



**Plymouth Community Homes Board
Board Room, Plumer House and Microsoft Teams
23 March 2023 at 5:30 pm**

Present in person unless stated:

Valerie Lee (VL) Chair
Debbie Roche (DR) (Vice Chair)
Lavinia Porfir (LP)
Liz Nicolls (LN) – Virtual
Valerie Lee (VL)
Graham Clayton (GC)
Maja Jorgensen (MJ)
Julie White (JW)
Sally Haydon (SH)

In attendance:

John Clark (JC) – Chief Executive
Nick Jackson (NJ) – Director of Business Services and Development
Gill Martin (GM) – Director of Corporate Services
Charlotte Edwards (CE) – Head of Strategy, Performance and Policy- Part
Sally Foden (SF) – Head of HR
John Rees (JR) – Head of Finance
John Bougeard – Corporate Finance Manager
Lucy Rickson (LR) - Head of Governance
Leanne Eastwood (LE) – Governance Officer (Minutes)
Julian Barker (JB) – Devonshires- Part
Luke Bevis (LB) – Devonshires- Part
Patrick Reim (PR) – Chathams- Part

Apologies:

Tasawar Nawaz (TN)
Jill Gregg (JG)

1	Welcome and Introductions Confirm Quorum	
	<i>The meeting started at 5:32pm</i>	
12/03/23	VL welcomed everyone to the meeting which was confirmed as quorate. All Board members had been given the opportunity to ask questions in advance via email with responses being circulated to all members ahead of this meeting and attached as an appendix to these minutes.	

2	Apologies for Absence	
13/03/23	There were apologies for absence from JG & TN.	
3	Declarations of Interest	
14/03/23	The guidance on declaring an interest was noted. This meeting was considering Staff Pay and Board Fee's- therefore Staff and Board Members would be conflicted in relation to these decisions. However independent benchmarking and advice along with the approval process will ensure probity in reviewing and setting pay levels.	
4	Minutes of Previous meeting (9th February 2023)	
15/03/23	The minutes from the meeting on the 9 th February 2023 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 16/03/23	Matters Arising. There were no matters arising.	
6 17/03/23	Minute action log & resolution tracker. The Minute Action Log was reviewed, and no changes were made.	
7 18/03/23	Decisions since last meeting. There had been no decisions since the last meeting.	
8 19/03/23	Briefing papers since last meeting [REDACTED] [REDACTED] [REDACTED]	
9 20/03/23	Chair's Urgent Business – CONFIDENTIAL [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
10	Committee Minutes Circulated	
21/03/23	The minutes from the following Committee meetings were included for reference: <ul style="list-style-type: none"> • Development Committee 2 Feb 2023 • PCH Regeneration 24 Jan 223 • Customer Focus Committee 3 Feb 2023 • Finance Committee 16, 23, 28 Feb & 3 Mar 2023 	
	LB, JB, PR joined the meeting	

	LB, JB, PR left the meeting	
12	PCH Energy Board 10 March 2023 Chair's update include papers for approval at this meeting	
26/03/23	<p>JC as chair of the PCH Energy Board presented an update to the Board on the meeting that had taken place on the 10 March 2023. During that meeting the Board had considered the Management accounts and Budget.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] 	
12.1	SLA PCH & PCHE	
27/03/23	<p>NJ Director of Business Services and Development presented the Annual Review of Service Level Agreement with PCH & PCHE. [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>[REDACTED]</p>	
28/03/23	[REDACTED]	
13	PCH Regeneration 7 March 2023 including papers for approval at this meeting- Redacted as Commercially sensitive	
29/03/23	NJ Director of Business Service and Development presented an update on the PCH Regeneration Board meeting in JG absence.	

	[REDACTED]	
13.1	SLA PCH & PCHR	
30/03/23	NJ Director of Business Services and Development presented the Annual Review of Service Level Agreement with PCH & PCHR. The SLA with PCH Regeneration Company sets out the administrative services provided by PCH which are to be billed on a fair basis for agreed services.	
31/03/23	[REDACTED]	
14	Remuneration & Nomination Committee 7 March Chair’s update including papers for approval at this meeting-	
32/03/23	DR as Chair of the Remuneration and Nomination Committee provided the Board with an update of the meeting that took place on the 7 March 2023 where they reviewed the proposals for Board Fees, Staff Pay and the Executive Remuneration Package. In regard to the Board Fee Review additional information had been requested regarding the payment of resident co-optees on the Customer Focus Committee. The Board were asked to approve this updated recommendation. The Board has already received an update on Executive Remuneration at the meeting earlier this evening.	
14.1	Board Fee Review- Redacted a confidential	

33/03/23	<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>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	
34/03/23	<p>There were questions regarding this paper which raised before the meetings which were included as an appendix to these minutes.</p>	
35/03/23	<p>The PCH Board:</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	
14.2	<p>Staff Annual Pay Review- Redacted as Confidential</p>	

36/03/23	<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>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	
37/03/23	<p>[Redacted]</p> <p>[Redacted]</p>	
15	Away Day Report	
38/03/23	<p>JC CEO presented the report to the Board which gave a summary of the discussions and outputs from the Board away day held on the 3 & 4 March 2023.</p> <p>The actions are listed below and would be monitored through the Board action log:</p> <ol style="list-style-type: none"> 1) Strategic Business Plan for consideration/approval at March 2023 Board meeting 2) Bring forward the points from day two as part of the Governance Review and the Board Behavioural Framework to May Board 3) Board expressed a wish to sign up to the NHF Chair’s Challenge (a public commitment to take the Board on a journey to understand how diverse and inclusive it is now, and then develop a vision for the future); we will bring this back to May Board 4) Review the survey feedback from away day attendees 5) Consider changes to the Board away day format and timing (possibly to split the event across the year with a separate focus on services and governance) 	
39/03/23	The PCH Board noted the Away Day report.	
16	Strategic Business Plan	

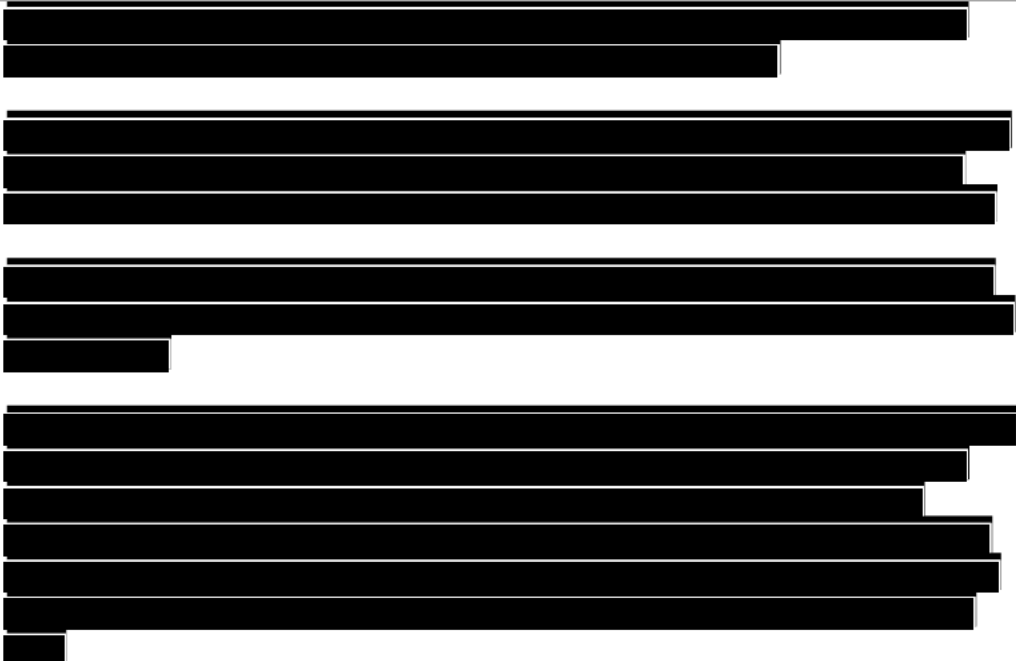
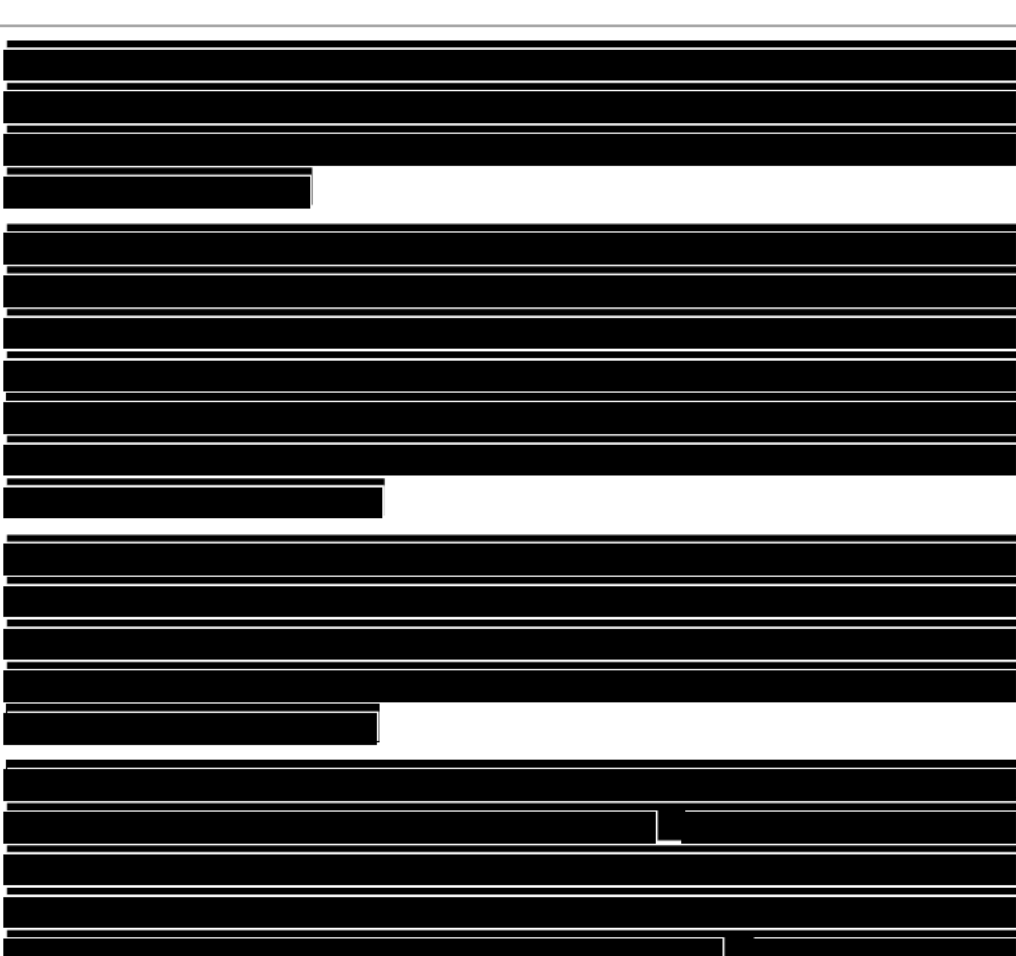
40/03/23	<p>JC CEO & CE Head of Strategy, Performance and Policy gave a presentation to the Board outlining the revised Strategic Business Plan for approval.</p>	
	<p>The 2023-2028 Strategic Business Plan was a culmination of a wide range of discussions and strategy sessions with the Board, Executive and Senior Management Team and consultation with residents. As stated at the Board Away Day, this plan was an evolution rather than a revolution of the previous Strategic Plan and addressed a number of key issues which have emerged within the sector, namely customer relations, building and fire safety (including damp and mould), decarbonisation and a difficult financial landscape.</p> <p>In creating this new plan, the organisation’s purpose, vision, and values have been reviewed to ensure they remain relevant. The values have stayed the same, however the purpose and vision have been updated.</p> <p>There were four themes: - Customer and community - Homes and spaces - Planet and places - Economy and efficiency.</p> <p>Each of these four themes have three priorities or objectives and in turn each of these have three measurable outcomes or metrics to be achieved by 2028.</p>	
41/03/23	<p>There was broad agreement from Board members that we had identified the correct priorities and metrics at the Board Away Day in March 2023. Where there was specific feedback, these have been amended in the plan and refined the priorities and metrics. The plan has been developed to reflect the key strategic issues facing the sector generally and PCH specifically, the current political, regulatory, and legal landscape and the ambitions and aspirations of our residents and partners in the city.</p> <p>There were some broader questions raised at the away day around the type of organisation we want to be; the scale of our development ambitions and how this can be supported or impacted by choices around our poorer performing stock; and the decisions we make in raising and investing additional finance and funding to maintain and/or grow our property portfolio.</p> <p>As we remain in a period of political and economic change it is proposed that these discussions are picked up at Board Briefings and away days over the next 12-18 months and feed into a mid-term review of the plan.</p>	
42/03/23	<p>Accompanying the plan, was a revised performance management framework which sets out how we will measure the new priorities along with a suite of key performance indicators. This included the new Tenant Satisfaction Measures from the Regulator of Social Housing which come into effect from 01 April 2023.</p>	

	<p>In addition to those indicators monitored at strategic level, we will continue to evolve our performance reporting at operational level to ensure we are monitoring progress with our strategic plan at a granular level in addition to the overarching position</p>	
<p>43/03/23</p> <p>44/03/23</p>	<p>There were questions regarding this paper which raised before the meetings which were included as an appendix to these minutes.</p> <p>As a result of questions, the following was discussed and clarified at the meeting:</p> <p>The Board noted that consideration should be given to the type of language that is used within the plan so that is relevant for all stakeholders. Assurance was given the consultation of plan with residents has addressed these concerns.</p> <p>[REDACTED]</p> <p>The aim of broadening resident engagement to boost diversity was discussed and clarity was provided that this was looking to reach residents who don't often get involved. Currently the residents who do engage with us are from an older generation so the aim would be to boost diversity by engaging with younger and minority groups so that we have a great understanding of our customers by collecting feedback from each touchpoint.</p> <p>Once the plan has been approved then work will start on the sub measures which sit underneath the metrics which will help the Board to gain assurance on the direction of travel; it was expected that these would be in place by the end of April.</p> <p>It was confirmed that from the 1 April 2023 we will start to be measured on the new tenant satisfaction measures, which will be included in the quarterly performance update. The Board can expect to see the first results from July onward. The performance management framework included in the report sets out the methodology for the calculation which the Board were asked to approve.</p>	

	<p>It was also noted that we have asked that the tenant satisfaction measures are added to our internal audit programme for 23/24 to independently verify the methodology and provide another layer of assurance to the Board.</p> <p>It was also explained that there would be an additional financial metric added into the performance management formwork to manage the financial strategy target for EBITDA.</p>	CE/ NJ
45/03/23	<p>The PCH Board:</p> <ol style="list-style-type: none"> 1. Approved the 2023-2028 Strategic Business Plan 2. Approved the 2023-24 Performance Management Framework 3. Noted Appendix C – review of 2017-2022 Strategic Business Plan 	
16.1	BREAK	
17	Budget 23/24- Redacted as Confidential	
46/03/23	<p>NJ Director of Business Services and Development introduced the</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>[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>[Redacted]</p>	
47/03/23	<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>[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>[Redacted]</p> <p>[Redacted]</p>	

49/03/23	<p>[Redacted text block]</p>
50/03/23	<p>[Redacted text block]</p>

51/03/23	<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>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	
52/03/23	<p>There were questions regarding this paper which raised before the meetings which were included as an appendix to these minutes.</p>	
53/03/23	<p>As a result of questions the following was discussed and clarified:</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>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	

54/03/23	 The content of this row is entirely redacted with black bars.	JR/ NJ
55/03/23	The PCH Board approved the budget for the Association as set out in the paper and the attached appendices and the Group budget including the position for PCH Energy and PCH Regeneration.	
18	Financial Business Plan- Redacted as Confidential	
56/03/23	 The content of this row is entirely redacted with black bars.	

57/03/23	<p>[Redacted content]</p>	
58/03/23	<p>[Redacted content]</p>	
59/03/23	<p>There were questions regarding this paper which raised before the meetings which were included as an appendix to these minutes.</p>	
60/03/23	<p>[Redacted content]</p>	

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61/03/23	[Redacted]	
62/03/23	[Redacted]	JR/ NJ
63/03/23	[Redacted]	
	[Redacted]	
19	People Strategy – Annual Monitoring	
64/03/23	<p>SF Head of HR presented an update to the Board on the progress on the objectives set out in the 2022 – 2025 Valuing our People Strategy, which demonstrates some significant achievements and assures the Board that we are on track to achieve the outcomes for Year 1.</p> <p>The highlights of which are as follows:</p> <ul style="list-style-type: none"> • Updated and improved the careers page on the website to include all of the additional staff benefits. Improved out social media 	

	<p>presence and become creative in how we recruitment to hard to fill roles- with the addition of action up positions.</p> <ul style="list-style-type: none"> • Introduced refer a friend scheme & our Glass Door rating has increased to 86% from 73% last year. • Currently implementing the new digital HR systems with training currently taking place and a go live date of the 1 April 2023. • Embedded the hybrid way of working which has been really popular with staff and supported recruitment and retention. • Awarded the Disability Leadership Award 2023, amongst others. • Apprenticeship retention at 97% • Staff behavioural framework to be rolled out by John Clark during the roadshows starting next week. 	
65/03/23	<p>As a result of questions the following was discussed and clarified:</p> <p>It was discussed that there are a lot of older workers returning to the employment market. Assurance was given that we encourage applications from any age groups and that within the partnership programmes we have; people can apply for and be funded as apprentices at any age. It was agreed that it was important to consider older workers in our advertising and imagery for roles.</p> <p>The Board welcomed the update and acknowledged the vast amount of work that had already taken place on the objectives of the strategy.</p> <p>One of the areas of focus for the next 12 months will be to develop the succession plan and talent pipeline by further investing in staff to develop the skills they need to do some of these roles.</p>	
66/03/23	The PCH Board noted the progress against the Valuing our People Strategy Action Plan.	
20	NHF Code of Conduct – Adoption	
67/03/23	LR Head of Governance presented the report to the Board for approval. The National Housing Federation’s Code of Conduct is a companion to their Code of Governance 2020 (adopted by PCH in April 2021), and the two are designed to be used in conjunction. The Code of Conduct sets standards for staff, Board members and some involved residents. The 2022 Code replaces an earlier, more detailed version from 2012.	

	<p>This report proposed the adoption of the 2022 Code and provided a self-assessment Compliance Plan which showed full compliance with some actions noted to strengthen our compliance in some areas; the aim was to complete these actions by 31 March 2024. Much of the Code compliance was linked to our Staff and Board member Codes of Conduct, key policies (such as Whistleblowing and Fraud) and the new PCH Behavioral Framework.</p>	
68/03/23	<p>The PCH Board approved:</p> <ol style="list-style-type: none"> 1. The adoption of the NHF Code of Conduct 2022 for all entities within the PCH Group 2. The related Compliance Plan 	
21	Adoption of code of governance 2020 by subsidiary boards	
69/03/23	<p>LR as Head of Governance presented the report to Board for approval explaining that as a regulated housing association, PCH is required to adopt an appropriate code of governance.</p> <p>The NHF Code was written specifically for the social housing sector and PCH Board adopted the 2020 version in April 2021 with the aim of being fully compliant by March 2023.</p> <p>One of the actions needed to ensure full compliance is for ‘the parent Board (PCH) to consider and determine whether and how the code should apply to each of its subsidiaries’ (section 2.6.7). This report recommended to PCH Board which areas of the Code were adopted by the subsidiaries; the Subsidiaries Compliance Plan (Appendix A) has been considered by both the PCHE and PCHR Boards in March 2023. Comments included:</p> <ul style="list-style-type: none"> - PCHR Board - Code sections 1.2, 1.2.2 and 1.6.2: agreed the focus is more on Open Market residents and it was agreed the PCHR Board will receive satisfaction survey information for these stakeholders. - PCHE Board – resident focus in general: agreed the focus would be more on the potential stakeholders (i.e. residents wanting PV), which would be a matter for PCH main Board. <p>PCH was the parent of the group and takes the lead on many of the Code’s requirements (i.e. setting the vision, values and strategy) and reports on H&S, Board succession, etc. contribute towards subsidiaries’ compliance with the Code. PCH’s Committees cover all group entities.</p> <p>It was appropriate for PCH’s commercial subsidiaries to adopt the Code as evidence of good governance and to comply with the Procedure Agreement (covenant 2: adopt all best practice</p>	

	<p>recommendations in regard to housing and financial matters), however not all areas of the Code will apply or be appropriate.</p> <p>Appendix A shows the full Code and highlights areas which subsidiaries must comply with in their own right (such as ‘demonstrates a clear and active commitment to achieve equality, diversity and inclusion’). A self-assessment of subsidiaries’ compliance with the Code has been carried out and there are no areas of non-compliance.</p> <p>In future, the annual Code compliance reports to PCH Board will include subsidiary compliance. Subsidiary Boards will be updated on any compliance issues that they need to manage.</p>	
70/03/23	The PCH Board approved the adoptions of the NHF Code of Governance 2020 by the PCHE and PCHR subsidiaries, as set out in the Compliance Plan.	
22	Date of next meeting: 25th May 2023	
71/03/23	The meeting closed at 7.35pm	

Signature.....
 Valerie Lee – Chair

Date

Certified as a true copy
 Lucy Rickson, Head of Governance

Date.....