

Residents, Jess, Tom,
Greyson & Lorenzo



Our vision for the future

**Strategic Business Plan
2026 - 2036**

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Executive Management Team, Nick Jackson, Executive Director of Business Services; Michelle Dawson, Executive Director of Homes & Communities; Jonathan Cowie, Chief Executive; Chris Brook, Executive Director of Place; Laura Avery, Chief People Officer

Our Vision for the Future

As one of the largest social housing organisations operating across Devon and Cornwall, Plymouth Community Homes is well-placed to support the delivery of more, much-needed affordable housing for the region – and to play a critical role in the economic transformation of the South West.

The region offers a wealth of opportunities with its ambitious growth plans and long-term investment potential, especially around marine-focused job creation and defence-led economic growth centred around Plymouth, running in parallel to the appeal which Devon and Cornwall offers for visitors as well as people looking to relocate to live and work in the county. But there continues to be challenges, particularly as the South West features areas with some of the highest poverty levels in the UK, and the region's plans for economic growth are therefore heavily dependent on an increased supply of social and affordable homes.

We are proud to be at the forefront of work to meet these challenges and support regional growth plans, and we are launching a bold, 10-year Strategic Business Plan which sets out how PCH aims to do just that, with strong priorities and ambitious objectives to help us ensure we can champion these opportunities, and bring about a positive impact in the coming decade.

Our new business plan sets out our aims for the next 10 years and our focus for the future, which is not defined by a single project or initiative but is instead centred around how we can continue improving services, investing in new and existing homes, developing our people, and strengthening our impact in the communities we serve, as well as growing as a business to help us deliver more social housing to benefit the region, both economically and socially.

Our Core Purpose defines who we are as a highly regarded social housing landlord – ‘We create high quality, affordable homes and communities where people are proud to live’ – and this remains the definition of our daily activity that we focus on delivering.

But alongside this sits our exciting and far-reaching new Vision making clear our ambition for the coming decade – ‘To be the best community-focused landlord delivering positive change to improve lives.’

We know this will be no small feat to achieve, and we're committed to delivering on this promise through four strategic themes made up of clear objectives, themselves underpinned by specific success measures so we can track and report on our progress during the short, medium and long term.

Within these four themes, we're setting ourselves challenging targets and aiming high – we want to ensure we really do make a difference in the region.

We'll be working to ensure we put residents first with a bold new customer service focus, investing £1.2bn in upgrading and creating new communities, delivering and managing up to 25,000 affordable homes for local people, and bringing about up to £500m of social impact annually to directly benefit residents and the wider community.

We also want to attract, develop and retain the best people to make this happen, working within an organisation where you can see daily the difference you make in our local communities.

We know this won't be easy, but we are committed to playing our part in making a positive impact – for the region and for the people who live and work here – and this plan sets out how we intend to make that happen over the next 10 years.

We hope you'll join us on that journey, and help us to bring about positive change in our communities which truly does have the power to improve lives.



**Jonathan Cowie, Chief Executive
of Plymouth Community Homes**



Assistant Housing Officer, George, with sheltered housing resident, Jeanette.

Core Purpose

We create high quality affordable homes & communities where people are proud to live.

Vision

To be the best community-focused landlord delivering positive change to improve lives.

Overall Measure of Success

Our residents trust us, and feel we treat them fairly and with respect.

“It’s somewhere where you’ve got your own comfort and you can do your own thing. I’ve got good neighbours, we enjoy talking to each other over the fence and outside.”

Bill, Plymouth Community Homes resident

Our Values

We are Caring

We show care and compassion to everyone, and act with thoughtfulness in everything we do.

We are Curious

We look for ways to improve services, we are inquisitive and question what we do, and work proactively to make positive changes.

We are The Difference

We focus on outcomes, take ownership and act with confidence, challenging constructively when needed to achieve meaningful results.

We are Respectful

We treat everyone with fairness and a high level of respect understanding that we are all different.

We are Engaged

We listen and collaborate with residents, partners and the community, working openly across teams so we can learn, improve and deliver positive change together.



Neighbourhood Ranger, Donna, with residents at a Free Toy Giveaway community event

“Every interaction a member of staff has with a resident has an impact on them and their home. As well as providing affordable, safe homes, we support the wellbeing of residents including their financial wellbeing which enables them to thrive.”

Nicky Kingston, Head of Rent, Homeownership & Lettings

Vision

To be the best community-focused landlord delivering positive change to improve lives.

Strategic Theme Your Services

Headline ambition

Putting residents first, delivering services people trust

Success

-  Clear Service Standards and Customer Service Strategy
-  Efficiency gain of being 2nd quartile or above for operating costs
-  Customer satisfaction rates consistently between 85-90%
-  100% of services available online

Strategic Theme Your Home

Headline ambition

Investing £1.2bn in upgrading & creating new sustainable, energy-efficient communities

Success

-  Up to 25,000 homes
-  Homes and Place Standard shaping investment
-  £1.2b deployed to create great homes
-  Sustainable, resilient low-cost homes

Strategic Theme Our People

Headline ambition

A great place to work, where people feel valued and make a meaningful difference for residents

Success

-  Top quartile for staff engagement
-  % reduction in Gender Pay Gap
-  Our colleague base is reflective of the communities we serve

Strategic Theme Our Impact

Headline ambition

To deliver £500 million of social value which directly benefits residents and the wider community

Success

-  To be a key partner for Plymouth City Centre redevelopment
-  To be established as a leading voice for shaping housing investment in the South West
-  To support more than 2,000 residents into work



10 Year Strategic Plan

Four Strategic Themes

Each theme has a headline ambition setting out our overall aim to deliver on for this topic within the next ten years by 2036.

The four themes are then divided into three core areas of focus, which each have specific aims and deliverable objectives planned in for the Short Term (2 years), Medium Term (5 years) and Long Term (10 years).

The core areas of focus also have Outcomes aligned to the timed objectives, along with detailed metrics within planned Measures of success so we can help assess how well PCH has performed against these objectives in the coming years.

Your Services

Putting residents first, delivering services people can trust

-  Resident experience and voice
-  Trusted, safe and reliable services
-  Insight-led and efficient delivery

Your Home

Investing £1.2bn in upgrading and creating new sustainable, energy-efficient communities

-  New homes and growth
-  Quality of homes and communities
-  Sustainability

Our People

A great place to work, where people feel valued and make a meaningful difference for residents

-  Join with purpose
-  Belong and contribute
-  Be valued and recognised

Our Impact

To deliver at least £500m of social value which directly benefits residents and the wider community

-  Partnerships and brand
-  Social value and community
-  Regional influence and economic growth



Sheltered housing resident, Pat

Housing Officer, Aisha, with
residents at Camels Head
Housing with Support Scheme

 **Your Services**

**Putting residents first,
delivering services
people can trust**

Focus area: Resident experience and voice

Short Term Activity (2026-2028)

Secure foundations for growth

Establish a shared understanding of residents' expectations, priorities and barriers to accessing services.

Clear service standards and engagement routes in place.

Leaders routinely use resident feedback, complaints data and scrutiny insight to inform decisions on services.

New Customer Service Strategy and Target Operating Model (TOM) defined and agreed by March 2027.

Customer Relationship Management system (CRM) in place to support new TOM by March 2028.

Establish new engagement model for resident voice at Board level.

Medium Term Activity (to 2031)

Delivering change & transformation

Services are designed around different resident needs and circumstances.

Issues are identified earlier, reducing repeat dissatisfaction and avoidable escalation.

Resident input is demonstrably influencing service re-design.

Outcomes

Resident needs, expectations and barriers to access actively shape how services are designed and delivered.

Services are tailored to different needs, with access designed around choice — not digital exclusion — and resident voice is embedded in service design and decision-making, supporting inclusive and equitable outcomes.

Long Term Vision (2036)

Achieving sustainable growth

As a leading housing provider across Devon & Cornwall, PCH delivers inclusive services that reflect the diversity of residents and communities.

Engagement is representative, embedded and influential, ensuring fairness in outcomes—not just consistency in process.

Measures of success

Tenant Satisfaction Measure (TSM) scores

- Overall customer satisfaction of $\geq 85\%$, sustained at upper quartile sector performance,
- 85% or more residents feel that we listen to their views and act upon them

Achieve and sustain C1 Consumer Standards rating

Trajectory towards Top 10 UKCSI performance by 2036



Resident, Sarah,
at a scrutiny session

Focus area: Trusted, safe and reliable services

Short Term Activity (2026-2028)

Secure foundations for growth

Core services are delivered safely, reliably and to defined standards, with statutory compliance assured across all service areas.

Gain a stronger understanding of demand, performance and risk to enable earlier intervention, reducing disruption and preventing issues from escalating for residents.

Medium Term Activity (to 2031)

Delivering change and transformation

Core services are delivered consistently and effectively, supported by earlier identification of risk, vulnerability and emerging need.

Preventative approaches reduce avoidable service failure and repeat contact, improving outcomes particularly for residents with higher or more complex needs.

Long Term Vision (2036) Achieving sustainable growth

Services are safe, reliable and trusted by residents, with risks anticipated and addressed as part of normal service delivery rather than through reactive management.

As PCH grows across Devon and Cornwall, residents experience consistently high standards and fair outcomes across all core service areas, regardless of where they live, their tenure or personal circumstances.

Outcomes

Residents experience core services that are safe, reliable and consistent, with statutory and regulatory compliance assured across all service areas.

Services are designed to reduce disruption, anticipate risk and intervene proportionately, supporting fair outcomes for residents with different needs and circumstances.

Reliability is embedded through a clearly defined Target Operating Model (TOM), underpinned by insight, technology and clear accountabilities across the organisation.

Measures of success

100% statutory and regulatory compliance maintained, with clear internal and external assurance.

≥90% of core services delivered within agreed Service Standards, sustained year on year.

Multi Skilled Electrician, Alfie

“Tenants can and do make a difference. Opinions of the residents matter and can contribute to change. I feel part of a valuable team that help give ideas and make decisions”

Gillian, Plymouth Community Homes resident

Focus area: Insight-led and efficient delivery

Short Term Activity (2026-2028)

Secure foundations for growth

New Data Strategy in place by November 2026 setting the scene for a fully embedded data culture that includes data governance and use of insight to enable the business.

Data insight is used to drive out inefficiency and redesign processes.

Operational leaders routinely use data insight to manage performance and cost, respond to resident need and to drive out inefficiency through re-designed processes.

Decision-making is increasingly evidence-led, supporting a clear shift away from managing transactions towards proactively managing services.

Medium Term Activity (to 2031)

Delivering change and transformation

Core services are delivered consistently and effectively, with strong controls around statutory compliance, Service Standards and risk.

Earlier identification occurs for emerging risks, vulnerability and service failure to enable timely intervention, reducing disruption, repeat contact and escalation—particularly for residents with higher or more complex needs.

Long Term Vision (2036) Achieving sustainable growth

Consistent, proactive and efficient services are in place, led by insight.

Outcomes

Services are led by, and improved, using data, performance and cost insight, enabling PCH to move from transactional delivery to proactive service management.

Digital capability and technology are factored into service design from the outset to support insight led decision making and access by choice, enabling better anticipation of demand and fairer outcomes for residents.

Measures of success

All core services operate with agreed performance targets, demand and cost.

Evidence of insight led decision making by Executive and Board.

Costs per property are maintained within sector median (Quartile 2)

Year on year reduction in variation of service outcomes between neighbourhoods and resident groups, using agreed internal equity measures.

Dave Ryland, Head of Thriving Neighbourhoods, with residents at a Resident Review session

New development at
Filham Chase, Ivybridge



Your Home

**Investing £1.2bn in
upgrading & creating
new sustainable,
energy-efficient
communities**

Focus area: New homes and growth

Short Term Activity (2026-2028)

Secure foundations for growth

Accelerate the development of new-build homes to deliver 300 homes a year.

Acquire homes from existing housing associations and bring into PCH's operating model.

Pilot off balance sheet development as proof of concept.

Medium Term Activity (to 2031)

Delivering change and transformation

1,500 new affordable homes are delivered across Devon and Cornwall.

Diversified delivery model is in place to accelerate growth.

Long Term Vision (2036) Achieving sustainable growth

Increased affordable homes supply being delivered to meet housing need within our operational area across the wider South West region.

Outcomes

Total housing stock managed by PCH increased to at least 25,000.

Measures of success

- Net increase in the number of homes managed by PCH
- Resident satisfaction of new build

New development at
St Stephens Green, Salcombe

Focus area: Quality of homes and communities

Short Term Activity (2026-2028)

Secure foundations for growth

Develop and adopt a new Homes and Place Standard to create a future blueprint for development with resident involvement embedded in design planning.

Assess the quality of our existing stock, including PCH's commercial portfolio, against the new Homes and Place Standard to inform future investment and regeneration plans.

Medium Term Activity (to 2031)

Delivering change and transformation

New development homes are 100% compliant with our Homes and Place Standard.

Asset investment programmes are being delivered in line with our Homes and Place Standard.

PCH has strategically managed non-residential estates which generate income or are repurposed for housing or community use where the site could serve residents better.

Long Term Vision (2036)

Achieving sustainable growth

PCH has invested £1.2billion (over the period) in both developing or acquiring new homes and upgrading existing homes so they are the best quality they can be, as measured by our Homes and Place Standard.

Outcomes

A broader, resident centric perspective of place is hardwired into our investment programmes, to ensure a strong focus is retained throughout asset management works on improving people's lives.

Measures of success

- Performance against Homes and Place Standard metrics
- Commercial strategy implemented with £5m value achieved



Homes developed at Bellwood View, Saltash

“Without shared ownership, I don’t think I would be in a house by now. Choosing this route has enabled me to buy a house when I otherwise wouldn’t have been able to, and I’m now able to live independently in my own place where I can start the next chapter of my life.”

Cameron, Plymouth Community Homes resident

Focus area: Sustainability

Short Term Activity (2026-2028)

Secure foundations for growth

Develop a revised Sustainability Strategy including climate change resilience, biodiversity and net zero objectives to be achieved by 2050.

Baseline our existing biodiversity of land holdings and adopt a strategy of managing for biodiversity where appropriate.

Address environmental impacts in communities through tackling fly-tipping, improving energy efficiency of existing homes, and installing green technologies.

Define the wider community sustainability impact of PCH beyond carbon reduction and the home.

Define PCH's approach to decarbonising the business.

Medium Term Activity (to 2031)

Delivering change and transformation

All homes meet minimum EPC C ratings by March 2030.

Reduced the carbon footprint of PCH scope 1&2 emissions by 25%.

Long Term Vision (2036) Achieving sustainable growth

Plans, investment and implementation journey are on track to reach Net Zero by 2050 across all housing stock.

The carbon footprint of PCH scope 1&2 emissions are reduced by at least 70%.

Reduced wider environmental impact of our operations and reduced running costs.

Outcomes

We have sustainable, resilient, low-cost homes that are better for our residents and better for the world.

Measures of success

- EPC rating (or equivalent)
- Year on year reduction in PCH's carbon footprint

Our People

**A great place to work,
where people feel
valued and make a
meaningful difference
for residents**

Plymouth
Community Homes

Focus area: Join with purpose

Short Term Activity (2026-2028)

Secure foundations for growth

Strengthen how we attract people who share our purpose and values, are motivated to make a difference for residents and have the skills to help us adapt, grow and succeed by April 2027.

Create a shared lived understanding of our values and the behaviours that bring them to life in our day to day for the benefit of our residents and each other by March 2027.

Shape the organisation to deliver our operating model in a way that supports a consistent experience for residents across PCH.

Medium Term Activity (to 2031) Delivering change & transformation

We have sustained a strong and planned flow of talent within PCH through clear workforce planning and strengthened employer branding by December 2029.

Our values have been embedded through clearly articulated behaviours that consistently shape day-to-day decisions and ways of working for the benefit of our residents.

Outcomes

People join PCH with a clear understanding of our purpose, values and the difference their role makes for residents.

Long Term Vision (2036) Achieving sustainable growth

Our day to day is anchored in the needs of our residents so that every colleague understands how their role, decisions and behaviours contribute to better experiences and outcomes for our residents.

We have working conditions that have enabled us as an organisation, and as individual colleagues, to grow, adapt and succeed.

Measures of success

- Top quartile staff engagement score



Neighbourhood Ranger, Barry

Focus area: Belong and contribute

Short Term Activity (2026-2028)

Secure foundations for growth

Make growth and progression achievable through clearly articulated expectations and career pathways.

Build leadership capability by being clear about what good leadership looks like at PCH, and the conditions leaders need to help people thrive and deliver for residents, by March 2027.

Review and refresh our approach to building the digital capability of our colleagues (led by our digital and AI strategies) to support them in their careers and in improving the experience for our residents.

Develop our approach to utilising people and performance data to deliver insight into what conditions enable colleagues to perform at their best and where change is required.

Medium Term Activity (to 2031)

Delivering change & transformation

We have established a culture of continuous personal development and learning with development pathways that are aligned to careers.

We have continued to strengthen our leadership capability through a targeted and tailored development offering.

The digital capability of our colleagues has been increased through a targeted development offering aligned with career pathways which enables change and transformation for the benefit of our residents.

We have fully embedded the use of people and performance insight in how leaders and teams make decisions, set priorities and evaluate impact.

Long Term Vision (2036)

Achieving sustainable growth

Our day to day is anchored in the needs of our residents so that every colleague understands how their role, decisions and behaviours contribute to better experiences and outcomes for our residents.

We have working conditions that have enabled us as an organisation, and as individual colleagues, to grow, adapt and succeed.

Outcomes

People feel they matter and are supported to grow, perform at their best and make a difference for residents.

Measures of success

- Diversity measure
- Equality measure

“Everybody does such amazing things and it’s nice that people get recognised. It feels really nice to be part of an amazing team and company that has gone out their way to help our residents.”

Sheraton Davidson, Tenancy Sustainment Officer

Focus area: Be valued and recognised

Short Term Activity (2026-2028)

Secure foundations for growth

Develop our employer value proposition with a fair and sustainable approach to reward, aligned to our new operating model.

Improve our health, safety and wellbeing offering through the development and introduction of role-appropriate support practices and interventions.

Strengthen clear, consistent two way communication mechanisms so colleagues feel informed, connected and genuinely heard.

Medium Term Activity (to 2031)

Delivering change & transformation

Reward and recognition are grounded in our purpose and values, so people clearly see how the difference they make for residents is recognised through a distinctive offer they trust, value and see as fair.

We have strengthened health, safety, and wellbeing as a shared responsibility, with role-appropriate support embedded into leadership practices which enable colleagues to perform at their best.

Consistent use of colleague voice to shape decisions and improvements in place by March 2029, so people trust that what they say influences how PCH works.

Long Term Vision (2036)

Achieving sustainable growth

Our day to day is anchored in the needs of our residents so that every colleague understands how their role, decisions and behaviours contribute to better experiences and outcomes for our residents.

We have working conditions that have enabled us as an organisation, and as individual colleagues, to grow, adapt and succeed.

Outcomes

People enjoy working at PCH because they are rewarded and valued for the difference they make for residents.

Measures of success

- Proportion of colleagues who think PCH is a great place to work



Data Quality Analyst, Jacoba
collecting staff award certificate from
Jonathan Cowie, Chief Executive Officer

Our Impact

**To deliver at least
£500m of social value
which directly benefits
residents and the wider
community**

Focus area: Partnerships and brand

Short Term Activity (2026-2028)

Secure foundations for growth

Determine a new stakeholder engagement strategy for establishing partnerships, mapping opportunities across the operating area by March 2027.

Review PCH branding to reflect the organisation's wider regional operating area.

Develop organisational positioning for funders and investors, and lead a consortium approach across Devon and Cornwall.

Medium Term Activity (to 2031)

Delivering change & transformation

We have formed ten key partnerships across the region with agreed shared objectives.

There are enhanced neighbourhood plans in place which deliver positive outcomes for residents and the wider community.

PCH has revised branding which is well established and recognised across the organisation's operating area.

Long Term Vision (2036)

Achieving sustainable growth

Residents are benefitting from a more joined up approach to service delivery across Devon and Cornwall.

PCH is established and integrated into regional ambition and devolution planning.

Outcomes

PCH is recognised as an influential leader in Devon and Cornwall which works with other organisations to achieve mutual aims.

Measures of success

- 10 new partnerships developed to drive change.
- % priorities delivered through partnership working

Focus area: Social value and community

Short Term Activity (2026-2028)

Secure foundations for growth

Determine the social value of a tenancy by June 2026 supported by University of Plymouth research.

Create community hubs alongside local partners within localities across the wider Plymouth area.

Establish 10 new local partnerships across the Plymouth area with community organisations.

Medium Term Activity (to 2031)

Delivering change & transformation

PCH has established a social value measurement methodology.

Community hubs are operational and delivering measurable value to localities.

Long Term Vision (2036)

Achieving sustainable growth

PCH is able to document a demonstrable contribution to community wellbeing and economic resilience.

Outcomes

We have delivered over £500m of social value through our work.

Measures of success

- Increase in social value of a tenancy from baseline.
- Support 2,000 residents into skills and employment



Resident at a craft drop in session

“Our partnerships are how we deliver housing in the city and Plymouth Community Homes are our biggest affordable landlord here in Plymouth. They house thousands of families and really do a good job. It’s great to be working with them as they continue to develop in the city”

Councillor Chris Penberthy, Plymouth City Council

Focus area: Regional influence and economic growth

Short Term Activity (2026-2028)

Secure foundations for growth

We will be a key delivery partner for the Plymouth City Centre regeneration, and defence-led growth partnership.

Establish a framework to help support and shape housing sector's approach to devolution / LGR by March 2027

Medium Term Activity (to 2031) Delivering change & transformation

We have supported the delivery of new towns and villages by taking a land-led, patient approach to future development, aligned to regional Local Plans.

PCH is positioned as a credible and attractive partner for strategic and financial stakeholders.

An established funding model is in place to support integration into a devolution approach.

Long Term Vision (2036) Achieving sustainable growth

PCH is recognised as playing a crucial role in addressing housing need and supporting individuals to boost skillsets and helping enable wider job creation across the region.

We have led on the creation of new standards being set across South West based housing associations.

PCH leads discussions for partnerships with parliamentary organisations to shape and influence housing investment in the South West.

Outcomes

Great homes are built across all tenures in the South West, where they are needed to support economic growth.

Measures of success

- Demonstrate additional funding/ economic benefit through PCH actions
- PCH is included within key decision-making bodies in region

Jonathan Cowie, Chief Executive Officer,
& Chris Brook, Executive Director of Place
at Southway Drive development

“My home is a good, nice safe place to live. Being an involved resident, I have a voice for myself and others, so I can contribute to positive change in my community.”

Suzanne, Plymouth Community Homes resident



Homes developed at the
North Prospect regeneration



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

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