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Plymouth Community Homes

PCH Board

Venue: Boardroom, Plumer House
Date: 19th March 2026
Time: 5pm

Present:
Valerie Lee (VL) – Chair
David Greenhalgh (DG) – Vice Chair
Maja Jorgensen (MJ)
Sally Haydon (SH)
Joanne Bowden (JB)
Victoria Matthews (VM) (Virtual)
James Barrett-Miles (JBM)
Louise Webb (LW)
Jill Gregg (JG)
Emma Lovett (EL)
Alison Simpson (AS)

In attendance:
Jonathan Cowie (JC) – Chief Executive
Nick Jackson (NJ) – Executive Director of Business Services
Michelle Dawson (MD) – Executive Director of Homes & Communities
Chris Brook (CB) – Executive Director of Place (Virtual) (Part)
Leigh Jones (LJ) – Head of People & Culture
Leanne Eastwood (LE) – Interim Head of Governance
John Rees (JR) – Head of Finance
Charlotte Edwards (CE) – Head of Strategy, Data and Insight (Part)
James Hancock (JH) – Risk and Assurance Manager (Part)
Jenny James (JJ) – Governance Officer (Minutes)

Apologies:
Laura Avery (LA) – Chief People Officer

1. Welcome and Introductions **Confirm Quorum**	
The meeting started at 5.00pm	
VL welcomed everyone to the meeting, which was confirmed as quorate.	

2. Apologies for Absence	
Apologies were received from LA.	
3. Declarations of Interest	
This meeting was considering Staff (inc EMT/CEO) Remuneration and therefore staff would be conflicted- it was noted that independent benchmarking and advice along with the approval process would ensure probity. However, it was agreed that when staff/exec remuneration was discussed that conflicted members would leave the room. All Committee and Board members were conflicted in relation to the report on Board fees however, appropriate use of an independent review and a decision by the full Board will ensure probity. Additionally, some members would be conflicted regarding the Governance Review Outcomes, and it was agreed that conflicted members would leave the room for the discussion.	
4. Minutes of Previous Meetings Including Redactions (29th January & 24th February 2026)	
The minutes of the previous meetings on 29th January and 24th February 2026 were discussed and it was **confirmed** that the minutes were a corrected record of the meeting and could be signed electronically by the Chair.	
5. Matters Arising/Minute Action Log	
The Board discussed the minute action log, confirming those highlighted as completed. An update to action 37/25, Digital & IT Strategy - Total connect & AI update, was discussed and it was noted that this action remained open as work was still in progress and various parts of the Strategy were scheduled to be discussed at the Board Away Day.	
6. Efficient Decisions Since Last Meeting: • Appointment to PCHR/PCHE • PCH Energy and PCH Regeneration Service Level Agreements	
7. PCH Chairs Update	
VL, Chair of PCH Board, presented the PCH Chair's report. The annual appraisals for this year are scheduled to take place in April. Board members would soon receive their appraisal forms for completion. Members were requested to evaluate their performance, with an emphasis on a narrative driven	

response to articulate key actions undertaken, plans for personal development and anticipated outcomes. A new Board hub was launched to all Board members earlier this month. This is a learning and development area on SharePoint where members can access necessary information such as induction documents, training calendars, and forward plans. The next board away day will take place on 30th April at Plumer House and would include sessions on the 10 Year Strategic Business Plan/visions/2 year delivery roadmap and a session on Growth including a presentation from Campbell Tickell.	
The PCH Board **noted** the Chair's Update.	
8. CEO Update	
JC, Chief Executive, presented the report which provided the Board with a roundup of activity within PCH, work with partnerships and external updates. The last three months had seen a number of announcements from the Regulator of Social Housing (RSH) & Government covering rent, compliance, new standards and governance. The conflict in the Middle East was likely to lead to inflationary pressures which will impact residents, colleagues and the organization , dependent on how long and the severity of the disruption. Increases to energy costs, fuel bill and interest rates are likely. The growth plans are also continuing to progress with more long-term units through development (pipeline) being agreed.	
As a result of questions, the following was discussed and clarified: The Board were informed that plans were being put in place to try and mitigate some of the wide-reaching effects of the ongoing conflict in the Middle East, such as fueling vans weekly and exploring alternative means of fuel supply. The situation would be monitored to understand the potential effects of increased transport and living costs on residents and staff. The Board discussed business continuity arrangements, and it was confirmed that while the framework remained robust, further scenario testing was being planned, including exercises on extreme events in light of the current global political instability.	
The PCH Board **noted** the CEO Update.	
9. Pay Review- Redacted as Confidential	

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10. Board Fee Review- redacted as Confidential	
LE, Interim Head of Governance, presented the Board Ree Review. It was noted that all Board members are conflicted in relation to this report. However, appropriate use of an independent review and a decision by the full Board on the appropriate fee based on the best interests of PCH would ensure probity. PACC at it's meeting on the 26th February 2026 carried out the annual review of Board fees for 2026/27 in line with the Board Fee and Performance Policy and adopted Code of Governance. A number of options were considered by the committee supported by external, independent benchmarking from Campbell Tickell. [redacted] [redacted]	

It was agreed that the committee would review the board pay and fee policy prior to the scheduled Board fee review in 2027 to ensure it is fit for purpose and out future growth aspirations. A proposal was also made to the committee which was agreed to recommend to the Board that an amendment was made to the Board expenses policy. This adds an option to cover overnight accommodation after late meetings or if members return home after 10pm, with an emphasis on ensuring member safety.	
As a result of questions, the following was discussed and clarified: The Board reflected on the value of aligning the timing of Board pay review with staff pay cycle, noting that this would strengthen consistency and support more effective benchmarking. The review of the Board Pay had highlighted the need for a review of the Board Pay Policy and this would be done ahead of the Board pay review next year.	**05/26 LE**
The PCH Board **approved:** • To adopt column D and increase Board fees by 3.3% from 1st April 2026 in line with PCH Board Fee and Performance Policy • The amendments to the Board expenses policy	
JH joined the meeting at 5:50pm	
11. Budget- Redacted as Confidential	
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12. 30 Year Financial Business Plan – Redacted as Confidential	
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13. Stress Testing – Redacted as Confidential	
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14. Governance Review Outcomes- Redacted as Confidential	
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15. Final Funding Arrangements- Redacted as Confidential	
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JH joined the meeting at 7.58pm.	
16. Strategic Risk Register	
JH, Risk Manager, presented the Strategic Risk Register (SRR), which is reviewed by the Board biannually. Since the last review on 31st July 2025, the full Strategic Risk Register had been approved by Audit & Risk Committee (ARC), and key risks monitored at Customer Focus Committee (CFC), Capital Investment Committee (CIC) and People & Culture Committee (PACC). Two Board Briefings detailing the Regulator of Social Housing (RSH) Sector Risk Profile, and the World Economic Forums 2026 Global Risk Report provided additional insight. The report summarised the key changes in the last six months, input from the committees, and how the risks may change. Improvements had been made in how controls are presented, sources of assurance and future mitigations and the Board reviewed and approved risk appetite in November 2025, during the annual Risk & Opportunity Strategy Review. A new section clarified which risks fall outside the relevant risk appetite categories and why. Following the Strategic Business Plan review, all strategic risks and appetite would be reviewed to align with emerging risks and opportunities. The current residual scores, target scores and risk appetite were detailed within the report. The top risk was **Costs & Value for Money** where the USA/Israel vs. Iran war was having worldwide economic repercussions. This was already creating an energy supply and price shock and building up other inflationary pressures.	

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The PCH Board confirmed with the Risk Manager that all score changes to the SRR and Risk Appetite are subject to approval by PCH Board, and as a result: 1. That the Board **approved** the following risk score changes to the Strategic Risk Register since last reported in July 2025: • The Data Integrity Strategic Risk Likelihood score has decreased from Likely (3) to Unlikely (2), as approved by Audit & Risk Committee (ARC) on the 3rd February 2026. • The Landlord Compliance & Obligations Strategic Risk Likelihood score has increased from Unlikely (2) to Likely (3) as approved by ARC on the 7th October 2025. • The Asset Management Strategic Risk Likelihood score has increased from Unlikely (2) to Likely (3) as approved by Audit & Risk Committee on the 3rd February 2026. • Customer Experience Risk Likelihood score has increased from Unlikely (2) to Likely (3) as approved by ARC on the 7th October 2025. 2. That the Board **approved** the following risk appetite changes since July 2025: • The Value for Money Strategic Risk is now inside risk appetite for: o The *People & Culture* risk appetite category. o The *Data Management* risk appetite category. • The Data Integrity Strategic Risk is now inside risk appetite for: o The *Data Management* risk appetite category. o The *Governance, Legal & Compliance* risk appetite category. • The Landlord Compliance & Obligations Strategic Risk is now inside risk appetite for o The *Customer* risk appetite category. o The Reputation, Trust & Transparency risk appetite category. o The *Governance, Legal & Compliance* Risk Category. • The Asset Management strategic risk is now inside risk appetite for o The *Health & Safety* risk appetite category. o The *Strategy & Partnerships* risk appetite category. o The *Customer* risk appetite category. o The *Reputation, Trust & Transparency* risk appetite categories. o The *Governance, Legal & Compliance* risk appetite category. • The Customer Experience Strategic Risk is now outside the *Data Management* risk appetite category. 3. That the Board **approved** that the following risks names and/ or descriptions have changed. • Income & Costs Strategic Risk has been into Income and Costs & Value for Money • Resourcing Strategic Risk has been renamed People &Culture • The Asset Management risk description has been updated. 4. That the Board **approved** the Costs & Value for Money Strategic Risk Likelihood score increased from Likely (3) to Very Likely (4).	

JH left the meeting at 8.05pm.	
17. Quarterly Performance Reporting	
CE, Head of Strategy, Data & Insight, presented the report which provided an update on Q3 performance and the actions underway to return below-standard areas to target. Overall performance was stable with incremental improvement in several measures; however, performance remained below standard in repairs, building safety (10-day inspections), customer contact, re-lets, and parts of tenancy management, with targeted recovery plans in train. Neighbourhood & ASB Tenancy-related satisfaction showed gains (communal areas 75%, neighbourhood contribution 80%), ASB handling and outcomes remained very strong (97.79%/96%), yet overall customer satisfaction dipped to 82% driven by perception of safety in hotspot areas and among younger / newer residents and residents living in the City Centre and Plympton who were particularly affected by ASB in Q3. Targeted hotspot management, corrected case classification, better triage / communications, and stronger cross-team working was being implemented to narrow the perception gap and improve neighbourhood trust. Assurance position. Controls are strengthening through Total Connect deployment, clearer pathways (Awaab's Law), enhanced supervision and data quality, and targeted neighbourhood interventions. Residual risks remain in Repairs timeliness, 10-day inspections, Contact Centre capacity/metrics, and re-let speed; each has a defined recovery plan, milestones, and progress will be reported to CFC.	
The PCH Board **noted** the Quarterly Performance Report.	
18. Committee Chairs Update	
Committee chairs updates give a short overview of each meeting and provides the PCH Board with any key escalation and discussion points from the meeting. In addition to the information provided within the reports, the Chair's highlighted: **Audit & Risk Committee** EL advised Committee members would also be working with Executive members on the upcoming fire audit. **Capital Investment Committee** DH highlighted that CIC would be receiving regular updates on the ongoing project with garages.	

Customer Focus Committee MJ advised that CFC discussed the rise in complaints and downsizing, with a new policy downsizing incentive policy agreed by the Committee, with implementation subject to Board approval of the FY2026/27 budget. **People & Culture Committee** VK highlighted that the standard of reports received were impressive, detailing the progress on the People Strategy. [redacted] **PCH Energy and Regeneration Boards** JC advised that a Photo-Voltaic (PV) strategy would be worked on between PCH Energy and CIC later this year.	
The PCH Board **noted** the Committee Chairs Updates.	
19. Forward Plan & Board Charter	
The Board reviewed the meeting against the Board charter, and it was agreed that the meeting encompassed the points listed in the charter, noting good challenges and learnings from discussions. The Board noted the Forward Plan.	
Date of next meeting: 19th May 2026.	
The meeting ended at 8.22pm.	

Signature

Valerie Lee – Chair

Date 12th May 2026

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L Eastwood.

Certified as a true copy

Leanne Eastwood, Interim Head of Governance

Date 12th May 2026