



Valuing our People Strategy

2025 - 2028



Our People Strategy Vision: Building the Workforce of the Future

At Plymouth Community Homes, our people are the driving force behind our success and the positive difference we make for residents and communities. Our People Strategy sets a clear and ambitious vision: to be recognised as the employer of choice in the region with a vibrant, inclusive culture that empowers, engages, and enables everyone to deliver outstanding performance.

In an increasingly competitive labour market, we are taking bold and deliberate action to attract, retain, and develop diverse talent who share our commitment to making a difference. We will offer more than jobs - creating meaningful careers, opportunities for growth, and a workplace where every individual feels valued, trusted, and able to thrive.

Empowered leadership lies at the heart of our ambition. Clarity of role and purpose will enable people to contribute fully, live our values, and act with curiosity, confidence, and courage. We will nurture behaviours that foster collaboration, innovation, and learning, where celebrating successes and learning from mistakes are seen as opportunities to grow.

Diversity, equity, inclusion, and belonging will be embedded into every aspect of our work. By diversifying our organisation, amplifying every voice, and building a culture of belonging, we will ensure colleagues feel genuinely connected to our shared purpose.

We will continue to strengthen our pay and reward packages and provide clear career development pathways that create high-performing, agile teams. Our workforce planning will ensure we have the right skills to adapt to change and meet resident needs, both now and in the future. Succession planning and leadership development will prepare people for tomorrow's challenges, fostering trust, accountability, and a collective sense of purpose.

Leading with integrity and transparency will guide the way forward supported by our behaviour framework to do the right thing for colleagues, residents, and communities. This includes encouraging curiosity, challenging the status quo, and pursuing innovative ways of working.

Our People Strategy also ensures we remain fully compliant with regulatory and legislative standards. We will proactively prepare for changes in employment law, embed strong governance, and strengthen workforce planning so that we remain resilient, responsive, and future-ready.

Over the next three years, we will measure our progress, benchmark against industry and regional best practice, and continually refine our approach. Our ambitions will deliver real, tangible improvements to the people experience. By placing colleagues at the heart of everything we do, we will create a workforce that is high-performing, quality-driven, capable, and ready for the future – united with a clear focus on delivering exceptional outcomes for residents.



"We are very proud to launch our new People Strategy, which sets out an ambitious vision for PCH to be recognised as the employer of choice in the region, and will help us to attract, engage, and retain the very best people to benefit our residents. Here at PCH, our greatest assets are not just the homes we build and the communities we shape, it is also our people whose dedication make it possible for us to create environments where residents can thrive.

We are passionate about creating a welcoming, inclusive, and nurturing culture which supports individual growth and development, whilst encouraging our colleagues to contribute, collaborate and create every day, strengthening the organisation and the communities we serve.

Our people make PCH who we are, and this new People Strategy will help us to empower and grow our workforce for the future."

Statement from
Jonathan Cowie – Chief Executive

How we aim to achieve this

To bring our People Strategy Vision to life, we will closely align our people priorities with the overarching corporate strategy, ensuring our workforce is empowered to deliver organisational goals and community impact. The People Strategy will act as a key enabler in achieving this, underpinned by four strategic pillars that guide our efforts and investment. Each pillar will embed our commitment to Inclusion and Belonging - not as a standalone initiative, but as a golden thread running through everything we do.



Strategic Intent

At the heart of PCH's success are our people. We are proud to have dedicated, values led colleagues and growing technical capability, but to deliver consistently high-quality, resident-focused services, we must evolve. Our People Strategy sets out how we will create a passionate, empowered, and inquisitive workforce in a modern, inclusive, and high-performing culture where everyone feels connected, capable, and inspired to make a difference.

Within each strategic pillar will be clear themes and focus on:

- **Employee Voice and Engagement:** decision making will be shaped by employee voice through surveys and focus groups, reflecting our commitment to openness and continuous improvement. We will keep colleagues informed and connected to our Mission, Vision, and Values, ensuring they understand their impact. Feedback will be encouraged, acted on, and progress regularly shared.
- **Building capability for the future:** equipping our people with the skills, knowledge and confidence to adapt to changing customer needs, industry trends, and future workforce demands.
- **Embedding culture into leadership and ways of working:** ensuring our leaders are equipped to lead with clarity, empower their teams, and foster a culture where ideas are shared, learning is embraced, and people feel supported to challenge and innovate.
- **Simplicity and consistency:** ensuring our people policies, processes and frameworks are simple, accessible, and enable rather than restrict performance — freeing our people to focus on delivering excellent services.

- **Leveraging technology and innovation:** embracing the opportunities that digital transformation, automation, AI and data analytics bring, to support smarter working, enhance decision-making, and create more value for both employees and customers.
- **Networking and external benchmarking:** actively seeking external partnerships, networks, and best practice across sectors to bring in fresh thinking, innovation, and continuous learning that strengthens both our people offer and organisational performance.
- **Cross-Strategy Alignment and Internal Communication:** ensure the People Strategy complements and reinforces delivery of wider organisational priorities, including the Communications Strategy and Digital & IT Strategy. In partnership with Communications, we will keep colleagues informed, engaged, and connected through clear, timely, and accessible internal communication. This will strengthen understanding of our Mission, Vision, and Values, provide channels for feedback and dialogue with leaders, and ensure colleagues feel valued, empowered, and able to contribute to service delivery and continuous improvement.

We recognise that becoming a high-performing organisation is not simply about setting ambitious targets but about creating an environment where our people are motivated, supported, and equipped to succeed every day. Our People Strategy will remain dynamic, regularly reviewed against external benchmarks, sector performance, and workforce trends to ensure we are always positioned to meet both current and future needs.

Where We're Going

We will create a workplace where:

- Leadership is balanced with technical expertise and is visible, accountable and focused on developing others.
- All colleagues feel a strong sense of belonging and pride in PCH.
- Career pathways are clear, accessible, and inclusive.
- People practices are modern, data-informed, and people-centred.
- Collaboration is natural across teams and regions.
- Every colleague can see how their contribution supports organisational success.

How we will get there

To bridge the gap between where we are now and where we want to be, we've identified key areas for transformation and a set of planned actions that will drive lasting cultural and operational excellence.



1. Attract & Retain Exceptional People

Outcome:

Attracting and retaining exceptional people drives a high-performing, future-ready organisation that delivers operational excellence and outstanding results.

Current:

- We have committed people and strong internal values, but our external profile could be stronger.
- Candidate and onboarding experiences vary across teams.
- Our reward offer and demographic insight can be improved.

Future:

- We are recognised as an employer of choice with inclusive, modern recruitment and reward practices, driven by our commitment to making a positive difference.
- Colleagues experience a consistent, welcoming start, that sets them up to be a true brand ambassador for PCH and in their career development.
- We attract and retain a more diverse and representative workforce that moves us to a more vibrant culture.

How It Will Feel for Colleagues:

- **Improved Candidate Experience:** Feedback from applicants and hiring managers shows smoother, more engaging recruitment journeys. Colleagues feel proud to refer others to work here.
- **Enhanced Employer Brand:** Increased visibility and positive recognition across external platforms, making colleagues feel part of an organisation that's respected and admired in the region.
- **Diverse Workforce:** Colleagues notice a more inclusive and representative team environment, bringing new perspectives and a greater sense of belonging, and where we celebrate our differences.
- **Consistent Onboarding:** New starters describe their welcome experience as seamless and empowering, helping them feel set up for success from day one.
- **Stronger Internal Progression:** A rise in internal appointments and leadership development opportunities increases motivation and loyalty among colleagues.
- **Modern Reward Offer:** A refreshed, benchmarked benefits package ensures colleagues feel valued and fairly rewarded for their contribution.
- **Better Use of Data:** Transparent and meaningful demographic data drives action and change, reinforcing to colleagues that equity and inclusion are not just words but embedded in our culture.



Attract & Retain Exceptional People

Outcome: Attracting and retaining exceptional people drives a high-performing, future-ready organisation that delivers operational excellence and outstanding results.

Actions to Deliver	Timings	Outcomes by Year 3:
<h3>Candidate Experience</h3> <ul style="list-style-type: none"> Develop a recruitment strategy that improves the candidate experience, simplifies processes, builds hiring manager skills, control costs and improves the quality of applicants. Raise our external profile and perception of working at PCH. Be seen as that employer of choice and gain recognition and feedback to support this. Review our digital Applicant Tracking System (ATS) to ensure it integrates with our people systems to streamline recruitment. Introduce a consistent and effective onboarding and induction process for all roles. Regularly benchmark pay and benefits within and outside the sector to understand our position of attractiveness and identify areas for improvement. 	Year 1 Year 2 Year 1 Year 2 Year 2 	<ul style="list-style-type: none"> Employer Brand Recognition - Achieve measurable improvement in employer brand ranking and visibility across agreed external platforms (e.g., Glassdoor, Indeed, LinkedIn) with a minimum 20% increase in positive sentiment ratings within the next 3 years. Candidate & Onboarding Experience - Achieve 90%+ 9 or 10 scoring from candidates and hiring managers on recruitment experience in candidate feedback surveys. 100% completion of a consistent onboarding and induction programme for all new starters, with 85%+ of new hires rating onboarding as 9 or 10 after 3 months. Workforce Diversity & Representation - Increase representation of underrepresented groups across the workforce by 10% over 3 years. Achieve 100% voluntary demographic disclosure rate on colleague records by the end of Year 2 to enable data-led ED&I actions. Internal Progression & Leadership Development - Through a robust succession planning programme increase internal movement across departments and promotions by 5% year on year Pay & Reward Competitiveness – Review and launch potential changes to the way we apply pay within the organisation as well as looking at the potential in introducing a more modernised flexible benefits offering. Recruitment Efficiency & Cost Control – Reduce external agency fees by 5% year on year over the next 3 years. Colleague Retention - Reduce voluntary turnover in key roles and hard-to-fill positions by 12% within 3 years.
<h3>Targeted Campaigns and Improve Demographics of workforce</h3> <ul style="list-style-type: none"> Collect more demographic data via application and colleague forms to better understand and address representation gaps. Apply targeted, high-quality hiring practices — achieve a healthy balance of internal and external appointments to succession planning as well as bringing in external experience and ideas to the organisation. Launch campaigns to increase demographic representation across the organisation with targeted campaigns for departments with high underrepresented demographics. 	Year 1 Year 2 Year 3 	
<h3>Pay & Benefits</h3> <ul style="list-style-type: none"> Review our Pay Policy and research other pay models to identify best practice for PCH. Review and modernise our employee benefits offering based on feedback and insights. Look at a flexible benefit offering and system to give colleagues the opportunity to align their own total reward package that is important to them. 	Year 2 Year 3 	

2. Develop Exceptional People & People Leaders

Outcome:

Developing exceptional people and leaders builds confident, capable teams that inspire innovation, elevate culture, and accelerate long-term success.

Current:

- Our people are skilled and committed, but job structures are complex, and career pathways unclear.
- Leadership development exists but is not consistently applied.
- Workforce planning and succession are still maturing.

Future:

- We have clear job families, progression pathways, and strong leadership skills at all levels. Our talent pipelines and workforce plans are aligned to future needs and demographics.
- Our leaders are our driving force in empowering and achieving great performance, they feel stretched themselves, and trusted when providing open and honest feedback and improvements.
- Our culture around learning and development encourages curiosity and taking risks, where learning from mistakes is embraced and is seen as a factor in evolution.

How It Will Feel for Colleagues:

- **Job Families & Career Clarity:** Clear role requirements and progression routes give colleagues confidence in their development and long-term opportunities. They feel supported and see a future here.
- **Strategic Workforce Planning:** Teams feel better resourced and future-ready, with plans in place that match skills to organisational needs. Our workforce is more diverse and colleagues notice a reduction in role duplication and complexity.
- **Empowered Leadership:** Regular leadership development – through conferences and tailored programmes ensures managers are inspiring, inclusive, and equipped to lead change. Colleagues feel heard, developed, and well led.
- **Clarity of Purpose:** Our leaders lead from the front and are comfortable in the performance management of their teams. Through open and honest feedback, they provide a safe environment where colleagues are encouraged to be curious and try new ways of working where inevitably mistakes may happen – and that is OK!
- **Accessible Learning:** With tools like Kallidus Learn and CIH training widely available, colleagues experience accessible, relevant, and continuous learning as part of their everyday work.

- **Internal Progression & Succession:** Colleagues see greater internal movement and development, supported by succession plans and career conversations. They feel invested in and encouraged to grow.
- **Inclusive Entry Routes:** A growing number of apprenticeships (target: 5% of workforce) enables more people to join, learn, and thrive, helping to build a vibrant, diverse talent pool. Colleagues feel proud to be part of PCH and we are recognised as a centre of excellence within the local community.



Develop Exceptional People & People Leaders

Outcome: Developing exceptional people and leaders builds confident, capable teams that inspire innovation, elevate culture, and accelerate long-term success.

Actions to Deliver	Timings	Outcomes by Year 3:
<h3>Workforce Planning</h3> <ul style="list-style-type: none"> Introduce clear 'Job Families' to simplify the structure. Update job descriptions to support consistent pay for similar roles. Workforce Planning for all departments that assess competency levels and demographic challenges 100% completed by July 26. Build a future proof workforce plan that addresses our strategic growth plans and reflects the talent, skills and experience we will need in the future. 	Year 2 Year 1 & 2 Year 2	<ul style="list-style-type: none"> Job Families & Career Clarity - All 260 job roles have been aligned into a clear and logical set of job families and 100% of colleagues have an up-to-date job description aligned to their role and pay framework by June 2027. Strategic Workforce Planning - Workforce plans in place for 100% of departments by July 2026, addressing skills, demographics, and resourcing. Which demonstrable reduction in role duplication and structural complexity. Empowered & High-Performing Leadership - Biannual Leadership Conferences delivered with $\geq 90\%$ leader attendance and positive evaluation scores ($>8/10$). Senior Management Team programme completed by 90% of participants by June 2026. Middle and Front-Line Manager programme launched April 2026, with $\geq 85\%$ completion rate.
<h3>Leadership Development</h3> <ul style="list-style-type: none"> Hold biannual Leadership Conferences for all leaders at PCH to align strategy, build capability, and inspire a consistent, high-performing culture. Deliver a leadership development programme for the Senior Management Team (Nov 2025 - June 2026). Develop and launch a leadership programme for Middle and Front-Line Managers starting April 2026. 	Year 1 Year 1 & 2 Year 2	<ul style="list-style-type: none"> Accessible & Continuous Learning - Kallidus Learn platform launched by March 2026 with $\geq 75\%$ colleague uptake within first year. 90% of colleagues complete mandatory training annually. Internal Progression & Succession - 100% of key roles have active succession plans in place by end of 2027.
<h3>Succession & Career Planning</h3> <ul style="list-style-type: none"> Create clear career pathways and progression plans that promotes upwards and sideways moves. Launch the Kallidus Learn Platform by March 2026 to enhance mandatory and developmental online training. Provide CIH training to meet legislative requirements while developing recognised housing professionals who drive cultural change in PCH and deliver better outcomes for residents and the wider sector. Implement a 3-year apprenticeship growth plan: 3% of the workforce in Year 1, 4% in Year 2, and 5% in Year 3. 	Year 2 Year 1 Year 1,2,3 Year 3	<ul style="list-style-type: none"> Inclusive Entry Routes - Apprenticeship intake reaches: 3% workforce Year 1, 4% Year 2, 5% Year 3. $\geq 85\%$ of apprentices transition to permanent roles. PCH recognised as a top local employer for apprenticeships by 2028.

3. Enable Great Performance & Delivery

Outcome:

Enabling great performance and delivery fosters accountability, sharpens focus, and ensures consistent achievement of strategic goals.

Current:

- Our people are committed to delivering results, but performance management is inconsistent.
- Data is underutilised in guiding conversations and decisions.
- Leadership behaviours and decision-making can be more agile and aligned.
- Change is not consistently managed or embedded, leading to varying levels of understanding, adoption, and long-term impact.

Future:

- Everyone has clear, measurable objectives aligned to business goals, which are regularly reviewed and fed back on.
- Leaders are empowered, drive accountability, decisions are timely, and performance is supported by data.
- Behaviours in how we get there play an important role in our performance and delivery. We consistently recognise, support, and grow talent.

- Change initiatives are delivered through a structured approach. Ensuring sustainable transformation and continuous innovation.

How It Will Feel for Colleagues:

- **Aligned Objectives:** With four clear objectives per colleague, everyone understands how their work contributes to the bigger picture. Colleagues feel focused, valued, and motivated.
- **Consistent Performance Culture:** The rollout of Kallidus Perform and Personal Development Plans ensures regular, quality performance conversations. Colleagues feel supported in growing their skills and contributions.
- **Data-Driven Decisions:** Tools like PowerBI and CRM provide real-time insight, improving feedback, recognition, and decision-making. Colleagues experience faster support and feel decisions are transparent and fair.
- **Recognition & Talent Growth:** High performers are identified and supported, and colleagues see clear pathways for development. Talent feels nurtured, and underperformance is addressed constructively and timely.
- **Agile Leadership:** Leadership behaviours and streamlined ways of working increase responsiveness and drive accountability. Colleagues experience more agile, confident leadership and faster decision-making.
- **Simplified People Processes:** Refreshed people policies and procedures make it easier to access support and understand expectations. Colleagues feel that the organisation is enabling, not hindering their performance.
- **Culture of Accountability:** With shared clarity around goals and progress, colleagues feel empowered and accountable, knowing that great performance is recognised and supported at every level.
- **Confidence in Change:** Colleagues feel supported and informed through periods of transformation, with clear communication and opportunities to contribute feedback, fostering a sense of trust and continuous improvement.



Enable Great Performance & Delivery

Outcome: Enabling great performance and delivery fosters accountability, sharpens focus, and ensures consistent achievement of strategic goals.

Actions to Deliver	Timings	Outcomes by Year 3:
<h3>Creating a Performance Management Culture</h3> <ul style="list-style-type: none"> Launch Kallidus Perform by March 2026 to embed measurable objectives and regular check-ins for all colleagues, aligning performance with the strategic business plan. Refresh and modernise our Behavioural Framework inline with our values by September 2026. All Colleagues have a Personal Development plan focused on skill set and behaviours inline with our Behavioural Framework by September 2027. Use an effective method to identify talent and performance gaps, with action plans to support development growth or address concerns. Use data and business intelligence to support informed, evidence-based employee performance conversations. 	Year 2 Year 2 & 3 Year 2 Year 2	<ul style="list-style-type: none"> 100% Objective Clarity & Alignment - Every colleague has four measurable objectives aligned to the strategic business plan by September 2026. Objectives are reviewed regularly with documented feedback and progress updates. Personal Development Plans in Place - 90% of colleagues have a live Personal Development Plan (PDP) focused on role specific skills and behaviours by September 2027. Consistent Performance Conversations - Kallidus Perform platform fully implemented by March 2026, with 100% of check-ins completed on time. Quality reviews show 90%+ of performance conversations meet agreed standards. Talent Identification & Development - High performers and emerging talent identified through an agreed methodology by June 2026. 80% of identified talent have a targeted growth or stretch opportunity within 12 months.
<h3>Leadership ways of working</h3> <ul style="list-style-type: none"> Reimagine our ways of working as a Leadership Team to create a more agile, empowered, and accountable organisation - enabling faster decision-making, stronger collaboration, and greater impact for colleagues. Review People and Culture principles and processes to ensure simplicity and ease of use. Amend policies to reflect these changes as well as build capability of managers and leaders in their delivery. 	Year 1 & 2 Year 2	<ul style="list-style-type: none"> Agile, Accountable Leadership - Leadership ways of working redesigned and embedded by May 2026, including clear delegation of authority and escalation principles. Leadership pulse surveys show a 2 point NPS improvement year-on-year. Simplified People Processes - All core People and Culture policies and procedures are reviewed, simplified, and relaunched by June 2027.
<h3>Change and Continuous Improvement</h3> <ul style="list-style-type: none"> Produce clear tools and frameworks, supported by leadership development, to plan, implement, and embed change successfully. This includes focusing on both the structural and behavioural aspects of transformation, underpinned by strong, consistent communication. Actively seek and act on feedback through focus groups, engagement surveys, and open dialogue to understand how change has landed. Foster a culture where colleagues feel informed, valued, and engaged. One that embraces openness to change and encourages a mindset of continuous improvement. Adopt a structured change delivery approach – Define, Design, Deliver, Embed – with clear ownership and measurable outcomes. Use data and cross-functional improvement teams to drive innovation and sustained performance gains. 	Year 2 Year 2 Year 3	<ul style="list-style-type: none"> Creating a change-ready workforce - We have a confident and capable workforce and leadership team who can plan, deliver and sustain change effectively, reducing resistance and increasing organisational agility. Embedding a culture of continuous improvement - Successful change delivery drives operational excellence with measurable performance gains and evolves a continuous improvement mindset across the whole organisation.

4. Invest in a Healthy & Empowering Culture

Outcome:

Having a healthy and empowering culture strengthens belonging, boosts engagement, and leads to measurable improvements in wellbeing and employee experience and performance.

Current:

- We have strong values and a passionate workforce, but culture varies, and feedback doesn't always lead to visible change.
- Engagement is growing, but communication and leadership consistency need focus.
- Colleagues feel connected to our purpose and proud to work at PCH.

Future:

- Our culture is inclusive, empowering, and clearly defined. We drive performance to create the best service experience for our residents.
- Colleagues feel heard and are encouraged to be curious, bold and take the appropriate level of risk.
- We are recognised for our positive employee experience.

How It Will Feel for Colleagues:

- **Shared Culture & Values:** We have clearly defined and embedded set of values that are shaped with input from across the organisation, helping colleagues feel unified and proud. Colleagues recognise and live the culture in their daily work.
- **Listening and Action:** Quarterly surveys and strong participation in staff feedback processes show that colleagues feel safe to speak up and that their voice matters. 'You Said, We Listened' loops reinforce that change is happening because of them.
- **Leadership & Communication:** Improved survey scores in leadership and communication reflect visible progress. Colleagues feel informed, included, and confident in the direction of the organisation.
- **Modern, Collaborative Workspaces:** Refreshed working environments support collaboration, wellbeing, and flexibility. Colleagues feel energised and supported in where and how they work.
- **Recognition for Positive Culture:** Progress toward IIP accreditation reflects our cultural strength. Colleagues feel part of an organisation that invests in them and prioritises their experience.

- **Benchmarking & Best Practice:** By learning from others and setting new standards, colleagues feel inspired to innovate and continuously improve, knowing they are part of a forward-thinking, values led workplace.
- **Increased Belonging & Connection:** A consistent, inclusive culture enables colleagues to bring their whole selves to work. They feel trusted, empowered, and genuinely connected to the organisation's success. PCH recognises the differences and requirements of multi-generations within the workplace.
- **Empowered culture through simplified governance:** Streamlined policies, processes, and decision-making to reduce bureaucracy and unnecessary barriers, creating a culture where colleagues feel trusted, empowered, and accountable to act with confidence while maintaining compliance and organisational integrity.

Invest in a Healthy & Empowering Culture

Outcome: Having a healthy and empowering culture strengthens belonging, boosts engagement, and leads to measurable improvements in wellbeing and employee experience.

Actions to Deliver	Timings	Outcomes by Year 3:
<h3 data-bbox="330 343 619 357">Defining our Culture for the Future</h3> <ul style="list-style-type: none"> Have a clear plan on what our Culture and Values will look like in the future in readiness for November 25's Board meeting. Run a regular survey cycle - Annual Survey in Q4, followed by Pulse Surveys in Q1, Q2 and Q3 - to give colleagues a regular voice, track engagement throughout the year, and act quickly on feedback to drive continuous improvement. Strengthen the impact of Focus Groups by producing a 'You Said, We Listened' summary at least twice a year to demonstrate progress, enhance ownership, and promote wellbeing. Use leadership development to improve leadership scores. Redesign workspaces to encourage collaboration and reduce silo working. Improve communication scores through Focus Group insights and better cascade processes via the Senior Management Team. Look at recognised external accreditations to support our cultural evolution. Actively benchmark culture and best practices across and beyond the sector to improve ways of working. This includes Equity Audits that look at our Gender Pay Gap, Ethnicity Report, Recruitment, Pay, Progression and Exit Interview data. This also includes Psychological safety and Wellbeing. Introduce a diversity calendar of events that raises awareness, celebrates inclusion, and strengthens belonging while reinforcing our commitment to equity and cultural change. 	Year 1 Year 1 Year 2 Year 2 Year 3 Year 2 Year 3 Year 2 Year 2	<ul style="list-style-type: none"> Culture & Values Defined and Embedded - Culture and values framework proposal ready by November 2025 Board meeting. Employee Voice & Action Loop - Pulse surveys in Q2-Q4 completed with 5% participation improvement for each survey. "You Said, We Listened" feedback summary issued at least twice a year with demonstrable actions completed. Communication Impact - Communication effectiveness NPS score improves by 2 points year on year. Recognition for Culture Excellence - Positive culture score in pulse survey ranks in the top quartile compared to sector benchmarks. Belonging & Empowerment - create measures to allow colleagues to report feeling trusted and able to bring their whole selves to work and enable them to feedback that they are encouraged to be curious, innovative, and take appropriate risks.

How we will monitor and report on our performance

- Through quarterly reports to the Executive Management Team
- Through bi-annual updates to the People and Culture Committee, updating progress against the measurable targets
- Employee survey quarterly results
- Benchmarking data
- External employment accreditation such as Investors in People

- Annual employee survey
- Employee communication through Jannet posts, team meetings and focus groups



How we will measure our work

Strategic Pillar	Key Measures of Success	We know when we achieve it when....
Attract & retain exceptional people	Engagement Engagement Pulse Survey Satisfaction in PCH NPS score of 21.2 (Q1 2025) to 25%	<ul style="list-style-type: none"> Employer brand sentiment improves by 20%. 90%+ recruitment and 85%+ onboarding satisfaction achieved. Workforce diversity increases by 10%, with 100% data disclosure.
	Performance Performance Voluntary Turnover score 4.24% (Q1 2025) to 4%	<ul style="list-style-type: none"> Voluntary turnover drops by 12% in 3 years. External agency costs reduce 5% year-on-year.
Develop exceptional people and people leaders	Engagement Engagement Pulse Survey Effective Leadership NPS score of 3.5 (Q1 2025) to 12	<ul style="list-style-type: none"> Workforce plans in place for 100% of departments by July 2026. Pulse survey shows increased confidence in leadership and front-line manager capability.
	Performance Performance Succession Planning and Internal Moves sideways and promotions 25% (Q1 2025) to 30%	<ul style="list-style-type: none"> Internal moves both sideways and promotions increase beyond 25% baseline (Q1 2025). Apprenticeship intake grows to 5% workforce by Year 3 with 85% retention.

Strategic Pillar	Key Measures of Success	We know when we achieve it when....
Enable great performance and delivery	Engagement	<p>Pulse Survey Well Informed NPS Score of -1.9 (Q1 2025) to 5</p> <ul style="list-style-type: none"> Pulse survey shows colleagues feel better informed, with greater clarity of purpose, and communication is timely, relevant, and accessible to their working environment.
	Performance	<p>All colleagues have 4 objectives and a personal development plan which are supported by meaningful regular check ins.</p> <ul style="list-style-type: none"> 90%+ of colleagues have four measurable objectives aligned to the business plan by September 2026. 90%+ have a live Personal Development Plan (PDP) focused on skills and behaviours. 90%+ of check-ins completed on time which meets quality standards.
Invest in a healthy and empowering culture	Engagement	<p>Pulse Survey Living the Values NPS score of 7.4 (Q1 2025) to 10</p> <ul style="list-style-type: none"> Pulse surveys show colleagues feel trusted, empowered, and able to bring their whole selves to work. Positive culture score ranks in the top quartile vs. sector benchmarks.
	Performance	<p>Average Tenure of 2 years service and below of 51.8% (Q1 2025) to 35%</p> <ul style="list-style-type: none"> Average tenure for colleagues with under 2 years' service decreases from 51.8% (Q1 2025) as retention improves. New starters describe that their onboarding and future development increases their loyalty and ambition to stay with PCH.

Plymouth Community Homes

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



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