



# ESG REPORT 2024

Environmental, Social and Governance



# INTRODUCTION

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

Last year we launched our new Strategic Business Plan with four themes with a strong ESG focus:



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

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



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

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



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

## MISSION

A high-quality affordable home for everyone.

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

## VISION

Providing homes and communities where people want to live.

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

## VALUES



**Care. Respect. Listen. Do the right thing.**



# CHAIR'S INTRODUCTION

We're pleased to share with you our ESG report which comes at an important time for us as an organisation. The demand for new, affordable housing has never been greater, with our customers facing cost of living challenges alongside the global climate emergency - our role has never been more crucial.

We cannot do it alone, and over the past year we've started to build the foundations. We've been collaborating with several partner organisations to ensure we work towards a better future. We are seeing some great partnership projects emerging with like-minded organisations, such as Livewell Southwest and Plymouth Energy Community, improving the links between health and housing and working on our joint priorities.

Our focus this year is to start the next phase of our journey – we already have sound Governance but we're looking to increase effectiveness and strategic thinking at Board level and have recently updated our terms of reference for each Board and Committee.

We're planning to build on our Equality, Diversity and Inclusion (EDI) work and we're signed up to the National Housing Federation's Chairs Challenge as part of our commitment to drive and embed EDI at board level and across our organisation. In the next few months, we will set out our new EDI strategy for the next five years.

Our environmental credentials will take front and centre, as key members of the Plymouth Net Zero Action Group we are able to engage with other organisations to drive change in the city.

We're carrying out stock condition and EPC surveys on our entire stock over the next two years which will allow us to make more informed decisions to improve the energy efficiency of our homes and to consider new technologies which support our drive towards net zero.

We will continue to improve our understanding of our emissions, which will allow us to set out our roadmap for decarbonising our business, starting with timelines for key areas that feed into our ambitions for achieving net zero. These are set out in our Strategic Business Plan 2023-28.

We'll also be busy building on the sustainable community initiatives we carried out last year, where we worked with 32 community partners to deliver projects such as tree planting with local schoolchildren and residents, running sustainable food projects, such as teaching residents how to catch and cook fish.

We know we have more to do but we hope this report demonstrates to our residents, partners, funders and other key stakeholders that we are on the right track, and doing the right thing.

**Valerie Lee, Chair of the Board**

A portrait of Valerie Lee, Chair of the Board, smiling. She has short, light-colored hair and is wearing a dark turtleneck sweater. The background is a solid dark color.

**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, Strategic Business Plan

# AT A GLANCE

## ENVIRONMENTAL

## SOCIAL

## GOVERNANCE

OUR FINANCIAL  
SUPPORT FUND OF  
£125K HELPED 530  
CUSTOMERS



GOVERNANCE RATING

PLANT  
803  
TREES  
ON OUR  
LAND



RAN 108 COMMUNITY  
ENGAGEMENT  
PROJECTS  
COLLABORATED WITH  
32 COMMUNITY  
PARTNERS



STANDARD AND POORS  
CREDIT RATING

CARBON  
FOOTPRINT  
OF BUSINESS  
OPERATIONS  
702 TONNES



273 AIR QUALITY  
MONITORS IN 52  
HOMES TO HELP  
PREVENT DAMP  
AND MOULD



INVESTORS IN PEOPLE  
RATING GOLD

INVESTORS<sup>®</sup>  
IN PEOPLE

TOTAL RENEWABLE  
ENERGY PRODUCTION  
4,933MWH



DISABILITY CONFIDENT  
LEADER





# ENVIRONMENTAL

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

We identify significant environmental risks through our ISO14001:2015 aligned environmental management system and we hold an environmental aspects and impacts register. This is a comprehensive list of business activities, the associated environmental risks, a risk rating along with controls to reduce the risk or prevent it from worsening. Where a risk rating is considered to be significant, we have a procedure within our Environmental Management System to address it. The aspects and impacts register is aligned to the wider strategic and operational risk registers which go to the Board regularly for consideration.

We continue to maintain an Environmental Management System that aligns to the ISO14001:2015 standard for Environmental Management.

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

## OVER 2,300 SOLAR PANELS PROVIDING 4,933MWH OF FREE ELECTRICITY



## DECARBONISATION

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

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

We know that the bulk of our carbon emissions come from our housing stock and have estimated the operational carbon footprint of our business to be around 702 tonnes (including mileage), which is down on last year due to fewer fleet miles and a reduction in gas use. Emissions from electricity has risen due to an increase in carbon intensity of the grid.

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

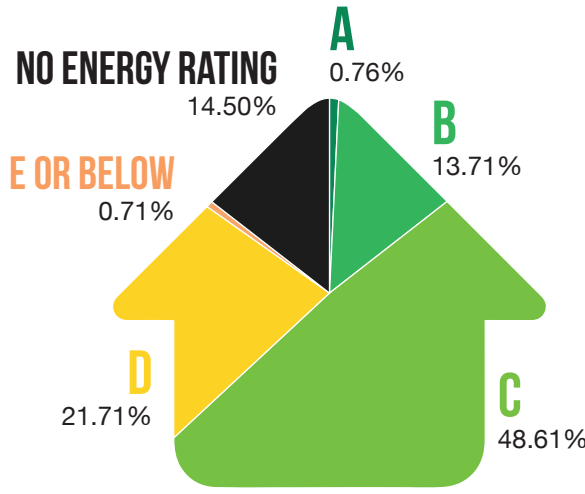
Indicator	23/24 Result	2022/23 Result	2021/22 Result
Carbon footprint of business operations	702 tonnes	712 tonnes	675 tonnes
Percentage of homes with a C+ energy rating <small>(data includes clones)</small>	72.70%	71.41%	71.00%
Percentage of homes with solar panels	16%	16%	15%
Total renewable energy production	4,933 MWh	5,491 MWh	5,163 MWh
Percentage of waste diverted from landfill	99%	99%	99%



95% OF OUR  
HOMES TO OBTAIN  
AN EPC OF C OR  
ABOVE BY 2028

# HOMES & BUILDINGS

The breakdown of energy ratings of our existing homes is:



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

In addition to the carbon reduction, the aim of this is to reduce the cost of keeping homes at a comfortable temperature which is even more important than before with the current energy prices and squeeze on peoples' finances.

Following an energy assessment of our offices at Plumer House, we turned down the heating temperatures which has resulted in notable reductions in gas use over the winter months. We are reviewing our building management plan to feed into our decarbonisation roadmap.

## NEW BUILD

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

% of Homes rated A	13.92
% of Homes rated B	86.08

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





## ELECTRICITY GENERATION

We currently have over 2,300 homes with solar panels on the roof, providing tenants with access to a total of 4,933MWh of free electricity during daylight hours.

Electricity generation from solar panels was lower last year and will fluctuate mainly due to the weather – although panels do not need clear skies to function, production will be lower on cloudy and rainy days. Maintenance programmes also have an impact on production - panels can be out of use during a roof replacement and also lose efficiency as they get dirty between routine cleaning cycles.

## FLEET

We have set a target to convert 25% of our vehicle fleet to green transportation by 2028. We have acquired one electric van and we are currently trialling four electric vans. We have installed additional charging points at our offices to facilitate a future expansion of green fleet and our fleet are able to use the expanding public network.

We are working on our plans for vehicle replacement and are looking to complete a roadmap to net zero for our fleet in the coming months, and this will be expanded to a wider road map for the organisation.



**CONVERT 25%**  
OF OUR VEHICLE FLEET TO GREEN  
TRANSPORTATION BY 2028

ENVIRONMENTAL

## GREEN SPACES

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

Through our partnership with the Plymouth and South Devon Community Forest, we were able to plant 803 trees on our land last year. Additional trees are not only great for wildlife, having trees and other green spaces near our houses provides proven benefits to mental health, improves air quality and can keep neighbourhoods cool in the hot summer months.

## REDUCING WASTE

The percentage of our waste disposed via more sustainable routes was 98.7%, meaning that 687 tonnes of our waste were either recycled or sent for energy recovery. The bulk of the waste arises from clearance of empty homes and fly-tipping which is taken to our own recycling centre and each item is sorted for reuse or recycling, which helps keep costs down and allows us to dispose of these items in a more environmentally friendly way.

We have created a new catalogue for our Reuse Centre to make it easier for staff to provide repurposed and reconditioned items to residents in need. The centre collects items such as white goods, furniture and kitchen appliances from empty PCH homes and cleans and restores them so they can be given to other tenants.



# APPENDIX - SUSTAINABLE REPORTING STANDARD

Theme #	Criteria	Criteria	Measurement Unit	Response
Climate Change	T1	C1 Distribution of EPC ratings of existing homes (those completed before the last financial year).  Data excludes clones.	% of Homes rated A	0.76
			% of Homes rated B	13.71
			% of Homes rated C	48.61
			% of Homes rated D	21.71
			% of Homes rated E or worse	0.71
			% of Homes without an EPC rating	14.5
		C2 Distribution of EPC ratings of new homes (those completed in the last financial year).	% of Homes rated A	13.92
			% of Homes rated B	86.08
			% of Homes rated C	0
			% of Homes rated D	0
			% of Homes rated E or worse	0
			% of Homes without an EPC rating	0
		C3 Does the housing provider have a Net Zero target and strategy?  If so, what is it and when does the housing provider intend to be Net Zero by?	Yes/No/No, but planning to develop one	No, but planning to develop one
			Qualitative response, date	Our Environmental Strategy, Asset Strategy and Strategic Business Plan set objectives to help us reach net zero by 2050. We are working on a roadmap to provide more details of how and when we will meet net zero.
		C4 What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?	Qualitative response	We have completed new wall and loft insulation replacement, double glazing and implemented internal ventilation strategy actions to our Alcester Close properties to meet PAS 2030 and PAS 2035 retrofit requirements.
				Our block at Alexandra Road is in the process of receiving a warm roof, external wall insulation, and new windows along with replacing the existing cavity wall insulation.
				At Boons Place we have carried out external wall insulation, replacement cavity wall insulation and fitted new windows.
				We have also initiated an ambitious programme of EPC and Stock Condition Surveys to fully understand our assets and plan our future programme of works.



Theme #	Criteria	Criteria	Measurement Unit	Response	
Climate Change	T1	C5	Scope 1: Tonnes CO2 equivalent	583.923	
			Scope 2: Tonnes CO2 equivalent	101.249	
			Scope 3: Tonnes CO2 equivalent	16.930 - mileage	
			Scope 1, 2 & 3: Total Tonnes CO2 equivalent	28,525.268 – Housing stock only using average data for property type and bedrooms. Includes clones.	
			Tonnes CO2e/property	2.052	
			01/04/2023-31/03/2024		
	C6	How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?  How is the housing provider mitigating these risks?	Qualitative response	Our major works to decarbonise properties will be compliant with PAS 2035, meaning works will be designed to minimise risks associated with overheating.  We plan to assess the risk of flooding to our properties using publicly available data in the coming year.  Our upcoming Green Spaces Strategy will consider ways to use our land to reduce the risks of flooding and overheating for the neighbouring properties.  New homes will consider these risks as part of the planning process.	
Ecology	T2	C7	Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?  If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?	Qualitative response	Our EMS contains a Green Space and Biodiversity Procedure which summarises opportunities to improve our green spaces.  Having an in-house grounds maintenance team means we have good control over the quality of the work and can review the processes to ensure they are as sustainable as possible.  We are also currently working on a new Green Spaces Strategy to maximise how we use our land.
		C8	Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?  If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy  If planning to develop one, when does the housing provider expect it to be established? [Date]	Our EMS contains an Environmental Incident and Pollution Procedure to manage potential pollutants as well as an Aspects and Impacts Register with a risk framework.  Pollution is monitored through carbon footprinting, and any pollution incidents are reported to management through the process of annual management review.  Mould is managed through our Damp, Mould and Condensation Policy.







(data includes clones)

Theme #	Criteria	Criteria	Measurement Unit	Response
Resource Management	T3	C9 Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?  If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy  If planning to develop one, when does the housing provider expect it to be established? [Date]	Our EMS contains a Sustainable Procurement and Control of Contractors Procedure, which outlines the responsibility on staff involved in procurement and contract management to ensure responsible procurement is taking place and being enforced.  We also have a supply chain strategy, which contains objectives around environmental sustainability.
		C10 Does the housing provider have a strategy for waste management incorporating building materials?  If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy  If planning to develop one, when does the housing provider expect it to be established? [Date]	The EMS contains a Waste Management Procedure, and our corporate waste contract includes a requirement for the winning bidder to deliver a programme of waste optimisation in addition to pricing the current arrangements. This contract is currently going through a tender process and will include a similar requirement from the new provider to ensure that PCH is keeping up with the latest methods of waste separation and recycling.
		C11 Does the housing provider have a strategy for water management?  If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy  If planning to develop one, when does the housing provider expect it to be established? [Date]	Our EMS contains a Water Management Procedure outlining how we manage water.





# SOCIAL

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

Indicator	23/24 Result	2022/23 Result	2021/22 Result	2020/21 Result
Affordability				
Percentage of rents set below LHA limits	93.77%*	99.75%	99.80%	99.90%
Percentage split of homes by tenure:				
Social rent:	94.84%	75%	57%	72%
Affordable rent:	5.09%	25%	43%	28%
Intermediate rent:	0.07%	0	0	0
New homes completed or acquired – affordable rent	79	55	82	58
New homes completed or acquired – social rent	56	33	70	0
New homes completed or acquired – intermediate rent	10	0	0	0
New homes completed or acquired – open market sales	2	12	0	0
Current tenant arrears as a percentage of amount due	1.28%	1.48%	1.51%	1.36%
Number of evictions carried out for rent arrears	5	4	0	1

Indicator	23/24 Result	2022/23 Result	2021/22 Result	2020/21 Result
<b>Buildings</b>				
Percentage of homes with a valid gas safety certificate	99.97%	99.95%	99.97%	99.95%
Percentage of homes with a valid fire risk assessment	100%	100%	100%	-
Percentage of homes meeting the Decent Homes Standard	97.05%	99.33%	100%	99.69%
Percentage of homes with a valid 5-year electrical safety certificate.	99.28%	98.37%	-	-
Percentage of homes with an asbestos management plan.	99.98%	99.96%	-	-
Percentage of lifts with valid LOLER certification.	100%	59.49%	-	-
Percentage of homes requiring a legionella risk assessment with a valid assessment in place.	99.65%	88.36%	-	-

<b>Resident Satisfaction and Complaints</b>				
Percentage of residents satisfied with PCH as their landlord	85%	85.59%	86.76%	91.20%
Percentage of residents very or fairly satisfied with repairs and maintenance.	84%	78.88%	82%	89.60%

Indicator	23/24 Result	2022/23 Result	2021/22 Result	2020/21 Result
<b>Resident Satisfaction and Complaints</b>				
Percentage of residents very or fairly satisfied their rent provides value for money.	89.54%	90.24%	91.80%	91.80%
Percentage of residents satisfied that PCH listens to their views and acts upon them.	75%	75.55%	73%	-
Percentage of residents satisfied with the landlord's approach to handling of anti-social behaviour	68%	69.15%	69%	-
Percentage of residents satisfied with the landlord's approach to handling of complaints.	40.22%	63.85%	60%	-
Percentage of residents satisfied with major works	96.60%	96.86%	98.05%	97.11%
Number of stage one complaints received per 1,000 homes	30.28	29.58	20.74	-
Number of stage two complaints received per 1,000 homes	2.8	1.59	1.32	-
Proportion of stage one complaints responded to within timescales	98.42%	98.83%	97.66%	-
Proportion of stage two complaints responded to within timescales	100%	100%	100%	-



*\*The LHA had been frozen since April 2020 and with the build up of cost pressures and exceptionally high inflation of 11% in 2022 and the rent increases capped at 7% for April 23 the decision was made to allow rents to increase above the LHA level which had previously been used as a cap. We opted to introduce our own cap on general needs properties, equivalent to the LHA plus CPI inflationary uplifts backdated to 2020, which would keep rents in line with the Governments overall rent policy and our aim to keep rents affordable. All general needs properties were under this self-imposed cap and by comparison they were all also below the 30th percentile rent level published by the Government which is used as a measure of affordability against market rent. We did not cap around 100 sheltered housing properties that would otherwise have exceeded these two measures as there is no equivalent measure against the market for this type of one bed property. Finally the LHA was increased in April 2024 and we expect to see the percentage of rents above LHA fall back in line with previous years.*



The rents charged by Plymouth Community Homes are some of the lowest in the sector and our social rents are lower than other Registered Providers in the Plymouth area. However, it is essential that our rents remain affordable to tenants as the cost of living continues to increase and that we offer good value for money to all residents and public funding through Government grants for development and capital works to our homes. Compared to the median private rental sector home, our rents are on average 52.52% of the average rent charged and are 70.25% of Local Housing Allowance.

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

We also charge affordable rents which are set at 80% of market rent. We have been reducing these back to social rent and going forward it is only new build homes that will be let with this type of rent.

The cost-of-living crisis continues to see many of our residents struggling to meet basic costs. Our Incomes Team continue to provide high levels of support to residents to help them with budget management, benefit claims and support with other funds available. Over the past year, with our Financial Support Fund of £125k, we helped 530 customers with sums of up to £250. In the coming year we are providing a £150k Financial Support Fund which we are using to support people who are struggling financially, providing things like fuel vouchers or where they have heating included within their rent and the heating charges are high, providing them with supermarket vouchers to free up money to pay the heating charge.

Monthly rents	PCH social rent 2023/24	Plymouth private rent 2024	PCH social rent 2022/23	Local housing allowance maximum 2024/25	Local housing allowance maximum 2023/24
One Bedroom	£353	£600	£321	£549	£449
Two Bedroom	£398	£750	£360	£673	£583
Three Bedroom	£417	£895	£380	£798	£693
Four Bedroom	£460	£1,200	£423	£972	£848
Five Bedroom	£540	-	£503	£972	£848

## LISTENING TO CUSTOMERS

It is essential that we deliver high quality homes and services for residents in places where they want to live. To assess this, we measure customer perception about our homes and services and use these results to identify areas for improvement. These surveys are carried out by an independent market research company on our behalf throughout the year which enables us to be responsive to any issues arising.

These surveys are aligned to the Tenant Satisfaction Measures from the Regulator of Social Housing, which came into effect on 1st April 2023 and the results of which will be published on our website for residents and other stakeholders to view and comment upon.

Over the last year we carried out 16 consultations with residents generating more than 4,800 responses for us to take on board.

We used the results of these consultations to create a new resident-focused Pets Policy, to change the way we manage reports of damp and mould, to develop an ambitious new Resident Engagement Strategy, and to update the way we issue rent statements.

We ran 108 community engagement projects and collaborated with 32 community partners, delivering tree planting initiatives with local schoolchildren and residents, creating a collaborative community mosaic at The Beacon, and running a sustainable food project teaching residents how to fish.



## PARTNERSHIPS

Through our partnership with Livewell, we are exploring new smart technology and learning how we can utilise this technology to strengthen our strategic response to damp and mould.

We are piloting AICO Homelink Environmental Sensors to monitor air quality in properties. The pilot will target installing sensors in 125 homes where issues with damp and mould are being reported and where there is a health issue or vulnerability in the household.

Currently we have 52 homes and 273 devices connected that we will be able to analyse. The pilot will be evaluated and inform our learning around data driven approach to improving our services. We will also examine the impact of these sensors will have upon their health through enabling residents to better manage the air quality of their home through an app.

The pilot will also be an opportunity to explore how we can deploy these sensors as an asset management tool. Monitoring the effects of remedial works undertaken and using data to make predictions for risk relating to damp and mould, supporting us in being proactive in addressing issues.

Our partnership with Livewell is focused on addressing health inequalities, improving health outcomes and supporting people to live safely and independently in their home.

The partnership is maturing and continuing to develop successful initiatives that will support health and wellbeing of residents through providing fall detectors to residents identified at risk of falls, improving wellbeing resources and training for staff, to delivering a unique health improvement course for our Sheltered residents.

In 2023 we set up a joint funded Digital Inclusion Scheme, supporting residents with access to devices data sim and digital support. Supporting

them in accessing health services and essential services digitally, reducing social isolation and having positive outcomes for all recipients.

Working with the local energy advice organisation, Plymouth Energy Community (PEC), we are improving our support provided to residents facing fuel poverty and difficulty heating their homes due to the cost-of-living crisis. Recently supporting a successful collaborative funding bid, 'Reconnect', which will be a 2-year funded project led by PEC to target around 4,000 social housing households affected by fuel poverty across the Plymouth area.

Reconnect will launch a dedicated team to support our residents, gather insight and partner with us to identify and change processes that elevate risk of fuel poverty and exacerbate risk of tenants reaching crisis. The project will improve referral pathways to ensure support is accessible and prompt. It will support us to improve housing association partnership communications, share learning and increase impact, and provide training for key staff in Fuel Poverty First Aid.





## CHARITY

In April 2023, PCH teamed up with the Motor Neurone Disease Association (MND Association) for 12 months of charity fundraising in memory of a much missed and popular staff member, Lisa Goodman.

Over the last 12 months, staff have come together to raise an incredible £7,000 for the MND Association

and MND Plymouth to ensure that the funds raised can be used to help people in our region.

Staff chose to nominate the association as its Charity of the Year for 2023 – 2024 with the cause being especially close to their hearts after Lisa, a long-standing member of staff at PCH, sadly passed away from the disease last year.

The charity fundraising was kicked off with an initial £500 corporate donation in April 2023, and the fundraising efforts have been led by a team of 12 volunteer staff members who regularly attended charity steering group meetings to make plans for the different fundraising events.

# APPENDIX - SUSTAINABLE REPORTING STANDARD

Theme #	Criteria	Criteria	Measurement Unit	Response		
Affordability and Security	T4	C12	For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:	% of PRS rent	0.76	
			1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority	% of LHA rent	70.25	
		C13	2) Rent compared to the relevant Local Housing Allowance (LHA)			
			Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to:	Number of General Needs units	11,683	% of General Needs units 82.81
				Number of Affordable Rent units	647	% of Affordable Rent units 4.59
			<ul style="list-style-type: none"> <li>General needs (social rent)</li> <li>Intermediate rent</li> <li>Affordable rent</li> <li>Supported Housing</li> <li>Housing for older people</li> <li>Low-cost home ownership</li> <li>Care homes</li> <li>Private Rented Sector</li> <li>Other</li> </ul>	Number of Supported Housing units	1,779	% of Supported Housing units 12.60
		C14	Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to:	Number of General Needs units	56	% of General Needs units 25.34
				Number of Affordable Rent units	77	% of Affordable Rent units 4.53
			<ul style="list-style-type: none"> <li>General needs (social rent)</li> <li>Intermediate rent</li> <li>Affordable rent</li> <li>Supported Housing</li> <li>Housing for older people</li> <li>Low-cost home ownership</li> <li>Care homes</li> <li>Private Rented Sector</li> <li>Other</li> </ul>	Number of Supported Housing units	2	% of Supported Housing units 34.85
				Number of Intermediate Rent units	10	% of Intermediate Rent units 0.90
				Number of Shared Ownership units	74	% of Shared Ownership units 33.48
				Number of Private Sales	2	% of Private Sales units 0.90



Theme #	Criteria	Criteria	Measurement Unit	Response
Affordability and Security	T4	C15	How is the housing provider trying to reduce the effect of high energy costs on its residents?	<p>Qualitative response</p> <p>Our Income Recovery and Financial Inclusion Team support residents to improve their finances in a whole range of ways, all of which help them then to be able to afford their energy bills.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>- Supporting residents to maximise their income through promoting help available such as Warm Home Discount, Winter Fuel Payments and ensuring they are claiming all benefits to which they are entitled.</li> <li>- Applying for charitable grants or discretionary housing payments to help people who are struggling financially.</li> <li>- Helping residents with debt, including utilities debt, and can give information about schemes where utility companies must support people who are in debt with them.</li> <li>- Our Financial Inclusion Officers are qualified to give a spread of debt advice and will encourage residents they work with to look around for the best deal for their energy. In the coming year we are providing a £150k Financial Support Fund which we are using to support people who are struggling financially, providing things like fuel vouchers or where they have heating included within their rent and the heating charges are high, providing them with supermarket vouchers to free up money to pay the heating charge. Applications for residents in low EPC properties are particularly welcomed.</li> <li>- With last year's fund of £125k, we helped 530 customers with sums of up to £250.</li> <li>- If appropriate, the FIOs can advise a tenant that a debt relief order maybe appropriate. This allows the tenant potentially to write off debt that they are unable to repay. In this instance, we would signpost the tenant to the CAB for support with the process.</li> </ul> <p>Our 5-year Asset Management Strategy (2022-2027) sets out our ambitions to improve the thermal performance of our properties, which will make them more affordable to comfortably live in.</p>
		C16	How does the housing provider provide security of tenure for residents?	<p>Qualitative response</p> <p>New tenants are provided an introductory tenancy for 12 months, with the intention of granting a lifetime tenancy following this period.</p>
	T5	C17	Describe the condition of the housing provider's portfolio, with reference to:	
Building Safety and Quality		C17	% of homes for which all required gas safety checks have been carried out.	99.97
			% of homes for which all required fire risk assessments have been carried out.	100
			% of homes for which all required fire risk assessments have been carried out.	
			% of homes for which all required electrical safety checks have been carried out.	99.28
		C18	What % of homes meet the national housing quality standard?	97.05
			Of those which fail, what is the housing provider doing to address these failings?	<p>Qualitative response</p> <p>We plan to review and monitor our Decent Homes position to ensure that all of our homes are decent in future, in line with our top five strategic priorities to improve our stock condition data.</p>

Theme #	Criteria	Criteria	Measurement Unit	Response
Building Safety and Quality	T5	C19	How do you manage and mitigate the risk of damp and mould for your residents?	<p>Qualitative response</p> <p>During 2023/24 a resident-led scrutiny review of how PCH deals with Damp and Mould has been undertaken. This in-depth extended review led to improvements being made collaboratively, and included residents doing site visits, running a survey (of residents), shadowing staff, and meeting managers and staff across the organisation. Residents presented their final report and recommendations to the Customer Focus Committee in May 2024.</p> <p>Improvements made through the review, so far, include updated website information and an animation, a new leaflet, additional staff resources, new reporting processes that ensure residents vulnerabilities to impact of damp and mould are taken into account and more. The installation of thermal improvements such as warm roofing, EWI and CWI along with new windows including trickle vents and upgrading of extractor fans to constant trickle humidistat fans has been undertaken during our Major Works Projects.</p> <p>There has been a wealth of information made available to residents explaining in various formats such as web-based video links and written documents to raise awareness of how to help avoid damp and mould.</p> <p>We are an active member of a city-wide Damp and Mould Action Group, looking at ways to join up organisations working in the city to improve housing conditions and reduce impacts on health through intervention.</p>
	T6	C20	<p>What are the results of the housing provider's most recent tenant satisfaction survey?</p> <p>How has the housing provider acted on these results?</p>	<p>% of residents satisfied</p> <p>85</p> <p>Qualitative response</p> <p>The survey was on a sampling basis stratified based on tenure, age and neighbourhood and unweighted.</p> <p>From the results we have introduced Customer Insight reporting to better understand what residents' views are and how we can act upon them. This will use management information within PCH and direct engagement with residents to discuss their needs and aspirations for their home and neighbourhood.</p> <p>We continue to roll out improvements across the repairs service to get back to delivering most repairs within target time, whilst achieving value for money. We plan to review and monitor our Decent Homes position to ensure that all of our homes are decent in future, in line with our top five strategic priorities to improve our stock condition data.</p>

# 108 COMMUNITY ENGAGEMENT PROJECTS



Theme #	Criteria	Criteria	Measurement Unit	Response
Resident Voice	T6	C21	What arrangements are in place to enable residents to hold management to account for the provision of services?	<p>Qualitative response</p> <p>There are two resident places on the PCH Board, and we have five places for residents as co-optees on the Customer Focus Committee which ensures that the resident voice is heard at the very top of the organisation and has a clear role in decision making about the strategic direction of the association.</p> <p>Additionally, we have our resident scrutiny group which forms part of our resident involvement function. This group selects several topics to review throughout the year. The outcome of these reviews is presented to the Customer Focus Committee who are then responsible for monitoring delivery of the recommendations from the scrutiny group.</p> <p>We also have a place on the report template to include stakeholder consultation and have introduced a new quarterly Customer Insight report to CFC and Board. PCH is a TPAS accredited landlord, a Together with Tenants Early Adopter, and came in at top six social landlords awarded for excellence in resident engagement last year.</p> <p>Throughout 2023/24 we have reviewed our Resident Engagement Strategy and co-produced with residents and staff a new extended Resident Engagement Strategy that meets the aspirations of PCH and our tenants, and meets the requirements of the new Social Housing Act and regulatory frameworks.</p> <p>We have a wide menu of involvement and empowerment options for residents, ranging from formal mechanisms like resident-led scrutiny, to informal neighbourhood-based engagement. We have a dedicated engagement team and budget, including a free resident learning programme that ensures residents can access skills and knowledge to hold us to account, to form groups, and to build relationships of trust.</p>
		C22	In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place?	Number 1
			How have these complaints (or others) resulted in change of practice within the housing provider?	Qualitative response In the past 12 months, the Housing Ombudsman Service determined that 1 instance of maladministration took place. 2 Orders and 2 Recommendations were made by the Service and were acted upon by PCH within the specified timescales.
Resident Support	T7	C23	<p>What are the key support services that the housing provider offers to its residents?</p> <p>How successful are these services in improving outcomes?</p>	<p>Qualitative response</p> <p>Our Learn For Free resident training programme delivers a wide range of support to residents across three themes- 'get skilled, get together and get involved'. Get Skilled is sessions that enable residents to achieve qualifications like first aid and food hygiene. Other key sessions include maths and English, confidence building, mental health awareness, digital skills, dementia awareness, and gardening. In 2023/24 more than 500 learning places were delivered.</p> <p>We deliver a Housing with Support Service to 436 residents of our 11 sheltered housing schemes. Officers provide individualised support to older residents based on a Support Plan, with a wide range of support available to enable residents to live independently at home for longer. The service works with primary care, hospital, adult social care, adaptations, mental health services, voluntary sector and safeguarding service partners, to deliver the support.</p>
Placemaking	T8	C24	<p>Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.</p> <p>Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.</p>	<p>Qualitative response</p> <p>Social value delivered by our contract partners is a key component embedded within our procurement process and during 2023/24 helped determine the selection of contractor for our Bath Street regeneration of 80 homes on the first phase and Hillcrest x-MOD refurbishment of 86 houses.</p>

# GOVERNANCE

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

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

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

We are registered with the Regulator of Social Housing, who adopt a co-regulatory approach where the Board and residents hold us to account. Our robust governance arrangements ensure that we have not been subject to any adverse regulatory findings. The most recent review of our regulatory gradings took place in December 2023, when we received a stability check assessment and are proud to retain the top governance rating of G1.

In January 2024, the international credit rating agency Standard and Poor's reconfirmed Plymouth Community Homes' A+ credit rating with a positive outlook, reflecting our robust financial management and stability to potential investors in our organisation. The judgement includes an assessment of our past financial performance and future plans,

# G1 + V2

as well as a review of our operational track record and governance.

To maintain an A+ credit rating is a significant achievement for any business, particularly during a challenging economic climate, and the outlook upgrade to 'positive' demonstrates the commitment at PCH to maintaining a sound and resilient business approach whilst ensuring the organisation remains an attractive option for investors.

Indicator	23/24 Result	2022/23 Result	2021/22 Result
Number of Board members	12	12	11
Of which male:	17%	20.00%	45.50%
Of which female:	83%	80.00%	54.50%
Average age of Board members	54.5	56	61
Percentage of Board members who are ethnically diverse	25%	20%	0%
CEO - lowest paid worker ratio	9.98x	9.78x	8.7x
CEO – median paid worker ratio	5.47x	6.73x	6.1x
Gender-pay gap (median)	4.10%	5.80%	5.90%
Gender-pay gap (mean)	2.70%	4.00%	1.30%
Regulatory grading – governance	G1	G1	G1
Regulatory grading – financial viability	V2	V2	V1
Code of Governance	NHF 2020	NHF 2020	NHF 2020
Investors in People Rating	Gold	Gold	Gold
Standard and Poors credit rating	A+	A+	A+



# BOARDS AND COMMITTEES

Our Boards and Committees ensure:

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

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

The review concluded we have sound governance with 11 recommendations made to increase effectiveness and strategic thinking; Implementation of these actions was delivered via a Board Task and Finish Group which resulted in a refocus of the committee Terms of Reference (TOR).

The new TOR came into effect on the 1 April 2024 and a summary of the changes are as follows:

- Customer Focus Committee (CFC) concentrates on the co-design of services and customer experience and insight (feeding into the new quarterly Customer Insight report for Board)
- Development Committee changes to Capital Investment Committee (CIC) and includes asset management strategy and oversight of asset management delivery (currently with PCH Board)

- Audit and Risk Committee (ARC) is responsible for the usual audit, internal controls, probity, business continuity and risk oversight, with greater emphasis on legal and regulatory compliance assurance
- Remuneration and Nomination Committee changes to People and Culture Committee (PACC), to include some oversight of people management activities and culture



75%  
RESIDENTS FEEL PCH LISTENS TO  
THEIR VIEWS AND ACTS ON THEM

# CHAIRS' CHALLENGE

Last December, Valerie Lee, Chair of the Plymouth Community Homes (PCH) Board, signed up to the National Housing Federation's Chairs' Challenge as part of our commitment to drive and embed equality, diversity and inclusion (EDI) at a board level.

The Chairs' Challenge is a public commitment that encourages Chairs of the Board across the housing sector to understand how diverse and inclusive it currently is, and then develop a vision for the future with active steps to improve.

As part of this, The Chair is committing to:

- Using the National Housing Federation (NHF) EDI Data Tool to understand the current make-up of PCH's workforce, including all staff, executives and board members, and to measure future success
- Running a workshop with the board to co-create a vision
- Prioritising diversity in our succession planning
- Reading the NHF's Succession Planning for Inclusion report with consideration of running an associate board member programme
- Requesting that EDI be included in annual appraisals.

The Chairs' Challenge objectives have been set for 2024/2025:

1. To embark on a programme of Board development and continuous improvement so that the Board can role model desired behaviours and culture
2. Every Board member to have a development plan with a specific EDI objective
3. To refresh our EDI strategy so that it better reflects our ambitions in this area
4. Explore ways to bring the diverse views of our staff direct to the Boardroom e.g staff networks
5. To develop insights and priority EDI action plans from our staff survey and NHF data submissions and report back on progress
6. Deliver a customer dashboard to identify where our services, culture or behaviours should be adapted to improve equity of outcome for our residents.

Our People and Culture Committee will review a new Equality, Diversity and Inclusion strategy this year which will address the objectives.





# EMPLOYER OF CHOICE

We're proud to be an employer of choice but we want to retain that positive culture, and this means investing in our staff through our pay and reward arrangements. Our values guide how we act as an organisation and provide a code of behaviours for our staff to live by, so we act fairly, honestly and with integrity. They ensure we behave with care and respect towards each other, listen to what they tell us, and always strive to do the right thing. Our Disability Confident Leader status assists us in attracting a more diverse and inclusive workforce. All this is supported by ensuring that our employees are fairly paid.



Having a diverse mix of talented people in our business leads to innovation, development and engagement, which is fundamental to our success.

We want to ensure that there are no potential barriers to the successful development and progression of women, or any minority group at Plymouth Community Homes.

We are pleased to report that our mean gender pay gap reduced in 2023 from 4% to 2.7%. Our median gender pay gap has also reduced from 5.8% to 4.1%.

We have made progress in reducing the pay gap in a

number of areas this year and we are confident the actions we are taking will support us in achieving our goal of reducing the gap further.

Our strategy going forward will help us to build on our results and underpin our continuing commitment to equality and diversity in all its forms. For gender pay this includes:

- Continually monitoring data and interpreting what it shows us.
- Creating opportunities for females to move into non-traditional roles through our internal secondment opportunities and provide opportunities for growing our own talent.
- Ensuring our learning and development program is available to all.
- A fair and transparent recruitment and selection process innovative social media recruitment processes to attract the right candidates.
- Ensuring that we advertise in a wide range of media, including digital technologies that allow animations.
- Using positive gender-neutral role imagery in our advertising and employee literature
- Continuing to encourage females to consider a wider range of roles within PCH by positively promoting opportunities at careers fairs and through our work supporting local schools, colleges and universities.
- Promoting our apprenticeships to people of all genders and backgrounds, including internal employees who may wish to change careers.

- Continuing progress in meeting our EDI strategic objectives.
- Continuing to review our hybrid and flexible working practices to help colleagues balance home lives and health and well-being with work.

Staff wellbeing is important to us. We have a policy on hybrid working where employees may work from home for up to three days per week which supports with work-life balance. We have an on-site gym at our headquarters building, which is free for staff to use along with showers and cycle storage, promoting healthy travel to work. We continue to have access to an Employee Assistance Programme, and we have accredited Mental Health First Aiders across the business who can support their colleagues in times of difficulty.

Our staff can take up to three days (pro-rata) to get involved in voluntary work at any point throughout the year, choosing to develop themselves, the community or an organisation.



We are proud to have been reaccredited Gold standard accreditation as Investors In People in recognition of our commitment to supporting our 640 staff.

# APPENDIX - SUSTAINABLE REPORTING STANDARD

Theme #	Criteria	Criteria	Measurement Unit	Response
Structure and Governance	T9	C25	Is the housing provider registered with the national regulator of social housing?	Yes/No
		C26	What is the housing provider's most recent regulatory grading/status?	Qualitative Response
		c27	Which Code of Governance does the housing provider follow, if any?	Qualitative Response
		C28	Is the housing provider a Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Yes/No
		C29	Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?	Qualitative response
		C30	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?	Yes/No



Theme #		Criteria	Criteria	Measurement Unit	Response
Board and Trustees	T10	C31	How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?  Does the housing provider consider resident voice at the board and senior management level?  Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?	% of board that are women	83
				% of board that are BAME	17
				% of board that have a disability	1
				Average age of board members (years)	54.5
				Average board tenure (years)	2.5
				% of board that are residents	17
				Qualitative response	See C21 above  PCH has policies for recruitment of staff and Board that incorporate EDI.  The Board has adopted the National Housing Federation’s Chair Challenge initiative to help Boards have a clear understanding of their role in setting the right culture and behaviours for equality and diversity to thrive.  As part of this commitment, the Board has signed up to 6 actions that they wish to report as part of the ESG report:
C32	What % of the housing provider’s Board have turned over in the last two years?	%	Board: 41% (5 Board members)		
	What % of the housing provider’s Senior Management Team have turned over in the last two years?		EMT: 50% (2 Executives)		

Theme #	Criteria	Criteria	Measurement Unit	Response
Board and Trustees	T10	C33	Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	Number and description of experience
		C34	What % of the housing provider's board are non-executive directors?	%
		C35	Has a succession plan been provided to the housing provider's board in the last 12 months?	Yes/No
		C36	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years
		C37	When was the last independently-run, board-effectiveness review?	Date
		C38	How does the housing provider handle conflicts of interest at the board?	Qualitative response
Staff Wellbeing	T11	C39	Does the housing provider pay the Real Living Wage?	Yes/No
		C40	What is the housing provider's median gender pay gap?	% gap
		C41	What is the housing provider's CEO:median-worker pay ratio?	Ratio





Theme #	Criteria	Criteria	Measurement Unit	Response
Staff Wellbeing	T11	C42	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	<p>Qualitative response</p> <p>PCH has an EDI strategy in place for 2021-26, our key commitments within this strategy are – Leadership, Awareness, Action, Getting to know you, Opportunity, Be Better together and Checking back.</p> <p>EDI training is mandatory for all employees, with training matrices for all job roles reflecting this. Every member of staff will attend Unconscious Bias training, which covers a period of 3 years and then a further EDI Awareness refresher training course will be attended to ensure staff are up to date with knowledge in this area. Staff may also complete other specific EDI training to support their job roles and this will also be identified in role profiles.</p> <p>PCH identified the need for a dedicated EDI resource to support the promotion of EDI across the business and our residents in conjunction with other departments.</p> <p>EDI awareness continues to be raised across the organisation with information and stories shared frequently across our many platforms both internally and externally for staff and customers alike.</p> <p>An EDI calendar of events and key focus areas has been agreed by the organisational EDI lead and will be promoted to ensure positive engagement around EDI activities.</p> <p>The Staff and Board Behavioural Frameworks have been updated to ensure leadership around EDI is clear and forms part of our ongoing commitments in this area aligned with the PCH values. This is also included in all recruitment campaigns.</p>
		C43	How does the housing provider support the physical and mental health of its staff?	<p>Qualitative response</p> <p>We have several initiatives to support staff:</p> <ul style="list-style-type: none"> <li>- Access to EAP – Carefirst</li> <li>- Use of Occupational Health</li> <li>- Health and Wellbeing articles &amp; blogs on internal communications platform – Jannet</li> <li>- Free use of a Gym</li> <li>-access to 'My possible Self' a mental health and wellbeing app</li> <li>-Financial Wellbeing advice and guidance through online articles and webinars</li> <li>- onsite NHS visits which include free annual flu jabs, over 40 health checks</li> <li>-Access to a Private Healthcare Provider</li> <li>-Opportunities to purchase additional leave through 'Holiday Trading' scheme</li> <li>Access to Yoga classes at workplace</li> <li>- Regular employee and manager discussions to include health and wellbeing conversations</li> <li>- Access to discounts through Jannet</li> <li>- Stress Management Action plans when required with individuals.</li> <li>- Access to a quiet room at main office.</li> <li>- Access to a first aid room at main office.</li> <li>- Access to mental health first aiders and separate room for discussions.</li> <li>- Access to break-out areas and staff room at main office for lunch breaks.</li> <li>- Disability Confident Leader award and reasonable adjustments discussions as and when required, which include requirements around L&amp;D / training.</li> <li>- Cycle to work scheme and Childcare vouchers were eligible.</li> </ul> <p>All line managers have Mental Health Awareness as a minimum on their Job Profiles as mandatory training.</p>

Theme #	Criteria	Criteria	Measurement Unit	Response
Staff Wellbeing	T11	C44	How does the housing provider support the professional development of its staff?	Qualitative response
				<p>Individual development needs are captured on a role-by-role basis. We will capture training from new starter inductions, probationary meetings, our annual appraisal process, followed by a mid-year review, as well as regular 1-2-1's and job profiles. PCH offer opportunities to develop in varying ways which include:</p> <p>Each role at PCH has a job profile which identifies mandatory requirements. The job profile has taken into consideration Job Descriptions, Health &amp; Safety requirements and PCH's Corporate Objectives.</p> <p>The Learning &amp; Development Team (L&amp;D) will collate these requirements annually as part of the appraisal process and add them to the departmental Learning &amp; Development plans.</p> <p>Where individual's change roles throughout the year the L&amp;D Team will update the plans accordingly.</p> <p>PCH have a centralised budget held by the L&amp;D Team. Mandatory training will be prioritised over all other training requirements.</p> <p>Development training at PCH can include professional, vocational, and technical courses that lead to a recognised qualification or extends beyond one academic year or attracts significant course fees.</p> <p>Development Training requests should be aligned to the appraisal process with an annual cut-off date of 31st July. All applications should be submitted by this date, in agreement with individual line manager's and Heads of Service supported by the Business Partner (L&amp;D.)</p> <p>Applications will then be reviewed by the Head of HR &amp; Organisational Development and the HR Business Partner (L&amp;D.) Applications will either approve or declined.</p> <p>Development training funding options</p> <p>There will be potential for opportunities to support staff in their development, and this is open to all permanent staff, whether full-time, part-time, or job share, except for individuals in their probationary period.</p> <p>PCH will operate a system of sponsorship of up to £3,500 considered, based on the following:</p> <ul style="list-style-type: none"> <li>• How the development training will benefit the individual and PCH, and there is a clear link to identify how the individual will apply this in their current role.</li> <li>• The ability to utilise this in a specialist role, where PCH may have a skills shortage.</li> <li>• Where this is a first qualification being offered.</li> </ul> <p>Loan agreements</p> <p>Where sponsorship is not viable based on the above criteria, individuals' may be offered financial support via the interest free loan agreement, up to £3,000 for a first approved qualification. The loan will be paid directly to the training provider and then deducted monthly from your salary.</p>



Theme #	Criteria	Criteria	Measurement Unit	Response
Supply Chain	T12	C45 How is social value creation considered when procuring goods and services?  What measures are in place to monitor the delivery of this Social Value?	Qualitative response	Social value is a weighted and scored element within the qualitative evaluation criteria of tender processes. Winning tenderers are expected to commit to delivering the social value aspects included in their tender returns and progress is monitored and recorded.
		C46 How is sustainability considered when procuring goods and services?  What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?	Qualitative response	Tender evaluated criteria will include environmental aspects including responsible sourcing, renewable materials as well as ensuring suppliers have a carbon reduction plan in place and are able to demonstrate that they are making progress against the milestones and activity detailed within their plan.

