

Plymouth Community Homes
PCH Board

Venue: Boardroom, Plumer House/Microsoft Teams

Date: 15th May 2025

Time: 5pm



Present in person unless indicated otherwise:

Valerie Lee (VL) - Chair
Jill Gregg (JG)
Lavinia Porfir (LP)
Maja Jorgensen (MJ)
Sally Haydon (SH)
Joanne Bowden (JB)
Emma Lovett (EL)
Victoria Matthews (VM)
Julie White (JW))
Alison Simpson (AS)
James Barrett- Miles (JBM)- virtual

In attendance:

Jonathan Cowie (JC) – Chief Executive
Nick Jackson (NJ) – Executive Director of Business Services & Development
Michelle Dawson (MD) –Executive Director of Homes & Communities
John Rees (JR) – Head of Finance (Part – Virtual)
Charlotte Edwards (CE) – Head of Strategy, Performance & Insight
Leanne Eastwood (LE) – Governance Manager (Minutes)
Lucy Rickson (LR) – Head of Governance
Mary O’Leary- Head of Communications Marketing & External Engagement
Justin Francis- Head of Procurement – virtual part

Apologies:

David Greenhalgh (DG)
Gill Martin (GM)

<i>The meeting started at 5.00pm</i>	Actions
1. Welcomes& Introductions – Confirm Quorum VL welcomed all to the meeting which was confirmed as quorate. All Board members had been given the opportunity to ask questions in advance with responses being made available to all members. This was LP last Board meeting – and thanks was given to her contribution during her tenure.	
2. Apologies for Absence. David Greenhalgh (DG) & Gill Martin (GM)	
3. Declarations of Interest. No additional declarations were made.	
4. Minutes of Previous Meetings Including Redactions – 27th March 2025	

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The minutes of the previous meetings on 27 March 2025 were considered and a typo identified. It was therefore confirmed that the minutes were a correct record of the meeting and could be signed electronically by the Chair.	
5. Matters Arising/Minute Action Log	
<p>The Minute Action Log was reviewed and discussed. There was a request to move the date on two of the actions to July which was agreed. The board also requested that they should be brought to CFC 1/22 and CIC 1/24 respectively. It was also agreed that those actions highlighted in green should be closed off the log- as some of them would be discussed later in the meeting or had been moved into committee forward plans as appropriate.</p> <p>In regard to the action on the home standard it had been agreed that this was something the CFC & CIC should look at together as it stretched across the remit of both committees. Clarity would be provided on the timescale as this standard was directly linked to the Director of Place who while not yet in position would take ownership of this project, develop it further, and then present it to CIC and CFC before bringing it to the Board.</p>	
6. Efficient Decisions / Briefing note/sessions since last meeting – none.	
7. Chair Update	
<p>VL, Chair of PCH Board presented their update acknowledging the work that had been undertaken by staff and the board in regard to the regulatory inspection. The final set of responses had now been submitted to the regulator.</p> <p>Expressions of interest for the position of vice-chair were invited, with a submission deadline of June 13th. Interviews were planned for the 31 July before the next board meeting.</p> <p>The committee effectiveness review process was outlined, with the intention of carry out a survey in advance of the chair's meeting in early July so that they could be considered by committees at their next meeting.</p>	
The PCH Board noted the Chair Report.	
8.CEO Update	
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<div><div></div><div></div></div> <p>From a growth perspective PCH has had a strong year with 200 homes built and two major regeneration schemes being worked thorough at Marlborough House and Brake Farm. The Stock Condition Survey had provided PCH with vital data and insight which were being using to develop our asset programmes for the future. This included a clear direction of travel on getting to EPC C and improving our data quality. The service standards where launched this year, and we achieved good results in the TSM's.</p> <p>There has been focus on workforce planning and skill development, recognising an aging workforce and the skills we will need in the future. Strong financial performance along with an improved credit rating supported our organisational targets for VFM.</p> <p>Priority areas highlighted included:</p> <ul style="list-style-type: none">• Enhancing cultural leadership and breaking down silos.• Transitioning from managing to leading.• Using the insights we have gained for better decision-making.• Achieving our capital expenditure targets in both assets and development.• Repairs service improvements. <p>The recent cyber security attacks on M&S and the Co-op were discussed. PCH's approach to cyber security and assurance goes through ARC with an internal audit due in 2025/26. Further information would be provided to the board on the number of attempts that are unsuccessfully made.</p> <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>17/25</div>	
The PCH Board noted the CEO Update.	
9. April Board Strategy Day Report	
LR Head of Governance presented the April Board Strategic Day Report which summarised the discussions and actions from the recent Strategic board away day for approval.	
There had been four key sessions: an RSH inspection overview, the implications of devolution for Plymouth, a review of the current strategic plan, and an examination of the performance management framework.	

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As part of these sessions the Board reviewed and discussed the organisation's mission, vision, values, and a draft Strategic Plan framework. They also considered global and local economic changes, legislation impacts, and alternative sector funding models.	
<p>As a result of questions, the following were discussed and clarified:</p> <p>Following this session the Board could expect to receive an update from the chair on the objectives for 2025/26 across all the executive directorate areas.</p> <p>The feedback from the last Board meeting and away day on the Strategic objectives for 2025/26 will be used to create a new performance report, which will be brought to the Board in July. This would start the focus on outcomes for the next three years which would ensure that the Board get a look at how things are shaping up before the away day in November when the new three-year strategic plan outcomes and focus would be agreed.</p>	18/25
<p>The PCH Board:</p> <ol style="list-style-type: none"> 1. Agreed that the report represented a reflection of the meeting and discussion that took place. 2. Approved the actions and next steps that we agreed during the session 	
10. 2024/25 Tenant Satisfaction Measures – Annual Report	
<p>CE Head of Strategy, Performance & Insight presented the Tenant Satisfaction measures (TSM) Annual Report. This report was submitted to the Customer Focus Committee on 9th May 2025, who were recommending approval.</p> <p>It was explained that the TSM's were split between customer perception and management information metrics and gave a rounded view of how we PCH are performing as a landlord, and how we compare to others based on the previous year's results issued by the RSH. Our website was updated with our TSM results quarterly and a separate end-of-year report for residents setting out the methodology, an update on our action plan and the next steps for 2025/26 will also be published.</p> <p>The highlights from the report revealed some key insights. Throughout the year, TSM's have remained relatively stable. However, there has been a reduction in overall satisfaction, particularly with respect to the time taken for repairs. Despite this decline, we continue to rank in the top quartile compared to other landlords, indicating strong performance within our sector.</p> <p>Compliance remained strong, with notable improvements in asbestos and Legionella management. We are approaching nearly 100% compliance, with only a minimal number of cases in the no-access procedure.</p> <p>Perception improvements have been observed in areas such as complaint handling, following the interventions outlined in the TSM action plan, which was approved by the CFC in January.</p>	

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<p>There has been a significant increase in satisfaction from 40% to 47%. While this figure still falls short of our target, it demonstrated positive progress. Similarly, improvements had been noted in Anti-Social Behaviour (ASB) management.</p> <p>An interesting point was that the volume of repairs had increased, suggesting that residents recognize and appreciate our efforts to handle these issues appropriately. This aligns with their expectations and reflects positively on our approach.</p> <p>The Customer Focus Committee requested further actions to be delivered in the year highlighting that:</p> <ul style="list-style-type: none">• The score for resident perception of PCH as the landlord amongst residents outside of Plymouth was much lower, and they wanted to understand how are we addressing this given our growth agenda will increase homes outside of the Plymouth Area. The Executive Director of Homes and Communities confirmed that a working group is being convened to ensure there is consistency of approach to ensure equitableness of outcomes regardless of where residents live.• While the score for the time taken to complete repairs has reduced and a specific concern was raised relating to appointed repair jobs being cancelled at short notice to accommodate emergency repairs. The Head of Homes and Safety confirmed that this issue has been recognised as part of the repairs end-to-end review, and we will be addressing this as part of the recommendations.	
<p>As a result of questions, the following were discussed and clarified:</p> <p>48% of repairs were completed within 24 hours and five days however there was a discrepancy between actual performance and customer perception. Within the organisation, there was a practice of saying yes to all customer requests, resulting in customers expecting quick responses. However, while we respond promptly, issues are not always resolved effectively, leading to delays in completing tasks or requiring multiple visits. Sometimes the job was not categorised correctly, or residents are not informed that resolving the issue will take multiple visits, which leads to dissatisfaction.</p> <p>The end-to-end review of repairs service was underway to address these issues, and it was expected that the percentage of repairs falling into the 24hr category should settle around 30% by the end of Q3 2025/26.</p> <p>Many housing associations have removed the urgent repair category to better reflect service levels by focusing on emergencies and overall response times for other repairs. This was under consideration by PCH.</p> <p>It was discussed that sometimes perception surveys aren't always influenced by recent experiences and the nature of some of the questions was open to interpretation.</p>	

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<p>PCH were working with Word Nerds to draw out some of the themes around what people have said using sentiment analysis and how that corresponds to the actual experience in the transitional surveys of which the scoring was very high. The methodology examines the most discussed topics. It didn't just focus on repairs but helps understand connections between various concerns. For instance, when people discuss ASB, they might also mention repairs, indicating these issues are significant to them. Results are also correlated to identify direct links, such as whether satisfaction with neighbourhood contributions relates to ASB concerns.</p> <p>There are various ways data could be analysed. One important finding was that individuals on Universal Credit exhibited some of the lowest levels of satisfaction. This issue was discussed -noting that it was important not to single out these individuals, thereby avoiding stigmatization. However, this situation presented an opportunity to evaluate how our services might impact these residents, identify the underlying causes, and explore avenues for improving our service delivery to better meet their needs.</p>	
<p>In summary the Chair wanted to ensure that the Board understood the results, found them accurate and that the methodology used aligns with our standards. Recognising that they have been verified by an internal audit and been through the Customer Focus Committee.</p> <p>The PCH Board Approved:</p> <ol style="list-style-type: none">1. The 2024/25 Tenant Satisfaction Measure scores.2. Signed off the methodology applied in calculating the measures.	
11. Annual Health and Safety Report Jan – Dec 2024	
<p>JC CEO presented the revised Annual Health and Safety report to the Board for approval.</p> <p>The report had been reviewed by the Audit & Risk Committee at its meeting on 29 April 2025 and feedback during the meeting had now been incorporated into this revised report.</p> <p>Board members were thanked for their contribution and helpful feedback into what was currently an operational report on Health & Safety at PCH. The aim was to move this to a more strategic view of H&S and the key next steps to get there were outlined:</p> <ol style="list-style-type: none">1. Undertake an internal capability assessment of our health and safety teams. While our operations team is good, it tends to be reactive. We need to evaluate where we stand on a scale from 1 to 10, with 10 being highly proactive and strategic in health and safety, and 1 being basic. We'll identify gaps to address for becoming more strategic.	

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<ol style="list-style-type: none">2. In October the report will be brought back to ARC incorporating all of the feedback that has been raised by the Board so far and any other examples of good practice. If Board members were asked to share any examples, they have from other organisations that they are involved with.3. Reaching out to other organisations for benchmarking -if we cannot get this from the southwest sector then we will widen the net. This will also be included in the report coming to ARC in October.4. Develop a clear three-year health and safety strategy, which would come back through ARC in May alongside a review of the past 12 month incorporating all of the outcomes from the actions above.	
<p>As a result of questions, the following were discussed and clarified:</p> <p>EL, as Chair of ARC, provided feedback indicating that the report was primarily retrospective, emphasizing previous actions rather than future plans. The report needed to outline upcoming initiatives and future directions. While the October report might not include all the data, it should establish a framework to ensure alignment with our strategic goals. It was noted that some of the feedback had already been given in previous years, highlighting the importance of having an interim update without waiting for the next annual report.</p> <p>It was requested that the report includes a separation of workforce and resident incidents.</p> <p>It was requested to include incidents involving residents that have not led to insurance claims, and how much compensation has been paid, and how frequently this occurs.</p> <p>The frequency of this report was discussed, and it was agreed that it would come to ARC every six months moving forward. This would be reviewed after 12 months.</p> <p>A key aspect of the revised report should be to provide the Board with assurance that necessary actions are being implemented. For example, regarding PPE and lone working, the current report outlines what should occur, and the board assumes it is happening, but there is no evidence provided to confirm this.</p> <p>It was raised in pre-questions that we should have more information on lone working and personal safety arrangements – i.e. was anything like GPS used to track staff and monitor their whereabouts, how is this monitored, how are lone working incidents followed up?</p> <p>There had been incidents detailed in the report about knives being found – how had we dealt with this and were these incidents reported to the police.</p>	

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14 Communications Strategy

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<p>the previous Communications Strategy (2022-2025) and outlines improvements made and their impact for monitoring.</p> <p>The new Strategy outlined principles for guiding communication work over the next three years, focusing on ten key ambitions with clear metrics and measurable outcomes. It also explains reporting processes to residents, Board, and the Executive team.</p> <p>The development of the Strategy involved extensive consultation, engaging over 1,200 people and receiving more than 500 responses from residents, staff, stakeholders, and peers.</p> <p>Aligned with the Strategic Business Plan and its top five priorities, the Strategy also considers key external factors and regulatory requirements like the Consumer Standards, TSMs, and new legislation including Awaab's Law, the Building Safety Act, and the Housing Ombudsman Complaints Code.</p>	
<p>As a result of questions, the following was discussed and clarified:</p> <p>The Board noted that the strategy had a good level of detail included within it however it was raised that the staff voice felt like a bit of an afterthought and that we could be missing an opportunity to use this as a means of communication and engagement. The board were given reassurance that this was not the case – with additional actions taking place including an internal communications review which focused on the staff communications and the priority timeline for action. One of the key focuses would be on focusing on staff understanding who we are and what we are about. This work on internal communications would have a direct link to the cultural change coming through the people strategy.</p> <p>The Board noted the while VFM was woven within every part of this strategy they requested that explicit assurance was included.</p> <p>There would need to be a broader discussion by the Board when refreshing the overall Strategic Business Plan on what the ambition was in relation to delivering our growth strategy and driving any opportunities which could be presented in the city as a result of devolution. This could include a desire to raise PCH's profile across the southwest putting us to the front of people's minds being seen as a progressive and impressive organisation that people want to work with. Any objectives would need to set out how we could achieve this and how we would measure it and what success looked like. Once this discussion had taken place, they could be feedback into the Communications Strategy and be included in the annual monitoring.</p>	
<p>The PCH Board</p> <ol style="list-style-type: none">1. Approved the new Communications Strategy 2025-282. Noted the update on delivery of Year 3 of the previous Communications Strategy 2022-25	

15 Internal Controls Assurance	
<p>LR Head of Governance presented the internal controls assurance report to the Board for approval. It was explained that a robust and effective internal control system contributes to protecting PCH's assets and the investment made in them.</p> <p>The Board was responsible for making a Statement of Internal Controls Assurance within its annual Financial Statements, both for the group and subsidiary accounts.</p> <p>Furthermore, a detailed Statement from the CEO was scrutinised by Audit and Risk Committee (ARC) and confirms there are processes and plans which enable PCH to provide Board with assurance of sufficient effective controls in place to appropriately manage the business of PCH and the related risks. ARC confirmed their satisfaction with the detailed 2024/25 Statement of Internal Controls Assurance and propose the Board adopt the summary statement for the Financial Statements 2024/25 (contained within the report).</p>	
<p>As a result of questions, the following was clarified and discussed. The Board asked for a copy of the detailed statement from the CEO to be circulated as they did not recall this paper being presented to the Audit & Risk Committee. It was confirmed that the statement of internal controls assurance approved by ARC as an efficient decision was the same document named in the Board report as the 'Chief Executive's annual review of the effectiveness of the system of internal control'. It was agreed to circulate this to the Board for clarity and information.</p>	21/25
<p>The Board Approved the Statement of Internal Controls Assurance is included in the Financial Statements 2024/25</p>	
16 Regulatory Standards Compliance update	
<p>LR Head of Governance provided the Board with an overview of the Regulatory Standards compliance and requested approval for the inclusion of a regulatory compliance statement in the annual Financial Statements.</p> <p>The Customer Focus Committee (CFC) and Audit and Risk Committee (ARC) are responsible for ensuring compliance with the Consumer Standard and Economic Standards, respectively.</p> <p>Following the update of the Consumer Standards in April 2024 and an internal audit with adequate assurance, PCH is 100% compliant with both sets of standards.</p> <p>PCH is committed to continuous improvement beyond minimum compliance, with detailed actions for improvement provided in the report.</p>	

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<p>A proposed compliance statement for the annual Financial Statements asserts that the Association complies with the RSH Economic and Consumer Standards in all material respects.</p> <p>Current regulatory gradings are G1 and V2, with a C (Consumer) rating expected after the summer inspection.</p> <p>Next steps:</p> <ol style="list-style-type: none"> 1. Complete recommendations from the Consumer Standards internal audit. 2. Bring a regulatory improvement plan to Board (once final regulatory judgement has been received from RSH); this will be monitored quarterly by EMT and SMT, with oversight at ARC, CFC and Board annually. 	
<p>As a result of questions, the following was discussed and clarified:</p> <p>At the CFC it was highlighted that more specific dates were needed for some actions. This will be addressed, and the next steps will be monitored through our EMT on a regular basis over the next year and be brought back to the board in November. There was a suggestion that this could be circulated outside of the meeting mid-year and this would be considered.</p> <p>The paper presented to ARC included the full details of the internal audit on consumer standards management responses and it was agreed these would be circulated to the board.</p> <p>The discussion highlighted that too much focus on action plans can distract from our main goals. The CEO detailed ongoing efforts to clarify our priorities and report them to the Board. We will also ensure that actions from internal audits, relevant to other committees, are effectively communicated via chairs updates and within the committee effectiveness review considerations and ensure that there is a mechanism for committee chairs to be involved in how the annual internal audit plan is decided.</p>	<p>22/25</p> <p>23/25</p>
<p>The PCH Board:</p> <ol style="list-style-type: none"> 1. Noted the CFC and ARC recommendations that Regulatory Standards Compliance documents provide appropriate assurance. 2. Approved the consumer and economic Regulations statement for the annual financial statements. 	
<p>17 Governance Code and plan updates</p>	
<p>LR Head of Governance presented a report confirming PCH's compliance with the NHF 2020 Code of Governance and provided an update on the Governance Plan.</p> <p>PCH complies with the NHF Code, with one exception, which extends the term of a resident Board member beyond the recommended six years to eight years.</p>	

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<p>Therefore, the proposes statement reflects this as follows:</p> <p>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 will retire in May 2025.</p> <p>The 2024/25 Governance Plan includes 15 actions, 8 of which are completed, 6 postponed or not yet due, and 1 overdue. The 2025/26 Plan aims to strengthen compliance and address actions from the March 2025 Board report. Overall, PCH remains compliant with the NHF Code of Conduct as of July 2024.</p>	
<p>The PCH Board :</p> <ol style="list-style-type: none">1. Discussed the NHF Code of Governance Compliance Plan and Governance Plan 2025/262. Approved the NHF Code of Governance compliance statement for the Financial Statements 2024/25	
<p>18 Customer insight paper</p>	
<p>MoL Head of Communications Marketing & External Engagement presented the Customer Insight report, prepared for the Customer Focus Committee, as a Board overview of compliance with the Consumer Standard for Transparency, Influence, and Accountability (TIA). It highlights customer engagement, digital communications, resident scrutiny, and involvement. The report details the digital communication analytics for Q4 2024-2025, summarizing resident engagement activities, consultations, and improvements made based on resident feedback. It aims to guide PCH's work to meet TIA standards in communication and engagement.</p>	
<p>The PCH board reviewed the report and efforts to streamline information in board and committee reports to prevent duplication and provide greater insight.</p>	
<p>The PCH Board noted the customer insight report.</p>	
<p>19 March 2025 Management Accounts- redacted as confidential</p>	
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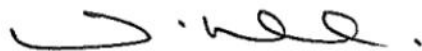
<p>dashboard-style reporting for Q1 2025/26 based on the performance framework agreed at the March 2025 and further discussed at the Board Away Day in April 2025</p> <p>The key highlights were as follows:</p> <p>Satisfaction with PCH as a landlord is at 83%, unchanged from the previous quarter but lower than last year. A targeted plan addresses underperformance in complaint handling, repairs, anti-social behaviour (ASB), and home quality.</p> <p>Complaint handling perception improved by 7 percentage points to 47%, and ASB case handling to 70%, showing positive results from corrective actions.</p> <p>Building safety metrics remain strong, with improvements in gas safety, asbestos management, and legionella risk assessments.</p> <p>Repairs performance has improved, driven by better coordination between the contact centre, repairs planners, and operational teams. External support is being commissioned to enhance business processes and meet service standards.</p> <p>61% of homes have a stock condition survey less than five years old, with targets set to reach 80% by July 2025 and 100% by March 2026. 1% of homes do not meet Decent Homes Standards, mostly due to Category One hazards like damp and mold.</p> <p>Anti-social behaviour complaints have increased due to better triage and recording processes. Hotspot areas include Hillcrest and Stonehouse, with strategic measures in place to address issues.</p> <p>Rent arrears have reduced to 1.13%, with significant support provided to tenants, including £560k in welfare benefits and £88k in grants.</p> <p>Stage one complaints have increased, related to repair delays and quality. Improvements include new template letters and internal process refinements, with a restructure of the complaints team planned by Q2 2025/26.</p> <p>Average days of employee absence decreased from 10.58 to 10.23 days, with robust managerial support aiding the reduction.</p>	
As a result of questions, the following was clarified:	
<p>Data shows that 85% of tenants with non-British or non-white British ethnicity are satisfied, which is higher than the general population's satisfaction rate. The Board wanted to know if ethnicity is considered in other survey areas.</p> <p>It was clarified that this information is available across all survey questions. Further analysis will be part of our effort to ensure equitable outcomes, including service quality evaluation for different resident groups. This analysis combines data on satisfaction with repairs and the level of service each customer group receives, giving a clearer understanding of service levels and satisfaction.</p>	

<p>Including cost data would also be beneficial, directly linking to the EDI (Equality, Diversity, and Inclusion) Strategy.</p> <p>It was agreed that the data supporting this and the assurance provided should be discussed at to the People and Culture Committee. In addition, consideration should be given to splitting out EDI from residents and staff as they were very different.</p>	
<p>The PCH Board noted the Q4 2024/25 Performance update</p>	
<p>20.1 Q4 Strategic Business plan update</p>	
<p>CE Head of Strategy, Data and insight presented the Q4 Strategic Business plan update to the Board as a review of performance against the 2023-28 Strategic Business plan objectives. While the focus had been the top five priorities agreed by the board in March 2024 the report also set out the range of activities that had been completed against the remaining objectives. As with the performance report, this is the final report in this format as we move to more visual reporting.</p> <p>Key points highlighted included</p> <ul style="list-style-type: none">• Stage one complaints increased due to repair delays and quality issues. Improvements planned include new template letters, process refinements, and a team restructure by Q2 2025/26.• Average employee absence days decreased from 10.58 to 10.23 days, aided by robust managerial support.• Data analysis revealed 85% satisfaction among tenants with non-British or non-white British ethnicity, higher than the general population's satisfaction rate.• Further analysis will assess equitable service quality for different resident groups, integrating cost data for EDI strategy.• Q4 2024/25 Performance update and Strategic Business plan update reviewed progress against 2023-28 objectives.• Key focus areas: improving customer data quality, delivering outstanding services, maintaining homes, growing housing stock, valuing people, and enhancing outdoor and community spaces.• PCH implemented new service standards, planned online customer services, and refined complaint handling processes.• 61% of homes have had recent stock condition surveys, with a target of 100% by April 2026.• Delivered 202 new homes this year, with 152 plots acquired and 333 homes under construction.• Average staff absence decreased, with main causes being infections, stomach/liver issues, and musculoskeletal injuries. <div><div></div><div></div></div>	

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The PCH Board noted the Q4 Strategic business Plan update.	
21 Procurement & Supply chain Annual update – redacted as Commercially sensitive	
Justin Francis, Head of Strategic Procurement, presented a 12-month review for 2024/25 covering procurement, fleet, and stores activity. He also reported on progress against the Supply Chain Strategy 2023-28 and related actions. [Redacted]	
As a result of questions, the following was clarified: It was proposed that this report be presented annually instead of six monthly to provide a comprehensive overview of the past year and our progress towards achieving the procurement strategy objectives. [Redacted]	
[Redacted] H Board 1. Noted the procurement report and progress against the procurement strategy objectives.	

<div></div> <div></div> <p>3. Agreed to the report moving to annual.</p>	
22 Chairs' Updates	
Chairs' updates had been provided for CFC 12 May, ARC 7 May and CIC 6 May. MJ, Chair of CFC, informed the Board of a potential risk relating to satisfaction levels outside of Plymouth that were 69%, compared to 83% within the city. It was discussed that all homes outside Plymouth were new builds, raising questions about how much this relates to new properties and community development.	
23. Committee Minutes from ARC 21 Jan, CIC 23 Jan, CFC 31 Jan, PCHR 28 Jan - these were included in the meeting pack for reference.	
24. Forward plan & how did we do	
The board considered the forward plan to the end of 2025. Feedback would be circulated outside of the meeting.	
Date of Next Meeting: 31st July 2025	
<i>Meeting finished at 8:25pm.</i>	



Signature

Valerie Lee – Chair

Date 31st July 2025



Certified as a true copy

Lucy Rickson, Head of Governance

Date 31st July 2025