



**Plymouth Community Homes Board  
Microsoft Teams  
28 July 2020 at 5pm**

**Present:**

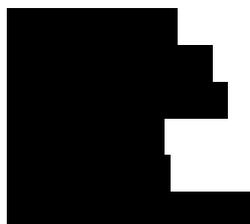
Nick Lewis (NL) (Chair)  
Debbie Roche (DR) Vice Chair  
Simon Ashby (SA)  
Maddi Bridgeman (MB)  
Graham Clayton (GC)  
Lavinia Porfir (LP)  
Liz Nicolls (LN)  
Graham Stirling (GS)  
Maureen Alderson (MA)  
Tina Tuohy (TT)  
Nigel Pitt (NP)  
Katie McBride (KM)

**In attendance:**

John Clark, (JC) Chief Executive  
Nick Jackson, (NJ) Director of Business Services and Development  
Sue Shaw (SS) Director of Homes, Neighbourhoods & Regeneration  
Gill Martin (GM) Director of Corporate & Manufacturing Services  
Belinda Pascoe (BP) Head of Governance  
Leanne Eastwood (LE) Governance Officer – Minutes  
Victoria Sewell (VS) KPMG  
Ian Frazer ( IF) Head of Repairs and Regeneration  
Maria Schingen ( MS) Head of Procurement  
Bob Wilkey ( BW) Head of Human Resources.

**Apologies:**

**None**



1.	<b>Welcome and Introductions Confirm Quorum</b>	
01/05/20	<i>The meeting started at 5:00pm</i>	

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02/05/20	<p>NL welcomed everyone to the meeting, which was confirmed as quorate and went through the meeting protocol which included how to indicate that a member wants to raise a question.</p> <p>All Board members had been given the opportunity to ask questions before the meeting via email and responses to those questions had been circulated to all Board members ahead of the meeting and are included as questions/answers within these meeting minutes.</p> <p>This meeting was being observed by shortlisted candidates for the two Independent Board Member position which will be available once KM &amp; MA step down. With this in mind it was important to note that this would be KM &amp; MA's last Board meeting.</p> <p>This would also be BW's last meeting as he was retiring as Head of HR &amp; SS's last meeting as she was leaving her post of Director of Homes, Neighbourhoods &amp; Regeneration. The Board thanked each of them for their contributions.</p>	
<b>2.</b>	<b>Apologies for Absence</b>	
02/05/20	No Apologies for Absence had been received and all members attended the meeting via video link.	
<b>3.</b>	<b>Declarations of Interest</b>	
03/05/20	<p>The guidance on declaring an interest was noted.</p> <p>GS, MB, SA and NJ declared an interest, as Board members of Plymouth Community Homes Manufacturing Services Ltd, in the agenda item on Manufacturing (item 14.1).</p>	
<b>4.</b>	<b>Minutes of the Previous Meeting. 19 May 2020</b>	
04/05/20	The minutes from the meeting on the 19 May 2020 were considered and it was <b>agreed</b> that they were an accurate record of the meeting. It was noted that all papers were published in the same manner as normal and board members were given an opportunity to submit questions relating to the papers being presented by email. The responses to these questions had been circulated to all Board members before the meeting and were included in these minutes as a record of the meeting.	
<b>5</b>	<b>Redacted written resolutions of Previous meeting 19 May 2020.</b>	

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05/05/20	The proposed redactions were reviewed and approved by the PCH Board these will be published on the PCH Website in line with the PCH Transparency policy.	
6. 06/05/20		
7.	<b>Minute Action and Resolution Tracker.</b>	
07/05/20	The Minute action and resolution tracker was reviewed and it was noted that the outstanding items had been reviewed as requested. These were discussed and a further three items were updated and closed as completed. The updated version would be brought to the next Board meeting.	
8. 08/05/20	<b>Decisions since last meeting- None</b>	
9. 09/05/20	<b>Briefing papers since last meeting:- None</b>	
10. 10/05/20	<b>Chairs Urgent Business – There was no Chair’s Urgent Business.</b>	
11. 11/05/20	<b>Committee Minutes Circulated-</b> 29 April PCHMS 1 May CFC 14 July PCHR & PCHE	
12 12/05/20	<b>CFC Update 1 May 2020 –</b> This update had already been provided at the Board meeting on the 19 May 2020 and a copy of the draft minutes was included in the board paper pack.	
13	<b>Development Chairs Update 23 July 2020</b>	
13/05/20	NP had provided the Board with an update on the development committee meeting on the 23 July 2020. This had been circulated to Board members and was included in the board pack for future reference.	
14	<b>Manufacturing Services update 22 July 2020.</b>	
14.1	<b>Manufacturing Services Update paper. – Redacted as Commercially sensitive.</b>	
14/05/20	GM presented the report which provided an update on the actions taken to date following the decisions on 19 May 2020 to close the Manufacturing Unit.  In terms of staffing since the report had been written there were now 18 staff	

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	<p>who have found alternative roles within PCH and 12 staff had applied for VR. We have had interest in the window factory and this would also see 13 staff transferred under TUPE to the new company.</p> <p>The progress of the outstanding orders and collection of debts was attached as Appendix A but in essence showed that the works outstanding, which would produce a profit, were almost completed and invoices had either been raised or are due to be shortly.</p> <p>[REDACTED]</p>	
15/05/20	<p><b>As a result of questions the following was discussed and clarified:</b> The Project Team will continue to work to support the closure of PCHMS by end of August and the exit from Prince Rock Depot by end of November. There will be some expenditure to ensure the site is handed back within the agreements of our lease.</p> <p>Clarification was provided that the interested party is for the window factory not the sign shop however there is some interest in relation to the Sign Shop equipment and viewings are underway</p>	
16/05/20	The PCH Board <b>noted</b> the progress made to date.	
<b>15</b>	<b>PCH Regeneration and Energy Board Chairs update</b>	
17/05/20	The PCH Regeneration & Energy Boards met on the 14 July 2020. They reviewed the Statutory Accounts and approved them for signing at this meeting. It was also noted that there would be a review of membership of the Regeneration Board to consider expanding the membership from just Executive Directors to ensure it has sufficient skills as we move into potential OMS.	
<b>16.</b>	<b>ARC Chair's Update 21 July 2020 including items which are being brought to this meeting for Board approval.</b>	
18/05/20	<p>SA provided an update to the Board on the recent ARC meeting that took place on the 21 July 2020 via Microsoft teams.</p> <p>This included a number of items which were brought to this meeting for approval. In particular the Statutory Accounts which had been reviewed by the committee who were recommending that they are approved and signed by Board this evening.</p>	
<b>16.1</b>	<b>ARC Item 10: Internal Controls assurance report.</b>	

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19/05/20	<p>The purpose of this report was to provide assurance to the Board on the effectiveness of the Association's systems of internal control. It included assurance on PCH and its subsidiaries, PCH Manufacturing Services, PCH Regeneration and PCH Energy. The report had been scrutinised by Audit and Risk at its meeting on 21 July 2020.</p>	
20/05/20	<p><b>The following questions were raised and answered:</b></p> <p><i>LP: Resident Scrutiny:</i> Do we have a Plan B or another strategy to continue the implementation of the new approach around scrutiny activity? I know that it might be difficult to move only to an online process as not everyone involved would have access to resources or would feel comfortable with it. Do we take into a consideration mixed ways of the full implementation, please?</p> <p><i>Response:</i> The plan with the Scrutiny Steering Group is to move to virtual meetings – as a standing group of people who are appointed to that group it is possible to ensure that they have the technology support to do this – for example, we can consider loaning equipment in the same way as we do for Board members.</p> <p>The Task and Finish groups are more of a challenge, as by their nature they will involve a range of people and we want to ensure that people are able to participate irrespective of their access to technology. Helen Ryan, whose team manages the Task and Finish Group process is giving some thought to how this could work.</p> <p>The Resident Involvement Coordinators have trialled virtual resident's associations meetings and are confident that a virtual Task and Finish Group could work with some amendments. Plan A included online and paper-based involvement of the Tenants Panel and could again be worked with some amendments. The challenge is how we would amend the face to face work that saw recruitment to and engagement in the scrutiny review by a wide demographic of tenants, including those not online or without access to email accounts. We are currently working towards re-opening of some community facilities and returning some limited face to face services and the aim – and the suggested timetable – is to ensure we reach a similar demographic through this work.</p>	
21/05/20	<p><i>DR: Tenancy Fraud:</i> How much does the investigation of Tenancy Fraud allegations cost us in terms of legal fees and staff time, on average? I appreciate that the variables in each case are different.</p> <p><i>Response:</i> Tenancy fraud costs are indeed variable, however the key point is that the Devon Audit Partnership is the prosecuting body, with PCC's team carrying out much of the investigation work alongside our staff. PCH's costs</p>	

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	<p>are therefore housing and tenancy staff time, attending Court as witnesses along with the cost of putting a void property back into letting.</p> <p><i>DR: Tenancy Fraud:</i> Of the perpetrators losing their tenancy as a consequence of TF, how many return to us via DHC, if any? Do we place identifying markers or other, on their case files as with other concerns, e.g. perpetrator of ASB?</p> <p><i>Response:</i> We do look thoroughly into each applicant’s housing journey, and should pick up if someone previously acted fraudulently. People’s situations change over time, and so the stark fact that they had been convicted of fraud in the past would not, in itself, be a reason not to house.</p> <p><i>DR: Tenancy Fraud:</i> Can we continue with the TF campaign as I feel many people's lives are going to be affected by a great number of factors through the new way of living and may feel tempted to take desperate measures to help survive?</p> <p><i>Response:</i> We will continue to participate in heightening awareness of tenancy fraud as it is vital to house those in need, according to the allocation rules in force at the time.</p>	
22/05/20	<p>The PCH Board :</p> <ol style="list-style-type: none"> <li>1) <b>Noted</b> that Audit and Risk Committee discussed this report at its meeting on the 21 May 2020</li> <li>2) <b>Accepted</b> the contents of this report as assurance of the effectiveness of the internal controls framework</li> </ol>	
<b>16.2</b>	<b>ARC Item 11 Statutory Accounts</b>	
23/05/20	<p>NJ presented the consolidated statutory accounts of Plymouth Community Homes for the year ended 31 March 2020, which had been prepared by the finance team and audited by the external auditors, KPMG. The accounts were unqualified and had been given a clean bill of health.</p> <p>The Audit and Risk Committee have reviewed the accounts and recommend them to the Board for approval for signing along with the Management letters for PCH and its subsidiary companies.</p> <p>For the March 2020 accounts the Covid-19 pandemic had replaced uncertainties surrounding Brexit as the greatest concern for the British economy. In arriving at their conclusion KPMG considered the impact of Covid-19 on each of our companies and were satisfied that, with the exception of PCH Manufacturing, PCH had taken the steps to safeguard the</p>	

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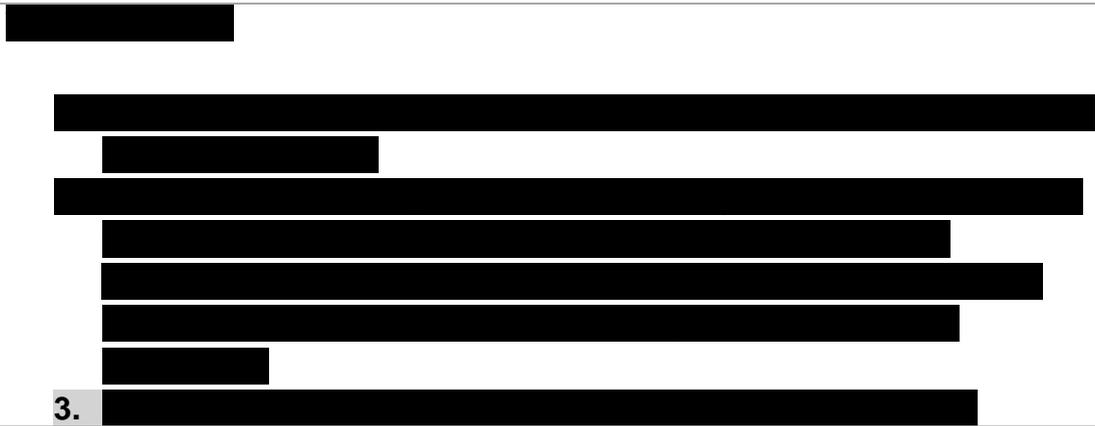
	<p>business as far as was possible. The PCH Manufacturing accounts alone were therefore prepared on a non going concern basis.</p> <p>The statutory accounts will be released in glossy format for the second time this year. This will include pictures and graphics to make the accounts easy for investors to read and to highlight the key messages.</p> <p>KPMG highlighted an amendment to the key accounting estimate for SHPS (Social Housing Pension Scheme) pension asset and liability from balanced to optimistic had been made to the report. It was explained that this was still within the benchmark range.</p> <p>Note was made of the monumental effort to prepare these accounts during lockdown.</p>	
24/05/20	<p>The PCH Board <b>Approved:</b></p> <ol style="list-style-type: none"><li>1. The financial statements for PCH Ltd and its subsidiaries for signature by the Chair of each company and KPMG</li><li>2. That the external auditors, KPMG, be reappointed for the year ended 31 March 2021 at the AGM.</li></ol>	
16.3	<b>ARC Item 17 Strategic Risk Register</b>	
25/05/20	<p>GM presented the report which contained the full updated Plymouth Community Homes Strategic Risk Register alongside a Trend Summary document which gave an overview of the historic risk reporting and score trends at a glance.</p> <p>The summary shows there have been nine changes to the risk scoring since the last update provided on 19th May 2020.</p> <ul style="list-style-type: none"><li>- <b>Risk B – (COVID) Failure of key supplier / contractor</b> - Likelihood increased due to economic pressures on PCH supplier and contractors, particularly as government support ends.</li><li>- <b>Risk E – (COVID) Breach of employment legislation in relation to furloughed employees</b> – Impact decreased in line with reduction in number of employees furloughed.</li><li>- <b>Risk H – (COVID) Failure to prepare for second wave / local lockdown</b> – NEW risk - to reflect impact of second wave of Coronavirus infections and associated restrictions.</li></ul>	

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	<ul style="list-style-type: none"> <li>- <b>Risk 2 – Insufficient public and private funding (Phase 4)</b> - Downgrade reflects PCC receipt of £2.3m funding.</li> <li>- <b>Risk 12 – External environment risk (Financial)</b> – Likelihood increased due to macroeconomic downturn and its subsequent impact on the housing market, tenants and suppliers.</li> <li>- <b>Risk 15 – External environment risk (Government and Regulatory)</b> – The increase reflects uncertainties in the housing market and government policy following the Covid pandemic.</li> <li>- <b>Risk 16 – Non-core activities (Income)</b> – Increase in likelihood due to commercial tenant arrears potentially increasing as government grants are no longer available.</li> <li>- <b>Risk 17 – Viability of PCHMS</b> – Risk has been REMOVED following the announcement of the planned closure of PCH Manufacturing in August 2020.</li> <li>- <b>Risk 21 – Breach of Health and Safety regulation</b> – Likelihood increased to reflect the pressure on Health and Safety resource due to Covid obligations / preparations and potential for ‘business as usual’ control failures.</li> </ul> <p>There have also been updates to actions and control wordings within the Strategic Risk Register that have not impacted individual risk ratings.</p> <p>All risks will continue to be monitored on a quarterly basis, with the next review by EMT to take place during October 2020.</p>	
26/05/20	<p>The following questions were raised:</p> <p>DR: Could we explore placing the Zero Carbon agenda on the risk register at some point?</p> <p>Response: We will ask the Risk Manger to pick this up as part of his normal review of the Strategic Risk register in the next quarter.</p>	<b>BL</b>
27/05/20	The Board <b>noted</b> the PCH Strategic Risk Register.	
17	<b>Q1 Management accounts - Redacted as Confidential .</b>	
28/05/20	<div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div>	



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30/05/20		
31/05/20	 <p>3. </p>	
18	<b>Q1 Treasury Update - Redacted as Confidential or Commercially sensitive.</b>	
32/05/20		

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33/05/20	<p>[Redacted]</p> <p>[Redacted]</p>	
34/05/20	<p>[Redacted]</p> <p>[Redacted]</p>	
35/05/20	<p>[Redacted]</p> <p>[Redacted]</p>	
18.1	<p><b>Covenant Carve Out Extension on Barclays Facility- Redacted as Commercially sensitive or Confidential.</b></p>	
36/05/20	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	
37/05/20	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	



<b>19</b>	<b>People Strategy update</b>													
38/05/20	<p>BW presented the People Strategy update to the board explaining that it was broadly on track with some significant achievement of actions against the agreed strands.</p> <p>At the time of the last update we had recently completed our periodic staff survey and were about to embark on a number of focus groups. These were completed and gave rise to a number of actions, some of which were commenced until progress was clearly restricted by the Covid-19 lockdown.</p> <p>During Lockdown our new communication platform Jannet was been used with good effect to keep staff engaged, updated and allowed them to share their comments. This resolved many of the communications issues staff raised in the Focus Groups.</p> <p>Covid had not prevented the HR team giving close support to the Manufacturing closure and, in particular, to the staff at Prince Rock to successfully minimise compulsory redundancies.</p> <p>The Post-Covid-19 environment will require a new approach to employee engagement but offered much opportunity for alternative working practices and service improvement going forward.</p>													
39/05/20	<p><b><u>The following questions were raised and answered:</u></b></p> <p>GS: Could you provide a tabulation showing the current total number of employees, including PCHMS, how many still on furlough, how many working from home, how many returned to work and of those how many are Plumer House based and how many 'out in the field'?</p> <p>Response: The following are based on today's figures. By 31<sup>st</sup> August we expect all employees to be off furlough.</p> <table border="1"> <thead> <tr> <th>Absence Reason</th> <th>Absence Total</th> </tr> </thead> <tbody> <tr> <td>Furlough</td> <td>33</td> </tr> <tr> <td>In work</td> <td>238</td> </tr> <tr> <td>Maternity</td> <td>4</td> </tr> <tr> <td>Non-working day</td> <td>24</td> </tr> <tr> <td>On leave</td> <td>62</td> </tr> </tbody> </table>	Absence Reason	Absence Total	Furlough	33	In work	238	Maternity	4	Non-working day	24	On leave	62	
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Self-isolating: unable to work	0
Self-isolating: unknown work status	0
Self-isolating: working from home	1
Sick	21
Working from home	296
<b>Total reported</b>	<b>679</b>
Number of Employees	679
Missing	0

GS: How much have we invested in equipment to support those working from home?

*Response:* From the start of March 2020 up to the end of June 2020 we have spent £120k on investing in D&IT equipment for staff and currently anticipate another £50k.

GS: I note a working from home policy is being developed - will this include a rota system so that all employees spend some time 'at the office'?

*Response:* Yes, the policy is being consulted on but could include a rota system. At the moment we anticipate staff that we would not, at the moment, expect staff to spend more than 3 days per week at their PCH place of work. Within the policy we will need to understand the nature of the task people undertake as attendance will be on a task requirement basis. There is a daily visitor's log for Plumer House and PCH staff are normally in the region of 70 per day plus cleaning and facilities staff.

GS: What pandemic lessons / opportunities are we seeing regarding the future structure of the business?

*Response:* The future structure will be considered once we have analysed the impact of this situation but clearly use of space is one area for discussion. We have also noted improved take up and use of digital platforms by employees during this period which is building digital skills – I terms of lessons we are still very reliant on paper based information that we would wish to review.

40/05/20

LN: There has been attention in the press to the disproportionate impact of home working and childcare responsibilities on female workers. How have we supported female staff with caring responsibilities? And male staff who are in this position?

*Response:* Throughout the lockdown period we have kept a detailed chart of all staff including any issues or vulnerabilities they have declared. This has

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allowed us to support them on an individual basis. We are aware of specific childcare issues and we have been very flexible around working times so that they can accommodate home schooling and other necessary activities. This has applied to both male and female colleagues. Our quarterly feedback from our Employee Assistance Program shows a number of staff have accessed support for a number of domestic issues, some of which may be related to working from home. Interestingly these are split 50/50 male / female.

We will continue to monitor this and also see if statistics in the longer term show us any other disproportionate effects, e.g. amongst lower paid staff. We will shortly be surveying our staff to find out more about their experience of Lockdown / Working from Home and what worked, or didn't work for them and what we need to improve or think about.

*LN:* Are we noticing "home working fatigue" creeping in? How can we deal with this? Are there examples of very good practice in home working?

*Response:* It is hoped that rotating staff back through Plumer etc. will help to combat Home Working fatigue. We would also expect to introduce regular opportunities for team meetings ( all being socially distanced at the moment)

*LN:* Have we managed to keep up distance learning and training during lockdown?

*Response:* Online training has taken place throughout lock down, especially with our apprentices who have kept up to date with their coursework online with the college or training provider. We have had several commendations from trainers on how well PCH apprentices have engaged with this. Some of the courses run via online platforms are:

- Asbestos Awareness UKATA
- Risk Assessments
- IOSH Working Safely
- Effective Snagging
- Right to Buy / Right to Acquire
- Prince Project Management
- Ladder Inspection
- Domestic Abuse Risk Assessments
- 1-2-1 Coaching

It should also be noted that we have been able to access a number of webinar to provide update and learning.

*LN:* Do we have a strategy in place for any future lockdown, particularly anticipating how we would deal with a much reduced or non-existent furlough scheme? and what are our thoughts on future skills needs as we get more involved in development - perhaps around Planning?

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	<p><i>Response:</i> Future strategy to anticipate a further outbreak will be considered by our Business Continuity Team / EMT. Our experience in this situation will form the basis of a future review.</p> <p>Our annual Training Plan is informed by appraisals, Managers / EMT and the Strategic Business Plan. With a move into increased development, Planning would seem to be an appropriate subject, taking into account any existing skills in the team. Should it be considered a priority it would be included in the forward plan.</p>	
41/05/20	<p>LP: Ideas Lab - Is it possible to find a way of involving tenants (with the right skills and ideas) into this project? This would be led by PCH staff of course, as I consider that it's worth trying to engage some creative tenants especially as the aim of the Ideas Lab is to improve the work practices and services to benefit the customers. Having some suggestions from the customers they might be a great way of moving things forward.</p>	
42/05/20	<p><i>Response:</i> This is principally an IT led initiative for which a group of people were specifically trained. It is capable of being applied to other situations so there is a potential for continuous improvement groups and for tenants to be engaged in this way. This will be an area for consideration.</p> <p><i>NP:</i> Covid impact. I'm aware that LiveWest has paid bonuses (don't know how much) to front line staff, such as repairs teams, who have worked directly with residents during lockdown and subsequently. Is this something we considered? What are the pros and cons of doing so?</p>	
43/05/20	<p><i>Response:</i> We are aware that some HA's have awarded bonuses, but most have not. EMT specifically discussed this and felt that it could be divisive and all staff have received full pay during lockdown and have paid their part throughout. The general sense of feedback we have had is that staff overall have felt supported by PCH during the pandemic.</p> <p><i>DR:</i> What percentage of staff will continue to work from home after the Covid crisis? How much, if anything, would having staff work from home save us? Will our sickness policy need to be revised to meet the aspirations of a working from home policy?</p> <p><i>Response:</i> Subject to the Working from Home policy being finalised we could be looking at around 50% (300 +) working from home at some time. At this stage it is not possible to cost this further work will need to take place following the consultation and a review of other ancillary policies such as mileage and home expenses.</p> <p>We would expect a number of our policies will need to be reviewed and revised as we prepare for the new normal.</p>	
44/05/20	<p>The PCH Board <b>Noted</b> the People Strategy Update and thanks BW for his work and dedication in his time as head of HR.</p>	

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<b>20</b>	<b>6 Month procurement update</b>	
45/05/20	<p>MS presented the board with an update on the procurement projects for the next 36 months presented to PCH Board for delegation of contract approval to EMT directors (in accordance with Contract Standing Orders).</p> <p>It was explained that this is a rolling list which will include all known procurements for the foreseeable future requiring board delegation. A review of supply chain actions and performance was presented including spend (SME/PL Postcode), efficiencies and cost avoidances and progress in implementing the Supply Chain Strategy.</p>	
46/05/20	<p><b>Following questions were raised:</b></p> <p><i>GS:</i> Can you provide a table showing the annualised spend on professional services by the top 10 providers?</p> <p><i>Response:</i> This will be circulated to Board members.</p> <p><i>NP:</i> Does this reflect the possible slippage of any regeneration schemes caused by progressing with Marlborough House refurbishment?</p> <p><i>Response:</i> Yes this is taking into consideration Marlborough. However timescales in the 36 month plan are not fixed especially on the regeneration schemes which in the report have a starting date “tbc”. We acknowledge that there may be variations in dates but the schemes will need to be procured. As a result of consultancy on these schemes options may be reviewed.</p>	<b>MS</b>
47/05/20	<p>The PCH Board</p> <ol style="list-style-type: none"> <li>1. <b>Approved</b> delegation of all contract approval authority to EMT ( except for any contracts which board member wish to retain)</li> <li>2. <b>Noted</b> the performance and supply chain strategy implementation process.</li> </ol>	
<b>21</b>	<b>Asset Management Strategy Monitoring - redacted as Confidential or commercially sensitive.</b>	
48/05/20	The Asset Management Strategy set out the types and numbers of properties PCH own; the income they raise; the costs of keeping them in excellent order; and how we will optimise both the social and investment	

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	<p>value of our property – for our current &amp; future residents; for our business, and for Plymouth.</p> <p>Having a strategy in place enables PCH to deliver planned maintenance rather working on a reactive basis.</p>	
49/05/20	<p><b><u>The following questions were raised and answered:</u></b></p> <p><i>LN:</i> This contains some very useful and encouraging information e.g. around the repairs programme and resident satisfaction. As before, I'm also interested in whether we might do more strategic review of our stock to identify further development opportunities e.g. intensifying development on sites such as some at Whitleigh, or considering disposals, acquisitions or swaps, and would welcome thoughts on this.</p> <p><i>Response</i> We do look at sites around our estates for development opportunities. [REDACTED]</p> <p>There may be other opportunities to increase stock density but they are invariably hugely expensive with only net additional stock being eligible for Homes England grant funding. North Prospect was agreed at transfer and is an exception to this grant funding rule. In this case, despite increasing density, cross-subsidy from open market sale and receipt of grant funding, the cost and subsidy requirement from PCH speak for themselves. The ability to increase height of existing stock merits further investigation but is more problematic following both anticipated, and changes made to date, to Building and other Regulations. PCH welcomes opportunities to take transferred stock from other Housing Associations but 'swaps' seem less likely with most of PCH stock located in Plymouth.</p> <p>However we do and have acquire properties from organisations looking to move away from the Plymouth area, examples of this are Poets Corner and Little America.</p>	
50/05/20	<p><i>NP:</i> Page 5: Programme vs Delivery. We seem to have delivered improvements to considerably more units than had been programmed and with little variance to the budget. How was this achieved? Is it through changes to the programme (e.g. bringing in schemes providing higher outputs for same spend) or through making spend go further?</p> <p><i>Response:</i> The increase in the number of units being delivered is due to a mixture of reasons which include:</p> <p>The Planned Programme and the Planned Programme Plus programmes, we allow an element of contingency for the projects which if not required can be used to undertake additional works. With regard to scoping of works we are also seeing wash-downs (page 9) and maintenance to external boundaries and out buildings, rather than repainting of the whole house,</p>	

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predominantly on External Wall Insulated homes. The contract supervisors approach to this is generating better value for money for PCH and enables us to deliver more for the same budget.

On capital spend we use smaller value items as roofs to flex programmes where larger schemes have been delayed so this results in larger numbers of units being completed on these programmes.

Page 6: What is HHSRS? *Response:* HHSRS is the Housing, Health and Safety Rating System is a risk based evaluation tool used to identify and protect against potential risks and hazards to health and safety from any deficiencies identified in dwellings

Page 7: Net gains to rental stock (41) is different to the figure in the Consolidated Financial Statement (63). Why different?

*Response:* This figure excludes shared ownership

Page 8: Rents table. I think the years shown in the column headings may be wrong. See same table in Consolidated Financial Statement.

*Response:* This was a mistake and will be rectified.

Page 12: Did we overspend on Teats Hill and Keat Street or is this spending brought forward from a previous year? If overspend what was the reason?

*Response:* The budgets provided at the start of the year, were indicative budgets and were not the tender prices which were eventually realised. An increase to contract sum has also occurred, these are primarily to works which only became apparent following opening up of the project, e.g. wall insulation and replacement cavity ties

Page 15: Looks like something has gone awry with the variance shown in the table showing main capital works spend against budget. The variances are still substantial - what is the reason for this?-

*Response* Yes the table requires updating, the figures have been rectified:

Main Capital works	2019/20 Budget	2019/20 Actual	Difference
Window Replacement	1,052,000	1,106,756	+54,756
Roof Replacement	1,530,000	2,171,182	+641,182
PPP and Modernisation	5,327,488	5,922,939	+595,451

Budgets were those with which we started the year, some of the blocks were tendered in year, so although these were the indicative budgets, they are not the tendered contract value, which came in higher than these amounts. As

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	<p>the year progressed when we saw underspend on capital items across the department on components, such as kitchens and bathrooms, and utilised to spend on these capital items such as roofing where we were able to offset underspend elsewhere.</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
51/05/20	The Board <b>noted</b> the Asset Management Strategy update.	
<b>22</b>	<b>Q1 Performance update</b>	
52/05/20	<p>GM presented an update on the Q1 performance based on the 2017-2022 Strategic Business Plan.</p> <p>Key performance indicators in summary:</p> <p style="text-align: right;">Green / On Target: 11 Amber / Warning: 3 Red / Alert: 2</p> <p>Due to the current Coronavirus crisis, to avoid taking SMT's focus away from delivering essential services, this report continues to report on the KPI outturns only.</p> <p>As the lock down is easing and we see people come back to work the areas where performance had dipped are coming back up to pre-Covid levels.</p> <p>The rent arrears figures were discussed and the ongoing work that our staff undertake to support our residents who have long terms or recent financial difficulties during the pandemic</p>	
53/05/20	The PCH Board <b>noted</b> the Q1 performance Update.	
<b>23</b>	<b>Board Member Re-appointments</b>	



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	<p>[REDACTED]</p> <p>[REDACTED]</p>	
[REDACTED]	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
[REDACTED]	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	



<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>
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	[REDACTED]	
	[REDACTED]	
62/05/20	Date of next meeting 15 September 2020	
	Meeting finished at 18:33pm	

Signature.....Nick Lewis – Chair Date .....

Certified as a true copy .....Belinda Pascoe, Head of Governance

Date.....

