



**Plymouth Community Homes Board
Hybrid - Board Room, Plumer House and Microsoft Teams
24th March 2022 at 5pm**

Some items have been redacted as Confidential or Commercially sensitive.

Present in person unless indicated otherwise:

- Nick Lewis (NL) Chair
- Debbie Roche (DR) (Vice Chair) –Virtual
- Graham Stirling (GS)
- Lavinia Porfir (LP)
- Liz Nicolls (LN)- Virtual
- Ian Tuffin (IT)- Virtual
- Valerie Lee (VL)- Virtual
- Julie White (JW)
- Maddi Bridgeman (MB)
- Graham Clayton (GC) -Virtual

In attendance:

- John Clark (JC) Chief Executive
- Gill Martin (GM) Director of Corporate Services
- Nick Jackson (NJ) Director of Business Services and Development- Virtual
- Carl Brazier (CB) Director of Homes and Neighbourhoods-Virtual
- Lucy Rickson (LR) Head of Governance - Virtual
- Charlotte Edwards (CE) Head of Strategy, Performance and Policy – part - Virtual
- John Rees- Head of Finance
- Helen Ryan- Head of Communities and Supported Housing
- Leigh Ferguson- Communities Team Manager
- Leanne Eastwood (LE) Governance Officer – Minutes

Apologies:

None

1.	Welcome and Introductions - Confirm Quorum	
	<i>The meeting started at 17:00</i>	
01/03/22	NL 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. Note was made that this was JR first meeting as the new Head of finance and GS last as a board member.	
2.	Apologies for Absence	
02/03/22	No apologies for absence had been received.	

3.	Declarations of Interest	
03/03/22	<p>The guidance on declaring an interest was noted as there were a number of standing declarations. Additionally, this meeting was also considering both Staff Pay and Board Fee reviews. Therefore, both Committee members and Staff would be conflicted in relation to these proposals. However independent benchmarking and advice along with the approval process mitigates these conflicts.</p> <p>In relation item 20 relating to Colin Campbell Court both VL and LP had declared an interest neither of which were pecuniary.</p>	
4.	Minutes of the Previous Meeting: 3 February 2022	
04/03/22	<p>The minutes from the meeting on the 3 February 2022 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.</p> <p>The proposed redactions were reviewed, and these were approved by the PCH Board. They will be published on the PCH website in line with the PCH Transparency Policy.</p>	
5.	Matters Arising	
05/03/22	<p>Further information would be provided to the Board on the following question that was raised before the meeting.</p> <p><i>Should we add targets for staff engagement? Is the metric "% of staff very or fairly happy working for PCH" our measure for staff engagement?</i></p>	
6.	Minute Action Log and Resolution Tracker	
06/03/22	The Minute Action Log and Resolution Tracker were reviewed, note was made of action 56/11/21 information had been circulated outside of the board and this was now complete.	
7.	Decisions since last meeting	
07/03/22	There had been an Urgent Decision relating to PCH VAT Group which had been approved by the Chair and Vice Chair on 18 th March 2022. The Urgent Decision report was shared with all Board members as part of the meeting information to be noted.	
8.	Briefing papers	
08/03/22	A Briefing Paper on the CEO Appraisal Objectives for 2022/23 was included within the meeting pack for Board members' information.	
9.	Chair's Urgent Business	

09/03/22	There was no Chair's Urgent Business.	
10	Committee Minutes Circulated	
10/03/22	The Minutes from the following Committee meetings were included for reference: PCH Regeneration Board – 25 th January 2022 Development Committee - 27 th January 2022 Customer Focus Committee – 4 th February 2022 Remuneration and Nomination Committee – 16 th February 2022	
11/03/22	It was agreed that item 21 Together with Tenants update would be presented before item 11 Remuneration Committee update	
11	Remuneration and Nomination Committee Chair's update – 16 February 2022 - including items brought to this Board for approval	
11.1	Staff Pay Review 22/23 - Redacted as while the outcome is know by staff the discussion is confidential.	
12/03/22	[REDACTED]	
13/03/22	[REDACTED]	

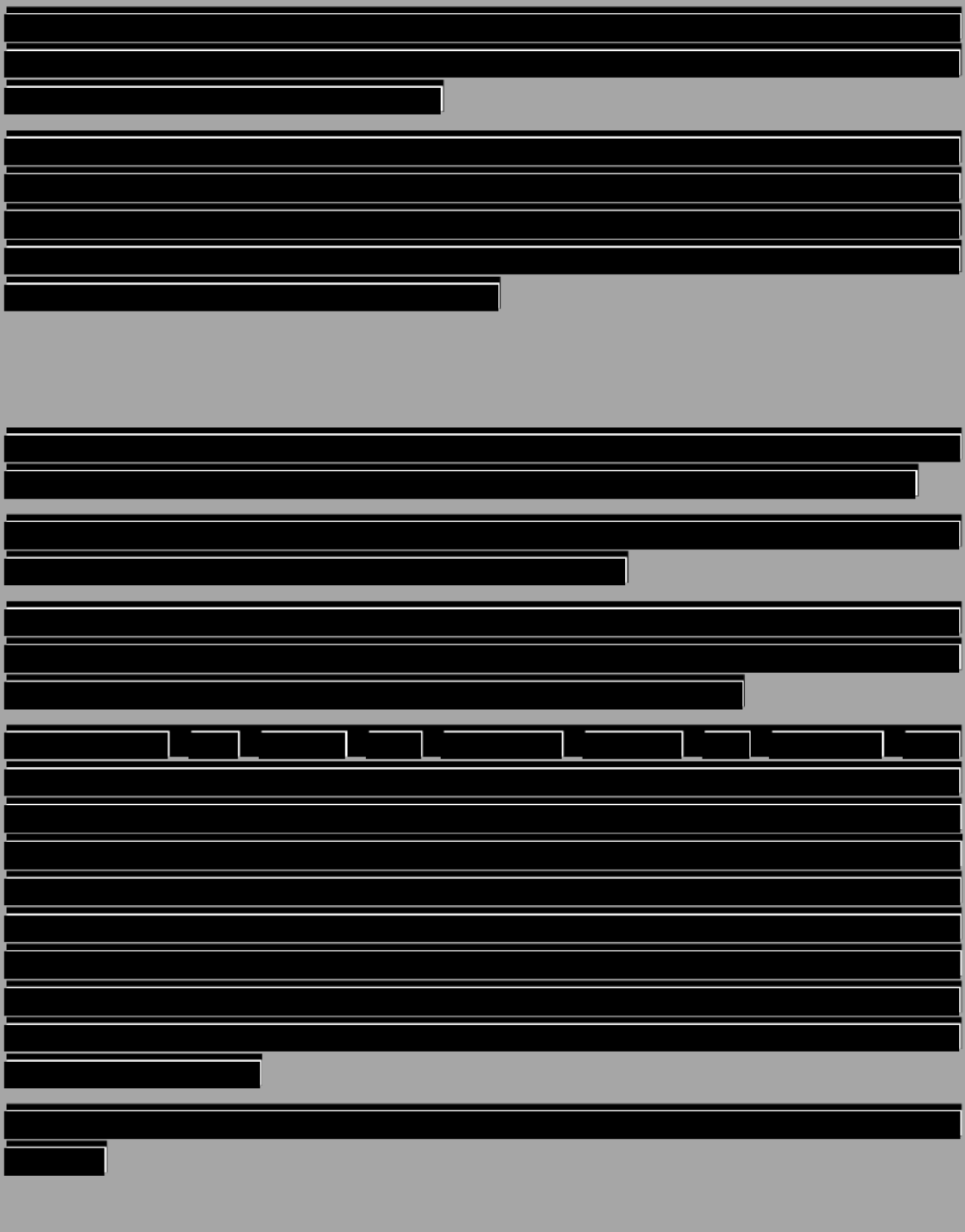
	[REDACTED]	
17/03/22	[REDACTED]	
18/03/22	[REDACTED]	
12	PCH Energy Board Chair's update – 7th March 2022 including items brought to this Board for approval	
19/03/22	<p>JC as Chair of PCH Energy provided an update to the Board on the meeting that had taken place on the 7th of March. This had included financial monitoring which showed a reduction in income due to overcast weather earlier in the year.</p> <p>Additionally, the Board were updated on the outstanding loan balance. The Board agreed the service level agreements as detailed below and agreed a Gift Aid payment to be made of £60. The Board also reviewed the Risk Register.</p>	
12.1	SLA Service Level Agreements PCH - PCHE	
20/03/22	At the PCHE Board the SLA between PCH and PCHE had been reviewed. It was agreed that net of VAT £32,485 would be recharged to PCHE for 21/22 – this would increase slightly for 2022/23 to £32,972. On reviewing these charges, the PCHE board felt that these were reasonable and fair costs.	
21/03/22	The PCH Board approved the schedule in Appendix A be agreed as a fair and reasonable cost, net of VAT of £32,485 for 2021/22 and £32,972 for 2022/23 to recharge to PCH Energy Company	

13	PCH Regeneration Board Chair's update – 18th March 2022 including items brought to this Board for approval	
22/03/22	DR as Chair of the PCH Regeneration Board provided an update on the recent meeting that had taken place. The Board had reviewed the forthcoming budget, Service Level agreements and Gift aid where the decision had been made not to Gift Aid to PCH this year. This would work to ensure that PCHR have a buffer to mitigate Open Market Sales risk.	
13.1	SLA Service Level Agreements PCH - PCHR	
23/03/22	At the PCHR Board the SLA between PCH and PCHR had been reviewed. It was agreed that net of VAT ££370,109 would be recharged to PCHR for 21/22 – it was proposed that this would reduce in 2022/23 to £329,058 the PCHR Board felt that these were reasonable and fair costs	
24/03/22	The PCH Board approved the schedule in Appendix A be agreed as a fair and reasonable cost to recharge to PCH Regeneration Company the sum (net of VAT) of £370,109 for 2021/22 as well as agree proposed SLA sum of £329,058 for 2022/23.	
14	Customer Focus Committee Chair's update – 4th February 2022	
25/03/22	LP as Chair of CFC gave the Board an update on the meeting that had taken place in February. This meeting which was the first for the new tenant co-optees was followed by a briefing session on Void's and letting process. During the meeting they were given an update on the work of the Tenancy sustainment officers and the Digital Customer Communications Project which was close to reaching its target of 60%.	
15	Board Away Day Report – One part redacted as Board have agreed to explore areas which could affect staff .	
26/03/22	JC CEO presented the report to the Board which gave an overview of the discussions and actions agreed at the Board away day on the 4 th and 5 th March 2022, these covered: <ul style="list-style-type: none"> ➤ Risk (Sector Risk Profile and PCH Risk Appetite) ➤ State of the Nation presentation & Discussion ➤ Board Roles & Responsibilities ➤ Asset Management Strategy ➤ Supported Housing and Older People ➤ Climate Change ➤ Strategic Plan 2023/2028 	
27/03/22	As well as the recommendations which the Board were asked to approve there were a number of actions which would be monitored through the Board Minute action log as follows:	

	<ol style="list-style-type: none"> 1. Board to review the risk presentation on Boardpacks outside of the away day and consider if we need to review the risk appetite. 2. LR to ensure the Board have access to the Charities Commission essential trustee documents 3. All to consider risk driven Board agendas and where Board needs to focus debate (added to triennial Governance Review) 4. Board to reflect on big decisions that required debate and collective agreement (i.e. previous agenda items on refinancing and Sherford) 5. LR to ensure Board induction includes the ambassadorial role and that Board members have the opportunity to connect with residents. 	
<p>28/03/22</p>	<p>Questions were raised before the meeting regarding Board Away day report which are included as an appendix to these minutes.</p> <p>In addition it was noted that in response to Question 3 from VL should also include the work that has taken place on paperless lettings.</p>	
<p>29/03/22</p>	<p>The PCH Board approved the following recommendations</p> <ol style="list-style-type: none"> 1. Board members reflect on whether the risk areas identified alter or reinforce our current risk appetite and feedback to LN 2. Board Members confirm support of further exploration of proposals within the report underpinned by: <ul style="list-style-type: none"> - Completion of the Independent Health Check - Development of a headline PCH supported housing and older persons strategy, in partnership with Livewell and PCC. Our strategy would align with our values and priorities, our tenants and prospective tenants. - New build proposals going to Development Committee, and on to Board due to it being a new initiative. - Service options, and changes to service delivery, to Board. Until changes are made, continuing subsidy of the gap between cost and income of the support service. Changes proposed would include charging people for support services. - All to be completed during 2022/23. 3. Board Members agree to further exploration of: <div style="background-color: black; height: 100px; width: 100%; margin-top: 5px;"></div> 	

	<div data-bbox="323 159 1377 394" style="background-color: black; width: 100%; height: 105px; margin-bottom: 20px;"></div> <p>4. Board Members confirm support for the following principles and proposals in the development of the new Strategic Plan:</p> <ul style="list-style-type: none"> - To evolve the existing plan as it was still relevant and focussed on what we consider important - To retain our existing pillars - To incorporate new and emerging challenges/priorities through additional pillars - To design in time for consultation with staff and residents <p>Proposals:</p> <ul style="list-style-type: none"> - We want to retain our ‘traditional social housing approach/values - We want a stronger presence in our communities - We want to improve our offer for older people - We want to invest in resourcing our Sustainability and Decarbonisation approach - We want to be more aggressive towards stock acquisition - We want to move into land led development - We want to develop a Building/accommodation Strategy - We want to strengthen our approach to Talent Management and grow our own 	
<p>16</p>	<p>20/21 Value For Money Benchmarking</p>	
<p>29/03/22</p>	<p>Charlotte Edwards (CE) Head of Strategy, Performance and Policy presented the report to the Board for monitoring. The results of the 2020/21 HouseMark and Sector Scorecard benchmarking exercises were presented which formed part of PCH’s annual value for money assessment and reporting.</p> <p>PCH remains a high performing organisation with well controlled costs which are mainly at or below the median for the peer group. Where costs exceed those of other landlords, PCH fully understand why this is, such as a decision to invest in these services agreed by the Board.</p> <p>Financially PCH remain a low-margin organisation as priority is given to investment in homes and communities as well as developing new homes. PCH continue to have low gearing providing capacity to take on additional debt as the business grows.</p>	

	EMT will be reviewing these results as we progress through the year and in areas where we are in 3 rd and 4 th quartile - decisions need to be made as to whether we stay in these quartiles or put together an action plan to improve performance/save costs in these areas.	
30/03/22	Questions were raised before the meeting regarding 20/21 Value For Money Benchmarking which are included as an appendix to these minutes.	
	It was agreed that once EMT have carried out their reviews on those areas where we are in the 3 rd and 4 th quartile the action plan would be brought back to board highlighting the areas where we wish to make continuous improvement.	CE
31/03/22	It was agreed that further information would be provided on the relet time for our peer group. It was confirmed that we are on the edge of the 3 rd quartile for this.	CE
32/03/22	The PCH Board noted the 20/21 Value For Money Benchmarking Report.	
17	22/23 Performance Management Framework	
33/03/22	<p>Charlotte Edwards (CE) Head of Strategy, Performance and Policy presented the 2022/23 Performance Management Framework for the Boards approval. The report contained the KPIs and proposed targets for corporate performance monitoring during 2022/23, with the first set of results to be calculated at the end of June 2022.</p> <p>As PCH are about to embark on the production of a new strategic plan, it was recommended that the existing list of KPIs was carried forward from 2022/23. Which included a mixture of cost and quality performance metrics.</p> <p>It was highlighted that there was a slight change proposed in relation to the building safety measures currently reported. Board members were reminded that PCH reviewed performance reporting in relation to building safety during 2021/22 and began reporting on a new suite of indicators on this topic. Since then, the Regulator has set out its proposed tenant satisfaction measures (TSMs), some of which relate to building safety. It is recommended that, going forward, the suite of indicators presented to Board is refined and incorporate the proposed TSMs, with the additional information currently within the reports included for context in the narrative where applicable.</p> <p>It was proposed that the targets for next year remain the same, apart from those related to financial metrics and for new-build handovers which naturally change from year-to-year.</p>	

34/03/22	Questions were raised before the meeting regarding 2022/23 Performance Management Framework which are included as an appendix to these minutes.	
35/03/22	The PCH Board approved the 2022/23 Performance Management Framework and targets.	
18	22/23 Budget – Redacted as Confidential	
36/03/22		

42/03/22

43/03/22

	[REDACTED]	
44/03/22	[REDACTED]	
20	[REDACTED]	
45/03/22	[REDACTED]	
46/03/22	[REDACTED]	
47/03/22	[REDACTED]	
21	Together with Tenants Update	

48/03/22	HR Head of Communities & LR Committees Team Manager presented the Together with Tenants Charter update for information to the Board. The report sets out the continued actions and improvements that align with the together with tenants Charter to embed the principals of the plan and the charter into PCH processes.	
49/03/22	<p>Questions were raised before the meeting regarding the together with Tenants update which are included as an appendix to these minutes.</p> <p>It was noted that it would be good practise to have the next resident scrutiny on how we at PCH delivered against the together with tenants charter.</p> <p>The Board we're eager to understand what we had learned from other early adopters of the together with tenants charter. Early on in the process the National Housing Federation had a number of networking events which really helped us understand what other providers were doing to embed this into the culture of the organisation these events have now moved to online due to the pandemic however we've learned a lot about how other people are engaging with their residents.</p> <p>The board recognised the value of resident's views and wanted to understand what work will be taking place to increase the number of residents who think we do things well from 79%. It was explained that this is a relatively new measure, and it will take a little while to understand with how this can be influenced. It is expected that this will rise as a team are able to get back out into the community and hold more face-to-face engagement sessions with our residents.</p> <p>Together with tenant's champions were discussed assurance was given but this is moving forward and there would be more information on the implementation of these champions after the resident involvement review has been completed.</p>	
50/03/22	The PCH Board noted the Together with Tenant's update.	
22	Board Register of Interests	
51/03/22	<p>LR Head of Governance presented the report to provide the Board with a summary of the Board and Committee Member and Co-optee Conflicts of Interest Register.</p> <p>It was explained that the reasons for sharing were as follows:</p> <ul style="list-style-type: none"> - demonstrate openness and transparency, as required by our adopted codes of governance and conduct 	

	<ul style="list-style-type: none"> - compliance with the PCH Conflicts of Interest Policy which states: All interests will be recorded in the Register of Interests which is maintained by the Head of Governance. The Register of Interests is publicly available and is reported to the Board annually. - to ensure Board members are aware of the potential conflicts that may impact their Board colleagues <p>Additionally, it provides the board with assurance that the conflicts/potential conflicts declared are managed (i.e. via appropriate declarations at the beginning of meetings) and none are of material concern</p>			
52/03/22	DR & MB provided an update on their current declarations which will be updated.			
53/03/22	The PCH Board noted the declarations of interest made by Board and Committee Members and Co-optees			
23	Annual Review of Authorised Signatories- don't forget to get the papers signed by Nick & nick			
54/03/22	NJ Director of Business Services and Development presented the report which requested approval of the changes to the list of authorised signatures for our NatWest and Barclays bank accounts			
55/03/22	<p>1) The PCH Board Authorise the additions and deletions to authorised signatories for NatWest and Barclays banks as follows :</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><u>NatWest</u></p> <p><i>ADD</i> Liz Nicolls Debbie Roche Julie White Lucy Rickson Carl Brazier John Rees</p> <p><i>REMOVE</i> Simon Ashby Katie Pratt Nigel Pitt Belinda Pascoe Sue Shaw Jane Suter</p> </td> <td style="width: 50%; vertical-align: top;"> <p><u>Barclays</u></p> <p><i>ADD</i> Carl Brazier John Rees Debbie Roche Julie White Lucy Rickson Liz Nicolls</p> <p><i>REMOVE</i> Nigel Pitt Sue Shaw Jane Suter</p> </td> </tr> </table> <p>2) Passes the resolution to record the above on the NatWest and Barclays forms.</p> <p>And that</p>	<p><u>NatWest</u></p> <p><i>ADD</i> Liz Nicolls Debbie Roche Julie White Lucy Rickson Carl Brazier John Rees</p> <p><i>REMOVE</i> Simon Ashby Katie Pratt Nigel Pitt Belinda Pascoe Sue Shaw Jane Suter</p>	<p><u>Barclays</u></p> <p><i>ADD</i> Carl Brazier John Rees Debbie Roche Julie White Lucy Rickson Liz Nicolls</p> <p><i>REMOVE</i> Nigel Pitt Sue Shaw Jane Suter</p>	
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	3) The Chair authorises the NatWest form (page 4) 4) 2 Board members or Directors authorise the Barclays form (page 19)	
24	Forward Plan	
56/03/22	The PCH Board noted the Forward Plan.	
25	Next Meeting: 26 th May 2022	
57/03/22	<i>Meeting closed at 7:00pm.</i>	

Signature.....Nick Lewis, Chair

Date

Certified as a true copyLucy Rickson, Head of Governance

Date.....