding the recommendations within the report. These conflicts were noted, and members would not take part in the discussions relating to themselves.</p> <p>Since the report was published Interviews had taken place for the ARC and CFC Chair appointments and therefore MJ &amp; EL left the room while this was discussed that they had both undertaken successful interviews, and the board were being asked to approve their appointment.</p>	
<p><b>20/03/24</b></p>	<p>The PCH Board <b>approved:</b></p> <ol style="list-style-type: none"> <li>1) extension of Lavinia Porfir’s Board member term of office by 1 year to May 2025</li> <li>2) recruitment to resident Board member role on this timescale: <ul style="list-style-type: none"> <li>• January/February 2025 - advertise vacancy to the wider resident community</li> <li>• March - shortlist and interview by a panel including People and Culture Committee members</li> <li>• April - appointment confirmed</li> </ul> </li> <li>3) recruitment to independent Board member role on this timescale: <ul style="list-style-type: none"> <li>• June 2024 – People and Culture Committee to review Board Skills Matrix and agree on skills</li> <li>• July - advertise vacancy</li> <li>• August - shortlist and interview by a panel including People and Culture Committee members, plus an opportunity for residents to meet and discuss topical issues with the candidates and feedback to the panel</li> <li>• September - appointment confirmed</li> </ul> </li> <li>4) a second 3-year term of office to November 2027 for Jill Gregg</li> <li>5) appointment of Emma Lovett as Audit and Risk Committee Chair designate from 1 April 2024, to take up the role formally no later than 1 September 2024</li> <li>6) appointment of Maja Jorgensen as Customer Focus Committee Chair designate from 1 April 2024, to take up the role formally no later than 1 September 2024</li> <li>7) Committee appointments from 1 April 2024: <ul style="list-style-type: none"> <li>• Tracy Smith, Director of Homes and Communities, appointed to PCH Energy Board (Executive only Board)</li> <li>• Peter Nourse steps down from ARC and appointed to Capital Investment Committee (to fulfil asset management skills requirements now this committee includes asset management)</li> <li>• Jill Gregg appointed to ARC</li> </ul> </li> </ol>	



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	<ul style="list-style-type: none"> <li>• Jo Bowden appointed as CFC member (was previously a CFC Co-optee member)</li> <li>• Lavinia Porfir steps down from People and Culture Committee</li> <li>• Emma Lovett and Sally Haydon appointed to People and Culture Committee</li> </ul>	
<b>11.</b>	<b>PCH Energy Board 4<sup>th</sup> March 2024- redacted as Confidential</b>	
<b>21/03/24</b>	<p>JC CEO as Chair of the PCH Energy Board had provided an update to the Board on the meeting that took place on the 4 March 2024.</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	
<b>11.1</b>	<b>Service Level Agreements (SLA) PCH-PCHE- redacted as Confidential</b>	
<b>22/03/24</b>	<p>JR, Head of Finance, presented the annual review of SLA with PCH Ltd &amp; PCH Energy Company.</p> <p>The report set out to obtain agreement for the Service Level Agreement (SLA) with PCH Ltd &amp; PCH Energy as approved at PCH Energy Board.</p> <p>These costs were staff costs incurred in the running of the PCH Energy company associated with finance, governance, procurement property and ad hoc services.</p> <p>They had been reviewed by PCH Energy board who agreed that they were reasonable and fair.</p>	
<b>23/03/24</b>	[Redacted]	
<b>12.</b>	<b>PCH Regeneration Board 5<sup>th</sup> March 2024- Redacted as commercially sensitive</b>	
<b>24/03/24</b>	<p>JG Chair of PCH Regeneration Board had provided an update to the Board on the meeting of the PCH Regeneration board which had taken place on the 5 March 2024. While JG was not here this evening NJ was available to answer any questions that the board might have.</p>	

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<b>12.1</b>	<b>Service Level Agreements PCH-PCHR- Redacted as Confidential</b>	
<b>25/03/24</b>	<p>JR, Head of Finance, presented the annual review of SLA with PCH Ltd &amp; PCH Regeneration Company.</p> <p>The report set out to obtain agreement for the Service Level Agreement (SLA) with PCH Ltd &amp; PCH Regeneration as approved at PCH Regeneration Board.</p> <p>[Redacted]</p> <p>It was acknowledged that while the dates of start time on site have moved that doesn't always mean that costs are not being incurred as a lot of the work is ongoing hence such a large increase this year.</p>	
<b>26/03/24</b>	[Redacted]	
<b>13.</b>	<b>Finance Committee- Redacted as Confidential</b>	

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27/03/24	[REDACTED]	
14.	<b>CEO Update</b>	
28/03/24	<p>JC, Chief Executive, presented the CEO Update which provided Board with a brief roundup of activity within PCH, work with partnerships and external update in addition to the report the board were also provided with an update on the following:</p> <p>Brake Farm. Over the past two weeks staff have been spending the time speaking to every resident on site and putting in place individual plans. There has been some media interest which overall was fairly balanced and supporting the fact that we are looking to regenerate the area. Some residents are very upset at having to leave their homes- but we will continue to support them.</p> <p>The Housing Ombudsman code has recently changed, and this would see our complaint process move from a three to two stages. While this will see less board member involvement the aim was to focus on resolving the complaint earlier. This would be coming to CFC for approve shortly.</p> <p>The Data mapping project was currently underway, and a summary would be provided to Arc before being brought to board in more detail in May.</p>	EMT
29/03/24	The PCH Board <b>noted</b> the CEO Update.	
15.	<b>Strategic Business Plan Priorities 24/26- redacted as Commercially sensitive</b>	
30/03/24	<p>JC, Chief Executive, and CE, Head of Performance, Strategy &amp; Insight, presented the Strategic Business Plan Priorities 2024-2026.</p> <p>The organisation’s Strategic Plan came into effect in April 2023, and work has been underway to start delivery on the priorities and metrics. In the Autumn 2023, the Board, EMT and SMT carried out an exercise to identify the top five priorities and what success would look like for each of them and how we would know we had delivered what we said we would.</p> <p>The top five priorities identified are:</p> <ol style="list-style-type: none"> <li>1. Knowing and listening to our customers – this will include obtaining data on our customer insights and understanding how we can be proactive and less reactive in terms of delivery to our customers. Being able to clearly understand who is living in our</li> </ol>	

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	<p>homes and what their aspirations are will help us to tailor services and turn them into positive change.</p> <ol style="list-style-type: none"> <li>2. Deliver outstanding services for residents- Understanding how we take knowledge and insights and move towards a more modern operating model in terms of digital so that we can free up staff to be able to problem solve in our neighbourhoods.</li> <li>3. Maintain our homes and buildings- the data capital investment planning and stock condition data will help us understand what the home of the future could look like and how we would match that with the emerging new decent homes standard. Property MOT's along with regularly visiting our homes to check that everything is ok in terms of the property and with the tenants.</li> </ol> <div style="background-color: black; width: 100%; height: 40px; margin: 10px 0;"></div> <ol style="list-style-type: none"> <li>5. Valuing our People- High employee satisfaction, High engagement 50% of promotions being filled internally through succession planning – potentially IIP platinum award</li> </ol> <p>Each of the five priorities above have been allocated a sponsoring director and a lead senior manager, who were asked to develop a focussed action plan detailing what would need to happen to achieve the priority, who would deliver it and by when. These were presented back to the leadership team (EMT and SMT) in February and refined following feedback from the wider team.</p> <p>This report contains the recommended action plans to deliver on the five priorities and how we intend to monitor progress on delivery and the outcomes achieved either for the customer or the organisation as a result.</p> <p>It should also be noted that there are a further seven priorities within the Strategic Plan which also require delivery to 2028 and the action plans to deliver these will be developed in the coming months, and in a similar format to those contained within the report.</p>	
<p><b>31/03/24</b></p>	<p><b>A number of questions had been raised in advance of the meeting which we included as an appendix to the minutes -the following was clarified:</b></p> <p>The Board sought to understand how we would identify if we were a top five landlord. It was explained that this would be measured using</p>	

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<p><b>32/03/24</b></p>	<p>house mark benchmarking arrangements including the Tenant Satisfaction Measures (TSM'S) in which we are already achieving high tenant satisfaction.</p> <p>Suggestions were made by the Board around reflecting further emphasis on Building safety and Resident Involvement Strategy within the priorities.</p> <p>A quality improvement mindset was discussed and how this could be embedded across the organisation as part of continuous improvement methodologies. The Board were pleased to see the thinking around the streamlining and joining up of systems (CRM) to enable PCH to work better and more effectively.</p> <p>The Board were advised that we would be looking to put North Prospect forward for a national recognition and it was planned that Inside housing would be coming to spend the day with the organisation looking at the work that we do.</p> <p>Work would be undertaken on a Commercial Asset Strategy – this would focus on commercial shops and Plumer /office space. However, it could also encompass a refreshed garage strategy -community spaces - reuse centre and the depot. This could involve bringing in external expertise to support this to understand our long-term ambitions and options for the future.</p> <p>There were other suggestions relating to right first-time metric as having 90% of customer queried handled correctly the first time would support the move to a two-step complaints process. It was also suggested that there should be some clarity around our ambition on our ED&amp;I strategy .</p> <p>It was highlighted that while this (knowing and listening to our customers) came across as a very organised plan, we should be mindful of the language that is used. We need to be clear that any data being collected was to improve the lives and services of our residents not to be used against them. The term collecting intelligence could be misinterpreted particularly when considering the different cultural backgrounds of our residents and past experiences.</p>	<p><b>AEJ/ GM</b></p>
<p><b>33/03/24</b></p>	<p>The PCH Board <b>approved</b> the top five priorities and the associated action plans for each.</p>	

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16.	<b>KPI Targets 24/25- Redacted a Commercially sensitive</b>	
<b>34/03/24</b>	<p>CE, Head of Performance, Strategy &amp; Insight, presented the KPI Targets 24/24 report which contained the recommended KPIs and targets for performance across our key service areas. As with the current suite, these had been aligned to the four themes within the 2023-2028 Strategic Plan and included a blend of customer perception measures and delivery metrics. It was important to note that this suite continued to report on the RSH’s Tenant Satisfaction Measures as the Board was accountable for the organisation’s performance against these indicators.</p> <p>The general approach to target setting was to be in the upper quartile for quality performance compared to other organisations, although there were a small number of areas where we were below this at present (repairs and voids) but the ambition was to return to high performance against our service standards. Particularly within repairs, interim targets have been set so that the teams involved have clear and achievable targets to meet throughout the year which would be reviewed and adjusted to maintain the pace of improvement.</p> <p>For the first time, we have set ourselves targets for perception measures so that we maintain a focus on how customers feel about their services and us as their landlord to keep moving in a positive direction as we introduce new service standards and new ways of accessing services.</p> <p>Since the paper was published the Q4 TSM results had been received which were positive and saw improvements in some areas while remaining in the top quartile for others.</p> <p>There were new and developing KPI’s for the contact centre which were referenced as right first-time metric in the strategic plan.</p>	
<b>35/03/24</b>	<p><b>A number of questions had been raised in advance of the meeting which we included as an appendix to the minutes -the following was discussed and clarified.</b></p> <div data-bbox="328 1608 1353 1921" style="background-color: black; width: 100%; height: 140px; margin-top: 10px;"></div>	

<p>36/03/24</p>	<p>[Redacted]</p>	
<p>37/03/24</p>	<p>The PCH Board approved the suite of KPIs and targets for 2024/25.</p> <p>[Redacted]</p>	<p>CE/J C</p>

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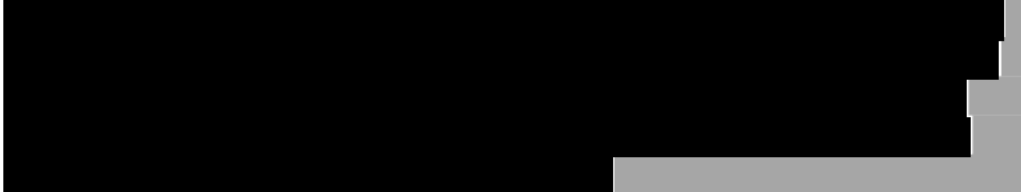
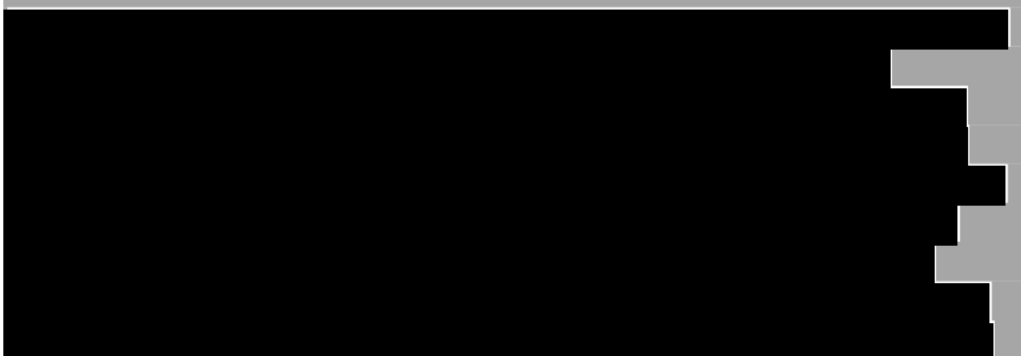
		
<b>17.</b>	<b>Budget 25/25- Redacted as Confidential</b>	
<b>38/03/24</b>	<p>JR, Head of Finance, presented the budget for 24/25 which had been set amidst continuing tough economic times with the cost of living still high and world events with the war in Ukraine and Israel/Palestine amongst other creating a high degree of uncertainty.</p> <p>The UK economy was still feeling the impact of Covid and Brexit . In addition, the legacy of Grenfell and Awaab Ishak’s tragic death have led to higher expectations on housing associations with the tightening of laws and the new regulatory regime of consumer standards driving further investment in homes and services. A greater emphasis on health, building and fire safety compliance and improved response to complaints. This was highlighted at this year’s finance conference with the sector starting to focus on investing in services.</p>    	



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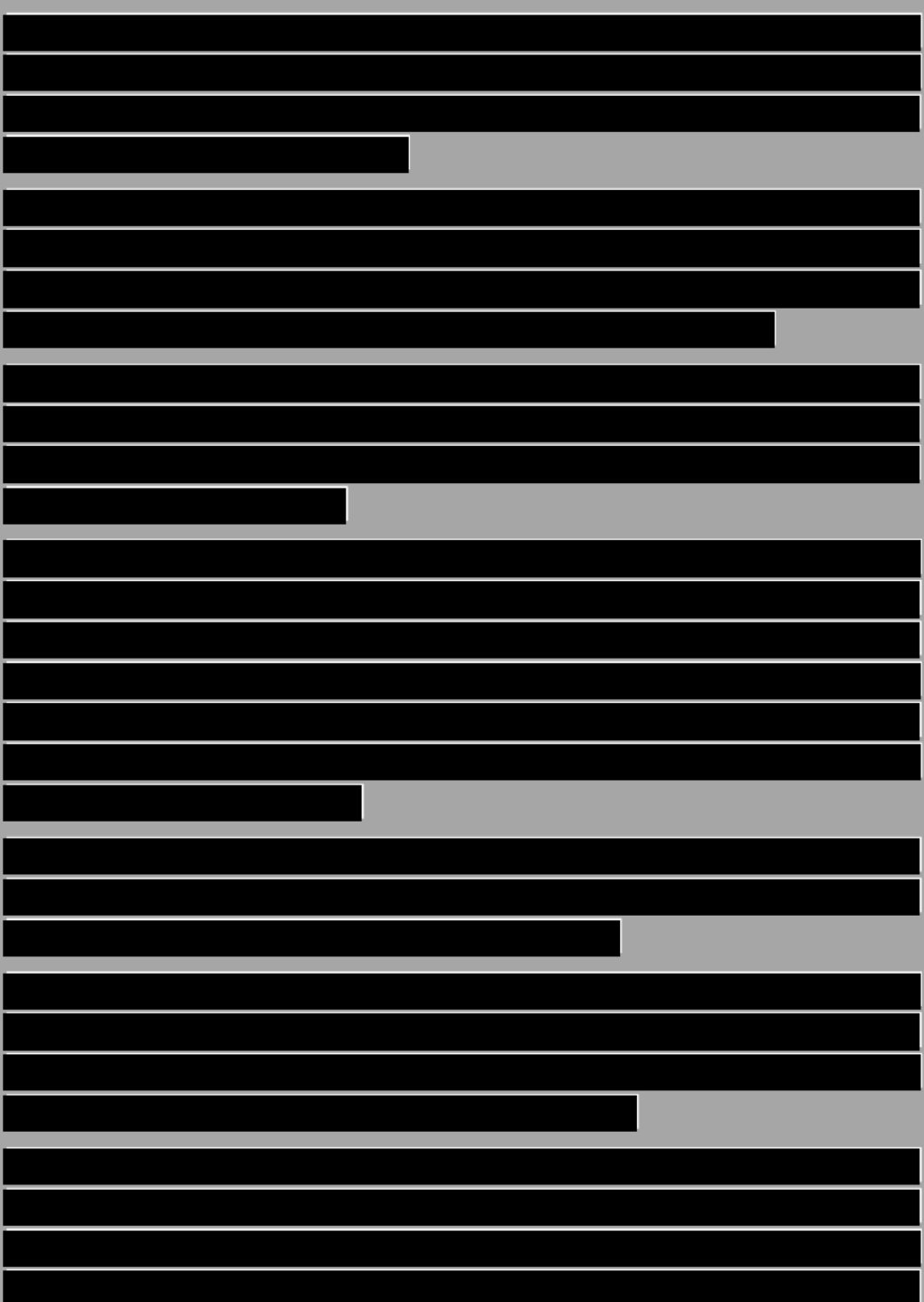
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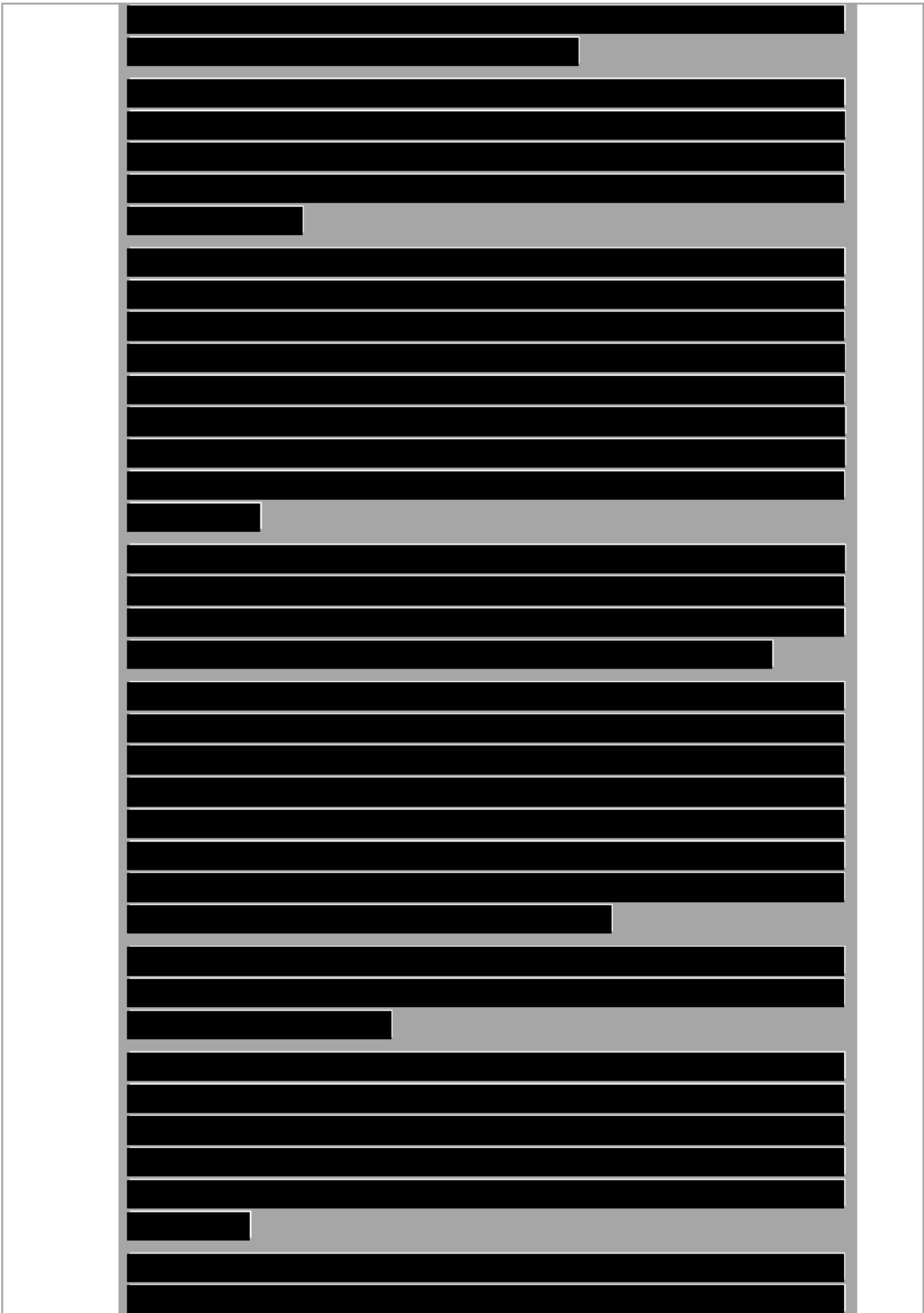
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39/03/24	<p>As a result of questions and discussion the following was clarified and discussed:</p>     	

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40/03/24	[Redacted]	JR/ NJ
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41/03/24	[Redacted]	JR/ NJ
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42/03/24	The PCH Board <b>approved</b> the 24/25 budget for the Association as set out in this paper and the attached appendices and the Group budget, including the position for PCH Energy and PCH Regeneration.	
18.	<b>Business Plan 30 Year- redacted as Confidential</b>	
43/03/24		



	<p>[Redacted]</p>	
<b>44/03/24</b>	<p>[Redacted]</p>	
<b>45/03/24</b>	The PCH Board:	

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	<ol style="list-style-type: none"> <li>1. <b>Approved</b> the Financial Plan and the assumptions underlying it. As part of this the Board satisfies itself that the Plan strikes the right balance between financial prudence and delivery.</li> <li>2. <b>Approved</b> stress testing to be brought back to the Board in May. Board members should submit any additional scenarios by Friday 5 April.</li> <li>3. <b>Noted</b> this Plan will be the basis for the submission to the Regulator as the Financial Forecast Return for the 30-year period commencing 1 April 2024</li> </ol>	<p><b>NJ/J R</b></p>
<p><b>19.</b></p>	<p><b>RSH Regulatory Standard Compliance Assurance</b></p>	
<p><b>46/03/24</b></p>	<p>LR, Head of Governance, presented the new RSH regulatory standards.</p> <p>The PCH Board was responsible for oversight of compliance with the Regulator of Social Housing’s (RSH) Regulatory Standards. This report provides an overview of RSH regulation and high-level sources of assurance in relation the new Consumer Standards.</p> <p>As the new final Consumer Standards had just been published, this paper also set out the key changes between the final version and the version used by the RSH for consultation. The RSH had made a small number of clarifications, however none materially affect the direction of travel in terms of PCH implementing and complying with the standards.</p> <p>As a community-based landlord that puts residents at the heart of decision-making, PCH is well placed to meet the new Consumer Standards (sections 1 and 2). However, there are some areas where we will need to strengthen our approach, namely:</p> <ul style="list-style-type: none"> <li>- Stock condition surveys and strategic asset management.</li> <li>- Customer engagement in developing strategies, policies, and service reviews.</li> <li>- Sharing performance information with tenants and expanding opportunities for tenants to hold us to account.</li> <li>- Data collection, usage, and integrity.</li> <li>- Enhance customer profiling, customer insight and listening to the customer voice</li> </ul> <p>A further explanation was provided within the main report, and we plan to bring the Regulatory Standards to Committees for further scrutiny before confirming compliance at May 2024 Board.</p> <p>We anticipate an inspection from RSH in 2024/25 and propose engaging consultants to work with staff and Board to prepare.</p>	



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47/03/24	<p>The PCH Board:</p> <p>a) <b>NOTED</b> the current assurance provided for RSH’s Regulatory Standards and the next steps.</p> <p>b) <b>APPROVED</b> the Chair and Vice Chair to work with officers on RSH inspection preparation</p>	<b>LR</b>
20.	<b>ED&amp;I Strategy Update inc Chair Challenge</b>	
48/03/24	<p>The ED&amp;I strategy update report had been provided to the Board give an update on progress of actions taken to date in support of the delivery of our Equality, Diversity and Inclusion commitments and objectives as outlined in our EDI strategy and policy. Key activities around the objectives for delivery were highlighted in the report against the headline strategy objectives.</p> <p>The Board has made a commitment to EDI via the Chair’s Challenge which was reporting via the Economic, Social and Governance annual report:</p> <ol style="list-style-type: none"> <li>1. Use NHF EDI Data Tool to understand current make-up of our staff and Board members, and measure future success (noted below)</li> <li>2. Run a Board workshop to co-create a vision</li> <li>3. Prioritise diversity in succession planning and apply the Inclusive Recruitment Toolkit</li> <li>4. Read NHF Succession Planning for Inclusion report and considering an associate Board member programme</li> <li>5. Request EDI be included in annual appraisal</li> <li>6. Sign up to Challenge on NHF website as a public commitment to take PCH Board on a journey to understand how diverse and inclusive we are now and develop a future vision - <i>PCH have signed up to this, making an ongoing commitment to EDI focus.</i></li> </ol>	
49/03/24	<p><b>A number of questions had been raised in advance of the meeting which we included as an appendix to the minutes.</b></p> <p>The ED&amp;I Strategy would be refreshed and brought back to the People and Culture Committee before being brought back to Board in June.</p>	<b>AEJ/ GM</b>
50/03/24	The PCH Board <b>noted</b> the information, action and progress detailed within this report.	
21.	<b>Asset Management Strategy</b>	

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<p><b>51/03/24</b></p>	<p>LH, Head of Asset Strategy &amp; Delivery, presented the Asset Management Strategy which provided an early review of the Asset Management Strategy to ensure our objectives align with our priorities and sets out focused measures for delivery.</p> <p>It was explained that there were seven key projects within the 2023/24 programme, some of these projects have been paused to enable the team to recruit into gaps, gain new skills and refocus. These investment projects are now being planned effectively with surveys being completed and early liaison with stakeholders and residents. As a result, five of the seven projects will commence in 24/25- with Marlborough House and one other project under review.</p> <p>The new PCH Homes Standard will also include some of the building safety compliance requirements along with a new decarbonisation plan which will guide our investment over the next 30 years..</p>	
<p><b>52/03/24</b></p>	<p><b>Questions had been raised in advance of the meeting which we included as an appendix to the minutes -as a result of questions and discussions the following was clarified:</b></p> <p>The differences between a Stock Condition Survey and home MOT were set out. The Stock condition Survey was a rolling 5-year inspection specifically about the property and forms part of the decent homes standard compliance.</p> <p>The MOT would take place every year and involve not just the home but also working with the residents – identifying vulnerabilities or any challenges that they might have while living in their homes. It was hoped that we would be able to align this with existing visits for gas and electricity compliance checks.</p> <p>The Board discussed the importance of clear communication with residents to ensure that it becomes a positive experience. Once the specifics of the MOT had been agreed the outcomes and tracking progress against these would come through the Capital Investment Committee.</p>	<p><b>IH</b></p>
<p><b>53/03/24</b></p>	<p>The PCH Board <b>noted</b> the Asset Management Strategy Update.</p>	
<p><b>22.</b></p>	<p><b>6 Month Procurement Update- redacted as confidential</b></p>	
<p><b>54/03/24</b></p>	<p>NJ, Director of Business Services presented the 6-month procurement update of procurement fleet and stores activity. The report which was for monitoring covered the activity through the period 01.04.23 to 31.12.23 (8 Months).</p>	



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22.1	Contract Standing Orders- redacted as Confidential	
57/03/24	[Redacted Content]	



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Signature.....

Valerie Lee – Chair

Date .....

Certified as a true copy .....

Lucy Rickson, Head of Governance

Date.....