

ESG REPORT 2025



GOVERNANCE

SOCIAL

ENVIRONMENTAL

CHAIR'S INTRODUCTION

I am delighted to introduce our fifth Environmental, Social and Governance (ESG) Report covering the 2024/2025 financial year.

Enabling thriving communities and delivering outstanding services to our residents sits at the core of everything we do at Plymouth Community Homes, with social purpose at our heart, driving our vision to create homes and communities where people can be proud to live.

As a responsible social housing organisation, ensuring our residents have safe, warm, affordable homes is our primary mission, and has been since PCH was first formed in 2009.

Throughout our 15-year history, we have also focused on improving lives through providing additional services, and this report highlights the difference we have made in our local communities over the last year, as well as to the planet through our environmental and sustainability goals.

During the last financial year, we've made great progress on our ESG goals, continuing our ongoing work to strengthen communities and improve lives, raising aspirations through training and engagement opportunities as well as investing in neighbourhood projects.

Providing secure homes for our residents offers long-term benefits to social wellbeing, and for the first time this year, we have calculated the social value

of a tenancy, using collated research carried out by others, which has provided a figure of £339.6m.

We celebrated the completion of our 12-year, £130m regeneration of the North Prospect community which has transformed this area of Plymouth and changed lives for the better. The scheme delivered more than 1,100 energy-efficient new homes, and recent research found the regen achieved measurable social and economic outcomes, with crime in the area reduced by 59% whilst educational outcomes improved - with major reductions in crime achieved and unemployment down by 3.5%, alongside improved educational attainment and GCSE entries up by 26.5%. It was especially rewarding to see that 95% of residents reported they now felt safe in their homes.

We've also achieved fantastic results in our partnership work, delivering impactful change through targeted support delivered through our Health & Housing Project with Livewell, including working with partner organisations to design digital health solutions to help residents – finding new ways to use technology in the home to help residents access healthcare services, and supporting more than 300 residents to get online through a Digital Inclusion scheme since 2023. In the last 12 months, the Devonport Futures project with Real Ideas boosted employment opportunities for many local residents.



Our environmental goals were supported as the ReUse marked its 10th anniversary. The ReUse Centre is a fantastic facility which collects and repurposes unwanted items collected from empty PCH properties for others to make good use of – as well as recycling as much waste as possible, with more than 20,000 tonnes of waste recycled and saved from landfill this year alone.

And our impact on the local economy improved too, with PCH spending £75.5m with suppliers – 71% of them locally. Our Social Value Fund contributed £11.4k to good causes through grants and event sponsorship.

But we still have much to do, and this report outlines our objectives for the year ahead.

We will be supported on our work through the transformational plans to address the affordable housing shortage announced in the hugely positive Spending Review this spring, which brings confirmation of the funding providers like PCH will need to meet the challenges of helping to deliver the Government's ambitions for 1.5 million new homes with a priority for social rent.

Our objectives for 2025/2026 demonstrate how we plan to rise to the challenge and directly support this work, with our Growth Strategy aiming to deliver 1,500 new homes across Devon and Cornwall over the next five years, 1,000 of these within Plymouth.

We welcome the emphasis being placed on ESG across the housing sector as the principles closely aligning with our own values and objectives here at PCH.



We also welcome the increasing importance given to transparency and consistency amongst housing providers and therefore we continue to report our performance in line with the Sustainability for Housing (SRS) Standard and reporting framework.

Our work continues to be underpinned by our commitment to remain financially sound, well-regulated, and to do the right thing for the people and communities we serve, and we are proud to have retained the highest possible governance rating of G1 for another year.

Along with our staff, residents, and partners, we look forward to building on our progress in the year ahead - and we welcome your thoughts and feedback about our performance and our future plans as we continue on this journey together.

A handwritten signature in black ink, appearing to read 'V. Lee'.

Valerie Lee
Chair, Plymouth Community Homes

INTRODUCTION

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

Our Strategic Business Plan has four themes with a strong ESG focus:



Customer and Community – how we know our customers and deliver outstanding services for residents.

Homes and Spaces – how we maintain existing homes and buildings and increase the number of homes.



Planet and Places – how we work to decarbonise our homes and business and manage community land.

Efficiency and Effectiveness – how we run our business through long term financial planning and strong governance.



We have made progress in gathering a granular level of understanding of our emissions, which will allow us to set out our roadmap for decarbonising our business, starting with timelines for key areas that feed into our ambitions for achieving net zero.



MISSION

A high-quality affordable home for everyone.

Our Mission is simple – we believe everyone has the right to a clean, comfortable, safe, and secure affordable place to live. We are committed to ensuring our existing homes provide excellent social housing for our residents, with social rents of up to around 50% less than the private sector, as well as building more high-quality, affordable homes for rent or shared ownership sale to meet the local need.

VISION

Providing homes and communities where people want to live.

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

VALUES



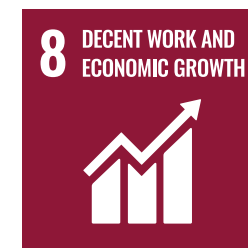
Care. Respect. Listen. Do the right thing.

SUSTAINABLE DEVELOPMENT GOALS

This is our fifth Environment, Social and Governance Report and covers the financial year ending 31 March 2025.

The report includes the Sustainability Reporting Standard, a national standard for ESG reporting in the social housing sector that is aligned to the UN Sustainable Development Goals (SDG). “Access to adequate, safe and affordable housing” is a core target for SDG 11 Sustainable Cities and Communities, along with indirect benefits that contribute to SDGs 1,3,7,8,10,12,13,15,16. These are detailed further in the table below.

SRS Area	Theme Name	Description	UN Sustainable Development Goal
Environmental	Climate Change	Prevents and mitigates the risk of climate change	7 13
	Ecology	Promotes ecological sustainability	15
	Resource Management	Sustainable management of natural resources	12
Social	Affordability and Security	Provides affordable and secure housing	1 10 11
	Building Safety and Quality	Resident safety and building quality are well managed	11
	Resident Voice	Listens to residents' voice	3
	Resident Support	Supports residents, and the local community	11
	Placemaking	Supports residents and the wider local community through placemaking	3 8 11
Governance	Structure and Governance	Legal structure of the organisation and its approach to Governance	16
	Board and Trustees	High quality board of trustees	16
	Staff Wellbeing	Supports employees	3 8
	Supply Chain Management	Procures responsibly	12



AT A GLANCE THE YEAR TO 31 MARCH 25

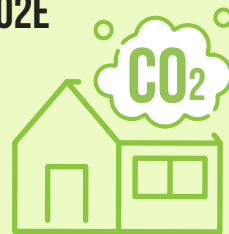
CARBON FOOTPRINT OF BUSINESS OPERATIONS
732.2 TC02E



CARBON FOOTPRINT OF HOUSING STOCK
29,815.2 TC02E



CARBON FOOTPRINT PER PROPERTY
2.09 C02E



PLANTED 957 TREES SINCE 2021 AND 51 TREES ON OUR LAND THIS YEAR



SOLAR ENERGY PRODUCTION
5,050MWH



OUR FINANCIAL SUPPORT



FUND OF £150K PROVIDED £88,259 TO 375 CUSTOMERS IN NEED

HELPED TENANTS CLAIM £560,000 IN ADDITIONAL ELIGIBLE BENEFITS



ESTIMATED SOCIAL VALUE OF TENANCY OF
£339.6M



INVESTED £850,000 IN OUR COMMUNITIES WITH £82,678 COMMUNITY INVESTMENT THROUGH SUCCESSFUL GRANT BIDS

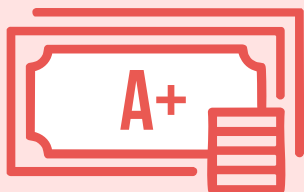


£14.5M (27%) OF LOCAL SPEND WITH SMES



GOVERNANCE REGULATORY RATING
FINANCIAL VIABILITY REGULATORY RATING

A+ CREDIT RATING



CONSUMER STANDARDS RATING

83% OVERALL CUSTOMER SATISFACTION SCORE



DISABILITY CONFIDENT LEADER



INVESTORS IN PEOPLE

INVESTORS IN PEOPLE GOLD



ENVIRONMENTAL

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

We continue to maintain an Environmental Management System (EMS) that aligns to the ISO14001 standard for Environmental Management. The EMS aligns to the wider strategic and operational risk registers which go to the Board regularly for consideration.

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

DECARBONISATION

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

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

We know that the bulk of our carbon emissions come from our housing stock which we estimate to be 29,815.2 tonnes last year, an increase of 4.5% on the year before; this is due to a more accurate understanding of the emissions from our EPC survey programme. Our operational carbon footprint has

increased 4.3% this year- see Table below, largely from an increase of 4.5% in fuel usage, which makes up over 60% of our footprint due to having more fleet vehicles on the road, an 8.4% increase in gas consumption in our corporate buildings, and 3.8% increase in staff mileage. Collectively these categories make up over 87% of our emissions and so can have a big impact.

Our Strategic Business Plan and Asset Management Strategy set our ambition to make our homes more energy efficient, meaning they are more affordable for residents to heat and better for the environment. The Strategic Business Plan also starts us on the decarbonisation journey for how we go about our day-to-day business.

Indicator	2024/25 Result	2023/24 Result
Carbon footprint of business operations	732.2 tonnes	702 tonnes
Carbon footprint of housing stock	29,815.2 tonnes	28,525.3 tonnes
Carbon footprint as proportion of housing stock	2.09 tonnes	2.05 tonne
Percentage of homes with a C+ energy rating	73.4%	72.70%
Percentage of homes with solar panels	16.09%	16.32%
Total renewable energy production	5,050MWh	4,933MWh
Percentage of waste diverted from landfill	98.4%	98.7%
Housing stock count	14,286	14,254





HOMES & BUILDINGS

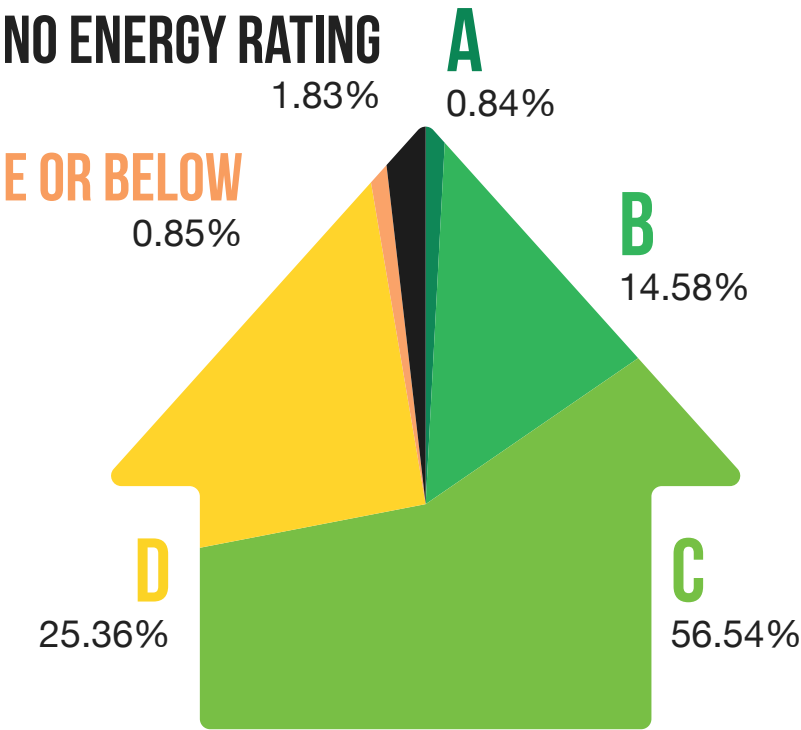
We continue to deliver a fully costed programme of works to upgrade the energy performance of our homes with a target of 95% of our homes to obtain an Energy Performance Certificate (EPC) score of C or above by 2028 and are carrying out an ambitious programme of EPC surveys and Stock Condition surveys that will drive a roadmap for asset investment.

Following on from our 2024/25 EPC programme 98% of our stock has live EPC data; we have commissioned Savills to undertake an in-depth review to define the options and investment needs to reach EPC by 2030. This will shape our programme and provide the granular level detail required to inform our approach.

We have allocated appropriate budget allowances to support these activities and are seeking quick wins in 2025/26, targeting 175 marginal performers, aiming to move them to EPC C.

Following an energy assessment of our offices at Plumer House, we turned down the heating temperatures which resulted in reductions in gas use over winter months. We have had a consultant carry out a management plan for the building that includes options to achieve net zero; we will review this and formalise our approach to decarbonisation.

2024/2025 TOTAL STOCK EPC RATING:



Year	Total stock holding	A	B	C	D	E or below	No Energy rating	Target: C or above	Direction
2024/2025	14,286	0.84%	14.58%	56.54%	25.36%	0.85%	1.83%	71.96%	↑
2023/2024	14,254	0.76%	13.71%	48.61%	21.71%	0.71%	14.50%	61.08%	

The breakdown of energy ratings of our existing homes (without cloned data)



NEW BUILD

We have set a target for all our newbuild homes to achieve a minimum of an EPC B. Our EPC breakdown for newbuilds last year was:

	2024/2025	2023/2024
Homes rated A	5 (7.25%)	11 (13.92%)
Homes rated B	64 (92.75%)	68 (86.08%)

We have started to take on new developments with low-carbon heating technology. We now have 11 air source heat pumps and are providing training to our staff so we can maintain these effectively.



ELECTRICITY GENERATION

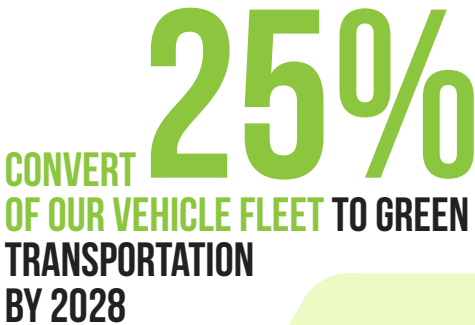
We currently have around 2,300 homes with solar panels on the roof, providing tenants with access to a total of 5,050MWh of free electricity during daylight hours, potentially saving £559pa for the average home.

Electricity generation can fluctuate mainly due to the weather – although panels do not need clear skies to function, production will be lower on cloudy and rainy days. Maintenance programmes also have an impact on production - panels can be out of use during a roof replacement and lose efficiency between routine cleanings.

FLEET

We have set a target to convert 25% of our vehicle fleet to green transportation by 2028 (currently 7.4%, with 11% expected for the year ahead). We have acquired five electric vans and have started rolling out hybrid vans to replace our existing stock. We have installed additional charging points at our offices to facilitate a future expansion of green fleet and our fleet are able to use the expanding public network.

We have completed a net zero roadmap for our Fleet. Based on our current replacement schedule we expect our Fleet to meet net zero by 2045.



GREEN SPACES

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

Our new developments will make a biodiversity net gain of at least 10%. Where this isn't practicable to achieve on site we will look to improve another site locally.

Through our partnership with the Plymouth and South Devon Community Forest, we have been able to plant 957 trees since 2021 (51 this year), including 3 community orchards and 60m of hedgerow. Additional trees are not only great for wildlife, having trees and other green spaces near our houses provides proven benefits to mental health, improves air quality and can keep neighbourhoods cool in summer.

PLANTED

957

TREES SINCE
2021



COMMUNITY FOCUS

One of our community gardens has won the Neighbourhood Award from Britain in Bloom with the Royal Horticultural Society.

The Wingfield Road Community Garden is a patch of land that was adopted by local residents and turned into a garden capable of growing their own fruit and vegetables and relying heavily on recycling and ensuring nothing goes to waste. It is a social heart where residents can come along and spend time together on their hobbies of planting, cultivating and recycling.

The plot itself is divided into smaller raised beds, which each resident looks after and can call their own – the soil here yields a good harvest and this year the garden did very well, particularly with runner beans, rhubarb and raspberries.

Local people have donated lots of equipment, such as tools, plant pots and chairs, and the residents of the garden make their own compost from garden and kitchen waste.

A craft shed has been created where residents can bring their children to draw, craft and learn about various gardening and wildlife, providing a welcome respite while their parents look after their veg plots and flowerbeds.



REDUCING WASTE

The percentage of our waste disposed via more sustainable routes was 98.4%, meaning that 1118 tonnes of our waste were either recycled or sent for energy recovery.

The bulk of the waste arises from clearance of empty homes and fly-tipping which is taken to our own recycling centre and is sorted for reuse or recycling. Items that can be saved are added to a catalogue that can be accessed by Housing Officers, who can request items on behalf of residents.

Our Reuse Centre has celebrated its 10th anniversary and has recycled over 20,000 tonnes of waste that otherwise would have been going to landfill, including 40,000 litres of paint, 15,600 mattresses, 12,480 TVs, 7,000 Fridges and Freezers, 1,000 vehicle batteries.

And it's not only practical items that the Reuse Centre has recycled in that time, with thousands of toys and games being cleaned up, given fresh batteries and donated to PCH children via our Toy Giveaways held throughout the year.

Donna Vickers, a PCH Ranger who has worked at the Re-Use for 7 years, said: "This is a fantastic achievement and really shows our purpose as a social landlord. We wanted to make sure we were doing something with these items rather than just send them to landfill, and when we started the centre, we never imagined how popular it would be.

"Not only are we able to do our bit for the environment, but the amount of items we have been able to give back to residents in our community who need them is incredible.

"My favourite are our Toy Giveaways though – the look of happiness on the children's faces when they are able to choose their own toys and gifts is rewarding. It confirms that what we do as an organisation really impacts our residents – doing the right thing certainly feels good and we're more than happy to help. Here's to the next 10 years!"

COMMUNITY FOCUS

We have donated around 55 unwanted bikes that had been left behind, some from empty properties, others abandoned in stairwells or dumped in fly-tipping spots. Packed into a van, the bikes were then dropped off at the Bikespace Workshop for a new lease of life.

Bikespace is a community-run workshop that's doing impactful work, especially with young people who are finding school tough. As well as offering Dr Bike sessions, they offer practical, hands-on sessions where young people get to learn how bikes work, how to fix them and pick up a bunch of useful life skills along the way.

Students and members who attend the workshop take them apart, learn how to repair and rebuild them, and once everything's checked over by a qualified mechanic, many of these bikes are ready to ride again. Some are given back to the local community, and others go to people or families who could really use them.

**DONATED
UNWANTED
BIKES** **55** 



SOCIAL

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

Indicator	2024/25 Result	2023/24 Result
Affordability		
Percentage of rents set below LHA limits	98.31%	93.77%*
Percentage split of homes by tenure:		
Social rent:	94.43%	94.84%
Affordable rent:	5.56%	5.09%
Intermediate rent:	0.01%	0.07%
New homes completed or acquired – affordable rent	69	79
New homes completed or acquired – social rent	0	56
New homes completed or acquired – intermediate rent	0	10
New homes completed or acquired – shared ownership	47	54
New homes completed or acquired – open market sales (developed for sale)	0	2
Current tenant arrears as a percentage of amount due	1.13%	1.28%
Number of evictions carried out for rent arrears	7	5

* LHA had been frozen and with high inflation of 11% in 2022 and rent increases capped at 7% for April 23 the decision was made to allow rents to increase above the LHA level.



Indicator	2024/25 Result	2023/24 Result
Buildings		
% of homes with a valid gas safety certificate	99.97%	99.97%
% of homes with a valid fire risk assessment	100%	100%
% of homes meeting the Decent Homes Standard	98.98%	97.05%
% of homes with a valid 5-year electrical safety certificate.	99.29%	99.28%
% of homes with an asbestos management plan.	99.99%	99.98%
% of lifts with valid LOLER certification.	100%	100%
% of homes requiring a legionella risk assessment with a valid assessment in place.	99.98%	99.65%

Indicator	2024/25 Result	2023/24 Result
Resident Satisfaction and Complaints		
% of residents satisfied with PCH as their landlord	83%	85%
% of residents very or fairly satisfied with repairs and maintenance.	83%	84%
% of residents very or fairly satisfied their rent provides value for money.	90%	89.54%
% of residents satisfied that PCH listens to their views and acts upon them.	73%	75%
% of residents satisfied with the landlord's approach to handling of anti-social behaviour	70%	68%
% of residents satisfied with the landlord's approach to handling of complaints.	47%	40.22%
% of residents satisfied with major works	98%	96.60%

PCH offers some of the lowest rents in the sector and our social rents are lower than other Registered Providers in the Plymouth area, averaging 53.32% of the average rent charged and are 64.71% of Local Housing Allowance.

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

We also charge affordable rents which are set at 80% of market rent on some new build homes. Where we can afford to do so, future new builds will be offered at a social rent.

The cost-of-living crisis continues to see many of our residents struggling to meet basic costs. Our Incomes Team continue to provide high levels of support to residents to help them with budget management, benefit claims and support with other funds available.

Monthly rents	PCH social rent 2024/25	PCH social rent 2023/24	Plymouth private rent	Local housing allowance maximum 2024/25
One Bedroom	£378	£353	£654	£549
Two Bedroom	£427	£398	£823	£673
Three Bedroom	£449	£417	£989	£798
Four Bedroom	£495	£460	£1,406	£972
Five Bedroom	£582	£540	-	£972

COMMUNITY FOCUS

Our £150k Financial Support Fund provided £88,259 to help 375 customers with sums up to £304. In the coming year we will continue the fund to support people who are struggling financially, providing things like fuel vouchers or where they have heating included within their rent and the heating charges are high, providing them with supermarket vouchers to free up money to pay the heating charge.

We further supported 289 tenants to claim £560,000 additional benefits which they were entitled to.



LISTENING TO CUSTOMERS

It is essential that we deliver high quality homes and services for residents in places where they want to live. We measure customer perception of our homes and services and use these results to identify areas for improvement. Surveys, aligned to Tenant Satisfaction Measures from the Regulator of Social Housing, are carried out by an independent market research company on our behalf throughout the year which enables us to be responsive to any issues arising. The full results are published on our website for transparency.

We saw a small reduction in our overall satisfaction score during 2024/25 and following analysis of the customer comments provided during the survey, we have identified the key areas of concern which we are addressing:

- Timeliness and quality of repairs
- Quality of the home
- Approach to complaint and ASB complaint handling.

Our Customer Focus Committee (CFC) approved an action plan to address the underperformance in these areas; we are in the process of conducting an end-to-end review of our internal process for repairs, have re-commenced our major works programme to upgrade kitchens, bathrooms, roofs and windows to homes where these components have reached the end of life, and we have improved our complaint and ASB complaint recording, keep residents informed throughout the case handling and ensure we follow up on the promises we make when we respond to an upheld complaint. This plan is being monitored by the CFC on a quarterly basis alongside monitoring the customer perception scores.

OUR COMMUNITIES TEAM IN NUMBERS

**28 RESIDENT
CONSULTATIONS**



**9 RESIDENT
ASSOCIATIONS
AND COMMUNITY
GROUPS
SUPPORTED**

**58 COURSES,
TRAINING 111
INDIVIDUAL
RESIDENTS**



**87 COMMUNITY
ENGAGEMENT
PROJECTS
DELIVERED**



**£82,678 COMMUNITY INVESTMENT
THROUGH SUCCESSFUL GRANT BIDS**





We listen to our residents' feedback through consultation, resident reviews and neighbourhood plans.

COMMUNITY FOCUS

As part of a resident review, residents looked at the way PCH contractors interact with residents including large contracts for work (for example block improvements) and contractors who work in residents' homes. Changes as a result:

- Contractors and PCH now host meetings with residents in places that large works are happening.
- Drop-in sessions have been held by contractors for major works, and new regular PCH drop-ins in neighbourhoods have been introduced.
- Included in the major works procurement process and relevant documents and policies are required. Introduced a new Behavioural Framework describing PCH's expectations about customer focus.
- Contracts are actively managed and meetings held regularly with performance and complaints on the agenda. Formal notices (non-compliance notices) are issued when appropriate.

As part of a consultation, we asked residents what they thought about our Learn for Free programme. Changes as a result:

- We will reimburse training course travel costs including mileage and bus fare. Taxis are also provided by exception where other travel methods are not available.
- Courses are now being held at a variety of locations across the city including The Beacon in North Prospect, Tavy House community room and Unitarian Church, ensuring they are appropriate and accessible.
- We now offer more courses online which can be completed at your own pace. In-person courses are also run within school hours.

In 2024 Sonnet Advisory & Impact, in partnership with Hyde Group, A2Dominion, Guinness, MTVH, Platform, SNG reviewed a well-evidenced model that calculates the savings a social tenancy provides to the State and benefits to other stakeholders of social housing (Economy, NHS, Police & Justice, Local Authority, DWP, Education, Banks & Creditors, Fire Service) when compared with alternative accommodation. The research suggests the annual social value of a housing association tenancy could be at least £23,777, including the economic impact of construction and maintenance of properties. This would mean our 14,286 tenant homes have a social value in excess of £339.6M per year.

THE VALUE OF A SOCIAL TENANCY

In 2024 Sonnet Advisory & Impact, in partnership with Hyde Group, A2Dominion, Guinness, MTVH, Platform, SNG reviewed a well-evidenced model that calculates the savings a social tenancy provides to the State and benefits to other stakeholders of social housing (Economy, NHS, Police & Justice, Local Authority, DWP, Education, Banks & Creditors,

Fire Service) when compared with alternative accommodation. The research suggests the annual social value of a housing association tenancy could be at least £23,777, including the economic impact of construction and maintenance of properties. This would mean our 14,286 tenant homes have a social value in excess of £339.6M per year.

ESTIMATED SOCIAL
VALUE OF TENANCY OF



£339.6M



NORTH PROSPECT REGENERATION

This year marked the completion of our 12-year, £130M transformational project to completely regenerate North Prospect over 5 phases. The scheme, the largest regeneration of its kind in the South West, began in 2012 and saw the demolition of almost 800 homes in poor condition.

North Prospect now includes more than 1,100 high quality, energy-efficient new homes, offering a better variety of house types, sizes and tenures.

The project delivered 686 affordable homes (491 for rent, 195 shared ownership) – more than the previous 605 socially rented homes, and refurbished a further 300 social rented homes.

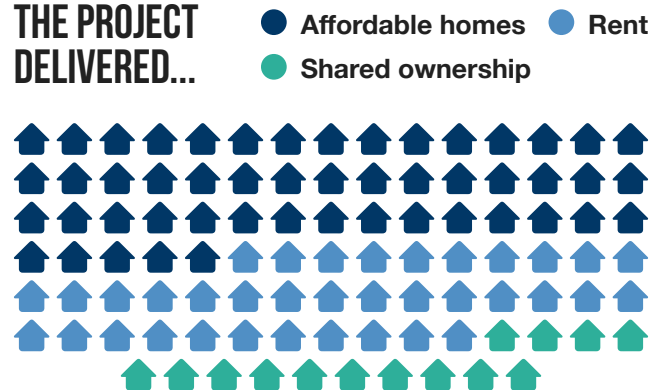
A community hub, The Beacon was opened in 2013, a mixed-use community centre at the heart of the community which creates 20 local jobs and hosts 12 regular community groups.

The scheme has won several industry awards, including 'Best Project' and 'Best in Region' at the Royal Town Planning Institute (RTPI) Awards for Planning Excellence in the South West, and scooped the Best Regeneration Project award from the Royal Institute of Chartered Surveyors.

COMMUNITY FOCUS

An independent report carried out by Alma Economics found that the regeneration generated £2.10 of benefit for every £1 spent, although it was recognised that the social value could be as high as £3.00 for every £1 once crime and employment benefits were considered.

THE PROJECT DELIVERED...



THE REPORT RECORDED THAT TOTAL CRIME IN NORTH PROSPECT HAS DROPPED BY

↓ 59%

SINCE THE REGENERATION, WHILE PUBLIC ORDER OFFENCES HAVE REDUCED BY 76%.





PARTNERSHIPS

Our partnership with Livewell Southwest improves health and wellbeing outcomes for our residents by enabling them to live independently, safely, and healthily at home. Together we have developed initiatives that work for both sectors, to support our communities.

We're piloting smart technology tackle to damp and mould. We now have 97 properties with sensors to monitor air quality in properties, fitted where issues with damp and mould have been reported and where there is a health issue or vulnerability in the household. The University of Plymouth will evaluate the pilot for wider use. Thanks to the success of the partnership, it is now funded to March 2028.

Core themes:

- **Admission Avoidance & Prevention:** Supporting prevention, reduce hospital admissions and improve pathways. 244 referrals and 160 home assessments were completed since July 2024.
- **Health Improvement and Early Intervention:** Proactive measures to help health inequalities and enhance access to health improvement schemes. Supported 53 residents and over 750 residents have signed up for our refreshed New Home New You Scheme.
- **Integrated Place-Based Partnerships:** Strengthening collaboration across sectors to provide coordinated, accessible support services and pursuing external funding.
- **Digital Transformation, Data & Population Health Management:** Using data to inform decision-making, support resource allocation, and improve population health through innovation; Over 300 residents have been supported so far through the scheme.

OTHER KEY INITIATIVES INCLUDE:

Thought to be the largest Living Lab in the world, The Plymouth Living Lab is exploring digital health technologies and is enabling the codesign of technology with residents to keep them safe and independent in their homes.

Young Persons Homelessness Support – testing a supported route for young people under 25 to help access accommodation, providing support to care leavers and young people within the homelessness system before allocation and during their starter tenancy.

Community Wellbeing Champion Programme empowers communities to support each other and recognises the impact involved residents can have in their community, providing a recognised qualification and access to resources, tools and supportive network to help residents play an active role supporting others.

Community Health Improvement Programme is delivered in communities and can be tailored to cover topics chosen by local residents, helping people begin their health improvement journey for what matters to them.

Grow Share Cook Project, in partnership with PCC, provides free locally grown vegetables, recipes and cookery workshops. It supports our New Home New You initiative, developed with Tamar Grow Local and PCC to offer a city-wide approach to food support activities, promoting individual resilience, food education, healthy eating and social inclusion.

The Reconnect Project was set up with our partners at Plymouth Energy Community to provide targeted support to residents facing issues with their gas supply and improve access to energy advice, assistance with energy debt and access to hardship funds.

DEVONPORT FUTURES

We have partnered with Real Ideas Organisation, Devon Chamber of Commerce and the National Trust to secure funding to help people build their skills and find gainful employment.

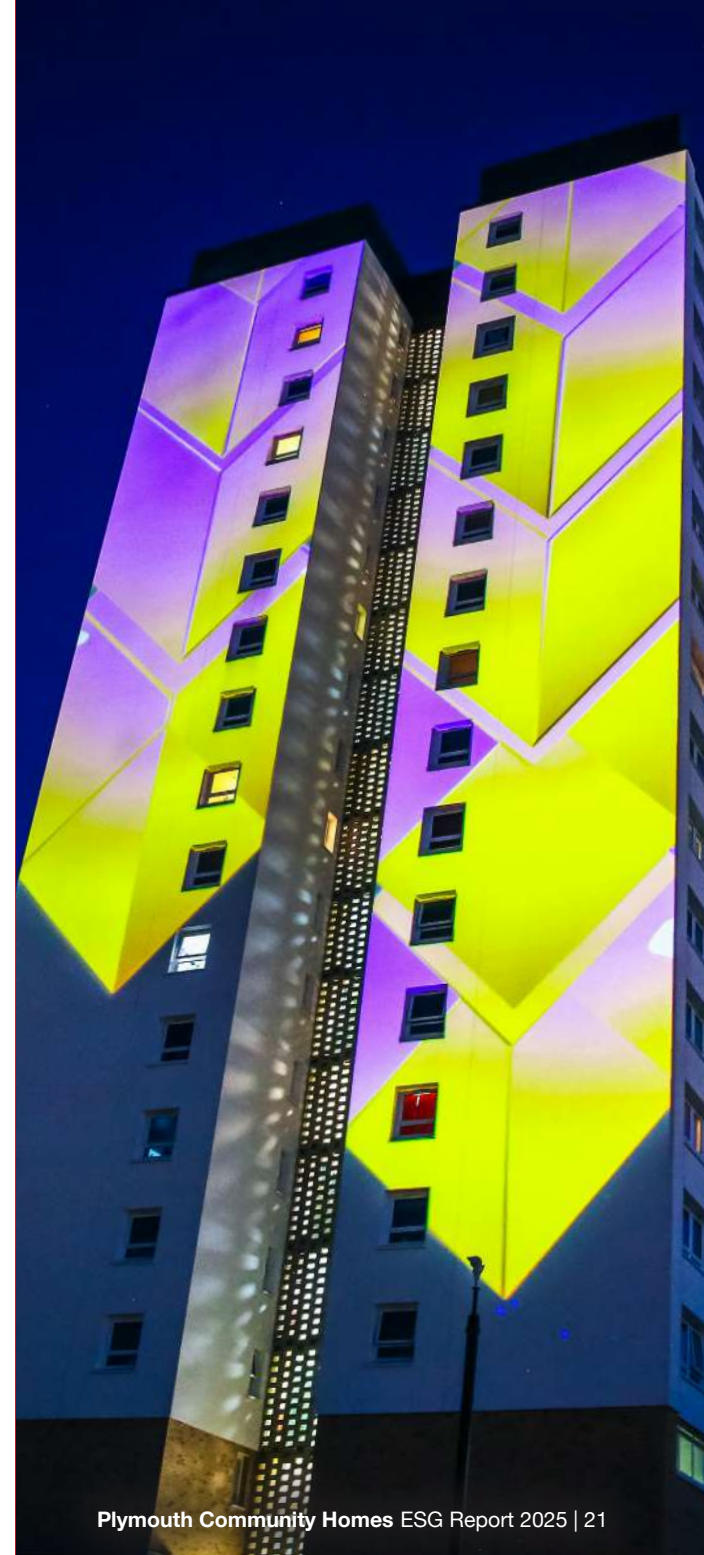
We are part of the Devonport Futures Project which has been awarded £234,000 by the UK Shared Prosperity Fund to deliver learning and work experiences to residents in the Devonport area through the Devonport Futures Project.

Participants will be able to develop new skills, access residencies, gain work experience, volunteering and connections to local employers – giving businesses the workforce they need by filling skills gaps in the city. The project also provides individual funding and support through a dedicated Plymouth Community Homes Resident Learning Coordinator.

The project will create a series of pathways to allow people to grow and apply their talents by linking support and work opportunities to the Devonport 200th anniversary – connecting learning with real experience.

In spring, The Devonport Column, Market Hall and our very own Devonport Towers were transformed into canvases for storytelling using projection mapping, inviting audiences to see the buildings in new ways and deepen their understanding of the history attached to them.

The Dazzle festival featured contributions from local community groups, schools, artists, and volunteers including many of our PCH residents who are enrolled on the Devonport Futures programme, ensuring that it was a celebration made by and for the people of Devonport.





PROCUREMENT

PCH spent £75.5M with suppliers.

PCH continues to support local suppliers, by value in the past financial year, 51% of purchase orders were placed with Plymouth based suppliers with a further 20% of orders being placed with suppliers in the TQ and EX postcode areas.

£18.2m (24%) of total spend with Small and Medium Size Enterprises (SMEs), with £14.5m (27%) of local spend with SMEs. In the coming year we will look to make even more contracts accessible for SMEs via trailing dynamic marketplaces, which supports central government procurement policy objectives of making contracts as accessible to SMEs.

Residents helped evaluate tenders for bathroom, kitchen, and windows supplies, along with block refurbishment projects. We now actively invite resident involvement in all tenders impacting them.

Social Value is included in all tenders and our social value fund from procurement has contributed £11.4k across 15 grants and one community event.

A recent review has resulted in a more targeted social value requirement that aligns with the Plymouth Charter. Tenders now require bidders to detail social value offered, and offers are now included as a deliverable element of the contract. Monitoring of the delivery of social value is now included as a Key Performance Indicator and an agenda item in contract review meetings.

We are working with Building Plymouth on coordinating social value across Plymouth to avoid 'double counting' of supplier initiatives between



£18.2M

**OF TOTAL SPEND WITH SMALL AND
MEDIUM SIZE ENTERPRISES (SMEs)**

organisations. We are also exploring city wide social value projects that suppliers could support.

In the year ahead we will be trialling HACT's Social Value Insight tool for our appraising social value in procurement. The tool is compliant with HM Treasury's Green Book and uses methodology from the UK Social Value Bank (based on wellbeing valuation and incorporates the WELLBY, the official measure of wellbeing), UK Built Environment Banks, and UK Mental Wellbeing Bank (incorporating the Warwick Edinburgh Mental Wellbeing Scale).

CHARITY

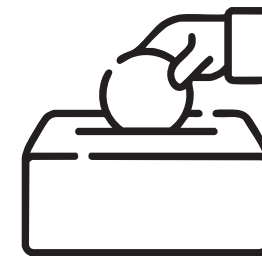
We teamed up with Luna's Fund for a year of charity fundraising to raise funds to help the charity provide practical and emotional support to bereaved parents in Plymouth, Truro and the surrounding areas following the loss of their baby.

Staff have come together to raise an incredible £7,027 for Luna's Fund, kickstarted by a donation of £500 from PCH, to support parents after the loss of their baby before, during or after birth by offering a choice of practical services that they can access immediately upon leaving the hospital.

We supported local people through charitable donations, making six donations of £1,000 to

charities and community organisations including Provide Devon, Age UK Plymouth, Devon and Cornwall Food Action (DCFA), Plymouth Foodbank, Tamar Grow Local and Southway Community Group CIC.

For the year ahead we have partnered with St Luke's Hospice Plymouth and Children's Hospice South West to raise funds to help the charities to provide specialist care and support to people with progressive life-limiting illnesses across Plymouth, Devon and Cornwall. The campaign has started with donations of £500 for each charity from PCH.



STAFF RAISED

£7,027
FOR LUNA'S FUND





GOVERNANCE

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

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

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

We are registered with the Regulator of Social Housing, who adopt a co-regulatory approach where the Board and residents hold us to account. Our

robust governance arrangements ensure that we have not been subject to any adverse regulatory findings. The most recent review of our regulatory gradings took place in January 2025, when we received a stability check assessment and are proud to retain the top governance rating of G1 and financial viability rating of V2, and been awarded the second highest rating of a C2 against the newly introduced Consumer Standards.

In January 2025, the international credit rating agency Standard and Poor’s reconfirmed our A+ credit rating with a positive outlook, reflecting our robust financial management and stability to potential investors in our organisation. The judgement includes an assessment of our past financial performance and future plans, as well as a review of our operational track record and governance.

It is a significant achievement for any business to achieve, and then maintain, an A+ credit rating, especially with an accompanying outlook of ‘positive’, and shows that PCH’s solid business approach makes us an attractive option for investors.

Indicator	2024/25 Result	2023/24 Result
Number of Board members	12	12
Of which male:	17%	17%
Of which female:	83%	83%
Average age of Board members	56	54.5
Percentage of Board members who are ethnically diverse	17%	25%
CEO - lowest paid worker ratio	9.82x	9.98x
CEO – median paid worker ratio	6.70x	5.47x
Gender-pay gap (median) [see Employer of Choice section for explanation]	8.1%	4.1%
Gender-pay gap (mean)	3.9%	2.7%
Ethnicity Pay Gap (median)	18.59%	-
Ethnicity Pay Gap (mean)	15.78%	-
Regulatory grading – governance	G1	G1
Regulatory grading – financial viability	V2	V2
Code of Governance	NHF 2020	NHF 2020
Investors in People Rating	Gold	Gold
Standard and Poors credit rating	A+	A+

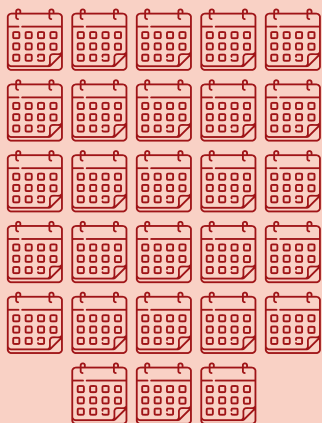
BOARDS AND COMMITTEES

Our Boards and Committees ensure:

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

Boards and Committees must consider their effectiveness annually, in line with regulatory guidance. The National Housing Federation Code of Governance requires members to have a formal review at least every three years, which was last carried out in 2023.

The review concluded we have sound governance with 11 recommendations made to increase effectiveness and strategic thinking; Implementation of these actions resulted in a refocus of the committee Terms of Reference.



AN AVERAGE

28

BOARD AND
COMMITTEE
MEETINGS
HELD A YEAR



EMPLOYER OF CHOICE

We're proud to be an employer of choice and want to retain that positive culture, and this means investing in our staff through our pay and reward arrangements. Our values guide how we act as an organisation and provide a code of behaviours for our staff to live by, so we act fairly, honestly and with integrity. Having a diverse mix of talented people in our business leads to innovation, development and engagement, which is fundamental to our success.

- Hybrid working where employees may work from home for up to three days per week.
- Free on-site gym, showers and cycle storage, promoting healthy travel to work.
- Access to an Employee Assistance Programme, and accredited Mental Health First Aiders across the business who can support their colleagues in times of difficulty.
- Disability Confident Leader status assists us in attracting a more diverse and inclusive workforce.



The mean gender pay gap at PCH has increased in 2024 from 2.7% to 3.9%, an increase of 1.2% and our median gender pay gap has also increased from 4.1% to 8.1% a change of 4%. If salary sacrifice is not deducted from the hourly rate calculation, the pay gaps are lower (3.4% mean/6.8% median).



Recognition & Career Progression

- 92 employees were recognised for going above and beyond in their roles and demonstrating the PCH values. These 92 employees were presented with their awards during a celebration event with the CEO and Exec Directors. The awards consisted of a certificate, pin badge and voucher.
- 46 (6.7%) employees were recruited into new positions within the organisation.
- 32 (4.6%) employees were recruited into secondment or acting up opportunities.
- 4 apprentices remained within the organisation following completion of their apprenticeships.
- 2 plastering apprentices were recognised for the outstanding performance. One was awarded apprentice of the month and the other apprentice of the year at their training provider. The apprentice of the year went on to achieve the British Gypsum student of the year award.

RECOGNISED

92

EMPLOYEES FOR GOING
ABOVE AND BEYOND
IN THEIR ROLES



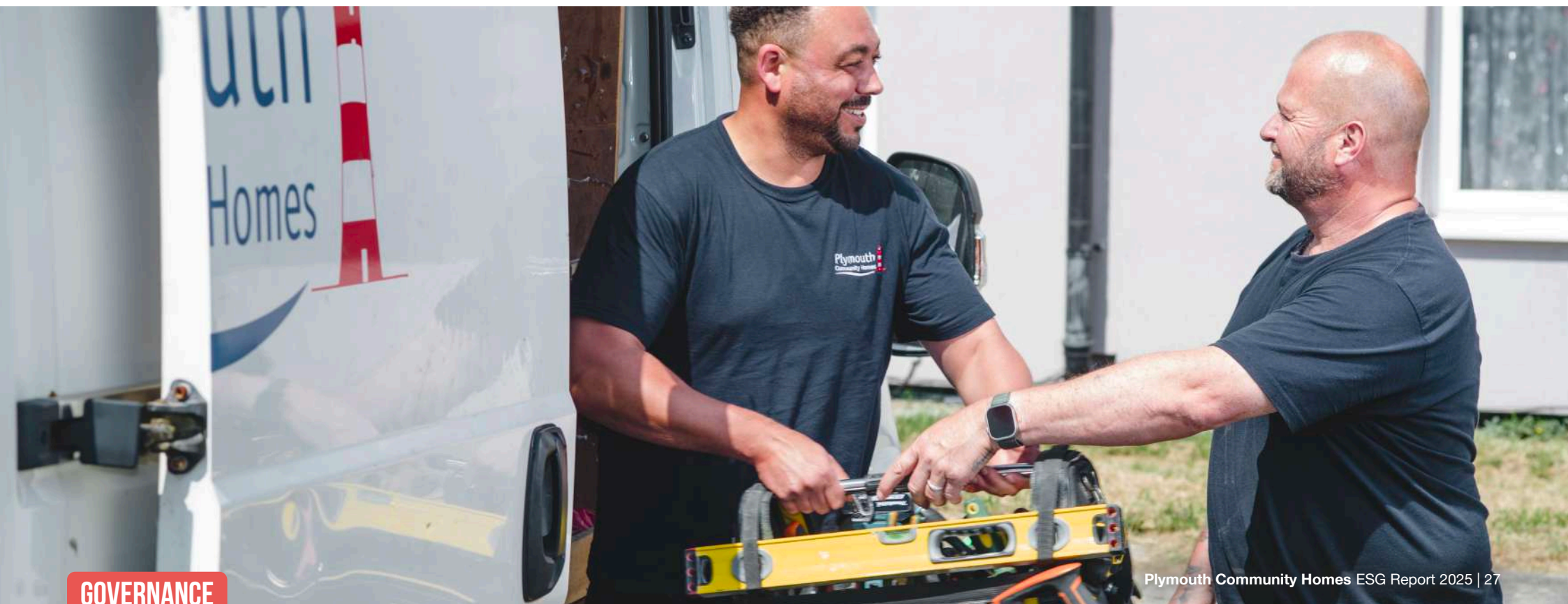
Community Engagement

- Staff can take up to three days (pro-rata) to get involved in voluntary work at any point throughout the year, choosing to develop themselves, the community or an organisation. Employees spent 236 hours volunteering in the community using Make a Difference days.
- Our Learning and Development team spent 149 hours (4 working weeks) during the year in community engagement providing careers advice and guidance at career events and mock interviews across the city.

- We hosted 53 work experience students, providing a total of 257 work experience days, the equivalent of hosting 1 student every working day of the year.
- 2 new apprentices employed during 24/25 were paid the National Minimum Wage according to their age rather than the first year Apprenticeship Rate.

We are proud to have Gold standard accreditation as Investors In People in recognition of our commitment to supporting our 652 employees.

**INVESTORS[®]
IN PEOPLE**



APPENDIX - SUSTAINABLE REPORTING STANDARD

Theme #	Criteria	Criteria	Measurement Unit	Response		
				2024/2025	2023/2024	
Climate Change	T1	C1	Distribution of EPC ratings of existing homes (those completed before the last financial year). Data excludes clones.	Homes rated A	0.80%	0.76%
			Homes rated B	14.13%	13.71%	
			Homes rated C	56.54%	48.61%	
			Homes rated D	23.36%	21.71%	
			Homes rated E or worse	0.85%	0.71%	
			Homes without an EPC rating	1.83%	14.50%	
		C2	Distribution of EPC ratings of new homes (those completed in the last financial year).	Homes rated A	7.25%	13.92%
			Homes rated B	92.75%	86.08%	
			Homes rated C	0%	0%	
			Homes rated D	0%	0%	
			Homes rated E or worse	0%	0%	
			Homes without an EPC rating	0%	0%	
		C3	Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?	Yes/No/No, but planning to develop one	No, but planning to develop one. Our Environmental Strategy, Asset Strategy and Strategic Business Plan set objectives to help us reach net zero by 2050. We are working on a roadmap to provide more details of how and when we will meet net zero. We have completed our roadmap for our Fleet and expect it to reach net zero by 2045. Following on from our 2024/25 EPC programme 98% of our stock has live EPC data; we have commissioned Savills to undertake an in-depth review to define the options and investment needs to reach EPC by 2030. This will directly shape our programme and will provide the granular level detail required to inform our approach.	
			Qualitative response, date			
	C4	What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?	Qualitative response	Total = 94 homes. We have completed new wall and loft insulation and installed new double-glazing windows to 19 homes at Alexandra Road. We have also completed our pilot EPC C to upgrade loft insulation and LED lighting to 75 residents homes. This project has resulted in a net gain of 442 SAP points.		

Theme #	Criteria	Criteria	Measurement Unit	Response
Climate Change	T1	C5	Scope 1 (Gas, Diesel, Petrol): Tonnes CO2 equivalent	615.6
			Scope 2 (Electricity): Tonnes CO2 equivalent	93.2
			Scope 3 (Other indirect emissions: Housing Stock, Mileage): Tonnes CO2 equivalent	29,083 (housing stock estimated from EPC data) 23.4 (mileage) We will review our scope 3 reporting for 2025/26 to bring in more incidental emissions to our footprint.
			Scope 1, 2 & 3: Total Tonnes CO2 equivalent	29,815.2
			Tonnes CO2e/property 01/04/2024-31/03/2025	29,815.2/14,286 = 2.09
		C6	How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks? How is the housing provider mitigating these risks?	Qualitative response Our major works to decarbonise properties will be compliant with PAS 2035, meaning works will be designed to minimise risks associated with overheating. Our upcoming Community Spaces Strategy review will consider ways to use our land to reduce the risks of flooding and overheating for the neighbouring properties. New homes will consider these risks as part of the planning process.
Ecology	T2	C7	Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes? If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?	Qualitative response Our EMS contains a Green Space and Biodiversity Procedure which summarises opportunities to improve our green spaces.
		C8	Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy If planning to develop one, when does the housing provider expect it to be established? [Date] Yes Our EMS contains an Environmental Incident and Pollution Procedure to manage potential pollutants as well as an Aspects and Impacts Register with a risk framework. Emissions are monitored through carbon footprinting, and any pollution incidents are reported to management through the process of annual management review. Mould is managed through our Damp, Mould and Condensation Policy.





Theme #	Criteria	Criteria	Measurement Unit	Response
Resource Management	T3	<p>C9</p> <p>Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy</p> <p>If planning to develop one, when does the housing provider expect it to be established? [Date]</p>	<p>Yes</p> <p>Our EMS contains a Sustainable Procurement and Control of Contractors Procedure, which outlines the responsibility on staff involved in procurement and contract management to ensure responsible procurement is taking place and being enforced.</p> <p>We also have a supply chain strategy, which contains objectives around environmental sustainability.</p>
		<p>C10</p> <p>Does the housing provider have a strategy for waste management incorporating building materials?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy</p> <p>If planning to develop one, when does the housing provider expect it to be established? [Date]</p>	<p>Our major works to decarbonise properties will be compliant with PAS 2035, meaning works will be designed to minimise risks associated with overheating.</p> <p>Our upcoming Community Spaces Strategy review will consider ways to use our land to reduce the risks of flooding and overheating for the neighbouring properties.</p> <p>New homes will consider these risks as part of the planning process.</p>
		<p>C11</p> <p>Does the housing provider have a strategy for water management?</p> <p>If so, how does the housing provider target and measure performance?</p>	<p>1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy</p> <p>If planning to develop one, when does the housing provider expect it to be established? [Date]</p>	<p>Yes</p> <p>Our EMS contains a Water Management Procedure outlining how we manage water.</p>

APPENDIX - SUSTAINABLE REPORTING STANDARD

Theme #	Criteria	Criteria	Measurement Unit	Response		
Affordability and Security	T4	C12 For properties that are subject to the rent regulation regime, report against one or more Affordability Metric: 1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority 2) Rent compared to the relevant Local Housing Allowance (LHA)	% of PRS rent	53.32%		
			% of LHA rent	64.71%		
		C13 Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to: <ul style="list-style-type: none"> General needs (social rent) Intermediate rent Affordable rent Supported Housing Housing for older people Low-cost home ownership Care homes Private Rented Sector Other 	Number of General Needs units	11757	% of General Needs units	80.38
			Number of Intermediate Rent units	2	% of Intermediate Rent units	0.01
			Number of Affordable Rent units	725	% of Affordable Rent units	4.96
			Number of Supported Housing units	1733	% of Supported Housing units	11.85
			Number of Low-cost Home Ownership units	409	% of Low-cost Home Ownership units	2.80
		C14 Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to: <ul style="list-style-type: none"> General needs (social rent) Intermediate rent Affordable rent Supported Housing Housing for older people Low-cost home ownership Care homes Private Rented Sector Other 	Number of Affordable Rent units	69	% of Affordable Rent units	57.50
			Number of Low-cost Home Ownership units	47	% of Low-cost Home Ownership units	39.17
			Number of Other units	4	% of Other units	3.33

Theme #	Criteria	Criteria	Measurement Unit	Response
Affordability and Security	T4	C15	How is the housing provider trying to reduce the effect of high energy costs on its residents?	<p>Qualitative response</p> <p>Our Income Recovery and Financial Inclusion Team support residents to improve their finances in a whole range of ways, all of which help them then to be able to afford their energy bills.</p> <p>This includes:</p> <ul style="list-style-type: none"> Supporting residents to maximise their income through promoting help available such as Warm Home Discount, Winter Fuel Payments and ensuring they are claiming all benefits to which they are entitled. Applying for charitable grants or discretionary housing payments to help people who are struggling financially. Helping residents with debt, including utilities debt, and can give information about schemes where utility companies must support people who are in debt with them. Our Financial Inclusion Officers are qualified to give a spread of debt advice and will encourage residents they work with to look around for the best deal for their energy. In the coming year we are providing a £150k Financial Support Fund which we are using to support people who are struggling financially, providing things like fuel vouchers or where they have heating included within their rent and the heating charges are high, providing them with supermarket vouchers to free up money to pay the heating charge. Applications for residents in low EPC properties are particularly welcomed. With last year's fund of £150k, we helped 375 customers with sums of up to £304. If appropriate, the FIOs can advise a tenant that a debt relief order maybe appropriate. This allows the tenant potentially to write off debt that they are unable to repay. In this instance, we would signpost the tenant to the CAB for support with the process. <p>Our 5-year Asset Management Strategy (2022-2027) sets out our ambitions to improve the thermal performance of our properties, which will make them more affordable to comfortably live in.</p>
		C16	How does the housing provider provide security of tenure for residents?	<p>Qualitative response</p> <p>New tenants are given an Assured Shorthold tenancy for 12 months, with the intention of granting a lifetime tenancy following this period. Tenancy sustainment is monitored and in the last year was 98.93% at 12 months and 96.67% at 24 months.</p>
	T5	C17	Describe the condition of the housing provider's portfolio, with reference to:	
Building Safety and Quality	T5	C17	% of homes for which all required gas safety checks have been carried out.	100
			% of homes for which all required fire risk assessments have been carried out.	100
			% of homes for which all required fire risk assessments have been carried out.	
			% of homes for which all required electrical safety checks have been carried out.	99.3
	C18	What % of homes meet the national housing quality standard?	% of homes	99.0
		Of those which fail, what is the housing provider doing to address these failings?	Qualitative response	The Decent Homes failures relate to current CAT 1 HHSRS concerns, with 154 CAT 1's linked to 145 properties. Of these 43 relate to complex cases where we are engaging with our customers to resolve. The remaining relate to works that are in hand, some of which we are working to reach agreement / gain access to enable the works to proceed.

Theme #	Criteria	Criteria	Measurement Unit	Response
Building Safety and Quality				<p>Following on from last year's response we have continued to make improvements following the scrutiny review in 2023/24 alongside the introduction of Awaab's Law which comes into effect October 2025.</p> <p>Improvements that are in place now are:</p> <ul style="list-style-type: none"> • Triage questions (including vulnerabilities) - to ensure we are sending the correct trade/supervisor to address the repair/inspection required. • Damp & Disrepair Coordinator - The introduction of a coordinator has been introduced into the team to keep track of all damp cases and ensure repairs are carried out in a timely manner. • Stock Condition Surveys - Stock condition surveys are to include factors that measure vulnerability to damp and mould. A process is in place for Stock Condition Surveyors to carry out damp and mould triage during their visits, with results sent directly to the Damp and Disrepair team. The process includes questions around vulnerabilities. <p>With Awaab's Law coming into effect in October 2025 social landlords will be legally obligated to investigate and address damp & mould hazards in their properties within strict timeframes to ensure homes are safe and healthy. This is a new term implied into social housing tenancy agreements.</p> <p>From October 2025: Landlords must address damp and mould hazards that pose a significant risk of harm to tenants within fixed timescales (these specific timescales are still to be fully confirmed by the government). They also must complete all emergency repairs, including those related to damp and mould or other hazards, as soon as possible and no later than 24 hours.</p> <p>In partnership with Livewell, we are exploring new smart technology to learn how we can utilise this to strengthen our strategic response to damp and mould. We now have 97 properties with AICO Homelink Environmental Sensors installed to monitor air quality in properties. These have been fitted where issues with damp and mould have been reported and where there is a health issue or vulnerability in the household. The pilot will now be evaluated with support from our academic partners at University of Plymouth to inform how we can expand the use of this technology to improve air quality in our properties.</p>
	T5	C19	How do you manage and mitigate the risk of damp and mould for your residents?	Qualitative response



Theme #	Criteria	Criteria	Measurement Unit	Response
Resident Voice	T6	C20 What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?	% of residents satisfied	83
			Qualitative response	<p>We saw a small reduction in our overall satisfaction score during 2024/25 and following analysis of the customer comments provided during the survey, we have identified the key areas of concern which we are addressing:</p> <ul style="list-style-type: none"> • Timeliness and quality of repairs • Quality of the home • Approach to complaint and ASB complaint handling. <p>The Customer Focus Committee (CFC) approved an action plan to address the underperformance in these areas; we are in the process of conducting an end-to-end review of our internal process for repairs, have re-commenced our major works programme to upgrade kitchens, bathrooms, roofs and windows to homes where these components have reached the end of life, and we have improved our complaint and ASB complaint recording, keep residents informed throughout the case handling and ensure we follow up on the promises we make when we respond to an upheld complaint. This plan is being monitored by the CFC on a quarterly basis alongside monitoring the customer perception scores.</p>
		C21 What arrangements are in place to enable residents to hold management to account for the provision of services?	Qualitative response	<p>There are two resident places on the PCH Board, and we have five places for residents as co-optees on the Customer Focus Committee which ensures that the resident voice is heard at the very top of the organisation and has a clear role in decision making about the strategic direction of the association.</p> <p>Additionally, we have our resident scrutiny group which forms part of our resident involvement function. This group selects several topics to review throughout the year. The outcome of these reviews is presented to the Customer Focus Committee who are then responsible for monitoring delivery of the recommendations from the scrutiny group.</p> <p>We also have a place on the report template to include stakeholder consultation and have introduced a new quarterly Customer Insight report to CFC and Board. PCH is a Together with Tenants Early Adopter and came in at top six social landlords awarded for excellence in resident engagement last year.</p> <p>Throughout 2023/24 we reviewed our Resident Engagement Strategy and co-produced with residents and staff a new extended Resident Engagement Strategy that meets the aspirations of PCH and our tenants and meets the requirements of the new Social Housing Act and regulatory frameworks.</p> <p>We have a wide menu of involvement and empowerment options for residents, ranging from formal mechanisms like resident-led scrutiny, to informal neighbourhood-based engagement. We have a dedicated engagement team and budget, including a free resident learning programme that ensures residents can access skills and knowledge to hold us to account, to form groups, and to build relationships of trust.</p>
	C22	In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?	Number	3
			Qualitative response	<p>We had a total of 3 determinations 2 relating to maladministration and 1 service failure. Out of these there was a total of 16 orders and recommendations. All of these to date have been acted on or are target to be acted upon within the specified timescales.</p>



Theme #	Criteria	Criteria	Measurement Unit	Response
Resident Support	T7	C23	Qualitative response	<p>Our Learn For Free resident training programme delivers a wide range of support to residents across three themes- 'get skilled, get together and get involved'. Get Skilled is sessions that enable residents to achieve qualifications like first aid and food hygiene, to improve work readiness and better run community events. Other key sessions include topics that support tenants to better manage their tenancies, including preparing for a tenancy, Maths and English, confidence building and digital skills.</p> <p>In 24/25 111 individual tenants attended Learn for Free training; satisfaction with the training was 92% (cumulative).</p> <p>We deliver a Housing with Support Service to 436 residents of our 11 sheltered housing schemes. Officers provide individualised support to older residents based on a Support Plan, with a wide range of support available to enable residents to live independently at home for longer. The service works with primary care, hospital, adult social care, adaptations, mental health services, voluntary sector and safeguarding service partners, to deliver the support to our some of our most vulnerable residents. 24/25 satisfaction surveying of all tenants show that 92% are satisfied that they feel supported to live independently in their home, and 92% feel safe in their home.</p> <p>Young Persons Homelessness Support – testing a supported route for young people under 25 to help access accommodation, providing support to care leavers and young people within the homelessness system before allocation and during their starter tenancy.</p> <p>Community Wellbeing Champion Programme empowers communities to support each other and recognises the impact involved residents can have in their community, providing a recognised qualification and access to resources, tools and supportive network to help residents play an active role supporting others.</p> <p>Community Health Improvement Programme is delivered in communities and can be tailored to cover topics chosen by local residents, helping people begin their health improvement journey for what matters to them.</p> <p>Grow Share Cook Project, in partnership with PCC, provides free locally grown vegetables, recipes and cookery workshops. The project supports our New Home New You, developed with Tamar Grow Local and our partners at PCC to ensure this supports a city-wide approach to food support activities, promoting individual resilience, food education, healthy eating and social inclusion.</p> <p>The Reconnect Project was set up with our partners at Plymouth Energy Community to provide targeted support to residents facing issues with their gas supply and improves access to energy advice, assistance with energy debt as well as access to hardship funds.</p>
		<p>What are the key support services that the housing provider offers to its residents?</p> <p>How successful are these services in improving outcomes?</p>		

Theme #	Criteria	Criteria	Measurement Unit	Response
Placemaking	T8	<p>C24</p> <p>Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.</p> <p>Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.</p>	Qualitative response	<p>We have a small team of community workers who deliver projects and support residents' projects in local neighbourhoods and deliver citywide partnership community investment projects. In 2024/25 we directly invested more than £400K in delivering community projects, and the team have successfully gained £33,800 in external grant funding and £13,890 in-kind funding that has been directly invested in our communities and neighbourhoods.</p> <p>In 2024/25 the Communities Team partnered with RIO (Real Ideas Organisation) to successfully gain Levelling Up funds that has paid for a dedicated post delivering worklessness training and support in Devonport, one of the city's most deprived neighbourhoods. This project, called Devonport Futures, supports 8 (2024/2025) participants to achieve engagement in courses and support that reduces the barriers to work and further education.</p> <p>Additionally, our contracts include Social Value, which could be a cash contribution, based on the contract value, apprenticeships, use of local labour or provision of materials.</p> <p>This year we have been celebrating the official completion of a 12-year long project to completely regenerate the North Prospect community in Plymouth.</p> <p>The transformational £130m project, the largest regeneration scheme of its kind in the South West, began in 2012 and saw the demolition of almost 800 homes in a poor condition over the following years.</p> <p>Recently completed surveys and research have recorded that total crime in North Prospect has dropped by 59% since the regeneration, while public order offences have reduced by 76%.</p> <p>The scheme has won several industry awards, including 'Best Project' and 'Best in Region' at the Royal Town Planning Institute (RTPI) Awards for Planning Excellence in the South West, and scooped the Best Regeneration Project award from the Royal Institute of Chartered Surveyors.</p>



APPENDIX - SUSTAINABLE REPORTING STANDARD

Theme #	Criteria	Criteria	Measurement Unit	Response
Structure and Governance	T9	C25	Is the housing provider registered with the national regulator of social housing?	Yes/No
		C26	What is the housing provider's most recent regulatory grading/status?	Qualitative Response
		C27	Which Code of Governance does the housing provider follow, if any?	Qualitative Response
		C28	Is the housing provider a Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Yes/No
		C29	Explain how the housing provider's board manages ESG risks.	Qualitative response
				<p>Plymouth Community Homes (PCH) categorises two types of risk which may also be considered ESG risks.</p> <p>Strategic Risks impact medium, long-term or strategic objectives or the viability of PCH. These risks are documented in the Strategic Risk Register (SRR). The SRR is updated and presented Quarterly to the Audit & Risk Committee (ARC) whom the Board has delegated responsibility for monitoring risk. However, the ARC Chair provides a quarterly update to the Board and the SRR is presented to Board Bi-Annually.</p> <p>Operational Risks are encountered in the daily course of work and may impact on objectives or lead to noncompliance with relevant laws, regulations, or standards. These risks are documented in Operational Risk Registers (ORR's) and are not typically reviewed by the Board, or sub-boards and committees. However, ESG risks will also be recorded in ORR's and may be escalated to the SRR if required.</p> <p>The Board is also provided with Ad-hoc and emerging risk reports when required and these may cover ESG risks.</p> <p>This ensures ESG risks are regularly highlighted to Board.</p>
			Are ESG risks incorporated into the housing provider's risk register?	Yes/No
Board and Trustees	T10	C30	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?	Yes/No
		C31	How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?	% of board that are women
				% of board that are BAME
			Does the housing provider consider resident voice at the board and senior management level?	% of board that have a disability
				Average age of board members (years)
				Average board tenure (years)
			Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?	% of board that are residents

Theme # Criteria Criteria			Measurement Unit	Response			
Board and Trustees	T10	C31	Qualitative response	<p>Our Chair, Valerie Lee, has signed up to the National Housing Federation's Chairs' Challenge as part of our commitment to drive and embed equality, diversity and inclusion (EDI) at board level.</p> <p>The Chairs' Challenge is a public commitment that encourages Chairs of the Board across the housing sector to understand how diverse and inclusive it currently is, and then develop a vision for the future with active steps to improve.</p> <p>The Chairs' Challenge objectives have been set for 2025/2026:</p> <ol style="list-style-type: none">Continue on a programme of Board development and continuous improvement so that the Board can role model desired behaviours and culture, including reviewing and updating the Board behaviours framework.Every Board member to have a development plan with a specific EDI objective [as last year].Review PCH mission, vision and values to encourage and support an inclusive culture.Build on staff engagement through focus groups, ensuring we bring diverse views of staff through People and Culture Committee.Create lines of enquiry to better understand the outcomes for our residents and how we might make improvements to the customer experience.			
				<table><tr><th>NHF Chair Challenge Commitment 24/2025</th><th>PCH Update</th></tr><tr><td>1. To embark on a programme of Board development and continuous improvement so that the Board can role model desired behaviours and culture.</td><td>As part of our commitment to continuous improvement, the Board embarked on a development programme in October 2024 with Diversity by Design. The Board learnt how to see difference, value it and combine it to produce high quality performance and decision making. There were 3 key themes to the session:<ul style="list-style-type: none">Importance of taking the time to understand the skills, lived experience and perspectives at the tableBeing thoughtful about how to combine these perspectives and styles in the right way to support effective decision makingHow to hone the skills to disagree well and to create a culture that is safe for disagreement not from it</td></tr><tr><td>2. Every Board member to have a development plan with a specific EDI objective.</td><td>All Board members are passionate about EDI and want PCH to be recognised as a fair and inclusive employer and landlord. All Board members have an agreed development plan including specific EDI objectives. In addition to these commitments, the Board agreed to:<ul style="list-style-type: none">Ensure Board recruitment considered broader skills, styles and approaches and to make sure that previous Board experience was not always a prerequisite for the role.To review and update the Board values and behaviours in line with our commitments at this session and to assess Board progress against these objectives and behaviours in Autumn 2025</td></tr></table>	NHF Chair Challenge Commitment 24/2025	PCH Update	1. To embark on a programme of Board development and continuous improvement so that the Board can role model desired behaviours and culture.
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Theme #	Criteria	Criteria	Measurement Unit	Response
Board and Trustees	T10	C31		<div>NHF Chair Challenge Commitment 24/2025</div> <p>3. To refresh our EDI strategy so that it better reflects our ambitions in this area.</p>
				<div>PCH Update</div> <p>Our draft EDI strategy has been guided by external insights and benchmarking and is now out for consultation with residents and staff.</p> <p>Key themes for residents focus on delivering fair and equitable outcomes based on an understanding of their needs. We have three priorities which link to residents' data, tenant influence and taking a stand against discrimination, extremism or exclusion.</p> <p>Our EDI Strategy is due to come to Board in July 2025.</p>
				<p>4. Explore ways to bring the diverse views of our staff direct to the Boardroom e.g. staff networks.</p> <p>We have an active employee EDI forum which helps to identify and implement initiatives and changes to support an inclusive and diverse workplace.</p> <p>Wider staff consultation also takes place and progress against agreed action plans reported to People & Culture Committee.</p> <p>We have also introduced 'lunch and learn' events with guest speaker to broaden our understanding of diversity. Residents are also invited to these events and we will publicise our programme of events.</p>
				<p>5. To develop insights and priority EDI action plans from our staff survey and NHF data submissions and report back on progress.</p> <p>Within our staff survey we actively ask the team to rate us on inclusivity & diversity which will allow us to benchmark progress on a quarterly basis. This is supported with a focus group who can speak to a wider group to get more granular data and pull together an action plan of key activities which can then be measured.</p> <p>We recognise both our resident data and staff data are incomplete, so we are actively running campaigns to update this.</p> <p>The Resident Engagement team has moved to a new department and work is underway to review and deliver improvements to how resident involvement is managed to make it more accessible and to involve a wider network of residents.</p> <p>We are also committed to participate in any future NHF Submissions and have become members of the NHF Regional Group.</p>

Theme #	Criteria	Criteria	Measurement Unit	Response
Board and Trustees	T10	C31		<div>NHF Chair Challenge Commitment 24/2025</div> <p>6. Deliver a customer dashboard to identify where our services, culture or behaviours should be adapted to improve equity of outcome for our residents.</p> <div>PCH Update</div> <p>We have started to create customer dashboards to better understand customer contact. Our 'Finding Our Silence' Dashboard identifies no, low, medium or high contact residents, including demographic groups. We are working to enhance the insight we can develop from our existing datasets while we make improvements to how we record customer contact.</p> <p>In assessing equitableness of outcome, we have identified that customers outside of Plymouth are considerably less satisfied than customers living in Plymouth and during Q2 we will work to understand the reasons for this and put steps in place to improve service and satisfaction in this area.</p>
		C32		
	C33		Number	4
		Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	Description of experience	<p>Emma Lovett joined the Board in July 2023 and from April 2024 is Chair of ARC; Emma is Chartered Institute of Management Accountants (ACMA) qualified and has worked as a HA Financial Controller and private Head of Financial Services.</p> <p>James Barret Miles joined the Board in March 2025 and is a member of the Audit & Risk committee. James is Institute of Chartered Accountants in England and Wales (ICAEW) qualified and has experience as a Chief Commercial and Financial Officer with particular expertise in waste and renewable energy sectors.</p>





Theme #	Criteria	Criteria	Measurement Unit	Response
Board and Trustees	T10	C34	What % of the housing provider's board are non-executive directors?	%
		C35	Has a succession plan been provided to the housing provider's board in the last 12 months?	Yes/No
		C36	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years
		C37	When was the last independently-run, board-effectiveness review?	Date
		C38	How does the housing provider handle conflicts of interest at the board?	Qualitative response
Staff Wellbeing	T11	C39	Does the housing provider pay the Real Living Wage?	Yes/No
		C40	What is the housing provider's median gender pay gap?	% gap
		C41	What is the housing provider's CEO:median-worker pay ratio?	Ratio

Theme #	Criteria	Criteria	Measurement Unit	Response
Staff Wellbeing	T11	C42	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	<p>Qualitative response</p> <p>PCH has an EDI strategy in place for 2021-26, our key commitments within this strategy are – Leadership, Awareness, Action, Getting to know you, Opportunity, Be Better together and Checking back.</p> <p>EDI training is mandatory for all employees and is outlined in a role's job profile. All staff will undertake Unconscious Bias training, thereafter staff will attend cyclical EDI Refresher training every 3 years, ensuring that they are up to date within their knowledge. Employees are also encouraged to complete additional relevant EDI training to support their job roles.</p> <p>PCH has a dedicated EDI resource to support the promotion of EDI across the business and our residents in conjunction with other departments.</p> <p>EDI awareness continues to be raised across the organisation with information and knowledge shared frequently across many platforms both internally and externally for employees and customers.</p> <p>An EDI calendar of events and key focus areas has been agreed by the organisational EDI lead and is promoted to ensure positive engagement around EDI activities.</p> <p>The Behavioural Frameworks (Employee and Board) ensure that there is clear leadership and commitment to EDI, that as an organisation, we actively promote and align EDI behaviours with the PCH values.</p> <p>All policies and procedures are aligned with the Equalities Act and National Housing Federation's Code of Governance, EDI is thread throughout all recruitment and selection processes, to ensure fairness and open opportunities for all.</p>
		C43	How does the housing provider support the physical and mental health of its staff?	<p>Qualitative response</p> <p>Our working environment and employee offer supports our employee's well-being and promotes a healthy workplace, this includes:</p> <ul style="list-style-type: none"> • Access to CareFirst (Employee Access Programme) • Use of Occupational Health • Health and Wellbeing articles & blogs on internal communications platform – Jannet • Free use of an onsite Gym • Access to 'My possible Self' a mental health and wellbeing app • Financial Wellbeing advice and guidance through online articles and webinars • Onsite NHS visits which include free annual flu jabs and over 40 health checks • Access to a Private Healthcare Provider • Opportunities to purchase additional leave through 'Holiday Trading' scheme • Access to Yoga classes at workplace • Regular employee and manager discussions which include health and wellbeing conversations • Access to discounts through Jannet • Stress Management Action plans when required with individuals. • Access to a quiet room at main office. • Access to a first aid room at main office. • Access to mental health first aiders and appropriate environment to hold these conversations. • Access to break-out areas and staff room at main office for lunch breaks. • Disability Confident Leader award and reasonable adjustments discussions as and when required, which include requirements around L&D / training. • Cycle to work scheme and Childcare vouchers where eligible. <p>All line managers have Mental Health Awareness as a minimum on their Job Profiles as mandatory training.</p>

Theme #	Criteria	Criteria	Measurement Unit	Response
Staff Wellbeing	T11	C44	How does the housing provider support the professional development of its staff?	Qualitative response

Individual development needs are captured on a role-by-role basis. We will capture training from new starter inductions, probationary meetings, our annual appraisal process, followed by a mid-year review, as well as regular 1-2-1's and job profile reviews. PCH offer opportunities to develop in varying ways which include:

Each role at PCH has a job profile which identifies mandatory training requirements. The job profile has taken into consideration Job Descriptions, Health & Safety requirements and PCH's Corporate Objectives.

The Learning & Development Team (L&D) will collate these requirements annually as part of the appraisal process and add them to the departmental Learning & Development plans.

Where individuals change role throughout the year the L&D Team will update the plans accordingly so that any appropriate training is identified.

PCH have a centralised budget held by the L&D Team. Mandatory training will be prioritised over all other training requirements.

Development training at PCH can include professional, vocational, and technical courses that lead to a recognised qualification, or extends beyond one academic year, or attracts significant course fees.

Development Training requests should be sent to L&D following agreement with individual line manager's and Heads of Service supported by the Business Partner (L&D.)

Applications will then be reviewed by the Head of People and Culture and the HR Business Partner (L&D.) Applications will either approve or declined.

Development training funding options:

There will be potential for opportunities to support staff in their development, and this is open to all permanent staff, whether full-time, part-time, or job share, except for individuals in their probationary period.

PCH will operate a system of sponsorship of up to £3,500, and training opportunities will be assessed based on the following:

- How the development training will benefit the individual and PCH, and there is a clear link to identify how the individual will apply this in their current role.
- The ability to utilise this in a specialist role, where PCH may have a skills shortage.
- Where this is a first qualification being offered.

Loan agreements

Where sponsorship is not viable based on the above criteria, individuals may be offered financial support via the interest free loan agreement, up to £3,000 for a first approved qualification. The loan will be paid directly to the training provider and then deducted monthly from an individual's salary.

Theme #	Criteria	Criteria	Measurement Unit	Response
Supply Chain	T12	C45 How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?	Qualitative response	<p>Social value is a weighted and scored element within the qualitative evaluation criteria of tender processes. Winning tenderers are expected to commit to delivering the social value aspects included in their tender returns and progress is monitored and recorded.</p> <p>We are a proud signatory to the City of Plymouth's Charter. It is important to PCH that the successful tenders create opportunity for PCH to evidence tangible delivery against the below 5 Action Areas of the Charter in regard to social value:</p> <ol style="list-style-type: none"> 1. Spend - Buy locally and to benefit our city 2. Upskill - Support everyone to develop their skills, helping them access great jobs and live fulfilling lives 3. Employ - Provide fair, flexible work opportunities that enable everyone to thrive. 4. Community - Support community activities to improve quality of life 5. Environment - Have a positive impact on the environment, for present and future generations.
		C46 How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?	Qualitative response	<p>Tender evaluated criteria will include environmental aspects including responsible sourcing, renewable materials as well as ensuring suppliers have a carbon reduction plan in place and are able to demonstrate that they are making progress against the milestones and activity detailed within their plan.</p> <p>Plymouth Charter – Detailed in C45</p>



Plymouth Community Homes

Plumer House, Tailyour Road, Crownhill, Plymouth PL6 5DH

We are Plymouth's largest social housing landlord with over 16,000 properties providing homes to over 35,000 people in Plymouth and the surrounding areas.



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