



CONSOLIDATED FINANCIAL STATEMENTS

YEAR END MARCH 2025

25



“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.

STRATEGIC BUSINESS PLAN

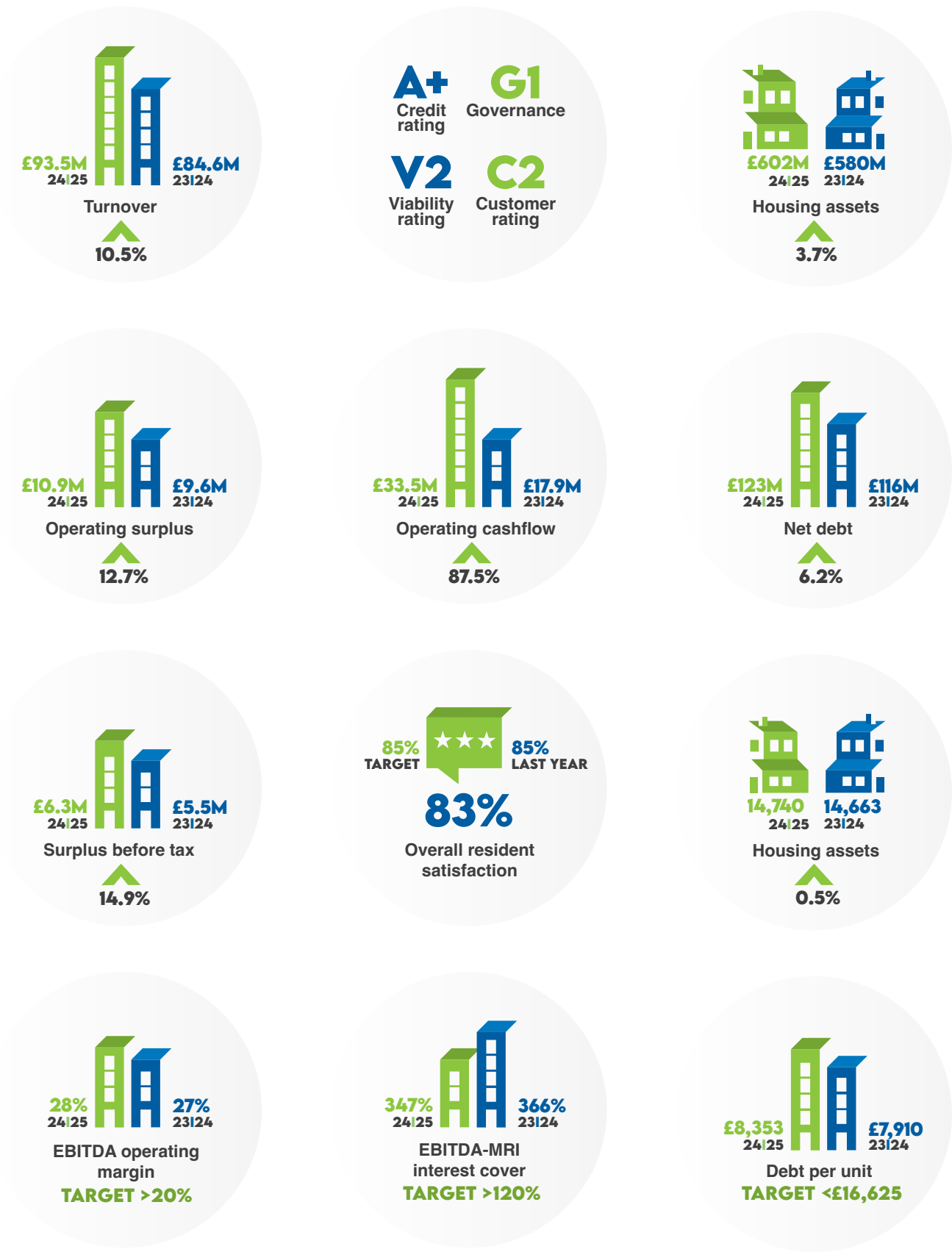


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THE YEAR AT A GLANCE



VALUE FOR MONEY AT A GLANCE

BUSINESS HEALTH	DEVELOPMENT (CAPACITY & SUPPLY)	OUTCOMES DELIVERED	EFFECTIVE ASSET MANAGEMENT	OPERATING EFFICIENCIES
<div>  </div> <div>Operating margin</div> <div>10.72%</div> <div>★</div>	<div>  </div> <div>Homes developed</div> <div>116</div>	<div>  </div> <div>Customer satisfaction with services</div> <div>83%</div>	<div>  </div> <div>Return on capital employed</div> <div>1.70%</div> <div>★</div>	<div>  </div> <div>Headline social housing cost per unit</div> <div>£4,294</div> <div>★</div>
<div>  </div> <div>Operating margin (social lettings)</div> <div>11.51%</div> <div>★</div>	<div>  </div> <div>Homes developed as % of homes owned</div> <div>0.79%</div> <div>★</div>	<div>  </div> <div>Reinvestment</div> <div>6.25%</div> <div>★</div>	<div>  </div> <div>Occupancy rate</div> <div>99.77%</div>	<div>  </div> <div>Rent collected as % of rent due</div> <div>101.60%</div>
<div>  </div> <div>Group EBITDA-MRI interest cover</div> <div>346.86%</div> <div>★</div>	<div>  </div> <div>Group gearing</div> <div>20.46%</div> <div>★</div>	<div>  </div> <div>£ invested in communities</div> <div>£850K</div>	<div>  </div> <div>% emergency repairs completed within published time frames</div> <div>93.7%</div>	<div>  </div> <div>Overheads per unit</div> <div>£1,010</div>

KEY: 1st quartile 2nd quartile 3rd quartile 4th quartile Not benchmarked ★ RSH VFM indicators



INTRODUCTION BY THE CHIEF EXECUTIVE

I write this introduction with the housing sector very much on the cusp of change following the positive news in June of the Government's Spending Review, bringing confirmation of the funding needed to build more affordable homes across the country.

This is something we at Plymouth Community Homes are fully committed to supporting, especially in the local context of ambitious growth plans for the City of Plymouth as a result of increased defence spending.

It is an exciting time with the Chancellor's announcement of a £39billion Affordable Homes Programme (AHP) – a cash boost of almost double the previous AHP investment, amounting to nearly £4bn a year for the next 10 years, which is much needed if we are able to meet the challenges which lie ahead in delivering on the Government's ambitions for 1.5 million new homes with a priority on social rent

This comes alongside the certainty social housing landlords like PCH have long called for on future financial capability, with an extension to the rent increase settlement from 5 to 10 years at the Consumer Price Index (CPI) + 1% from 2026, enabling providers like PCH to borrow and invest in more new and existing homes, improving environmental standards and combating fuel poverty.

The Government has announced plans for over £4.4bn of investment locally into Plymouth's docks and naval bases, creating over 5,000 jobs over the next 10 years and requiring more homes for people to work locally. PCH is already playing its part, working very positively in close partnership with Plymouth City Council on its growth plans, agreed with Homes England, to deliver 10,000 more homes for the city. And we have revised and expanded our development objectives accordingly, with an ambitious new Growth Strategy outlining our plans to build more social housing to meet local need, providing 1,500 new homes across Devon and Cornwall over the next 5 years – 1,000 of these within Plymouth. ►

Realising these ambitions was going to be an especial challenge as we work within a sector at a major crossroads, juggling the need to fund existing commitments alongside delivering new supply, particularly with key changes to legislation upcoming – including Awaab’s Law tackling damp and mould from October 2025, Decent Homes MII with a stronger Housing Health and Safety Rating System (HHSRS), the Employment Rights Bill with day one rights and enhanced protection, alongside the Renters Bill and welfare reform.

The Spending Review offers reassurance we can move forward with certainty on funding to enable new development as well as to meet decarbonisation targets, alongside meeting the challenges new regulation poses, particularly for ongoing investment in our stock and necessary regeneration of our estates to meet more robust requirements.

This news arrives at a particularly good moment for PCH as it follows what has been a year of consolidation and preparation as we put clear plans in place to both meet these challenges, and to expand our ambitions to provide more social housing for the region.

During 2024/2025, we built on our achievements and successes and worked to drive forward our 5-year Strategic Business Plan, formulating specific objectives to prioritise service delivery which ensure positive outcomes for residents.

We were proud to maintain our position as an especially affordable social landlord that focuses on charging social rents. Whilst our social rents are the 4th lowest in the country we anticipate they will increase in future years in line with government policy.

The year saw PCH retain its A+ credit rating with following a rigorous assessment by S&P Global – an especially significant achievement for any business. We also retained our V2 rating for financial viability and our G1 rating for governance, making sure PCH remains a highly attractive option for investment as well as a well-regarded social housing provider nationally.

We have just completed our first full inspection by the Regulator of Social Housing against both financial regulations and the Government’s new Consumer Standards, designed to

better hold social landlords to account and ensure they deliver quality, affordable housing and services for residents. We were pleased to have received our results from the RSH confirming our V2 and G1 ratings and a C2 grading, which shows we are broadly meeting the Consumer Standards, but recognises the areas we know need improvement, which we are already addressing.

In the meantime, we have received our second set of Tenant Satisfaction Measures (TSMs), 22 measures introduced last year which monitor and report on performance and customer perception metrics to provide a rounded view of how we are performing as a social housing landlord.

Our TSM results for 2024/2025 again show PCH ranks within the top 25% of all housing landlords in England for overall customer satisfaction, with our new score confirmed as being 83% (a small drop on last year’s 85%, which remains our target) and we also saw continued strong performance in repairs, with 85% of residents satisfied with their repair service.

We’re happy to have moved ahead from 40% to 47% for resident satisfaction with our approach to complaint handling – largely as the result of targeted work to ensure better recording of complaints and improved communication.

There was a slight improvement from 60% to 61% satisfaction for our approach to ASB complaint handling, again as we improve our recording of reports and ensure we deal appropriately with complaints. These remain a key priority to continue to improve for our residents.

And it was especially rewarding to see that 87% of our residents believe we treat them fairly and with respect, while 85% of residents believe we keep them informed about the things that matter to them.

These are metrics the Consumer Standards inspection will have robustly examined – and objectives we are committing to delivering, supported this last year by the introduction of new Service Standards which residents will be able to use to know exactly what they can expect from us as their landlord, and to hold us to account should we fall short, so we can make improvements where we need to.

“We were proud to maintain our position as an especially affordable social landlord with social rents which are the 4th lowest in the country.”



2024/2025 was also a year of achievement for PCH as an organisation, crowned by the official completion of our major regeneration of North Prospect, a five-phase, 12-year £130m project transforming an entire community of Plymouth.

Delivered in partnership with Plymouth City Council and Homes England and three national house builders, this was the largest regeneration scheme of its kind for the South West with 1,100 new energy efficient homes created and lives changed, leading to dramatic outcomes for local people.

Studies commissioned by Homes England on the impact of the regen found it led to a reduction in crime of 59% locally between 2011 and 2023, educational attainment improvements with 12% fewer pupils falling below Key Stage 1 benchmarks, and unemployment in the area down 3.6% from 2011 to 2021, outperforming local and national averages, whilst we were delighted to see 92.8% resident satisfaction with the scheme, particularly that 92% of residents now feel safe in their neighbourhood.

We marked this pivotal achievement with a major celebration event held in September – and we have since been honoured with numerous awards, including Best Project and Best in Region at the Royal Town Planning Institute (RTPI) awards, going forward to the national finals.

Overall, our development work did not deliver as many new homes as we wanted – we invested £32m on building new homes (£43m last year) and delivered 116 new homes, about 80 less than originally planned and a reduction on the 219 delivered in 2023/24.

But we are looking ahead and gearing up for a much larger development programme in line with our priority to grow our housing stock of 14,740 managed homes by at least 10% over the next five years.

An expansion of our in-house development team has completed after the Board agreed to expand our development area to Devon & Cornwall, and we have cemented our formal partnership agreement with Plymouth City Council confirming our commitment to deliver 1,000 new homes for local people by 2029 – 691 of them for social rent.

We are placing ourselves in conversation with Homes England and PCC on supporting the agreed 10,000 new homes objective for the city, and are bidding for funding to support affordable homes provision at agreed development schemes

such as our £33.5m Bath Street scheme in the heart of Plymouth City Centre to create 136 new affordable homes, whilst work is due to start in autumn 2025 on site in Southway where we secured planning permission to create a £28m development of 125 affordable homes.

We are also supporting PCC on inner city development schemes and are very well positioned to play our part in the ambitious growth plans for Plymouth.



“Overall, our financial performance remained strong – turnover increased by 10.5% to £93.5m, and housing assets rose by 3.7% to £602m.”

Regeneration has been a key theme for PCH in 2024/2025 with two major regeneration schemes announced – initially in spring 2024 when we made public our intentions to rebuild a sheltered housing complex at Brake Farm creating 73 modern, accessible homes in a purpose-built scheme to future-proof older peoples' housing provision in this area of the city.

Then in autumn 2024, we announced plans to regenerate Marlborough House, a 14-storey tall building in the Devonport area of Plymouth, investing over £30m in redeveloping this block to create more sustainable, energy-efficient homes fit for

the future. Residents have already begun to move out of the 121 flats to new homes, many with PCH, and plans are being commissioned for a replacement building, with work expected to start from 2027.

Sales from our shared ownership programme managed through the SO Living brand saw a record number of 77 SO homes sold (34 in 2023/24), generating sales of £6.9m (£3.6m last year), with a surplus of £1.1m (£409K previously) and a margin of 15.36%.

In March 2025, we announced an agreement between Plymouth Community Homes Regeneration Ltd (PCHR), a subsidiary of PCH, and its joint venture partner Halsall Homes Ltd, for PCHR to sell its interests in a site at Silver Hill in Tamerton Foliot, Plymouth. Work on site had stalled following Halsall Construction going into administration in May 2024 so PCHR and Halsall Homes took legal advice to agree on a way forward to enable the development to complete. PCH remains involved as the estate management company.

Alongside our development workstreams, our reported repairs have stabilised and a bigger investment made to address any reported damp and mould. Some major works programmes have moved into the new financial year and we are now on the next investment cycle for our homes, with 60% of our major works programme already in contract, and in a financially strong position to drive forward widespread refurbishments to benefit residents.

The acceleration of our stock condition survey (SCS) programme, ensuring 80% of our homes have a SCS by July 2025, has helped to inform and refresh our 30 year plan with a significant increase in investment to ensure our homes remain safe, warm and a great place to live. This is especially vital given that 59% of our stock is between 51 and 75 years old, and that we need to make improvements in line with increased Government regulation such as Decent Homes Standard MII.

During the last year, we invested £6m on improving and enhancing our stock (£4.5m in 2024/2025), funding £15m of general repairs (£12m last year) and spending £4.9m on a planned maintenance programme including minor works (£3.5m last year).

£2.2m of planned maintenance and external decoration was carried out to 1,900 homes while a further £2.1m was invested on 190 new roofs.



In repairs, continued pressures have been well managed, particularly around increased demand for damp and mould works, which remains a strong area of focus. We are investing in both our repairs spend and on support mechanisms to manage works, including a new dynamic scheduling system which will link to resident-facing digital self service tools like the resident portal, eventually enabling residents to book and manage their own repair appointments.

During 2024/2025, we once again ensured 88% of repairs were delivered on time – which totalled 74,000 jobs – and 93% of damp and mould inspections were completed within the 14-day response time target, or within a 7-day target where residents had known vulnerabilities.

Overall, our financial performance remained strong – turnover increased by 10.5% to £93.5m, and housing assets rose by 3.7% to £602m.

Our operating surplus increased by 12.7% to £10.9m as we furthered value for money initiatives, and our operating margin on an EBITDA basis remained very healthy at 27% - the same as in 2024/25, and well above our target of 20%.

Net debt remained low at £123m (£116m in 2023/24) and our debt per home was £8,318 (up from £7,930 last year) as we continued to invest in our homes.

Our rent arrears reduced further to 1.13% (1.23% last year) with ongoing effective income management work to help our residents.

We continue to have very low gearing, this year at 20.39% (19.99% in 2024/2025), and our credit position remains very strong – our EBITDA-MRI interest cover was 364%, continuing last year's strong position of 366%, while our operating margin stayed similar to last year's 10.50% with a position of 10.72%.

As we move forward, we are focused on delivering a significantly increased investment in our homes with ambitious major revenue and major capital plans for 2025-2035, seeing £307m invested in our homes over the next 10 years.

Our priorities are also being refreshed, with objectives to support further growth. We're focused on becoming one of the top performing social housing landlords for customer satisfaction in England, as well as ensuring we have the lowest cost homes, the best communities to live in, and increasing the number of our homes in the region.

We also have ambitions to develop our 637-strong workforce, moving the organisation from 'good' to 'great', and becoming an employer of choice.

We're investing in our workforce and have created new roles, including a new Executive Director for Place to take forward our development plans, as well as recruiting a new Executive Director for Homes and Communities, Michelle Dawson, this last year, alongside an organisational restructure.

My ambition as Chief Executive for 2025/26 is to harness and set free the talent in our organisation to empower at every level and ignite the potential we have to help us further improve services to support our residents.

Our focus for the year ahead will be on delivering further improvements to how we manage complaints and ASB reports, and addressing the repairs end to end service to ensure an efficient, effective service for residents.

All of which demonstrates our ongoing focus on supporting residents and communities, something we intend to focus on further during the year ahead as we refine and shape our vision to ensure we are delivering truly impactful change that makes lives better.



HIGHLIGHTS OF THE YEAR ENDING MARCH 2025



Customer and Community

- We achieved an overall customer satisfaction score of 85% in the Tenant Satisfaction Measures, which puts us amongst the top 25% performing housing associations in England.
- We launched our new Service Standards setting out what residents can expect from us.
- We invested £850,000 in our communities, and made grants totalling £82,678 to local resident groups, organisations and individuals to support their own community development work.
- Our Financial Support Fund helped 375 residents in hardship need with emergency grants of £88,259.
- Our Financial Inclusion Officers helped 289 residents to claim additional benefits they were entitled to totalling £559,532.07.
- We carried out 28 resident consultations and received 4,296 responses from residents to help shape our decision-making.
- We ran 58 learning courses for residents, across 36 subjects, teaching 111 residents new skills and abilities.
- We carried out 87 community engagement projects and collaborated with 43 community partners.
- We partnered with the Real Ideas Organisation, Devon Chamber of Commerce and the National Trust to launch Devonport Futures, attracting £234,000 into the project from the UK Shared Prosperity Fund to help people in the area build their skills and boost their employment prospects.
- We supported more than 1,500 residents through initiatives run as part of our Health and Housing Project managed in partnership with Livewell Southwest to boost health outcomes for local people.
- We sponsored Plymouth Pride as a Pride Community Champion, demonstrating our commitment to the LGBTQIA+ community.
- We raised more than £7,000 for our Charity of the Year, Luna's Fund, and donated £1,000 to five local good causes at Christmas 2024.



Homes and Spaces

- We celebrated the completion of North Prospect, a five-phase, 12-year, £130million regeneration of a Plymouth community which was the largest regen project of its kind for the South West, delivering 1,100 new energy-efficient homes.
- We purchased land in Sherford through a £32.3m development to deliver 117 new affordable homes for local people, with 75 being made available for social rent and 42 for shared ownership purchase.
- We also secured homes at new developments in Bodmin, Ivybridge, Salcombe, Lifton and within Plymouth to help us make more affordable homes available for social rent and shared ownership purpose for people in housing need.
- We announced ambitious £30m plans to redevelop one of our tall buildings, Marlborough House, and furthered work to redevelop our Brake Farm sheltered housing complex which will future-proof housing for older people in the north of Plymouth.
- We completed 8,268 stock condition surveys on PCH homes to help us understand the condition of our housing stock and know what future improvements are needed.
- We completed 74,000 repairs with 88% delivered on time, whilst 93% of damp and mould inspections were conducted within 14 days.
- We installed smart technology sensors in 97 PCH homes through a pilot project aiming to improve how we manage issues of damp and mould.



Planet and Places

- We improved energy efficiency in our existing homes increasing the number of homes with an EPC C+ energy rating to 73.4% (from 72.70% in 2023/2024)
- We carried out EPC surveys on 1,528 of our homes.
- We ensured 7% of our new build homes achieved an EPC A-rating, whilst 93% achieved a B-rating.
- We invested £2.1m on installing 190 new roofs to help make homes more energy efficient.
- We maintained solar panels on more than 2,300 PCH homes – 16% of our total stock - helping tenants access 5,050MWh of free electricity during daylight hours.
- 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.
- We furthered work on our sustainability objective to convert 25% of our vehicle fleet to green transportation by 2028, achieving 7.4% through acquiring five new electric vans, as well as replacing older vans with hybrid vehicles.
- We installed more electric charging points at our offices.
- We partnered with Plymouth and South Devon Community Forest to plant 51 new trees across nine of our estates.
- We diverted 98.4% of our waste from landfill - 1,118 tonnes – through recycling and energy reuse.
- We rolled out energy saving efficiencies at our head offices, Plumer House, including lowering heating settings, cutting gas use, and commissioning a net zero plan for the future.



Efficiency and Effectiveness

- We retained our A+ credit rating with a positive outlook and our G1 rating for excellent governance.
- We secured £25m in funding through Venn partners to develop 200 new homes in Plymouth and the surrounding areas as part of the Affordable Homes Guarantee Scheme.
- We spent £75.5million with suppliers, with 51% of orders placed locally in Plymouth and 20% in nearby postcode areas.
- Our Social Value Fund awarded 15 grants totalling £11,400 and supported a community event.
- We launched a Design and Innovation Forum to look at emerging technologies and how they can help us improve services for residents.
- We retained our Customer Service Excellence accreditation for the fourth year running.
- We reviewed our Complaints Policy and Procedure in line with the Ombudsman's new Complaints Handling Code and published our first self-assessment.
- We reduced our rent arrears to 1.13% from 1.23% the previous year.

OUR STRATEGY

Our 2023-2028 Strategic Business Plan sets out our mission to provide a high quality affordable home for everyone.



Our vision is to provide homes and communities where people want to live, and this is our guiding principle in everything we do.

The vision is supported by clear priorities which fall into the following four themes:

- **Customer and community**
- **Homes and spaces**
- **Planet and places**
- **Efficiency and effectiveness**

During the past year, we identified our top five priorities to focus on over the next two years to March 2026, these are:

Know and listen to customers

What do customers think about our services, how do they use them and what are their aspirations for their home and neighbourhood.

Deliver outstanding services for residents

Enable tenants to access our services in a way that best meets their needs. Publish clear service standards about what we do and when and use insight from customer surveys and feedback to drive improvements.

Maintain our homes and buildings

Enhance our stock condition data and introduce a new asset grading model to drive our capital investment programme.

Grow our stock by at least 10%

Create operating capacity and renew our development and acquisition strategy so we can meet this target contributing to the growth aspirations for Plymouth.

Value our people

Be an employer of choice in Plymouth and develop our teams so that they have the skills required to deliver our ambitions.



OUR VALUES



We deliver all of this by valuing our people and living our core values which are to:

- Listen
- Care
- Respect
- Do the Right Thing

Running alongside our Strategic Business Plan is our behaviour framework which sets out how we go about our business and how our people are expected to conduct themselves. This sets the scene for the culture of our organisation and we're all about being the best we can be by:

- Working Together
- Being Customer Focussed
- Looking for Improvements
- Inspiring and Leading



BUSINESS REVIEW





LEGAL AND ADMINISTRATIVE DETAILS

Registered Office:

Plumer House, Tailyour Road,
Plymouth, PL6 5DH

Legal Status: Plymouth Community Homes Ltd is registered under the Co-operative and Community Benefit Societies Act 2014 on the Mutual Register held by the Financial Conduct Authority (registration 30637R). The Association is registered with the Regulator of Social Housing (registration L4543).

At the time of signing these financial statements Plymouth Community Homes Ltd has two wholly owned subsidiaries:

- Plymouth Community Homes Regeneration Company Ltd (PCHR), company number 7272688
- Plymouth Community Homes Energy Ltd (PCHE), company number 8028170.

Both subsidiaries are incorporated under the Companies Act 2006.

The reported Group operating surplus of £10.9m is £1.2m (12.7%) higher than in 2023/24. After allowing for the increase in turnover of £8.9m (10.5%) and costs overall of £7.7m (10.2%).

Turnover increased mainly due to a social rent increase of 7.7% as well as a near doubling in Shared Ownership sales.

Social Housing lettings changes included Dwelling rents which overall were £5.8m higher. Service Charge income was unchanged. Due to a reduction in rechargeable energy costs, which offset other inflationary increases to services.

	2024/25 £m	Movement %
Turnover	93.5	10.5%
Reported operating surplus	10.9	12.7%
Reported surplus before tax	6.3	14.9%
Net cash inflow from operating activities	32.3	81.0%
Housing assets	601.7	3.7%
Net debt	123.1	6.2%

Other Social Housing Income changes included Shared Ownership sales which were £6.9m (2023/24: £3.6m) reflecting continued popularity and demand. Garage and Commercial rents combined were £4.4m, £0.3m higher than the previous year due to the annual rent increase, offset slightly by a higher number of void garages.

Other Non-Social Housing Income changes included Leaseholder income which was £0.4m lower as fewer completed block refurbishment works and other communal repairs were undertaken compared with last year. Open Market sales were £0.3m lower as the Joint Venture (JV) with Halsall Homes ceased trading so there were no sales.

Following the decision to regenerate Marlborough House the remaining £1.1m grant funding has been released to the income statement to offset against associated accelerated depreciation resulting in a £nil net impact. The building has been scheduled for demolition and rebuilding over the next 5 years.



The cost increase of £7.7m included £4.6m related to Social Housing lettings. Comprising, management costs £1.1m higher partly due to higher insurance premiums, D&IT investment and environmental services costs not rechargeable to tenants. Repairs were £1.3m higher mainly due to increases in damp and mould remediations. Major repairs revenue costs were £0.7m higher due to fire safety works and general improvements. Inflationary pressures for pay costs, materials and use of subcontractors is included within the above figures.

Depreciation was £1.9m higher due to completed developments and component asset depreciation commencing.

Non-Social Housing costs are £0.2m higher mainly due to a work in progress write down in the JV offset by lower leaseholder works recharged.

The increased expenditure was partially offset by various savings initiatives £1.3m and £0.8m gains on sale of properties not developed for outright sale.

At the year-end cash holdings were £20.9m (2023/24: £8.7m). Cash holdings were higher in March 2025 due to draw down of funds in readiness to meet the development scheme targets during 2025/26.

The fixed asset value has increased by 3.7% (2023/24: 5%) driven by development scheme completions and major repairs programme delivery during the year.

The financial strategy aims based on the Group financial position are to have an EBITDA operating margin above 20%, EBITDA – MRI interest cover above 120% and debt per unit below £16,625. All targets were outperformed in the year.

GROUP FINANCIAL STRATEGY MEASURES	2024/25 Result	2023/24 Result	2022/23 Result	2024-26 Target
EBITDA Operating Margin	28%	27%	23%	>20%
EBITDA – MRI Interest Cover (Adjusted)	373%	366%	212%	>120%
Debt Per Unit	£8,353	£7,910	£6,466	<£16,625

The Management Teams and Board use a variety of management information and financial and non-financial key performance indicators, which are spread through the report, to assist with the effective oversight and management of the Group’s activities.



OUR APPROACH TO VALUE FOR MONEY

Central to delivering our business strategy is value for money.

This means using our money and other resources on the right things, at the right cost and at the right time so we get the right outcome.

Our Value for Money Strategy sets out the principles for how we will achieve value for money in the delivery of our strategic objectives. It is based on the following actions:



How we assess Value for Money

Achieving value for money is a key driver of the way we do business; it is considered as part of decision making and ensuring that we deliver the right outcome at the right cost is embedded throughout our organisation.

We regularly measure our performance against targets and objectives to ensure that we stay on track in line with the service standards agreed with residents and maintain solid cost control in delivering those services.

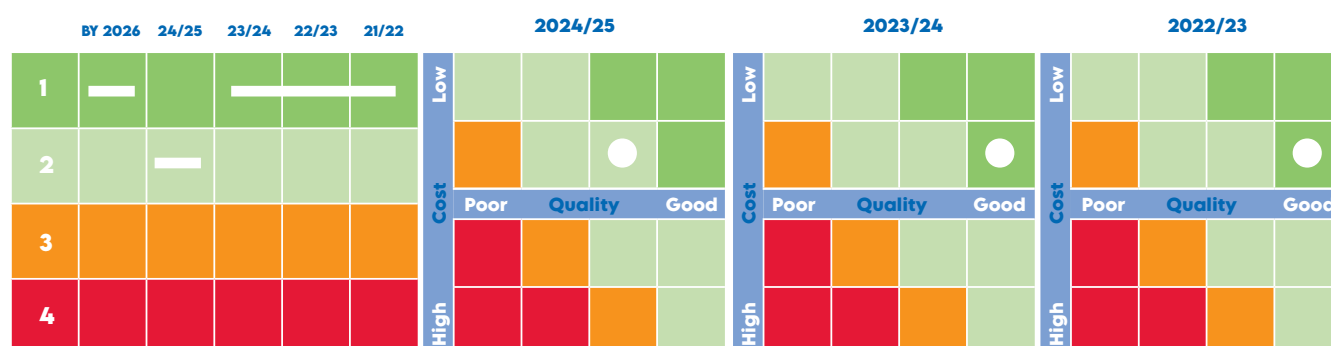
It is important to understand how we are performing compared to other landlords, and this is one of our drivers for performance improvement. We participate in HouseMark and Sector Scorecard benchmarking annually, and we also

use the Regulator's Global Accounts of Registered Providers as an additional source of performance comparison. Our main source of benchmarking is from HouseMark, using a peer group all English Registered Providers.

OVERALL VALUE FOR MONEY SCORE

We believe that our overall value for money score is medium cost and medium quality. This is evidenced through our strong financial capacity to build more homes; however, our operational performance has fallen slightly during the year. Whilst we are in the top quartile for overall tenant satisfaction, we want to drive out inefficient processes and streamline service delivery in repairs. There continues to be a high volume of remedies by the Housing Ombudsman who continue to encourage residents

to raise complaints. PCH complaints in 2024/25 increased by 22% compared to 2023/24 but remained significantly lower than the sector trend. Most complaints relate to repairs or anti-social behaviour issues and a targeted action plan to address underperformance has been developed that will transform how we deliver repairs and our ability to prevent anti-social behaviour, which we expect to reduce the volume of complaints.



Regulatory Metrics

	2025/26 Target	2024/25	2023/24	Global Accounts Quartile
Operating margin	8.6%	10.72%	10.50%	4th
Operating margin (social housing lettings)	5.83%	11.51%	10.65%	4th
EBITDA-MRI interest cover	120%	347%	366%	1st
New supply (homes developed) - social housing	1.36%	0.79%	1.49%	3rd
New supply (homes developed) - non-social housing	0.00%	0.00%	0.01%	-
Gearing	26.24%	20.46%	19.99%	1st
Reinvestment %	5.98%	6.25%	7.43%	3rd
Headline social housing cost per home	£4,872	£4,294	£3,967	1st
Return on capital employed (ROCE)	1.28%	1.70%	1.56%	4th

The metrics show that we have a strong balance sheet with low debt and high assets resulting in very low gearing when compared with the sector. We have borrowed more but asset values have not yet increased, due to developments still in the pipeline.

Operating margin, interest cover and social housing cost per home have all improved. During 2024/25 social housing lettings income increased by £5.9m (8.1%) whilst equivalent

costs only increased by just £4.6m (7.0%). This was partly due to delays suffered on the major works revenue programme. Within this there continues to be cost pressures in repairs as we tackle instances of damp and mould and use of external subcontractors to deal with backlogs. Income from service charges remained broadly in line with the prior year.

More detailed commentary is given on the metrics in appropriate sections of the main body of the report.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

We are a social business and exist for the benefit of our residents and communities to provide high quality homes and spaces where people want to live.

We hold the highest possible grading for governance from the Regulator of Social Housing, and we have a strong track record for high tenant satisfaction and engagement. Our carbon footprint has increased 4.3% during 2024/25, primarily due to a 4.5% increase in fuel consumption. Fuel for our vehicle fleet makes up over 60% of our total footprint. Additional factors include an 8.4% increase in gas consumption in our commercial building and a 3.8% increase in staff mileage. Collectively these categories make up over 87% of our emissions.

We increased the number of energy performance certificates (EPCs) at C grading or above by a small amount during the year which is from a combination of new build handovers and new EPC surveys. Additionally, we completed insulation and window upgrades to 19 homes and upgraded loft insulation and LED lighting to 75 homes, resulting in a net gain of 442 SAP points.

Almost all of our waste was diverted from landfill during the year apart from a small amount of residual general waste and asbestos which could not be recovered. In addition to having environmentally sound waste management, we also recover good quality items from vacated properties where the previous tenant has left these behind and pass these onto tenants who need furniture, white goods, and other household items to help them with managing their home.

We are leading a cold and damp taskforce as a joint initiative between PCH and Plymouth's Public Health department to develop ways to reduce fuel poverty and support residents affected by damp and mould in their homes. In partnership with Livewell we are installing environmental sensors in some of our homes to proactively detect high moisture levels and humidity and monitor the impact on residents' health and wellbeing.

Our financial inclusion and income management teams provide support to residents with budgeting, benefit claims and other activities to help their tenancy. We have a £150k Financial Support Fund to support people who are struggling financially. Last year we supported 375 people with sums up to £304 each.

We invested £850k in our communities (2023/24: £761k) which enabled a whole host of projects that supported tenants in their homes and communities. We offered learn for free training courses, with employment skills proving the most popular. We

offered Digital and IT sessions to help residents get online, which also supported our digital inclusion work as part of our partnership with Livewell SW to help people to access services online.

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 employment. £234k has been awarded by the UK Shared Prosperity Fund to deliver learning and work experience to residents in Devonport. 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 full Environment, Social and Governance report is available on the Plymouth Community Homes website.

Environmental	2024/25	2023/24
Organisational carbon footprint (tonnes Co2e)	732.2t	702t
Waste diverted from landfill	98.5%	99%
Energy Performance Certificate	73.4% (C)	72.4% (C)
Social		
Organisational carbon footprint (tonnes Co2e)	732.2t	702t
Waste diverted from landfill	98.5%	99%
Satisfaction with overall service from their landlord	83%	85%
Governance		
Governance grading	G1	G1
Financial viability grading	V2	V2
Customer grading	C2	-
Investor In people	Gold	Gold

FINANCIAL AND OPERATIONAL PERFORMANCE





GROUP STATEMENT OF COMPREHENSIVE INCOME

5 Year Comparison

Group	2024/25 £'000	2023/24 £'000	2022/23 £'000	2021/22 £'000	2020/21 £'000
Turnover	93,455	84,563	77,842	74,672	73,525
Costs	(83,437)	(75,686)	(72,756)	(67,121)	(61,567)
Gain / (Loss) on disposal of properties not developed for outright sale	843	764	757	982	288
Operating surplus	10,861	9,641	5,843	8,533	12,246
Surplus / (Deficit) on sales of fixed assets	81	17	18	(18)	(132)
Net interest payable	(4,758)	(3,484)	(4,619)	(4,509)	(4,521)
Change in value of investment property	90	(712)	(471)	(394)	(26)
Surplus / (Deficit) for the year before Tax	6,275	5,462	771	3,612	7,567
Tax	(43)	(94)	(5)	122	(41)
Surplus / (Deficit) for the year after Tax	6,232	5,368	766	3,734	7,526
Actuarial gain / (loss) on pension scheme	127	(9,657)	41,832	15,156	(17,547)
Total Surplus / (Deficit) after actuarial adjustments	6,359	(4,289)	42,598	18,890	(10,021)





GROUP STATEMENT OF FINANCIAL POSITION

5 Year Comparison

Group	2024/25 £'000	2023/24 £'000	2022/23 £'000	2021/22 £'000	2020/21 £'000
Fixed assets - housing	601,698	580,172	551,621	547,047	534,091
Fixed assets - other	34,369	34,456	34,779	35,735	36,000
Total fixed assets	636,067	614,628	586,400	582,782	570,091
Net amount receivable after more than one year	-	-	8,591	534	1,081
Cash	20,926	8,716	28,411	11,465	17,077
Other current assets	9,947	13,675	11,386	16,940	11,465
Current liabilities	(22,271)	(16,718)	(18,071)	(15,189)	(19,277)
Net current assets	8,602	5,673	21,726	13,216	9,265
Housing loans	(142,554)	(124,693)	(121,784)	(112,898)	(111,121)
Grant funding	(57,108)	(56,338)	(51,607)	(51,263)	(43,184)
Pension liability	(859)	(1,481)	(1,247)	(32,892)	(45,547)
Total creditors falling due > 1 year	(200,521)	(182,512)	(174,638)	(197,053)	(199,852)
Net assets / Reserves	444,148	437,789	442,079	399,479	380,585

TURNOVER

Group Turnover for the year ended 31 March 2025 increased by 10.5%

- **Social housing lettings income increased to £78.5m (2023/24: £72.5m), driven by:**
 - Rental income increased by 8.9% to £70.7m (2023/24: £64.9m)
 - A 7.7% rent increase was applied to most homes in line with government guidance
 - Our social rents continue to be amongst the lowest in England and this presents us with a challenge. We believe that charging below-market rents provides a social dividend because it helps those on low incomes have a good quality, secure home at around 50% of the average market rent in the city.
 - Shared Ownership rents increased by £0.3m due to higher volume of sales
 - Increased rental income from c.70 new build homes handed over and let at affordable rent
- **Social Housing lettings share of turnover reduced to 84% (2023/24: 86%) mainly because of:**
 - no increase to service charges income (2023/24: £0.6m increase) due to lower energy costs with credit adjustments applied to the lookback period and lower forward estimates wholly offsetting any service charge increases because of general inflation and other increases
 - Shared Ownership sales £3.3m increase in 'Other Social Housing Income' (see below)
- **Other social housing income increased to £9.7m (2023/24: £6.1m), driven by:**
 - Increased shared ownership sales of £6.9m (2023/24: £3.6m) as they continue to be a popular and in demand. The average first tranche sale percentage was 36% (2023/24: 43%) following the government reduction to the amount eligible to be requested by first time buyers. The return on sales increased to 14.5% (2023/24: 11.5%). The increase was primarily due to the completion of only 12 loss making sales at North Prospect during the year and a higher volume of 65 sales from higher margin S106 schemes.
 - Garage and Commercial lets increased to £4.4m (2023/24 £4.1m) partly due to 7.7% increase in garage rents
 - Non-Social Housing income reduced to £5.2m (2023/24: £5.8m)
 - Open Market sales JV with Halsall Homes ceased so there were no sales in the Joint venture (2023/24: £0.3m sales)
 - Leaseholder recharges were lower £1.7m (2023/24: £2.1m) this was due to lower level of major works recharges as fewer block refurbishments were completed to a point where costs could be recharged.

Group	2024/25 £'000	2023/24 £'000
Turnover	93,455	84,563
Percentage of income from social housing lettings	84%	86%
Increase/(decrease) in turnover	10.5%	8.60%



TURNOVER

(Rents)

The tables below show the PCH general needs average social rent (including service charges) per month compared to other social landlords, the private sector in Plymouth and national general needs social rent averages.

Number of bedrooms	PCH social rent 2024/25	Plymouth private rent 2024/25
One	£378	£652
Two	£427	£820
Three	£449	£986
Four	£495	£1,403
Five	£582	-

*The ONS private rental market statistics only include rents for 4+ bedrooms.

Our rents continue to be lower than those charged by other providers both locally and nationally. Plymouth Community Homes is the largest social landlord in the Plymouth area, with almost 61% of the social housing in the city.

Social and affordable rents increased by 7.7% from April 2024 in line with Government guidance. Our rents remain some of the lowest of any provider in England.

Positively the Chancellor's spending review in June 2025 confirmed a 10-year rent settlement for annual increases at CPI+1%. We cannot apply phased rental convergence up to formula rent plus 5% tolerance for current tenants. However, the Chancellor also confirmed the Government's intention to consult on how to implement a return to rent convergence to allow this to happen.

Number of bedrooms	PCH social rent 2023/24	PCH social rent 2023/24 (Excluding PCH)	National social rent 2023/24	Local housing allowance maximum 2023/24
One	£353	£379	£447	£549
Two	£398	£429	£494	£673
Three	£417	£462	£526	£798
Four	£460	£525	£619	£972
Five	£540	£542	£688	£972

VALUE FOR MONEY INDICATORS

Income management

Rent collection has been strong, with just 1.13% of rent outstanding from current tenants at the end of the year, which is an improved position compared to the previous year (2023/24: 1.28%). This is despite the continued pressure on cost of living due to high inflation and the continued roll out of Universal Credit which are adversely impacting tenants' financial circumstances. During 2024/25 PCH ring fenced a £150,000 Hardship Support Fund for tenants to access if a sudden bill or circumstance could affect their ability to pay the rent. This scheme supported 375 tenants (2023/24: 539 tenants) to access £88,259 (2023/24: £132,000) of funding and we further supported 289 tenants to claim £560,000 (2023/24: £470,000) in additional benefits which they were entitled to.

The average number of days to relet a routine void and rent lost due to voids have both reduced over the past 12 months and continue to benchmark well. Void turnaround times are broadly in line with 2023/24 and remained higher than the target set at pre-pandemic levels. Further reductions are anticipated over the coming year as part of the drive to reduce the frequency of long-term voids.

Income Management	2025/26 target	2024/25 target	Benchmark quartile	2024/25	2023/24	2022/23
Rent collected as a % of rent due	100.00%	100.00%	1st	101.60%	100.53%	100.32%
Current tenant rent arrears as % annual debit	2.00%	2.00%	1st	1.13%	1.28%	1.48%
Occupancy rates	99.20%	99.20%	-	99.77%	99.73%	99.68%
Average number of day store let routine voids	20.00	20.00	2nd	27.23	27.90	36.59
Rent lost during the year due to voids as %	0.60%	0.60%	1st	0.54%	0.54%	0.60%



SHARED OWNERSHIP

Shared ownership sales were £6.9m (2023/24: £3.6m) giving a surplus of £1.1m (2023/24: £0.4m)

During the year 77 (2023/24: 34) properties were sold. The return on sale increased to 15.4% (2023/24: 11.5%). The increase was predominantly due to more homes being made available to sell, continued high market prices and a lower proportion of loss-making properties sold from the North Prospect Regeneration Scheme compared with 2023/24. North Prospect properties only accounted for 15.6% of total sales completions

during the year. Development schemes in Cornwall contributed 37 (48%) of total sales during the year. We anticipate similar volumes in 25/26 but at potentially lower equity shares due to the minimum share purchase now being set at 10%. The average equity share for 2024/25 of 36% (2023/24) was consistent with the initial scheme appraisal and budget for the properties sold during the year.

Shared ownership	2024/25 £'000	2023/24 £'000	2022/23 £'000
Sales	6,853	3,564	3,211
Cost of Sales	(5,801)	(3,154)	(2,461)
Surplus	1,053	410	750
Return	15.4%	11.5%	23.4%

SUBSIDIARY ACTIVITY

Year to 31 March 2025	Turnover		(Costs) / Credits		Profit / (Loss)	
	2024/25 £'000	2023/24 £'000	2024/25 £'000	2023/24 £'000	2024/25 £'000	2023/24 £'000
PCH Energy	1,188	1,248	(1,100)	(1,003)	88	245
PCH Regeneration	8,522	7,043	(9,200)	(7,033)	(678)	10

The income and costs from PCH Energy and PCH Regeneration are consolidated into the PCH Group results.

All turnover and costs of PCH Regeneration arise from intergroup transactions and are therefore eliminated on consolidation into the PCH Group results. Turnover for the year was £8.5m, (2024: £7.0m), total net costs £9.2m (2024: £7.0m) with a loss before tax of £0.7m (2024: profit of £10k). The loss during the year is due to the £1.2m write off development in progress relating to the cessation of the joint venture with Halsall Homes following the construction company going into administration. Excluding this one off write off the company would have made a profit before tax of £0.5m.

PCH Energy reported a profit before tax of £88k (2023/24: £245k). The fall in turnover and uplift in costs both came from a roof replacement programme being undertaken by the parent company.

PCH Energy made a gift aid payment to PCH Limited amounting to £58,000 during 2024/25 (2023/24: £nil). No further gift aid declaration was made for the year ending 31 March 2025 by PCH Energy. PCH Regeneration declared no gift aid payments for the year ending March 2025.

COST OF SALES

Total cost of Sales increased by £3.0m mainly driven by £2.7m costs associated with the increased volume of shared ownership sales. External cost of sales was £0.3m higher mainly due to costs of ending the Joint Venture with Halsall Homes. External sales costs also include the contract for management and maintenance of the PV panels and monitoring equipment for PCH Energy.

Shared Ownership	2024/25 £'000	2023/24 £'000	2022/23 £'000
Shared Ownership	(5,801)	(3,154)	(2,461)
External Sales	(1,508)	(1,173)	(1,824)
Total Cost of Sales	(7,308)	(4,327)	(4,285)

OPERATING COSTS

Operating costs increased by £4.8m (6.7%) to £76.1m in 2024/25 from £71.4m in 2023/24

The continued adverse impact of the cost of living challenges and relatively high rate of inflation throughout most of 2024/25 caused both pay and prices for goods and services to be high.

The largest elements of the increase in operating costs relate to; Management

£14.1m (2023/24: £13.0m) mainly due to £0.5m (32%) increase in insurance and £0.4m increase in Digital & IT; Responsive Repairs was £18.8m (2023/24: £17.5m) mainly due to damp/mould costs of £1.9m (2023/24: £1.2m) and higher general responsive repairs £9.8m (2023/24: £9.7m); The level of major works spend was higher at £9.1m (2023/24: £8.4m) due to £0.2m additional fire safety works and £0.5m due to lower transfer of leaseholder rechargeable major works to non-social housing costs; Bad Debts additional provision was higher at £0.6m (2023/24: £0.2m) due to additional former tenant debts.

Service Costs were lower at £5.7m (2023/24: £6.8m) mainly due to £1.4m lower electricity costs due to continued reductions in worldwide prices since the peak in 2022. Utility costs will be continually monitored to ensure we retain best value for both our corporate building and contracts for services passed onto residents.

The Regulator for Social Housing reported for the year ending March 2024 that the median headline social housing cost per home (HSHC) increased by 12% to £5,136, primarily reflecting increased expenditure on the existing housing stock that in turn have been adversely impacted by inflationary pressures relating to wages, utility and insurance costs. Our headline social housing cost per home in 2024/25 was £4,294, which is significantly lower than the median sector metric.

Our aim is to continue to invest in digital technologies and services to further innovate and to transform/drive service and efficiency improvements. The Digital & IT Strategy is driving a move to cloud based/hosted services which will shift the balance of investment from capital to revenue costs. This involves the continued modernisation and transformation of core IT systems and processes becoming ever increasingly digital and paperless. We remain confident that the investments in Digital & IT will continue to deliver the expected operational benefits and modernise the delivery of services to our residents, with capital investment of £1.2m and £4.7m revenue expenditure budgeted in 2025/26.

The new stock condition survey and drive to decarbonise will continue to inform our decision making and investment plans going forward. We will aim to make use of available grants where practical and operationally advantageous, although the capacity and availability of contractors to deliver the decarbonisation agenda is a key challenge.

The Board approved a competitive pay award in April 2025 reflecting an acknowledgement of the estimated rate of inflation, market trends, taking into the additional cost of employer's national insurance as well as an appreciation of staffs continued hard work and to aid recruitment and retention.

GROUP	2024/25 £'000	2023/24 £'000	2022/23 £'000
Costs	76,128	71,359	68,471
Increase/ (decrease)	4,769	2,888	5,073



VALUE FOR MONEY INDICATORS

Operating efficiencies

The increase in the Headline Social Housing Cost per unit is as expected due to the increase of £1.5m in capitalised major repairs, the additional costs of damp and mould remedial works and a 32% increase in insurance premiums.

The management cost per unit has seen an increase to £957 (2023/24: £886), due to an increase in Digital & IT expenditure from moving more data onto cloud-based services as per the D&IT strategy. Successful recruitment into hard to fill roles which has improved colleague wellbeing and there was also a 32% increase in insurance costs. Nevertheless, it remained below the budgeted target for the year.

Repair maintenance costs per unit increased slightly in 2024/25 due to damp/mould remedial work and Co2 detector replacements. General responsive and Void repairs were broadly the same compared with last year. The percentage of emergency and non-emergency repairs completed in time was broadly in line with 2023/24.

Overheads as a percentage of adjusted turnover increased by 0.34% to 14.26% from last year reflecting the impact of various changes to turnover and business support running costs. Turnover was higher due to the 7.7% rent increase, new rents from new build handovers and near doubling in Shared Ownership sales from

£3.5m to £6.8m. As highlighted above costs are higher, predominantly because we continue to spend comparatively more on Digital & IT each year to transform delivery of front-line services, as well as insurance costs being 35% higher and permanently filling vacancies in HR, Finance and Procurement. The small increase above the target reflects tight cost management. This indicator continues to be influenced by our low rents; we estimate that if PCH rents were at similar levels to other housing associations in Plymouth, our overhead costs as a percentage of turnover would be closer to 12%.

Group Operating efficiencies	2024/25 target	Benchmark quartile	2024/25	2023/24	2022/23
Headline social housing cost per unit	£4,753	1st	£4,294	£3,967	£4,310
Management cost per unit	£1,109	2nd	£957	£886	£801
Maintenance cost per unit	£1,297	3rd	£1,274	£1,196	£1,151
Major repairs cost per unit	£1,638	2nd	£1,363	£1,199	£1,528
Service charge cost per unit	£455	2nd	£386	£466	£483
Other social housing cost per unit	£254	3rd	£314	£221	£348
% Non-emergency repairs completed within published time frames	99%	3rd	80.7%	80.8%	-
% Emergency repairs completed within published time frames	100%	3rd	93.7%	93.4%	97.5%
Average number of days sickness per fte	8.00	3rd	10.23	8.90	8.25
Overheads per unit (£)	£997	2nd	£1,010	£904	£795

VALUE FOR MONEY INDICATORS

Outcomes delivered

Costs are only one aspect of looking at value for money and we place a strong emphasis on quality and customer satisfaction.

Outcomes delivered	2025/26 target	2024/25 target	Benchmark quartile	2024/25	2023/24	2022/23
Customer satisfaction with services (STAR)	85.00%	85.00%	1st	83.00%	85.00%	85.59%
% Residents satisfied with the repairs service (transactional)	95.00%	95.00%	-	96.49%	96.28%	96.54%
Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	99.00%	99.00%	3rd	80.65%	80.75%	-
Proportion of residents who report that they are satisfied that their landlord listens to views and acts upon them	85.00%	85.00%	1st	73.00%	75.00%	-
% Residents satisfied with the handling of their anti- social behaviour complaint	95.00%	95.00%	1st	97.91%	98.87%	98.4%
% Homes with a valid gas safety check	100.00%	100.00%	3rd	99.99%	99.97%	99.95%
% Reinvestment in new and existing stock	6.0%	7.3%	3rd	6.2%	7.4%	3.3%
£S invested in communities £'000's	£969	£904	-	£850	£761	£812

Overall resident satisfaction with PCH as a landlord has declined slightly to 83% (2023/24: 85%). Over the next two years increasing this satisfaction is a priority for us with a key focus on Improving satisfaction on Repairs as follows:

- (i) We are targeting an Increase in the Proportion of Emergency and non-emergency responsive repairs which are completed within the landlord's target timescale by improving performance for this metric to be in the top quartile for the Social Housing Sector in England within the next two years. Our performance in this area is currently below the sector average to improve this measure a repairs improvement plan is being implemented over the next two years. This includes reviewing systems and processes with the objective of improving our customer experience for residents, while reducing costs of delivery.

We continued to invest significantly into community development spending £850,000 (2023/24: £761,000). Given the challenges our communities face we are continually looking at ways to support and develop thriving communities by continuing to consult our residents on our community support offer and be able to be agile to deliver based on feedback.

The target for reinvestment in new and existing stock reflects our plans to continue to develop new homes and our major repairs programme. Our investment for 2024/25 shows a substantial increase from 2023/24, in line with our plan.



VALUE FOR MONEY INDICATORS

Operating margin

The operating surplus for the year increased to £10m (2023/24: £9.6m).

This is primarily due to the 7.7% rent increase and higher return on shared ownership sales and rents from these sales together with lower service costs. This was partially offset by increased management, responsive and major repairs, property depreciation, bad debts and cessation of the Joint Venture with Halsall Homes resulting in no open market sales in the year and write off the outstanding work in progress.

The operating margin (operating surplus as a percentage of turnover) increased to 10.7% (2023/24: 10.5%) due to the factors above and proportionately lower increases in interest costs. The EBITDA operating surplus was £26.0m (2023/24: £22.9m), resulting in an EBITDA operating margin of 28% (2023/24: 27%) which exceeded our strategic target of 20%.

The operating margin remains low predominantly because of our low rents and high depreciation charges of over £14.4m (2023/24: 13.5m) which are an adjusting factor for the EBITDA margin. The operating margin from social housing is low for similar reasons.

There would be a financial benefit if there were a change to Government policy which would allow us to converge rents to the levels that other housing associations charge in Plymouth, however the consultation issued in December 2024 did not propose this change. However, a further consultation on convergence will take place within the next year and the ten-year rent settlement of CPI+1% will allow us to invest in building new homes and investing in more energy efficient measures, which should reduce energy bills for our residents. A final decision on convergence is expected in due course.

Operating Margin	2025/26 target	2024/25 target	2024/25	2023/24	2022/23
Operating surplus, exc sales of fixed assets £'000's	7,977	7,381	10,018	9,641	5,843
Operating Margin	8.6%	8.0%	10.7%	10.5%	6.5%
Operating Margin (Social Housing Lettings)	5.83%	5.4%	11.5%	10.7%	4.3%
Operating Margin (EBITDA)	>20%	>20%	28%	27%	23%

Sale of properties not developed for outright sale

There was a net gain on sale of properties not developed for outright sale, mainly right to buy, right to acquire and shared ownership staircasing sales of £843k, (2023/24: £761k).

Other fixed asset sales

There was a gain on other fixed asset sales of £81k mainly related to disposal of fleet vehicles (2023/24: £17k gain).

VALUE FOR MONEY INDICATORS

Interest cover

Interest cover remained broadly in line with the prior year representing robust financial performance reflecting the low gearing of the Association and the effectiveness of debt management - giving some of the strongest interest cover results in the sector.

Outcomes delivered	Target	Benchmark quartile	2024/25	2023/24	2022/23
EBITDA Interest Cover	>165%	-	438%	438%	362%
Interest Cover (EBITDA MRI) Group	>120%	1st	347%	366%	212%
Interest Cover (EBITDA MRI) Association	>120%	1st	356%	342%	195%

Group Cash Flow

The cash generated from operating activities in 2024/25 increased by £15.6m (87.5%) to £33.5m. This is due to a combination of an increase of surplus, favourable movements in working capital and net interest payable less than offset by increased depreciation charges. Additions to housing properties of £31.6m were £10.4m lower than previous year.

Interest payable and similar charges

Interest payable and similar charges were £5.2m (2023/24: £4.1m). Total interest comprises: interest, non- utilisation fees, arrangement fees and other relevant costs associated with a refinance exercise, amortisation of previous arrangement fees, relevant legal and professional charges, pension interest expense and are net of interest capitalised to development schemes in the year.

Loans increased to £143m at the end of the year from an opening level of £125m. The average level of borrowings during the year was £142.8m (2023/24: £125m).



HOUSING PROPERTIES

We developed and retained 116 new homes during the year, of which 69 are for rent and 47 shared ownership.

We disposed of 41 social housing homes (35 Right-to-Buy, 3 Right-to-Acquire and 3 sundry sale), there was also 2 shared ownership properties that fully staircased. This resulted in a net gain after costs of sales, write out of assets and payment of 50% share of net Right to Buy receipts to Plymouth City Council, of £843k (2023/24: £764k).

Strategic asset management is a core element of our business. We have over 14,000 homes let at Social or Affordable rent which are our main focus, but we also have over 175 shops, over 2,280 properties with solar panels, over 3,000 garage and parking spaces and we own a large office building.

Our current asset management strategy is to ensure we maintain the decent homes standard and modernise our blocks of flats, improve energy performance certificates and manage fire safety requirements.





BUSINESS ASSETS

We own our headquarters building. We also purchase our fleet of vehicles and Digital & IT (“D&IT”) equipment outright.

We rent two small industrial units, one of which is used for our materials stores and the other is a PCH recycling centre used by our Environmental Services team.

The main business asset is the headquarters building, Plumer House. PCH occupies part of the building and to make best use of the asset, the remaining space is leased to other organisations. During the year we generated a surplus of £422k (2023/24: £317k), including service charges, for leasing this space.

The majority of the PCH workforce continues to operate in a hybrid way providing the capacity and capability to work at home, office or remote/satellite locations. This provides an agile workforce and improves operational and service delivery efficiencies and effectiveness.

We continue to invest in D&IT hardware to provide ‘fit for purpose’, secure and protected devices flexible to the various needs of differing roles, responsibilities and service delivery.

In addition, we continue to make progress in moving from conventional data centre/ on-premise applications to cloud hosted solutions further improving the anytime, any access capability and significantly improving our resilience (business continuity/ disaster recovery posture).

These changes continue to influence our asset base and our traditional capital investment and shift to revenue based costs (licensing/as a service).

A flexible, hybrid and remote workforce presents opportunities to further leverage income from our ‘real estate’ – i.e. letting of office space.

We continue to invest in security and protection to ensure we are as resilient as we can be to known and emerging threats and risks.

We continue to invest in digital workflows to decrease the number of paper-based manual processes and to improve operational efficiency and to provide an improved customer/resident experience and service.

We are also investing in the provision of self-serve opportunities for our residents and staff supporting the business strategy of ‘digital by design, access by choice’.

We invest to maintain the D&IT Infrastructure to ensure it is fit for purpose, within vendor/supplier support and to meet compliance and industry standards.



SOCIAL-COMMERCIAL ASSETS

These are our shops, community spaces and solar panels. They are used to bring income into PCH which is then used to deliver services for residents and build more homes. Our shops aren't just there to bring us an income - many of them are home to vital community services such as post offices and grocery stores.

At The Beacon Community Hub in North Prospect we have commercial lettings, including offices, a library and grocery store. In addition, The Beacon also has a café which is open 5 days a week and

space for community activities, increasing footfall to the area and creating a place for social interaction.

We have previously invested £9.9m in installing solar panels (owned by PCH Energy) to some of our homes which over their lifecycle have a positive net present value and bring in a financial return through feed in tariffs. Residents can use the electricity generated free of charge whilst also reduce their household costs and carbon footprint. There are currently no plans for further investment though this is kept under review.

“Our shops aren't just there to bring us an income - many of them are home to vital community services”



STRATEGIC ASSET MANAGEMENT

In our 5-year Asset Management Strategy (2022-2027), our investment strategy focuses on delivering safe, warm and affordable homes.

Planned Programme (Revenue): Properties that meet the 2030 EPC SAP C standard and only require repairs and maintenance works to keep them in good condition, such as cyclical decoration and external maintenance.

Planned Programme (Capital): Delivering homes that meet the Decent Homes Standard 2 and ensuring all of our homes meet EPC SAP C by 2030.

We have a five-year programme to deliver component replacement of roofs, heating, electrical rewire, windows, doors, kitchens and bathrooms. These will also be considered in conjunction with energy performance requirements. Dwelling roof renewals especially will focus on properties that require minimal works to enhance energy performance to meet the 2030 target, enabling us to maximise roof insulation and consider other minor measures referenced above.

These programmes will work together to ensure PCH continue to provide good quality homes with modern facilities that are secure and maintained in good repair.

In terms of assessing our property performance, we have accelerated our stock condition survey programme and are in the process of developing a new asset grading model that consolidates data and intelligence to aid understanding of assets in terms of financial, social and market performance.

Where properties are identified as poorly performing, we will undertake options appraisals, considering remodelling, redevelopment, repurposing or, in exceptional cases, disposal. This work underpins several actions arising from the Asset Management Strategy and will support the ongoing development of a prioritised programme of capital investment.

In 2025/26, we have established a clear Asset Strategy and Delivery Service plan which sets out ambitious objectives. These include working with local partners including the University, health and PCC to develop a new PCH Homes standard, increasing our staff numbers and developing in-house skills and experience and a refreshed Decarbonisation Strategy.

VALUE FOR MONEY INDICATORS

Effective asset management

ROCE remains low which is to be expected for a housing association focused on the provision of social and affordable housing. This has been further impacted in 2024/25 by continued cost pressures. As reported in the section on turnover, we regard our low rents as providing a social dividend with social rents and service charges on average at close to 51% of market rents and affordable rents at 80% of market rents.

As the ROCE is a calculation of the operating surplus divided by the asset value it is self-evident that as a provider of social housing with low rents the return will be very low. The size of the development programme and the focus on affordable rents will only marginally add rental income and proportionately add more to asset costs and so will not increase the ROCE.

Effective asset management	2025/26 target	2024/25 target	Benchmark quartile	2024/25	2023/24	2022/23
Return on capital employed (ROCE)	1.28%	1.06%	4th	1.70%	1.56%	0.95%
Operating surplus including gain on sale of fixed assets - £m	8.0	7.4	-	10.9	9.7	5.9
Total assets less current liabilities £m	657	656	-	645	620	617

VALUE FOR MONEY INDICATORS

Development (capacity)

Although ROCE is low we remain a very low-g geared association, given our relatively low level of debt to asset values. This gives assurance that we have capacity to take on more debt to support our planned development and investment programme.

All measure of loans to assets are below the target for the year reflecting the delays in delivery of new homes and thereby reducing debt requirements.

The Board approved a Business Plan with an assumption of developing 300 homes a year for retention.

Our net debt per unit at £8,619 is considerably lower than our most restrictive gearing covenant and very low for the sector.

Development (capacity)	2025/26 target	2024/25 target	Benchmark quartile	2024/25	2023/24	2022/23
Gearing	26.24%	21%	1st	20.5%	20%	17%
Net Debt Per Home Exc Shared Ownership	<£16,625	<£16,625	1st	£8,619	£8,136	£6,604
Net Debt Per Home Inc Shared Ownership	<£16,625	<£16,625	1st	£8,353	£7,910	£6,451



VALUE FOR MONEY INDICATORS

Development (supply)

	2024/25 target	Benchmark quartile	2024/25	2023/24	2022/23
New Supply Delivered (Social Housing)	181	-	116	219	109
New Supply Delivered as % of Homes Owned (Social Housing)	0.99	3rd	0.79%	1.49%	0.75%
New Supply Delivered Number of Non-Social Housing Homes	13	-	-	2	12
New Supply Delivered % of Stock Non-Social Housing Homes	-	4th	-	0.01%	0.07%

During 2024/25 we took handover of 116 new homes: 69 social rent/ affordable rent and 47 shared ownership.

The regeneration of the North Prospect estate was a promise on transfer. The project completed in late 2024 having delivered 1,103 new build homes, of which 668 were for affordable housing, the impressive community facility known as The Beacon which contains a library, shops, business offices and community meeting space. The regeneration is the subject of an independent research sponsored by Homes England, Plymouth City Council and PCH. The report will be published in 2025/26, and early data confirms the major improvements in social outcomes the regeneration has created. During 2024/25 we delivered more homes within the Plymouth travel- to-work area, and we have contractual commitments and handovers of homes across Plymouth, Southwest Devon and Southeast Cornwall. New homes delivered as a % of homes owned (social housing) of 0.79% for 2024/25 was below the target of 1.49% resulting in the 3rd benchmark quartile

due to project delays driven by slower than expected delivery of s106 homes. Performance is expected to improve during 2025/26 with funding in place to increase development output to 300 homes. During 2025/26 we aim start on site on two major Plymouth sites deliver 206 units including the complexed centre scheme at Bath Street, which is strategically important to the City of Plymouth by significantly regenerating the local area and hopefully will be the catalyst for further regeneration within the city centre. It is hoped PCH will continue to be a lead partner for housing regeneration projects within the city. Outside of Plymouth new affordable homes have been entered into contract to commence on site during 2025/26 further cementing our relationships with Cornwall, Exeter, Teignbridge, Torbay and South Hams Local Authorities. We look forward to continuing to work in partnerships with these local authorities and any reorganised authority as a result of the English Devolution White Paper (published 16th December 2024).

Building new social housing requires a financial subsidy to make it viable. The funding for our current build programmes consists of a mixture of government grants from Homes England, subsidy from Plymouth City Council, internal cost savings made, and a very limited number of disposals of existing homes which are either unpopular with residents, have very high maintenance costs, or both.

The Government has announced a £39bn funding programme for new affordable homes over the next 10 years and coupled with our own financial capacity we can undertake a more ambitious development programme although obtaining land for development remains the main challenge. We are discussing the renewal of the memorandum of understanding agreement with Plymouth City Council of a further 4-year period which will support our ambitions in concentrating our development activity in Plymouth. Having largely committed the current 2020-25 programme, the Board in July 2024 approved our new Growth Strategy which aims to secure 1500 new affordable homes by 2029.

CAPITAL STRUCTURE AND TREASURY POLICY

Capital structure

At 31 March 2025, drawn funds were £144m from facilities of £229.25m. All drawn funds were on a fixed term basis, therefore the fixed rate to variable rate ratio being 100% fixed. Undrawn facilities of £85m are in respect of £45m Revolving Credit Facility (RCF) provided by NatWest, expiring 2028, and a £40m RCF provided by Barclays, expiring 2026. These facilities provide the flexibility we require for the large costs of our development and major works programmes.

Drawn fixed debt relates to a £30m fixed rate loan with NatWest which expires in 2030, £29.25m of European Investment Bank funding sourced through The Housing Finance Corporation (THFC), £25m funding from Saltaire and £60m in three £20m Private Placements (PPs) initially sourced through Barings as an investor agent.

All borrowing agreements give us the flexibility to obtain additional funding without requiring the consent of existing lenders.

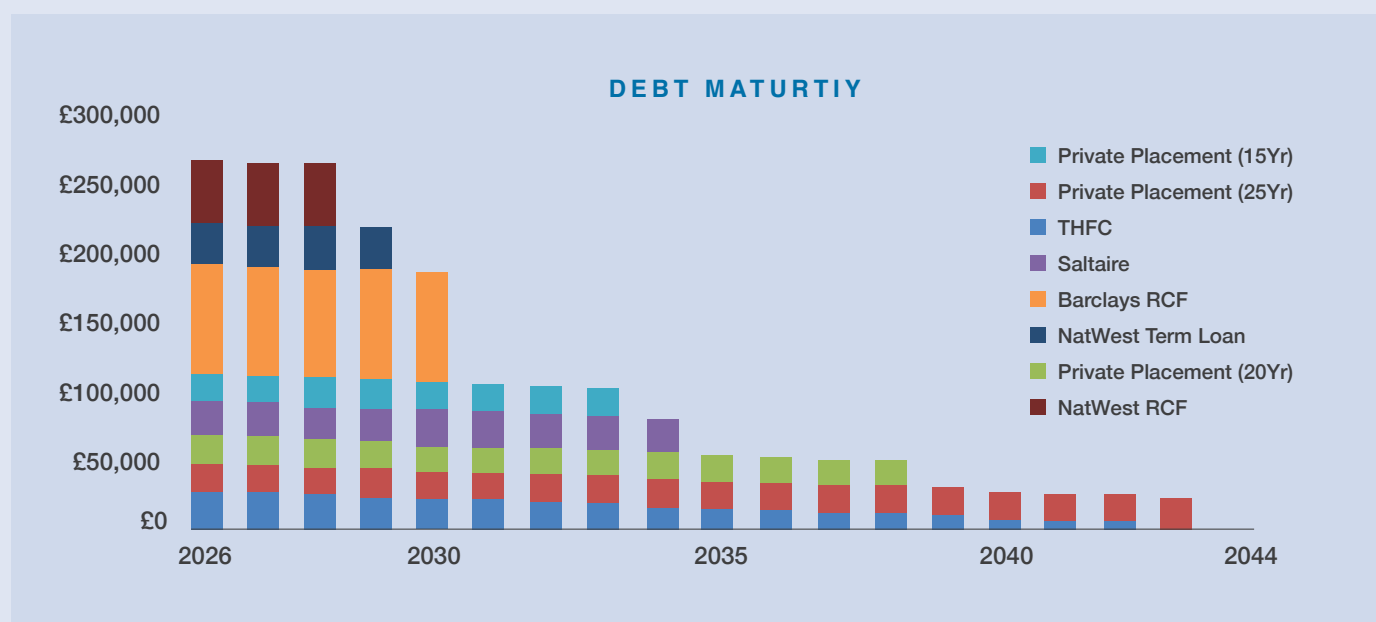
This is a suitable funding structure to support our expansion and to which we expect to add as we continue to build new homes and improve existing homes. The following chart shows the expiry profile of these facilities.

Repayment profile of current facilities

The period quoted for each private placement is its original term; RBS and Barclays are shown at full facility amounts rather than amounts drawn.

The maturity profile of the current capital structure spreads out the future refinancing risk; being the requirement to replace expiring funding with new funding. The existing main facilities end at well-spaced intervals. The THFC loan is fully drawn and has a fixed repayment schedule as shown by the annual decreasing level of loan. The portfolio has an average maturity life of c7.7 years across all maturities. Barclays RCF completed renewal and restatement in June 2025 with an increase to the facility of £40m, bringing the total RCF facility to £80m, with a 5-year initial tenure. The chart below reports the additional facilities.

MATURITY OF EXISTING FACILITIES



A key measure of our ability to support these loans is the level of security of the housing stock that either is or can be put in charge to secure them. The facilities as at 31 March 2025 of £229.25m are fully secured and there are a further 5,907 homes available for charging giving confidence in the organisation's ability to raise

future funding. This capacity is reflected in the low gearing and low level of debt per home.

The Group has relatively low operating margins, however because debt multiples of turnover and revenue cash generation are both low there remains a strong ability to meet additional costs of debt.

	Target	Benchmark quartile	2024/25	2023/24	2022/23
Net debt / turnover	1.4	1st	1.3	1.2	1.2
Gross debt per home	-	1st	£9,786	£8,525	£8,428
Net debt per home exc shared ownership	<£16,625	1st	£8,619	£7,228	£6,619
Net debt per home inc shared ownership	<£16,625	1st	£8,353	£7,027	£6,466
Gearing	21%	1st	20%	20%	17%

The valuations are at Existing Use Value – Social Housing (EUV-SH) Basis 1 which assumes that the properties will be re-let as social housing upon void, with the exception of Saltire which achieved an MVT valuation.

Periodically properties in charge are required to be revalued under the terms of their funding agreements. Savills, were appointed to revalue the properties held in charge with one of our funders.

	Valuation Date	Homes in Charge	Valuation (£m)	Facility (£m)	Drawn (£m)
NatWest Group	08/23	2,249	84	75	30
THFC	11/24	1,671	59	29	29
Barclays	07/23	1,741	65	40	-
Barings / Great West	06/22	2,830	98	60	60
AraVenn	07/24	342	37	25	25
Subtotal - allocated		8,833	343	229	144
Unallocated		5,907	129	-	-
Total		14,740	472	229	144
Gross debt per unit	£9,786				

TREASURY MANAGEMENT

Golden rules

PCH operates a centralised treasury management function. Its primary duties are to manage liquidity, funding, investment and financial risk including that from interest rate volatility.

Treasury policies are approved by the PCH Board with the latest addition to the Policy being the Board-approved golden rules to provide a risk management framework for planning and performance.

Area	Rule	At 31st March 2025
Cash on Hand	Cash will be held on overnight or on one month deposit equal to the following 3 months committed net cashflow before financing or a minimum of £5m.	Compliant
Liquidity	Ready to draw facilities (with security in place) for at least 18 months. Maintain a forecast minimum of 10% cash in hand and of bank loan facilities undrawn - currently £115m so £11.5m.	Compliant
Interest	EBITDA-MRI Interest Cover and forecast interest cover, net of Decarbonisation grants, not to fall below 100%. EBITDA only Interest to be above 165%.	Compliant
Minimum Operating Surplus	EBITDA Operating Surplus to be above £11m	Compliant
Gearing	Maintain a minimum of 5% headroom above the tightest covenant over the next 5 years.	Compliant
Market Sales Risk	Forecast open market and shared ownership sales to be no more than 20% of Group turnover. Unsold open market and shared ownership sales value to be no more than 15% of Group turnover.	Compliant





Interest Rate Strategy

Our policy is to have a mix of fixed and variable rate debt with a minimum requirement of 60% fixed. As at 31st March 2025 the full £144m of drawn debt was on a fixed term basis, therefore a 100% variable to fixed rate basis.

Fixed rate borrowing consists of £60m Private Placements, £29.25m EIB/THFC, £30m NatWest and £25m Saltair

The average all in rate for variable debt during the year excluding payment of commitment fees was 6.16% (2023/24: 6.03%). The increase in all in rate caused by the costs of interest paid (£438k) and commitment fees (£363k) as a proportion of average drawn variable debt during the year (£7.1m).

The weighted average cost of debt was 4.15% (2023/24: 4.2%); these percentages exclude the pension interest expense and arrangement fees and do not net off the interest capitalised upon development schemes as these amounts are both independent of the level of debt. The amount of facility non-utilisation costs incurred during the year was £0.4m (2023/24: £0.4m) and the actual cash interest paid during the year, net of actual cash interest received, was £5.5m (2023/24: £4.9m).

Cash Investment Strategy

Surplus cash is invested according to policies approved by the Board keeping to the golden rules and with the preservation of capital value as the primary objective.

The organisation's target cash holding is set at the higher of £5m or three months' expected cash spend, although higher cash levels may be held in anticipation of significant capital expenditure or in periods of higher risk in the financial markets.

At the year-end, cash holdings were £20.9m (2024: £8.7m).

Liquidity Strategy

The policy requires balance sheet cash holdings as explained above. This means having in place facilities for at least 18 months future funding with headroom of 10% (currently £8.5m) on banking facilities and sufficient facilities to cover all committed and uncommitted development schemes in the business plan.

At 31 March 2025 facilities were sufficient to cover over two years of future financing needs with projected undrawn bank debt of £142.75 m in March 2026.

Counterparty

PCH has approved lending and investment counterparties and monitors counterparty risks based upon independent credit intelligence supported by our Treasury Advisors.

Share Capital

During the year, 6 shares were issued and 4 were cancelled, leaving a balance in the share capital account of the Association of £38 (2023/24: £36).

MANAGING OUR RISKS

Risk management principles

The Golden Rules are used as a financial risk management framework. There is an additional rule to those set out in Treasury Management, section C, relating to the sales risk of open market and shared ownership sales.

Firstly, the level of committed and planned open market and shared ownership sales must not exceed 20% of gross turnover. This is a planning measure; if sales happen earlier or at higher values than expected so resulting in their exceeding 20% of gross turnover this does not constitute a breach of the Rule as earlier or higher value sales achieved both serve to reduce future sales risk.

As part of the corporate planning processes, the risks that may prevent the Association achieving its objectives are considered and reviewed by the Executive Management Team (EMT), and by Audit & Risk Committee (ARC), quarterly or as appropriate, with Board reviewing biannually or as appropriate.

The risks are recorded and assessed in terms of their impact and probability with major risks being reported together with action taken to manage the risks, including assessments of key controls, levels of assurance and the outcome of the action.

Risk Appetite

To manage the many uncertainties which can lead to both risk and opportunity, the Board assign one of five levels of Risk Appetite to eleven 'Risk Categories'.

These are 1. Averse, 2. Cautious, 3. Balanced, 4. Open and 5. Hungry.

- People & Culture (Open)
- Health & Safety (Cautious)
- Strategy & Partnerships (Balanced)
- Customer (Open)
- Financial Stability (Balanced)
- Data Management (Balanced)
- Data Security (Balanced)
- Development (Balanced)
- Asset Management (Balanced)
- Reputation, Trust & Transparency (Open)
- Governance, Legal & Compliance (Cautious)

To further guide decision makers, PCH have developed tailored examples of behaviours associated with the levels of risk appetite.

These behaviours act as guardrails to ensure that decisions are made in line with the agreed levels of Risk Appetite.

Risk appetite is reviewed annually by the PCH Board of Directors at least annually; most recently in November 2024.

Area	Rule	2024/25	2023/24
Golden rule - shared ownership & open market sales turnover	Shared ownership and open market sales as a percentage of gross turnover should not be more than 20%.	7.3%	4.2%
Golden rule - unsold stock %	Unsold stock which is completed and available for sale against current year's gross turnover not to exceed 15%, with trigger points at the levels of 5% and 10%. At 10% the presumption is that no new development schemes will be entered into.	0.97%	0.3%



FINANCIAL STRESS TESTING

There is a formal process of stress testing against strategic risks to which the thirty-year financial plan is subject in order to demonstrate the Group’s ability to both withstand and to react to particular adverse risks; both individually and in combination. The risks essentially divide into being either a decrease in income or increase in costs, but their incidence can vary between an immediate short-term impact and something that steadily worsens over time so are modelled as real world scenarios.

The modelling focussed on testing the business against:

- Breach of funding covenants;
- running out of cash;
- Running out of security (given the high levels of unencumbered assets available for security this is not a critical risk area).

This was looked at from the immediacy of a breach of covenant and loss of cash and then the testing was raised to the point at which viability could no longer be sustained. This was done using low, medium and high shock levels.

The following main scenarios were tested, both individually and in combination:

- Inflation and adverse differential inflation
- Rent freeze
- Major works and build cost inflation
- No open market sales activity
- Void and bad debt increases
- Interest rate increase
- Full decarbonisation costs
- Acceleration of Growth Strategy
- Timing Clash of significant Regeneration/Refurbishment schemes
- Sales market decline
- Single large loss events
- Scenarios relating to the Decant of High-Rise Buildings
- Scenarios combining a number of the single issues listed above

In summary, the Group could withstand low impact shocks, mitigate against moderate shocks, but would have to take more severe action for a high level of adverse impact.

Annually, the Board receives a report on the Group’s asset and liability register and how to practically implement the mitigating actions in the case of risk crystallisation such as cancelling contracts, selling assets, reviewing staffing resources etc as included in our Strategic Recovery Plan.

If the risks crystallise to such an extent that all of the mitigating actions have to be carried out, then the ultimate action would be to merge with another association.

The Board annually sets out its approach to mergers which can be summed up as sticking to our values and being clear and accountable for any decisions.

The conclusion of this testing is that our key risk remains adverse differential inflation, caused by our costs increasing at a greater pace than our income stream.

Rising interest rates, high inflation and a fall in house prices also have a significant adverse impact and as expected a combination of all these together with cost inflation would require strong corrective actions. However, current economic forecasts indicate that rising interest rates and high inflation are an unlikely scenario.

The actions available to reduce the impact of all the above scenarios are to:

- Utilise major repairs contingency
- Utilise management costs contingency
- Reduce non critical contract spend
- Staff cost savings (whether in salaries or staff numbers)
- Reducing expenditure relating to refurbishment and regeneration schemes
- Raising cash through selling assets
- Raising cash through taking on more debt

GROUP STRUCTURE AND CORPORATE GOVERNANCE



GROUP STRUCTURE & CORPORATE GOVERNANCE

Profile of Plymouth Community Homes Ltd

Plymouth Community Homes (the 'Association' or 'PCH') is a high performing, efficient and effective social housing business focused on providing good quality homes and services for people in the city.

The Group has a clear corporate structure with the Association being the parent of two subsidiary companies. PCH is the principal asset owning entity and all debt sits with the Association.

The Association's Board is ultimately responsible for the control of the Group, which includes approving the overall strategies and policies, and for monitoring performance against targets, within a clearly defined framework of delegation and system of control.

The two subsidiaries allow us to trade in a for-profit context whilst reducing the risks associated with such activities.



Plymouth Community Homes Ltd (PCH)

Co-operative and Community Benefit Society and Registered Provider with Charitable Status



Plymouth Community Homes Regeneration Company Ltd (PCHR)

Non-charitable limited company



Plymouth Community Homes Energy Ltd (PCHE)

Non-charitable limited company



SUBSIDIARY COMPANIES

The two subsidiary companies are registered with Companies House and are for-profit organisations. They are not registered with the Regulator for Social Housing (RSH). There are no external shareholders receiving dividends.



Plymouth Community Homes Regeneration Company Ltd (PCHR)

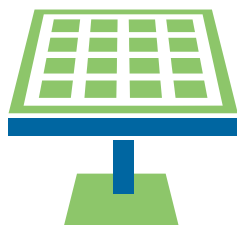
The principal activity of PCHR is to oversee the design and building work for redevelopment and new build schemes on behalf of PCH. There were no surplus profits that could be paid to PCH under Gift Aid for the year ending March 2025.

In February 2025 the company exited the Joint Venture with Halsall Homes as the contract was not financially viable resulting in a development in progress write off totalling c.£1.2m. To rebuild the reserves after the exit from the JV and current adverse market conditions open market sales have paused.

The composition of the PCHR Board consists of at least two members of the PCH Board, one member of the Executive Management Team and up to two non-executive members who are independent of the PCH Board.

PCHR has adopted appropriate areas of the NHF Code of Governance 2020; compliance with the code is reviewed annually.

PCHR is a company limited by shares. This Board met Seven times during 2024/25.



Plymouth Community Homes Energy Ltd (PCHE)

The principal activity of this subsidiary is to install and manage photovoltaic panels, under a license agreement, on properties owned by PCH. Surplus profits can be paid to PCH under gift aid. It was agreed that surplus profits for the year March 2025 would be retained to continue to build reserves ensuring that annual costs can be paid and to ensure that the company would not rely on PCH Ltd should the surplus fall in the future either due to reduced panel income or rising overheads.

Photovoltaic cells are currently installed on 2,298 properties; four less than in 2023/24 due to the loss of properties through Right to

Buy where the owners did not wish to retain the panels. The company receives the Feed in Tariff and Export Tariff from the panels and sells electricity generated to PCH, which is then passed on free to tenants during the day.

PCHE has adopted appropriate areas of the NHF Code of Governance 2020; compliance with the code is reviewed annually.

PCHE is a company limited by shares, and has four company directors, consisting of the Executive Management Team. This Board met twice during 2024/25.



THE PLYMOUTH COMMUNITY HOMES LTD BOARD

The Board members holding office during the period 1 April 2024 to 31 March 2025 and up to the date of signing these accounts are listed in note 39.

The Board consists of members from a wide variety of backgrounds with a broad range of skills and knowledge. There are no members of the Executive Management Team on the PCH Board.

The principal role of the Board is:

- Setting and ensuring compliance with the values, vision, mission and strategic objectives of PCH, ensuring its long-term success.
- Establishing a culture that is positive, focused on the needs of current and future residents, other customers and other key stakeholders, and embeds equality, diversity and inclusion in PCH.
- Ensuring PCH operates effectively, efficiently and economically.
- Providing oversight, support, direction and constructive challenge to PCH's CEO and other executives.
- Appointing and, if necessary, dismissing the CEO.
- Satisfying itself as to the integrity of financial information, and setting and approving each year's budget, business plan and annual accounts prior to publication.
- Establishing, overseeing and regularly reviewing a framework of delegations to committees and staff.
- Establishing and overseeing control and risk management frameworks in order to safeguard the assets, compliance and reputation of PCH.
- Holding to account PCH's subsidiary Boards, committees and senior staff for the exercise of any powers delegated to them.

Individual Board members must uphold the highest standards of probity including:

- having no financial interest either personally or through a related party in any contract or transaction of the Association, except as permitted under the Association's rules
- acting only in the interests of the Association (or its subsidiaries) whilst undertaking its business

COMMITTEE STRUCTURE

Reporting to the Board are the following committees:

Audit and Risk Committee:

Convened four times during 2024/25, is responsible for internal and external audit issues, internal controls, probity, business continuity and risk oversight, with a clear focus on legal and regulatory compliance assurance.

Customer Focus Committee:

Convened four times during the 2024/25. The purpose of the CFC is to ensure design of services and monitoring of service delivery and resident insight, particularly in relation to ease of access to services, resident voice and insight, supporting residents, monitoring of service standards and customer engagement and perception of safety in homes.

Capital Investment Committee:

Convened five times during 2024/25 and is tasked with overseeing the implementation of the PCH development and asset strategies and programmes, including the approval of development schemes and oversight of asset management delivery

People and Culture Committee:

Convened twice during 2024/25 and is tasked oversight of the people strategy and delivery of workforce management activities and frameworks i.e. values and behaviours to support a proactive culture that delivers our strategy. This also includes reviewing the salaries of staff including the Executive Management Team and ensuring that Board member pay is reviewed in line with the agreed Pay and Performance Policy. It is also responsible for oversight of the Board succession plan and recruitment, including diversity of membership and the balance of skills, knowledge and experience.



BOARD AND BOARD MEMBERS

Board members come from all walks of life who are interested in social housing and share our values: Care, Respect, Listen and Do the right thing.

Our Board member succession & recruitment plan ensures that we have appropriately skilled, experienced and knowledgeable members to deliver our Strategic Business Plan, manage risks and fulfil the duties of the Board/Committee member roles.

This regular review of our overall Board skills highlighted in advance the requirement to recruit Board members who had skills and experience in the following areas from our skills matrix to replace members who had reached the end of their term of office;

- Asset Management including asset value, net zero, capital works, compliance and asset investment
- Human resources and organisational development including leading and shaping culture and vision.
- Finance skillset – treasury, corporate finance and capital markets experience.

Independent Board Member Recruitment took place throughout 2024/25 which resulted in three new board Members being appointed to the Board during this period.

The PCH Board has 12 members which is made up of ten independent Board Members two nominations from Plymouth City Council (PCC) and two ring fenced resident Board members. Also, during this period PCC changed one of its nominees who after progressing through the recruitment process was appointed to the Board. The Customer Focus committee currently has four resident Co-optees who can be leaseholders/shared owners.

The Board membership, including appointments and leavers to date of signing, is shown in note 39.

PCH has adopted the NHF 2020 Code of Governance, which is written specifically for the social housing sector. We transitioned from the previous NHF Code and have been fully compliant with the 2020 Code since March 2023.

After consideration of reports by the Executive and other third parties, the Board certifies that the PCH Group complies with the adopted NHF Code of Governance 2020 (including the areas relevant to its commercial subsidiaries). PCH Board extended the term of office of a resident Board member beyond the recommended six years to eight years (Code ref 3.7.3) to ensure continuity and recruitment of resident successors; this resident retired in May 2025.

The process of recruitment to the Resident Board member role is currently underway.

The Board regularly reviews the effectiveness of its governance arrangements with the assistance of an external facilitator at least every three years. One of the outcomes of the last review was to update Terms of Reference (TOR) for Committees which have been put into practice over the past 12 months.

The Board has a strong focus on Equality Diversity & Inclusion with a clear ambition to change lives for the better and creating equitable outcomes. The Board signed up to the NHF chairs challenge as a public commitment and to ensure they have a clear understanding of their role in setting

the right culture and behaviours for equality and diversity to thrive.

Board members are paid for their services; Board fees are accompanied by clear expectations of individuals and collective Board member performance. The NHF Code of Governance 2020 requires an objective mechanism for setting Board remuneration levels which are proportionate to the organisation's size, complexity, level of risk and resources; and regularly reviewed, drawing on external advice as necessary.

Resident Co-optees also receive a fee in-line with other organisation as recognition of the importance of having Residents at the heart of our Governance arrangements and demonstrating our role as leaders in Resident Engagement.

PCH undertake an annual review of Board & Co-optees Fees including independent external advice and sector benchmarking data for comparable sized associations. This resulted in changes to the level of fee for 2024/25 that Board members and co-optees were paid in line with the organisations median fee policy.

The Regulation of Social Housing (Influence of Local Authorities) (England) Regulations 2017 require that no more than 24% of the total Board membership may be Local Authority officers; PCH complies with this requirement.

Board members are requested to declare interests annually and at the start of each meeting; a public register of interests is available on request.



Shareholding Membership

PCH has an open shareholding membership which aims to:

- allow people to express support for and a commitment to PCH
- enhance PCH's accountability to the wider community within which it operates
- allow residents and other service users to have a role to play in the affairs of PCH as their landlord and/or service provider

There are currently 38 shareholders who attend General Meetings and an annual meeting with the CEO; see note 29.

Executive Management Team

The Chief Executive and the Executive Management Team (EMT) of the Association and subsidiaries are responsible for the day-to-day operations and the subsequent monitoring and reporting of performance to the Board and its Committees. Details of the Directors are given in note 9: Board members and Executive Directors.

Regulation

The Regulator for Social Housing (RSH) has assessed our compliance with its Governance and Financial Viability annual stability check during January 2025. This is expressed as grading G1 to G4 for governance and V1 to V4 for viability; gradings 1 and 2 are compliant.

The rating of G1 demonstrates we are an efficient, effective and successful social housing provider serving Plymouth and the surrounding area and are fully compliant with the regulatory standards.

In the current climate, retaining a V2 rating shows that we remain very much a stable, reliable and dependable organisation for our investors, as well as for our tenants, meaning we can continue to deliver services effectively, and maintain our investment in existing and new homes.

In addition to the annual stability check the RSH undertakes a full assessment at least every four years

through their planned inspections programme. As a result of the Social Housing Regulation Act which came into effect on the 1 April 2024 the RSH has set out new Consumer Standards designed to protect tenants and improve the service they receive. These consumer assessment ratings C1-C4 sit alongside the existing governance and viability measures. All landlords should aim for a C1 grade.

C1: indicates that the landlord is meeting all of the requirements of the consumer standards.

C2: identifies that there are some weaknesses in the landlord delivering the outcomes of the consumer standard and improvement is needed.

C3: Indicates that there are serious failings in the landlord delivering the outcomes of the consumer standard and significant improvement is needed.

C4: This would be given if there are very serious failings in the landlord delivering the outcomes of the consumer standard and fundamental changes must be made.

In March 2025 the RSH started its planned inspection of Plymouth Community Homes. This process has included for the first time the regulator meeting with residents to gather feedback on your experiences with us as your landlord and how we meet the requirements of the consumer standards. It is expected that the outcomes of this inspection will be published in July 2025 and we will receive our first C rating in addition to the G&V on which we have previously been assessed.

Regulatory Compliance Statement

After consideration of reports by the Executive Management Team, the Board certifies that to the best of its knowledge the Association complies with the RSH Economic and Consumer Standards in all material respects.

Our current regulatory gradings are G1 and V2; we have also received our first C (Consumer) rating of C2 following inspection in early 2025. An improvement action plan is being developed for Board to monitor.



BOARD REPORT

A photograph of three people on a construction site. In the foreground, a woman wearing a white hard hat and an orange safety vest is pointing at a set of architectural plans. Behind her, two men are looking at the plans. One man is wearing a blue hard hat, sunglasses, and a yellow safety vest with the 'Plymouth Community Homes' logo. The other man is wearing a blue hard hat, glasses, and a yellow safety vest. They are all wearing red work gloves. The background shows construction equipment and scaffolding.

BOARD REPORT

Statement of Board's responsibilities in respect of the Board's report and the financial statement

The Board is responsible for preparing the Board's Report and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law requires the Board to prepare financial statements for each financial year. Under those regulations the Board have elected to prepare the financial statements in accordance with UK Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

The financial statements are required by law to give a true and fair view of the state of affairs of the Group and the Association and of the income and expenditure of the Group and the Association for that period.

The Board is responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the Association and enable them to ensure that its

financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. It is responsible for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the Association and to prevent and detect fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the Association's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In preparing each of the Group and the Association financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Group's and the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless it either intends to liquidate the Group or the Association or to cease operations or has no realistic alternative but to do so.



The Board's Report on Internal Controls Assurance

The PCH Board has overall responsibility for establishing and maintaining the Group's system of internal control and for reviewing its effectiveness.

The Board recognises that no system of internal control can provide absolute assurance against financial misstatement or loss, fraud or eliminate all risk. The system of internal control is designed to manage risk and to provide reasonable assurance that key business objectives and expected outcomes will be achieved.

It also exists to give reasonable assurance about the preparation and reliability of financial statements and operational information and for the safeguarding of the Group's and Association's assets and interests.

The process for identifying, evaluating and managing the significant risks faced by the Group is ongoing, has been in place throughout the period commencing 1 April 2024 and up to the date of approval of the report and financial statements.

In reaching this conclusion, the Board has reviewed the key elements of the control environment, including:

- The Board and Committee structure, constitution, governance framework and financial regulations.
- Assurances received from management evidenced through comprehensive operational reports.

- Board approval of all short/medium terms plans and the risk assessments of those plans, reviewed quarterly by Audit and Risk Committee and twice a year by Board.
- Risk management activities supported using dedicated project groups, which look at particular aspects of the Group's work.
- The Group's audit arrangements both for internal and external audit.
- Performance indicators across all major activities.
- Reports from, and submitted to, the Regulator of Social Housing (ROSH) on the Group's compliance with all aspects of its regulatory code.
- Board approved anti-fraud policy, covering prevention, detection, and reporting of fraud, and the recovery of assets.

The Audit and Risk Committee reviewed the Fraud Register which showed an increase in cases as we have worked across different services to ensure all suspected frauds are captured. There were 70 fraud suspicions of which 21 were confirmed instances of tenancy fraud during the year to 31 March 2025 and up to the date of signing these financial statements.

The Board cannot delegate ultimate responsibility for the system of internal control, but it can, and has, delegated authority to the Audit and Risk Committee to regularly review the effectiveness of the system of internal control. The Board receives minutes of the Audit and Risk Committee meetings and can ask for specific reports to be referred to it.

The Board has received the Chief Executive's annual review of the effectiveness of the system of internal control, as it applies across the Group, and the Audit and Risk Committee has received the annual report of the internal auditor; this report is made available to the Board.

The Board particularly reviews the service provided by its internal auditors and external auditors; these provide independent, trusted and objective reports which are reviewed initially by the Audit and Risk Committee and then by the Board.

The auditors have direct access to the Board and have review meetings with the Audit and Risk Committee. The internal audit service is outsourced and follows an audit needs assessment plan agreed with the Board. The Board is of the view that this internal audit service should remain as one of the cornerstones of our internal control system.

The Board confirms that during 2024/25 PCH have a compliant G1 and V2 grading from the social housing regulator for our governance and viability. There have been no other regulatory concerns which have led the Regulator of Social Housing to intervene in the affairs of the Association.

The Board further confirms that there have been no significant problems in relation to failures in internal controls which require disclosure in the financial statements in the period since 1 April 2024 to the date of signing these financial statements.





Disclosure of information to auditor

In the case of each director in office at the date the directors' report is approved, the following applies:

- so far as the director is aware, there is no relevant audit information of which the Association's auditors are unaware, and
- he/she has taken all the steps that he/ she ought to have taken as a director to make himself/ herself aware of any relevant audit information and to establish that the Association's auditors are aware of that information.

Going concern

The financial statements have been prepared on a going concern basis which the directors consider to be appropriate for the following reasons.

The Group prepares a 30-year business plan which is updated and approved on an annual basis. The most recent business plan was approved in March 2025 by the Board. As well as considering the impact of a number of scenarios on the business plan the Board also adopted a stress testing framework against the base plan.

The stress testing impacts were measured against loan covenants and peak borrowing levels compared to agreed facilities, with potential mitigating actions identified to reduce expenditure.

The Board has an approved set of golden rules and trigger points at which to review and if necessary, commence mitigating actions.

The Board, after reviewing the Group and company budgets for 2025/2026, the long-term business plan, and relying on the assurance from the stress testing and mitigations, is of the opinion that, taking account of severe but plausible downsides, the Group and Association have adequate resources to continue in business for the foreseeable future. In order to reach this conclusion, the Board have considered:

- The property market – budget and business plan scenarios have taken account of delays in handovers, lower numbers of property sales and reductions in sales values;
- Maintenance costs – budget and business plan scenarios have been modelled to take account of cost increases and delays in maintenance expenditure, with future spend being controlled through careful programming of major works contracts and review of specifications;

- Rent and service charge receivable – arrears and bad debts have been increased to allow for customer difficulties in making payments and budget and business plan scenarios to take account of potential future reductions in rents;

- Liquidity – current available cash and unutilised loan facilities of £115m which gives significant headroom for committed spend and other forecast cash flows that arise;

- The Group's ability to withstand other adverse scenarios such as higher interest rates;

- The Group's ability to withstand one off shocks of whatever nature to a value for £20m and £40m in the current and following year;

- The Board has an approved set of golden rules and trigger points at which to review and if necessary, commence mitigating actions.

The Board believe the Group and Association has sufficient funding in place and expect the group to be in compliance with its debt covenants even in severe but plausible downside scenarios.

Consequently, the Directors are confident that the Group and Association will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

We want to provide a quality, affordable home for everyone who needs one, alongside continuing to deliver truly excellent services for our residents.

**Valerie Lee, Chair of the Board
Strategic Business Plan**



Internal audit annual report

Mazars LLP completed 12 planned reviews during the year, including a Data integrity audit two Key Control Health Check compliance reviews. Two follow up reviews split across the audit year were also completed to determine implementation of recommendations. These audits identified 7 moderate and 14 minor recommendations to improve controls in the 2023/24 audit year.

8 audit areas received a substantial assurance rating and 4 at adequate.

100% of audit actions were completed within the year to the agreed timescale. The auditors best practice benchmark is 85%.

During 2024/25 Beever & Struthers completed 10 'deep dive' audits, 2 business critical control audits and a review on the implementation of previous internal audit recommendations. These audits identified 14 medium and 9 low level recommendations. Assurance is determined across Design of Controls and Operation of Controls in the reviewed areas.

Of the 10 deep dive audits completed 2 areas received full substantial assurance. The remaining areas received reasonable assurance.

100% of audit actions were completed within the year to the agreed timescale. The auditors best practice benchmark is 85%.

Beever and Struthers confirmed:

In our opinion, based on the work undertaken, the Board can be provided with reasonable assurance in respect of the design and operation of internal controls within the scope of work reviewed. In reaching our opinion, we have considered the following matters:

- The results of all audits undertaken as part of the Internal Audit Plan 2024-25 including deferrals from the original agreed plan by ARC.
- The progress made on the implementation of previously agreed internal audit recommendations.
- The extent to which any internal audit recommendations were not accepted by management.

- Whether or not limitations were being placed on the scope of our work that would restrict our ability to meet the assurance needs of the Board.

Disclosure of information to auditor

In the case of each director in office at the date the directors' report is approved, the following applies:

- so far as the director is aware, there is no relevant audit information of which the Association's auditors are unaware, and
- he/she has taken all the steps that he/ she ought to have taken as a director to make himself/herself aware of any relevant audit information and to establish that the Association's auditors are aware of that information.

Auditor

Following a competitive tendering exercise, Bishop Fleming LLP was appointed as external auditor of the Association at the Annual General Meeting in September 2024. The appointment was for the audit of the five years ending 31 March 2025 to 2029.

Statement of compliance

In preparing this Operating and Financial Review and Board report, the Board has followed the principles set out in the 2018 Statement of Recommended Practice: Accounting by Registered Social Housing Providers (SORP).

By order of the Board

**Valerie Lee, Chair
31st July 2025**

Plymouth Community Homes is registered with the Financial Conduct Authority (registration 30637R) and the Regulator for Social Housing (registration L4543).

INDEPENDENT AUDITOR'S REPORT



Opinion

We have audited the financial statements of Plymouth Community Homes Limited (the 'parent association') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise the group and parent association Statement of Comprehensive Income, group and parent association Statement of Financial Position, group and parent association Statement of Changes in Equity, group and parent association Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and the parent association's affairs as at 31 March 2025, and of the income and expenditure of the group and parent association for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2022.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent association in accordance with the ethical requirements that are relevant to our

audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the board with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Consolidated Financial Statements, other than the financial statements and our auditor's report thereon. The board are responsible for the other information contained within the Consolidated Financial Statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to

a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Act 2014 requires us to report to you if, in our opinion:

- the group and the parent association have not kept proper books of account, and not maintained a satisfactory system of control over its transactions, in accordance with the requirements of the legislation; or
- the revenue account, any other accounts to which our report relates, and the balance sheet are not in agreement with the group and the parent association's books of account; or
- we have not obtained all the information and explanations necessary for the purposes our audit.

Responsibilities of the board

As explained more fully in the Statement of Board's Responsibilities in respect of the Board's report and the financial statements, the board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the board is responsible for assessing the group and the parent association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board either intends to liquidate the group or the parent association or to cease operations, or has no realistic alternative but to do so.



Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We have considered the nature of the sector, control environment and financial performance;
- We have considered the results of enquiries with management and directors in relation to their own identification and assessment of the risk of irregularities within the entity;
- We have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation;

- Any matters identified having obtained and reviewed the group's documentation of their policies and procedures relating to:
- Identifying, evaluation and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- The internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- We have considered the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to income recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained understanding of the legal and regulatory frameworks that the group operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Co-operative and Community Benefit Societies Act 2014, FRS 102, and UK tax legislation.

In addition, we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the group's ability to operate or avoid a material penalty. These include, data protection regulations, health and safety regulations, employment legislation, and money laundering legislation.

Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reviewing board meeting minutes;
- Enquiring of management in relation to actual and potential claims or litigations;
- Performing detailed transactional testing in relation to the recognition of income, with a particular focus around year-end cut off; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in accounting estimates are indicative of potential bias; and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.

We also communicated identified laws and regulations and potential fraud risks to all members of the engagement team and remained alert to possible indicators of fraud or non-compliance with laws and regulations throughout the audit.

As a result of the inherent limitations of an audit, there is a risk that not all irregularities, including a material misstatement in financial statements or non-compliance with regulation, will

be detected by us. The risk increases the further removed compliance with a law and regulation is from the events and transactions reflected in the financial statements, given we will be less likely to be aware of it, or should the irregularity occur as a result of fraud rather than a one-off error, as this may involve intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the association's members, as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the association and the association's members as a body, for our audit work, for this report, or for the opinions we have formed.



Nathan Coughlin (Senior Statutory Auditor).
For and on behalf of Bishop Fleming LLP
Chartered Accountants

Statutory Auditors, Salt Quay House
4 North East Quay, Sutton Harbour,
Plymouth PL4 0BN

4th August 2025



FINANCIAL STATEMENTS

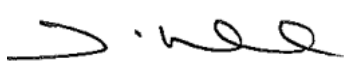


STATEMENT OF COMPREHENSIVE INCOME

for the Year Ended 31 March 2025

Continuing activities	Note	Group		Association	
		2025 £'000	2024 £'000	2025 £'000	2024 £'000
Turnover	2	93,455	84,563	92,462	83,203
Cost of sales	2	(7,308)	(4,327)	(5,892)	(3,231)
Operating costs	2	(76,128)	(71,359)	(75,470)	(70,832)
Gain on sale of properties not developed for outright sale	10	843	764	843	764
Operating surplus	2	10,862	9,641	11,943	9,904
Gain on sale of fixed assets	5	81	17	81	19
Interest receivable and similar income	11	422	612	472	691
Interest payable and similar charges	12	(5,180)	(4,096)	(5,180)	(4,096)
Change in value of investment property	15	90	(712)	90	(712)
Gift aid receivable		-	-	58	-
Surplus before taxation		6,275	5,462	7,464	5,806
Tax	13	(63)	(94)	(1)	(2)
Surplus for the year		6,212	5,368	7,463	5,804
Other Comprehensive Income / (Expense)					
Actuarial gains / (losses) in respect of pension schemes	26	127	(9,657)	127	(9,657)
Total comprehensive income / (expense) for the year		6,339	(4,289)	7,590	(3,853)

Chair:



Valerie Lee
31 July 2025

Secretary:



Lucy Rickson
31 July 2025



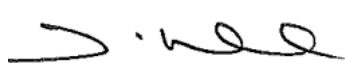
STATEMENT OF FINANCIAL POSITION

at 31 March 2025

	Note	Group		Association	
		2025 £'000	2024 £'000	2025 £'000	2024 £'000
Housing properties	14	601,759	580,172	609,314	587,245
Other tangible assets	14	19,721	20,077	15,025	14,903
Investments in subsidiary	15	-	-	3,300	3,300
Investments	15	258	263	258	263
Commercial property	15	14,388	14,116	14,388	14,116
		636,126	614,628	642,285	619,827
Assets: amounts due after one year					
Group debtors due after one year	19	-	-	2,000	2,400
Current assets					
Shared ownership properties in progress	17	3,055	5,583	3,055	5,583
Stock	18	1,219	2,041	1,219	1,038
Debtors	19	5,673	6,051	5,453	5,805
Cash & cash equivalents	20	20,925	8,716	17,438	6,455
		30,872	22,391	27,165	18,881
Liabilities					
Creditors: amounts falling due within one year	21	(22,349)	(16,718)	(20,473)	(15,730)
Net current assets		8,523	5,673	6,692	3,151
Creditors: amounts falling due after more than one year	22	(199,662)	(181,031)	(199,662)	(181,031)
Provisions for liabilities & charges					
Pension liability	28	(859)	(1,481)	(859)	(1,481)
Total non-current creditors		(200,521)	(182,512)	(200,521)	(182,512)
Net assets		444,128	437,789	450,456	442,866
Capital & reserves					
Share capital	29	-	-	-	-
Restricted reserves		398	134	398	134
Designated reserves		460	359	460	359
Revenue reserve		193,688	184,234	200,016	189,311
Revaluation reserve		250,441	254,543	250,441	254,543
Pension reserve – LGPS	27	-	-	-	-
Pension fund reserve - SHPS	28	(859)	(1,481)	(859)	(1,481)
Total capital & reserves		444,128	437,789	450,456	442,866

The financial statements and notes on pages 59 - 114 were approved by the Board on 31 July 2025 and signed on its behalf by:

Chair:



Valerie Lee
31 July 2025

Secretary:



Lucy Rickson
31 July 2025

STATEMENT OF CHANGES IN EQUITY

	Restricted reserve Sundry property sales £'000	Designated reserve Sundry property sales £'000	Revaluation Reserve Housing £'000	Revenue reserve £'000	Pension fund reserve LGPS £'000	Pension fund reserve SHPS £'000	Total equity £'000
Group							
At 1 April 2023	91	317	258,262	176,146	8,510	(1,247)	442,079
Surplus For The Year	-	-	-	4,454	444	469	5,367
Actuarial Gains / (Losses) In Respect of Pension Schemes (note 26)	-	-	-	-	(8,954)	(703)	(9,657)
Total Comprehensive Income For The Period	-	-	-	4,454	(8,510)	(234)	(4,290)
Reserves Transfers	42	42	(3,719)	3,635	-	-	-
At 31 March 2024	133	359	254,543	184,235	-	(1,481)	437,789
Surplus For The Year	-	-	-	5,717	20	475	6,212
Actuarial Gains / (Losses) In Respect of Pension Schemes (note 26)	-	-	-	-	(20)	147	127
Total Comprehensive Income For The Period	-	-	-	5,717	-	622	6,339
Reserves Transfers	265	101	(4,102)	3,736	-	-	-
At 31 March 2025	398	460	250,441	193,688	-	(859)	444,148
Association							
At 1 April 2023	91	317	258,262	180,787	8,510	(1,247)	446,720
Surplus For The Year	-	-	-	4,890	444	469	5,803
Actuarial Gains / (Losses) In Respect of Pension Schemes (note 26)	-	-	-	-	(8,954)	(703)	(9,657)
Total Comprehensive Income For The Period	-	-	-	4,890	(8,510)	(234)	(3,854)
Reserves Transfers	42	42	(3,719)	3,635	-	-	-
At 31 March 2024	133	359	254,543	189,312	-	(1,481)	442,866
Surplus For The Year	-	-	-	6,968	20	475	7,463
Actuarial Gains / (Losses) In Respect of Pension Schemes (note 26)	-	-	-	-	(20)	147	127
Total Comprehensive Income For The Period	-	-	-	6,968	-	622	7,590
Reserves Transfers	265	101	(4,102)	3,736	-	-	-
At 31 March 2025	398	460	250,441	200,016	-	(859)	450,456

STATEMENT OF CASH FLOWS

for year ended 31 March 2025

Group	2025 £'000	2024 £'000
Cash flows from operating activities		
Surplus for the year	6,212	5,368
Adjustments for non-cash items:		
Corporation tax	63	(92)
Depreciation & impairment	17,204	14,098
Interest receivable	(422)	(612)
Interest payable	5,180	4,096
Gain on sale of housing properties	(843)	(764)
Gain on sale of other fixed assets	(81)	(17)
Change in fair value of investment properties	(90)	712
(Increase) / decrease in stock	3,350	(2,435)
Decrease in debtors	378	226
Increase / (decrease) in creditors	3,760	(1,124)
Difference between pension charge & cash contributions	33	(387)
Grant amortised	(1,210)	(1,213)
Net cash inflow from operating activities	33,534	17,856
Cash flows from investing activities		
Grants received & land proceeds	1,969	5,966
Additions to housing properties	(36,860)	(41,979)
Proceeds from sale of housing properties	3,330	3,709
Acquisitions of other fixed assets	(2,427)	(2,121)
Proceeds from sale of other fixed assets	81	29
Additions to commercial property	(182)	-
Payment to plymouth city council	(796)	(1,163)
Corporation tax paid	(81)	-
Net cash out flow from investing activities	(34,966)	(35,559)
Cash flows from financing activities		
Interest received	422	612
Interest paid	(6,137)	(5,507)
Net loans received	19,351	3,000
Movement on investments	5	(97)
Net cash inflow / (outflow) from financing activities	13,641	(1,992)
Net increase / (decrease) in cash and cash equivalents	12,209	(19,695)
Cash and cash equivalents at beginning of the year	8,716	28,411
Cash and cash equivalents at end of the year	20,925	8,716

STATEMENT OF CASH FLOWS

for year ended 31 March 2025

Association	2025 £'000	2024 £'000
Cash flows from operating activities		
Surplus for the year	7,463	5,804
Adjustments for non-cash items:		
Corporation tax	1	-
Depreciation & impairment	16,726	13,625
Interest receivable	(472)	(691)
Interest payable	5,180	4,096
Gain on sale of housing properties	(843)	(764)
Gain on sale of other fixed assets	(81)	(19)
Change in fair value of investment properties	(90)	712
(Increase) / decrease in stock	2,347	(2,584)
Decrease in debtors	752	2,715
Increase / (decrease) in creditors	2,854	(754)
Difference between pension charge & cash contributions	33	(387)
Grant amortised	(1,210)	(1,213)
Net cash inflow from operating activities	32,660	20,540
Cash flows from investing activities		
Grants received & land proceeds	1,969	5,925
Additions to housing properties	(37,342)	(42,578)
Proceeds from sale of housing properties	3,330	3,750
Acquisitions of other fixed assets	(2,427)	(2,081)
Proceeds from sale of other fixed assets	81	27
Additions to commercial property	(182)	-
Payment to plymouth city council	(796)	(1,163)
Corporation tax paid	(1)	-
Net cash out flow from investing activities	(35,368)	(36,120)
Cash flows from financing activities		
Interest received	472	691
Interest paid	(6,137)	(5,507)
Net loans received	19,351	3,000
Movement on investments	5	(97)
Net cash inflow/ (outflow) from financing activities	13,691	(1,913)
Net increase / (decrease) in cash and cash equivalents	10,983	(17,493)
Cash and cash equivalents at beginning of the year	6,455	23,948
Cash and cash equivalents at the end of the year	17,438	6,455

The net debt reconciliation can be found in note 20.

A photograph of two women, likely staff members of Plymouth Community Homes, standing on a boat. The woman on the left is wearing a blue baseball cap and a blue t-shirt with the Plymouth Community Homes logo. The woman on the right is wearing a dark blue t-shirt with the same logo. They are both smiling and looking towards each other. In the background, there is a red and white striped lighthouse on the boat's side and a large window reflecting the water.

NOTES TO THE FINANCIAL STATEMENTS



1. PRINCIPAL ACCOUNTING POLICIES

The financial statements of the Group and Association are prepared in accordance with Financial Reporting Standard 102 – the applicable financial reporting standard in the UK and Republic of Ireland (FRS 102) and the Statement of Recommended Practice: Accounting by registered social housing providers 2018 and comply with the Accounting Direction for Private Registered Providers of Social Housing 2022. The Association is registered under the Cooperative and Community Benefit Society Act 2014 and is a registered provider of social housing.

The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £1,000, unless otherwise indicated.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Basis of consolidation

The consolidated financial statements include the financial statements of the Association (Plymouth Community Homes Ltd) and its subsidiary undertakings, Plymouth Community Homes Regeneration Company Ltd and Plymouth Community Homes Energy Ltd.

All entities are registered in England.

The parent company is included in the consolidated financial statements and is considered to be a qualifying entity under FRS 102 paragraphs 1.8 to 1.12. The following exemptions available under FRS 102 in respect of certain disclosures for the parent company financial statements have been applied:

- Fair value or revaluation as deemed cost – The fair value at 1 April 2014 has been used as deemed cost for housing assets.
- For leases commenced before 1 April 2014 the Association continued to account for lease incentives under previous UK GAAP.

Key estimates and judgements

Judgements made by the directors, in the application of these accounting policies that have a significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in note 37.

FRS 102

In accordance with Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments' of FRS 102 that deal with recognising, de-recognising, measuring and disclosing financial instruments, the Group has chosen to apply the requirements of FRS 102 Sections 11 and 12 and the presentation requirements, as appropriate, of 11.38A or 12.25B as permitted by paragraph 11.2(b) and 12.2(b).

Measurement convention

The financial statements are prepared on the historical cost basis except that investment properties are stated at their fair value, as are pensions and non-basic financial instruments.

Going concern

The financial statements have been prepared on a going concern basis which the directors consider to be appropriate for the following reasons.

The Group prepares a 30-year business plan which is updated and approved on an annual basis. The most recent business plan was approved in March 2025 by the Board. As well as considering the impact of a number of scenarios on the business plan the Board also adopted a stress testing framework against the base plan.

The stress testing impacts were measured against loan covenants and peak borrowing levels compared to agreed facilities, with potential mitigating actions identified to reduce expenditure.



The Board has an approved set of golden rules and trigger points at which to review and if necessary, commence mitigating actions.

The Board, after reviewing the Group and Association budgets for 2025/2026, the long-term business plan, and relying on the assurance from the stress testing and mitigations, is of the opinion that, taking account of severe but plausible downsides, the Group and Association have adequate resources to continue in business for the foreseeable future. In order to reach this conclusion, the Board have considered:

- The property market – budget and business plan scenarios have taken account of delays in handovers, lower numbers of property sales and reductions in sales values;
- Maintenance costs – budget and business plan scenarios have been modelled to take account of cost increases and delays in maintenance expenditure, with future spend being controlled through careful programming of major works contracts and review of specifications;
- Rent and service charge receivable – arrears and bad debts have been increased to allow for customer difficulties in making payments and budget and business plan scenarios to take account of potential future reductions in rents;
- Liquidity – current available cash and capitalise loan facilities of £80m which gives significant headroom for committed spend and other forecast cash flows that arise;
- The Group's ability to withstand other adverse scenarios such as higher interest rates;
- The Group's ability to withstand one off shocks of whatever nature to a value of £20m;
- The Board has an approved set of golden rules and trigger points at which to review and if necessary, commence mitigating actions;
- The Board believe the Group and company have sufficient funding in place and expect the Group to be in compliance with its debt covenants even in severe but plausible downside scenarios.

Consequently, the Directors are confident that the Group and Association will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

Basic Financial Instruments

Tenant Arrears, Trade and Other Debtors

Tenant arrears, trade and other debtors are recognised initially at transaction price less attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

Trade and Other Creditors

Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method.

If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business

terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

Bank Loans Classified as Basic Financial Instruments

Bank loans are recognised initially at fair value less attributable transaction costs.

Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses.

Investments in Subsidiaries

Investments in subsidiaries are carried at cost less impairment.

Cash and Cash Equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand and form an integral part of cash management are included as a component of cash and cash equivalents for the purpose only of the cash flow statement.



Tangible Fixed Assets

Tangible fixed assets, excluding Housing Properties, are stated at cost less accumulated depreciation and accumulated impairment losses. Housing properties, except new build, were revalued to fair value on 1 April 2014 and this value treated as deemed cost thereafter. New build housing properties are shown at cost.

Where parts of an item of tangible fixed assets have different useful lives, they are accounted for as separate items of tangible fixed assets, for example land is treated separately from buildings.

The Group assesses at each reporting date whether tangible fixed assets (including those leased under a finance lease) are impaired.

Housing Properties

Tangible fixed assets are stated at deemed cost less accumulated depreciation and accumulated impairment losses, or cost (for new build properties and components added since 1 April 2014). Cost includes the cost of acquiring land and buildings, directly attributable development costs, interest at the average cost of borrowing for the development period, and expenditure incurred in respect of improvements which comprise the capitalised and extension of existing properties. Shared ownership properties are included in housing properties at cost related to the percentage of equity retained, less any provisions needed for impairment or depreciation.

Depreciation

Depreciation is charged to the statement of comprehensive income on a straight-line basis over the estimated useful lives of each component part of housing properties. Land is not depreciated. The estimated useful lives are as follows:

Category	Years
Structure of building	80
Kitchens	20
Bathrooms	30
Heating systems	15
Windows	30
Cladding	25
Roofs:	15 - 80
Flat roofs-felt	15
Pitched roofs-concrete	55
Pitched roofs-slate	80
Towers roofs-flat	25
Guttering	30
Lifts	25
Alarm systems	3
Photovoltaic panels	20 - 25
Flooring	10
Capitalised salaries	20
Tower heat sensors	10



Non Component Works to Existing Properties

Expenditure incurred which relates to an improvement, which increases the net rental stream or the life of a property, has been capitalised. Expenditure incurred on other major repairs, cyclical and day-to-day repairs to housing properties is charged to the statement of comprehensive income in the period in which it is incurred.

Interest Capitalised

Interest on borrowings is capitalised to housing properties during the course of construction up to the date of completion of each scheme. The interest capitalised is either on borrowings specifically taken to finance a scheme or on net borrowings to the extent that they are deemed to be financing a scheme. This treatment applies irrespective of the original purpose for which the loan was raised. For the year ending 31 March 2025, interest has been capitalised at an average rate of 4.15% (2024: 4.23%), reflecting the weighted average effective interest rate on the Group's borrowings required to finance housing property developments.

Other Fixed Assets

Other tangible assets include those assets with an individual value in excess of £1,000.

Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. No depreciation is provided on freehold land.

The principal annual rates used for other assets are:

Category	Years
Plant & machinery	5
Vehicles	5 -10
Equipment & furniture	5
Computers & software	5
Freehold offices	50



Grants

Social Housing Grant

Social Housing Grant (SHG) is initially recognised as a long-term liability, specifically as deferred grant income, and released through the statement of comprehensive income as income over the life of the structure of housing properties in accordance with the accrual method applicable to social landlords accounting for housing properties at cost.

On disposal of properties, all associated SHG is transferred to the Recycled Capital Grant Fund (RCGF) until the grant is recycled or repaid to reflect the existing obligation under the social housing grant funding regime.

Other Government Grants

Other Government grants are initially recognised as a long term liability and released through the statement of comprehensive income over the life of the structure of housing properties. This is the accrual method applicable to social landlords accounting for housing properties at cost.

Where grants are repayable and the associated asset is disposed, the remaining grant and any clawback amount will be held as a liability until repaid to the grant issuer. Where grants are not repayable and the associated asset is sold, the unamortised balance will be recognised as income.

Non-Government Grants

Non-government grants are recognised through income and expenditure in the year in which the terms of the grant are met.

Investment Property

Investment properties are:

- commercial properties (shops) which are held either to earn rental income or for capital appreciation or for both;
- the part of Plumer House that is let to tenants to earn rental income.

Investment properties are recognised initially at cost. Subsequent to initial recognition:

- investment properties are held at fair value. Any gains or losses arising from changes in the fair value are recognised in income and expenditure in the period that they arise; and
- no depreciation is provided in respect of investment properties applying the fair value model.

Rental income from investment property is accounted for as described in the turnover policy.

Properties Held for Sale and Work in Progress

Completed properties and properties under construction for open market sales are recognised at the lower of cost and net realisable value. Cost comprises materials, direct labour and direct development overheads. Interest incurred is also capitalised during the course of obtaining planning and throughout the work in progress up to the point of practical completion of the development scheme.

Assessing net realisable value requires use of estimation techniques. In making this assessment, management considers publicly available information and internal forecasts on future sales activity. Net realisable value is based on estimated sales price after allowing for all further costs of completion and disposal.

Impairment Excluding Investment Properties

Financial assets (including trade and other debtors)

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. When a subsequent event causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through the statement of comprehensive income.

Non-Financial Assets

The carrying amounts of non-financial assets, other than investment property, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit").

An impairment loss is reversed if and only if the reasons for the impairment have ceased to apply.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.



Reserves

Restricted Reserve

Where funds are provided which are subject to external restrictions, the balance of any unspent funds is held in a restricted reserve.

Designated Reserve

Where funds are provided which are to be used for a specific project, the balance of any unspent funds is held in a designated reserve.

Revaluation Reserve

The Group and Association opted to use “deemed cost” for housing properties on transition to FRS 102. This meant that from the transition date of 1 April 2014, the Group and Association used valuation as “cost” for housing properties. The difference on transition between the fair value of housing properties and the historical cost carrying value was credited to a revaluation reserve. Depreciation on revalued housing properties and disposals of housing properties are transferred from the revaluation reserve to the revenue reserve.

Revenue Reserve

The revenue reserve reflects accumulated surpluses which can be applied at the Group and Association’s discretion for any purpose.

Pension Fund Reserves

The pension fund reserves are set aside to meet the net liabilities of the SHPS and LGPS pension schemes.

Employee Benefits

Defined Contribution Plans and Other Long Term Employee Benefits

A defined contribution plan is a post-employment benefit plan under which the Group pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the statement of comprehensive income in the periods during which services are rendered by employees. The Group participates in the SHPS defined contribution scheme.

Defined Benefit Plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The cost of

providing retirement pensions and related benefits is accounted for in accordance with FRS 102 – ‘Retirement Benefits’.

Pension scheme assets are measured using market value. Pension scheme liabilities are measured using a projected unit method and discounted at the rate of return on a high-quality corporate bond of equivalent term and currency to the liability. The increase in the present value of the liabilities of the Group’s defined benefit pension scheme expected to arise from employee service in the period is charged to operating surplus. The expected return on the scheme’s assets and the increase during the period in the present value of the scheme’s liabilities arising from the passage of time are included in interest receivable and similar income or in interest payable and similar charges. Actuarial gains and losses are recognised in the consolidated statement of comprehensive income.

In accordance with FRS 102, Section 28, any surplus can only be recognised to the extent that PCH can derive economic benefits from it. The Group and Association have assessed the recoverability of the surplus, by measuring future employer contributions in perpetuity, on the basis that the employer is both open to new joiners and has no formal contract end date. As a result, an asset ceiling has been applied and no asset was recognised.

The Group participates in two defined benefit pension plans as set out below:

Devon County Council Local Government Pension Scheme

The LGPS scheme is administered by Devon County Council and is independent of the Group’s finances. Contributions are paid to the scheme in accordance with the recommendations of an independent actuary to enable the scheme to meet the benefits accruing in respect of current and future service. Details of the LGPS scheme can be found in note 27.

Social Housing Pension Scheme

The Social Housing Pension Scheme (SHPS) provides benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Group.

SHPS is a multi-employer scheme which provides benefits to non-associated employers. The scheme is classified as a defined benefit scheme. Details of the SHPS scheme can be found in note 28.





Expenses

Cost of Sales

Cost of sales represents the costs including capitalised interest and direct overheads incurred in the development of the properties, and marketing, and other incidental costs incurred in the sale of the properties.

Operating Leases

Payments made under operating leases are recognised in the profit and loss account on a straight-line basis over the term of the lease unless the payments to the lessor are structured to increase in line with expected general inflation; in which case the payments related to the structured increases are recognised as incurred. Lease incentives received are recognised in the statement of comprehensive income over the term of the lease as an integral part of the total lease expense.

Finance Leases

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability using the rate implicit in the lease. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are charged as expenses in the periods in which they are incurred.

Interest Receivable and Interest Payable

Interest payable and similar charges include interest payable and unwinding of the discount on provisions. Borrowing costs that are directly attributable to the acquisition, construction or production of Housing Properties that take a substantial time to be prepared for use are capitalised as part of the cost of that asset. Interest receivable and similar income includes interest receivable on funds invested. Interest income and interest payable are recognised in the statement of comprehensive income as they accrue, using the effective interest method.

Provisions

A provision is recognised in the balance sheet when the Group has a present legal or constructive obligation as a result of a past event, that can be reliably measured, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are recognised at the best estimate of the amount required to settle the obligation at the reporting date. The value of provisions is re-assessed each year in light of estimated future income and costs as appropriate.

Turnover

Turnover represents rental and service charge income receivable (net of void losses), fees receivable, proceeds from first tranche sales of low-cost home ownership and from properties developed for open market sales, and amortisation of Social Housing Grant (SHG) under the accrual model. Rental income is recognised on the execution of tenancy agreements. Proceeds on sales are recognised on practical completions. Other income is recognised as receivable on the delivery of services provided.

Stock and Work in Progress

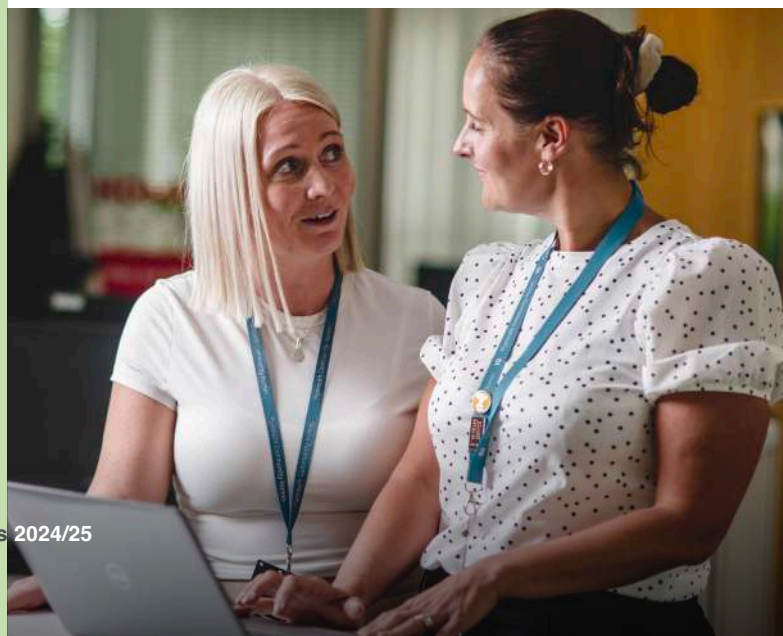
Stock and work in progress are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

VAT

The Group charges Value Added Tax (VAT) on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is not recoverable. The balance of VAT payable or recoverable is included as a current liability or asset.

Taxation

The Association is liable for Corporation Tax on non-charitable income, such as overage earned on developments. The subsidiary companies are liable for Corporation Tax. The charge for taxation is based on the profit or loss for the period and takes into account taxation deferred because of timing differences between the treatment of certain items for taxation and accounting.



2. TURNOVER, COST OF SALES, OPERATING COSTS

	2025					2024				
Group	Turnover £'000	Cost of sales £'000	Operating Costs £'000	Surplus on sale of properties £'000	Operating surplus/ (deficit) £'000	Turnover £'000	Cost of sales £'000	Operating Costs £'000	Surplus on sale of properties £'000	Operating surplus/ (deficit) £'000
Social Housing Lettings										
General needs	68,127	-	(61,620)	-	6,507	62,993	-	(57,148)	-	5,845
Supported housing	8,739	-	(7,237)	-	1,502	8,421	-	(7,396)	-	1,025
Low cost home ownership	1,630	-	(605)	-	1,025	1,224	-	(357)	-	867
	78,496	-	(69,462)	-	9,034	72,638	-	(64,901)	-	7,737
Other Social Housing Activities										
Shared ownership sales	6,853	(5,801)	-	-	1,052	3,564	(3,154)	-	-	410
Development not capitalised	-	-	(1,290)	-	(1,290)	-	-	(1,116)	-	(1,116)
Community involvement	-	-	(850)	-	(850)	-	-	(761)	-	(761)
Garage lettings	2,169	-	(265)	-	1,904	1,951	-	(265)	-	1,686
Social Housing Grant release	201	-	-	-	201	201	-	-	-	201
Other	492	-	(468)	-	24	405	-	(379)	-	26
Surplus on sale of properties not developed for outright sale	-	-	-	843	843	-	-	-	764	764
	9,715	(5,801)	(2,873)	843	1,884	6,121	(3,154)	(2,521)	764	1,210
Non-Social Housing Activities										
Commercial properties	2,217	-	(1,132)	-	1,085	2,133	-	(1,198)	-	935
External sales	1,068	(1,507)	(658)	-	(1,097)	1,555	(1,173)	(527)	-	(145)
Leaseholders	1,735	-	(1,735)	-	-	2,116	-	(2,116)	-	-
Other	224	-	(268)	-	(44)	-	-	(96)	-	(96)
	5,244	(1,507)	(3,793)	-	(56)	5,804	(1,173)	(3,937)	-	694
Total	93,455	(7,308)	(76,128)	843	10,862	84,563	(4,327)	(71,359)	764	9,641

2. TURNOVER, COST OF SALES, OPERATING COSTS

	2025					2024				
Association	Turnover £'000	Cost of sales £'000	Operating Costs £'000	Surplus on sale of properties £'000	Operating surplus/(deficit) £'000	Turnover £'000	Cost of sales £'000	Operating Costs £'000	Surplus on sale of properties £'000	Operating surplus/(deficit) £'000
Social Housing Lettings										
General needs	68,127	-	(61,620)	-	6,507	62,993	-	(57,148)	-	5,845
Supported housing	8,739	-	(7,237)	-	1,502	8,421	-	(7,396)	-	1,025
Low cost home ownership	1,630	-	(605)	-	1,025	1,224	-	(357)	-	867
	78,496	-	(69,462)	-	9,034	72,638	-	(64,901)	-	7,737
Other Social Housing Activities										
Shared ownership sales	6,853	(5,801)	-	-	1,052	3,564	(3,154)	-	-	410
Development not capitalised	-	-	(1,290)	-	(1,290)	-	-	(1,116)	-	(1,116)
Community involvement	-	-	(850)	-	(850)	-	-	(761)	-	(761)
Garage lettings	2,169	-	(265)	-	1,904	1,951	-	(265)	-	1,686
Social Housing Grant release	201	-	-	-	201	201	-	-	-	201
Other	492	-	(468)	-	24	405	-	(379)	-	26
Surplus on sale of properties not developed for outright sale	-	-	-	843	843	-	-	-	764	764
	9,715	(5,801)	(2,873)	843	1,884	6,121	(3,154)	(2,521)	764	1,210
Non-Social Housing Activities										
Commercial properties	2,217	-	(1,132)	-	1,085	2,133	-	(1,198)	-	935
External sales	75	(91)	-	-	(16)	195	(77)	-	-	118
Leaseholders	1,735	-	(1,735)	-	-	2,116	-	(2,116)	-	-
Other	224	-	(268)	-	(44)	-	-	(96)	-	(96)
	4,251	(91)	(3,135)	-	1,025	4,444	(77)	(3,410)	-	957
Total	92,462	(5,892)	(75,470)	843	11,943	83,203	(3,231)	(70,832)	764	9,904

3. SOCIAL HOUSING

Lettings

	2025				2024
Group & Association	General needs £'000	Supported Housing £'000	Shared ownership £'000	Total £'000	Total £'000
Rents	61,391	7,817	1,497	70,705	64,925
Service charges	4,371	922	133	5,426	5,409
Net rents receivable	65,762	8,739	1,630	76,131	70,334
British Gas funding release	566	-	-	566	568
Other grant funding release	16	-	-	16	12
Plymouth City Council funding	671	-	-	671	630
Government grant	1,112	-	-	1,112	1,094
Total income from lettings	68,127	8,739	1,630	78,496	72,638
Expenditure on lettings					
Management	(11,684)	(2,353)	(75)	(14,112)	(12,992)
Services	(4,712)	(840)	(133)	(5,685)	(6,832)
Responsive repairs	(16,881)	(1,894)	-	(18,775)	(17,534)
Cyclical and planned maintenance	(4,628)	(295)	-	(4,923)	(4,754)
Major repairs	(9,110)	(84)	-	(9,194)	(8,356)
Bad debts	(526)	(70)	-	(596)	(173)
Depreciation – housing properties	(12,319)	(1,701)	(397)	(14,417)	(13,539)
Depreciation – other	(2,289)	-	-	(2,289)	(1,247)
Non cash pension charges	529	-	-	529	526
Total expenditure on lettings	(61,620)	(7,237)	(605)	(69,462)	(64,901)
Operating surplus on lettings	6,507	1,502	1,025	9,034	7,737
Void loss	(362)	(53)	-	(415)	(342)

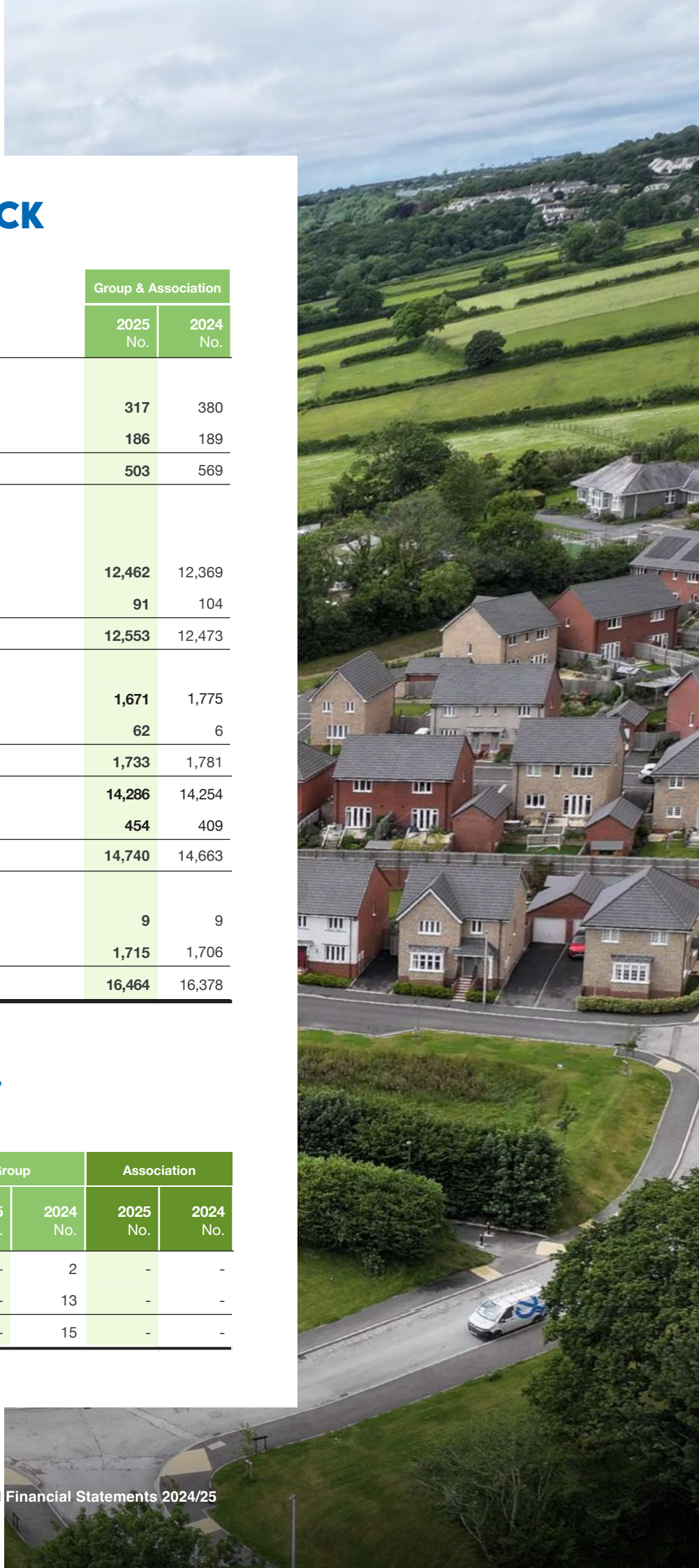


4. HOUSING STOCK

	Group & Association	
	2025 No.	2024 No.
Under development at end of period		
Housing accommodation	317	380
Shared ownership	186	189
	503	569
Under management at end of the period :		
General needs		
Properties let or available for let	12,462	12,369
Unavailable for letting	91	104
	12,553	12,473
Supported housing		
Supported housing	1,671	1,775
Unavailable for letting	62	6
	1,733	1,781
Social Housing Rental Accommodation	14,286	14,254
Shared ownership	454	409
	14,740	14,663
Social Housing Managed & Owned		
Non Social Housing Homes	9	9
Long leaseholders	1,715	1,706
Total	16,464	16,378

Properties Developed for Open Market Sale

	Group		Association	
	2025 No.	2024 No.	2025 No.	2024 No.
Completed and sold during the year	-	2	-	-
Under development at end of year	-	13	-	-
Total	-	15	-	-



5. EXPENSES AND AUDITOR'S REMUNERATION



Group	2025 £'000	2024 £'000
Depreciation and impairment on housing properties	14,421	13,543
Depreciation on other fixed assets	2,783	1,718
(Gain) / loss on sale of housing properties	(843)	(764)
(Gain) / loss on sale of other fixed assets	(81)	(17)
(Gain) / loss on change in fair value of investments	(90)	712
Operating lease charges	336	342
External Auditors Remuneration (exclusive of VAT)		
Audit of these financial statements	55	58
Audit of financial statements of subsidiaries	15	13
Tax compliance	-	12
Other tax advisory services	-	-
Other assurance services	7	15
Total	77	98
Internal Audit related assurance services	66	52

Association	2025 £'000	2024 £'000
Depreciation and impairment on housing properties	14,421	13,543
Depreciation on other fixed assets	2,305	1,243
(Gain) / loss on sale of housing properties	(843)	(764)
(Gain) / loss on sale of other fixed assets	(81)	(19)
(Gain) / loss on change in fair value of investments	(90)	712
Operating lease charges	336	342
External Auditors Remuneration (exclusive of VAT)		
Audit of these financial statements	55	58
Tax compliance	-	12
Other tax advisory services	-	-
Other assurance services	7	15
Total	62	85
Internal Audit related assurance services	66	52

6. STAFF NUMBERS

All staff in the Group are employed directly by the Association.

Group & Association	2025 No.	2024 No.
The average number of persons employed during the period (full time equivalents of 37 hours) was:	637	617
Full time equivalents at 31 March	652	617



7. STAFF COSTS

Group & Association	2025 £'000	2024 £'000
Wages & salaries	22,907	20,637
Loss of office	44	-
Social security costs	2,282	2,040
Pension costs	3,569	3,204
Total	28,802	25,881





8. FULL TIME EQUIVALENT STAFF

The full time equivalent number of staff who received remuneration of £60,000 and above:

Group & Association Staff remuneration of £60,000 and above	2025 No.	2024 No.
£60,000 to £70,000	18	16
£70,001 to £80,000	12	16
£80,001 to £90,000	6	4
£90,001 to £100,000	5	3
£100,001 to £110,000	3	-
£110,001 to £120,000	-	-
£120,001 to £130,000	-	1
£130,001 to £140,000	-	1
£140,001 to £150,000	-	-
£150,001 to £160,000	-	-
£160,001 to £170,000	-	-
£170,001 to £180,000	1	-
£180,001 to £190,000	-	-
£190,001 to £200,000	-	2
£200,001 to £210,000	2	-
£210,001 to £220,000	-	-
£220,001 to £230,000	-	-
£230,001 to £240,000	-	-
£240,001 to £250,000	1	-

Remuneration in this instance is defined as basic salary, car allowance, benefits in kind and employer's pension contributions.





9. BOARD MEMBERS AND EXECUTIVE DIRECTORS

The emoluments of the Board members were as follows:

Group & Association	2025 £'000	2024 £'000
Valerie Lee (Chair of the Board)	17	17
Lavinia Porfir (Chair of Customer Focus Committee to 31 August 2024, Board Member to 15 May 2025)	7	8
Elizabeth Nicolls (Chair of Audit & Risk Committee and Board Member to 1 October 2024)	4	8
Julie White (Chair of Capital Investment Committee)	8	8
Jillian Gregg (Chair of PCH Regeneration)	8	8
Maja Jorgensen (Board member to 31 March 2024, Chair of Customer Focus Committee thereon)	8	6
Tasawar Nawaz (Board Member to 13 November 2024)	4	6
Sally Haydon (Board Member)	6	6
Michael Day (Independent Board Member Regeneration to 22 July 2025)	4	3
Gaynor Southerton (Resident CFC Co-optee to 9 August 2024)	1	3
Joanne Bowden (Board Member)	6	3
Peter Nourse (Vice Chair from 1 December 2023 to 10 July 2024, board member prior to this)	3	7
Melony Gallagher (Resident CFC Co-optee)	4	2
Emma Lovett (Board member to 31 March 2024, Chair Audit & Risk committee thereon)	8	5
Zoe Reilly (Board Member to 31 January 2025)	5	4
Tracy Lowings (Resident CFC Co-optee)	4	1
Alison Simpson (Board Member from 1 March 2025)	-	-
Clare Stevens (CFC Co-optee from 29 May 2024)	3	-
David Greenhalgh (Board Member from 01 January 2025)	2	-
Louise Webb (CFC Co-optee from 6 May 2024)	3	-
Victoria Matthews (Chair of People & Culture Committee from 1 February 2025)	1	-
Debra Roche (Vice Chair to 30 November 2023)	-	5
Graham Clayton (Board member to 31 July 2023)	-	2
Total	106	102



The emoluments of the Executive Management Team were as follows:

Group & Association	2025			2024
	Basic salary & car allowance £'000	Employer pension contributions £'000	Total £'000	Total £'000
Jonathan Cowie - Chief Executive (from 30 September 2023)	229	13	242	130
John Clark - Chief Executive (to 30 September 2023)	-	-	-	126
Nicholas Jackson	182	23	205	196
Gillian Martin	175	33	205	196
Michelle Dawson (from 18 November 2024)	65	2	67	-
Tracy Smith (from 18 March 2024 to 11 November 2024)	114	14	128	7
Tracey Gray (from 29 May 2023 to 28 March 2024)	-	-	-	183
Total	765	85	850	838

The Chief Executive, Jonathan Cowie, and Michelle Dawson are members of SHPS Defined Contribution Pension Scheme and Nicholas Jackson is a member of SHPS Defined Benefit Pension Scheme. Gillian Martin is a member of the Local Government Pension Scheme. The former Executive Management Team members, John Clark (former Chief Executive) and Tracy Smith, were members of SHPS Defined Benefit and SHPS Defined Contribution schemes respectively. Tracey Gray was not a member of either pension scheme. No enhanced pensions were paid to the Executive Management Team.

Compensation for loss of office paid to an Executive Director during the year was £44k (2024: £Nil).

The remuneration payable to the highest paid Executive Director per social housing unit was £15.50 (2024: £16.03). The aggregate amount of the remuneration paid to directors as a whole per social housing unit was £60.45 (2024: £57.15). Note that in the prior year, the highest paid director has been taken as the combined amounts payable to the Chief Executive who changed during the previous year.

10. SURPLUS / (DEFICIT) on disposal of housing properties

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Right to buy sales	2,374	1,977	2,374	1,977
Right to acquire sales	397	340	397	340
Sundry sales	310	124	310	124
Shared ownership staircasing	418	75	418	75
Total proceeds	3,499	2,516	3,499	2,516
Cost of sales	(139)	(26)	(139)	(26)
Net book value of components removed on disposal	(1,635)	(929)	(1,635)	(929)
Plymouth City Council share under claw back	(882)	(796)	(882)	(796)
Transfer to Recycled Capital Grant Fund	-	(1)	-	(1)
Total surplus / (deficit) on disposal of housing properties	843	764	843	764

11. INTEREST RECEIVABLE and similar income

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Bank interest receivable	422	225	472	304
Net interest income on net defined benefit pension scheme assets	-	387	-	387
Total	422	612	472	691

12. INTEREST PAYABLE AND SIMILAR CHARGES

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Loan interest	5,526	4,875	5,526	4,875
Non utilisation fees	363	357	363	357
Amortisation of arrangement fees	22	10	22	10
Interest payable capitalised on housing properties under construction	(782)	(1,144)	(782)	(1,144)
Legal, professional and bank fees	17	(2)	17	(2)
Net interest expense on net defined pension scheme liabilities	34	-	34	-
Total	5,180	4,096	5,180	4,096

13. TAX ON SURPLUS ON ORDINARY ACTIVITIES FOR THE PERIOD

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Current tax				
Current tax on income for the period	74	94	-	2
Adjustment in respect of prior periods	(11)	-	1	-
Total current tax	63	94	1	2
Deferred tax				
Origination and reversal of timing differences	-	-	-	-
Change in tax rate	-	-	-	-
Total deferred tax	-	-	-	-
Total tax	63	94	1	2





The tax assessed for the year for the Group is lower than the standard rate of corporation tax in the United Kingdom at 25% (2024: 25%). The differences are explained as follows:

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Surplus before taxation	6,275	5,462	7,464	5,806
Tax using the UK corporation tax rate of 25% (2024: 25%)	1,569	1,365	1,866	1,451
Tax exempt revenues	(1,866)	(1,450)	(1,866)	(1,449)
Consolidation entries impact on surplus	150	148	-	-
Losses generated carried forward	169	-	-	-
Effect of depreciation in excess of capital allowances	52	29	-	-
Effect of Gift Aid relief on previous years provision	(14)	-	-	-
Under provision of Corporation Tax in previous years	3	-	1	-
Total tax on results on ordinary activities	63	93	1	2

14. HOUSING FIXED ASSETS

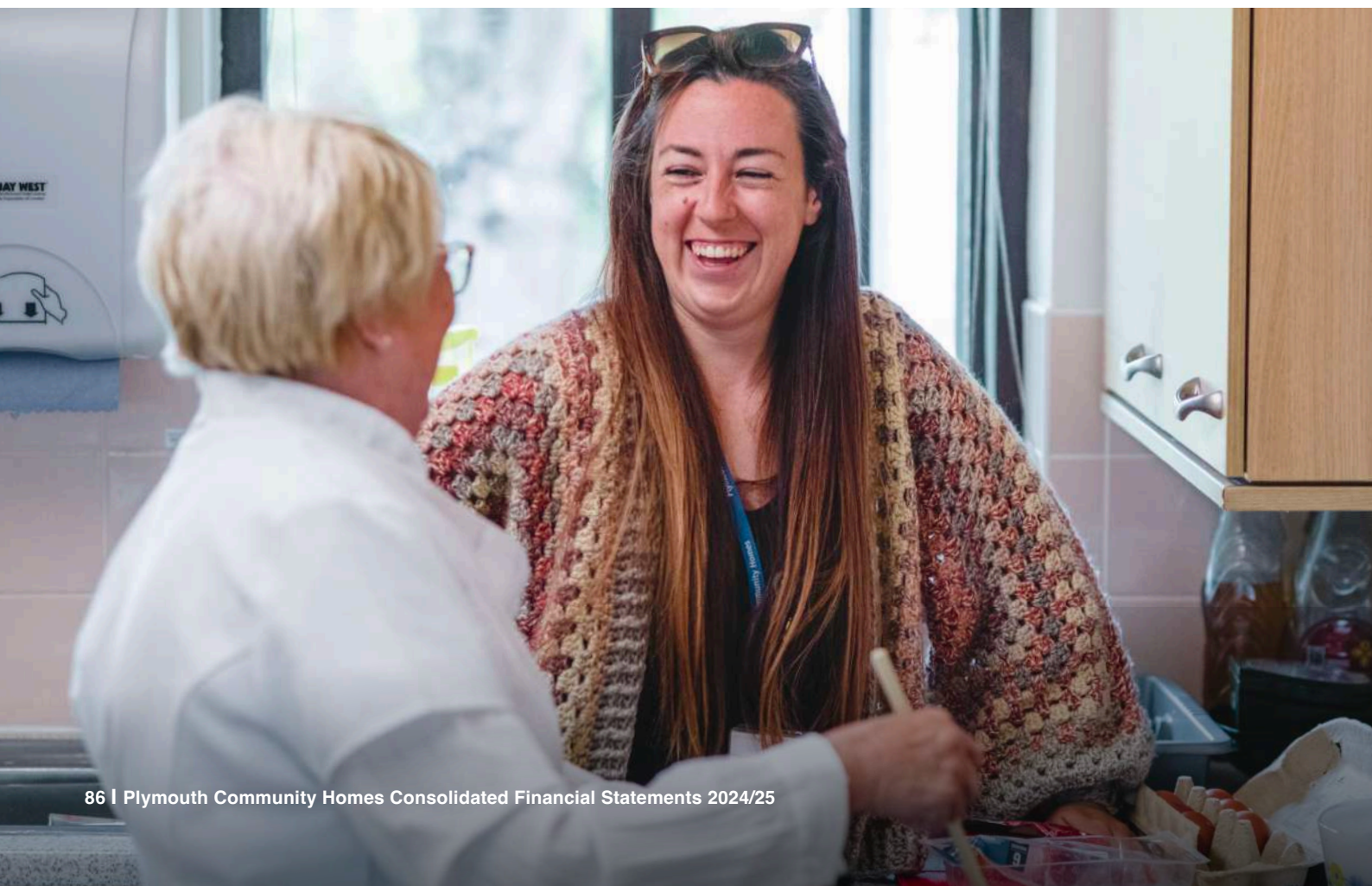
Housing Fixed Assets: Group

	Housing property general needs £'000	Completed leasehold & shared ownership property £'000	Development property under construction £'000	Shared ownership property Under construction £'000	Total housing properties £'000
Cost					
At 1 April 2024	635,608	32,483	24,804	7,604	700,499
Additions	5,970	-	29,014	2,658	37,582
Completed general needs properties	16,825	-	(16,825)	-	-
Completed shared ownership properties	-	3,571	-	(3,571)	-
Disposals	(5,743)	(202)	-	-	(5,945)
At 31 March 2025	652,660	35,852	36,993	6,691	732,196
Depreciation					
At 1 April 2024	(119,314)	(1,013)	-	-	(120,327)
Charge for period	(13,016)	(243)	-	-	(13,259)
Demolitions	(1,162)	-	-	-	(1,162)
Disposals	4,306	5	-	-	4,311
At 31 March 2025	(129,186)	(1,251)	-	-	(130,437)
Net book value at 31 March 2025	523,474	34,601	36,933	6,691	601,759
Net book value at 1 April 2024	516,294	31,470	24,804	7,604	580,172



All Fixed Assets: Group

	Total housing properties £'000	Freehold offices £'000	Vehicles £'000	Equipment & furniture £'000	Computers & software £'000	Photo- voltaic panels £'000	Total assets £'000
Cost							
At 1 April 2024	700,499	11,200	3,635	3,991	7,229	9,706	736,260
Additions	37,582	65	1,235	292	835	-	40,009
Disposals	(5,945)	-	(483)	(35)	-	-	(6,463)
At 31 March 2025	732,136	11,265	4,387	4,248	8,064	9,706	769,806
Depreciation							
At 1 April 2024	(120,327)	(2,155)	(2,201)	(2,027)	(4,769)	(4,532)	(136,011)
Charge for period	(13,259)	(536)	(322)	(726)	(721)	(478)	(16,042)
Demolitions	(1,162)	-	-	-	-	-	(1,162)
Disposals	4,311	-	483	35	-	-	4,829
At 31 March 2025	(130,437)	(2,691)	(2,040)	(2,718)	(5,490)	(5,010)	(148,386)
Net book value at 31 March 2025	601,699	8,574	2,347	1,530	2,574	4,696	621,420
Net book value at 1 April 2024	580,172	9,045	1,434	1,964	2,460	5,174	600,249





Housing Fixed Assets: Association

	Housing property general needs £'000	Completed leasehold & shared ownership property £'000	Development property under construction £'000	Shared ownership property Under construction £'000	Total housing properties £'000
Cost					
At 1 April 2024	635,608	32,719	31,315	7,930	707,572
Additions	5,970	-	29,494	2,660	38,124
Completed general needs properties	16,825	-	(16,825)	-	-
Completed shared ownership properties	-	3,571	-	(3,571)	-
Disposals	(5,743)	(202)	-	-	(5,945)
At 31 March 2025	652,660	36,088	43,984	7,019	739,751
Depreciation					
At 1 April 2024	(119,314)	(1,013)	-	-	(120,327)
Charge for period	(13,016)	(243)	-	-	(13,259)
Demolitions	(1,162)	-	-	-	(1,162)
Disposals	4,306	5	-	-	4,311
At 31 March 2025	(129,186)	(1,251)	-	-	(130,437)
Net book value at 31 March 2025	523,474	34,837	43,984	7,019	609,314
Net book value at 1 April 2024	516,294	31,706	31,315	7,930	587,245



All Fixed Assets: Association

	Total housing properties £'000	Freehold offices £'000	Vehicles £'000	Equipment & furniture £'000	Computers & software £'000	Total assets £'000
Cost						
At 1 April 2024	707,572	11,200	3,635	3,991	7,229	733,627
Additions	38,124	65	1,235	292	835	40,551
Disposals	(5,945)	-	(483)	(35)	-	(6,463)
At 31 March 2025	739,751	11,265	4,387	4,248	8,064	767,715
Depreciation						
At 1 April 2024	(120,327)	(2,155)	(2,201)	(2,027)	(4,769)	(131,479)
Charge for period	(13,259)	(536)	(322)	(726)	(721)	(15,564)
Demolitions	(1,162)	-	-	-	-	(1,162)
Disposals	4,311	-	483	35	-	4,829
At 31 March 2025	(130,437)	(2,691)	(2,040)	(2,718)	(5,490)	(143,376)
Net book value at 31 March 2025	609,314	8,574	2,347	1,530	2,574	624,339
Net book value at 1 April 2024	587,245	9,045	1,434	1,964	2,460	602,148

The total expenditure on works to existing housing properties during the year to 31 March 2025 for the Group and Association was as follows:

	2025 £'000	2024 £'000
Revenue	9,194	8,356
Capital	5,970	4,465
Total	15,164	12,821

The capitalised work consists of:	2025 £'000	2024 £'000
EWI spend	-	-
Other works to existing properties	5,970	4,465
Total	5,970	4,465

Interest of £782,000 (2023/24: £1,144,000) was capitalised (both Group and Association). Interest was capitalised at the rate of 4.15% (2023/24: 4.23%) during the development period.

Cumulative interest of £4,258,000 (2023/24: £3,476,000) has been capitalised to 31 March 2025. This was incurred on new build housing developments.

Net book value of property assets by tenure: All property assets are freehold. The housing and commercial properties were disclosed at deemed cost with effect from 1 April 2014 on transition to FRS 102. New additions since April 2014 are disclosed at cost. Office premises are included at cost.



15. FIXED ASSET INVESTMENT

	Group			Association			
	Investment in commercial property	Other investments	Total	Shares in group undertakings Note 16	Investment in commercial property	Other investments	Total
Cost (or valuation)							
At 1 April 2024	14,116	263	14,379	3,300	14,116	263	17,679
Additions	182	-	182	-	182	-	182
Disposals	-	(5)	(5)	-	-	(5)	(5)
Revaluation	90	-	90	-	90	-	90
At 31 March 2025	14,388	258	14,646	3,300	14,388	258	17,946
Net book value							
At 31 March 2025	14,388	258	14,646	3,300	14,388	258	17,946
At 31 March 2024	14,116	263	14,379	3,300	14,116	263	17,679

The commercial properties were valued on 'Market Value' basis at £14,388,000 at 31 March 2025 (31 March 2024: £14,116,000) by Sanderson Weatherall, an independent valuer who holds a recognised and relevant professional qualification.

PCH holds the following other investments:

- £60,000 in Plymouth Energy Community (2024: £60,000), an independent 'not-for-profit' co-operative. Its work focuses on three goals for Plymouth residents: reducing energy bills and fuel poverty, improving energy efficiency and generating green energy.
- £30,000 in MorHomes (2024: £30,000), an aggregator, owned by Housing Associations and facilitated by JCRA for the sector with the purpose of obtaining lower cost finance.
- £5,000 in Nudge Community Builders (2024: £5,000), a community benefit society, which restores unused buildings.
- £163,000 Secured loans to homeowners (2024: £168,000) to assist their relocation from our development sites.

16. INVESTMENTS IN SUBSIDIARIES

The Association has the following investments in subsidiaries and jointly controlled entities:

	Cost of investment £'000	Aggregate of capital & reserves £'000	Profit / (loss) for the year £'000	Country of incorporation	Class of shares held	Ownership percentage 2025 %	Ownership percentage 2024 %
PCH Regeneration Limited	-	924	(679)	England	Ordinary	100	100
PCH Energy Limited	3,300	3,684	48	England	Ordinary	100	100

All investments in subsidiaries are held at cost. Details of group loans can be found in note 19 – Debtors.

17. PROPERTIES HELD FOR SALE

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Shared ownership properties in the course of construction	3,055	5,583	3,055	5,583

18. STOCK

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Raw materials	1,219	1,038	1,219	1,038
Work in progress	-	1,003	-	-
Total	1,219	2,041	1,219	1,038



19. DEBTORS

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Amounts due after one year				
Group debtors due after one year	-	-	2,000	2,400
Total	-	-	2,000	2,400
Amounts due after one year				
Trade debtors	212	291	185	205
Less provision for doubtful debts	-	-	-	-
Net trade debtors	212	291	185	205
Current tenant rent arrears	1,172	899	1,172	899
Current tenant non-rent arrears	721	1,302	721	1,302
Less provision for doubtful debts	(1,060)	(922)	(1,060)	(922)
Net current tenant rent arrears	833	1,279	833	1,279
Former tenant rent arrears	809	745	809	745
Former tenant non-rent arrears	1,607	1,325	1,607	1,325
Less provision for doubtful debts	(2,416)	(2,070)	(2,416)	(2,070)
Net former tenant rent arrears	-	-	-	-
Leaseholder debt	1,074	1,240	1,074	1,240
Less provision for doubtful debts	(105)	(105)	(105)	(105)
Net leaseholder debt	969	1,135	969	1,135
Other debtors	283	273	95	116
Less provision for doubtful debts	(89)	(95)	(89)	(95)
Net other debtors	194	178	6	21
Pre-payments and accrued income	3,296	3,056	3,296	3,057
VAT	169	112	164	108
Total	5,673	6,051	5,453	5,805

Group debtors due after one year

The Group debtors are a £2.0m loan to PCH Energy (2024 : £2.4m PCH Energy).

The loan to PCH Energy is under a revolving credit facility, terminating in 2029. The facility is £5m and interest is charged at 4%. There is a revolving credit facility with PCH Regeneration, terminating in 2026. The facility is £4m and interest is charged at 4%.

20. ANALYSIS OF CHANGES IN NET DEBT

	Group			Association		
	At 1 April 2024 £'000	Cash Flows £'000	At 31 March 2025 £'000	At 1 April 2024 £'000	Cash Flows £'000	At 31 March 2025 £'000
Cash and cash equivalents	8,716	12,209	20,925	6,455	10,983	17,438
Bank loans due within one year	-	(1,500)	(1,500)	-	(1,500)	(1,500)
Bank loans due after one year	(125,000)	(17,554)	(142,554)	(125,000)	(17,554)	(142,554)
Total	(116,284)	(6,845)	(123,129)	(118,545)	8,071	(126,616)

21. CREDITORS AMOUNTS FALLING DUE WITHIN ONE YEAR

	Note	Group		Association	
		2025 £'000	2024 £'000	2025 £'000	2024 £'000
Loans	25	1,500	-	1,500	-
Trade creditors		5,228	4,343	3,678	2,661
Rent and service charges received in advance		3,175	3,777	3,175	3,777
Amounts owed to group undertakings		-	-	1,419	1,229
Social Housing Grant Fund	24	1,208	1,215	1,208	1,215
Recycled Capital Grant Fund	23	9	42	9	42
Corporation tax		74	92	-	-
Other taxation and social security		583	515	583	515
Other creditors		2,472	975	2,478	975
Pension contributions		359	307	359	307
Loan interest accrual		1,486	1,142	1,486	1,142
Accruals and deferred income		6,255	4,310	4,578	3,867
Total		22,349	16,718	20,473	15,730

Amounts owed to Group undertakings are trading balances repayable on demand and are non-interest bearing.

22. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	Note	Group		Association	
		2025 £'000	2024 £'000	2025 £'000	2024 £'000
Bank Loan					
Due in one to two years	25	1,500	-	1,500	-
Due in two to five years	25	4,500	13,250	4,500	13,250
Due in five years or more	25	136,750	111,750	136,750	111,750
Deferred loan costs	25	(196)	(206)	(196)	(206)
THFC Holding account	25	-	(101)	-	(101)
Total housing loans		142,554	124,693	142,554	124,693
Capital Grant Funds	24	57,069	56,303	57,069	56,303
Recycled Capital Grant Fund	23	39	35	39	35
Total		199,662	181,031	199,662	181,031

23. RECYCLED CAPITAL GRANT FUND

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
At 1 April	77	89	77	89
Allocated during year	(68)	(13)	(68)	(13)
Transferred to fund during year	39	1	39	1
At 31 March	48	77	48	77
Disclosed as:				
Creditors: amounts falling due within one year	9	42	9	42
Creditors: amounts falling due after one year	39	35	39	35
Total	48	77	48	77

24. CAPITAL GRANT FUNDS

	Group		Association	
Social Housing Grant	2025 £'000	2024 £'000	2025 £'000	2024 £'000
At 1 April	32,379	26,648	32,379	26,648
Additions	2,324	5,919	2,324	5,919
Amortised within the statement of comprehensive income	(201)	(201)	(201)	(201)
Disposals	(4)	-	(4)	-
Transfer from Recycled Capital Grant Fund	68	13	68	13
Transfer to Recycled Capital Grant Fund	(39)	-	(39)	-
At 31 March	34,527	32,379	34,527	32,379
Recognised in:				
Creditors: amounts falling due within one year	190	192	190	192
Creditors: amounts falling due after one year	34,337	32,187	34,337	32,187
Total	34,527	32,379	34,527	32,379

	Group		Association	
British Gas Grant	2025 £'000	2024 £'000	2025 £'000	2024 £'000
At 1 April	9,016	9,583	9,016	9,583
Amortised within the statement of comprehensive income	(539)	(542)	(539)	(542)
Disposals	(26)	(25)	(26)	(25)
At 31 March	8,451	9,016	8,451	9,016
Recognised in:				
Creditors: amounts falling due within one year	539	543	539	543
Creditors: amounts falling due after one year	7,912	8,473	7,912	8,473
Total	8,451	9,016	8,451	9,016





	Group		Association	
Homes England Towers Grant	2025 £'000	2024 £'000	2025 £'000	2024 £'000
At 1 April	10,517	10,974	10,517	10,974
Amortised within the statement of comprehensive income	(457)	(457)	(457)	(457)
At 31 March	10,060	10,517	10,060	10,517
Recognised in:				
Creditors: amounts falling due within one year	457	457	457	457
Creditors: amounts falling due after one year	9,603	10,060	9,603	10,060
Total	10,060	10,517	10,060	10,517

	Group		Association	
Other Grants	2025 £'000	2024 £'000	2025 £'000	2024 £'000
At 1 April	5,605	5,560	5,605	5,560
Additions	277	688	277	688
Amortised within the statement of comprehensive income	(13)	(13)	(13)	(13)
Disposals	(630)	(630)	(630)	(630)
At 31 March	5,239	5,605	5,239	5,605
Recognised in:				
Creditors: amounts falling due within one year	21	22	21	22
Creditors: amounts falling due after one year	5,218	5,583	5,218	5,583
Total	5,239	5,605	5,239	5,605

	Group		Association	
Total Grants	2025 £'000	2024 £'000	2025 £'000	2024 £'000
At 1 April	57,517	52,765	57,517	52,765
Additions	2,601	6,620	2,601	6,620
Amortised within the statement of comprehensive income	(1,210)	(1,213)	(1,210)	(1,213)
Disposals	(658)	(655)	(658)	(655)
Transferred to Recycled Capital Grant Fund	68	13	68	13
Transferred from Recycled Capital Grant Fund	(41)	-	(41)	-
At 31 March	58,277	57,517	58,277	57,517
Recognised in:				
Creditors: amounts falling due within one year	1,208	1,214	1,208	1,214
Creditors: amounts falling due after one year	57,069	56,303	57,069	56,303
Total	58,277	57,517	58,277	57,517

25. INTEREST-BEARING LOANS AND BORROWINGS

The loan and borrowing facilities are held at amortised cost. All facilities are fully secured by fixed charges over the Group's properties. The facilities each have different covenants, but all include a requirement to cover their interest costs, either from those properties in charge to them or at a whole-organisation level, and to have sufficient properties charged as security.

Group & Association	2025 £'000	2024 £'000
Due within one year	1,500	5,750
Due within more than one but less than two years	1,500	1,500
Due within more than two but less than five years	4,500	6,000
Due in five years or more	136,750	111,750
Deferred loan costs	(196)	(206)
THFC holding account	-	(101)
Total	144,054	124,693

26. PENSION SCHEMES

As explained in the accounting policies set out in note 1, the Group participates in two defined benefit pension plans. These are the Devon County Council Local Government Pension Scheme and the Social Housing Pension Scheme. The assets of the schemes are held separately from those of the Group. Further details of the Devon County Council Local Government Scheme are set out in note 27 and further details of the Social Housing Pension Scheme are set out in note 28.

The analysis of the amounts recognised in the surplus or deficit are as follows:

	Group			Association		
	Devon County Council-2025 Note 27 £'000	SHPS-2025 Note 28 £'000	Total-2025 £'000	Devon County Council-2024 Note 27 £'000	SHPS-2024 Note 28 £'000	Total-2024 £'000
Group & Association						
Current service cost	1,008	183	1,191	1,087	226	1,313
Administration expenses	63	14	77	58	13	71
Net interest expense/(income)	(26)	60	34	(435)	48	(387)
Total	1,045	257	1,302	710	287	997

The analysis of the amounts recognised in other comprehensive income is as follows:

	Group			Association		
	Devon County Council-2025 Note 27 £'000	SHPS-2025 Note 28 £'000	Total-2025 £'000	Devon County Council-2024 Note 27 £'000	SHPS-2024 Note 28 £'000	Total-2024 £'000
Group & Association						
(Losses) / gains arising on plan assets	(1,216)	(780)	(1,996)	6,115	(739)	5,376
(Losses) / gains arising on plan liabilities	148	(446)	(298)	(220)	(210)	(430)
Changes in financial assumptions	10,998	1,373	12,371	661	184	845
Changes in demographic assumptions	170	-	170	919	62	981
Impact of asset ceiling actuarial (losses)	(10,120)	-	(10,120)	(16,429)	-	(16,429)
Total	(20)	147	127	(8,954)	(703)	(9,657)

27. DEVON COUNTY COUNCIL PENSION SCHEME



Devon County Council is the Administering Authority to the Devon County Council Pension Fund ("the Fund"). The Local Government Pension Scheme ("LGPS") provides pension benefits to employees of Plymouth Community Homes Ltd ("the employer"). The staff working for Plymouth Community Homes Regeneration Company Ltd and Plymouth Community Homes Energy Ltd are employed by Plymouth Community Homes and their costs of employment are charged to those companies. All pension costs are therefore included in these notes.

The LGPS is a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme Regulations 2013 and currently provides benefits based on career average revalued earnings. The last triennial valuation was in 2022.

As at 31 March 2025, the fair value of the pension scheme assets was £101.0m (2024: £98.9m), and the present value of defined benefit obligations was £64.5m (2024: £73.8m), resulting in a net surplus of £36.5m (2024: £25.1m).

However, in accordance with FRS 102, Section 28, the surplus can only be recognised to the extent that PCH can derive economic benefits from it. The Group and Association have assessed the recoverability of the surplus, by measuring future employer contributions in perpetuity, on the basis that the employer is both open to new joiners and has no formal contract end date. As a result, an asset ceiling has been applied and no asset was recognised at 31 March 2025 or at 31 March 2024.

Group & Association Net Pension Liability:	2025 £'000	2024 £'000
Present value of funded defined benefit obligations	(64,517)	(73,760)
Fair value of pension scheme assets	101,009	98,900
Net pension surplus	36,492	25,140
Effect of asset ceiling	(36,492)	(25,140)
Recognised pension asset/ (liability)	-	-

Reconciliation of opening & closing balances of the present value of the defined benefit obligation	2025 £'000	2024 £'000
Defined benefit obligation at 1 April	73,760	73,880
Current service cost	1,008	1,087
Interest cost	3,554	3,468
Changes in financial assumptions	(10,998)	(661)
Change in demographic assumptions	(170)	(919)
Experience loss / (gain) on defined benefit obligation	(148)	220
Estimated benefits paid net of transfers in	(2,839)	(3,677)
Contributions by scheme participants	350	362
Defined benefit obligation at 31 March	64,517	73,760
Reconciliation of opening & closing balances of the fair value of fund assets		
Fair value of scheme assets at 1 April	98,900	90,702
Interest on assets	4,812	4,302
Return on assets less interest – gains / (losses)	(1,216)	6,115
Administration expenses	(63)	(58)
Contributions by employer (including unfunded)	1,065	1,154
Contributions by scheme participants	350	362
Estimated benefits paid net of transfers in (including unfunded)	(2,839)	(3,677)
Fair value of scheme assets at 31 March	101,009	98,900
Effect of asset ceiling	(36,492)	(25,140)
Recognised value of scheme assets at 31 March	64,517	73,760
Expense recognised in the statement of comprehensive income		
Current service cost	1,008	1,087
Net interest income	(26)	(435)
Administration expenses	63	58
Total	1,045	710

The total recognised in the consolidated statement of total recognised gains and losses in respect of actuarial losses is £20,000 (2024: losses £8,954,000).



The estimated asset allocation for Plymouth Community Homes as at 31 March 2025 is as follows:

Employer Asset Share– Bid Value	2025 £'000	2024 £'000
UK Equities	2,243	1,389
Overseas Equities	51,008	52,880
Property	8,398	7,596
Infrastructure	10,468	10,019
Target Return Portfolio	2,377	2,336
Cash	2,608	2,226
Other bonds	23,903	22,474
Alternative assets	4	(20)
Total	101,009	98,900
Effect of asset ceiling	(36,492)	(25,140)
Recognised value of scheme assets at 31 March	64,517	73,760

Financial assumptions as at	2025 %p.a.	2024 %p.a.
Discount rate	5.85%	4.90%
CPI increases	2.90%	2.90%
RPI increases	3.20%	3.20%
Salary increases	3.90%	3.90%

These assumptions are set with reference to market conditions at 31 March 2025.

The mortality assumptions adopted imply the following life expectancies:

Life Expectancy at age 65 Years	2025 No. of Years	2024 No. of Years
Retiring today:		
Males	21.4	21.5
Females	22.7	22.7
Retiring in 20 years:		
Males	22.7	22.8
Females	24.1	24.1

28. SOCIAL HOUSING PENSION SCHEME

SHPS is a multi-employer scheme which provides benefits to non-associated employers. The scheme is classified as a defined benefit scheme. The last triennial valuation of the scheme was 2023.

	2025 £'000	2024 £'000
Present value of funded defined benefit obligations	(6,888)	(7,423)
Fair value of plan assets	6,029	5,942
Net pension liability	(859)	(1,481)

Reconciliation of opening & closing balances of the present value of the defined benefit obligation	2025 £'000	2024 £'000
Defined benefit obligation at 1 April	7,423	7,092
Current service cost	183	226
Expenses	14	13
Interest cost	366	343
Actuarial (gains) / losses due to changes in financial assumptions	(1,373)	(184)
Actuarial (gains) / losses due to changes in demographic assumptions	-	(62)
Actuarial (gains) / losses due to scheme experience	446	210
Estimated benefits paid net of transfers in	(175)	(230)
Contributions by scheme participants	4	15
Defined benefit obligation at 31 March	6,888	7,423

Reconciliation of opening & closing balances of the fair value of fund assets	2025 £'000	2024 £'000
Fair value of scheme assets at 1 April	5,942	5,845
Interest on assets	306	295
Experience on plan assets (excluding amounts included in interest income) gains / (losses)	(780)	(739)
Contributions by employer	732	756
Contributions by plan participants	4	15
Benefits paid and expenses	(175)	(230)
Fair value of scheme assets at 31 March	6,029	5,942

Expense recognised in the statement of comprehensive income	2025 £'000	2024 £'000
Current service cost	183	226
Administration expenses	14	13
Net interest expense	60	48
Total	257	287



SOCIAL HOUSING PENSION SCHEME CONT.

The estimated asset allocation for Plymouth Community Homes as at 31 March 2025 is as follows:

Employer Asset Share Bid Value	2025 £'000	2024 £'000
Liability driven investment	1,825	2,418
Liquid alternatives	1,118	-
Private credit	738	-
Real assets	722	-
Global equity	675	592
Property	302	239
Infrastructure	1	600
Risk sharing	-	348
Private debt	-	234
Absolute return	-	232
Opportunistic liquid credit	-	232
Distressed opportunities	-	209
Other	648	838
Fair value of scheme assets	6,029	5,942

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any property occupied by, or other assets used by, the employer.



SOCIAL HOUSING PENSION SCHEME CONT.

Financial assumptions as at	2025 % p.a.	2024 % p.a.
Discount rate	5.96%	4.93%
RPI increases	3.04%	3.08%
CPI increases	2.80%	2.80%
Salary growth	3.80%	3.80%
Allowance for commutation of pension cash at retirement	75% of maximum allowance	75% of maximum allowance

These assumptions are set with reference to market conditions at 31 March 2025.

The mortality assumptions adopted imply the following life expectancies:

Life Expectancy at age 65 Years	2025 No. of Years	2024 No. of Years
Retiring today:		
Males	20.5	20.5
Females	23.0	23.0
Retiring in 20 years:		
Males	21.7	21.8
Females	24.5	24.4

29. SHARE CAPITAL

Ordinary shares of £1 each. Allotted, called up and fully paid.

Share Capital	2025 Number	2024 Number
At 1 April	36	34
Issued during the year	6	3
Cancelled during the year	(4)	(1)
At 31 March	38	36

Share issues and cancellations are as a result of changes to membership of the Association. Shares do not convey any rights to interest or dividends.



30. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Financial liabilities assets at amortised cost				
Cash and cash equivalents	20,925	8,716	17,438	6,455
Debtors due within one year	5,673	6,051	5,453	5,805
Fixed asset investments	258	263	258	263
Debtors due after more than one year	-	-	2,000	2,400
Total	26,857	15,030	25,149	14,923
Financial liabilities measured at amortised cost				
Creditors falling due within one year	(22,351)	(16,718)	(20,475)	(15,730)
Loans	(142,554)	(124,693)	(142,554)	(124,693)
Other creditors falling due after more than one year	(57,108)	(56,338)	(57,108)	(56,338)
Total	(222,013)	(197,749)	(220,137)	(196,761)

Risk

The main risks arising from the Group's financial instruments are interest rate risk and liquidity risk.

Interest rate risk

The Group finances development through a mixture of retained surplus, grant and borrowings. The Group and Association's interest rate management ensures that a mix of variable rate bank facilities and fixed interest rate facilities are held. This is a suitable funding structure to support expansion, the build of new homes and the improvement of existing homes.

Liquidity risk

The Group has a policy to have in place facilities for at least eighteen months future funding with headroom of 10% on banking facilities and sufficient facilities to cover all committed and uncommitted development schemes in the business plan.

31. OPERATING LEASE COMMITMENTS

The future minimum operating lease payments are as follows:

Group & Association	2025		2024	
	Land & buildings £'000	Other £'000	Land & buildings £'000	Other £'000
Less than one year	29	150	30	130
Between one and five years	-	63	6	1
Total	29	213	36	131

32. LEASES AS LESSOR

Group & Association	2025 £'000	2024 £'000
Less than one year	1,482	1,107
Between one and five years	2,494	2,310
More than five years	2,298	1,788
Total	6,274	5,205

Leases relate to the length of commercial tenancies for shops and offices.

33. CAPITAL COMMITMENTS

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Capital expenditure contracted for but not provided in the accounts	25,065	20,635	25,065	20,635
Capital expenditure authorised by the Board, but not yet contracted for	96,963	91,940	96,963	91,940
Total	122,028	112,575	122,028	112,575



34. Contingent Liabilities

Social Housing Grant of £1,428,300 (2024: £1,428,300) was transferred with the Little America homes. Should the related properties be sold and the grant not be reinvested in new properties this amount could be repayable to Homes England.

The Group and Association receive a capital grant from Homes England, which is used to fund the acquisition and development of housing properties and their components. In certain circumstances upon disposal of grant funded properties the group is required to recycle this grant by crediting the Recycled Capital Grant Fund. At 31 March 2025, the Group and Association has disposed of components, which had received £39,000 (2024: £1,000) of grant funding. Although the disposal of these components has not given rise to a relevant event for the purposes of recycling the grant (as the Group and Association retain the property asset) it does have a future obligation to recycle this grant once the property is disposed of. If the amounts held in the Recycled Capital Grant Fund are not recycled within 3 years then the amount becomes repayable.

35. Related Party Transactions

The Board members who served during the period and are also tenants have a standard tenancy agreement and are required to fulfil the same obligations and receive the same benefit as other tenants.



Two Board members are nominees of Plymouth City Council (PCC), both serving councillors. All transactions with PCC during the year were conducted at arm's length and on normal commercial terms.

Under Section 33 of FRS 102 defined benefit pension schemes are considered to be related parties. Plymouth Community Homes is a member of the following defined benefit schemes: Social Housing Pension Scheme and Devon County Council Local Government Pension Scheme. Details of transactions with the schemes are disclosed in notes 26 - 28.

All cost recharges from Plymouth Community Homes to its non-regulated subsidiaries are charged at the cost of providing the service. Recharges are determined by an appropriate allocation depending on the nature of the cost, such as headcount, floor space and services. The value of transactions between PCH Ltd and its subsidiaries was as follows:

PCH Regeneration Company Ltd: Service charge from PCH Ltd to PCH Regeneration: £427,689 (2023/24: £352,427); Design & build work (including 5% mark-up) invoiced from PCH Regeneration to PCH Ltd: £8,068,371 (2024: £6,711,130).

PCH Energy Ltd: Service charge from PCH Ltd to PCH Energy: £41,190 (2024: £36,320); Charge from PCH Ltd to PCH Energy for lease of roofs: £103,590 (2024: £103,860); Charge from PCH Energy to PCH Ltd for electricity: £91,804 (2024: £83,099).

The intercompany debtor and creditor balances as at 31 March are disclosed in notes 19 and 21.

A copy of the consolidated financial statements may be obtained from Plymouth Community Homes, Plumer House, Tailyour Road, Plymouth, PL6 5DH.

36. Subsequent Events

There are no subsequent events to report.





37. ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed as follows.

Useful Economic Lives of Tangible Assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives of the assets so these are re-assessed annually and amended when necessary to reflect current estimates. See note 14 for the carrying amount of the property plant and equipment, and note 1 for the useful economic lives for each class of assets.

Impairment of Debtors

The Group makes an estimate for the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including, the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 19 for the net carrying amount of the debtors and associated impairment provision.

Pensions

FRS 102 requires that certain assumptions are made in order to determine the amount to be recorded for retirement benefit obligations and pension plan assets, in particular for defined benefit plans. For 2024/25 the pension plan asset for the LGPS scheme has not been recognised, as the surplus is not considered recoverable through reduced contributions in the future or through refunds from the plan.

Commercial Property

The Group holds a number of investment properties, consisting of shops along with the part of Plumer House that is sublet to tenants. These properties are initially recognised at cost and are subsequently held at fair value based on an annual valuation performed by an independent valuer. Assumptions are made as part of that valuation process to determine the amount to be recorded for investment properties, and factors such as volatile market conditions may cause a material change to the carrying value of investment properties within the next financial year.

Critical accounting judgements in applying the Group's accounting policies

Valuation of Housing Properties

The Group tests annually whether there are any impairment triggers that would require the Group to undertake a full impairment review of housing properties under FRS 102.

No such triggers were identified for the 2024/25 financial year.

Operating Activities

Operating activities are the core revenue-generating activities of the Group that are not investing or financing activities. Operating activities include income from and expenditure on lettings, shared ownership sales, development costs not capitalised, costs of community involvement, Social Housing grant released and gains and losses on sale of properties not developed for outright sale. Operating activities exclude gains and losses on sale of fixed assets, changes in value of investment property and gift aid receipts.



38. STATUS

Plymouth Community Homes Group

Registered Office:

Plumer House, Tailyour Road, Plymouth PL6 5DH.

Legal Status:

Plymouth Community Homes Ltd is registered under the Co-operative and Community Benefit Societies Act 2014 on the Mutual Register held by the Financial Conduct Authority (registration 30637R). The Association is registered with the Regulator of Social Housing (registration L4543).

At the time of signing these financial statements Plymouth Community Homes Ltd had two wholly owned subsidiaries - Plymouth Community Homes Regeneration Company Ltd (company number 7272688) and Plymouth Community Homes Energy Ltd (company number 8028170). Both subsidiaries are incorporated under the Companies Act 2006.

- Plymouth Community Homes Regeneration Company Ltd oversees the design and build work for redevelopment projects.
- Plymouth Community Homes Energy Ltd oversees the installation of photovoltaic panels on properties owned by Plymouth Community Homes Ltd.

39. BOARD MEMBERS, EXECUTIVES & ADVISORS

The Board members, executives and advisors during the year and up to the date of signing these accounts were:

Members of the Board

Valerie Lee	Chair of Plymouth Community Homes Ltd
Lavinia Porfir	Chair of Customer focus Committee to 31 August 2024 Board member from 1 September 2024 to 15 May 2025
Maja Jorgensen	Chair designate of Customer Focus Committee from 1 April 2024
Elizabeth Nicolls	Chair of Audit and Risk Committee & Board Member to 1 October 2024
Emma Lovett	Chair designate of Audit and Risk Committee from 1 April 2024
Julie White	Chair of Capital Investment Committee
Vikki Matthews	Chair of People and Culture Committee from 1 February 2025
Tasawar Nawaz	Board Member to 13 November 2024
Jillian Gregg	Board Member & Chair of PCH Regeneration Ltd Board
Sally Haydon	Board Member
Joanne Bowden	Board Member
David Greenhalgh	Board Member from 1 January 2025
James Barret Miles	Board Member from 27 March 2025
Alison Simpson	Board Member from 1 March 2025
Peter Nourse	Board Member from 1 May 2023 to 10 July 2024 & Vice Chair of Plymouth Community Homes Ltd from 14 September 2023 to 10 July 2024
Zoe Reilly	Board Member to 31 January 2025

Directors of Plymouth Community Homes Regeneration Company Ltd:

Executive Directors:

Jonathan Cowie	Board Member
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Non-Executive Directors:

Jillian Gregg	Chair
Michael Day	Independent Director to 22 July 2025
Tasawar Nawaz	Board Member to 13 November 2024
Valerie Lee	Board Member

Directors of Plymouth Community Homes Energy Ltd

Jonathan Cowie	Chair
Nicholas Jackson	Board Member
Gillian Martin	Board Member
Michelle Dawson	Board Member from 27 March 2025
Tracy Smith	Board Member from 1 April 2024 to 11 November 2024





Audit and Risk Committee

Elizabeth Nicolls	Chair to 1 October 2024
Tasawar Nawaz	Committee Member to 13 November 2024
Julie White	Committee Member
Emma Lovett	Chair Designate from 1 April 2024
Jill Gregg	Committee Member from 1 April 2024
David Greenhalgh	Committee Member from 1 January 2025
James Barret Miles	Committee Member from 27 March 2025

Customer Focus Committee

Lavinia Porfir	Chair to 31 August 2024
Maja Jorgensen	Chair designate from 1 April 2024
Zoe Rielly	Committee Member to 31 January 2025
Gaynor Sotherton	Co-optee to 8 August 2024
Joanne Bowden	Co-optee
Melony Gallagher	Co-optee
Louise Webb	Co-optee from 6 May 2024
Clare Stevens	Co-optee from 29 May 2024
Tracy Lowings	Co-optee



Capital Investment Committee

Julie White	Chair
Maja Jorgensen	Committee Member
Sally Haydon	Committee Member
Elizabeth Nicolls	Committee Member to 1 October 2024
Peter Nourse	Committee Member from 1 April 2024 to 10 July 2024
David Greenhalgh	Committee Member from 1 January 2025

People and Culture Committee

Peter Nourse	Chair to 10 July 2024
Vikki Matthews	Chair from 1 February 2025
Valerie Lee	Committee Member
Emma Lovett	Committee Member from 1 April 2024
Sally Haydon	Committee Member from 1 April 2024

Executive Management Team:

Jonathan Cowie	Chief Executive
Nicholas Jackson	Executive Director of Business Services and Development
Gillian Martin	Executive Director of Corporate Services
Michelle Dawson	Executive Director of Homes and Communities from 18 November 2024
Tracy Smith	Director of Homes and Communities from 18 March 2024 to 11 November 2024

Company Secretary for all group companies

Lucy Rickson	Head of Governance
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External auditor:

Bishop Fleming LLP
Salt Quay House
4 North East Quay
Sutton Harbour,
Plymouth PL4 0BN

Internal auditor:

Beever and Struthers LLP
150 Minories, London
EC3N 1LS

Tax advisor:

KPMG LLP
1 Forest Gate,
Brighton Road
Crawley RH11 9PT

Principal bankers:

**National Westminster
Bank PLC**
14 Old Town Street
Plymouth PL1 1DG

Funders:

National Westminster Bank PLC
250 Bishopsgate
London EC2M 4AA

Barclays Bank PLC
Third Floor, 3 Bedford Street
Exeter EX1 1LX

Barings
1500 Main Street – Suite 2200
PO Box 15189
Springfield, MA 01115-5189 USA

**Great-West Life & Annuity
Insurance Company**
8525 East Orchard Road,
2T3 Greenwood Village,
CO 80111, USA

**Great-West Life & Annuity
Insurance Company of New York**
50 Main St
White Plains, NY, 10606-1901
USA

**The Housing Finance
Corporation Ltd**
3rd Floor
17 St Swithin's Lane
London EC4N 8AL

Venn Partners LLP
30 Golden Square
London W1 9LD



Security Trustees:

M & G Ltd
Governors House,
Laurence Pountney Hill,
London EC4R 0HH

Solicitors:

Penningtons Manches LLP
125 Wood Street, London,
EC2V 7AW

Womble Bond Dickinson
Ballard House, West Hoe Road,
Plymouth, PL1 3AE

Bevan Brittan LLP
Fleet Place House,
London, EC4M 7RF

Capsticks Solicitors LLP
1 St George's Road,
London, SW19 4DR

Devonshires
30 Finsbury Circus,
London, EC2M 7DT

Tozers LLP

Broadwalk House,
Southernhay West,
Exeter EX1 1UA.

Stephens Scown Solicitors

3 Elizabeth Close,
Plymouth, PL1 2DH

Trowers & Hamlins

First Floor/The Senate,
Southernhay Gardens,
Exeter, EX1 1UG

Property Valuers:

Savills

Sterling Court, 17 Dix's Field,
Exeter, EX1 1QA

Sanderson Weatherall

Plumer House, Tailyour Road,
Plymouth, PL6 5DH

Treasury Advisors:

Savills Financial Consultants

33 Margaret Street,
London, W1G 0JD



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

info@plymouthcommunityhomes.co.uk | www.plymouthcommunityhomes.co.uk