



**Plymouth Community Homes Board
Microsoft Teams
25 November 2021 at 5pm
Some sections have been redacted as they are Confidential or Commercially Sensitive.**

Present:

Debbie Roche (DR) (Vice Chair) – Chair of this meeting
Nick Lewis (NL) Chair
Simon Ashby (SA)
Graham Stirling (GS)
Graham Clayton (GC)
Lavinia Porfir (LP)
Liz Nicolls (LN)- From item 10.
Ian Tuffin (IT)
Valerie Lee (VL)
Julie White (JW)

In attendance:

John Clark (JC) Chief Executive
Gill Martin (GM) Director of Corporate Services
Nick Jackson (NJ) Director of Business Services and Development
Carl Brazier (CB) Director of Homes and Neighbourhoods
Lucy Rickson (LR) Head of Governance
Charlotte Edwards (CE) Head of Strategy, Performance and Policy – part
Angie Edwards Jones (AEJ) Head of Customer Experience and Assurance - part
Andrew Lawrie (AL) Head of Development- Part
Jenny James (JJ) Governance Assistant – Minutes

Apologies:

Maddi Bridgeman (MB)

1.	Welcome and Introductions - Confirm Quorum	
01/11/21	<i>The meeting started at 4.55pm</i>	
02/11/21	<p>It was agreed in advance that DR would chair this meeting as NL was potentially unavailable. NL was able to attend, however it was agreed that DR would go ahead and chair.</p> <p>DR welcomed everyone to the meeting which was confirmed as quorate. All Board members had been given the opportunity to ask questions before the meeting via email with responses being circulated to all Board members ahead of the meeting.</p>	
2.	Apologies for Absence	

03/11/21	Apologies for absence had been received from MB. LN had notified the Chair that she would be a few minutes late.	
3.	Declarations of Interest	
04/11/21	The guidance on declaring an interest was noted as there were a number of standing declarations. VL reminded the Board she is a non executive on the joint board between Livewell and University Hospital Plymouth, relating to the upcoming joint board meeting with PCH. LR advised the Board that she and Jill Gregg were colleagues at Westward Housing Group, however LR has had no involvement in the recruitment process, other than to prepare and present the report on behalf of the recruitment panel item 10. IT declared a pecuniary interest in the Bath Street development item 12.2	
4.	Minutes of the Previous Meeting: 16 September 2021	
05/11/21	The minutes from the meeting on the 16 September 2021 were discussed, and it was confirmed that the minutes were a correct record of the meeting and that they could be electronically signed by the Chair.	
5.	Redacted written resolutions of Previous Meeting: 16 September 2021	
06/11/21	The proposed redactions were reviewed, and these were then approved by the PCH Board. They will be published on the PCH website in line with the PCH Transparency Policy.	
07/11/21	Questions were raised before the meeting regarding the Redacted written resolutions of Previous Meeting: 16 September 2021 which are included as an appendix to these minutes.	
6.	Matters Arising	
08/11/21	There were no matters arising.	
7.	Minute Action Log and Resolution Tracker	
09/11/21	The Minute Action Log and Resolution Tracker were reviewed.	
8.	Decisions since last meeting	
10/11/21	There have been no decisions since the last meeting.	

9.	Briefing papers	
11/11/21	<p>There were 3 briefing papers published ahead of the meeting which are for information:</p> <ul style="list-style-type: none"> • Update on Board Strategy • Update on Housing with Support • Update on Barne Barton <p>It was confirmed that the Barne Barton proposal had been approved by Chair's urgent decision and delegated to the Executive Management Team, however assurance on the process of its approval could be discussed should any Board members wish to raise it with the Chair.</p> <p>It was clarified that the Update on the Housing with Support options would support a Board Briefing in February 2022, which would then be taken as a decision in March 2022.</p>	
12/11/21	LN joined the meeting at 5:05pm.	
10.	Chair's Urgent Business	
13/11/21	LR, Head of Governance, presented the report. The appointment of Jill Gregg as an Independent Member of the Regeneration Board was considered as an item under Chair's urgent business.	
14/11/21	Questions were raised before the meeting regarding the Affordable Housing Group which are including as an appendix to these minutes.	
15/11/21	<p>The following was discussed at the meeting:</p> <p>JW declared that she knows Jill both professionally and personally and therefore stood down from the interview panel.</p> <p>The format of the report was commended by Board it was agreed that a similar format could be adopted for future appointments.</p>	LR
16/11/21	<p>The PCH Board:</p> <ol style="list-style-type: none"> 1. Approved the appointment of Jill Gregg as an Independent Board member of Plymouth Community Homes Regeneration Limited for a term of three years [REDACTED] 	
11.	Committee Minutes Circulated	
17/11/21	<p>Customer Focus Committee – 4 November 2021</p> <p>Audit and Risk Committee – 12 October 2021</p>	
18/11/21	Questions were raised before the meeting regarding the ARC minutes which are included as an appendix to these minutes.	

12.	Development Committee Chairs Update (18 November 2021) - including items which are being brought to this meeting for PCH Board information	
19/11/21	<p>JW, Chair of Development Committee, presented a verbal overview to the Board of the Development Committee meeting that took place on the 18th November 2021.</p> <p>There was an annual update of the Development Strategy 2020-22, updating on the number of homes on-site, approved and in the pipeline. It was confirmed that since November 2020 a total of 158 units had been approved with another 188 pending, showing good progress against the annual target of 220 and whilst few of the approved schemes had fallen through, [REDACTED] [REDACTED] new opportunities had been identified and officers had established a good pipeline of potential schemes.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
20/11/21	<p>The Development Committee approved a s106 scheme in Saltash, located adjacent to the Carkeel roundabout. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED] The scheme is supported by Cornwall Council and there was proven demand for both rented and shared ownership homes. It was believed that this is an excellent opportunity, close to amenities, within easy travel distance to Plymouth and the Development Committee were happy to approve.</p> <p>The Committee received an update report on the JV with Halsall at Tamerton Foliot Road where work was progressing. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
21/11/21	The Committee discussed and noted the Development Committee Self-	

	Assessment combined responses report and agreed the actions noted on the effectiveness form as presented to Board at this meeting (item 22 below).	
12.1	Development Update and KPIs	
22/11/21	<p>AL, Head of Development, presented the development update, which was provided to the PCH Board to enable them to monitor progress across all PCH Development programmes which had also been reviewed by the Development Committee on the 18 November 2021.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>The annual Residents Design Conference was successfully held on 21st October 2020 with participation from PCH, Magna Housing, Westward, Livewest, Teign Housing, and Coastline Housing.</p> <p>The Abercrombie award evening held on Friday 12th November saw PCH accept the award for Best New Building for Primrose Park Passivhaus scheme, with North Prospect Phase 3 also being highly commended in this category. Primrose Park was also commended as Best Response to the Climate Emergency.</p>	
23/11/21	<p>The following was discussed at the meeting:</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
24/11/21	The PCH Board noted the Development Update and KPIs.	
12.2	Bath Street, Millbay	
25/11/21	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	

12.3	Development Strategy	
29/11/21	<p>AL, Head of Development, presented the report, which provided the PCH Board with the first annual review of progress against the PCH approved Development Programme 2020 – 2025 and delegated approvals by officers for development projects.</p> <p>The monitoring update which had been reviewed by the Development Committee at its meeting on the 18 November 2021 highlighted the delivery of the programme, any changes to building contract sums and post contract reviews.</p> <p>In addition, the report provided the Board with an oversight of any potential abortive fee approvals and a schedule of project approvals since November 2020 which had been delegated to Affordable Housing Group (AHG) & Development Committee.</p>	
30/11/21	The PCH Board noted the contents of the report.	
31/11/21	AL left the meeting at 5:20pm	
13	Audit & Risk Chair Update (12 October 2021) - including items which are being brought to this PCH Board meeting for approval	
32/11/21	<p>LN, Chair of ARC, presented a verbal update on the ARC meeting that took place on the 12th October 2021.</p> <p>Liz commended the hard work by Ben Lawlor (BL), Risk and Assurance Manager, GM and others to shorten and focus the risk register into something more strategic. The new register identified 11 high level strategic risks, instead of the previous 30 risks, and should be easier for Board members and others to use. The new risk register reflects the Regulator's sector risk profile. The risk register would usually be brought to the January 2022 Board, however due to the significant changes it was brought earlier (see item 13.1 below). Board members were reminded that feedback on risk had been received during the most recent IDA and this work had been completed in response to that feedback. LN confirmed that departmental risk registers were now being fully aligned to the strategic risk register, and LN would catch up with BL on this before the next ARC in January 2022.</p> <p>ARC reviews risk appetite twice a year and it was confirmed that the current report contained version control changes only, and the Board were recommended to approve it. The risk appetite would be addressed again at the next away day.</p> <p>There had been no changes to the review of business continuity save for version control and a change to the membership of the Business Continuity Steering Group, by adding the Head of Strategic Procurement.</p> <p>Assurance was given to the Board regarding the Recovery Plan and, Asset and</p>	

33/11/21	<p>Liability Register, which is updated monthly within PCH, and recommended to Board for approval.</p> <p>The Board were advised that the ARC papers on scenario planning were available on Boardpacks. This showed the work that had been done within PCH to scenario plan and model impacts on the business plan, from zero carbon, changes to shared ownership, and development problems (an area highlighted by the Regulator in the last IDA).</p> <p>LN highlighted the report on ARC's participation in the Committee Effectiveness review, where work to develop lines of questioning had been identified as a goal.</p>	
34/11/21	<p>The following was discussed at the meeting:</p> <p>The Board requested the Regulator's Sector Risk Profile be circulated.</p> <p>VL advised that at the recent Audit and Risk Assurance Academy, the Regulator suggested some areas that they would focus on for scenario testing, which included one off GDPR fines and cyber attacks and the cost implications of those.</p>	JJ
13.1	<p>Strategic Risk Register</p>	
35/11/21	<p>GM, Director of Corporate Services, presented the report. The PCH Strategic Risk Register detail all risks that currently pose a threat to PCH meeting its strategic objectives or the continuance of the organisation. Risk detail along with ratings, controls to mitigate and actions to address control gaps are reviewed quarterly. This review process includes interview of staff and risk owners, review of both internal and external assurances and updates as well as review of departmental risk registers. The register is presented to the Audit and Risk Committee quarterly for monitoring as well as the PCH Board bi-annually. Other users of the register include external auditors, insurance brokers and is to be provided to the Regulator upon request. It is also a key document for our internal auditors who use it to assist in the design of the audit plan as well as utilising in focusing individual reviews on key risk areas.</p> <p>Management had indicated that the volume of risk data to be reviewed and actively monitored has potential to compromise focus of the Executive and PCH Board in reporting and addressing areas of risk. A more concise, dynamic approach is needed to ensure PCH maintains its high levels of risk management activities. This view was echoed by the Regulator following its In-Depth Assessment during Quarter 1, 2021 where the Regulator reported that the number of risks currently monitored at a Board level was excessive.</p> <p>During a review of Risk Management in 2020/21 our internal auditors, Mazars, also suggested that the number of strategic risks be reduced and recommended that the risk register include target dates against any actions to address control gaps or weaknesses.</p>	

	<p>A refreshed risk register was presented which provided a focused view of key strategic risks facing PCH, produced following interviews with individual members of SMT as well as input from EMT, both individually and as a collective.</p> <p>No changes are proposed to the monitoring, review and reporting processes associated with the Strategic Risk Register or the operational, Departmental Risk Registers.</p>	
36/11/21	<p>Questions were raised before the meeting regarding the Strategic Risk Register which are included as an appendix to these minutes.</p>	
37/11/21	<p>The PCH Board approved the updated Strategic Risk Register.</p>	
13.2	<p>Bi-Annual Review of Risk Appetite</p>	
38/11/21	<p>GM, Director of Corporate Services ,presented the report. In November 2015, the Audit and Risk Committee requested that the Risk Appetite Statement and Matrix are reviewed twice a year. The current PCH Risk Appetite Statement and scoring matrix were presented for review by the Committee at its meeting on 12 October 2021.</p> <p>The PCH Board have previously noted that they are not inclined to change the risk appetite of PCH until the pandemic and its impact on operations has fully stabilised and no changes are being proposed.</p> <p>Other than version control there are no changes to note.</p>	
39/11/21	<p>The PCH Board approved the current Risk Appetite Statement and Matrix along with the Risk Appetite and Golden Rules.</p>	
13.3	<p>Review of Risk & Opportunity Management Strategy</p>	
40/11/21	<p>GM, Director of Corporate Services, presented the report and Strategy. The current version of the Strategy has been updated with minor refinements that were highlighted including:</p> <ul style="list-style-type: none"> - Version control - Strategic objectives updated <p>The Strategy will be reviewed again in a minimum of a year's time (or earlier if emerging changes require) in line with both the embedding Business Plan and development of opportunity risk management as previously agreed.</p>	
41/11/21	<p>Questions were raised before the meeting regarding the Risk and Opportunity Management Strategy which are included as an appendix to these minutes.</p>	

42/11/21	The PCH Board noted the review of Risk and Opportunity Management Strategy.	
13.4	Review of Business Continuity Policy	
43/11/21	<p>GM, Director of Corporate Services, presented the report, Policy and Strategy. An update to the Policy and Strategy was reviewed by the Audit and Risk Committee at its meeting on 12 October 2021.</p> <p>This update was presented in line with the annual cycle of review which was agreed due to the importance of Business Continuity and the usefulness of revisiting this area regularly.</p> <p>The changes were highlighted within the policy and can be summarised as:</p> <ul style="list-style-type: none"> ▪ Updates to Business Continuity Steering Group Terms of Reference ▪ Version control <p>The Policy and Strategy will continue to be reviewed and refined in line with a continually maturing Business Continuity approach informed by lessons learned from real events, scenario testing and best practice.</p>	
44/11/21	<p>The following was discussed at the meeting:</p> <p>It was confirmed that an overall business continuity plan is regularly tested and checked by PCH's internal auditors, Mazars, who ensure good business continuity arrangements are in place as well as regular scenario testing. It was also confirmed that another scenario test would be taking place in the new year which will be centered around flooding, the findings will be reported back to ARC. Future scenario testing would also take into consideration lessons learned from the Keyham tragedy earlier this year with a focus on resident communication and recovery from major incidents.</p> <p>GM confirmed that there is an overarching business continuity plan (i.e. to cover a fire at Plumer House) as well as departmental plans.</p>	
45/11/21	The PCH Board approved the updated Business Continuity Management Policy and Strategy.	
13.5	Recovery Plan & Asset and Liability Register	
46/11/21	<p>GM, Director of Corporate Services, presented the report. The Recovery Plan and Asset and Liability Register were considered by the Audit and Risk Committee at its meeting on the 12 October 2021.</p> <p>Changes made to the Recovery Plan and Asset and Liability Register since this time are as follows:</p>	

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>The report provided assurance that we have a robust Asset & Liability Register in place covering physical, contractual and contingent asset and liabilities across the group for PCH’s own purposes and as required by the Regulator. It also presented the annual update of the Recovery Plan which constitutes the detailed approach to business continuity in the face of the crystallisation of short-term financial shocks and longer-term financial risks.</p>	
47/11/21	<p>The PCH Board:</p> <p>1) Approved the updates to the Recovery Plan</p> <p>2) Approved the latest Asset and Liabilities Register</p>	
14.	Customer Focus Committee Chair’s Update (04 November 2021)	
48/11/21	<p>LP, Chair of Customer Focus Committee (CFC), provided the PCH Board with an update on the meeting that took place on the 04 November 2021. This meeting was the first with a blended approach with some attending virtually and others at Plumer House.</p> <p>There were also resident observers at the meeting which was part of the CFC co-optee recruitment process. Since the meeting some of those residents had applied for the role and candidates have been shortlisted with interview taking place on the 10th December.</p> <p>It was agreed at the last meeting that updates regarding tenancy agreements and the Tenancy Management Policy should be brought back for review, with the suggestion that tenancy agreements should include registration to the My PCH Portal. These documents will be reviewed to include consultation with residents.</p> <p>A resident review was underway with the chosen topic of ‘Contractor Interactions with Residents’. There was also an update on the Together with Tenants Champions that clarified the role and responsibilities for the Champions to include liaising with other Housing Associations and local authorities to promote the Together with Tenants Charter and PCH’s ongoing commitment.</p> <p>It was reported that for quarter 2 there were 7,051 residents with an active My PCH account. The target is to have 60% of tenants with an active account.</p> <p>As part of the Communication Strategy update, the Committee were informed that 840 residents had taken part in the survey, including shared owners and leaseholders. 57% of the residents said they prefer to contact PCH by phone</p>	

	<p>rather than digitally, with the belief that phone calls would result in a faster resolution of their issue. Work is ongoing to encourage residents to access digital methods to prove that the speed and level of service is the same. LF encouraged all Board Members to take part in future surveys.</p> <p>Assurance was given to the Committee that there was a clear focus on auditing complaints and feeding back the lessons learned, particularly as this is now on the Strategic Risk Register. It was acknowledged that one of the highest numbers of complaints at Stage 1 was around contractors. It was also acknowledged that the highest number of compliments had been received by staff from the Repairs Team, Tenancy Management and Environmental Services.</p>	
15.	Environmental Strategy	
50/11/21	<p>CE, Head of Strategy, Policy and Performance presented the report, which contained a new Environmental Strategy for the organisation.</p> <p>It set out PCH's high-level objectives and deliverables for setting the scene and starting the organisation's journey to decarbonising its homes and business. There is much to do in relation to determining the foundations for how it will approach decarbonisation, and this will also change over time as new technologies and scientific evidence relating to climate change emerges.</p>	
51/11/21	<p>At the meeting the following was discussed:</p> <p>It was requested that going forward as PCH expands outside of Plymouth and the travel to work area, that consideration would be given to how new schemes would incorporate the decarbonisation agenda and how this could be included in development reports.</p>	AL
52/11/21	Questions were raised before the meeting regarding the Environmental Strategy which are included as an appendix to these minutes.	
53/11/21	The PCH Board approved the Environmental Strategy.	
16.	Equality, Diversity & Inclusion Strategy	
54/11/21	<p>CE, Head of Strategy, Policy and Performance presented the report which contained a new Equality, Diversity and Inclusion (EDI) Policy and Strategy for the organisation.</p> <p>These are PCH's high-level overarching commitments and objectives in relation to how business is conducted in line with the organisation's vision and values. These commitments will play a part in supporting the organisation to deliver on its core social purpose and to make communities and workplace a better place for everyone.</p> <p>There are seven commitments within the policy, covering a wide range of aspects in relation to EDI, and the strategy sets out what is required to be able to meet those commitments.</p>	

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
60/11/21	Questions were raised before the meeting regarding the Quarterly Performance Report which are included as an appendix to these minutes.	
61/11/21	The following was discussed at the meeting: It was confirmed that there had been a number of enquiries for additional support from residents as a result of the universal credit uplift and it was agreed that more information about this would be circulated to the Board after the meeting.	CB
62/11/21	The PCH Board noted the performance outturns for Quarter 2 2021/22.	
63/11/21	CE left at 5:57pm.	
18.	Quarterly Management Accounts	
64/11/21	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	

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21.	Investment Policy	
72/11/21	<p>NJ, Director of Business Services and Development, presented the Policy, The PCH Board approved the Investment Policy in 2017. During the due diligence process on the investment requirements of the Joint Venture with Halsall Homes it had become apparent that it is best practice for a charitable organisation including a Co-operative and Community Benefit Society such as PCH to have an Investment Policy.</p> <p>At the PCH Board meeting in February 2021, when considering a recommendation to put in place an intercompany loan between PCH and PCH Regeneration to provide working capital for Open Market Sales activities, initially relating to the Bere Alston site, officers were asked to undertake a review of the wording of the Investment Policy to include the term ethical.</p> <p>The report outlined the outcome of the review and suggested changes within the policy were highlighted.</p>	
73/11/21	Questions were raised before the meeting regarding the Investment Policy Update which are included as an appendix to these minutes.	
74/11/21	The PCH Board approved the Investment Policy update.	
22.	Committee Effectiveness Review	
75/11/21	<p>Committees are required under the National Housing Federation (NHF) Code of Governance to consider their effectiveness and assess how they conduct their business with the aim to review and seeking to improve their performance.</p> <p>Previously, the NHF Code of Governance 2015 stated that such a review should be undertaken at least every three years. The PCH Board adopted the new NHF Code of Governance 2020 on 4th February 2021 which states that a review should now take place annually (Principle 3.9).</p> <p>Each Committee has undertaken a review and the report highlighted the recommendations that have been made to improve their effectiveness which the PCH Board were asked to consider for approval. Completion of the agreed</p>	

	<p>actions will then be monitored through the Governance Improvement Plan which is presented to the Audit and Risk Committee every 6 months.</p> <p>The report also contained a recommendation to update the Committee quorum arrangements.</p>	
76/11/21	<p>Questions were raised before the meeting regarding the Committee Effectiveness Review which are included as an appendix to these minutes.</p>	
77/11/21	<p>The PCH Board:</p> <ol style="list-style-type: none"> 1) Considered the suggestions arising from the Committee self-assessments 2) Approved the outcome of the Committee Membership exercise 3) Noted that the Committee meetings held during the pandemic are quorate 4) Approved the changes to the Committee Terms of Reference quorums 	
23.	Forward Plan	
78/11/21	<p>The Forward Plan was reviewed by the Board which detailed items that were due to be reported to meetings in 2022 and 2023. Using feedback from PCH Board members the Forward Plan was presented in a new format providing a yearly overview.</p>	
79/11/21	<p>The PCH Board noted the Forward Plan.</p>	
24.	Date of Next Meeting: Thursday 03 February 2022 at 5pm	
80/11/21	<p>Before closing the meeting, the Board discussed the upcoming joint Board meeting with Livewell and PCH on the 9th December 2021. The meeting will focus on areas of synergy between the two organisations and if there are any ways to work together.</p>	
81/11/21	<p><i>Meeting closed at 6.33pm</i></p>	

Signature.....Debbie Roche, Chair

Date

Certified as a true copyLucy Rickson, Head of Governance

Confidential and Commercially Sensitive.

Date.....