Plymouth
Community Homes

CONSOLIDATED FINANCIAL STATEMENTS

YEAR END MARCH 2024

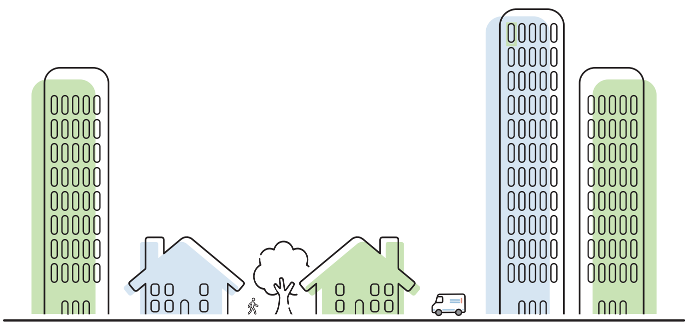
24

A HIGH-QUALITY AFFORDABLE HOME FOR EVERYONE

OUR MISSION IS SIMPLE – WE BELIEVE EVERYONE HAS THE RIGHT TO A CLEAN, COMFORTABLE, SAFE AND SECURE AFFORDABLE PLACE TO LIVE.

Strategic Business Plan

Contents



The Year at a Glance 2023/24

Turnover
23/24 £84.6m
22/23 £77.8m
8.7%

A+ CREDIT RATING

V2 VIABILITY

G1 GOVERNANCE

Housing Assets
23/24 £580m
22/23 £552m
5.1%

Operating Surplus
23/24 £9.6M
22/23 £5.8M
65.5%

Operating Cashflow
23/24 £17.9m
22/23 £20.1m
-10.9%

Net Debt
23/24 £116m
22/23 £94m
23.4%

Surplus before tax
23/24 £5.5M
22/23 £0.8M
587.5%

85%
Overall resident satisfaction

Manage Homes
23/24 14,663
22/23 14,475
188

EBITDA operating margin
23/24 27%
22/23 23%
20%

EBITDA-MRI interest cover*
23/24 366%
22/23 212%
120%

Debt per unit
23/24 £7,027
22/23 £6,466
16,625

Value for Money at a Glance

Business Health	Development (Capacity and Supply)	Outcomes Delivered	Effective Asset Management	Operating Efficiencies
Operating Margin **10.50%**	Homes Developed **219**	Customer Satisfaction with Services **85%**	Return on Capital Employed **1.56%**	Headline Social Housing Cost per Home **£3,967**
Operating Margin (Social Lettings) **10.7%**	Homes Developed as % of Homes Owned **1.49%**	Reinvestment **7.43%**	Occupancy Rate **99.73%**	Rent Collected as % of rent due **100.53%**
EBITDA-MRI Interest Cover **366.23%**	Gearing **19.99%**	£ Invested in Communities **£761k**	Ratio of Response Repairs to Planned Maintenance **1.00**	Overheads as % of Adjusted Turnover **13.92%**

INTRODUCTION BY THE CHIEF EXECUTIVE

I am delighted to write my first introduction since taking up the position of Chief Executive last September, and to be doing so as we reflect upon a positive year of achievement at PCH, with a mood of change very much upon us following the results of the General Election on July 4th.

The newly elected Labour Government has pledged increased support for the delivery of affordable housing, and we look forward to playing our part as we work on our vision of providing a high-quality home for everyone, within communities where people want to live.

We are optimistic that the challenging work we are undertaking locally in regenerating estates and expanding our development growth ambitions will put us on a firm footing to build more social housing to meet local need and deliver 1,500 new homes for Devon and Cornwall over the next 5 years. We are proud to work positively in partnership with Plymouth City Council to build 1,000 of them within Plymouth.

Although the economic position has improved over the year, the impact of challenging cost-of-living pressures, including increased energy prices, remains a challenge for our tenants and for businesses such as ours.

Inflation may have fallen in recent months but we began this last financial year with the highest rate of inflation since the 1970s, driven by greatly increased fuel and energy costs and ongoing supply chain issues impacting on both development programmes and repair supply chains.

PCH continues to have social rents which are the 3rd lowest in the country, and in April 2023 PCH charged a 7% rent increase which was the maximum Government cap in the face of inflation rates of 11%. This meant absorbing cost pressures whilst endeavouring to ensure there was no dip in services to residents.

It was especially rewarding not only to see our A+ credit rating renewed for another year but also to have it enhanced, with an upgraded outlook from ‘stable’ to ‘positive’ when the rating was published in January by S&P Global following a rigorous assessment.

Maintaining an A+ credit rating is a significant achievement for any business, particularly during a time of ongoing economic challenges, so we welcomed this excellent result, which bucked the trend in the sector. It demonstrated that our balanced approach to investing in our existing homes and core services alongside developing new homes, whilst driving value for money, is the right approach.

We were equally pleased to retain our V2 rating for viability, and our G1 rating for governance, ensuring PCH remains an attractive option for investment as well as a well-regarded and well-regulated social housing landlord against the national backdrop.

Our success in earning these impressive ratings is in large part due to work led by my predecessor John Clark, who retired as Chief Executive last autumn following seven years in post, having led the organisation to significant growth and success.

It has been my privilege to take on the role and continue with John’s great work, driving forward the Strategic Business Plan which was launched in 2023 and formulating specific objectives and service delivery plans to ensure we meet our strategic priorities.

We welcomed a new Executive Director of Homes and Communities, Tracy Smith, in March who will help us to achieve these objectives.

Since coming into post, I’ve centred focus on an initial top five priorities which we are addressing this year, and we have begun planning our development strategy to create 1,500 new affordable homes by 2029 to help address increased local housing need.

Our development achievements to date are crowned by the pivotal five-phase, 10-year regeneration of North Prospect, the largest regeneration scheme of its kind in the South West, which moved forward last year ahead of its planned completion this July.

This award-winning, multi-tenure scheme is a fine example of the benefits of partnership working with the support of Plymouth City Council and Homes England, as well as our main building developers Barratts, Kier and Vistry.

It has been transformative for the city with 800 poorly constructed homes demolished and more than 1,100 high quality, energy efficient homes created to build a welcoming new sustainable community for the future. The impact on this area of the city is far reaching, with reduced crime rates and greatly improved resident satisfaction with their neighbourhood, as the regeneration reinvigorated this part of the community.

We look forward to a celebration event later this year to mark the scheme’s completion and the difference it has made for Plymouth and for the people who live in North Prospect.

One of our top five priorities is to grow our housing stock by 10% in 5 years – now at 14,663 existing managed homes, up by 1.2% on 2022/2023 – and over the last year, we have taken steps towards this.

By the end of March 2024, we had delivered 219 new affordable homes – both through the purchase of 86 homes at the Hillcrest estate, and the development of 133 new homes – with 145 being made available for rent and 74 for shared ownership sale, while a further two open market homes were also developed.

These 219 affordable properties will provide future homes for up to 762 people, helping to address growing numbers on the waiting list for an affordable home in Plymouth.

Affordable homes were secured at South East Cornwall sites in Bodmin, Liskeard and Saltash, and we acquired our first homes in Ivybridge through a partnership with South Hams District Council.

We also secured our first ever affordable homes site in Salcombe, a famously expensive Devon coastal town, with seven homes for social rent and shared ownership to help local people live locally despite soaring house prices and increased rents in the area, which was widely welcomed.

It was fantastic news to start the financial year with an announcement of PCH’s £21.5m investment in purchasing and refurbishing Hillcrest, a former MoD estate in Plympton. The estate consists of 86 three-bed homes with 66 for social rent and 20 shared ownership, alongside 80 garages and a community centre, with Homes England and Plymouth City Council contributing £7.6m to help fund this key project. New tenants began moving into their homes in April 2024 and they should all be occupied by the end of the summer.

In June 2023, we completed the purchase of a large piece of land in Plymouth's popular Southway area, investing £3.1m in a site to enable a £28m development of 125 affordable homes, including 76 for social rent and 49 for shared ownership sale, and plans have recently been submitted to the local authority.

We were delighted to have our plans approved in December 2023 for a £33.5m eco-friendly neighbourhood in Bath Street, a site in the very heart of Plymouth City Centre, where we aim to deliver 136 new affordable homes creating a new, sustainable mixed community.

Work is progressing on the next steps for this exciting scheme, which will support the wider regeneration of the Millbay area and introduce new homes, business units, communal gardens and children's play areas in open green spaces, with 86 homes for social rent and 54 for shared ownership sale alongside four commercial units.

Regeneration was also a headline in March 2024 when we announced our intentions to rebuild a sheltered housing complex at Brake Farm in Plymouth, replacing the current dated and cramped buildings with 73 modern, accessible homes in a purpose-built scheme designed with older residents in mind. This project will future proof older peoples' housing provision in this area of the city.

Throughout the 2023/2024 financial year, we saw increased sales from our shared ownership sales programme through the SO Living brand, with 34 homes sold (33 in 2022/2023), generating a turnover of £3.6m (£3.2m in 2022/23), with a surplus of £409K (£789K in 2022/23) and a margin of 11%.

This lower margin was largely due to sales at North Prospect which had substantive costs and represented a major investment in the community.

Unfortunately, progress on our joint venture at Silver Hill in Plymouth stalled when Halsall Construction, a sister company of our JV partner Halsall Homes, went into administration in the spring, causing work on the development to stop.

The news was symbolic of the difficult economic times which remain a major challenge for the construction industry, particularly for smaller construction companies in the region, and we continue to work on a way forward to see the site completed.

Our development work was matched with an ongoing investment in our existing homes, as we spent £43m on building new homes overall, alongside £4.5m on improving and enhancing our stock, funding £12m of general repairs, and investing £3.5m on a planned maintenance programme including minor works.

We continued with our focus on improving the way we manage reports of damp and mould and invested an additional £1m in tackling damp and mould in our homes, increasing the spend to £1.22m, alongside introducing a new triage system for managing reports to help prioritise the response and identify vulnerable residents.

Windows were replaced in single dwellings through an investment of £123,000 with £23,000 spent on upgrading doors, and we spent £580,000 on installing new kitchens and bathrooms for residents.

A planned programme of block upgrades and refurbs was managed over the year totalling c.£2.1m, and included refurbishments at Pembroke Street, Alexandra Road, Alcester Close and Boons Place. This was lower than budgeted as we reviewed our approach to contracting to gain better value for money.

In the coming year, we also have plans to increase our stock condition surveys and have an independent report to better inform our investment including planning towards Net Zero in 2050.

Moving forward our ongoing environmental objectives include programmes of work such as replacing 110 roofs at a cost of £1.16m to make properties more energy efficient, and we are planning works for 2024/2025 to bring more of our homes to an energy rating of EPC C.

We've taken further steps towards our sustainability objectives and begun introducing electric vehicles to our commercial fleet, as well as signing up to the Sustainability Supporting Standards to promote our environmental outcomes.

Delivering outstanding services for our residents is another of our top 5 priorities. We've seen improvements across our service delivery targets over the year, re-letting routine (standard) homes in just under 28 days. This is a significant improvement on the previous year reducing almost 9 days on turnaround times (36.59 in 2022/23), helping people move into their new homes more quickly as we continue to work towards a target of re-letting within 20 days.

We responded to increased requests for digital services by replacing our resident portal, MyPCH, with a vastly improved platform able to offer greater functionality and in the coming year, we hope to offer residents more digital self-service options to improve the customer journey.

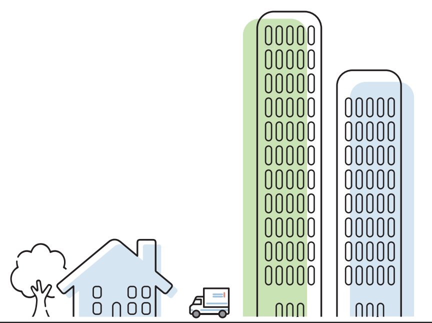
We've also worked to provide increased digital solutions for resident benefit where we can, and our ongoing partnership project with Livewell has continued to produce excellent outcomes for our residents, especially through projects making effective use of new technologies which have benefits for tenants.

Listening to our residents and improving services based on their feedback has never been so vital as housing associations now face more challenging targets and increased regulation following the introduction of new Consumer Standards from the Regulator of Social Housing. These are designed to better hold social landlords to account and ensure they are delivering quality, affordable housing and services for residents.

This includes new Tenant Satisfaction Measures (TSM), a set of 22 measures which monitor and report both performance and customer perception metrics to provide a rounded view of how social landlords are performing.

We have already taken steps to ensure we are ready to meet the new Consumer Standards, which were introduced from 1st April 2024 and are exploring ways we can increase resident involvement in our services further.

We were very pleased with our initial TSM results, which saw PCH ranked within the top 25% of all housing landlords for overall customer satisfaction with our score of 85%. We expect to be at the top end of this range when benchmarking information is fully available, but we understand the score to be one of the strongest satisfaction scores across the sector, providing a demonstrable illustration of the high standard of services being delivered by our 620-strong workforce.



"WE WANT TO ENSURE RESIDENTS REMAIN OUR PRIMARY FOCUS AS WE WORK TO MAKE IMPROVEMENTS."

Jonathan Cowie, Chief Executive

We reported similarly positive scores with strong performance in building safety compliance measures and for repairs, and we identified more to do on complaints, particularly around how we handle them so residents are more satisfied about how their complaint is dealt with.

During the year we ensured almost 88% of repairs were delivered on time – involving 74,000 jobs – and we completed 93% of damp and mould inspections within the 14-day response time target period, working to a 7 day target where residents had known vulnerabilities.

From our new TSM data, we know that 86% of residents were satisfied with their repair service.

Repair costs did exceed budgetary expectations, reflecting a trend across the sector nationally as a result of increased costs, and responsive repair costs in 2023/2024 were £879,577 more than in 2022/23. This is a trend we see continuing into the current year, but we are working hard at present to manage costs whilst maintaining a high standard of customer service delivery. Supporting this we saw further recognition of our customer service approach with the retention of our Customer Service Excellence accreditation for ensuring a customer-focused culture, a national quality mark we are proud to have once again earned.

Whilst we know we aren't getting everything right our performance data suggests we are in a good position at present – but we want to ensure residents remain our primary focus as we work to make improvements.

We also continue to prioritise practical support for our residents despite economic pressures and maintained our Financial Support Fund during the year, helping 530 residents in the greatest need.

The Income Recovery and Financial Inclusion team provided practical help so that residents were able to claim £469,291 in additional benefits they were entitled to.

Our rent arrears fell again, at 1.28% for current tenants (1.48% in 2022/23), thanks to effective income management work to support our residents, and our income loss from voids remained low at 0.48% (0.60% last year).

We also reviewed our void letting standards, finding more effective and cost-efficient ways of delivering services which offer increased benefit to tenants – such as providing decoration packs for tenants to use so they have increased choice in decorating their new home.

We supported local people through charitable donations, making six donations of £1,000 to charities and community organisations including Provide Devon, Age UK Plymouth, Devon and Cornwall Food Action (DCFA), Plymouth Foodbank, Tamar Grow Local and Southway Community Group CIC.

Throughout the year, staff worked hard to raise money for our nominated charity of the year, the Plymouth branch of the Motor Neurone Disease (MND) Association, which was chosen memory of a much-missed staff member, and fundraising efforts helped us donate an impressive £7,000.

Our staff also rose to the occasion during a major incident in February 2024 when an unexploded WW2 bomb was uncovered in Keyham, forcing thousands of residents to leave their homes. I was enormously proud to lead an organisation which won universal praise for its exemplary support of local people as our staff worked long hours to help tenants, and our community centre The Beacon served as the official respite centre for everyone who needed shelter.

We also established our commitment to actively uphold and champion the rights and well-being of both current and former members of the Armed Forces and their families, signing the Armed Forces Covenant in January.

Supporting local people and listening to what they are telling us is another of our top five priorities, as we seek to better 'know our customer', and we held 16 resident consultations, generating 4,800 responses for us to take on board. The results were used to help shape a new resident-focused Pets Policy, to change the way we manage reports of damp and mould, to develop an ambitious new Resident Engagement Strategy, and to update the way we issue rent statements.

Our Communities Team delivered on a variety of projects to support resident welfare, including 72 resident learning courses, with PCH investing £761K in our communities (down from £812,000 in 2022/23).

Turnover increased during 2023/2024 by 8.6% to £84m and housing assets rose to £580m (up from £552m in 2022/2023) and whilst investing in our communities is essential, we are also committed to ensuring value for money for our residents in other ways and during the year we made a number of cost efficiencies. These helped deliver our operating surplus of £9.6m above budget, with our operating margin on an EBITDA basis remaining healthy at 27%, an improvement on the 23% last year.

After a non-cash pension deficit of £9.7m, we reported a total deficit for the year of £4.3m (£40.2m surplus in 2022/23).

Net debt increased by £24m to £118m (£94m in 2022/23) while our debt per home was £7,930 (compared to £6,466 last year), reflecting the increased investment in new homes.

Liquidity remained strong, with balance sheet cash holdings of £8.7m at year end (£28.4m 2022/23) and £80m of undrawn facilities, and we retained our low gearing of 20% with no breaches to our golden rules.

Our EBITDA interest cover was 438% (362% in 2022/23) which increased due to a higher operating surplus and effectively managed interest costs.

Our EBITDA-MRI interest cover was significantly improved at 366% (212% in 2022/2023), largely the result of a reduced investment in major repairs through a re-evaluation of planned energy efficiency works to ensure effective value for money.

As we move forward in the new financial year, we hope to see ongoing improvements in our financial performance as well as our customer satisfaction.

I am very proud to lead the organisation forward with an ambition to continually improve our services for residents as we work to deliver our mission of providing a home for everyone, whilst improving the lives of those living in the communities we work within.

Highlights of the Year ending March 2024

Customer and Community

- We launched our new resident portal with an accompanying app to give residents a wider choice of how to interact with our services.
- We helped 530 people through our Financial Support Fund, as well as supporting residents to claim £469,291.23 in additional benefits.
- We donated £1,000 to six local charities in December: Provide Devon; Age UK Plymouth; Devon and Cornwall Food Action; Plymouth Foodbank; Tamar Grow Local and Southway Community Group.
- We raised £7,000 for our Charity of the Year, the Plymouth branch of the MND Association, in memory of a colleague who passed away.
- We introduced a new triage system for damp and mould cases with a commitment to carry out inspections within 14 days, or within 7 days for vulnerable residents.
- We signed up to the Armed Forces Covenant to champion the rights and well-being of current and former Armed Forces personnel and their families.
- We carried out 16 consultations with residents generating more than 4,800 responses for us to take on board.
- We used the results of these consultations to create a new resident-focused Pets Policy, to change the way we manage reports of damp and mould, to develop an ambitious new Resident Engagement Strategy, and to update the way we issue rent statements.
- We ran 108 community engagement projects and collaborated with 32 community partners, delivering tree planting initiatives with local schoolchildren and residents, creating a collaborative community mosaic at The Beacon, and running a sustainable food project teaching residents how to fish.
- We delivered 72 resident training courses which supported 226 residents to gain new skills.
- We retained our Customer Service Excellence accreditation in recognition of our work to provide excellent customer services.
- We published our first set of Tenant Satisfaction Measures (TSMs) showing we have an overall customer satisfaction score of 85%.

Homes and Spaces

- We delivered 219 new affordable homes – both through the purchase of 86 homes at the Hillcrest estate and the development of 133 new homes – with 145 being made available for rent and 74 for shared ownership sale, while a further two homes were also developed for open market sale.
- We neared the end of the 10-year regeneration of North Prospect, the largest regen scheme of its kind in the South West creating more than 1,100 new homes, with its completion in July 2024.
- We agreed to purchase seven new homes in Salcombe – four for social rent, and three for shared ownership.
- We secured six affordable homes in Trevethan Meadows in Liskeard with five for affordable rent and one for shared ownership purchase.
- Planning permission was given to our plans for an eco-development in Millbay which will see 136 new homes created in partnership with Plymouth City Council.
- We secured land on a site in Southway where we have now submitted planning for 125 new affordable homes – 76 for social rent and 49 for shared ownership.
- We finished our refurbishment at Notte Street in May 2023, at a cost of £831,877.
- We invested £4.5m in improving and enhancing our homes, with £3.5m spent on a planned maintenance programme.
- We carried out a programme of block upgrades and refurbs with £2.1m invested in homes at Pembroke Street, Alexandra Road, Alcester Close and Boons Place.

Planet and Places

- We launched a new interactive map on our website for residents to report fly-tipping across the city.
- We signed up to Sustainability Reporting Standards with other social landlords to compare and promote our Environmental, Social and Governance outcomes.
- We started piloting smart technology in homes, installing environmental sensors into 51 homes to monitor damp and mould.
- We began leading a Cold and Damp Homes Taskforce for the city with Plymouth City Council's Public Health department.
- We replaced 110 roofs on our homes to increase energy efficiency for residents at a cost of £1.1M
- We created a new catalogue for our Reuse Centre to make it easier for staff to provide repurposed and reconditioned items to residents in need. The centre collects items such as white goods, furniture and kitchen appliances from empty PCH homes and cleans and restores them so they can be given to other tenants.

Efficiency and Effectiveness

- We signed up to National Housing Federation's Chair's Challenge to drive Equality, Diversity and Inclusion at Board Level.
- We retained our A+ credit rating and our outlook was upgraded from stable to positive.
- We reduced our rent arrears to 1.28% for current tenants.
- We introduced a number of value for money efficiencies including renewing our void letting standards.
- We retained our Investors in People Gold award in recognition of our commitment to supporting our 640 staff.
- The Board reviewed and refocussed their Committees to ensure greater oversight of people and culture, customer service and insight, risk and asset management.

OUR STRATEGY

Our 2023-2028 Strategic Business Plan sets out our mission to provide an affordable home for everyone.

Our vision is to provide homes and communities where people want to live, and this is our guiding principle in everything we do.

The vision is supported by clear priorities which fall into the following four themes:

- **Customer and community**
- **Homes and spaces**
- **Planet and places**
- **Economy and efficiency**

During the past year, we have identified our top five priorities to focus on over the next two years to March 2026, these are:

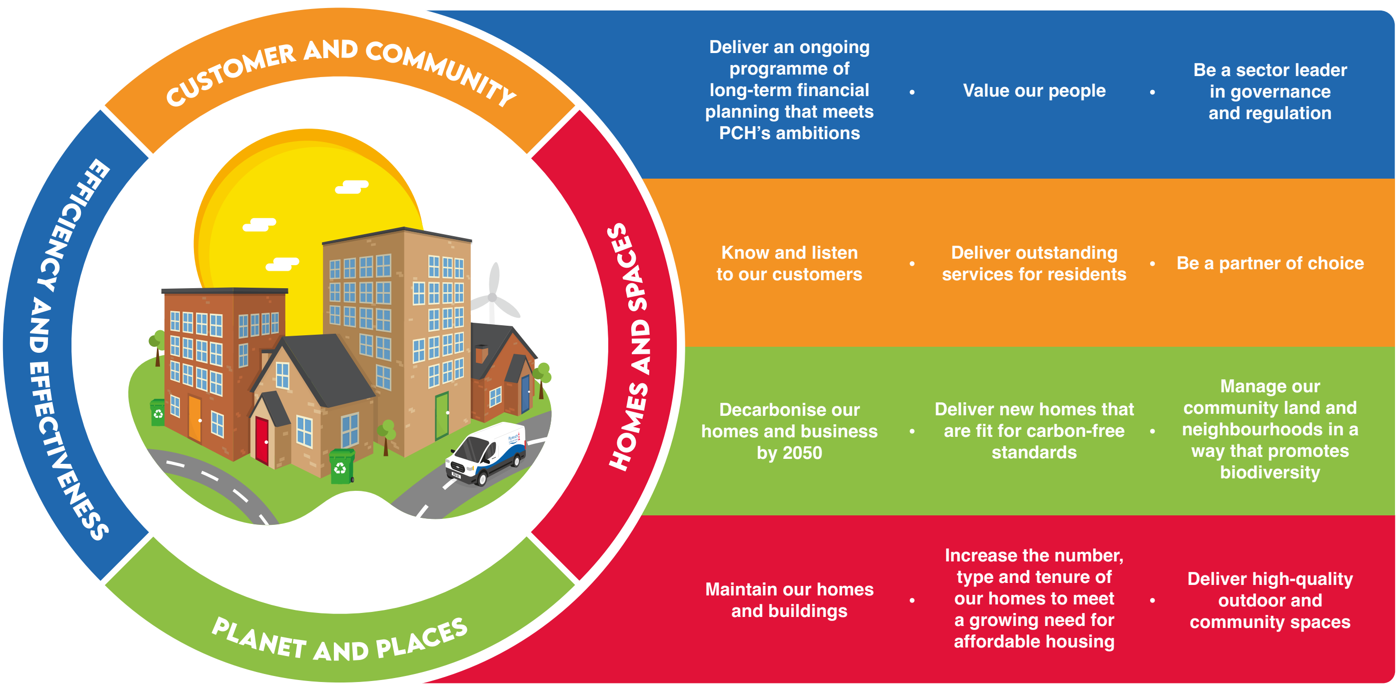
Know and listen to customers
What do customers think about our services, how do they use them and what are their aspirations for their home and neighbourhood.

Deliver outstanding services for residents
Enable tenants to access our services in a way that best meets their needs. Publish clear service standards about what we do and when and use insight from customer surveys and feedback to drive improvements.

Maintain our homes and buildings
Enhance our stock condition data and introduce a new asset grading model to drive our capital investment programme.

Grow our stock by at least 10%
Accelerate our development and acquisition programme so we grow our stock numbers by at least 10% over the next two years.

Value our people
Be an employer of choice in Plymouth and develop our teams so that they have the skills required to deliver our ambitions.



OUR VALUES

We deliver all of this by valuing our people and living our core values which are to:

- **Listen**
- **Care**
- **Respect**
- **Do the Right Thing**

Running alongside our Strategic Business Plan is our behaviour framework which sets out how we go about our business and how our people are expected to conduct themselves. This sets the scene for the culture of our organisation and we're all about being the best we can be by:

- **Working Together**
- **Being Customer Focussed**
- **Looking for Improvements**
- **Inspiring and Leading**

BUSINESS REVIEW

Legal and administrative details

Registered Office: Plumer House, Tailyour Road, Plymouth, PL6 5DH

Legal Status: Plymouth Community Homes Ltd is registered under the Co-operative and Community Benefit Societies Act 2014 on the Mutual Register held by the Financial Conduct Authority (registration 30637R). The company is registered with the Regulator of Social Housing (registration L4543).

At the time of signing these financial statements Plymouth Community Homes Ltd has two wholly owned subsidiaries:

- Plymouth Community Homes Regeneration Company Ltd (PCHR), company number 7272688
- Plymouth Community Homes Energy Ltd (PCHE), company number 8028170.

Both subsidiaries are incorporated under the Companies Act 2006.

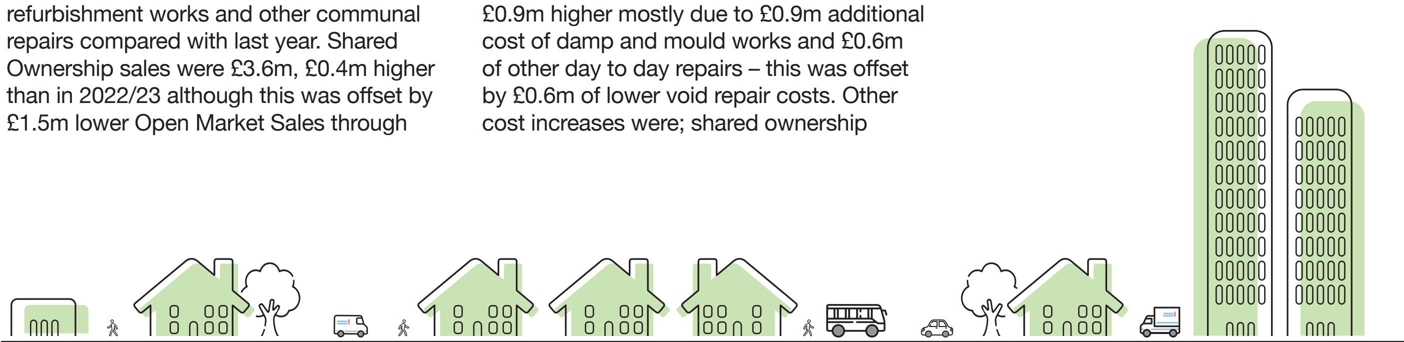
	2023/24 £m	Movement %
Turnover	84.6	8.6%
Reported operating surplus	9.6	65%
Reported surplus before tax	5.5	608%
Net Cash Inflow from Operating Activities	17.9	(11%)
Housing assets	580.2	5%
Net debt	116.3	24%

Turnover for the group increased by £6.8m compared with 2022/23, this was mainly due to a social rent increase of 7% as well as higher variable service charge increases. Dwelling rents overall were £4.1m higher, this included a net reduction in rent caused by reverting c2,900 homes previously converted to affordable rent, back to a lower social rent from April 2023. This was required as by the end of March 2023 we had achieved all of the additional rent agreed with Homes England to subsidise our development programme. Service Charge income increased by £1.6m, mainly due to the impact of high energy and other price increases affecting both the forward estimate and prior period lookback. Leaseholder income, now recognised under non-social housing activities, was £1m higher mainly due to the price increases above and additional recharges to leaseholders for completed block refurbishment works and other communal repairs compared with last year. Shared Ownership sales were £3.6m, £0.4m higher than in 2022/23 although this was offset by £1.5m lower Open Market Sales through our joint venture with Halsall Homes and PCH Regeneration. Garage and Commercial rents combined were £4.1m, £0.3m higher than the previous year. The release of £0.6m grant funding to the income statement for Marlborough House cladding (previously taken into capital) was the only other major change in turnover.

The reported Group operating surplus of £9.6m is £3.8m higher than in 2022/23. After allowing for the increase in turnover of £6.8m above, costs overall are £3m higher. Of this, service costs were £0.9m higher mainly due to higher energy costs and Leaseholders £1m more, mainly due to the additional number of rechargeable repairs and major works to leaseholders as well as the higher energy costs. Management costs were £1.4m higher partly due to higher insurance premiums and D&IT investment. Responsive and void costs combined were £0.9m higher mostly due to £0.9m additional cost of damp and mould works and £0.6m of other day to day repairs – this was offset by £0.6m of lower void repair costs. Other cost increases were; shared ownership cost of sales of £0.7m, partly reflecting the additional sales; £0.3m commercial running costs, £1.4m property depreciation; and £0.3m cyclical repairs. Increased cost pressures on pay costs, materials and use of subcontractors is included within the above figures. This was offset by £1.6m lower major works expensed, £1.4m lower pension charges, £0.5m lower cost of open market sales and £0.3m lower bad debts.

At the year-end cash holdings were £8.7m (2022/23: £28.4m). Cash holdings were higher in March 2023 due to draw down of funds for a large development scheme completing early in the new year.

The fixed asset value has increased by 5% (2022/23 1%) reflecting the development and major repairs programmes.



The financial strategy aims based on the group financial position are to have an EBITDA operating margin above 20%, EBITDA – MRI interest cover above 120%, EBITDA interest cover above 150% and debt per unit below £15,000 All targets were outperformed in the year.

Group	2023/24 Result	2022/23 Result	2021/22 Result	Target
EBITDA operating margin	27%	23%	24%	>20%
EBITDA – MRI Interest cover (adjusted)	-	-	248%	>120%
EBITDA – MRI Interest cover (unadjusted)	366%	212%	198%	>120%
EBITDA Interest cover	438%	362%	399%	>165%
Debt per unit	7,027	6,466	7,215	<16,625

The adjusted ratios above exclude spend of £2.4m for Mount Wise Towers and Marlborough House in 2021/22. The ratios have been adjusted throughout this report for these distorting issues so that we are able to measure the underlying financial performance.
The Management Teams and Board use a variety of management information and performance indicators, both financial and non-financial, which are spread through the report, to assist with the effective oversight and management of the group's activities.

Our Approach to Value for Money

Central to delivering our business strategy is value for money. This means using our money and other resources on the right things, at the right cost and at the right time so we get the right outcome.

Our Value for Money Strategy sets out the principles for how we will achieve value for money in the delivery of our strategic objectives. It is based on the following actions:

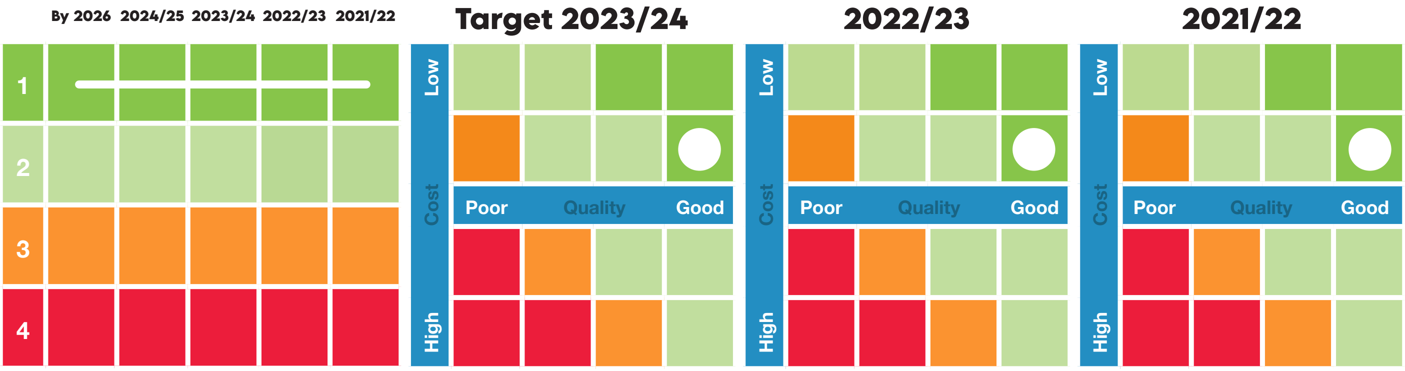
How we assess Value for Money

Achieving value for money is a key driver of the way we do business; it is considered as part of decision making and ensuring that we deliver the right outcome at the right cost is embedded throughout our organisation.

We regularly measure our performance against targets and objectives to ensure that we stay on track in line with the service standards agreed with residents and maintain solid cost control in delivering those services.

It is important to understand how we are performing compared to other landlords, and this is one of our drivers for performance improvement. We participate in HouseMark and Sector Scorecard benchmarking annually, and we also use the Regulator's Global Accounts of Registered Providers as an additional source of performance comparison. Our main source of benchmarking is from HouseMark, using a peer group all English Registered Providers.

Overall Value for Money Score



We believe that our overall value for money score is medium cost and high quality. This is evidenced through our strong financial capacity to build more homes, our operational performance which is consistently achieving challenging targets and customer satisfaction scores.

Regulatory Metrics

	2023/24	2022/23	Global Accounts Quartile	Sector Scorecard All English HA's Quartile
Operating margin	10.5%	6.53%	4th	4th
Operating margin (social housing lettings)	10.7%	4.29%	4th	4th
EBITDA-MRI interest cover	366.23%	212.18%	1st	1st
New supply (homes developed) - social housing	1.49%	0.75%	2nd	2nd
New supply (homes developed) - non-social housing	0.01%	0.07%	2nd	2nd
Gearing	19.99%	16.93%	1st	1st
Reinvestment %	7.43%	3.32%	2nd	3rd
Headline social housing cost per unit	£3,967	£4,310	1st	1st
Return on capital employed (ROCE)	1.56%	0.95%	4th	4th

The metrics show that we have a strong balance sheet with low debt and high assets giving low gearing. Gearing - we have borrowed more but asset values have not yet increased, due to developments still in the pipeline. We are still very lowly geared for the sector.

Operating margin, interest cover and social housing cost per unit have all improved. During 2023/24 social housing lettings income grew by 10% but equivalent costs only increased by just over 2%. This was partly due delays suffered on the major works revenue programme and partly due to a material shift in the IAS 19 accounting charge for pensions. Within this there continues to be cost pressures in repairs as we tackle instances of damp and mould and use of external subcontractors to deal with backlogs. Income from service charges increased by over 40% mainly as a result of recovering energy costs over and above what we had estimated the previous year which were based on prices prior to the war in Ukraine.

More detailed commentary is given on the metrics in appropriate sections of the main body of the report.

Environment, Social and Governance

ESG is highly important within Plymouth Community Homes. We are a social business and exist for the benefit of our customers and communities to provide high quality homes and spaces where people want to live. We hold the highest possible grading for governance from the Regulator of Social Housing and we have a strong track record for high tenant satisfaction and engagement which stands us in good stead for the new consumer standards which came into effect from 01 April 2024.

Additionally, good environmental management is a key objective for the organisation, both in terms of the day to day running of the business itself and greening residents' homes and surrounding areas. We have been putting plans together to work towards having Energy Performance Certificates for every home, so we are really clear about what we need to do to enhance energy efficiency across the whole stock.

Almost all of our waste was diverted from landfill during the year apart from a small amount of residual general waste and asbestos which could not be recovered. In addition to having environmentally sound waste management, we also recover good quality items from vacated properties where the previous tenant has left these behind and pass these onto tenants who need furniture, white goods, and other household items to help them with managing their home.

We increased the number of energy performance certificates (EPCs) at C grading or above by a small amount during the year which is from a combination of new build handovers and new EPCs. Additionally, we replaced 110 roofs and topped up the loft insulation to enhance energy efficiency and reduce heat loss.

Running alongside this, we are leading on a cold and damp taskforce as a joint initiative between PCH and Plymouth's Public Health department to develop ways to reduce fuel poverty and support residents affected by damp and mould in their homes. We are installing environmental sensors in some of our homes to help us detect high moisture levels and humidity proactively and monitor the impact on residents' health and wellbeing.

Tenancy sustainment has reduced slightly; however, it remains high. This is in part due to the intensive work that our financial inclusion and income management teams provide to residents to support with budgeting, benefit claims and other activities to help with keeping their tenancy. We supported 530 people through our own Financial Support Fund and assisted tenants to claim an additional £469k in benefits they were entitled to.

PCH invested £761k in our communities which enabled a whole host of projects that supported tenants in their homes and communities. We offered learn for free training courses, with employment skills proving the most popular. We offered Digital and IT sessions to help residents get online, which also supported our digital inclusion work as part of our partnership with Livewell SW to help people to access services online, as well as community projects involving tree planting within our neighbourhoods and the Reuse Centre, which recycled items into the community.

The full Environment, Social and Governance report is available on the Plymouth Community Homes website.

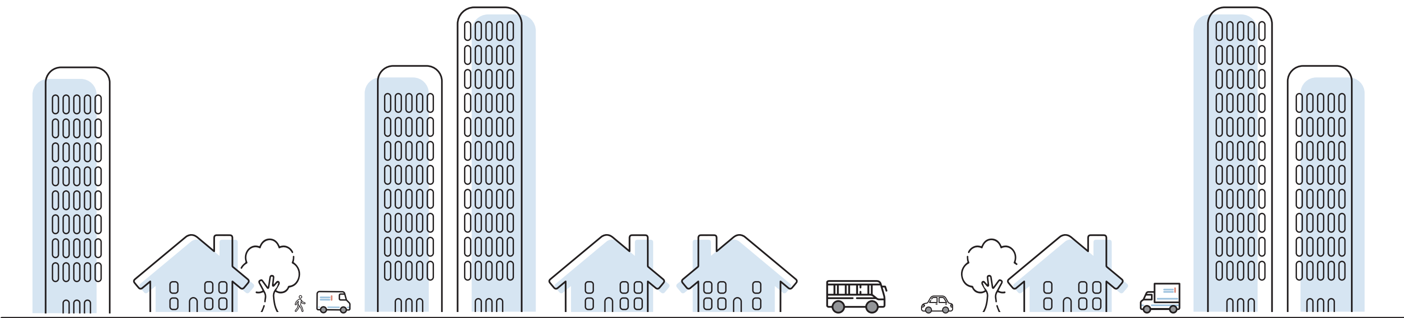
	2023/24	2022/23
Environmental		
Organisational carbon footprint (tonnes Co2e)	702t	712t
Waste diverted from landfill	99%	99%
Energy Performance Certificate - C+	72.4 %	71.4%
Social		
Tenancy sustainment after 24 months	96.93%	97.77%
Community Investment	£761k	£812k
TPAS Accreditation	Yes	Yes
Governance		
Governance grading	G1	G1
Financial viability grading	V2	V2
Investor In People	Gold	Gold

FINANCIAL AND OPERATIONAL PERFORMANCE

Group Statement of Comprehensive Income

5 Year Comparison

Group	2023/24 £'000	2022/23 £'000	2021/22 £'000	2020/21 £'000	2019/20 £'000
Turnover	84,563	77,842	74,672	73,525	76,181
Costs	(75,686)	(72,756)	(67,121)	(61,567)	(70,037)
Gain / (Loss) on disposal of properties not developed for outright sale	764	757	982	288	258
Operating surplus	9,641	5,843	8,533	12,246	6,402
(Deficit) / Surplus on sales of fixed assets	17	18	(18)	(132)	(3)
Net interest payable	(3,484)	(4,619)	(4,509)	(4,521)	(4,055)
Change in value of investment property	-	-	-	-	-
Change in value of investment property	(712)	(471)	(394)	(26)	(261)
Gift aid receivable	-	-	-	-	-
Surplus / (Deficit) for the year before Tax	5,462	771	3,612	7,567	2,083
Tax	(94)	(5)	122	(41)	(65)
Surplus / (Deficit) for the year after Tax	5,368	766	3,734	7,526	2,018
Actuarial gain / (loss) on pension scheme	(9,657)	41,832	15,156	(17,547)	6,788
Total Surplus / (Deficit) after actuarial adjustments	(4,289)	42,598	18,890	(10,021)	8,806



Group Statement of Financial Position

5 Year Comparison

Group	2023/24 £'000	2022/23 £'000	2021/22 £'000	2020/21 £'000	2019/20 £'000
Fixed assets - Housing	580,172	551,621	547,047	534,091	519,976
Tangible assets - Other	34,456	34,779	35,735	36,000	36,399
Total fixed assets	614,628	586,400	582,782	570,091	556,375
Net amount receivable after more than one year	-	8,591	534	1,081	2,295
Cash	8,716	28,411	11,465	17,077	23,950
Other Current Assets	13,675	11,386	16,940	11,465	17,153
Current Liabilities	(16,718)	(18,071)	(15,189)	(19,277)	(16,285)
Net current assets	5,673	21,726	13,216	9,265	24,818
Creditors falling due > 1 year					
Housing Loans	(124,693)	(121,784)	(112,898)	(111,121)	(125,230)
Grant Funding	(56,338)	(51,607)	(51,263)	(43,184)	(41,083)
Pension liability	(1,481)	(1,247)	(32,892)	(45,547)	(26,567)
Total	(182,512)	(174,638)	(197,053)	(199,852)	(192,880)
Provision for removal of Tower cladding	-	-	-	-	-
Net assets / Reserves	437,789	442,079	399,479	380,585	390,608

Turnover

	2023/24 £'000	2022/23 £'000
Turnover	84,563	77,842
% of income from social housing lettings	86%	85%
Increase/(decrease) in turnover	8.60%	4.20%

Group Turnover for the year ended 31 March 2024 increased by 8.6%, the increase was as a result of:

- Social housing lettings income increased to £72.5m (2022/23: £66.3m), the net increase was mainly as a result of:
    - Rental income increased by 6.7% to £64.9m (2022/23: £60.8m)
    - A 7% rent increase was applied to most homes in line with government rent cap
    - This was offset by reduction in rent as a result of reverting 2,900 homes previously converted to affordable rent, back to social rent in line with the completion of Homes England development subsidy agreements
    - Release of one off £0.6m of Government grant to income in respect of Marlborough House
    - Social Housing lettings share of turnover increased to 87% (2022/23: 85%) as a consequence of:
        - higher-than-average rent increase this year;
        - service charges increasing to £5.4m (2022/23 £3.7m) mostly due to cost of living and pay increases, particularly higher energy costs affecting both the forward estimate and lookback periods;
        - lower open market sales in the JV shifting the share slightly back to our core business.
    - Our social rents continue to be amongst the lowest in England and this presents us with a challenge. We believe that charging below-market rents provides a social dividend because it helps those on low incomes have a good quality, secure home at around 50% of the average market rent in the City.
- Shared Ownership Sales increased to £3.6m (2022/23 £3.2m) as they continue to be a popular and in demand. The Average first tranche sale percentage was 43% and the return was 11.5% (2022/23: 23.4%), the lower return was due to 50% of sales being in North Prospect with high land assembly costs.
- Our Garage and Commercial lets increased to £4.1m (2022/23 £3.8m) partly due to 7% increase in garage rents
- Leaseholder income increased by £1m mainly due to additional block refurbishments completed and recharged together with higher energy costs in relation to communal services

The increase in turnover was offset by the following reductions:

- Open Market sales through the JV were £1.5m lower as there were only two sales due to issues in our JV development site.

Turnover

Rents

The tables below show the PCH general needs average social rent (including service charges) compared to other social landlords, the private sector in Plymouth and national general needs social rent averages.

Number of Bedrooms	PCH social rent 2023/24	Plymouth private rent 2024
One	£353	£600
Two	£398	£750
Three	£417	£895
Four	£460	£1,200
Five	£540	-

Number of Bedrooms	PCH social rent 2022/23	Plymouth social rent 2022/23 (excluding PCH)	National social rent 2022/23	Local housing allowance maximum 2022/23
One	£321	£348	£413	£449
Two	£360	£394	£458	£583
Three	£380	£432	£490	£693
Four	£423	£488	£576	£848
Five	£503	£508	£641	£848

* The ONS Private Rental Market Statistics only include rents for 4+ bedrooms.

Our rents continue to be lower than those charged by other providers both locally and nationally. Plymouth Community Homes is the largest social landlord in the Plymouth area, with almost 61% of the social housing in the city.

Social Rents increases were capped at 7% from April 2023 in line with Government guidance. This was due to Sept 2022 CPI inflation being 10.1% which would otherwise have meant an 11.1% increase at a time where households were suffering from high energy bills and cost of living increases. Our rents still remain some of the lowest of any provider in England. Although we no longer have the ability to apply phased increases in rents up to formula rent for current tenants whose rent is below formula, we hope this will change following the review of the national rent setting policy and change of Government in 2024.

As part of our development agreements with Homes England, we have had a programme to convert socially rented homes to affordable rent when they became vacant, meaning we could charge up to 80% of market-rent with the income from the additional rent being ring-fenced for development. All homes that had been converted to affordable rent reverted back to social rent from April 2023, therefore the only affordable rent homes we have are those newly built or acquired through Social Housing Grant.

Value for Money Indicators

Income Management

	2023/24 Target	Benchmark Quartile	2023/24	2022/23	2021/22
Rent Collected as a % of Rent Due	100.00%	2nd	100.53%	100.32%	100.32%
Current tenant rent arrears as % annual debit	2.00%	1st	1.28%	1.48%	1.51%
Occupancy Rate	99.20%	2nd	99.73%	99.68%	99.50%
Average number of days to relet routine voids	20.00	1st	27.9	36.59	43.15
Rent lost during the year due to voids as %	0.80%	1st	0.54%	0.60%	0.65%

Rent collection has been strong, with just 1.28% of rent outstanding from current tenants at the end of the year, which is an improved position compared to the previous year. This is despite the increased pressure on cost of living due to inflationary increases and the continued roll out of Universal Credit which are impacting on many tenants' financial wellbeing. For 2023/24 we had a £250,000 Hardship Support Fund for tenants to access if a sudden bill or circumstance could affect their ability to pay the rent. This scheme supported 539 tenants to access £132,000 of funding and we further supported tenants to claim almost £470,000 in additional benefits which they were entitled to.

The average number of days to relet a routine void and rent lost due to voids have both reduced over the past 12 months and continue to benchmark well. Our void turnaround times saw a significant reduction in the year but remained higher than the target set at pre-pandemic levels. Nevertheless, this was better than most other associations and we anticipate further reductions over the coming year as we continue to reduce the number of long term voids.

Shared Ownership

Shared Ownership sales were £3.6m (2022/23: £3.2m) giving a surplus of £0.41m (2022/23: £0.750m)

34 Properties were sold this year (2022/23: 33). The return on sales decreased to 11.5% (23.4% in 2022/23). The decrease was predominantly due to significant price growth in the early part of the year and a higher proportion of loss making properties sold from the North Prospect Regeneration Scheme than in previous years due to the current phasing of the scheme. North Prospect properties accounted for 50% of all sales completions in the year.

Shared Ownership Sales	2023/24 £'000	2022/23 £'000	2021/22 £'000
Shared Ownership Sales	3,564	3,211	3,669
Cost of Sales	(3,154)	(2,461)	(3,518)
Surplus	410	750	151
Return	11.5%	23.4%	4.1%

Subsidiary Activity

Year to 31 March 2024	Turnover		(Costs) / Credits		Profit / (Loss)	
	2023/24 £'000	2022/23 £'000	2023/24 £'000	2022/23 £'000	2023/24 £'000	2022/23 £'000
PCH Energy	1,248	1,101	(1,003)	(1,009)	245	92
PCH Regeneration	7,004	8,541	(6,994)	(7,982)	10	559
PCH Manufacturing Services	-	-	-	132	-	132

The income and costs from PCH Energy and PCH Regeneration are consolidated into the group figures. PCH Manufacturing Services ceased trading in 2019/20, the credits in 2022/23 are releases from the bad debt provision as debts were collected.

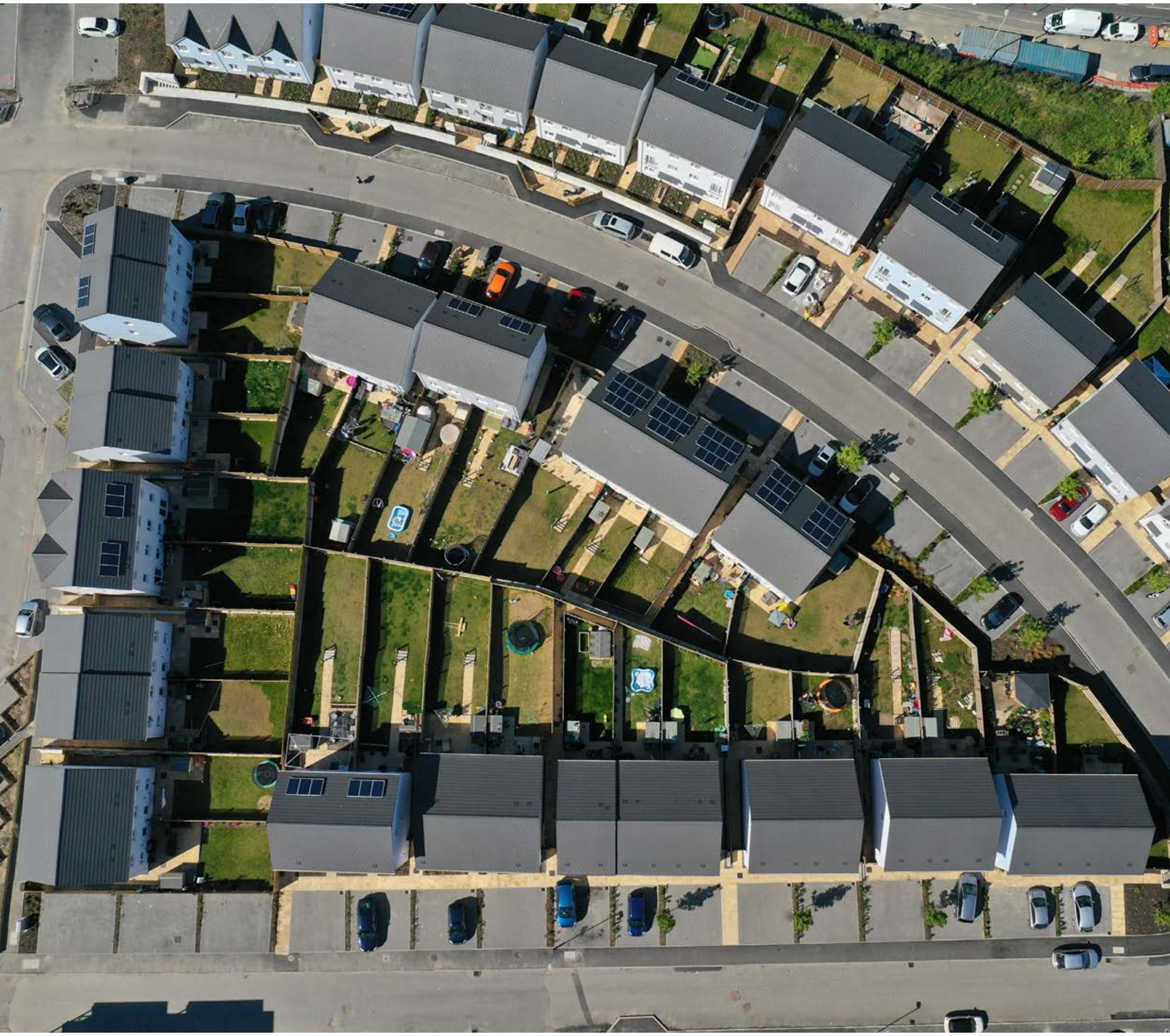
The majority of turnover (c94%) and costs of PCH Regeneration do not add to the consolidated group figures as they predominantly arise from intercompany transactions. The remaining (c6%) relates to the joint venture with Halsall Homes. Both the costs and revenue relating to the Joint Venture agreement are being shared 50/50 with our development partner, Halsall Homes. Halsall Construction entered into Administration in March 2024 and PCH Regeneration are currently reviewing options for completing this development. Halsall Homes is the parent company of Halsall Construction and is still currently trading as normal.

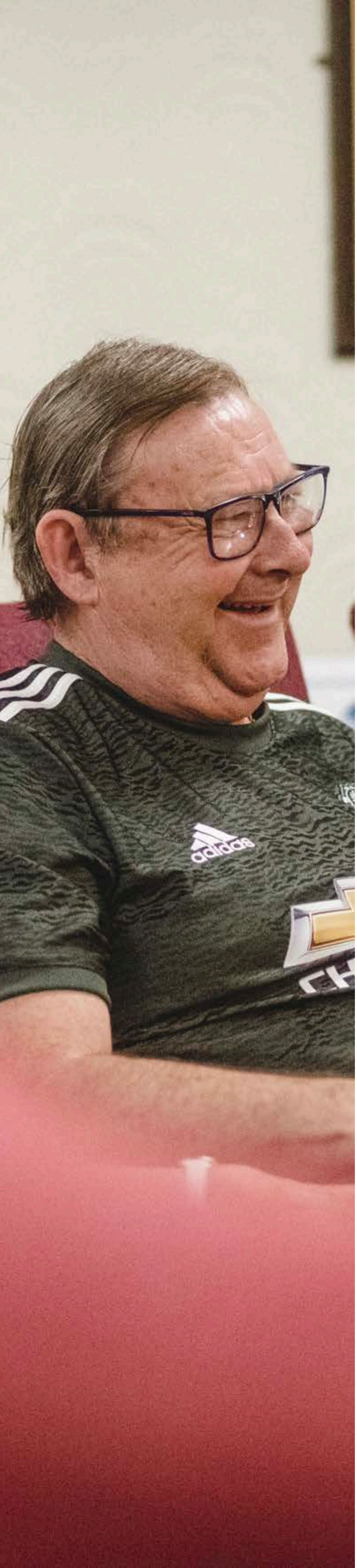
PCH Energy and PCH Regeneration retained their surpluses to build up reserves. No gift aid payments were therefore made for the year ending March 2024.

Cost of Sales

Shared Ownership Sales	2023/24 £'000	2022/23 £'000	2021/22 £'000
Shared Ownership	(3,154)	(2,461)	(3,518)
External Sales	(1,173)	(1,824)	(205)
Total Cost of Sales	(4,327)	(4,285)	(3,723)

Cost of Sales overall stayed broadly the same, although Shared Ownership costs increased in line with additional sales by £0.7m, but external sales, mainly Open Market cost of sales through the joint venture with Halsall Homes was £1.1m lower due to minimal sales as highlighted in turnover. As well as the JV costs, external sales costs also include the contract for management and maintenance of the PV panels and monitoring equipment for PCH Energy.





Operating Costs

Operating costs increased by £2.9m (4.2%) to £71.4m in 2023/24 from £68.5m in 2022/23

Group	2023/24 £'000	2022/23 £'000	2021/22 £'000
Costs	71,359	68,471	63,398
Increase / (decrease)	2,888	5,073	5,123

The impact of the cost of living and relatively high rate of inflation (average of 7%) throughout most of 2023/24 caused both pay and prices for goods and services to continue to rise.

The largest elements of the increase in operating costs relate to; Management £13m (2022/23: £11.6m) mainly due to £0.5m (36%) increase in insurance, £0.4m increase in Digital & IT and £0.3m transitional cost of the Exec Team; Service Costs was £6.7m (2022/23: £5.8m) mainly due to £1m of higher energy costs. Responsive Repairs was £17.5m (2022/23: £16.7m) mainly due to damp/mould works of £1.2m (2022/23: £0.3m) and increased subcontractor costs. The level of major works spend was lower at £8.4m (2022/23: £9.9m) due to pausing the planned maintenance programme for part year and transfer of an additional £0.5m leaseholder rechargeable major works to non-social housing costs.

Although the cost of utilities increased in 2023/24, the contract price did reduce part way through the year but the impact won't be seen until the next financial year. Utility costs will be continually monitored to ensure we retain best value for both our corporate building and contracts for services passed onto residents.

The Regulator for Social Housing reported for the year ending March 2023 that the median headline social housing cost per home (HSHC) increased by 14% to £4,586, reflecting high inflation and increased demand and supply chain pressures.

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 and compliance driving further investment in homes and services. This is in particular a greater emphasis on health, building and fire safety compliance and improved response to complaints.

Our aim is to continue to invest in Digital & IT to further drive service and efficiency improvements, although more systems moving on to the cloud will increase Digital & IT revenue costs. This involves the continued modernisation (transformation) of core IT systems and processes becoming ever increasingly digital and paperless. We remain confident that the investments in Digital & IT will continue to deliver the expected operational benefits and modernise the delivery of services to our residents, with capital investment of £1m and £4.2m revenue expenditure budgeted in 2024/25.

The next stock condition survey and drive to decarbonise will continue to inform our decision making and investment plans going forward. We will aim to make use of available grants where practical and operationally advantageous, although the capacity and availability of contractors to deliver the decarbonisation agenda is already a key challenge.

The Board approved a competitive pay award in April 2023 reflecting an acknowledgement of the prevailing rate of inflation as well as an appreciation of staff's continued hard work and to aid recruitment and retention. The Board also agreed to introduce a policy of rewarding long service by awarding one extra days leave for every 10 years service - to be granted as a one off entitlement in the anniversary year.

Value for Money Indicators

Operating Efficiencies

	2023/24 Target	Benchmark Quartile	2023/24	2022/23	2021/22
Headline Social Housing cost per unit	£4,963	1st	£3,967	£4,310	£4,066
Management cost per unit	£911	1st	£886	£801	£719
Maintenance cost per unit	£1,150	3rd	£1,196	£1,151	£1,034
Major repairs cost per unit	£2,016	2nd	£1,199	£1,528	£1,474
Service charge cost per unit	£482	2nd	£466	£483	£496
Other social housing cost per unit	£404	3rd	£221	£348	£343
Ratio of Response Repairs to Planned Maintenance	0.60	4th	1.00	0.58	0.49
% repairs completed within published timeframes	99.00%	-	87.72%	93.00%	96.51%
Average number of days sickness per FTE	8 days	2nd	8.90	8.25	8.66
Overheads as a % of Adjusted Turnover	13.9%	2nd	13.92%	13.11%	12.81%

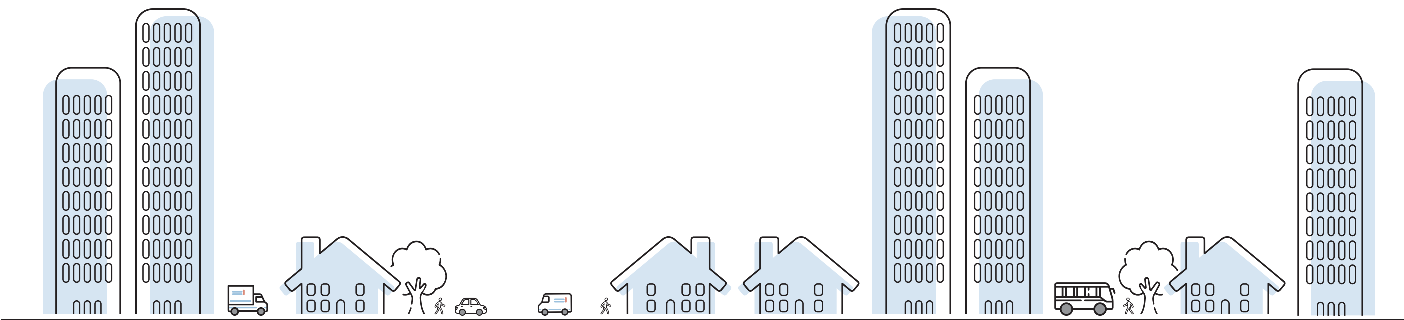
2021/22 Headline Social Housing cost per unit and Major Repairs cost per unit excludes £2.375m of Towers costs, including these costs the unit costs would be £4,231 and £1,639 respectively as leasehold costs were disclosed separately for 2024.

The reduction in the Headline Social Housing Cost per unit is as expected due to the reduction in capitalised major repairs offset by additional costs of damp and mould responsive repairs.

The management cost per unit has seen an increase from £801 to £886, as we have continued to invest in Digital & IT transformation, in addition to increased service delivery costs fuelled by the cost-of-living crisis. Nevertheless, it remained below the budgeted target for the year.

Repair maintenance costs per unit increased slightly in 2023/24, once again reflecting higher demand and labour pressures leading to more use of subcontractors particularly for damp and mould remedial work. This was offset by fewer voids and lower cost of voids in the year. The percentage of repairs completed in time dropped 5% from 2022/23, continuing the trend begun during the pandemic.

The overhead as a percentage of adjusted turnover has increased slightly this year. This is predominantly because we continue to spend comparatively more on Digital & IT each year to transform delivery of front-line services, insurance costs were also 55% higher and there was also a transitional cost associated with the changes in the Executive Team this year. The small marginal increase above the target reflects tight cost management keeping the outcome in the 2nd quartile. This indicator continues to be influenced by our low rents; we estimate that if PCH rents were at similar levels to other housing associations in Plymouth, our overhead costs as a percentage of turnover would be 12.4%.



Value for Money Indicators

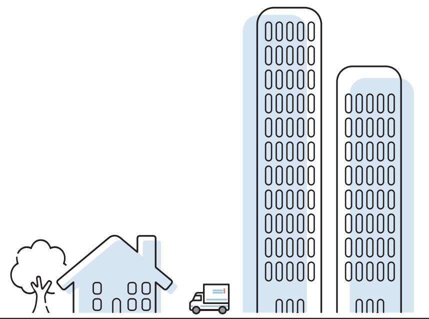
Outcomes Delivered

	2023/24 Target	Benchmark Quartile	2023/24	2022/23	2021/22
Customer Satisfaction with Services (STAR)	n/a	1st	85.00%	85.59%	86.08%
% residents satisfied with the repairs service (transactional)	95%	-	96.54%	96.54%	96.34%
% residents satisfied with the outcome of their anti-social behaviour complaint	92%	1st	97.87%	97.87%	96.90%
% homes with a valid gas safety check	100%	2nd	99.97%	99.95%	99.97%
% reinvestment in new and existing stock	8.5%	2nd	7.4%	3.3%	4.9%
£s invested in communities £000's	£847	2nd	£761	£812	£700

Costs are only one aspect of looking at value for money and we place a strong emphasis on quality and customer satisfaction.

Overall resident satisfaction with PCH as a landlord has declined slightly from 86% to 85%, whilst disappointing, it is not unexpected and reflects a continued downward trend across the sector in recent years. We have additionally compared our satisfaction results with the UKCSI from the Institute of Customer Service and our performance exceeds that of most high-profile private sector organisations. Transactional resident satisfaction with repairs and the outcome of anti-social behaviour complaints has increased during the past year which shows sustained performance in this area.

Whilst we spent a substantial figure of over £761,000 in community development, the Regulator has a tightly defined measure of investment in communities, which does not fully reflect all of our efforts, including our work to manage tenancies, support those in debt, deal with anti-social behaviour and invest in home improvements which contribute to sustaining communities. The target for reinvestment in new and existing stock reflects our plans to continue to develop new homes and our major repairs programme. Our investment for 2023/24 shows a substantial increase from 2022/23, in line with our plan.



Value for Money Indicators

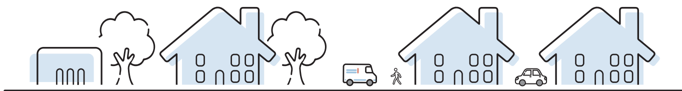
Operating Margin

	Target	2023/24	2022/23	2021/22
Operating surplus, exc sales of fixed assets £000's	7,300	9,641	5,843	8,515
Operating Margin	7%	10.5%	6.5%	10.1%
Operating Margin (Social Housing Lettings)	8%	10.7%	4.3%	8.8%
Operating Margin - (EBITDA)	>20%	27%	23%	26%

The operating surplus for the year increased from £5.8m to £9.6m. This is mainly due to the 7% rent increase and higher service charges combined with lower major repairs, a positive non-cash pension charge and a release of Govt Grant from capital. This was partially offset by increased management, service costs, responsive repairs, property depreciation, and lower return on Open Market and Shared Ownership sales.

The operating margin (operating surplus as a percentage of turnover) increased from 6.5% to 10.5% due to the factors above and proportionately lower increases in interest costs. The EBITDA operating surplus was £22.9m (2022/23: £17.9m[RS1]), predominately resulting in an EBITDA operating margin of 27% (2022/23: 23%) which exceeded our financial strategy target of 20%.

The operating margin remains low predominantly because of our low rents and high depreciation charges of over £13m which are an adjusting factor for the EBITDA margin. The operating margin from social housing is low for similar reasons. There would be a financial benefit if there were a change to Government policy which would allow us to converge rents to the levels that other housing associations charge in Plymouth.



Sale of properties not developed for outright sale

There was a net gain on sale of properties not developed for outright sale, mainly Right to Buy and Right to Acquire sales of £764k, a similar position to the previous year (2022/23: £757k).

Other fixed asset sales

There was a gain on other fixed asset sales of £17k mainly related to disposal of fleet vehicles offset by D&IT asset write offs (2022/23: £18k gain).

Interest payable and similar charges

Interest payable and similar charges were £4.1m (2022/23: £4.7m). Total interest compromises – interest, non-utilisation fees, arrangement fees and other relevant costs associated with a refinance exercise, amortisation of previous arrangement fees, relevant legal and professional charges, pension interest expense and are net of interest capitalised to development schemes in the year.

Loans increased to £125m at the end of the year from an opening level of £122m. The average level of borrowings during the year was £125m (2022/23: £111m).

Value for Money Indicators

Interest Cover

	Target	Benchmark Quartile	2023/24	2022/23	2021/22
EBITDA Interest cover	>165%	-	438%	362%	399%
Interest Cover (EBITDA MRI) Group (unadjusted)	>150%	1st	366%	212%	198%
Interest Cover (EBITDA MRI) Group (adjusted)	>150%	1st	366%	212%	248%
Interest Cover (EBITDA MRI) Association (unadjusted)	>150%	1st	342%	195%	188%
Interest Cover (EBITDA MRI) Association (adjusted)	>150%	1st	342%	195%	238%

Adjusted figures are amended for £2.4m of spend in 2021/22 in respect of the removal of cladding on Mount Wise Towers and Marlborough House. Whilst experiencing a continued tightening in interest cover, the underlying result remains a strong financial performance reflecting the low gearing of the association and the effectiveness of debt management - giving some of the strongest interest cover results in the sector.

Group Cash Flow

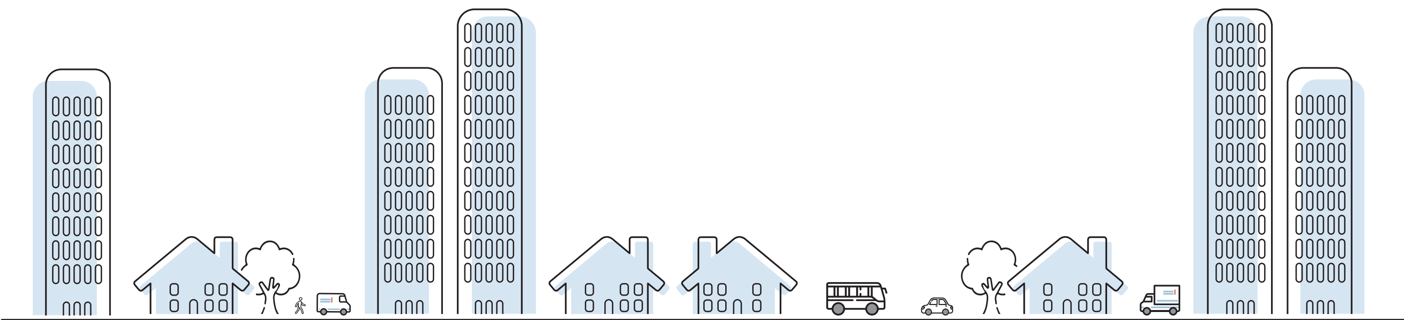
The cash generated from operating activities in 2023/24 has decreased by £2.7m to £17.9m. This is due to a combination of an increase of surplus, offset by the changes in the pension fund debtor disclosure. Additions to housing properties of £42m were £23.8m greater than previous year.

Housing Properties

We developed and retained 133 new homes during the year, of which 79 are for rent and 54 shared ownership. The total movement to the rented stock was an increase of 115 homes (2022/23: 37 increase). We disposed of 30 social housing homes (27 Right-to-Buy and 2 Right-to-Acquire and 1 sundry sale), there was also 1 shared ownership property that fully staircased. This resulted in a net gain after costs of sales, write out of assets and payment of 50% share of net Right to Buy receipts to Plymouth City Council, of £764k.

Strategic asset management is a core element of our business. We have over 14,000 homes let at Social or Affordable rent which are our main focus, but we also have over 175 shops, over 2,280 properties with solar panels, over 3,000 garage and parking spaces and we own a large office building.

Our current asset management strategy is to ensure we maintain the decent homes standard and modernise our blocks of flats, improve energy performance certificates and manage fire safety requirements.



Business Assets

We own our headquarters building and a satellite office in the city centre. We also purchase our fleet of vehicles and Digital & IT equipment outright. We have rented two small industrial units, one of which is used for our repair stores and the other is a PCH recycling centre used by our Environmental Services team.

The main business asset is the headquarters building, Plumer House. PCH occupies part of the building and, to make best use of the asset, the remaining space is leased to other organisations. During the year we generated a surplus of £391k, including service charges, for leasing this space.

The majority of PCH workforce continues to operate in a hybrid way providing the capacity and capability to work at home, office or remote/satellite locations. This provides an agile workforce and improves operational and service delivery efficiencies/effectiveness.

We continue to invest in D&IT hardware to provide ‘fit for purpose’ devices flexible to the various needs of differing roles, responsibilities and service delivery.

In addition, we continue to make progress in moving from conventional data centre/ on-premise applications to cloud hosted solutions further improving the anytime, any access capability and significantly improving our resilience (business continuity/disaster recovery posture).

These changes continue to influence our asset base and our traditional capital investment and shift to revenue based costs (licensing/as a service).

A flexible, hybrid and remote workforce presents opportunity to further leverage income from our ‘real estate’ – i.e. letting of office space.

We continue to invest in security and protection to ensure we are as resilient as we can be to known threats and risks.

We continue to invest in digital workflows to decrease the number of paper-based mandrualic processes and to improve operational efficiency.

We are also investing in the provision of self-serve opportunities for our residents and staff (My PCH Portal and IRIS Cascade) supporting the business strategy of ‘digital by design, access by choice’.

We invest to maintain the D&IT Infrastructure to ensure it is fit for purpose, within vendor/supplier support and to meet compliance standards (i.e. Cyber Essentials Accreditation).

Social-commercial assets

These are our shops, community spaces and solar panels. They are used to bring income into PCH which is then used to deliver services for residents and build more homes. Our shops aren't just there to bring us an income - many of them are home to vital community services such as post offices and grocery stores.

At The Beacon Community Hub in North Prospect we have commercial lettings, including offices, a library and grocery store. In addition, The Beacon also has a café which is open 5 days a week and space for community activities, increasing footfall to the area and creating a place for social interaction.

We have previously invested £9.9m in installing solar panels (owned by PCH Energy) to some of our homes which over their lifecycle have a positive net present value and bring in a financial return through feed in tariffs. Residents can use the electricity generated free of charge and also reduce their household costs and carbon footprint. There are currently no plans for further investment though this is kept under review.

Strategic asset management

In our 5 year Asset Management Strategy (2022-2027) we have adopted a three-tiered overarching investment strategy, with thermal performance being an underlying theme to service future performance needs.

Planned Programme (Revenue): Properties that meet the 2030 EPC SAP C standard and only require repairs and maintenance works to keep them in good repair.
Planned Programme (Capital): Properties that meet or very nearly meet the 2030 EPC SAP C standard, repairs and maintenance works coupled with roofing and/or window renewals, with a marginal allowance for low level energy improvement works to meet the SAP C target.
Refurbishment: Properties that without material improvement will not meet future energy efficiency targets. Investment to focus on a fabric first approach, aimed to support future sustainability in readiness for the Zero Carbon 2050 target.

In conjunction with the above we are also managing standalone programmes of roof renewals and window renewals, required to maintain basic property DHS. These will also be considered in conjunction with energy performance requirements. Dwelling roof renewals especially will focus on properties that require minimal works to enhance energy performance to meet the 2030 target, enabling us to maximise roof insulation and consider other minor measures referenced above. Other works will continue to be maintained, including kitchen and bathroom replacements and other smaller projects to ensure we continue to maintain our properties to the Decent Homes Standard.

These programmes will work together to ensure PCH continue to provide good quality homes with modern facilities that are secure and maintained in good repair.

In terms of assessing our property performance, we have historically maintained a whole stock evaluation process assessing key performance drivers. To add further definition to this process and to help achieve our Strategic Asset management Targets, we have engaged with Savills looking to implement their SHAPE tool to better understand our asset performance.

This coupled with an increased focus on the collation of Stock Condition Survey data will bring together data and intelligence across PCH to help understand property performance in terms of;
Financial performance, Social performance, Market performance.

Where properties are identified as poorly performing, we will undertake options appraisals, considering remodelling, redevelopment, repurposing or, in exceptional cases, disposal. This work underpins a number of actions arising from the Asset Management Strategy and will support the ongoing development of a prioritised programme of capital investment.

In 2024/25, we have established a clear Asset Strategy and Delivery Service plan which sets out ambitious objectives. These include working with local partners including the University, health and PCC to develop a new PCH Homes standard, Increasing our staff numbers and developing in-house skills and experience, a refreshed Decarbonisation Strategy, and a review of our 2000+ garages sites and underutilised land assets.

Value for Money Indicators

Effective Asset Management

	Target	Benchmark Quartile	2023/24	2022/23	2021/22
Return on Capital Employed	1.2%	4th	1.56%	0.95%	1.43%
Operating surplus - £'000	7,343	-	9,658	5,861	8,515
Total assets less current liabilities £m	632	-	620	617	597

Return on capital employed (ROCE) remains low which is to be expected for a housing association focussed on the provision of social and affordable housing. This has been further impacted in 2023/24 by cost increase pressures. As reported in the section on turnover, we regard our low rents as providing a social dividend with social rents and service charges on average at close to 54% of market rents and affordable rents at 80% of market rents.

As the ROCE is a calculation of the operating surplus divided by the asset value it is self-evident that as a provider to social housing with low rents the return will be very low. The size of the development programme and the focus on affordable rents will only marginally add rental income and proportionately add more to asset costs and so will not increase the ROCE.

Value for Money Indicators

Development (Capacity)

	Target	Benchmark Quartile	2023/24	2022/23	2021/22
Gearing	27%	1st	20%	17%	19%
Net Debt per home exc Shared Ownership £	<16,625	1st	£7,228	£6,619	£7,377
Net Debt per home inc Shared Ownership £	<16,625	1st	£7,027	£6,466	£7,215

Although the ROCE is low we remain a very low-geared association, given our relatively low level of debt to asset values.
This gives assurance that we have capacity to take on more debt to support our planned development and investment programme. All measure of loans to assets are below the target for the year reflecting the delays in delivery of new homes and thereby reducing debt requirements.

The Board approved a Business Plan with an assumption of developing 200 homes a year for retention and 20 for open market sale. though we anticipate pausing open market delivery for a year.

Our net debt per unit at £8,158 is considerably lower than our most restrictive gearing covenant.

Value for Money Indicators

Development (Supply)

	Target	Benchmark Quartile	2023/24	2022/23	2021/22
New Supply Delivered (Social Housing)	142	-	219	109	122
New Supply Delivered as % of Homes Owned (Social Housing)	1.49%	2nd	1.49%	0.75%	0.85%
New supply delivered – number of non-social housing homes	14	-	2	12	-
New supply delivered as a % of stock – non-social housing homes	0.06%	2nd	0.01%	0.07%	-

Between the stock transfer in 2009 and March 2024 PCH has built 1,239 new homes, 844 for rent and 395 for shared ownership. During 2023/24 we took handover of 133 new homes: 79 social rent/affordable rent and 54 shared ownership. PCHR also built and sold 2 open market properties through our JV with Halsall Homes in a challenging market.

The regeneration of the North Prospect estate was a promise when we transferred and to date, we have built 1,093 new homes and an impressive community facility known as The Beacon which contains a library, shops, business offices and community meeting space. The whole regeneration project amounting to 1126 new homes is due to complete in Summer 2024.

We continue with our ambition to develop more homes within the Plymouth travel-to-work area, and during the year we have taken ownership of homes in Plymouth, Liskeard, Callington, Pensilva (Liskeard), Brixton, Wrangaton (SouthBrent), Saltash, Salcombe, Paignton and Bodmin.

Our future development in Plymouth includes the delivery c125 affordable homes on land purchased during the year, 86 houses from the MOD in Plympton, as well as developing 135 homes in partnership with Plymouth City Council at Bath Street, Millbay. We continue to work closely with Plymouth City Council to deliver a series of smaller in-fill sites around the City. Outside Plymouth we will expect to enter into contract to deliver flats at the Sherford new town centre and at various other S106 projects in St Ann's & Landstephen.

Building new social housing requires a financial subsidy in order to make it viable. The funding for our current build programmes consists of a mixture of government grants, subsidy from Plymouth City Council, internal cost savings made, and a very limited number of disposals of existing homes which are either unpopular with residents, have very high maintenance costs, or both.

We have the financial capacity to undertake a more ambitious programme but obtaining land for development remains the main challenge. We are discussing the renewal of the memorandum of understanding agreement with Plymouth City Council of a further 4-year period which will support our ambitions in concentrating our development activity in Plymouth. Having largely committed the current 2020-25 programme, Board in the spring will be considering PCH's future Development and Growth strategy, including geographic reach, tenure and size of the new 2024-29 programme.

Capital Structure and Treasury Policy

Capital Structure

At 31 March 2024, of the £205m facilities available to the organisation, £125m had been drawn down, with £80m still available. During April 23 negotiations concluded with NatWest to increase the overall facility with them by a further £10m, to £75m, with RCF moving from £65m to £45m, with the option of additional borrowing up to £30m on a fixed interest rate.

At 31 March 2024 the organisation had £85m of variable rate bank facilities being a £45m Revolving Credit Facility (RCF) provided by NatWest, expiring 2028, and a £40m RCF provided by Barclays, expiring 2026. These facilities provide the flexibility we require for the large costs of our development and major works programmes.
In addition to the variable rate RCF with NatWest the organisation has drawn down £30m fixed rate loan which expires in 2030

We also have longer term fixed rate financing of £90m being £30m of European Investment Bank funding sourced through The Housing Finance Corporation (THFC) and £60m in three £20m Private Placements (PPs) initially sourced through Barings as an investor agent. In 2021/22 Massachusetts Mutual (the patent of Barings) sold part of its business interest, in two holdings of £2.1m to Great West Life Inc and Great West Life New York Inc.

All borrowing agreements give us the flexibility to obtain additional funding without requiring the consent of existing lenders.

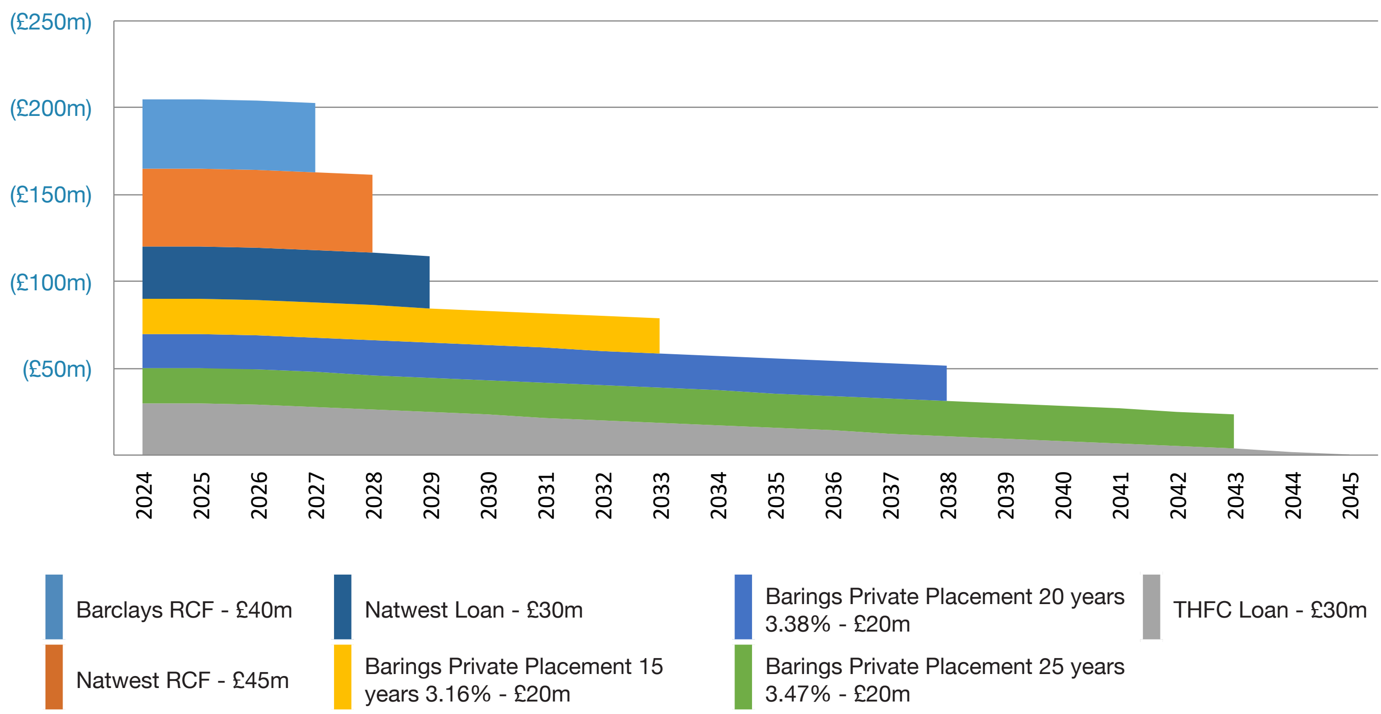
This is a suitable funding structure to support our expansion and to which we expect to add as we continue to build new homes and improve existing homes. The following chart shows the expiry profile of these facilities.

Repayment Profile of Current Facilities

The period quoted for each private placement is its original term; RBS and Barclays are shown at full facility amounts rather than amounts drawn.

The maturity profile of the current capital structure spreads out the future refinancing risk; being the requirement to replace expiring funding with new funding. The existing main facilities end at well-spaced intervals. The THFC loan is fully drawn and has a fixed repayment schedule as shown by the annual decreasing level of loan. The portfolio has an average maturity life of 8.5 years across all facilities, with the first material financing requirement occurring in December 2026 when the Barclays RCF of £40m is due to mature.

Maturity of Existing Facilities



	Target	Benchmark Quartile	2023/24	2022/23	2021/22
Net Debt / turnover	-	1st	1.2	1.2	1.4
Gross Debt per home	-	1st	£8,525	£8,428	£8,010
Net Debt per home exc Shared Ownership	<16,625	1st	£7,228	£6,619	£7,377
Net Debt per home inc Shared Ownership	<16,625	1st	£7,027	£6,466	£7,215
Gearing	27%	1st	20%	17%	19%

A key measure of our ability to support these loans is the level of security of the housing stock that either is or can be put in charge to secure them. The facilities as at 31 March 2024 of £205m are fully secured and there are a further 6,151 homes available for charging giving confidence in the organisation's ability to raise future funding. This capacity is reflected in the low gearing and low level of debt per home.

The Group has relatively low operating margins however because debt multiples of turnover and revenue cash generation are both low there remains a strong ability to meet additional costs of debt.

	Valuation Date	Homes in charge	Valuation (£m)	Facility (£m)	Drawn (£m)
NatWest Group	Aug-23	2,262	84	75	30
THFC	Nov-19	1,673	57	30	30
Barclays	May-23	1,746	66	40	5
Barings/ Great West	Jun-22	2,831	98	60	60
Subtotal - allocated	-	8,512	305	205	125
Unallocated	-	6,151	138	-	-
Total	-	14,663	443	-	-
Gross debt per unit	£8,525	-	-	-	-

The valuations are at Existing Use Value – Social Housing (EUV-SH) Basis 1 which assumes that the properties will be re-let as social housing upon void.

From time to time properties in charge are required to be revalued under the terms of their funding agreements. The THFC portfolio is due to be valued in November 24.

Treasury Management

PCH operates a centralised treasury management function. Its primary duties are to manage liquidity, funding, investment and financial risk including that from interest rate volatility.

Treasury policies are approved by the PCH Board with the latest addition to the Policy being the Board-approved golden rules to provide a risk management framework for planning and performance.

Golden Rules

Area	Rule	At 31st March 2024
Cash on Hand	Cash will be held on overnight or on one month deposit equal to the following 3 months committed net cashflow before financing or a minimum of £5m.	The current headroom between 3 months cash need and available cash is £3.7m
Liquidity	Ready to draw facilities (with security in place) for at least 18 months	Compliant
	Maintain a forecast minimum of 10% of bank loan facilities undrawn - currently £80m so £8m	Compliant
Interest	EBITDA-MRI Interest Cover and forecast interest cover, net of Decarbonisation grants, not to fall below 100%	The tightest interest cover at year end is 346% providing c£12.4m of headroom on golden rule.
	EBITDA only Interest to be above 165%	Compliant
Minimum Operating Surplus	EBITDA Operating Surplus to be above £11m	Year End c£19.5m, c£8.5m headroom to Golden rule
Gearing	Maintain a minimum of 5% headroom over the next five years	Compliant
	Ceiling of: 50% of Housing Property at Historical Cost or £17,500 Debt per Unit	Compliant
Market Sales Risk	Forecast Open market and shared ownership sales to be no more than 20% of Group turnover	Compliant
	Unsold open market and shared ownership sales value to be no more than 15% of group turnover.	

All of the rules were met during the year and are met in future business plan projections on the assumption that additional funds can be raised in a timely manner

Interest Rate Strategy

Our policy is to have a mix of fixed and variable rate debt with the split being agreed by the Board each year. With £120m of fixed funding, being 96% of drawn funds at 31 March 2024. In April 2023 we negotiated a £10m facility increase with NatWest, as part of this negotiation there was the potential to take £30m of the facility as a fixed interest rate loan which look place in December 2023, bringing the fixed debt to £120m.

The £60m Private Placement has been drawn at fixed rates of c. 3.3% (2022/23: 3.3%) and the £30m EIB / THFC at c.2.9% (2022/23: 2.9%).

The average all in rate for variable debt during the year including payment of commitment fees was 6.20% (2022/23: 4.36%).

The weighted average cost of debt was 4.2% (2022/23: 3.8%); these percentages exclude the pension interest expense and arrangement fees and do not net off the interest capitalised upon development schemes as these amounts are both independent of the level of debt. The amount of facility non-utilisation costs incurred during the year was £0.4m (2022/23: £0.4m) and the actual cash interest paid during the year was £4.9m (2022/23: £4.7m).

Cash Investment Strategy

Surplus cash is invested according to policies approved by the Board keeping to the golden rules and with the preservation of capital value as the primary objective.

The organisation's target cash holding is set at the higher of £5m or three months' expected cash spend, although higher cash levels may be held in anticipation of significant capital expenditure or in periods of higher risk in the financial markets.

At the year-end, cash holdings were £8.7m (2023: £28.4m). Cash holdings were high at March 2023 due to loan drawdowns for development payments in April 2023.

Liquidity Strategy

The policy requires balance sheet cash holdings as explained above. This means having in place facilities for at least 18 months future funding with headroom of 10% (currently £10m) on banking facilities and sufficient facilities to cover all committed and uncommitted development schemes in the business plan.

At 31 March 2024 facilities were sufficient to cover over two years of future financing needs with projected undrawn bank debt of £69m in March 2025.

Counterparty

PCH has approved lending and investment counterparties and monitors counterparty risks based upon independent credit intelligence supported by our Treasury Advisors.

Share Capital

During the year, 3 shares were issued and 1 was cancelled, leaving a balance in the share capital of the company of 36 (2022/23:£34).

Managing our Risks

Risk Management Principles

The Golden Rules are used as a financial risk management framework. There is an additional rule to those set out in Treasury Management, section C, relating to the sales risk of open market and shared ownership sales.

Firstly the level of committed and planned open market and shared ownership sales must not exceed 20% of gross turnover. This is a planning measure; if sales happen earlier or at higher values than expected so resulting in their exceeding 20% of gross turnover this does not constitute a breach of the Rule as earlier or higher value sales achieved both serve to reduce future sales risk.

Area	Rule	2023/24 Actual
Sales risk	Shared ownership and open market sales as a percentage of gross turnover should not be more than 20%	4.2%
Golden rule	Unsold stock which is completed and available for sale against current year's gross turnover not to exceed 15%, with trigger points at the levels of 5% and 10%. At 10% the presumption is that no new development schemes will be entered into	0.3%

As part of the corporate planning processes, the risks that may prevent the Association achieving its objectives are considered and reviewed six-weekly by the Executive Management Team (EMT), quarterly by Audit & Risk Committee (ARC), and biannually at scheduled meetings of the Board as well as at Board Away Day Risk Workshops.

The risks are recorded and assessed in terms of their impact and probability with major risks being reported together with action taken to manage the risks, including assessments of key controls, levels of assurance and the outcome of the action.

Risk Appetite

To manage the many uncertainties which can lead to both risk and opportunity, the Board assign one of five levels of Risk Appetite to eleven 'Risk Categories'.

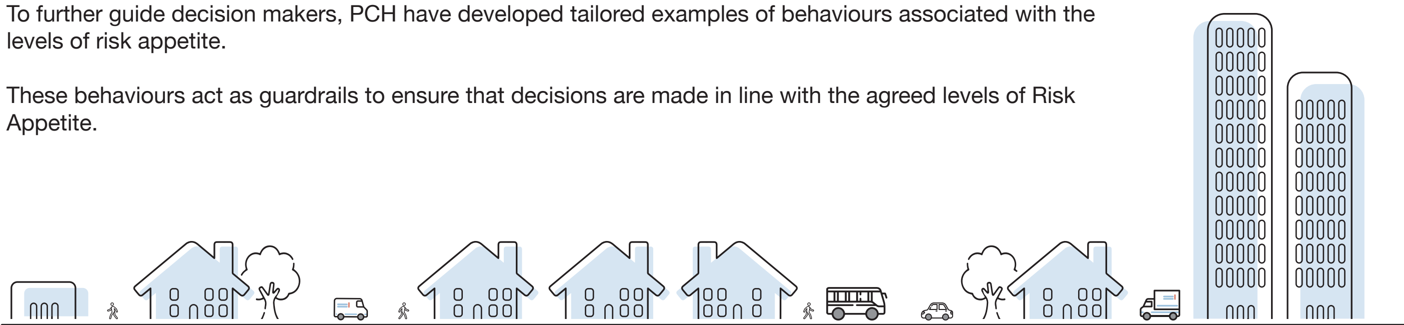
These are 1. Averse, 2. Cautious, 3. Balanced, 4. Open and 5. Hungry.

The following was agreed by the Board on 8th February 2024:

- People & Culture (Open)
- Health & Safety (Cautious)
- Strategy & Partnerships (Balanced)
- Customer (Open)
- Financial Stability (Balanced)
- Data Management (Balanced)
- Data Security (Balanced)
- Development (Balanced)
- Asset Management (Balanced)
- Reputation, Trust & Transparency (Open)
- Governance, Legal & Compliance (Cautious)

To further guide decision makers, PCH have developed tailored examples of behaviours associated with the levels of risk appetite.

These behaviours act as guardrails to ensure that decisions are made in line with the agreed levels of Risk Appetite.



Financial Stress Testing

There is a formal process of stress testing against strategic risks to which the thirty-year financial plan is subject in order to demonstrate the Group's ability to both withstand and to react to particular adverse risks; both individually and in combination. The risks essentially divide into being either a decrease in income or increase in costs, but their incidence can vary between an immediate short-term impact and something that steadily worsens over time so are modelled as real world scenarios.

The modelling focussed on testing the business against:

- Breach of funding covenants;
- running out of cash;
- running out of security (given the high levels of unencumbered assets available for security this is not a critical risk area).

This was looked at from the immediacy of a breach of covenant and loss of cash and then the testing was raised to the point at which viability could no longer be sustained. This was done using low, medium and high shock levels.

Nine main scenarios were tested, both individually and in combination:

- Inflation and adverse differential inflation
- Rent freeze
- Major works and build cost inflation
- Void and bad debt increases
- Interest rate increase
- Stop of generic developments
- Sales market decline
- Single large loss events
- Reduction in Development grant income

2 further five-year multivariate testing combining elements of the above were also presented to the Board.

In summary, the Group could withstand low impact shocks, mitigate against moderate shocks, but would have to take more severe action for a high level of adverse impact.

Annually, the Board receives a report on how the Group would practically implement the mitigating actions in the case of risk crystallisation such as cancelling contracts, selling assets, reviewing staffing resources etc as included in our Strategic Recovery Plan.

If the risks crystallise to such an extent that all of the mitigating actions have to be carried out, then the ultimate action would be to merge with another association. The Board annually sets out its approach to mergers which can be summed up as sticking to our values and being clear and accountable for any decisions.

The conclusion of this testing is that our key risk remains adverse differential inflation, caused by our costs increasing at a greater pace than our income stream.

Rising interest rates, high inflation and a fall in house prices also have a significant adverse impact and as expected a combination of all these together with cost inflation would require strong corrective actions. However, current economic forecasts indicate that rising interest rates and high inflation are an unlikely scenario.

The actions available to reduce the impact of all the above scenarios are to:

- Utilise major repairs contingency
- Utilise management costs contingency
- Reduce non critical regeneration / other major repairs spend
- Staff cost savings (whether in salaries or staff numbers)
- Stopping / reducing development
- Merger and subsequent rent increases
- Raising cash through selling assets
- Raising cash through taking on more debt

GROUP STRUCTURE AND CORPORATE GOVERNANCE

Profile of Plymouth Community Homes Ltd

Plymouth Community Homes Ltd (PCH)
Co-operative and Community Benefit Society
and Registered Provider with Charitable Status

Plymouth Community Homes Regeneration Company Ltd (PCHR)

Non-charitable limited company

Plymouth Community Homes Energy Ltd (PCHE)

Non-charitable limited company

Plymouth Community Homes (the 'Association' or 'PCH') is a high performing, efficient and effective social housing business focused on providing good quality homes and services for people in the city.

We ('the Group') have a clear corporate structure with the Association being the parent of two subsidiary companies. PCH is the principal asset owning entity and all debt sits with the Association.

The Association's Board is ultimately responsible for the control of the Group, which includes approving the overall strategies and policies, and for monitoring performance against targets, within a clearly defined framework of delegation and system of control.

The two subsidiaries allow us to trade in a for-profit context whilst reducing the risks associated with such activities.

Subsidiary Companies

The two subsidiary companies are registered with Companies House and are for-profit organisations. They are not registered with the Regulator for Social Housing (RSH). There are no external shareholders receiving dividends.

Plymouth Community Homes Regeneration Company Ltd (PCHR)

The core business of PCHR is to oversee new-build design and build work for PCH. Surplus profits can be paid to PCH under Gift Aid. As PCHR is delivering new open market sales via a joint venture, it was agreed that the surplus for the year to March 2024 would be retained to provide a buffer against market downturns in future schemes and to provide potential working capital.

The Terms of Reference for the PCHR Board were amended in 2021 to ensure appropriate oversight of open market sales. The composition of the PCHR Board consists of at least two members of the PCH Board, one member of the Executive Management Team and up to two non-executive members who are independent of the PCH Board.

PCHR has adopted appropriate areas of the NHF Code of Governance 2020; compliance with the code is reviewed annually.

PCHR is a company limited by shares. This Board met four times during 2023/24.

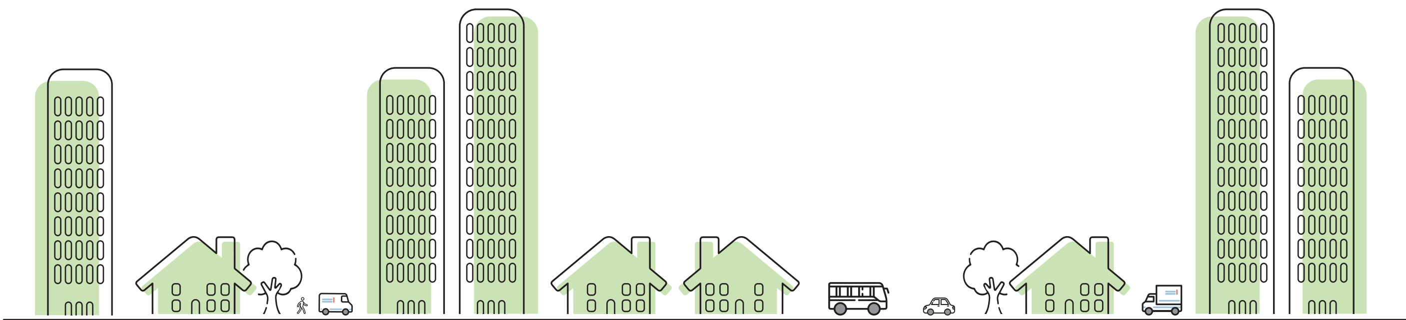
Plymouth Community Homes Energy Ltd (PCHE)

The principal activity of this subsidiary is to install and manage photovoltaic panels, under a license agreement, on properties owned by PCH. Surplus profits can be paid to PCH under gift aid. It was agreed that surplus profits for the year March 2024 would be retained to build revenue reserves to ensure that the company would not rely on PCH Ltd should the surplus fall in future either due to reduced panel income or rising overheads.

Photovoltaic cells are currently installed on 2,302 properties; six less than in 2023/24 due to the loss of properties through Right to Buy where the owners did not wish to retain the panels. The company receives the Feed in Tariff and Export Tariff from the panels and sells electricity generated to PCH, which is then passed on free to tenants during the day.

PCHE has adopted appropriate areas of the NHF Code of Governance 2020; compliance with the code is reviewed annually.

PCHE is a company limited by shares, and has four company directors, consisting of the Executive Management Team. This Board met twice during 2023/24.



The Plymouth Community Homes Ltd Board

The Board members holding office during the period 1 April 2023 to 31 March 2024 and up to the date of signing these accounts are listed in note 37.

The Board consists of members from a wide variety of backgrounds with a broad range of skills and knowledge. There are no members of the Executive on the PCH Board.

The principal role of the Board is:

1. Setting and ensuring compliance with the values, vision, mission and strategic objectives of PCH, ensuring its long-term success.
2. Establishing a culture that is positive, focused on the needs of current and future residents, other customers and other key stakeholders, and embeds equality, diversity and inclusion in PCH.
3. Ensuring PCH operates effectively, efficiently and economically.
4. Providing oversight, support, direction and constructive challenge to PCH's CEO and other executives.
5. Appointing and, if necessary, dismissing the CEO.
6. Satisfying itself as to the integrity of financial information, and setting and approving each year's budget, business plan and annual accounts prior to publication.
7. Establishing, overseeing and regularly reviewing a framework of delegations to committees and staff.
8. Establishing and overseeing control and risk management frameworks in order to safeguard the assets, compliance and reputation of PCH.
9. Holding to account PCH's subsidiary Boards, committees and senior staff for the exercise of any powers delegated to them.

Individual Board members must uphold the highest standards of probity including:

- having no financial interest either personally or through a related party in any contract or transaction of the Association, except as permitted under the Association's rules
- acting only in the interests of the Association (or its subsidiaries) whilst undertaking its business

Committee Structure

Reporting to the Board are the following committees:

Audit and Risk Committee:

It convened four times during 2023/24, addressing internal and external audit issues, and ensuring compliance with systems of internal control. It advises the Board on risk management policies and processes.

Customer Focus Committee:

It convened four times during 2023/24 and is tasked with monitoring compliance with the consumer related standards in the RSH's Regulatory Framework, approving service delivery related policies, monitoring the implementation of customer service-related strategies and landlord KPIs, and the implementation of the stock investment programme.

Development Committee:

It convened five times during 2023/24 and is tasked with overseeing the implementation of the PCH development strategy and programme, including the approval of development contracts.

Remuneration and Nominations Committee:

It convened twice during 2023/24 and is tasked with reviewing the salaries of staff including the Executive Management Team and ensuring that Board member pay is reviewed in line with the agreed Pay and Performance Policy. In response to adoption of the new NHF Code of Governance, since 2021 it has been also responsible for oversight of the Board succession plan and recruitment, including diversity of membership and the balance of skills, knowledge and experience.

Finance Committee:

This short term task and finish committee has convened once during 2023/24 with the delegated responsibility from the Board to review formal offers from the organisation's lenders. They were tasked to consider PCH's ongoing requirements and the impact on the business plan in regards to ongoing expenditure / borrowing needs and lenders' covenants compliance.

Board and Board Members

The Board members are drawn from a wide background and members are selected to ensure they bring relevant experience, skills and understanding to the discussions and decision-making process of the Board.

On a regular basis, the Board reviews the effectiveness of governance arrangements within the Association In 2022/23 the Board undertook it's triennial review of Governance effectiveness with the support of an external facilitator. The review concluded we have sound governance with 11 recommendations made to increase effectiveness and strategic thinking; Implementation of these actions was delivered via a Board Task and Finish Group which resulted in a refocus of the committee Terms of Reference (TOR).

The new TOR came into effect on the 1 April 2024 and a summary of the changes are as follows:

- Customer Focus Committee (CFC) concentrates on the design of services and customer experience and insight (feeding into the new quarterly Customer Insight report for Board)
- Development Committee changes to Capital Investment Committee (CIC) and includes asset management strategy and oversight of asset management delivery (currently with PCH Board)
- Audit and Risk Committee (ARC) is responsible for the usual audit, internal controls, probity, business continuity and risk oversight, with greater emphasis on legal and regulatory compliance assurance
- Remuneration and Nomination Committee changes to People and Culture Committee (PACC), to include some oversight of people management activities and culture

PCH has adopted the NHF 2020 Code of Governance, which is written specifically for the social housing sector. We transitioned from the previous NHF Code and have been fully compliant with the 2020 Code since March 2023. After consideration of reports by the Executive and other third parties, the Board certifies that to the best of its knowledge the Group complies with the adopted NHF Code of Governance 2020 (including the areas relevant to its commercial subsidiaries). PCH Board has extended the term of office of two resident Board members beyond the recommended six years to eight years (Code ref 3.7.3) to ensure continuity and recruit successors; one resident retired in November 2023, and another will retire in May 2025.

Resident Board member recruitment was started in the Autumn in 2023. PCH has always ringfenced two spaces on its Board for our residents as a reflection of the importance of having people with lived in experience of PCH services and communities involved in our decision making. The successful candidate was an existing CFC co-optee who was appointed in January 2024.

The Board membership, including appointments and leavers to date of signing, is shown in note 37.

Recruitment of one new tenant co-optee to the Customer Focus Committee took place this year to enhance the resident voice within PCH's governance structure and nurture successors. Further recruitment is currently underway to fill the two other Committee positions, which can include leaseholders/shared owners.

Board members are paid for their services, Board pay is accompanied by clear expectations of individuals and collective Board member performance. The NHF Code of Governance 2020 requires an objective mechanism for setting Board remuneration levels which are proportionate to the organisation's size, complexity, level of risk and resources; and regularly reviewed, drawing on external advice as necessary - with this in mind a full review of Board pay was carried out including independent external advice. This resulted in changes to the level of fee that Board members were paid in line with the organisations median fee policy. Board fee had been unchanged since 2013.

Additionally, as an output of the review the board also agreed to pay our Resident Co-optees a fee in-line with other organisation as recognition of the importance of having Residents at the heart of our Governance arrangements and demonstrating our role as leaders in Resident Engagement.

The Regulation of Social Housing (Influence of Local Authorities) (England) Regulations 2017 require that no more than 24% of the total Board membership may be Local Authority officers; PCH complies with this requirement.

Board members are requested to declare interests annually and at the start of each meeting; a public register of interests is available on request.

Shareholding Membership

PCH has an open shareholding membership which aims to:

- allow people to express support for and a commitment to PCH
- enhance PCH's accountability to the wider community within which it operates
- allow residents and other service users to have a role to play in the affairs of PCH as their landlord and/or service provider

There are currently 36 shareholders who attend General Meetings and an annual meeting with the CEO; see Note 27.

Executive Management Team

The Chief Executive and the Executive Management Team (EMT) of the Association and subsidiaries are responsible for the day-to-day operations and the subsequent monitoring and reporting of performance to the Board and its Committees. Details of the Directors are given in Note 9: Board members and Executive Directors.

Regulation

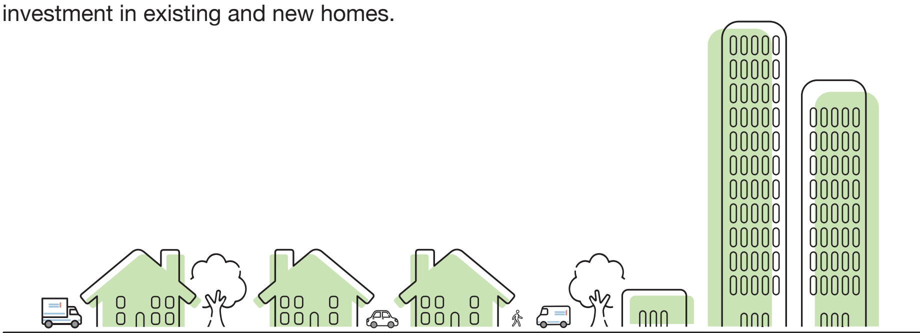
The Regulator for Social Housing (RSH) has assessed our compliance with its Governance and Financial Viability annual stability check during December 2023. This is expressed as grading G1 to G4 for governance and V1 to V4 for viability; gradings 1 and 2 are compliant.

The top governance rating of G1 demonstrates we are an efficient, effective and successful social housing provider serving Plymouth and the surrounding area and are fully compliant with the regulatory standards.

In the current climate, retaining a V2 rating shows that we remain very much a stable, reliable and dependable organisation for our investors, as well as for our tenants, meaning we can continue to deliver services effectively, and maintain our investment in existing and new homes.

Regulatory Compliance Statement

After consideration of reports by the Executive Management Team and other third parties, the Board certifies that to the best of its knowledge the Association complies with the RSH Economic and New Consumer Standards in all material respects.



BOARD REPORT

Statement of Board's responsibilities in respect of the Board's report and the financial statements

The Board is responsible for preparing the Board's Report and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law requires the Board to prepare financial statements for each financial year. Under those regulations the Board have elected to prepare the financial statements in accordance with UK Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

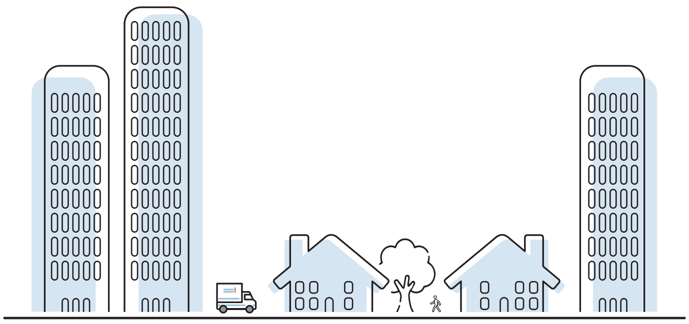
The financial statements are required by law to give a true and fair view of the state of affairs of the group and the association and of the income and expenditure of the group and the association for that period.

The Board is responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the association and enable them to ensure that its financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. It is responsible for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the association and to prevent and detect fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the association's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In preparing each of the Group and the Association financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the group's and the association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless it either intends to liquidate the group or the association or to cease operations, or has no realistic alternative but to do so



The Board's Report on Internal Controls Assurance

The PCH Board has overall responsibility for establishing and maintaining the Group's system of internal control and for reviewing its effectiveness.

The Board recognises that no system of internal control can provide absolute assurance against financial misstatement or loss, fraud or eliminate all risk. The system of internal control is designed to manage risk and to provide reasonable assurance that key business objectives and expected outcomes will be achieved.

It also exists to give reasonable assurance about the preparation and reliability of financial statements and operational information and for the safeguarding of the Group's and Association's assets and interests.

The process for identifying, evaluating and managing the significant risks faced by the Group is ongoing, has been in place throughout the period commencing 1 April 2023 and up to the date of approval of the report and financial statements.

In reaching this conclusion, the Board has reviewed the key elements of the control environment, including:

- The Board and Committee structure, constitution, governance framework and financial regulations.
- Assurances received from management evidenced through comprehensive operational reports.
- Board approval of all short/medium terms plans and the risk assessments of those plans, reviewed quarterly by Audit and Risk Committee and twice a year by Board.
- Risk management activities supported using dedicated project groups, which look at particular aspects of the Group's work.
- The Group's audit arrangements both for internal and external audit.
- Performance indicators across all major activities.
- Reports from, and submitted to, the Regulator of Social Housing (ROSH) on the Group's compliance with all aspects of its regulatory code.
- Board approved anti-fraud policy, covering prevention, detection, and reporting of fraud, and the recovery of assets.

The Audit & Risk Committee has reviewed the Fraud Register and can advise that there was one suspected and 14 actual frauds recorded during the year to 31 march 2024 and up to the date of signing these financial statements.

The Board cannot delegate ultimate responsibility for the system of internal control, but it can, and has, delegated authority to the Audit and Risk Committee to regularly review the effectiveness of the system of internal control. The Board receives minutes of the Audit and Risk Committee meetings and can ask for specific reports to be referred to it.

The Board has received the Chief Executive's annual review of the effectiveness of the system of internal control, as it applies across the Group, and the Audit and Risk Committee has received the annual report of the internal auditor; this report is made available to the Board.

The Board particularly reviews the service provided by its internal auditors and external auditors; these provide independent, trusted and objective reports which are reviewed initially by the Audit and Risk Committee and then by the Board.

The auditors have direct access to the Board and have review meetings with the Audit and Risk Committee. The internal audit service is outsourced and follows an audit needs assessment plan agreed with the Board. The Board is of the view that this internal audit service should remain as one of the cornerstones of our internal control system.

The Board confirms that during 2023/24 PCH have a compliant G1 and V2 grading from the social housing regulator for our governance and viability. There have been no other regulatory concerns which have led the Regulator of Social Housing to intervene in the affairs of the Association.

The Board further confirms that there have been no significant problems in relation to failures in internal controls which require disclosure in the financial statements in the period since 1 April 2023 to the date of signing these financial statements.

Disclosure of information to auditor

In the case of each director in office at the date the directors' report is approved, the following applies:

- so far as the director is aware, there is no relevant audit information of which the Association's auditors are unaware, and
- he/she has taken all the steps that he/she ought to have taken as a director to make himself/herself aware of any relevant audit information and to establish that the Association's auditors are aware of that information.

Going concern

The financial statements have been prepared on a going concern basis which the directors consider to be appropriate for the following reasons.

The Group prepares a 30-year business plan which is updated and approved on an annual basis. The most recent business plan was approved in March 2024 by the Board. As well as considering the impact of a number of scenarios on the business plan the Board also adopted a stress testing framework against the base plan. The stress testing impacts were measured against loan covenants and peak borrowing levels compared to agreed facilities, with potential mitigating actions identified to reduce expenditure.

The Board has an approved set of golden rules and trigger points at which to review and if necessary, commence mitigating actions.

The Board, after reviewing the group and company budgets for 2024/2025, the long-term business plan, and relying on the assurance from the stress testing and mitigations, is of the opinion that, taking account of severe but plausible downsides, the group and company have adequate resources to continue in business for the foreseeable future. In order to reach this conclusion, the Board have considered:

- The property market – budget and business plan scenarios have taken account of delays in handovers, lower numbers of property sales and reductions in sales values;

- Maintenance costs – budget and business plan scenarios have been modelled to take account of cost increases and delays in maintenance expenditure, with future spend being controlled through careful programming of major works contracts and review of specifications;

- Rent and service charge receivable – arrears and bad debts have been increased to allow for customer difficulties in making payments and budget and business plan scenarios to take account of potential future reductions in rents;

- Liquidity – current available cash and unutilised loan facilities of £80m which gives significant headroom for committed spend and other forecast cash flows that arise;

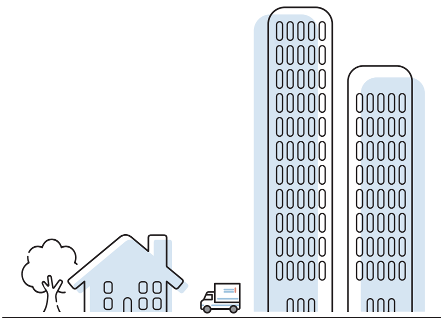
- The group's ability to withstand other adverse scenarios such as higher interest rates.

- The group's ability to withstand one off shocks of whatever nature to a value for £20m and £40m in the current and following year;

- The Board has an approved set of golden rules and trigger points at which to review and if necessary, commence mitigating actions.

The Board believe the group and company has sufficient funding in place and expect the group to be in compliance with its debt covenants even in severe but plausible downside scenarios.

Consequently, the Directors are confident that the Group and Association will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.



Internal audit annual report

Mazars LLP completed 12 planned reviews during the year, including a Data integrity audit two Key Control Health Check compliance reviews.Two follow up reviews split across the audit year were also completed to determine implementation of recommendations. These audits identified 7 moderate and 14 minor recommendations to improve controls in the 2023/24 audit year.

8 audit areas received a substantial assurance rating and 4 at adequate.

100% of audit actions were completed within the year to the agreed timescale. The auditors best practice benchmark is 85%.

Mazars confirmed:

On the basis of our internal audit work, our opinion on the framework of governance, risk management, and control is ***Substantial*** *in its overall adequacy and effectiveness. We noted some areas in which the control environment could be improved. Of the nine strategic audits conducted in 23/24, 6 were provided with substantial assurance and 3 were provided with adequate assurance. It was noted there were 9 moderate recommendations and 14 minor recommendations made.*

Mazars define Moderate as - Some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.

Disclosure of information to auditor

In the case of each director in office at the date the directors' report is approved, the following applies:

- so far as the director is aware, there is no relevant audit information of which the Association's auditors are unaware, and

he/she has taken all the steps that he/she ought to have taken as a director to make himself/herself aware of any relevant audit information and to establish that the Association's auditors are aware of that information

WE WANT TO PROVIDE A QUALITY, AFFORDABLE HOME FOR EVERYONE WHO NEEDS ONE, ALONGSIDE CONTINUING TO DELIVER TRULY EXCELLENT SERVICES FOR OUR RESIDENTS.

Valerie Lee, Chair of the Board

Strategic Business Plan

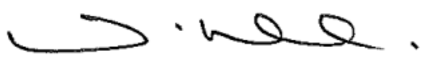
Auditor

Following a competitive tendering exercise, KPMG LLP was reappointed as external auditor of the Association at the Annual General Meeting in September 2019. The appointment was for the audit of the five years ending 31 March 2020 to 2024. The external audit work is currently being tendered for future years.

Statement of compliance

In preparing this Operating and Financial Review and Board report, the Board has followed the principles set out in the 2018 Statement of Recommended Practice: Accounting by Registered Social Housing Providers (SORP).

By order of the Board



Valerie Lee, Chair
25 July 2024

Plymouth Community Homes is registered with the Financial Conduct Authority (registration 30637R) and the Regulator for Social Housing (registration L4543).

INDEPENDENT AUDITOR'S REPORT

Independent Auditor's Report

Opinion

We have audited the financial statements of Plymouth Community Homes Limited ("the association") for the year ended 31 March 2024 which comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity, statement of cash flows and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view, in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, of the state of affairs of the group and the association as at 31 March 2024 and of the income and expenditure of the group and the association for the year then ended;
- comply with the requirements of the Co-operative and Community Benefit Societies Act 2014; and
- have been prepared in accordance with the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under and are independent of the group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The association's Board has prepared the financial statements on the going concern basis as they do not intend to liquidate the group or the association or to cease their operations, and as they have concluded that the group's and the association's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the Board's conclusions, we considered the inherent risks to the group's business model and analysed how those risks might affect the group's and the association's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
- we have not identified, and concur with the Board's assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the group's or the association's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the group or the association will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of the Board, the audit and risk committee, internal audit and inspection of policy documentation as to the Group's high-level policies and procedures to prevent and detect fraud, including the internal audit function, and the Group's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board, and audit and risk committee minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.
- Reading the Group's fraud register

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards and taking into account possible pressures to meet loan covenants and regulatory performance targets, we perform procedures to address the risk of management override of controls in particular the risk that management may be in a position to make appropriate accounting entries.

On this audit we do not believe there is a fraud risk related to revenue recognition due to limited scope for manual intervention and the homogenous nature of the majority of the revenue streams. In addition, property sales are recognised on receipt of a legal completion statement and cash and therefore the opportunity to manipulate revenue from sales is remote.

We did not identify any additional fraud risks.

In determining the audit procedures, we took into account the results of our evaluation and testing of the operating effectiveness of the group-wide fraud risk management controls.

We also performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included unexpected journals posted to revenue, and unexpected journals posted to cash and borrowings.
- Assessing whether the judgements made in the accounting estimates are indicative of potential bias including assessing the assumptions used in pension valuations.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the directors and other management (as required by auditing standards), and from inspection of the group's regulatory and legal correspondence and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

As the Group is regulated, our assessment of risks involved gaining an understanding of the control environment including the entity's procedures for complying with regulatory requirements.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

The group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related co-operative & community benefit society legislation), pensions legislation, specific disclosures required by housing legislation, and requirements imposed by the Regulator for Social Housing and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, data protection laws, anti- bribery, employment law, financial services regulations, compliance with housing regulation and legislation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The Association's Board is responsible for the other information, which comprises the Strategic Report, Financial and Operational Performance Statement, Group Structure and Corporate Governance statement, and the Board Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work, we have not identified material misstatements in the other information.

Matters on which we are required to report by exception

Under the Co-operative and Community Benefit Societies Act 2014 we are required to report to you if, in our opinion:

- the association has not kept proper books of account; or
- the association has not maintained a satisfactory system of control over its transactions; or
- the financial statements are not in agreement with the association's books of account; or
- we have not received all the information and explanations we need for our audit.

We have nothing to report in these respects.

Board's responsibilities

As more fully explained in their statement set out above, the association's Board is responsible for: the preparation of financial statements which give a true and fair view; such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group and the association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless it either intends to liquidate the group or the association or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities

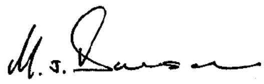
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the association in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014 and section 128 of the Housing and Regeneration Act 2008.

Our audit work has been undertaken so that we might state to the association those matters we are required to state to it in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the association for our audit work, for this report, or for the opinions we have formed.

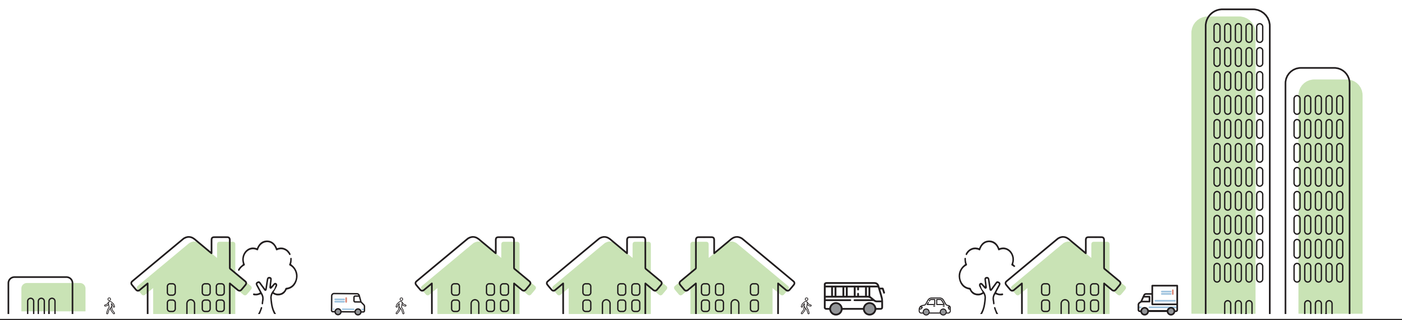


Mark Dawson, for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

Suite 23
BLOCK
Royal William Yard
Plymouth
PL1 3RP

26 July 2024



FINANCIAL STATEMENTS

Statement of Comprehensive Income for the Year Ended 31 March 2024

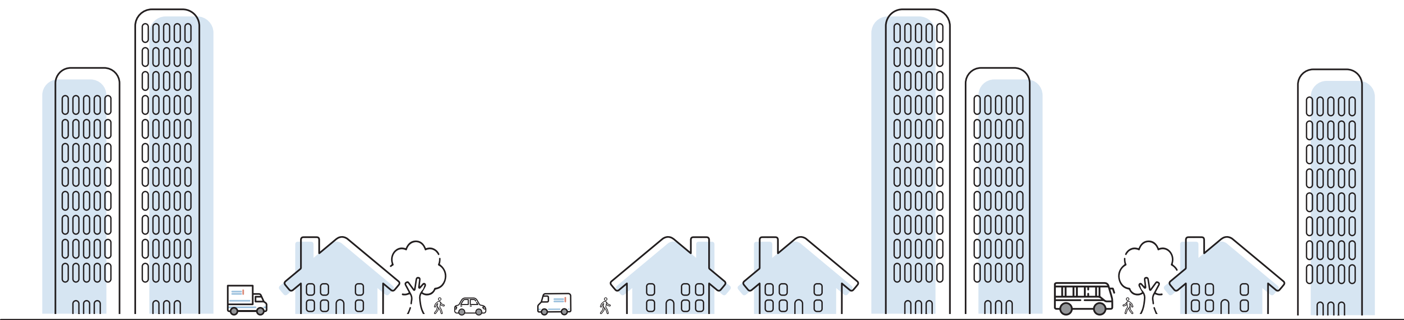
		Group		Association	
Continuing Activities	**Note**	**2024** £'000	**2023** £'000	**2024** £'000	**2023** £'000
Turnover	3	84,563	77,842	83,203	75,186
Cost of sales	3	(4,327)	(4,285)	(3,231)	(2,601)
Operating costs	3	(71,359)	(68,471)	(70,832)	(68,055)
Gain on sale of properties not developed for outright sale	10	764	757	764	757
Operating surplus	3	9,641	5,843	9,904	5,287
Gain on sale of Fixed assets	5	17	18	19	27
Interest receivable	11	612	129	691	303
Interest payable and similar charges	12	(4,096)	(4,748)	(4,096)	(4,748)
Change in value of investment property	15	(712)	(471)	(712)	(471)
Gift aid receivable		-	-	-	2
Surplus before taxation		5,462	771	5,806	400
Tax	13	(94)	(5)	(2)	(5)
Surplus for the year		5,368	766	5,804	395
Other Comprehensive Income					
Movements on the pension liabilities	26 & 27	(9,657)	41,832	(9,657)	41,832
Total surplus / (deficit) recognised for the year		(4,289)	42,598	(3,853)	42,227

Chair:

25 July 2024

Secretary:

25 July 2024



Statement of Financial Position at 31 March 2024

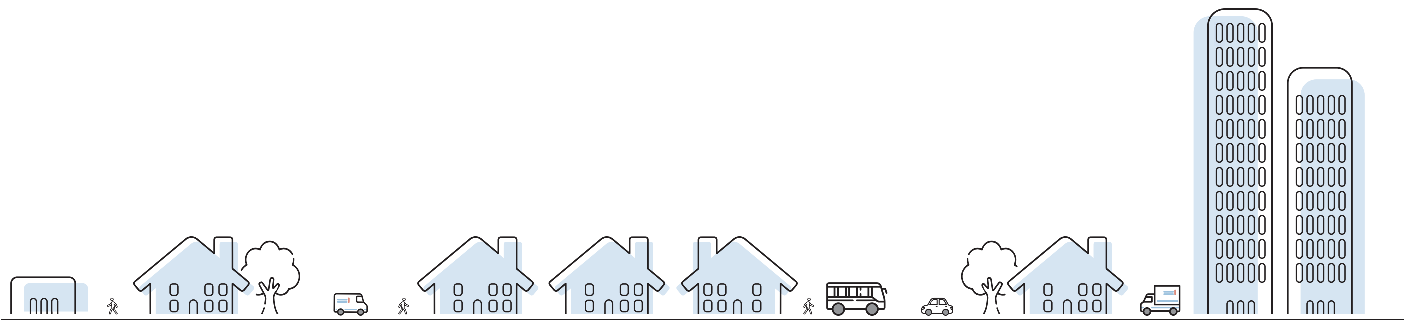
		Group		Association	
Fixed Assets	**Note**	**2024** £'000	**2023** £'000	**2024** £'000	**2023** £'000
Tangible assets					
Housing Properties	14	580,172	551,621	587,245	558,095
Other tangible assets	14	20,077	19,684	14,903	14,073
Investments in subsidiary	15	-	-	3,300	3,300
Investments	15	263	267	263	267
Commercial Property	15	14,116	14,828	14,116	14,828
Total		614,628	586,400	619,827	590,563
Assets : amounts receivable after more than one year					
Development debtor		-	-	-	-
Group debtors > 1 year		-	-	2,400	4,481
Pension Asset LGPS	26	-	8,510	-	8,510
Due For Land Sale		-	81	-	-
Total	19	-	8,591	2,400	12,991
Current assets					
Shared ownership properties in progress	17	5,583	3,011	5,583	3,011
Stock	18	2,041	2,178	1,038	1,026
Debtors	19	6,051	6,197	5,805	6,442
Cash at bank and short term deposits	20	8,716	28,411	6,455	23,948
Total		22,391	39,797	18,881	34,427
Creditors : amounts falling due within one year	21	(16,718)	(18,071)	(15,730)	(16,623)
Net current assets		5,673	21,726	3,151	17,804

		Group		Association	
	Note	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Creditors : amounts falling due after more than one year					
Loans	22	(124,693)	(121,784)	(124,693)	(121,784)
Grant funding	22	(56,303)	(51,531)	(56,303)	(51,531)
RCGF	22	(35)	(76)	(35)	(76)
Total		(181,031)	(173,391)	(181,031)	(173,391)
Pension liability SHPS	27	(1,481)	(1,247)	(1,481)	(1,247)
Pension liability LGPS	26	-	-	-	-
Total		(182,512)	(174,638)	(182,512)	(174,638)
Net assets		437,789	442,079	442,866	446,720
Capital and reserves					
Share capital		-	-	-	-
Restricted reserves		134	92	134	92
Designated reserves		359	317	359	317
Revenue reserve		184,234	176,145	189,311	180,786
Revaluation reserve		254,543	258,262	254,543	258,262
Pension fund reserve SHPS	27	(1,481)	(1,247)	(1,481)	(1,247)
Pension fund reserve LGPS	26	-	8,510	-	8,510
Total Funds		437,789	442,079	442,866	446,720

The financial statements and related notes on pages 58 to 98 were approved by the Board on 25 July 2024 and were signed on its behalf by:

Chair:

Secretary:



Statement of Changes in Equity

	Restricted Reserve Sundry Property Sales £'000	Designated Reserve Sundry Property Sales £'000	Revaluation Reserve Housing £'000	Revenue Reserve £'000	Pension Fund Reserve SHPS £'000	Pension Fund Reserve LGPS £'000	Total Equity £'000
Group							
Balance at 1 April 2023	91	317	258,262	176,146	(1,247)	8,510	442,079
Transfer	-	-	-	-	-	-	-
Total comprehensive income for the period	-	-	-	4,454	469	444	5,367
Actuarial Losses	-	-	-	-	(703)	(8,954)	(9,657)
Reserves transfer	42	42	-	(84)	-	-	-
Reserves transfer	-	-	(3,719)	3,719	-	-	-
Balance at 31 March 2024	133	359	254,543	184,235	(1,481)	-	437,789
Association							
Balance at 1 April 2023	91	317	258,262	180,787	(1,247)	8,510	446,720
Transfer	-	-	-	-	-	-	-
Total comprehensive income for the period	-	-	-	4,890	469	444	5,803
Actuarial Losses	-	-	-	-	(703)	(8,954)	(9,657)
Reserves transfer	42	42	-	(84)	-	-	-
Reserves transfer	-	-	(3,719)	3,719	-	-	-
Balance at 31 March 2024	133	359	254,543	189,312	(1,481)	-	442,866

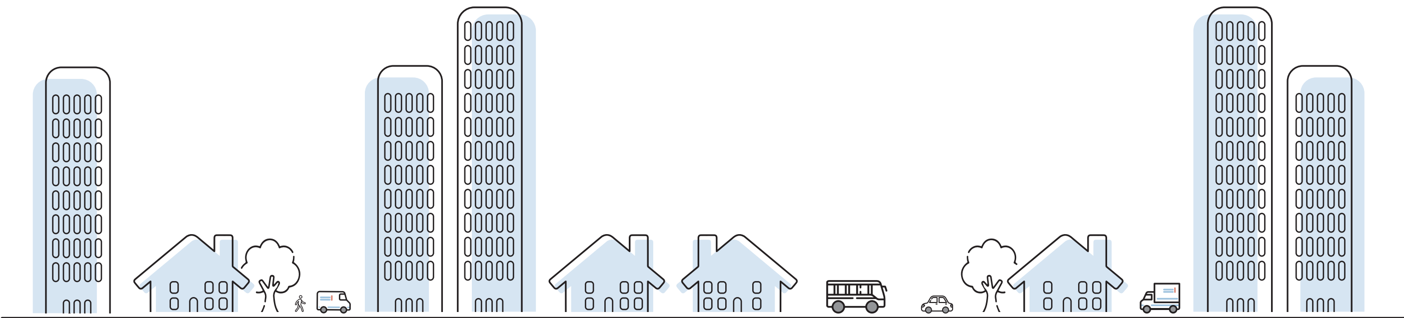
Statement of Cash Flows for Year Ended 31 March 2024

Group	2024 £'000	2023 £'000
Cashflows from operating activities		
Surplus for the year	5,368	766
Corporation tax	(92)	-
Depreciation & Impairment	14,098	14,090
Interest receivable	(612)	(129)
Interest payable	4,096	4,748
Gain on sale of housing properties	(764)	(757)
Loss/(gain) on sale of other FA	(17)	(18)
Gift Aid receivable	-	2
Change in FV of investment properties	712	471
(Increase) / decrease in stock	(2,435)	(1,751)
(Increase) / decrease in debtors	226	583
Increase / (decrease) in creditors	(1,124)	2,563
Difference between pension charge and cash contributions	(387)	785
Grant amortised	(1,213)	(1,205)
Net cash inflow from operating activities	17,856	20,148
Cashflows from investing activities		
Grants Received and land proceeds	5,966	8,939
Additions to housing properties	(41,979)	(18,116)
Sale of housing properties	3,709	3,518
Acquisitions of other fixed assets	(2,121)	(1,586)
Sale of other fixed assets	29	58
Payment to PCC	(1,163)	(1,273)
Net cash outflow from investing activities	(35,559)	(8,460)

Group	2024 £'000	2023 £'000
Cash flows from financing activities		
Interest received	612	129
Interest paid	(5,507)	(3,785)
Loans (Repaid) / Received	3,000	6,500
Movement on investments	(97)	2,414
Net cash outlow from financing activities	(1,992)	5,258
Net increase / (decrease) in cash and cash equivalents	(19,695)	16,946
Cash at beginning of year	28,411	11,465
Net increase / (decrease)	(19,695)	16,946
Cash at end of year	8,716	28,411

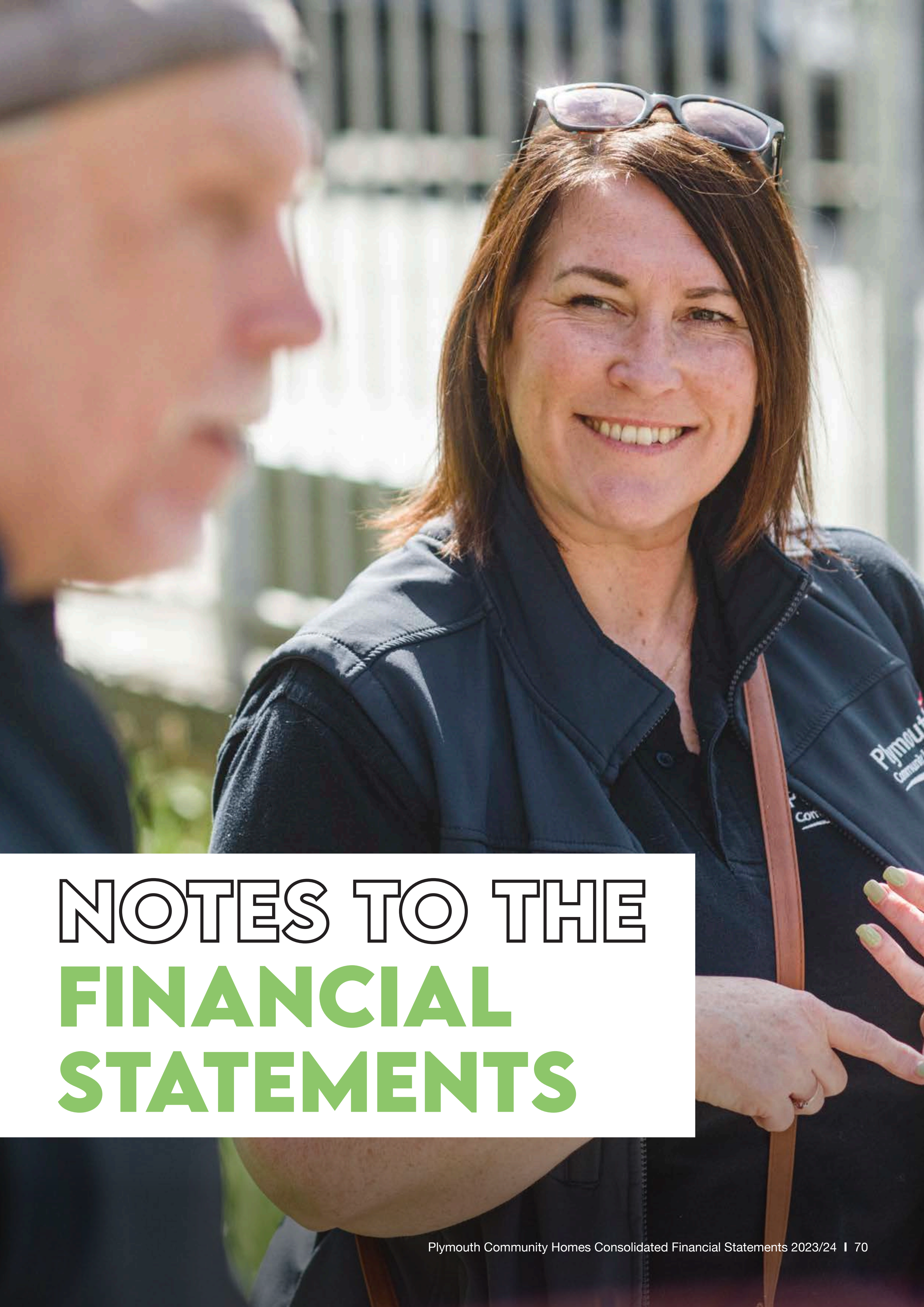
Statement of Cash Flows for Year Ended 31 March 2024

Association	2024 £'000	2023 £'000
Cashflows from operating activities		
Surplus for the year	5,804	395
Depreciation & Impairment	13,625	13,614
Interest receivable	(691)	(303)
Interest payable	4,096	4,748
Gain on sale of housing properties	(764)	(757)
Surplus on sale of other FA	(19)	(27)
Gift Aid	-	(2)
Change in FV of investment properties	712	471
(Increase) / decrease in stock	(2,584)	(1,977)
(Increase) / decrease in debtors	2,715	327
Increase / (decrease) in creditors	(754)	2,728
Difference between pension charge and cash contributions	(387)	785
Grant amortised	(1,213)	(1,205)
Net cash inflow from operating activities	20,540	18,797
Cashflows from investing activities		
Grants Received and land proceeds	5,925	8,904
Additions to housing properties	(42,578)	(18,527)
Sale of housing properties	3,750	3,553
Acquisitions of other fixed assets	(2,081)	(1,586)
Sale of other fixed assets	27	59
Payment to PCC	(1,163)	(1,273)
Net cash outflow from investing activities	(36,120)	(8,870)



Association	2024 £'000	2023 £'000
Cash flows from financing activities		
Interest received	691	303
Interest paid	(5,507)	(3,785)
Loans Received	3,000	6,500
Movement on investments	(97)	2,414
Gift Aid received	-	-
Net cash outflow / inflow from financing activities	(1,913)	5,432
Net increase / (decrease) in cash and cash equivalents	(17,493)	15,359
Cash at beginning of year	23,948	8,589
Net decrease / (increase)	(17,493)	15,359
Cash at end of year	6,455	23,948

Net debt reconciliation can be found in note 19



NOTES TO THE FINANCIAL STATEMENTS

1. Principal Accounting Policies

The financial statements of the Group and Association are prepared in accordance with Financial Reporting Standard 102 – the applicable financial reporting standard in the UK and Republic of Ireland (FRS 102) and the Statement of Recommended Practice: Accounting by registered social housing providers 2018 and comply with the Accounting Direction for Private Registered Providers of Social Housing 2022.

The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £1,000.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Basis of consolidation

The consolidated financial statements include the financial statements of the Association (Plymouth Community Homes Ltd) and its subsidiary undertakings, Plymouth Community Homes Regeneration Company Ltd and Plymouth Community Homes Energy Ltd.

All entities are registered in England.

The parent company is included in the consolidated financial statements and is considered to be a qualifying entity under FRS 102 paragraphs 1.8 to 1.12. The following exemptions available under FRS 102 in respect of certain disclosures for the parent company financial statements have been applied:

- Fair value or revaluation as deemed cost – The fair value at 1 April 2014 has been used as deemed cost for housing assets.
- For leases commenced before 1 April 2014 the Association continued to account for lease incentives under previous UK GAAP.

Key estimates and judgements

Judgements made by the directors, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in Note 35.

FRS 102

In accordance with Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments’ of FRS 102 that deal with recognising, de-recognising, measuring and disclosing financial instruments, the Group has chosen to apply the requirements of FRS 102 Sections 11 and 12 and the presentation requirements, as appropriate, of 11.38A or 12.25B as permitted by paragraph 11.2(b) and 12.2(b).

Measurement convention

The financial statements are prepared on the historical cost basis except that investment properties are stated at their fair value, as are pensions and non-basic financial instruments.

Going concern

The financial statements have been prepared on a going concern basis which the directors consider to be appropriate for the following reasons.

The Group prepares a 30-year business plan which is updated and approved on an annual basis. The most recent business plan was approved in March 2024 by the Board. As well as considering the impact of a number of scenarios on the business plan the Board also adopted a stress testing framework against the base plan. The stress testing impacts were measured against loan covenants and peak borrowing levels compared to agreed facilities, with potential mitigating actions identified to reduce expenditure.

The Board has an approved set of golden rules and trigger points at which to review and if necessary, commence mitigating actions.

The Board, after reviewing the group and company budgets for 2024/2025, the long-term business plan, and relying on the assurance from the stress testing and mitigations, is of the opinion that, taking account of severe but plausible downsides, the group and company have adequate resources to continue in business for the foreseeable future. In order to reach this conclusion, the Board have considered:

- The property market – budget and business plan scenarios have taken account of delays in handovers, lower numbers of property sales and reductions in sales values;
- Maintenance costs – budget and business plan scenarios have been modelled to take account of cost increases and delays in maintenance expenditure, with future spend being controlled through careful programming of major works contracts and review of specifications;
- Rent and service charge receivable – arrears and bad debts have been increased to allow for customer difficulties in making payments and budget and business plan scenarios to take account of potential future reductions in rents;
- Liquidity – current available cash and unutilised loan facilities of £80m which gives significant headroom for committed spend and other forecast cash flows that arise;
- The group's ability to withstand other adverse scenarios such as higher interest rates.
- The group's ability to withstand one off shocks of whatever nature to a value for £20m and £40m in the current and following year;
- The Board has an approved set of golden rules and trigger points at which to review and if necessary, commence mitigating actions.
- The Board believe the group and company has sufficient funding in place and expect the group to be in compliance with its debt covenants even in severe but plausible downside scenarios.

Consequently, the Directors are confident that the Group and Association will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

Basic Financial Instruments

Tenant Arrears, Trade and Other Debtors

Tenant arrears, trade and other debtors are recognised initially at transaction price less attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

Trade and Other Creditors

Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

Bank Loans Classified as Basic Financial Instruments

Bank loans are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses.

Investments in Subsidiaries

Investments in subsidiaries are carried at cost less impairment.

Cash and Cash Equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand and form an integral part of the Association's cash management are included as a component of cash and cash equivalents for the purpose only of the cash flow statement.

Tangible Fixed Assets

Tangible fixed assets, excluding Housing Properties, are stated at cost less accumulated depreciation and accumulated impairment losses. Housing properties, except new build, were revalued to fair value on the 1 April 2014 and this value treated as deemed cost thereafter. New build housing properties are shown at cost.

Where parts of an item of tangible fixed assets have different useful lives, they are accounted for as separate items of tangible fixed assets, for example land is treated separately from buildings.

The Association assesses at each reporting date whether tangible fixed assets (including those leased under a finance lease) are impaired.

Housing Properties

Tangible fixed assets are stated at deemed cost less accumulated depreciation and accumulated impairment losses, or cost (for new build properties and components added since 1 April 2014). Cost includes the cost of acquiring land and buildings, directly attributable development costs, interest at the average cost of borrowing for the development period, and expenditure incurred in respect of improvements which comprise the modernisation and extension of existing properties. Shared ownership properties are included in housing properties at cost related to the percentage of equity retained, less any provisions needed for impairment or depreciation.

Depreciation

Depreciation is charged to the profit and loss account on a straight-line basis over the estimated useful lives of each component part of housing properties. Land is not depreciated. The estimated useful lives are as follows:

Category	Years
Structure of Building	80
Kitchens	20
Bathrooms	30
Heating Systems	15
Windows	30
Cladding	25
Roofs:	15 - 80
Flat roofs – felt	15
Pitched roofs - Concrete	55
Pitched roofs – Slate	80
Towers roofs - flat	25
Guttering	30
Lifts	25
Alarm Systems	3
Photovoltaic Panels	20 - 25
Flooring	10
Capitalised Salaries	20
Tower Heat Sensors	10

Non Component Works to Existing Properties

The amount of expenditure incurred which relates to an improvement, which is defined as an increase in the net rental stream or the life of a property, has been capitalised. Expenditure incurred on other major repairs, cyclical and day-to-day repairs to housing properties is charged to the income and expenditure account in the period in which it is incurred.

Interest Capitalised

Interest on borrowings is capitalised to housing properties during the course of construction up to the date of completion of each scheme. The interest capitalised is either on borrowings specifically taken to finance a scheme or on net borrowings to the extent that they are deemed to be financing a scheme. This treatment applies irrespective of the original purpose for which the loan was raised. For the year ending 31 March 2024, interest has been capitalised at an average rate of 4.23% (2023: 3.76%) that reflects the weighted average effective interest rate on the Group's borrowings required to finance housing property developments.

Other Fixed Assets

Other tangible assets include those assets with an individual value in excess of £1,000.

Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their
estimated residual values over their expected useful lives. No depreciation is provided on freehold land.

The principal annual rates used for other assets are:

Category	Years
Plant & Machinery	5
Motor Vehicles	5 - 7
Office and estate equipment and furniture	5
Computer equipment	5
Freehold Office Properties	50

Intangible Assets

Software is held at cost less any accumulated depreciation. Depreciation is charged to the profit and loss account on a straight-line basis over the estimated useful life of the asset which is assumed to be five years.

Grants

Social Housing Grant

Social Housing Grant (SHG) is initially recognised as a long-term liability, specifically as deferred grant income, and released through the income and expenditure account as income over the life of the structure of housing properties in accordance with the accrual method applicable to social landlords accounting for housing properties at cost.

On disposal of properties, all associated SHG is transferred to the Recycled Capital Grant Fund (RCGF) until the grant is recycled or repaid to reflect the existing obligation under the social housing grant funding regime.

Other Government Grants

Other Government grants are initially recognised as a long term liability and released through the income and expenditure account over the life of the structure of housing properties. This is the accrual method applicable to social landlords accounting for housing properties at cost.

Where grants are repayable and the associated asset is disposed, the remaining grant and any clawback amount will be held as a liability until repaid to the grant issuer. Where grants are not repayable and the associated asset is sold, the unamortised balance will be recognised as income.

Non-Government Grants

Non-government grants are recognised through income and expenditure in the year in which the terms of the grant are met.

Investment Property

Investment properties are;

- commercial properties (shops) which are held either to earn rental income or for capital appreciation or for both.
- the part of Plumer House that is let to tenants to earn rental income.

Investment properties are recognised initially at cost. Subsequent to initial recognition:

- investment properties are held at fair value. Any gains or losses arising from changes in the fair value are recognised in income and expenditure in the period that they arise; and
- no depreciation is provided in respect of investment properties applying the fair value model.

Rental income from investment property is accounted for as described in the turnover policy.

Properties Held for Sale and Work in Progress

Completed properties and properties under construction for open market sales are recognised at the lower of cost and net realisable value. Cost comprises materials, direct labour and direct development overheads. Interest incurred is also capitalised during the course of obtaining planning and throughout the work in progress up to the point of practical completion of the development scheme. Assessing net realisable value requires use of estimation techniques. In making this assessment, management considers publicly available information and internal forecasts on future sales activity. Net realisable value is based on estimated sales price after allowing for all further costs of completion and disposal.

Impairment Excluding Investment Properties

Financial assets (including trade and other debtors)

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. When a subsequent event causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through profit or loss.

Non-Financial Assets

The carrying amounts of the Association's non-financial assets, other than investment property, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit").

An impairment loss is reversed if and only if the reasons for the impairment have ceased to apply.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Employee Benefits

Defined Contribution Plans and Other Long Term Employee Benefits

A defined contribution plan is a post-employment benefit plan under which the Association pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income and expenditure account in the periods during which services are rendered by employees. The Group participates in the SHPS defined contribution scheme.

Defined Benefit Plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The cost of providing retirement pensions and related benefits is accounted for in accordance with FRS 102 - 'Retirement Benefits'.

Pension scheme assets are measured using market value. Pension scheme liabilities are measured using a projected unit method and discounted at the rate of return on a high-quality corporate bond of equivalent term and currency to the liability. The increase in the present value of the liabilities of the Group's defined benefit pension scheme expected to arise from employee service in the period is charged to operating surplus. The expected return on the scheme's assets and the increase during the period in the present value of the scheme's liabilities arising from the passage of time are included in other finance income/charges. Actuarial gains and losses are recognised in the consolidated statement of total recognised surpluses and deficits. The pension scheme's surpluses to the extent that they are considered recover- able, or deficits are recognised in full and presented on the face of the balance sheet.

The Group participates in two defined benefit pension plans as set out below:

Devon County Council Local Government Pension Scheme

The LGPS scheme is administered by Devon County Council and is independent of the Group's finances. Contributions are paid to the scheme in accordance with the recommendations of an independent actuary to enable the scheme to meet the benefits accruing in respect of current and future service. Details of the LGPS scheme can be found in note 26.

Social Housing Pension Scheme

The Social Housing Pension Scheme (SHPS) provides benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Group.

SHPS is a multi-employer scheme which provides benefits to non-associated employers. The scheme is classified as a defined benefit scheme. Details of the SHPS scheme can be found in note 27.

Expenses

Cost of Sales

Cost of sales represents the costs including capitalised interest and direct overheads incurred in the development of the properties, and marketing, and other incidental costs incurred in the sale of the properties.

Operating Leases

Payments (excluding costs for services and insurance) made under operating leases are recognised in the profit and loss account on a straight-line basis over the term of the lease unless the payments to the lessor are structured to increase in line with expected general inflation; in which case the payments related to the structured increases are recognised as incurred. Lease incentives received are recognised in profit and loss over the term of the lease as an integral part of the total lease expense.

Finance Leases

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability using the rate implicit in the lease. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are charged as expenses in the periods in which they are incurred.

Interest Receivable and Interest Payable

Interest payable and similar charges include interest payable and unwinding of the discount on provisions. Borrowing costs that are directly attributable to the acquisition, construction or production of Housing Properties that take a substantial time to be prepared for use are capitalised as part of the cost of that asset. Other interest receivable and similar income include interest receivable on funds invested. Interest income and interest payable are recognised in profit or loss as they accrue, using the effective interest method.

Provisions

A provision is recognised in the balance sheet when the Association has a present legal or constructive obligation as a result of a past event, that can be reliably measured, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are recognised at the best estimate of the amount required to settle the obligation at the reporting date. The value of provisions is re-assessed each year in light of estimated future income and costs as appropriate.

Turnover

Turnover represents rental and service charge income receivable (net of void losses), fees receivable, proceeds from first tranche sales of low-cost home ownership and from properties developed for open market sales, and amortisation of Social Housing Grant (SHG) under the accrual model. Rental income is recognised on the execution of tenancy agreements. Proceeds on sales are recognised on practical completions. Other income is recognised as receivable on the delivery of services provided.

Stock and Work in Progress

Stock and work in progress are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The Association is liable for Corporation Tax on non-charitable income, such as overage earned on developments. The subsidiary companies are liable for Corporation Tax. The charge for taxation is based on the profit or loss for the period and takes into account taxation deferred because of timing differences between the treatment of certain items for taxation and accounting.

2. Social Housing

Lettings Group and Association

Group & Association	2024 General Needs £'000	2024 Supported Housing £'000	2024 Shared Ownership £'000	2024 Total £'000	2023 Total Restated £'000
Rents	56,379	7,392	1,154	64,925	60,828
Service Charges	4,310	1,029	70	5,409	3,677
Net Rents receivable	60,689	8,421	1,224	70,334	64,505
British Gas Funding Release	568	-	-	568	600
Other Grant Funding Release	12	-	-	12	18
Plymouth City Council funding	630	-	-	630	694
Government Grant	1,094	-	-	1,094	457
Total Income from Lettings	62,993	8,421	1,224	72,638	66,274
Expenditure on lettings					
Management	(10,847)	(2,087)	(58)	(12,992)	(11,591)
Services	(5,462)	(1,300)	(70)	(6,832)	(5,844)
Response Repairs	(15,715)	(1,819)	-	(17,534)	(16,654)
Cyclical & Planned Maintenance	(4,528)	(226)	-	(4,754)	(4,400)
Major Repairs	(8,077)	(279)	-	(8,356)	(9,937)
Bad debts	(152)	(21)	-	(173)	(448)
Depreciation Housing Properties	(11,646)	(1,664)	(229)	(13,539)	(12,093)
Depreciation Other	(1,247)	-	-	(1,247)	(1,523)
Impairment on Housing Properties	-	-	-	-	-
Non Cash Pension charges	526	-	-	526	(892)
Total Expenditure on lettings	(57,148)	(7,396)	(357)	(64,901)	(63,382)
Operating Surplus on lettings	5,845	1,025	867	7,737	2,892
Void loss	(301)	(41)	-	(342)	(364)

3. Turnover, Cost of Sales, Operating Costs

	2024					2023 Restated				
Group	Turnover	Cost of Sales	Operating Costs	Surplus on Sale of properties	Operating (Deficit) / Surplus	Turnover	Cost of Sales	Operating Costs	Surplus on Sale of properties	Operating (Deficit) / Surplus
Social Housing Lettings										
General Needs	62,993	-	(57,148)	-	5,845	57,376	-	(56,220)	-	1,156
Supported Housing	8,421	-	(7,396)	-	1,025	7,872	-	(6,867)	-	1,005
Low Cost Home Ownership	1,224	-	(357)	-	867	1,026	-	(295)	-	731
Total	72,638	-	(64,901)	-	7,737	66,274	-	(63,382)	-	2,892
Other Social Housing Activities										
Shared Ownership Sales	3,564	(3,154)	-	-	410	3,211	(2,461)	-	-	750
Development not Capitalised	-	-	(1,116)	-	(1,116)	-	-	(1,078)	-	(1,078)
Community Involvement	-	-	(761)	-	(761)	-	-	(812)	-	(812)
Garage Lettings	1,951	-	(265)	-	1,686	1,821	-	(285)	-	1,536
Social Housing Grant release	201	-	-	-	201	201	-	-	-	201
Other	405	-	(379)	-	26	429	-	(426)	-	3
Surplus on Sale of properties not developed for outright sale	-	-	-	764	764	-	-	-	757	757
Total	6,121	(3,154)	(2,521)	764	1,210	5,662	(2,461)	(2,601)	757	1,357
Non-Social Housing Activities										
Commercial Properties	2,133	-	(1,198)	-	935	1,942	-	(907)	-	1,035
External Sales	1,555	(1,173)	(527)	-	(145)	2,799	(1,824)	(416)	-	559
Leaseholders	2,116	-	(2,116)	-	-	1,165	-	(1,165)	-	-
Other	-	-	(96)	-	(96)	-	-	-	-	-
Total	5,804	(1,173)	(3,937)	-	694	5,906	(1,824)	(2,488)	-	1,594
Total	**84,563**	**(4,327)**	**(71,359)**	**764**	**9,641**	**77,842**	**(4,285)**	**(68,471)**	**757**	**5,843**

	2024					2023 Restated				
Association	Turnover	Cost of Sales	Operating Costs	Surplus on Sale of properties	Operating (Deficit) / Surplus	Turnover	Cost of Sales	Operating Costs	Surplus on Sale of properties	Operating (Deficit) / Surplus
Social Housing Lettings										
General Needs	62,993	-	(57,148)	-	5,845	57,376	-	(56,220)	-	1,156
Supported Housing	8,421	-	(7,396)	-	1,025	7,872	-	(6,867)	-	1,005
Low cost home ownership	1,224	-	(357)	-	867	1,026	-	(295)	-	731
Total	72,638	-	(64,901)	-	7,737	66,274	-	(63,382)	-	2,892
Other Social Housing Activities										
Shared Owner-ship Sales	3,564	(3,154)	-	-	410	3,211	(2,461)	-	-	750
Development not Capitalised	-		(1,116)	-	(1,116)	-	-	(1,078)	-	(1,078)
Community Investment	-	-	(761)	-	(761)	-	-	(812)	-	(812)
Garage Lettings	1,951	-	(265)	-	1,686	1,821	-	(285)	-	1,536
Social Housing Grant release	201	-	-	-	201	201	-	-	-	201
Other	405	-	(379)	-	26	429	-	(426)	-	3
Surplus on Sale of properties not developed for outright sale	-	-	-	764	764	-	-	-	757	757
Total	6,121	(3,154)	(2,521)	764	1,210	5,662	(2,461)	(2,601)	757	1,357
Non-Social Housing Activities										
Commercial Properties	2,133	-	(1,198)	-	935	1,942	-	(907)	-	1,035
External Sales	195	(77)	-	-	118	143	(140)	-	-	3
Leaseholders	2,116	-	(2,116)	-	-	1,165	-	(1,165)	-	-
Other	-	-	(96)	-	(96)	-	-	-	-	-
Total	4,444	(77)	(3,410)	-	957	3,250	(140)	(2,072)	-	1,038
Total	**83,203**	**(3,231)**	**(70,832)**	**764**	**9,904**	**75,186**	**(2,601)**	**(68,055)**	**757**	**5,287**

4. Housing Stock

	Group		Association	
	2024 No.	2023 No.	2024 No.	2023 No.
Under development at end of period:				
Housing accommodation	380	456	380	456
Shared ownership	189	230	189	230
Total	569	686	569	686
Under management at end of period:				
General needs				
Properties let or available for let	12,369	12,325	12,369	12,325
Unavailable for letting	104	35	104	35
Total	12,473	12,360	12,473	12,360
Supported housing				
Supported housing	1,775	1,769	1,775	1,769
Unavailable for letting	6	10	6	10
Total	1,781	1,779	1,781	1,779
Social Housing Rental Accommodation	14,254	14,139	14,254	14,139
Other / temp Housing	-	-	-	-
Shared ownership	409	336	409	336
Social Housing Managed & Owned	14,663	14,475	14,663	14,475
Social Housing Managed & Owned				
Non Social Housing Homes	9	9	9	9
Long leaseholders	1,706	1,696	1,706	1,696
Total	**16,378**	**16,180**	**16,378**	**16,180**

Properties Developed for Open Market Sale

	Group		Association	
	2024 No.	2023 No.	2024 No.	2023 No.
Completed and sold during the year:	2	12	-	-
Under development at end of year	13	15	-	-
Total	15	27	-	-

5. Expenses and Auditor's Remuneration

Group	2024 £'000	2023 £'000
Depreciation and Impairment on housing properties	13,543	12,097
Depreciation on other fixed assets	1,718	1,993
Restructuring costs expensed as included in administrative expenses	-	52
Gain on sale of housing properties	764	757
(Loss) / Surplus on sale of other fixed assets	17	18
Change in fair value of investments	(712)	(471)
Operating lease charges	342	374
Total	15,672	14,820
External Auditors Remuneration (exclusive of VAT)		
Audit of these financial statements	58	55
Audit of financial statements of subsidiaries	13	12
Tax compliance	12	10
Other tax advisory services	0	9
Other assurance services	15	9
Total	98	95
Internal Audit related assurance services	52	42

6. Staff Numbers

	2024 No.	2023 No.
The average number of persons employed during the period (full time equivalents of 37 hours) was:	617	609
Full Time Equivalents at 31 March	617	617

7. Staff Costs

	2024 £'000	2023 £'000
Wages and salaries	20,637	19,606
Social security costs	2,040	2,012
Other pension costs	3,204	2,607
Past service cost adjustment (note 25)	-	-
Restructure costs	-	52
Total	25,881	24,277

8. Full Time Equivalent Staff

The full time equivalent number of staff who received remuneration of £60,000 and above:

	2024 No.	2023 No.
£60,001 to £70,000	16	10
£70,001 to £80,000	16	7
£80,001 to £90,000	4	5
£90,001 to £100,000	3	-
£100,001 to £110,000	-	-
£110,001 to £120,000	-	-
£120,001 to £130,000	1	-
£130,001 to £140,000	1	-
£140,001 to £150,000	-	-
£150,001 to £160,000	-	-
£160,001 to £170,000	-	1
£170,001 to £180,000	-	1
£180,001 to £190,000	-	-
£190,001 to £200,000	2	-
£200,001 to £210,000	-	-
£210,001 to £220,000	-	1

Remuneration in this instance is defined as basic salary, car allowance, benefits in kind and employers pension contributions.

9. Board Members and Executive Directors

The emoluments of the Board members were as follows:

	2024 £	2023 £
Valerie Lee (Chair from 25 November 2022)	16,548	8,825
Lavinia Porfir (Chair of Customer Focus Committee)	8,258	7,500
Elizabeth Nicolls (Chair of Audit & Risk Committee)	8,258	7,500
Debra Roche (Vice Chair)	5,067	7,500
Julie White (Chair of Development Committee)	8,258	7,500
Jillian Gregg (Chair of PCH Regeneration from 01 October 2022)	8,258	5,625
Graham Clayton	2,058	5,500
Maja Jorgensen from 25 May 2022	6,174	4,687
Tasawar Nawaz from 25 May 2022	6,174	4,687
Sally Haydon from 25 July 2022	6,174	3,770
Michael Day (Independent Board Member Regeneration from 01 July 2022)	2,710	1,500
Gaynor Southerton	2,710	-
Joanne Bowden	3,287	-
Peter Nourse	6,792	-
Melony Gallagher	2,484	-
Emma Lovett	4,508	-
Zoe Reilly	3,602	-
Tracy Lowings	452	-
Nicholas Lewis (Chair until 24 November 2022)	-	9,750
Richard Connolly (Co-optee to Development Committee until 03 February 2023)	-	1,685
Madeline Bridgeman until 24 May 2022	-	813
Ian Tuffin until 24 May 2022	-	813
Total	101,772	77,655

The emoluments of the Executive Management Team were as follows:

	2024			2023
	Basic Salary & Car Allowance £'000	Employer Pension Contributions £'000	Total £'000	Total £'000
John Clark (Chief Executive to 30 September 2023)	111	15	126	217
Jonathan Cowie (Chief Executive from 30 September 2023)	124	6	130	-
Nicholas Jackson	157	39	196	179
Gillian Martin	164	32	196	168
Carl Brazier (to 26 July 2022)	-	-	-	119
Tracy Smith (March 2024)	5	2	7	-
Tracey Gray (from 29 May 2023 to 28 March 2024)	183	-	183	-
Total	744	94	838	683

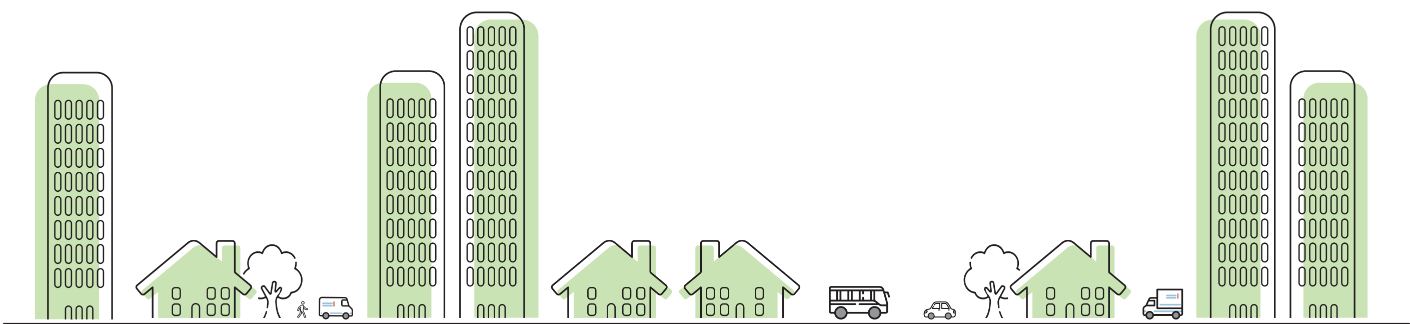
The Chief Executive, Jonathan Cowie, is a member of SHPS. The former Chief Executive, John Clark, was a member of SHPS. Nicholas Jackson and Tracy Smith are members of SHPS, Gillian Martin is a member of LGPS. Tracey Gray was not a member of either pension scheme. No enhanced pensions were paid to the Executive Management Team.

10. Surplus/(Deficit) on Disposal Housing Properties

	Group		Association	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Right to Buy sales	1,977	2,979	1,977	2,979
Right to Acquire	340	338	340	338
Sundry sales	124	98	124	98
Shared Ownership Staircasing	75	194	75	194
Cost of Sales	(26)	(40)	(26)	(40)
Net Book Value of Components removed on Disposal	(929)	(1,648)	(929)	(1,648)
PCC Share under the clawback	(796)	(1,163)	(796)	(1,163)
Transfer to RGCF	(1)	(1)	(1)	(1)
Total	764	757	764	757

11. Other Interest Receivable and Similar Income

	Group		Association	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Bank interest receivable	225	129	304	303
Net interest income on net defined benefit pension liabilities	387	-	387	-
Total Interest Received and similar income	612	129	691	303



12. Interest Payable and Similar Charges

	Group		Association	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Interest	4,875	3,600	4,875	3,600
Non utilisation fee	357	363	357	363
Amortisation of arrangement fees	10	175	10	175
Interest capitalised	(1,144)	(188)	(1,144)	(188)
Legal, Professional & Bank Fees	(2)	13	(2)	13
Net interest expense on net defined pension benefit liabilities	-	785	-	785
Total other interest payable and similar charges	4,096	4,748	4,096	4,748

13. Tax on Surplus on Ordinary Activities for the Period

Total tax expense recognised in the profit and loss account, other comprehensive income and equity

	Group		Association	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Current Tax				
Current tax on income for the period	94	-	2	-
Adjustment in respect of prior periods	-	5	-	5
Total current tax	94	5	2	5
Deferred Tax				
Origination and reversal of timing differences	-	-	-	-
Change in tax rate	-	-	-	-
Total deferred tax	-	-	-	-
Total tax	**94**	**5**	**2**	**5**

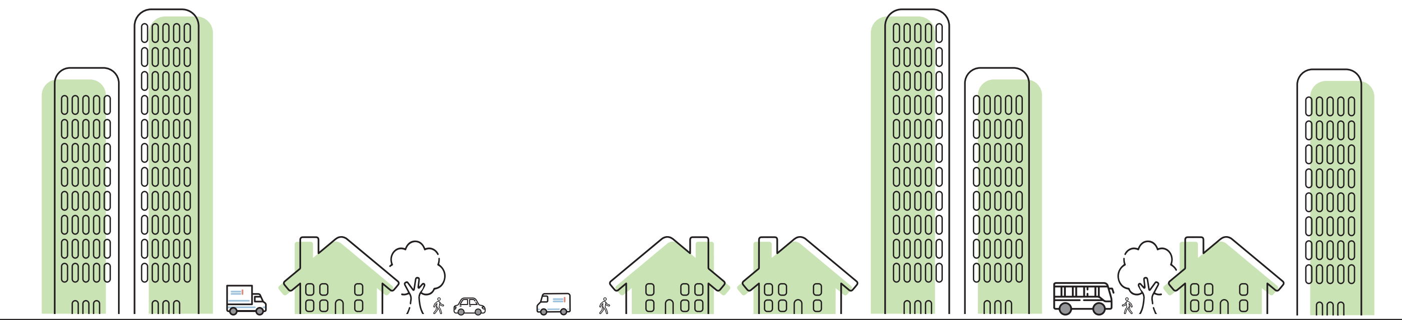
Reconciliation of Effective Tax Rate

	Group		Association	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Surplus for the year	5,368	768	5,804	395
Add back Tax charge	94	5	2	5
Less tax credit	-	-	-	-
Surplus excluding taxation	5,462	773	5,806	400
Tax using the UK corporation tax rate of 25% (2023: 19%)	1,365	147	1,451	75
Tax exempt revenues	(1,271)	(147)	(1,449)	(75)
Total tax expense included in profit and loss	94	-	2	-

14.Fixed Assets

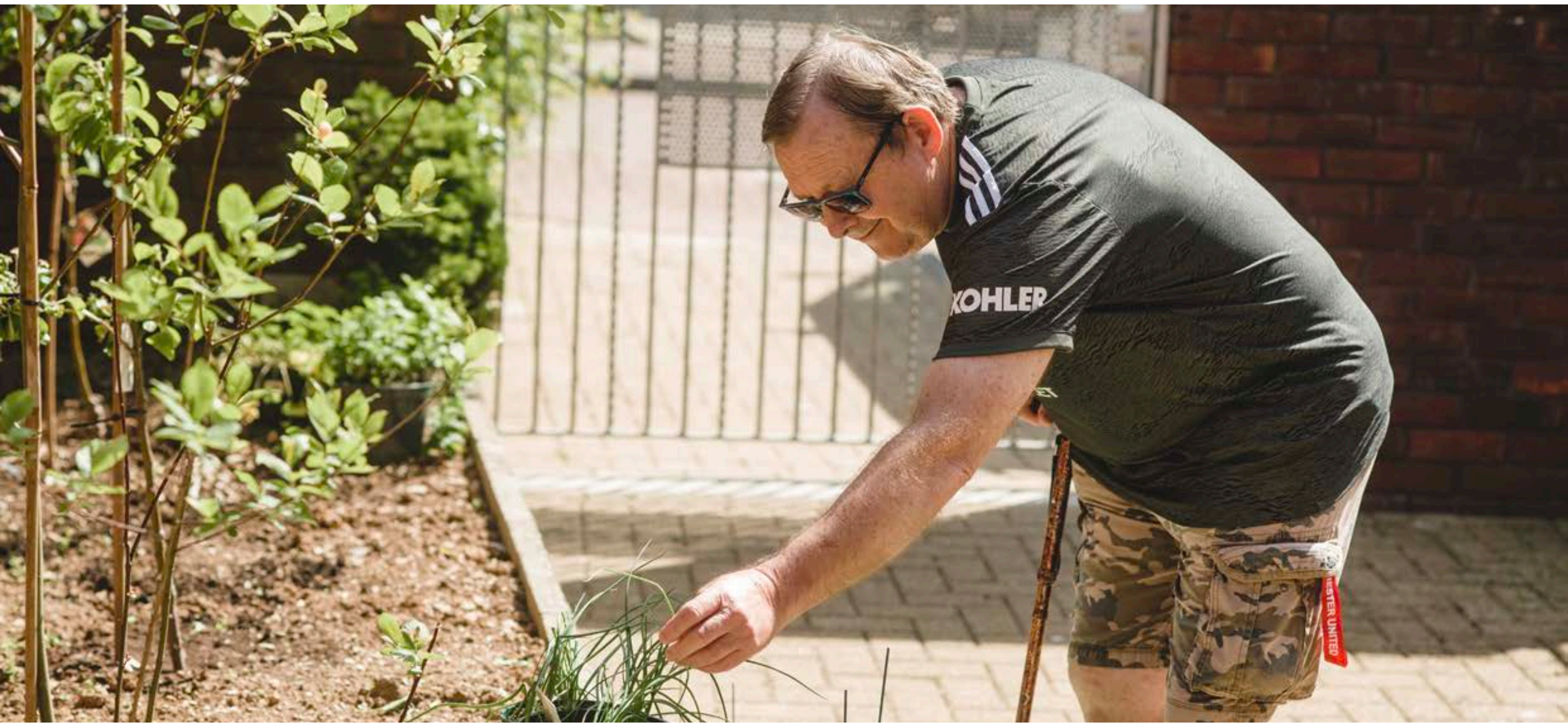
Housing Fixed Assets: Group

	Housing Property General Needs £'000	Completed Leasehold Shared Ownership Property £'000	Development Property Under Construction £'000	Shared Ownership Property under Construction £'000	Total Housing Properties £'000
Cost					
At 1 April 2023	601,075	21,867	24,621	11,092	658,655
Additions	4,465	-	31,427	7,231	43,123
Completed properties	31,244	-	(31,244)	-	-
Completed SO properties	-	10,719	-	(10,719)	-
Disposals	(1,176)	(103)	-	-	(1,279)
Impairment	-	-	-	-	-
Land Sales	-	-	-	-	-
At 31 March 2024	635,608	32,483	24,804	7,604	700,499
Depreciation					
At 1 April 2023	(106,247)	(787)	-	-	(107,034)
Depreciation Charge for period	(12,156)	(226)	-	-	(12,382)
Reallocation of Accumulated Depreciation	1	(1)	-	-	-
Demolitions	(1,161)	-	-	-	(1,161)
Disposals	249	1	-	-	250
At 31 March 2024	(119,314)	(1,013)	-	-	(120,327)
Net book value at 31 March 2024	516,294	31,470	24,804	7,604	580,172
Net Book Value at 1 April 2023	494,828	21,080	24,621	11,092	551,621



All Fixed Assets: Group

	Total Housing Properties £'000	Freehold Offices £'000	Vehicles £'000	Equipment & Furniture £'000	Computers & Software £'000	Photo - voltaic Panels £'000	Total Assets £'000
Cost							
At 1 April 2023	658,655	11,107	3,048	3,695	6,583	9,670	692,758
Additions	43,123	93	720	296	972	40	45,244
Disposals	(1,279)	-	(133)	-	(326)	(4)	(1,742)
At 31 March 2024	700,499	11,200	3,635	3,991	7,229	9,706	736,260
Depreciation							
At 1 April 2023	(107,034)	(1,958)	(2,109)	(1,831)	(4,462)	(4,059)	(121,453)
Charge for period	(12,382)	(197)	(225)	(196)	(625)	(475)	(14,100)
Demolitions	(1,161)	-	-	-	-	-	(1,161)
Disposals	250	-	133	-	318	2	703
At 31 March 2024	(120,327)	(2,155)	(2,201)	(2,027)	(4,769)	(4,532)	(136,011)
Net book value at 31 March 2024	580,172	9,045	1,434	1,964	2,460	5,174	600,249
Net Book Value at 1 April 2023	551,621	9,149	939	1,864	2,121	5,611	571,305



Housing Fixed Assets: Association

	Housing Property General Needs £'000	Completed Leasehold Shared Ownership Property £'000	Development Property Under Construction £'000	Shared Ownership Property under Construction £'000	Total Housing Properties £'000
Cost					
At 1 April 2023	601,075	22,103	30,665	11,286	665,129
Additions	4,465	-	31,894	7,363	43,722
Completed properties	31,244	-	(31,244)	-	-
Completed SO properties	-	10,719	-	(10,719)	-
Disposals	(1,176)	(103)	-	-	(1,279)
Impairment	-	-	-	-	-
Land Sales	-	-	-	-	-
At 31 March 2024	635,608	32,719	31,315	7,930	707,572
Depreciation					
At 1 April 2023	(106,247)	(787)	-	-	(107,034)
Depreciation Charge for period	(12,156)	(226)	-	-	(12,382)
Reallocation of Accumulated Depreciation	1	(1)	-	-	-
Demolitions	(1,161)	-	-	-	(1,161)
Disposals	249	1	-	-	250
At 31 March 2024	(119,314)	(1,013)	-	-	(120,327)
Net book value at 31 March 2024	516,294	31,706	31,315	7,930	587,245
Net Book Value at 1 April 2023	494,828	21,316	30,665	11,286	558,095

All Fixed Assets: Association

	Total Housing Properties £'000	Freehold Offices £'000	Vehicles £'000	Equipment & Furniture £'000	Computers & Software £'000	Total Assets £'000
Cost						
At 1 April 2023	665,129	11,107	3,048	3,695	6,583	689,562
Additions	43,722	93	720	296	972	45,803
Disposals	(1,279)	-	(133)	-	(326)	(1,738)
At 31 March 2024	707,572	11,200	3,635	3,991	7,229	733,627
Depreciation						
At 1 April 2023	(107,034)	(1,958)	(2,109)	(1,831)	(4,462)	(117,394)
Charge for period	(12,382)	(197)	(225)	(196)	(625)	(13,625)
Disposals	(911)	-	133	-	318	(460)
At 31 March 2024	(120,327)	(2,155)	(2,201)	(2,027)	(4,769)	(131,479)
Net book value at 31 March 2024	587,245	9,045	1,434	1,964	2,460	602,148
Net Book Value at 1 April 2023	558,095	9,149	939	1,864	2,121	572,168

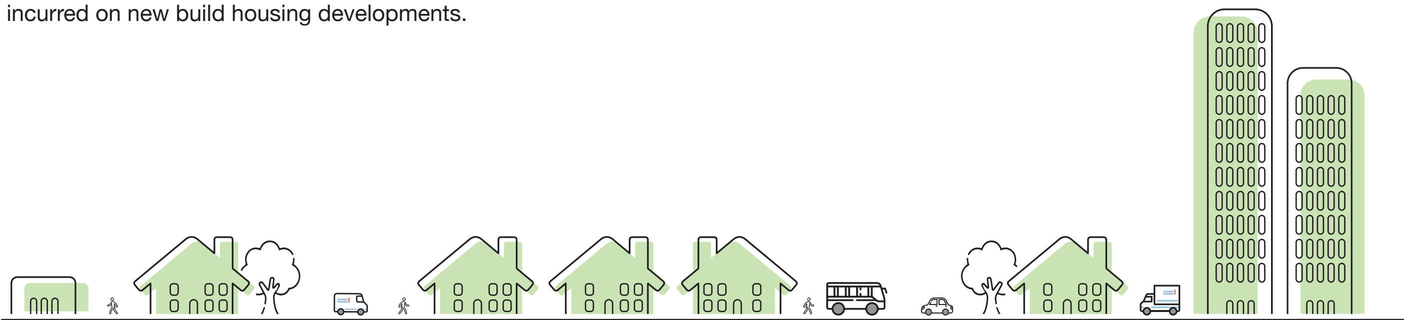
The total expenditure on works to existing housing properties during the year to 31 March 2024 for the Group and Association was as follows:

	2024 £'000	2023 £'000
Revenue	8,356	9,937
Capital	4,465	7,775
Total	12,821	17,712

The capitalised work consists of:	2024 Group £'000	2023 Group £'000
Towers Spend	-	21,867
EWI Spend	-	472
Other works to existing properties	4,465	(14,564)
Total	4,465	7,775

Interest of £1,143,635 (2022/23: £188,452) was capitalised (both Group and Association). Interest was capitalised at the rate of 4.23% (2022/23: 3.76%) during the development period.

Cumulative interest of £3,476,277 (2022/23: £2,332,642) has been capitalised to 31 March 2024. This was incurred on new build housing developments.



Net book value of property assets by tenure:

All property assets are freehold. The housing and commercial properties were disclosed at deemed cost with effect from 1 April 2014 on transition to FRS 102. New additions since April 2014 are disclosed at cost. Office premises are included at cost.

15. Fixed Asset Investment

	Group			Association			
	Investment in Commercial Property	Other investments	Total	Shares in group undertakings	Investment in Commercial Property	Other investments	Total
Cost (or valuation)							
At beginning of year	14,828	267	15,095	3,300	14,828	267	18,395
Transfer	-	-	-	-	-	-	-
Additions	-	-	-	-	-	-	-
Transfer from fixed assets	-	-	-	-	-	-	-
Disposals	-	(4)	(4)	-	-	(4)	(4)
Revaluation	(712)	-	(712)	-	(712)	-	(712)
At end of year	14,116	263	14,379	3,300	14,116	263	17,679
Net book value							
At 31 March 2024	14,116	263	14,379	3,300	14,116	263	17,679
At 31 March 2023	14,828	267	15,095	3,300	14,828	267	18,395

The commercial properties were valued on 'Market Value' basis at £14,116,000 at 31 March 2024 (2023: £14,828,000) by Sanderson Weatherall, an independent valuer who holds a recognised and relevant professional qualification.

PCH holds the following other investments:

- £60,000 in Plymouth Energy Community (2023 : £60,000), an independent 'not-for-profit' co-operative. Its work focuses on three goals for Plymouth residents: reducing energy bills and fuel poverty, improving energy efficiency and generating green energy.
- £30,000 in MorHomes (2023 : £30,000) , an aggregator, owned by Housing Associations and facilitated by JCRA for the sector with the purpose of obtaining lower cost finance.
- £5,000 in Nudge Community Builders (2023 : £5,000), a community benefit society, which restores unused buildings
- £168,000 Secured loans to homeowners (2023 : £172,000) to assist their relocation from our development sites.

16. Investments in Subsidiaries

The company has the following investments in subsidiaries and jointly controlled entities:

	Cost of Investment £'000	Aggregate of capital and reserves £'000	Profit or loss for the year £'000	Country of Incorporation	Class of shares held	Ownership 2024 %	Ownership 2023 %
PCH Regeneration Limited	-	1,603	8	England	Ordinary	100	100
PCH Energy Limited	3,300	3,694	155	England	Ordinary	100	100

All investments in subsidiaries are held at cost. Details of group loans can be found in note 19 – Debtors.

17. Properties Held for Sale

	Group		Association	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Shared ownership properties in the course of construction	5,583	3,011	5,583	3,011
Total	5,583	3,011	5,583	3,011

18. Stock

	Group		Association	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Raw materials	1,038	1,026	1,038	1,026
Work in progress	1,003	1,152	-	-
Total	2,041	2,178	1,038	1,026

19. Debtors

	Group (including net debt reconciliation)		Association (including net debt reconciliation)	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Amounts falling due after one year				
Group debtors > 1 year	-	-	2,400	4,481
Pension Asset LGPS	-	8,510	-	8,510
Trade debtors	-	81	-	-
Total	-	8,591	2,400	12,991
Amounts falling due within one year				
Trade debtors	291	823	205	456
Current tenant rent arrears	899	948	899	948
Current tenant non rent arrears	1,302	818	1,302	818
Less provision for doubtful debts	(922)	(989)	(922)	(989)
Former tenant rent arrears	745	772	745	772
Former tenant non rent arrears	1,325	1,181	1,325	1,181
Less provision for doubtful debts	(2,070)	(1,953)	(2,070)	(1,953)
Prepayments and accrued income	3,056	3,038	3,057	2,949
Intercompany trade debtors	-	-	-	839
VAT	112	389	108	388
Leaseholder Debt	1,240	1,099	1,240	1,099
Less provision for doubtful debts	(105)	(105)	(105)	(105)
Corporation Tax refund due	-	-	-	-
Other debtors	273	255	116	118
Less provision for doubtful debts	(95)	(79)	(95)	(79)
Homes England grant receivable	-	-	-	-
Total	6,051	6,197	5,805	6,442

Group Debtors >1 year

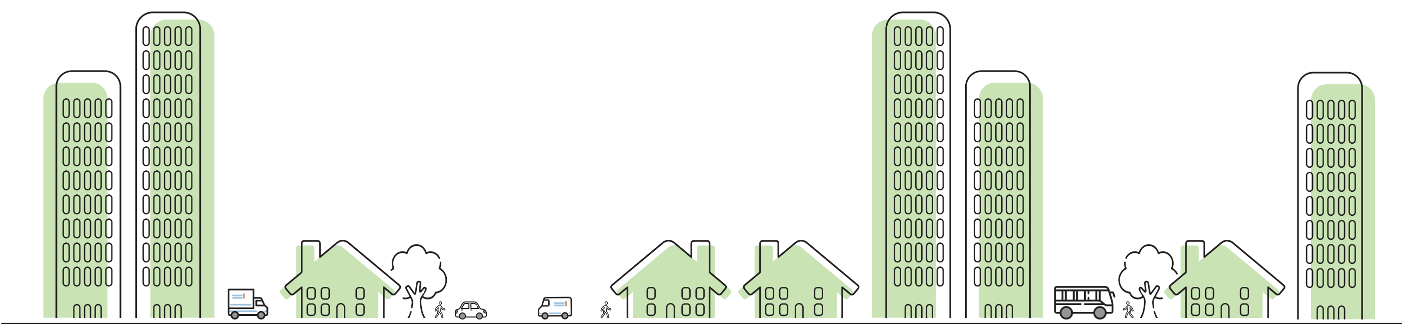
The group debtors are a £2.4m loan to PCH Energy (2022/23 : £3m PCH Energy and £1.4m PCH Regen). An additional £81k was owed by PCH Regen to PCH ltd in 2022/23 for land purchases.

The loan to PCH Energy is a revolving credit facility, terminating in 2029.The facility is £5m and interest is charged at 4%.
The loan to PCH Regen is a revolving credit facility, terminating in 2026. The facility is £4m and interest is charged at 4%.

The group debtor > 1 year relates to the sale of land to PCH Regen. No interest is charged on this balance.

Amounts falling due within 1 year

Amounts due from group undertakings are trading balances repayable on demand and are non-interest bearing.



20. Cash, Cash at Bank and Short-Term Deposits

	Group			Association		
	At 1 April 2023 £'000	Cashflows £'000	At 31 March 2024 £'000	At 1 April 2023 £'000	Cashflows £'000	At 31 March 2024 £'000
Cash and Cash Equivalents						
Cash at bank and in hand	28,411	(19,695)	8,716	23,948	(17,493)	6,455
Overdraft	-	-	-	-	-	-
Cash equivalents	-	-	-	-	-	-
Total	28,411	(19,695)	8,716	23,948	(17,493)	6,455
Borrowing						
Debt due within one year	-	-	-	-	-	-
Debt due after one year	(122,000)	(3,000)	(125,000)	(122,000)	(3,000)	(125,000)
Total	(122,000)	(3,000)	(125,000)	(122,000)	(3,000)	(125,000)
Total	**(93,589)**	**(22,695)**	**(116,284)**	**(98,052)**	**(20,493)**	**(118,545)**

21. Creditors Amounts Falling Due within One Year

	Note	Group 2024 £'000	Group 2023 £'000	Association 2024 £'000	Association 2023 £'000
Trade creditors		4,343	5,328	2,661	3,426
Amounts owed to group undertakings		-	-	1,229	1,390
Taxation and social security		515	449	515	449
Corporation tax		92	-	-	-
Pension contributions		307	289	307	289
Rent received in advance		3,777	3,568	3,777	3,568
Other creditors		975	1,015	975	1,014
Year End Interest Accrual		1,142	1,000	1,142	1,000
Accruals and deferred income		4,310	5,175	3,867	4,240
Grant funding	24	1,215	1,234	1,215	1,234
Recycled Capital Grant Fund	23	42	13	42	13
Total		16,718	18,071	15,730	16,623

Amounts owed to Group undertakings are trading balances repayable on demand and are non-interest bearing.

22. Creditors: amounts falling due after more than one year

		Group		Association	
	Note	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Bank Loans					
Due in less than five years		13,250	37,250	13,250	37,250
Due in five years or more		111,750	84,750	111,750	84,750
Deferred loan costs		(206)	(216)	(206)	(216)
THFC Holding account		(101)	-	(101)	-
Total housing loans		124,693	121,784	124,693	121,784
Grant Funding	24	56,303	51,531	56,303	51,531
Recycled Capital Grant Fund	23	35	76	35	76
Total		181,031	173,391	181,031	173,391

23. Recycled Capital Grant Fund

	Group		Association	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
At beginning of the year	89	141	89	141
Allocated during year	(13)	(86)	(13)	(86)
Transferred to fund during year	1	34	1	34
At end of the year	77	89	77	89
Disclosed as:				
Creditors < 1 year	42	13	42	13
Creditors > 1 year	35	76	35	76
Total	77	89	77	89

24. Capital Grant Funds

	Group		Association	
Social Housing Grant	**2024** £'000	**2023** £'000	**2024** £'000	**2023** £'000
At beginning of the year	26,648	25,140	26,648	25,140
Additions	5,919	1,639	5,919	1,639
Amortised within the consolidated statement of comprehensive income	(201)	(199)	(201)	(199)
Transfer from Recycled Capital Grant Fund	13	88	13	88
Transfer to Recycled Capital Grant Fund	-	(20)	-	(20)
Transfer from Disposal Proceeds Fund	-	-	-	-
Disposals	-	-	-	-
At end of the year	32,379	26,648	32,379	26,648
Recognised in:				
Creditors: amounts falling due within one year	192	193	192	193
Creditors: amounts falling due after one year	32,187	26,455	32,187	26,455
Total	32,379	26,648	32,379	26,648

	Group		Association	
British Gas Grant	**2024** £'000	**2023** £'000	**2024** £'000	**2023** £'000
At beginning of the year	9,583	10,181	9,583	10,181
Additions	-	-	-	-
Amortised within the consolidated statement of comprehensive income	(542)	(533)	(542)	(533)
Disposals	(25)	(65)	(25)	(65)
At end of the year	9,016	9,583	9,016	9,583
Recognised in:				
Creditors: amounts falling due within one year	543	535	543	535
Creditors: amounts falling due after one year	8,473	9,048	8,473	9,048
Total	9,016	9,583	9,016	9,583

Homes England Towers Grant	Group 2024 £'000	Group 2023 £'000	Association 2024 £'000	Association 2023 £'000
At beginning of the year	10,974	11,431	10,974	11,431
Additions	-	-	-	-
Amortised within the consolidated statement of comprehensive income	(457)	(457)	(457)	(457)
Disposals	-	-	-	-
At end of the year	10,517	10,974	10,517	10,974
Recognised in:				
Creditors: amounts falling due within one year	457	457	457	457
Creditors: amounts falling due after one year	10,060	10,517	10,060	10,517
Total	10,517	10,974	10,517	10,974

Other Grants	Group 2024 £'000	Group 2023 £'000	Association 2024 £'000	Association 2023 £'000
At beginning of the year	5,560	5,449	5,560	5,449
Additions	688	130	688	130
Amortised within the consolidated statement of comprehensive income	(13)	(13)	(13)	(13)
Disposals	(630)	(6)	(630)	(6)
At end of the year	5,605	5,560	5,605	5,560
Recognised in:				
Creditors: amounts falling due within one year	22	49	22	49
Creditors: amounts falling due after one year	5,583	5,511	5,583	5,511
Total	5,605	5,560	5,605	5,560

Total Grants	Group 2024 £'000	Group 2023 £'000	Association 2024 £'000	Association 2023 £'000
At beginning of the year	52,765	52,201	52,765	52,201
Additions	6,620	1,837	6,620	1,837
Amortised within the consolidated statement of comprehensive income	(1,213)	(1,202)	(1,213)	(1,202)
Disposals	(655)	(71)	(655)	(71)
At end of the year	57,517	52,765	57,517	52,765
Recognised in:				
Creditors: amounts falling due within one year	1,214	1,234	1,214	1,234
Creditors: amounts falling due after one year	56,303	51,531	56,303	51,531
Total	57,517	52,765	57,517	52,765

25. Interest-Bearing Loans and Borrowings

The loan and borrowing facilities are held at amortised cost. All facilities are fully secured by fixed charges over the organisation's properties. The facilities each have different covenants, but all include a requirement to cover their interest costs, either from those properties in charge to them or at a whole-organisation level, and to have sufficient properties charged as security.

	2024 £'000	2023 £'000
Due in less than five years	13,250	37,250
Due in five years or more	111,750	84,750
Deferred loan costs	(206)	(216)
THFC holding account	(101)	-
Total	124,693	121,784

26. Devon County Council Pension Scheme

Devon County Council is the Administering Authority to the Devon County Council Pension Fund ("the Fund"). The Local Government Pension Scheme ("LGPS") provides pension benefits to employees of Plymouth Community Homes Ltd ("the employer"). The staff working for Plymouth Community Homes Regeneration Company Ltd and Plymouth Community Homes Energy Ltd are employed by Plymouth Community Homes and their costs of employment are charged to those companies. All pension costs are therefore included in these notes.

The LGPS is a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme Regulations 2013 and currently provides benefits based on career average revalued earnings. The last triennial valuation was in 2022.

The most recent valuation was carried out as at March 2024 for funding purposes.

Group and Association net pension liability:	31 March 2024 £'000	31 March 2023 £'000
Present value of funded defined benefit obligations	(73,760)	(73,880)
Fair value of plan assets	98,900	90,702
Net pension surplus	25,140	16,822
Effect of Asset Ceiling	(25,140)	(8,312)
Recognised pension asset/ (liability)	-	8,510

Accounting standards require the surplus to be recognised in respect of any economic value PCH is able to derive from the surplus in the form of potential future reduced contributions. The proposed approach to determine the asset ceiling for this year end has been updated compared to the approach taken at the prior year end. In 2022-23 the calculation was made under the IAS 19/IFRIC14 approach with the recognisable surplus being equal to the difference between the net present value of future service costs measured over the remaining future working lifetime for their active employees, less the present value of the future contributions payable which had been certified. As the current service cost was greater than the employer contributions, under the rules of FRS 102, a proportion of the surplus was recognised as an asset (£8,510,000). In 2023-24, a similar approach has been adopted, but instead of recognising the future contributions payable which have been certified, the calculation has been refined and we have assumed that contributions continue into the future beyond the period of the projected rates and adjustments certificate, for the lower of the period used to value the future service cost and the funding time horizon used by the scheme actuaries in their calculations of the contribution rates. These amounts have been measured in perpetuity on the basis that the employer is both open to new joiners and has no formal contract end date. As a result no asset was recognised at 31 March 2024.

Reconciliation of opening & closing balances of the present value of the defined benefit obligation	31 March 2024 £'000	31 March 2023 £'000
Defined benefit obligation at 1 April	73,880	124,904
Current service cost	1,087	2,323
Interest cost	3,468	3,221
Changes in financial assumptions	(661)	(47,953)
Change in demographic assumptions	(919)	(6,743)
Experience loss/(gain) on defined benefit obligation	220	169
Estimated benefits paid net of transfers in	(3,677)	(2,456)
Past service costs, including curtailments	-	52
Contributions by scheme participants	362	363
Defined benefit obligation at 31 March	73,760	73,880
Reconciliation of opening & closing balances of the fair value of fund assets		
Fair value of scheme assets at 1 April	90,702	93,212
Interest on assets	4,302	2,463
Return on assets less interest - gains/(losses)	6,115	(3,740)
Other actuarial gains/(losses)	-	(195)
Administration expenses	(58)	(56)
Contributions by employer (including unfunded)	1,154	1,111
Contributions by scheme participants	362	363
Estimated benefits paid net of transfers in (including unfunded)	(3,677)	(2,456)
Fair value of scheme assets at 31 March	98,900	90,702
Effect of asset ceiling*	(25,140)	(8,312)
Recognised value of scheme assets at 31 March	73,760	82,390
Expense recognised in the profit and loss account		
Service cost	1,087	2,375
Net interest on the defined liability (asset)	(435)	758
Administration expenses	58	56
Total	710	3,189

The total recognised in the consolidated statement of total recognised gains and losses in respect of actuarial loss is £8,954,000 (2022/23: gain £50,592,000).

The estimated asset allocation for Plymouth Community Homes as at 31 March 2024 is as follows:

Employer asset share - bid Value	**31 March 2024** £'000	**31 March 2023** £'000
Gilts	-	-
Equities	1,389	7,155
Overseas Equities	52,880	40,631
Property	7,596	7,951
Infrastructure	10,019	8,155
Target Return Portfolio	2,336	6,304
Cash	2,226	1,077
Other Bonds	22,474	19,394
Alternative assets	(20)	35
Total	98,900	90,702
Effect of asset ceiling*	(25,140)	(8,312)
Recognised value of scheme assets at 31 March	73,760	82,390

Financial assumptions as at	**31 March 2024** % p.a.	**31 March 2023** % p.a.
Discount Rate	4.90%	4.80%
Pension Increases	2.90%	2.85%
Salary Increases	3.90%	3.85%

These assumptions are set with reference to market conditions at 31 March 2024.

Retiring age	**Life Expectancy at age 65** Years
Male retiring in 2024	21.5
Female retiring in 2024	22.7
Male retiring in 2044	22.8
Female retiring in 2044	24.1

27. Social Housing Pension Scheme

SHPS is a multi-employer scheme which provides benefits to non-associated employers. The scheme is classified as a defined benefit scheme. The last triennial valuation of the scheme was 2023.

	31 March 2024 £'000	31 March 2023 £'000
Present value of funded defined benefit obligations	(7,423)	(7,092)
Fair value of plan assets	5,942	5,845
Net pension liability	(1,481)	(1,247)

Reconciliation of opening & closing balances of the present value of the defined benefit obligation	31 March 2024 £'000	31 March 2023 £'000
Defined benefit obligation at 1 April	7,092	11,913
Current service cost	226	191
Expenses	13	13
Interest cost	343	332
Contributions by scheme participants	15	128
Actuarial (gains)/losses due to scheme experience	210	(987)
Actuarial (gains)/losses due to changes in demographic assumptions	(62)	(13)
Actuarial (gains)/losses due to changes in financial assumptions	(184)	(4,356)
Benefits	(230)	(129)
Defined benefit obligation at 31 March	7,423	7,092

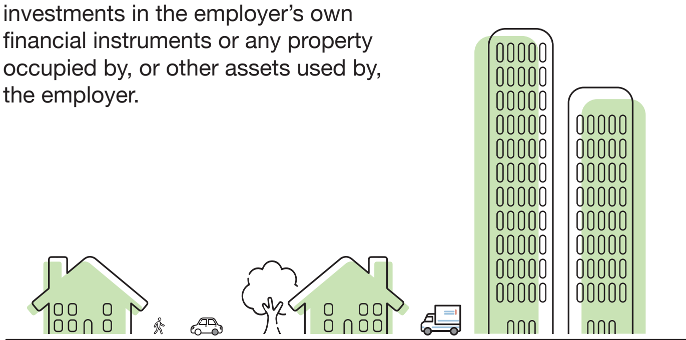
Reconciliation of opening & closing balances of the fair value of fund assets	31 March 2024 £'000	31 March 2023 £'000
Fair value of scheme assets at 1 April	5,845	10,713
Interest on assets	295	305
Experience on plan assets (excl amounts included in interest income) gain/(loss)	(739)	(5,804)
Contributions by employer	756	632
Contributions by plan participants	15	128
Benefits paid and expenses	(230)	(129)
Assets acquired in a business combination	-	-
Assets distributed on settlements	-	-
Exchange rate changes	-	-
Fair value of scheme assets at 31 March	5,942	5,845

Expense recognised in the profit and loss account	31 March 2024 £'000	31 March 2023 £'000
Current service cost	226	191
Expenses	13	13
Net interest expense	48	27
Total	287	231

The estimated asset allocation for Plymouth Community Homes as at 31 March 2024 is as follows:

Employer Asset Share - Bid Value	Assets at 31 March 2024 £'000	Assets at 31 March 2023 £'000
Absolute Return	232	63
Alternative Risk Premia	189	11
Opportunistic liquid Credit	232	250
Credit Relative Fund	195	221
Distressed Opportunities	209	177
Emerging Markets Debts	77	31
Global Equity	592	109
Infrastructure	600	668
Insurance-Linked Securities	31	148
Liability Driven Investment	2,418	2,693
Long Lease Property	38	176
Net Current Assets	10	15
Private Debt	234	260
Property	239	252
Risk Sharing	348	430
Secured Income	177	268
High Yield	1	20
Opportunistic Credit	-	-
Cash	117	42
Current Hedging	(2)	11
Private Equity	5	-
Total Expected Return on Assets	5,942	5,845

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any property occupied by, or other assets used by, the employer.



Financial assumptions as at	31 March 2024 % p.a.	31 March 2023 % p.a.
Discount Rate	4.93%	4.82%
RPI Increases	3.08%	3.15%
CPI Increases	2.80%	2.83%
Salary Growth	3.80%	3.83%
Allowance for commutation of pension cash at retirement	75% of maximum allowance	75% of maximum allowance

These assumptions are set with reference to market conditions at 31 March 2024.

The mortality assumptions adopted at 31 March 2024 imply the following life expectancies:

Retiring age	Life Expectancy at age 65 Years
Male retiring in 2024	20.5
Female retiring in 2024	23.0
Male retiring in 2044	21.8
Female retiring in 2044	24.4

28. Share Capital

Ordinary shares of £1 each. Allotted, called up and fully paid.

	2024 No.	2023 No.
At 1 April	34	34
Issued during the year	3	4
Cancelled during the year	(1)	(4)
At 31 March	36	34

29. Operating Leases

	2024		2023	
	Land and Buildings £'000	Other £'000	Land and Buildings £'000	Other £'000
Less than one year	30	130	30	147
Between one and five years	6	1	28	4
More than five years	-	-	-	-
Total	36	131	58	151

30. Leases as Lessor

	2024 £'000	2023 £'000
Less than one year	1,107	1,335
Between one and five years	2,310	2,049
More than five years	1,788	1,327
Total	5,205	4,711

Leases relate to the length of commercial tenancies for shops and offices.

31. Commitments

	Group		Association	
	2024 £'000	**2023** £'000	**2024** £'000	**2023** £'000
The Company contractual commitments to purchase tangible fixed assets at the year-end were	20,635	31,020	20,635	31,020
The Company has expenditure authorised by the Board but has not yet been contracted for of	91,940	70,932	91,940	70,932
Total	112,575	101,952	112,575	101,952

32. Contingencies

Social Housing Grant of £1,428,300 (2023 : £1,428,300) was transferred with the Little America homes. Should the related properties be sold and the grant not be reinvested in new properties this amount could be repayable to the Homes & Communities Agency.

33. Related Party Transactions

The Board members who served during the period and are also tenants have a standard tenancy agreement and are required to fulfil the same obligations and receive the same benefit as other tenants.

Two Board members are nominees of Plymouth City Council (PCC), both serving councillors. All transactions with PCC during the year were conducted at arm's length and on normal commercial terms.

Under Section 33 of FRS 102 defined benefit pension schemes are considered to be related parties. Plymouth Community Homes is a member of the following defined benefit schemes: Social Housing Pension Scheme and Devon County Council Local Government Pension Scheme. Details of transactions with the schemes are disclosed in note 26 and 27.

All cost recharges from Plymouth Community Homes to its non-regulated subsidiaries are charged at the cost of providing the service. Recharges are determined by an appropriate allocation depending on the nature of the cost, such as headcount, floor space and services. The value of transactions between PCH Ltd and its subsidiaries was as follows:

PCH Regeneration Company Ltd: Service charge from PCH Ltd to PCH Regeneration: £352,427 (2022/23: £328,849); Design & build work (including 5% mark-up) invoiced from PCH Regeneration to PCH Ltd: £6,711,130 (2022/23: £6,742,356).

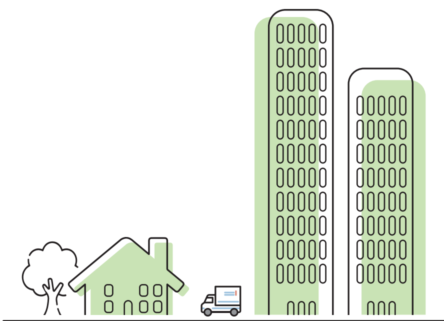
PCH Energy Ltd: service charge from PCH Ltd to PCH Energy: £36,320 (2022/23: £32972); charge from PCH Ltd to PCH Energy for lease of roofs: £103,860 (2022/23: £104,040). Charge from PCH Energy to PCH Ltd for electricity: £83,099 (2022/23: £133,246).

The intercompany debtor and creditor balances as at 31 March are disclosed in Note 19 and Note 21.

A copy of the consolidated financial statements may be obtained from Plymouth Community Homes, Plumer House, Tailyour Road, Plymouth, PL6 5DH.

34. Subsequent Events

There are no subsequent events to report.



35. Accounting Estimates and Judgements

Key Sources of Estimation Uncertainty

The Association makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Useful Economic Lives of Tangible Assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives of the assets so these are re-assessed annually and amended when necessary to reflect current estimates. See Note 14 for the carrying amount of the property plant and equipment, and Note 1 for the useful economic lives for each class of assets.

Impairment of Debtors

The company makes an estimate for the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including, the current credit rating of the debtor, the ageing profile of debtors and historical experience. See Note 19 for the net carrying amount of the debtors and associated impairment provision.

Pensions

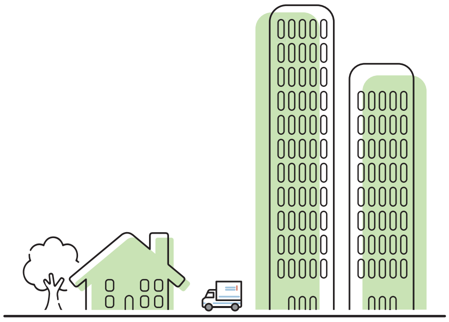
FRS 102 requires that certain assumptions are made in order to determine the amount to be recorded for retirement benefit obligations and pension plan assets, in particular for defined benefit plans.

Critical accounting judgements in applying the Company's accounting policies

Valuation of Housing Properties

The company tests annually whether there are any impairment triggers that would require the company to undertake a full impairment review of housing properties under FRS 102.

No other triggers were identified for the 2023/24 financial year.



36. Status

Plymouth Community Homes Group

Registered Office:

Plumer House, Tailyour Road, Plymouth PL6 5DH.

Legal Status:

Plymouth Community Homes Ltd is registered under the Co-operative and Community Benefit Societies Act 2014 on the Mutual Register held by the Financial Conduct Authority (registration 30637R). The company is registered with the Regulator of Social Housing (registration L4543.

At the time of signing these financial statements Plymouth Community Homes Ltd had two wholly owned subsidiaries - Plymouth Community Homes Regeneration Company Ltd (company number 7272688) and Plymouth Community Homes Energy Ltd (company number 8028170). Both subsidiaries are incorporated under the Companies Act 2006.

- Plymouth Community Homes Regeneration Company Ltd oversees the design and build work for redevelopment projects.
- Plymouth Community Homes Energy Ltd oversees the installation of photovoltaic panels on properties owned by Plymouth Community Homes Ltd.

37. Board Members, Executives and Advisors

The Board members, executives and advisors during the year and up to the date of signing these accounts were:

Members of the Board

Valerie Lee	Chair of Plymouth Community Homes Ltd
Peter Nourse	Board Member from 1 May 2023 to 10 July 2024 Vice Chair of Plymouth Community Homes Ltd from 14 September 2023 to 10 July 2024 Chair of Remuneration and Nominations Committee from 14 September 2023 to 10 July 2024
Debra Roche	Vice Chair of Plymouth Community Homes Ltd to 14 September 2023 Chair of Remuneration and Nominations Committee to 14 September 2023
Lavinia Porfir	Chair of Customer Focus Committee
Elizabeth Nicolls	Chair of Audit and Risk Committee
Graham Clayton	Board Member to 31 July 2023
Julie White	Chair of Development Committee
Tasawar Nawaz	Board Member
Maja Jorgenson	Board Member
Jillian Gregg	Board Member Chair of PCH Regeneration Ltd Board
Sally Haydon	Board Member from 25 July 2022
Emma Lovett	Board Member from 10 July 2023

Directors of Plymouth Community Homes Regeneration Company Ltd:

Executive Directors:

John Clark	Board Member from 1 October 2022 to 30 September 2023
Jonathan Cowie	Board Member from 1 October 2023

Non-Executive Directors:

Jillian Gregg	Chair
Michael Day	Independent Director
Tasawar Nawaz	Board Member
Valerie Lee	Board Member

Directors of Plymouth Community Homes Energy Ltd

John Clark	Chair to 30 September 2023
Jonathan Cowie	Chair from 1 October 2023
Nicholas Jackson	Board Member
Gillian Martin	Board Member
Tracy Smith	Board Member from 1 April 2024

Audit and Risk Committee

Elizabeth Nicolls	Chair
Graham Clayton	Committee Member to 31 July 2023
Tasawar Nawaz	Committee Member
Julie White	Committee Member
Peter Nourse	Committee Member from 1 May 2023 to 1 April 2024
Emma Lovett	Committee Member from 10 July 2023 Chair Designate from 1 April 2024
Jill Gregg	Committee Member from 1 April 2024

Finance Committee

Elizabeth Nicolls	Chair from 4 April 2024
Tasawar Nawaz	Committee Member from 4 April 2024
Emma Lovett	Committee Member from 4 April 2024

Customer Focus Committee

Lavinia Porfir	Chair
Graham Clayton	Committee Member to 31 July 2023
Debra Roche	Committee Member to 14 September 2023
Maja Jorgensen	Committee Member
Zoe Rielly	Committee Member from 1 December 2024
Gaynor Sotherton	Co-optee
Joanne Bowden	Co-optee
Melony Gallagher	Co-optee
Louise Webb	Co-optee from 8 May 2024
Clare Stevens	Co-optee from 29 May 2024
Tracy Lowings	Co-optee from 1 February 2024

Development Committee: Capital Investment Committee from 1 April 2024

Julie White	Chair
Maja Jorgensen	Committee Member
Sally Haydon	Committee Member
Debra Roche	Committee Member to 14 September 2023
Elizabeth Nicolls	Committee Member
Peter Nourse	Committee Member from 1 April 2024 to 10 July 2024

Remuneration and Nomination Committee People and Culture Committee from 1 April 2024

Peter Nourse	Chair from 14 September 2023 to 10 July 2024
Debra Roche	Chair to 14 September 2023
Lavinia Porfir	Committee Member to 1 April 2024
Valerie Lee	Committee Member
Emma Lovett	Committee Member from 1 April 2024
Sally Haydon	Committee Member from 1 April 2024

Executive Management Team:

John Clark	Chief Executive to 30 September 2023
Jonathan Cowie	Chief Executive from 30 September 2023
Nicholas Jackson	Director of Business Services and Development
Gillian Martin	Director of Corporate Services
Tracey Gray	Interim Director of Homes Communities and from 29 May 2023 to 28 March 2024
Tracy Smith	Director of Homes and Communities 18 March 2024

Company Secretary

Lucy Rickson	Head of Governance

External Auditor:

KPMG LLP	Suite 23 BLOCK Royal William Yard Plymouth PL1 3RP

Internal Auditor:

Mazars LLP	30 Old Bailey London EC4M 7AU

Tax Advisor:

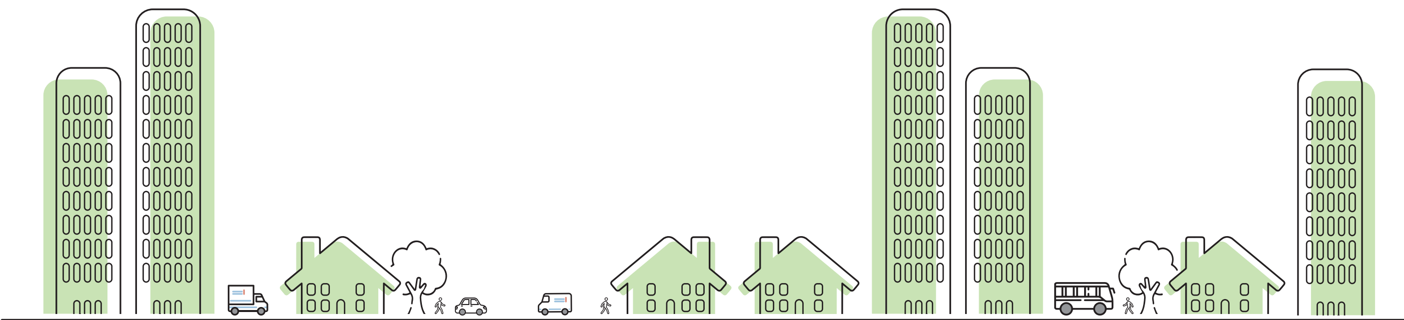
KPMG LLP	1 Forest Gate, Brighton Road Crawley RH11 9PT

Principal Bankers:

National Westminster Bank PLC	14 Old Town Street Plymouth PL1 1DG

Funders:

National Westminster Bank PLC	250 Bishopsgate London EC2M 4AA
Barclays Bank PLC	Third Floor 3 Bedford Street Exeter EX1 1LX
Barings	1500 Main Street – Suite 2200 PO Box 15189 Springfield, MA 01115-5189 USA
Great-West Life & Annuity Insurance Company	8525 East Orchard Road, 2T3 Greenwood Village, CO 80111 USA
Great-West Life & Annuity Insurance Company of New York	50 Main St White Plains, NY, 10606-1901 USA
The Housing Finance Corporation Ltd	3rd Floor 17 St Swithin's Lane London EC4N 8AL



Security Trustees:

M & G Ltd	Governors House, Laurence Pountney Hill, London EC4R 0HH

Solicitors:

Penningtons Manches LLP	125 Wood Street, London, EC2V 7AW
Womble Bond Dickinson	Ballard House, West Hoe Road, Plymouth, PL1 3AE
Bevan Brittan LLP	Fleet Place House, London, EC4M 7RF
Capsticks Solicitors LLP	1 St George's Road, London, SW19 4DR
Devonshires	30 Finsbury Circus, London, EC2M 7DT
Tozers LLP	Broadwalk House, Southernhay West, Exeter EX1 1UA.
Stephens Scown Solicitors	3 Elizabeth Close, Plymouth, PL1 2DH
Trowers & Hamlins	First Floor/The Senate, Southernhay Gardens, Exeter, EX1 1UG

Property Valuers:

Savills	Sterling Court 17 Dix's Field, Exeter, EX1 1QA
Sanderson Weatherall	Plumer House, Tailyour Road, Plymouth, PL6 5DH

Treasury Advisors:

Chatham Financial Europe Ltd	12 St James Square, London, SW1Y 4LB

Plymouth Community Homes

Plumer House, Tailyour Road, Crownhill, Plymouth PL6 5DH
info@plymouthcommunityhomes.co.uk I www.plymouthcommunityhomes.co.uk