



2022/23

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT





INTRODUCTION

As a leading social housing provider with community and service at our core, Environmental, Social and Governance (ESG) is engrained in what we do.

Mission

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. We are committed to ensuring our existing homes provide excellent social housing for our residents, with social rents of up to 50% less than the private sector, as well as building more high-quality, affordable homes for rent or shared ownership sale to meet the local need.

Vision

Providing homes and communities where people want to live.

Our Vision goes beyond simply delivering good quality social housing – we need to make sure we get the basics right as well, and help improve lives by building safe, strong communities where people can thrive. We're focused on providing first-class services to our residents and listening to their feedback so we can adapt and grow.

Values

**CARE
LISTEN
RESPECT
DO THE RIGHT THING**

This year we launched our new Strategic Business Plan with four themes with a strong ESG focus:

- Customer and Community – how we know our customers and deliver outstanding services for residents.
- Homes and Spaces – how we maintain existing homes and buildings and increase the number of homes.
- Planet and Places – how we work to decarbonise our homes and business and manage community land.
- Efficiency and Effectiveness – how we run our business through long term financial planning and strong governance.

This is our third Environment, Social and Governance Report and covers the financial year ending 31 March 2023. The framework has been updated this year to align to the Sustainable Reporting Standard, a national standard for Environment, Social and Governance reporting in the social housing sector.



AT OUR CORE WE ARE A SOCIAL HOUSING PROVIDER WITH A STRONG FOCUS ON ENSURING RESIDENTS ARE INTEGRAL TO WHAT WE DO AND THAT THEIR VOICE IS HEARD.



John Clark, Chief Executive





SOCIAL

Our social purpose is central to the way we do business. We are here to meet the housing needs of people who cannot afford other tenures of housing, have additional support requirements, or need help with sustaining their tenancy.

Indicator	2022/23 Result	2021/22 Result	2020/21 Result
Affordability			
Percentage of rents set below LHA limits	99.75%	99.80%	99.90%
Percentage split of rented homes:			
Social rent:	75%	57%	72%
Affordable rent:	25%	43%	28%
New homes completed or acquired – affordable rent	55	82	58
New homes completed or acquired – social rent	33	70	0
New homes completed or acquired – open market sales	12	0	0
Current tenant arrears as a percentage of amount due	1.48%	1.51%	1.36%
Number of evictions carried out for rent arrears	4	0	1
Buildings			
Percentage of homes with a valid gas safety certificate	99.95%	99.97%	99.95%
Percentage of homes with a valid fire risk assessment	100%	100%	-
Percentage of homes meeting the Decent Homes Standard	99.33%	100%	99.69%
Percentage of homes with a valid 5-year electrical safety certificate	98.37%	-	-
Percentage of homes with an asbestos management plan	99.96%	-	-
Percentage of lifts with valid LOLER certification	59.49%	-	-
Percentage of homes requiring a legionella risk assessment with a valid assessment in place.	88.36%	-	-

Indicator	2022/23 Result	2021/22 Result	2020/21 Result
Resident satisfaction and complaints			
Percentage of residents satisfied with PCH as their landlord	85.59%	86.76%	91.20%
Percentage of residents very or fairly satisfied with repairs and maintenance.	78.88%	82%	89.60%
Percentage residents very or fairly satisfied their rent provides value for money.	90.24%	91.8%	91.80%
Percentage of residents satisfied that PCH listens to their views and acts upon them.	75.55%	73%	-
Percentage of residents satisfied with the landlord's approach to handling of anti-social behaviour	69.15%	69%	-
Percentage of residents satisfied with the landlord's approach to handling of complaints	63.85%	60%	-
Percentage of residents satisfied with major works	96.86%	98.05%	97.11%
Number of stage 1 complaints received	436	299	236
Number of stage 2 complaints received	24	19	13
Number of stage 3 complaints received	4	2	4
Percentage of complaints closed within timeframe	99.29%	99%	97%



The rents charged by Plymouth Community Homes are some of the lowest in the sector and our social rents are lower than other Registered Providers in the Plymouth area due to legacy low rents arising from the stock transfer in 2009. However, it is essential that our rents remain affordable to tenants as the cost of living continues to increase and that we offer good value for money to all residents and public funding through Government grants for development and capital works to our homes. Compared to the median private rental sector home, our rents are on average 52% of the average rent charged and are 65% of Local Housing Allowance.

However, we need to balance affordability for tenants and having enough resources to achieve our objectives, so it is our strategy to increase social rents to similar levels to other social landlords in our areas of operation. Currently this can only be done when a home is re-let to a new tenant. This follows the Government formula for social housing rent using the allowable +5% above the formula.

	PCH social rent 2022/23	Plymouth social rent 2021/22	National rent 2021/22	Plymouth private rent 2022	Local housing allowance maximum
One Bedroom	£321	£326	£396	£560	£449
Two Bedroom	£360	£380	£439	£695	£583
Three Bedroom	£380	£415	£470	£825	£693
Four Bedroom	£423	£471	£553	£1,150*	22%
Five Bedroom	£503	£490	£617	-	£848

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

We also charge affordable rents which are set at 80% of market rent. We have been reducing these back to social rent and going forward it is only new build homes that will be let with this type of rent.

It is essential that we deliver high quality homes and services for residents in places where they want to live. To assess this, we measure customer perception about our homes and services and use these results to identify areas for improvement. These surveys are carried out by an independent market research company on our behalf throughout the year which enables us to be responsive to any issues arising.

These surveys are aligned to the Tenant Satisfaction Measures from the Regulator of Social Housing, which came into effect on 1st April 2023 and the results of which will be published on our website for residents and other stakeholders to view and comment upon.

Another way that residents hold us to account is through residents' scrutiny. This consists of a group of residents who review performance information and select a topic for review in a task and finish style project. Most recently, this group reviewed how PCH's contractors should behave

when working in residents' homes and the message was clear; contractors should work as if they are employees of the organisation and treat residents with respect.

The cost-of-living crisis this year has seen many of our residents struggling to meet basic costs. Our Incomes Team continue to provide high levels of support to residents to help them with budget management, benefit claims and support with other funds available. PCH has also provided a £50k Financial Support Fund which we are using to support residents who are struggling financially, which we are increasing to £250k for the year ahead.

At our re-use centre decent quality items removed from empty homes are retained and stored for reuse and are passed on free of charge to residents who need furniture and other household goods. In addition to furniture and household goods we receive hundreds of good quality toys. Instead of disposing of them, we have started holding regular a toy fairs where we give the toys away to children living in the local neighbourhood and we plan to continue this in the years ahead.

We are keen to enhance local partnerships and have

worked with Plymouth City Council to provide support programmes to house people who were formally homeless, and we have entered into a formal partnership with Livewell Southwest with the aim of improving health outcomes for PCH residents through identifying ways that healthcare and housing providers can work together to support individuals to live independently for longer at home.

We take building safety very seriously; the news of the death of toddler, Awaab Ishak, from a respiratory condition caused by exposure to mould in his home at a housing association in Rochdale shocked us all. In November 2022, our Customer Focus Committee signed off a new Damp and Mould Policy which sets out our approach to tackling damp and mould in our homes along with the roles and responsibilities of both PCH and residents. This was published alongside a social media campaign, articles in our resident magazine and produced our own training video to educate staff and inform residents about damp and mould, encouraging residents with these issues to come forward and report any problems in their home.

In addition to damp and mould, we have a responsibility for other aspects of building safety namely, gas, electrical, fire, asbestos, lifts and water hygiene, and our compliance is detailed in the table above. Our performance on lift inspections and legionella is below target. With regards to the lift inspections, this involved four lifts out of 23 within our housing stock, one of which was out of service and the remaining three required supplementary testing prior to certification. For legionella, the underperformance in this area is mainly due to no-access and we have a process in place to address this through housing management. We are also trialling a new work pattern for general needs blocks where residents are not at home during the day.

Last year our staff voted to support Woodside Animal Welfare Trust and Gables Dogs & Cats Homes as our charity of the year. Staff raised over £1,500 and PCH Reuse Centre also donated a large bundle of children's toys, and household items to Woodside for them to sell on in their charity shops.

Our Communities Team delivered a range of projects to support resident welfare as PCH invested £812,000 in our communities – an increase of £112k on the previous year. This enabled the delivery of 31 Learn For Free training courses to support 165 residents, with employment skills courses being the most popular. We also delivered regular digital and IT sessions helping residents to get online and ran courses for resident groups to support on equality and diversity, food safety and first aid and worked with Active Plus to deliver confidence and motivation courses. Clubs and activities were run to support tenants dealing



with cost-of-living challenges, and grants of £6,500 given to support Jubilee and seasonal events.

Other work included resident consultations, surveys and focus groups, and residents were encouraged to engage in formal processes, including a scrutiny review of how PCH contractors interact with residents. Community workers delivered 43 community development projects over the year, including teaming up with local and regional environmental organisations to engage residents in planting trees across our neighbourhoods and supporting community gardening projects. This forms part of our increasing focus on bio-diversity across our estates.



ENVIRONMENTAL

PCH is fully committed to reducing our impact on the environment and becoming greener in our business practices.

We identify significant environmental risks through our ISO14001:2015 certified environmental management system and we hold an environmental aspects and impacts register. This is a comprehensive list of business activities, the associated environmental risks, a risk rating along with controls to reduce the risk or prevent it from worsening. Where a risk rating is considered to be significant, we have a procedure within our Environmental Management System to address it. The aspects and impacts register is aligned to the wider strategic and operational risk registers which go to the Board regularly for consideration.

We have set ourselves objectives to help us become more environmentally friendly as a business, as well as to meet Government targets for decarbonising properties and operations.

Working to become carbon-free will help our residents by making their homes more energy-efficient and reduce heating bills. We will also create more welcoming communities with green spaces for wildlife to boost biodiversity.

We know that the bulk of our carbon emissions come from our housing stock and have estimated the operational carbon footprint of our business to be around 712 tonnes. We have reviewed the way we calculate the footprint this year meaning some of the change in the figure is due to the methodology used and a broader scope. The scope one carbon footprint of our organisation, which comes from our fleet and corporate buildings, is 594.33 tonnes.

Over the last year we launched our new Strategic Business Plan and Asset Management Strategy which set our ambitions to make our homes more energy efficient, meaning they are more affordable for tenants to heat and better for the environment. The Strategic Business Plan also starts us on the decarbonisation journey for how we go about our day-to-day business.

The breakdown of energy ratings of our existing homes is:

A	B	C	D	E or below	No EPC
0.70%	13.38%	57.35%	27.08%	0.99%	0.50%

Indicator	2022/23 Result	2021/22 Result	2020/21 Result
Carbon footprint of business operations	712 tonnes	675 tonnes	616 tonnes
Percentage of homes with a C+ energy rating	71.41%	71%	70%
Percentage of homes with solar panels	16%	15%	15%
Total renewable energy production	5,491MWh	5,163MWh	5,739MWh
Percentage of waste diverted from landfill	99%	99%	99%

We continue to deliver a programme of works to upgrade the energy performance of our homes with a target of 95% of our homes to obtain an Energy Performance Certificate (EPC) score of C or above by 2028. In addition to the carbon reduction, the aim of this is to reduce the cost of keeping homes at a comfortable temperature which is even more important than before with the current energy prices and squeeze on peoples' finances.

In partnership with Plymouth City Council and LiveWest, PCH has been successful in obtaining two rounds of government funding from the Social Housing Decarbonisation Fund (SHDF) to help us make vital upgrades to the efficiency of our homes.

We have set a target to convert 25% of our vehicle fleet to green transportation by 2028 and we are currently trialling four electric vans and plan to install additional charging points at our offices to facilitate a future expansion of green fleet.

PCH commissioned an energy assessment of our offices at

Plumer House, and we will use this to work on a plan to decarbonise our headquarters, where we have already reduced the heating temperature during the past winter.

Additionally, we will need to revisit whether we could introduce solar energy generation to the building via new technologies and replace the heating source with a low carbon solution. The proportion of homes with solar panel remains the same (2,312), as the installation programme has ended.

We are working on a new Green Spaces Strategy to help us manage our land better for the environment and the communities that use it. This will see us increasing biodiversity and tree cover in our neighbourhoods as well as making spaces that are accessible for communities to enjoy.

The percentage of our waste disposed via more sustainable routes was 98.7%, meaning that 753 tonnes of our waste were either recycled or sent for energy recovery. The bulk of the waste arises from clearance of empty homes and fly-tipping which is taken to our own

recycling centre and each item is sorted for reuse or recycling, which helps keep costs down and allows us to dispose of these items in a more environmentally friendly way. Decent quality items are retained and stored for reuse and are passed on free of charge to residents who need furniture and other household goods.

We are members of the Plymouth Net Zero Action Group, and our Chief Executive Officer has a place on the executive board. As part of the group, we are able to engage and collaborate with organisations across the city with the goal of becoming net zero, including sharing lessons from installing new heating infrastructure, staff engagement portals, and green transport.

We continue to hold certification in the ISO14001:2015 standard for Environmental Management, audited and certified by the British Standards Institute, which forms our Environmental Management System (EMS).





GOVERNANCE

Indicator	2022/23 Result	2021/22 Result	2020/21 Result
Number of Board members	12	11	12
Of which male:	20.0%	45.5%	42%
Of which female:	80.0%	54.5%	58%
Average age of Board members	56	61	62
Percentage of Board members who are ethnically diverse	20%	0%	0%
CEO - lowest paid worker ratio	9.78x	8.7x	9.81x
CEO – median paid worker ratio	6.73x	6.1x	-
Gender-pay gap (median)	5.8%	5.9%	5.8%
Gender-pay gap (mean)	4.0%	1.3%	-1.4%
Regulatory grading – governance	G1	G1	G1
Regulatory grading – financial viability	V2	V1	V1
Code of Governance	NHF 2020	NHF 2020	NHF 2020
Investors in People Rating	Gold	Gold	Gold
Standard and Poors credit rating	A+	A+	A+

Strong corporate governance is essential in a thriving and high-performing organisation. Our Board is a group of 12 non-executive directors who are responsible for the overall strategic direction and governance of the organisation. The Board is supported by a Chief Executive and three Executive Directors who are responsible for the day to day running of the business.

Plymouth Community Homes is registered under the Co-operative and Community Benefit Societies Act 2014 and has charitable status. It has no majority shareholder, although interested parties can purchase one share to gain voting rights on the company rules. Each share has a nominal value of £1, which no right to interest, dividend, or bonus

PCH has a transparent corporate group structure as a parent company with three subsidiary companies, this allows us to trade in a for-profit context whilst reducing the risk associated with such activities.

Each year our Boards and Committees must consider their effectiveness in line with regulatory guidance. Once every three years, the National Housing Federation Code of Governance requires members to have a formal review at least every three years, which was last carried out in 2023. We are in the process of implementing the new Code of Governance.

Our Boards and Committees ensure:

- We place residents to at the centre of strategic decision making.
- We make sure we have measures in place to keep residents and staff safe.
- Our Board has a thorough oversight of risk and has fully stress-tested a range of scenarios which may adversely affect our organisation's future.

At our Board away day in September they will be discussing the launch of the Chairs' Challenge to set some ESG aligned objectives next year.

We are registered with the Regulator of Social Housing, who adopt a co-regulatory approach where the Board and residents hold us to account. Our robust governance arrangements ensure that we have not been subject to any adverse regulatory findings.





The most recent review of our regulatory gradings took place in November 2022, when we received an in-depth assessment and are proud to retain the top governance rating of G1.

PCH was one of a number of housing associations to be regraded for financial viability from V1 to V2, with the impact of high cost increases and rising interest rates applying financial pressure on our margins and interest cover. We therefore understand the change of rating but remain assured that our low level of debt compared to assets and accessible liquidity allows us to continue to effectively deliver services to residents and maintain our investment in existing and new homes. We will also be looking to increase our use of technology to create opportunities for more efficient operational activities.

In January 2023, the international credit rating agency Standard and Poor's reconfirmed Plymouth Community Homes' A+ credit rating, reflecting our robust financial management and stability to potential investors in our organisation. The judgement includes an assessment of our past financial performance and future plans, as well as a review of our operational track record and governance.

Our overall mean pay gap is only 4%, which still compares well with the Office of National statistics 2022 average of 8.3%. This is a difference of 2.7% from last year. This difference was due to eight higher paid females leaving, two of which were long-standing senior staff who retired and an increase in female apprentices.

This gap reflects our agreed pay policy of basing salaries on independently determined median market benchmarks, regardless of gender. It is therefore great to see that our policy continues to achieve such a low gap.

Our median pay gap has slightly decreased to 5.8% (back to the same level it has been since 2017) from 5.9% level in 2021. This holds up well against some of the big national / international organisations.

Our strategy going forward will help us to build on our results and underpin our continuing commitment to equality and diversity in all its forms. For gender pay this includes:

- Continually monitoring data and interpreting what it shows us.
- Creating opportunities for females to move into non-traditional roles through our internal secondment opportunities.
- Ensuring our learning and development program is available to all.
- A fair and transparent recruitment and selection process Innovative social media recruitment processes to attract the right candidates.
- Ensuring that we advertise in a wide range of media, including digital technologies that allow animations.
- Using positive gender neutral role imagery in our advertising and employee literature
- Encouraging females to consider a wider range of roles within PCH by positively promoting opportunities at careers fairs and through our work supporting local schools, colleges and universities.
- Promoting our apprenticeships to people of all genders.
- Continuing our pay policy based on equality including our long standing focus on low pay.

Staff wellbeing is important to us. We formalised a new policy on hybrid working where employees may work from home for up to three days per week which supports with work-life balance. We have an on-site gym at our headquarters building, which is free for staff to use along with showers and cycle storage, promoting healthy travel to work. We continue to have access to an Employee Assistance Programme, and we have accredited Mental Health First Aiders across the business who can support their colleagues in times of difficulty.

We pay our employees based on the median benchmarked salary. In April 2022 we increased salaries by 3% and in October 2022 we gave a further consolidated pay award of a £1,000 (initially paid as a one-off lump sum) plus 2% in recognition of the cost of living crisis.

Reporting to the Board are the following committees:

Audit and Risk Committee:

It convened four times during 2022/23, 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 2022/23 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 four times during 2022/23 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 four times during 2022/23 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, from 2021 it is 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 convened four times during 2022/23 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.



Plymouth
Community Homes



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Sustainable Reporting Standard

Theme	Criteria	Type of Criteria	Criteria	Measurement Unit	RESPONSE		
Affordability and Security	C1	Core	For properties that are subject to the rent regulation regime , report against one or more Affordability Metric: 1) Rent compared to Median private rental sector (PRS) rent across the Local Authority	% of PRS rent (e.g. 80%)	52		
			2) Rent compared to Local Housing Allowance (LHA)	% of LHA rent (e.g. 90%)	65		
	C2	Core	Share, and number, of existing homes (owned and managed) completed before the last financial year, allocated to: - General needs (social rent) - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	Number of General Needs units	9199	% of General Needs units	65.1%
				Number of Affordable Rent units	3161	% of Affordable Rent units	22.4%
				Number of Supported Housing units	1779	% of Supported Housing units	12.6%
	C3	Core	Share, and number, of new homes (owned and managed) that were completed in the last financial year, allocated to:	Number of General Needs units	33	% of General Needs units	30.3%

			<ul style="list-style-type: none"> - General needs (social rent), - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other 	Number of Affordable Rent units	55	% of Affordable Rent units	50.5%
				Number of Low-cost Home Ownership units	21	% of Low-cost Home Ownership units	19.3%

		C4	Core	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	Qualitative response	<p>Our Income Recovery and Financial Inclusion Team support residents to improve their finances in a whole range of ways, all of which help them then to be able to afford their energy bills.</p> <p>This includes:</p> <ul style="list-style-type: none"> - Supporting residents to maximise their income through promoting help available such as Warm Home Discount, Winter Fuel Payments and ensuring they are claiming all benefits to which they are entitled. - Applying for charitable grants or discretionary housing payments to help people who are struggling financially. - Helping residents with debt, including utilities debt, and can give information about schemes that utility companies have to support people who are in debt with them. - Our Financial Inclusion Officers are qualified to give a spread of debt advice and will encourage residents they work with to look around for the best deal for their energy. - We have also worked with the Comms team on promotion campaigns. - In the coming year we are providing a £250k Financial Support Fund which we are using to support people who are struggling financially, providing things like fuel vouchers and thermal curtains. Applications for residents in low EPC properties are particularly welcomed. - With last year's fund of £50k, we helped 202 with sums of up to £250. - If appropriate, the FIOs can advise a tenant that a debt relief order maybe appropriate. This allows the tenant potentially to write off debt that they are unable to repay. In this instance, we would signpost the tenant to the CAB for support with the process. <p>Our 5 year Asset Management Strategy (2022-2027) sets out our ambitions to improve the thermal performance of our properties, which will make them more affordable to comfortably live in.</p>
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		C5	Enhanced	What % of rental homes have at least a 3 year fixed tenancy agreement?	% of homes	99.47
Building Safety and Quality	T2	C6	Core	What % of homes with a gas appliance have an in-date, accredited gas safety check?	% of homes	99.95
		C7	Core	What % of buildings have an in-date and compliant Fire Risk Assessment?	% of buildings	100.00
		C8	Core	What % of homes meet the national housing quality standard?	% of homes	99.33
Resident Voice	T3	C9	Core	What arrangements are in place to enable the residents to hold management to account for provision of services?	Qualitative response	<p>There are two resident seats on the PCH Board, and we have five places for residents as co-optees on the Customer Focus Committee which ensures that the resident voice is heard at the very top of the organisation and has a clear role in decision making about the strategic direction of the association.</p> <p>Additionally, we have our resident scrutiny group which forms part of our resident involvement function. This group selects several topics to review throughout the year. The outcome of these reviews is presented to the Customer Focus Committee who are then responsible for monitoring delivery of the recommendations from the scrutiny group.</p>

		C10	Core	How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?	Qualitative response	<p>Customer satisfaction is measured in a variety of ways, either through perception or transactional surveys.</p> <p>Perception surveys are structured surveys where residents are asked for their views on how they feel about a wide range of services from PCH. The surveys are carried out as a quarterly tracker telephone survey by an independent market research agency in line with the Regulator's Tenant Satisfaction Measure methodology. Transactional surveys following receipt of a service are carried out in-house using a range of options for example text message, email, postal and telephone survey.</p> <p>Over the past three years, we have seen a reduction in customer satisfaction particularly within our perception surveys. We benchmark our results with other similar landlords and satisfaction has declined across the board. However, whilst this is reassuring, we have deepened our understanding of why residents are dissatisfied, and we have an action plan in place to address these issues.</p>
				C11	Enhanced	In the last 12 months, how many complaints have been upheld by the Ombudsman.
		How have these complaints (or others) resulted in change of practice within the housing provider?	Qualitative response			In the past 12 months we have not had any complaints upheld by the Housing Ombudsman.

Resident Support	T4	C12	Core	<p>What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?</p>	<p>Qualitative response</p>	<p>We provide a range of support options for residents including:</p> <p>We have a dedicated Income Management and Financial Inclusion team whose responsibility is to work with residents who are in arrears or facing arrears and struggling to pay. The provide intensive support to residents making sure that they are claiming all benefits they could be entitled to, offering advice and skills for budget management, seeking grants and funding from external providers, and working with utility companies to clear meter debt. The benefit to this is that our arrears levels are amongst the lowest in the sector and tenancy sustainment is high, meaning that residents who are struggling financially can keep a roof over their heads.</p> <p>Working with Plymouth City Council to deliver a range of homelessness initiatives, supporting people into permanent accommodation. Under the Housing First initiative we have housed five people with complex needs who have previously been rough sleepers. Additionally, we have set a further 25 homes aside for homeless people, with 19 individuals now in permanent accommodation and with more to follow.</p> <p>All our sheltered and supported housing accommodation have alarm systems installed so the resident can access help quickly from either the emergency services or other agencies. Recently, we have been upgrading the systems in our supported housing bungalows using digital equipment meaning that residents in these homes will be able to connect additional assistive technologies to their alarm in the same way that our sheltered residents are able to. For example, in our partnership project with Livewell SW, we are planning to install a small number of fall sensors that will automatically detect when someone has had a fall and alert the emergency services. Separately to this we are also installing environmental sensors to some homes at risk of damp and condensation as part of a pilot to understand the effectiveness in preventing serious issues with mould. These sensors measure temperature, humidity and indoor air quality and are monitored remotely by PCH and by the resident using a smartphone app.</p>
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Climate Change	T6	C14	Core	Distribution of EPC ratings of existing homes (those completed before the last financial year).	% of homes rated A	0.70
					% of homes rated B	13.38
Climate Change	T5	C13	Enhanced	Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	Qualitative response	<p>Bath Street development of over 140 new homes with PCH Involvement Network - group of residents with an interest in being involved with PCH.</p> <p>PCH carried out an on-line design forum consultation event in June 2022. Feedback from this consultation was used to refine the proposal before additional community consultation. A community consultation exhibition was carried out in October 2022.</p> <p>We are nearing the end of a five phased project of regeneration in North Prospect. Post-war housing has been replaced with desirable new homes for a mix of tenure types and our community hub, 'The Beacon' provides a local service as well as over 55's accommodation.</p> <p>In new build developments we consider the provision of local services, and we try and influence these to create the best community possible.</p> <p>We continue to engage with Plymouth City Council to look at opportunities for regeneration of areas of the City.</p>
						% of homes rated C
					% of homes rated D	27.08
					% of homes rated E or worse	0.99

				% of homes without EPC rating (unknown)	0.5
	C15	Core	Distribution of EPC ratings of new homes (those completed in the last financial year).	% of homes rated A	12.5
				% of homes rated B	73.86
				% of homes rated C	13.65
				% of homes rated D	0
				% of homes rated E or worse	0
				% of homes without EPC rating (unknown)	0
				C16	Enhanced
	Scope 2: Kg CO2 equivalent	95.32			
	Scope 3: Kg CO2 equivalent	22.01 (business mileage only)			
	Scope 1, 2 & 3: Total Kg CO2 equivalent	711.66			
	C17	Enhanced	What energy efficiency actions has the housing provider undertaken in the last 12 months?	Qualitative response	We have secured funding under SHDF Wave 1 and commenced a project to improve thermal efficiency to a block of 24 flats and commenced work on a further 25 units to install external wall insulation. We were also successful in an application for Wave 2.1 of the SHDF, securing grant funding to support energy improvement works over the coming 2 years for 600 units.

		C18	Enhanced	<p>How is the housing provider mitigating the following climate risks:</p> <ul style="list-style-type: none"> - Increased flood risk - Increased risk of homes overheating 	Qualitative response	<p>Our works to decarbonise properties through the SHDF will be compliant with PAS 2035, meaning works will be designed to minimise risks associated with overheating.</p> <p>We plan to assess the risk of flooding to our properties using publicly available data in the coming year.</p> <p>Our upcoming Green Spaces Strategy will consider ways to use our land to reduce the risks of flooding and overheating for the neighbouring properties.</p> <p>New homes will consider these risks as part of the planning process.</p>
		C19	Enhanced	<p>Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.</p>	Qualitative response	<p>We provide an overview of heating in the property advert and the video viewing.</p> <p>We provide information on ventilation as part of our Damp and Condensation guidance.</p>

Ecology	T7	C20	Enhanced	How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?	Qualitative response	<p>Our EMS contains a Green Space and Biodiversity Procedure which summarises opportunities to improve our green spaces.</p> <p>Having an in-house grounds maintenance team means we have good control over the quality of the work and can review the processes to ensure they are as sustainable as possible.</p> <p>We are also currently working on a new Green Spaces Strategy to maximise how we use our land.</p>
		C21	Enhanced	Does the housing provider have a strategy to actively manage and reduce all pollutants?	Yes / No / No, but planning to develop one	Yes

				If so, how does the housing provider target and measure performance?	Qualitative response	Our EMS contains an Environmental Incident and Pollution Procedure to manage potential pollutants as well as an Aspects and Impacts Register with a risk framework. The EMS is audited internally once per year and externally twice a year, pollution is monitored through carbon footprinting, and any pollution incidents are reported to management through the process of annual management review. We have not had any pollution incidents during 2022/23.
Resource Management	T8	C22	Enhanced	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?	Yes / No / No, but planning to develop one	Yes
					Qualitative response	Our EMS contains a Sustainable Procurement and Control of Contractors Procedure, which outlines the responsibility on staff involved in procurement and contract management to ensure responsible procurement is taking place and being enforced. We also have a supply chain strategy, which contains objectives around environmental sustainability. The EMS is audited externally twice a year.

Structure and Governance	T9	C23	Enhanced	Does the housing provider have a strategy for waste management incorporating building materials?	Yes / No / No, but planning to develop one	Yes
				If so, how does the housing provider target and measure performance?	Qualitative response	<p>The EMS contains a Waste Management Procedure, and our corporate waste contract includes a requirement for the winning bidder to deliver a programme of waste optimisation in addition to pricing the current arrangements.</p> <p>This contract is due for renewal in 2023 and will include a similar requirement from the new provider to ensure that PCH is keeping up with the latest methods of waste separation and recycling.</p> <p>The EMS is audited externally twice a year.</p>
		C24	Enhanced	Does the housing provider have a strategy for good water management?	Yes / No / No, but planning to develop one	Yes
				If so, how does the housing provider target and measure performance?	Qualitative response	<p>Our EMS contains a Water Management Procedure outlining how we manage water.</p> <p>The EMS is audited externally twice a year.</p>
	C25	Core	Is the housing provider registered with the national regulator of social housing?	Yes / No	Yes	
	C26	Core	What is the most recent regulatory grading/status?	Varies by nation	<p>V2: The provider meets our viability requirements. It has the financial capacity to deal with a reasonable range of adverse scenarios but needs to manage material risks to ensure continued compliance.</p> <p>G1: The provider meets our governance requirements. Nov 2022</p>	

		C27	Core	Which Code of Governance does the housing provider follow, if any?	Name of code	National Housing Federation Code of Governance - full compliance. Statement in accounts: 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). The PCH Board has also chosen to extend the term of office of one financially skilled and one resident Board member beyond the recommended six years (Code ref 3.7.3) to eight years to ensure continuity and seek successors; recruitment is due in Summer 2023.
		C28	Core	Is the housing provider Not-For-Profit?	Yes / No	Yes
				If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	If no, name, %, %	

		C29	Core	Explain how the housing provider's board manages organisational risks.	Qualitative response	<p>The Board annually approve the Risk and Opportunity Strategy. This ensures that the Board have a role in agreeing the overall Assurance Framework which is implemented at an operational level.</p> <p>The Board delegates the responsibility for monitoring risk to the Audit & Risk Committee (ARC).</p> <p>The Risk and Opportunity Strategy provides two categories of risk. Operational risks impact service operational objectives. Strategic risks impact strategic objectives. The Executive Management Team (EMT) own strategic risks and may escalate operational risks presented to a strategic level. The Senior Management Team own operational risks, and have oversight of strategic risks.</p> <p>Risk Registers provide assurance that risks are monitored and controlled, and each service maintains an Operational Risk Register (ORR). The Risk and Assurance Manager (RAM) maintains the Strategic Risk Register (SRR). The RAM presents the SRR, and a summary of changes, to ARC quarterly. The SRR includes relevant information from ORR's, feedback from EMT and HOS and information from the wider sector and Horizon scanning reports.</p> <p>The Board delegates the responsibility for monitoring risk to the Audit & Risk Committee (ARC).</p> <p>The Chair of ARC reports to the Board on a quarterly basis. The Director of Corporate Services presents the SRR to the Board, and a summary of changes and trends, on a biannual basis. If a strategic risk has increased dramatically, then the Board can the request a deep dive.</p> <p>The Board is provided with Ad-hoc reports when required.</p>
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		C30	Enhanced	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) - that resulted in enforcement or other equivalent action?	Yes / No	No
Board and Trustees	T10	C31	Core	What are the demographics of the board? And how does this compare to the demographics of the housing provider's residents? Add commentary if useful.	% of board that are women	80.00 (60.95% residents)
					% of board that are BAME	20.00 (4.09% residents)
					% of board that have a disability	0.00
					% of board that are LGBTQ+	Not reported.
					Average age of board members (years)	56.00
					Average board tenure (years)	3.50
					Additional commentary	
	C32	Core	What % of the board AND management team have turned over in the last two years?	% of board	50	
				% of management team	25	

			Add commentary if useful.	Additional commentary	<p>Board turnover for the last two years is 50% Of this figure 25% was due to board members reaching the end of their term. This is largely due to the adoption of the updated NHF Code of Governance which recommends a tenure of 6 years rather than 9 years, prompting a higher turnover. The other 25% was due to the annual change of Plymouth City Council nominees (2 of the Board places).</p> <p>There are 4 members of the management team. 1 left in 2022/23 financial year.</p>
	C33	Core	Is there a maximum tenure for a board member? If so, what is it?	Yes / No	Yes
				Length of maximum tenure (years)	9
	C34	Core	What % of the board are non-executive directors?	% of the Board	100.0%
	C35	Core	Number of board members on the Audit Committee with recent and relevant financial experience.	Number	2
				Description of experience	<p>Tasawar Nawaz joined the Board in May 2022. He is a Lecturer in finance at Plymouth University with an interest in Risk Management, and specialist knowledge in sustainable business practices.</p> <p>Graham Clayton is a chartered accountant and is an exam marker for the Institute of Chartered Accountants.</p>
	C36	Core	Are there any current executives on the Remuneration Committee?	Yes/ No	No
	C37	Core	Has a succession plan been provided to the board in the last 12 months?	Yes/ No	Yes

Staff Wellbeing	T11	C38	Core	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years	3
		C39	Core	When was the last independently-run, board-effectiveness review?	Date (month/year)	May 2023
		C40	Core	Are the roles of the chair of the board and CEO held by two different people?	Yes/ No	Yes
		C41	Core	How does the housing provider handle conflicts of interest at the board?	Qualitative response	Conflicts of interest is listed on each Board and Committee meeting agenda, together with guidance on declaring an interest, which is based on the policy (last reviewed Sep 2021).
	C42	Core	Does the housing provider pay the Real Living Wage?	Yes/ No	No	
	C43	Core	What is the median gender pay gap?	% gap (median)	5.80	
	C44	Enhanced	What is the CEO:median-worker pay ratio?	Total annual CEO remuneration divided by annual median working remuneration	6.73:1, which is based on the hourly rates of CEO and Median worker pay as of April 2022 (please note that this figure includes car allowance for the CEO and has been rounded up to the nearest whole number). Additionally, our CEO Remuneration Policy and Process states CEO pay "will not exceed 10 times the rate of pay of the lowest paid full time equivalent PCH employee (excluding apprentices and other trainee positions) and excluding CEO car allowance." This ratio was 9.8:1 last year.	

		C45	Enhanced	How does the housing provider support the physical and mental health of their staff?	Qualitative response	<p>We have several initiatives to support staff:</p> <ul style="list-style-type: none"> - Access to EAP – Carefirst - Use of Occupational Health - Health and Wellbeing articles & blogs on internal communications platform – Jannet - Free use of a Gym - Access to Yoga classes at workplace - Regular employee and manager discussions to include health and wellbeing conversations - Access to discounts through Jannet - Stress Management Action plans when required with individuals. - Access to a quiet room at main office. - Access to a first aid room at main office. - Access to mental health first aiders and separate room for discussions. - Access to break-out areas and staff room at main office for lunch breaks. - Disability Confident Leader award and reasonable adjustments discussions as and when required, which include requirements around L&D / training. - Cycle to work scheme and Childcare vouchers were eligible.
		C46	Enhanced	What is the average number of sick days (both long and short term) taken per employee?	Number of days	7.51

Supply Chain	T12	C47	Enhanced	How is Social Value creation considered when procuring goods and services?	Qualitative response	Social value is a weighted and scored element within the qualitative evaluation criteria of tender processes. Winning tenderers are expected to commit to delivering the social value aspects included in their tender returns and progress is monitored and recorded.
		C48	Enhanced	How is Environmental impact considered when procuring goods and services?	Qualitative response	Tender evaluated criteria will include environmental aspects including responsible sourcing, renewable materials as well as ensuring suppliers have a carbon reduction plan in place and are able to demonstrate that they are making progress against the milestones and activity detailed within their plan.

2022/23
**ENVIRONMENTAL, SOCIAL
AND GOVERNANCE REPORT**



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