



PEAKS & PLAINS
Housing Trust

2025/26 Environmental, Social, Governance (ESG) Report



A bit about us

Peaks & Plains Housing Trust is a profit-for-purpose social housing provider, serving communities across Cheshire and the High Peak.

Our purpose is to meet local housing needs by being a great landlord, creating places where people are proud to live, and operating as a resilient organisation. From our base in Macclesfield, we work in partnership with customers, colleagues and stakeholders to provide safe, high-quality homes and thriving local communities.

With around 200 colleagues, we own and manage more than 5,300 homes and generate an annual turnover of £37.814 million.



Find out more online about how we're shaping our future
peaksplains.org/ourpurpose



PEAKS & PLAINS
Housing Trust

**This report is for our customers, funders, and partners.
It's all about providing transparency and insight into how we are
addressing the environmental and social challenges that lie ahead.**

Providing safe, sustainable homes for our customers is at the heart of everything we do. As we respond to evolving regulatory requirements and play our part in supporting the UK's transition to Net Zero by 2050, we remain focused on improving the energy efficiency and quality of our existing homes.

Transparency and accountability are central to our approach. Our customers, partners and funders rightly expect a clear picture of our progress, the challenges we face and the actions we are taking to build a resilient organisation for the future.

This is our sixth ESG report- reflecting our continued commitment to strengthening how we measure, manage and report on our environmental, social and governance performance. As our understanding evolves, our data improves and our plans develop, we will continue to embed continuous improvement across every aspect of the Trust.

We hope this report provides a meaningful overview of our progress, demonstrates the positive impact we create for our customers and communities, and reinforces our commitment to delivering long-term social value.

Mark Howden

Chief Executive Officer



Summary of criteria themes

Our ESG report is split into the following themes. Each of these is further broken down into detailed criteria: C1-C44.

Environmental	T1 Climate	How are we rising to the challenge of climate change both now and in the future?
	T2 Nature	How well are we protecting the local environment and ecology? In particular, this explores how to reduce the degradation of natural habitats and stop the loss of biodiversity.
	T3 Resource Management	How are we managing natural resources sustainably? This includes how we plan to reduce waste and how we will encourage other companies to adopt sustainable practices.
Social	T4 Affordability	How affordable are our homes to those on low incomes? The criteria include the tenure mix of our homes, the security of our tenancies and our plans to reduce inequality.
	T5 Building safety & Quality	How well are we meeting our legal responsibilities to protect residents and to keep their homes safe? The theme is made up of two criteria, disclosing gas safety checks and fire risk assessments.
	T6 Residents & Community	How successful are we at listening to, and supporting our residents and local communities.
Governance	T7 Structure & Board	How do we make sure that the Trust is effective, accountable and transparent at all levels?
	T8 Employees	What kind of employer is the Trust and how do we support our employees and treat them fairly?

This document follows the structure of The Sustainability Reporting Standard for Social Housing. In time we aim to adopt the standard and build on this framework.



Environmental...



Climate

C1. Distribution of EPC ratings of existing homes (those completed before the last financial year)

Measurement: % of homes rated		31st Mar 2026
(92-100) A		0.46%
(81-91) B		13.38%
(69-80) C		49.29%
(55-68) D		30.98%
(1-54) E+		1.22%
Homes without an EPC rating		0.00%

C2. Distribution of EPC ratings of new homes (those completed in the last financial year)

Measurement: number of homes rated		31st Mar 2026
(92-100) A		25
(81-91) B		36
(69-80) C		180
(55-68) D		3
(1-54) E+		1
Homes without an EPC rating		0

C3. Does Peaks & Plains have a Net Zero target and strategy? If so, what is it and when does Peaks & Plains intend to be Net Zero by?

We have an Environmental Strategy and have undertaken Zero Carbon Modelling for our stock. All costs are assumed for us to meet Net Zero by 2050.

C4. What progress has the housing provider achieved in the last 12 months towards its Net Zero targets and strategy? What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock?

202 homes received energy improvement work to bring their energy performance to a band C via the Social Housing Decarbonisation fund. This led to a net improvement of 196 homes moving from EPC Band D, or lower, to EPC Band C or higher.

We have also successfully delivered the first year of our Warm Homes: Social Housing fund Wave 3 grant, receiving £1,909,247 in grant payment towards the cost of improving homes.

Read about how we're working with our customers to decarbonise our homes:

 peaksplains.org/goinggreen

**C5. Scope 1, Scope 2 and Scope 3 Green House Gas emissions
Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home**

Measurement:	as of March 2026
Scope 1, Scope 2 and Scope 3 Green House Gas emissions	11845000 kg CO ₂ e
Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home	2300kg CO ₂ e

C6. Have Peaks & Plains mapped and assessed the increased flood risks to its homes caused by climate change in the last 2 years? How are Peaks & Plains mitigating these risks?

Yes. A Flood Risk Assessment has been completed for all stock. This is in addition to data captured as part of our SHIFT* accreditation that has led to the implementation of decision trees (a flowchart of 'yes or no' questions to be followed) in specifications. For example, a property in a high-risk flood area will receive a different specification to that of one in a lower risk area.



*SHIFT is an independent Environmental Assessment and Accreditation Scheme for the UK housing sector.

C7. Have Peaks & Plains mapped and assessed the increased water stress risks to its homes caused by climate change in the last 2 years? How are Peaks & Plains mitigating these risks?

Yes. The Trust last mapped and assessed the increased flood risk to our homes as part of our SHIFT accreditation, which resulted in awareness of high-risk flood areas - predominately homes located close to rivers or water courses. This exercise was last completed in July 2024 but is due for revision.

There were 108 homes identified at the time of survey at increased flood risk.

C8. Have Peaks & Plains mapped and assessed the increased overheating risks to its homes caused by climate change in the last 2 years? How are Peaks & Plains mitigating these risks?

Yes. The Trust last assessed the increased overheating risk to our homes as part of our SHIFT accreditation; an exercise that was last completed in July 2024.

97.10% of our stock was found to be at low risk of overheating based on housing stock, property types, postcodes, communal heating and build dates.

Nature

C9. Does Peaks & Plains have a strategy to enhance green space and promote biodiversity on or near homes? If yes, please describe with reference to targets in this area. If not, are you planning on producing one in the next 12 months?

Our Void Standard is under review to look at how we can enhance biodiversity. We are also exploring the feasibility of social value projects to incorporate areas of wildflowers in our stock.

C10. Does Peaks & Plains have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how do Peaks & Plains target and measure performance?

Not currently, but we are planning to develop a plan for managing and mitigating the risk caused by air pollution. As part of damp, mould & condensation and energy efficiency works, the Trust are improving the ventilation to homes, through installing Decentralised Mechanical Extraction Ventilation (DMEV) which is designed to remove moisture from the home and other volatile organic compounds and polluted or stale air.

Resource Management

C11. Does Peaks & Plains have a strategy to use or increase the use of responsibly sourced materials for all building works?

Not currently, but we are planning to develop a strategy. Whilst we don't have a dedicated strategy, we do specify recycled materials and re-use where appropriate, e.g. roof slates.

C12. Does Peaks & Plains have a strategy for waste management incorporating building materials? If so, how do Peaks & Plains target and measure performance?

Whilst we do not have a separate waste management strategy we have a number of Environmental Strategy Actions:

- Maximise recycling for all property and business-related waste- targeting year on year reductions in non-recyclable waste based on reducing, reusing and recycling
- Develop a plan to maximise recycling for all office activity targeting year on year reductions in non-recyclable waste based on reducing, reusing and recycling
- Develop a plan to ensure suppliers and contractors waste management support the Trust's objectives and target.

C13. Does Peaks & Plains have a strategy for water management?

The Trust's approach to water management is outlined in our Environmental Strategy, which will be updated in January 2027.

C14. How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of Peaks & Plains supply chain when procuring goods and services?

The Trust encourages contractors, suppliers and consultants/third parties to sign up to the Trust's Environmental Strategy principles.

We are looking at including sustainability mandatory scoring questions in future procurement activity. Development schemes are required to meet current standards and requirements in relation to new homes, and contractors are signed up through JV North and ICN procurement frameworks.



Social...



Affordability & Security

C15. For properties that are subject to the rent regulation regime, report against one or both Affordability metrics:

Rent compared to median Private Rental Section relevant to Local Authority.

Measurement: % of PRS rent

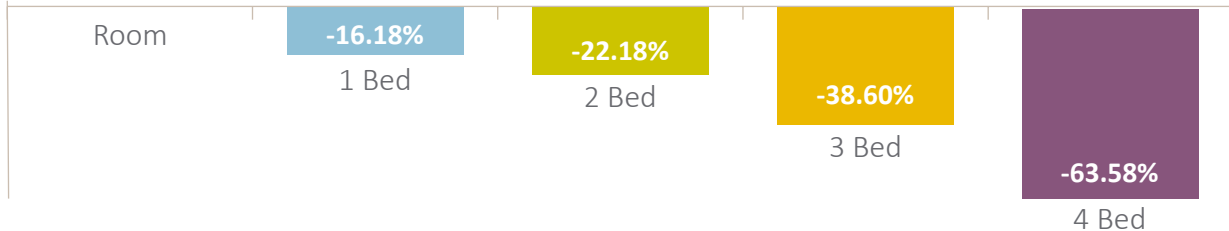
31st Mar 2026



Rent compared to Local Housing Allowance (LHA).

Measurement: % of LHA rent

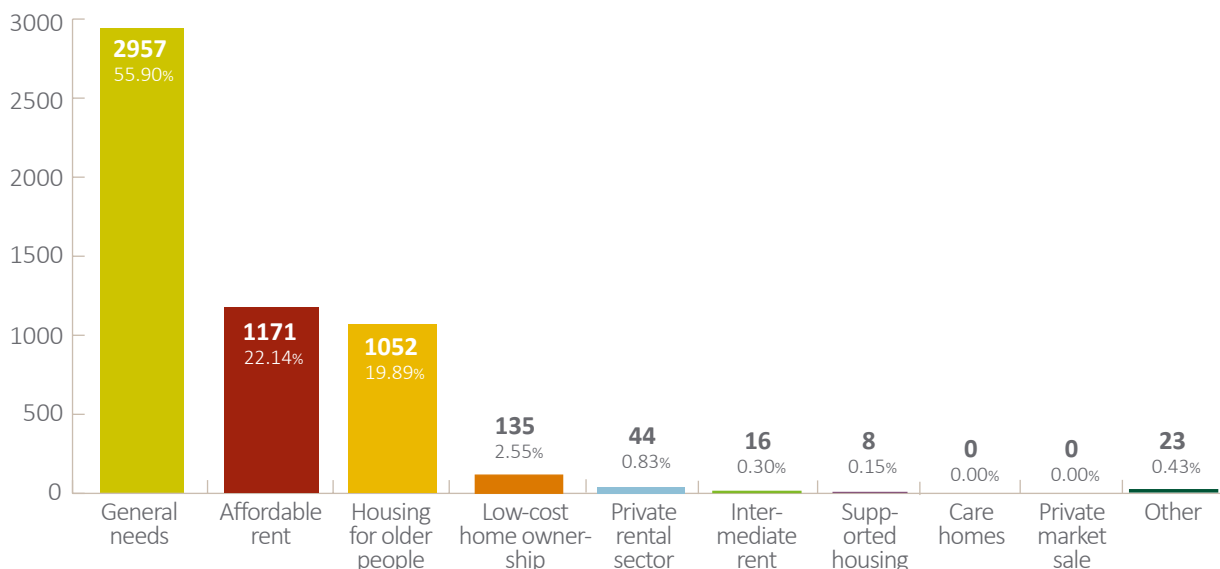
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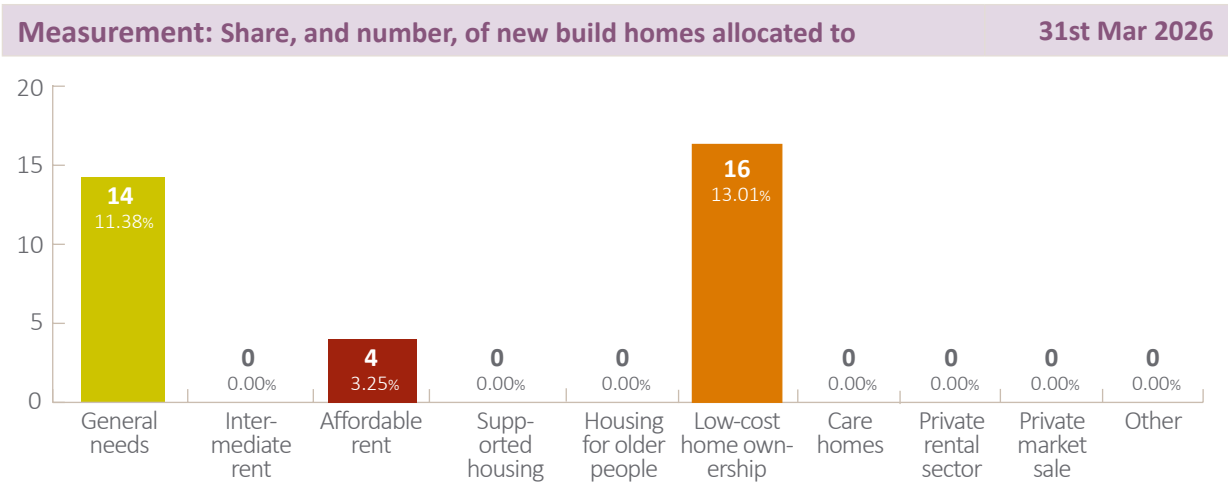
C16. Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to: General needs (social rent), Intermediate rent, Affordable rent, Supported Housing, Housing for older people, Low-cost home ownership, Care homes, Private Rented Sector, Private Market Sale, other:

Measurement: Share, and number, of homes allocated to

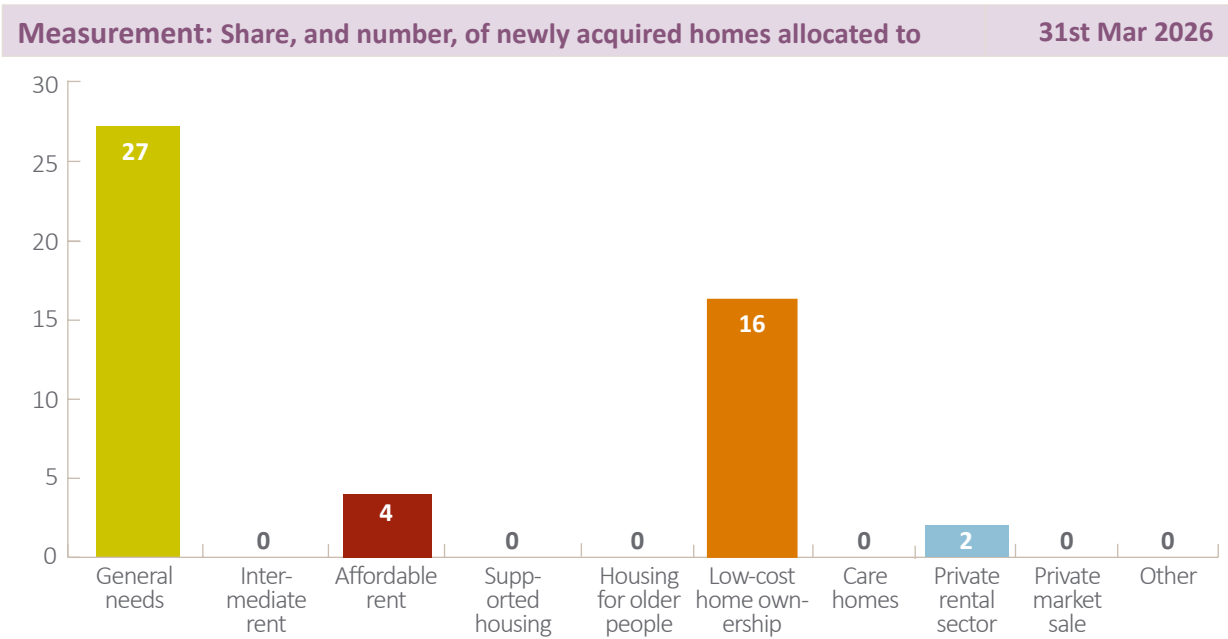
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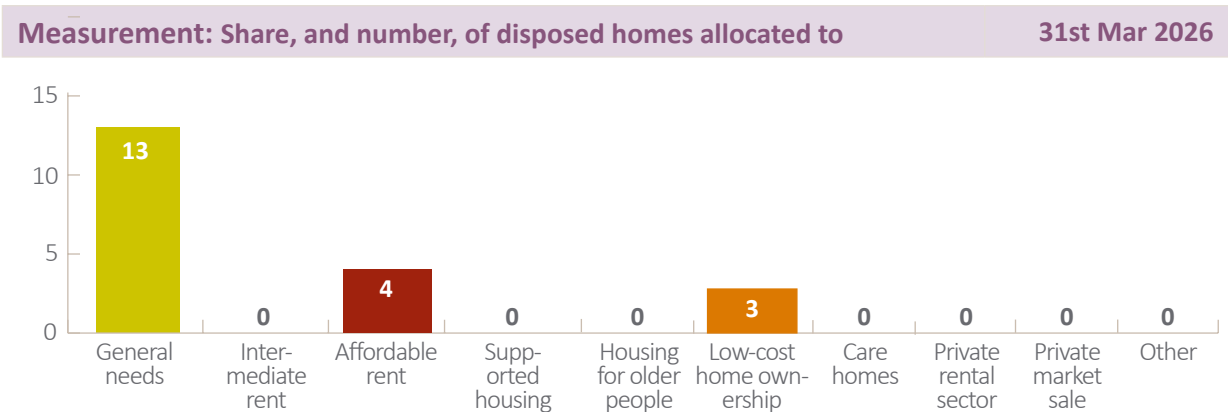
C17. Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to: General needs (social rent), Intermediate rent, Affordable rent, Supported Housing, Housing for older people, Low-cost home ownership, Care homes, Private Rented Sector, Private Market Sale, other:



C17A: Share, and number, of homes acquired in the last 12 months, allocated to: general needs (social rent), intermediate rent, affordable rent, supported housing, housing for older people, low-cost home ownership, care homes, private rental sector:



C17B: Share, and number, of homes disposed of in the last 12 months, allocated to: general needs (social rent), intermediate rent, affordable rent, supported housing, housing for older people, low-cost home ownership, care homes, private rental sector:



General Properties and Affordable rent properties were disposed of through Right to Buy and Right to Acquire.

C18. How are Peaks & Plains trying to reduce the effect of high energy costs on its residents?

The Trust's Environmental Strategy details the various milestones and targets that we are aiming to achieve to reduce the effect of both high energy costs and the reduction of carbon emissions.

We have adopted a fabric first approach to energy efficiency improvements, with a focus on reducing the space heating demand from heating systems. Our energy efficiency delivery is underpinned by our asset management and energy data sets - which includes property knowledge, physical energy surveys and improvement recommendations.

The Trust aims to achieve EPC Band C to domestic properties by 2030. Improvements to EPC ratings have a strong inverse correlation on energy bills - as your EPC rating goes up, your energy usage and bills go down, thus reducing energy costs.

The Trust is also aware of the requirements of the Fuel Poverty Standard and how improving homes to EPC Band C will lift homes out of fuel poverty through reduction of energy costs.

Our Tenancy Sustainment Team have also been supporting our customers by:

- Helping residents maximise their income through benefit checks, budgeting advice, grants and other financial support.
- Signposting residents to specialist services such as LEAP (Local Energy Advice Partnership), explore available support and, where appropriate, advocate with utility companies about energy bills.
- Identifying financial pressures early, connecting residents with the right support, and reducing the risk of debt and rent arrears.

Building Safety & Quality

C19. Describe the condition of Peaks & Plains's portfolio, with reference to:

Measurement:	31st Mar 2026
% of homes for which all required gas safety checks have been carried out	100%
% of homes that meet national fire safety regulations	100%
% of homes for which all required electrical safety checks have been carried out	99.91%
% of homes for which all required asbestos management surveys or re-inspections have been carried out	100%
% of homes for which all required legionella risk assessments have been carried out	100%
% of homes for which all required communal passenger lift safety checks have been carried out	100%

C20. What % of homes meet the National Housing Quality Standard? Of those which fail, what are Peaks & Plains doing to address these failings?

Measurement:	31st Mar 2026
% of homes	99.23%

The Trust owned and managed 5221 homes at the end of March 2026, and during this reporting period, 40 homes did not meet the National Housing Quality Standards.

- There were five homes that failed due to structural defects or needed multiple key and non-key component replacement.
- Three of the five homes were vacant pending works, and the remaining two homes were in the process of being decanted.
- There were 35 homes with identified HHSRS (Housing Health and Safety Rating System) actions. All homes were logged in our tracker, with jobs raised for HHSRS actions to rectify the failures.

C21. How do you manage and mitigate the risk of damp and mould for your residents?

We manage emergency hazards through our responsive repairs and compliance processes, prioritising any issue that presents an immediate risk to the health or safety of customers. Reports are triaged at first point of contact, with emergency works raised where a home needs to be made safe, including serious leaks, electrical risks, heating failures, security risks, structural concerns and severe damp and mould where there is an imminent risk of harm.

For damp, mould and condensation, we take a risk-based approach. Reports are assessed promptly and a survey is arranged to identify the root cause, such as leaks, defective building fabric, inadequate ventilation, heating issues, overcrowding pressures or other property-related factors. We then complete remedial works to remove the hazard and address the underlying cause, rather than treating mould growth in isolation.

We reduce the likelihood of damp and mould hazards occurring by investing in planned and responsive works that improve the performance of homes. This includes repairing leaks and building defects, improving insulation and heating efficiency, and installing or upgrading ventilation, including Decentralised Mechanical Extract Ventilation (DMEV) where appropriate, to help remove moisture and improve indoor air quality.

We also provide practical advice and support to customers on reporting concerns early, heating and ventilating their homes effectively and allowing access for inspections and works. Cases are monitored through to completion, with follow-up action where needed to confirm that the hazard has been resolved and that any preventative works have been completed.

Resident Voice

C22. What are the results of Peaks & Plains's most recent tenant satisfaction survey? How has Peaks & Plains acted on these results?

70% of customers are satisfied overall with our services.*

We ask Acuity to contact customers on our behalf. This is so customers feel they can talk freely and honestly about our services. Acuity provide resident satisfaction surveys and benchmarking services, helping housing providers to improve services and engage with their residents through an understanding of satisfaction, performance and profiling data. To ensure the results are representative of the Trust's tenant population as a whole - for

*All figures are out of 1081 customers that were surveyed through our partners, Acuity during 2025/26



this year, the final survey data has been weighted by age group. This reflects that response rates from younger tenants were low, and the weighting approach has been applied to align the sample more closely with the overall demographic profile of tenants.

We use this information to improve and shape the services that we offer- highlighting key areas for improvement. Here are some examples on how we have listened and acted:

- In November 2025, we introduced a 'call-back' system for customers calling into our contact centre. This means that customers can keep their place in the call queue without having to stay on hold – we'll give them a call back!
- In 2026 we introduced our Pictorial Tenancy Agreement to create a visual version for accessibility. This means it covers the main points using pictures.
- Following feedback, we've made sure to train all staff on 'preferences' - meaning that we always check how our customers would like to be contacted – whether that be via telephone, post, email or other.
- During 2025/26 we worked with Acuity (who undertake our quarterly resident satisfaction surveys) to make sure their phone number was localised to tackle customer concerns on scam calls. Acuity now call from an 01625 number.

See more information about the measures here:  peaksplains.org/yoursatisfaction

C23. What arrangements are in place to enable residents to hold management to account for the provision of services?

The Trust has a Customer Voice and Communications Team that supports residents to influence decisions and scrutinise the work of the Trust. The Team works to deliver the Trust's Customer Voice and Experience Strategy, which was co-produced with residents and approved by our Board.

It is important to create opportunities that are inclusive and diverse; therefore, we have created several different ways for customers to provide feedback and influence decision making including different levels of involvement requiring varying levels of commitment. The Trust also has a Challenge Group made up of nine of our most involved customers. Challenge meet every five weeks and form a part of our Governance structure.

C24. % of Stage 1 and Stage 2 complaints responded to within target timeframes. How have reported complaints resulted in change of practice at the Trust?

100% of Stage 1 and Stage 2 complaints were responded to within target.

For the year ending 31st March 2026, we handled a total of 214 Stage 1 complaints and 62 Stage 2 complaints.

We are proud that we responded to 100% of complaints within the required timescales, in line with the Housing Ombudsman's Complaint Handling Code.

In some cases, we needed more time to investigate fully. Where this happened, we agreed extensions with customers to make sure we could provide a thorough and fair response.



Some lessons learnt we have identified from complaints during 2025/26 that we had addressed or are working on include:

- Reviewing and refining the property readiness checklist, implementing a sign off process that includes final quality check.
- Strengthening how contractors communicate and engage with customers.
- Recognising that our online system allowed some repair requests that shouldn't be raised, so we've now fixed this to avoid confusion.
- Reviewing our Reasonable Adjustments Policy and procedures to make sure we better understand individual needs and offer the right support wherever possible. We're also working with customers through a Scrutiny to help shape these improvements.

C25. In the last 12 months, what additional support have you provided to your tenants? Please include support across any of the following areas, as well as any other relevant services: Employment & training, Wellbeing & mental health, vulnerable tenants.

Over the past 12 months, the Trust has strengthened its approach to tenancy sustainment through effective partnership working with a range of local organisations and third sector providers. This has included close collaboration with:

- Citizens Advice to support residents with financial guidance, benefit maximisation and debt management.
- The Domestic Abuse Housing Alliance (DAHA) to strengthen our response and support with Domestic Abuse.
- NatWest to improve financial resilience through budgeting support and access to banking services.
- Local charitable organisations to provide tailored support for vulnerable residents, particularly those affected by dementia, ensuring they can maintain independent living for as long as possible.
- These partnerships have enabled a more holistic, early-intervention approach to sustainment, reducing tenancy breakdown, improving wellbeing, and enhancing the overall support network available to our communities. Some other examples include;
 - Crucial Crew, Roadshows, Hub sessions, Residents meetings, Coffee mornings at schemes, work with AGE UK.
- A Housing Charter for Care Experienced Young People Task and Finish Group has been set up with the Local Authority and other registered providers.
- We have a dedicated Neighbourhood Officer who attends these meetings. In 2026-27 we are going to work with Local Authorities to give them further understanding of the allocations process and how they can better support care experienced young people.



PEAKS & PLAINS

Housing Trust



During 2025-26, Tenancy Sustainment received 429 referrals. Of these:

- 230 cases resulted in income being generated directly to customers;
- 36 cases generated income directly to the Trust;
- £87,069 in one-off payments was secured. At the end of March 2026, the team had also secured £16,226 in ongoing financial support payments.

The Hardship Fund is a last resort to help customers. The total spend for the 25/26 year was £35,902.58, and the total number of successful referrals made was 91.

The Hardship Fund has had a 98.9% success rate in sustaining tenancies.making

C26. In the last 12 months, what interventions has Peaks & Plains made or enabled to foster stronger communities and places? Consider both: Physical changes to shared spaces or public realm / Events, activities, and signposting.

The Trust actively collaborates with a range of local partners to promote the wellbeing of communities where it operates. This includes supporting and publicising internal and external events through its website and social media channels. The Trust also supports and participates in a variety of community-led initiatives, including:



- Macc Pride – attending Picnic in the Park and taking part in the Pride March.
- Working with RE:GEN to improve Cop Meadow Playground in Sutton- installing bird boxes, seed tables and giving the general area a tidy.
- Local Schools and The King's Trust – offering work experience, and interview practice opportunities.
- Hosting Clean-up Days across our local patches in partnership with Cheshire Demolition.
- Crucial Crew- an innovative and interactive program designed to deliver vital personal safety and educational messages to Year 6 students.

In addition, the Trust has developed strategic partnerships with third-sector organisations to enhance community partnerships:

- Cheshire Without Abuse (CWA) – they have supported us with training staff in our approach to domestic abuse, and they are able to co-work from our office.
- Weston Community Centre, Chelford Hub, and Cre8 – provided with commercial premises at peppercorn rent, enabling them to operate sustainably and serve local residents.
- We have created an Easy-to-Read Tenancy Agreement and a Pictorial Tenancy Agreement, these are available to both current customers and new customers.
- Since 2025, we have provided the Local Authority and the Home Office with two

properties to support with the Afghan Refugee Resettlement Scheme.

- Support is offered at sign-up through tailored affordability checks, easy-read tenancy agreements, and sign-up packs co-designed with customers.
- Staff provide early intervention and tailored support, to tenants facing difficulties with debt, affordability, food poverty, and home maintenance including financial support, referrals to specialist services, and wellbeing checks.

Keep up to date with what's happening in our neighbourhoods at

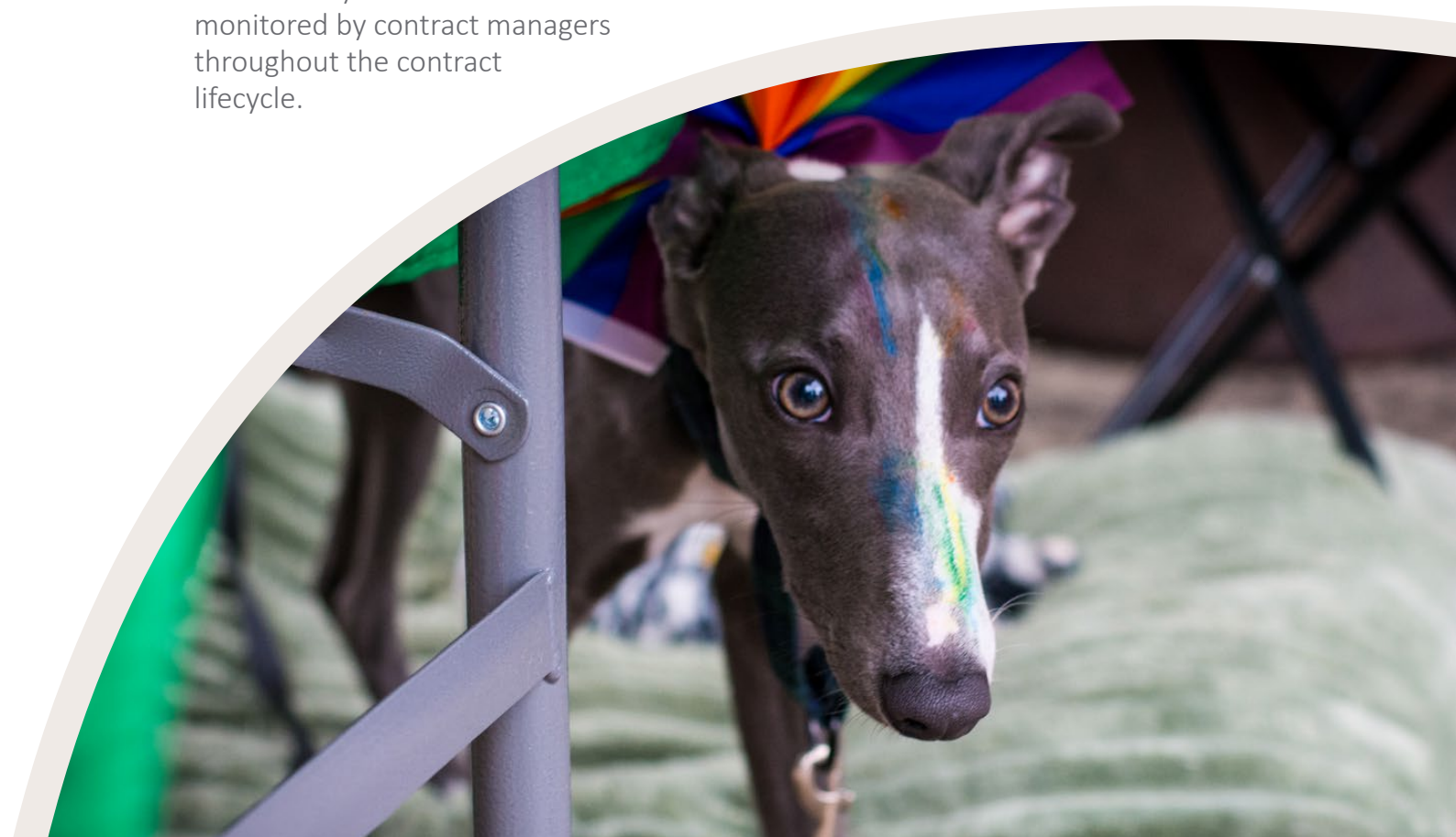
peaksplains.org/your-community/neighbourhood-plans

C27. How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this social value?

The Trusts Procurement Strategy 2025-2028 confirms that social value and sustainability are considered across the full procurement lifecycle. From planning and supplier engagement through to contract management, we ensure suppliers contribute to wider outcomes such as thriving communities, environmental sustainability and local economic benefit.

Social value is explicitly built into procurement objectives, with a requirement to balance cost, quality and broader social and environmental impact to deliver value for money and improved outcomes. This is operationalised through the Procurement Policy, which requires procurement decisions to be based on the Most Advantageous Tender, taking account of price, quality and social value, ensuring that social value forms part of tender evaluation and contract award decisions.

In addition, the Value for Money and Social Value Strategy 2024-2027 ensures social value is considered from the outset of procurements, including promoting local suppliers and embedding community benefits into commissioned services. The Strategy requires a defined weighting for social value in tenders (for higher value contracts) and confirms that delivery of commitments is monitored by contract managers throughout the contract lifecycle.





Governance...



Structure and board

C28. What is the Trust's most recent regulatory grading/status?

Following an Inspection by the Regulator of Social Housing in November 2025 the Trust was awarded a grading of G1/V2/C1.

C29. Explain how the Trust's Board manages ESG risks. Are ESG risks incorporated into the Trust's risk register?

Although not specifically labelled as ESG risks, the Trust's Risk Register covers ESG themes. Our Board uses a Risk Management Framework. This requires them to look at policies, risk appetite and risk registers (strategic and operational).

Detailed scrutiny and review of risks is delegated to the Audit Committee (including 'deepdives' on individual risks or combinations of risks at each meeting).

During the year the Audit Committee receive a deep dive on the Trust's Environmental Risk Register to consider if any changes are needed. They can comment and challenge its contents.

The Trust's Governance Committee reviews the Trust's operational Governance Risk register on a 6 monthly basis.

C30. Has the Trust been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches, etc.) that resulted in enforcement or other equivalent action?

No.

C31. How does the Trust ensure it gets input from a diverse range of people into the governance process?

All reports to the Board, Committees, Executive and Senior management teams include mandatory sections. Here, relevant information about diversity and customer voice/customer insight is included. These inform decisions and will include reference to any relevant consultation that has been carried out, including its possible impacts on diverse groups.

Residents' voices are also heard at Board level through attendance of Challenge Group members at each meeting. A Board member also attends each Challenge Group meeting. Scrutiny reviews and recommendations, which are carried out by customers, are reported to the Board. These provide customer perspectives and suggestions as to how we can improve our services.

All policies (which require Board, Committee or Executive Management Team approval) require an Equality Impact Assessment to be completed to ensure possible impacts are assessed. This includes our Board Succession, Renewal and Recruitment Policy, which also sets out our commitment to attracting a diverse range of candidates for Board and Committee membership.

The recruitment of Senior Management is a company priority, given its critical impact on leadership capability, operational delivery, and cultural alignment. To ensure objectivity and reach, we leverage external executive search partners alongside internal succession planning.

Key appointments are expected to strengthen leadership, address identified capability gaps and support the delivery of long-term value. Risk mitigations, including rigorous due diligence and structured onboarding plans are in place to ensure smooth integration and accountability.

We remain committed to diversity, equality, and inclusion throughout the process, ensuring that all recruitment practices reflect our values and support a high performing, future-ready leadership team.

C32. Does the Trust have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of Board members and Senior Management? How does the Trust do this?

Yes. The Trust has policies and procedures that embed EDI throughout the recruitment and selection process for both Board members and Senior Management.

- Vacancies are advertised widely using inclusive language and appropriate channels to encourage applications from underrepresented groups.
- Role descriptions and person specifications are reviewed to ensure they focus on essential skills, knowledge and experience, avoiding unnecessary barriers to entry.
- Selection panels receive guidance on equality legislation and unconscious bias and, where practicable, are diverse in composition.
- Candidates are assessed against objective, predetermined criteria using a consistent and structured selection process.

For Board member recruitment, there is a specific policy- this includes references to valuing



diversity. An Equality Impact Assessment was carried out when the policy was reviewed in 2025.

Board appointments are made with due regard to achieving an appropriate balance of skills, experience, independence and diversity, while ensuring appointments are based on merit and aligned with the Trust's governance requirements.

The Trust regularly reviews its recruitment and EDI policies to ensure compliance with relevant equality legislation and to support its commitment to fostering an inclusive organisational culture.

C33. What % of the Trust's Board have turned over in the last two years?

What % of the Trust's Senior Management Team have turned over in the last two years?

Measurement:	31st Mar 2026
% of Board	18%
% of Senior Management team	1.25%

Two Board Members have left over the past two years- both resigning voluntarily, due to their full-time work circumstances and two Senior Managers left due to restructuring changes.

C34. Number of Board Members on the Trust's Audit Committee with recent and relevant financial experience.

In 2025-26, two members had relevant financial qualifications and were working in senior positions in the Social Housing sector.

- One had recently retired from an Executive Director of Finance role in a large Housing Association.
- One had held senior financial positions in the private sector and subsequently held non-exec roles on Boards & Audit Committees in the Education & Social Housing sector.
- The remaining two members who served on the committee at some point in 2025-26 held senior positions in private sector organisations where financial oversight was part of their responsibilities.

C35. What % of the Trust's Board are non-executive directors?

Measurement:	31st Mar 2026
% of board members	100%

C36. How many years has Peaks & Plains' current external audit partner been responsible for auditing the accounts?

Measurement:	31st Mar 2026
Number of years	3

C37. When was the last independently run, Board-effectiveness review?

Spring 2024 (carried out by Altair Ltd).

C38. How does the Trust handle conflicts of interest at the Board?

- Annual declarations of interest forms have to be made for Board and Committee members. There is a 'declaration of interest' item on the agenda for each meeting.
- Where appropriate, a 'conflicted' member, will either not take part in the discussion or decision, or leave the meeting for that item.
- Our Code of Conduct for Board and Committee members covers conduct expected regarding declaring interests; the Trust's Standing Orders, Financial Regulations & Scheme of Delegation also cover this.
- Declarations made throughout the year are reported to the Audit Committee annually.



Employees

C39. Does the Trust pay the Real Living Wage?

Yes.

C40. What is the Trust's median gender pay gap/

8% pay gap. Read our latest Gender Pay Gap report at peaksplains.org/paygap

C41. What is the Trust's CEO:median-worker pay ratio?

4.46:1

C42. How is the Trust ensuring EDI is promoted across its staff?

The Trust promotes Equality, Diversity and Inclusion (EDI) through a Trust-wide EDI Working Group, supported by a dedicated strategy and action plan that drives continuous improvement across the organisation.

Staff are actively involved in a range of EDI awareness days and events throughout the year, helping to foster an inclusive culture, raise awareness, and ensure all colleagues feel valued, respected and supported.

C43. What activity has the Trust undertaken over the last 12 months to support the physical and mental health of its staff? What impact has this had on staff and the wider organisation?

The Trust supports staff wellbeing through a comprehensive programme that includes an Employee Assistance Programme (providing counselling for employees and their families), Occupational Health services, Mental Health First Aiders, and Health and Wellbeing Days. We've also hosted sessions with Mentell to deliver male mental health support to our colleagues as well as establishing a Men's Room Forum.

These initiatives have helped foster a positive and supportive workplace culture, with staff survey feedback highlighting that employees value the support available and recognise the Trust's commitment to wellbeing.

The positive impact is also reflected in absence levels remaining in line with organisational KPIs over the past 12 months, demonstrating the effectiveness of our proactive approach to employee health and wellbeing.

C44. What activity has the Trust undertaken over the last 12 months to support the professional development of its staff? What impact has this had on staff and the wider organisation?

We are committed to developing a skilled, knowledgeable and engaged workforce that delivers high-quality services to residents and communities. Employees receive ongoing training and professional development opportunities covering housing management, customer service, health and safety, safeguarding, compliance, EDI, environmental sustainability and leadership development.

Role-specific training ensures staff maintain the competencies required to meet regulatory requirements and sector best practices. We support continuous learning through professional qualifications, workshops, e-learning, mentoring and career development programs. By investing in our people, we strengthen service delivery, enhance resident outcomes and support the long-term sustainability and resilience of the Trust.

We have 10 apprentices studying various qualifications and 13 colleagues studying for level 4-7 professional housing qualifications.

Our in-house leadership development programme is accredited by ILM with the option to achieve a level 3 award in leadership and management.

We also run regular short workshops for leaders on various people management topics such as performance management, difficult conversations and coaching.

We have a healthy training budget to support staff with their professional development for short to medium term learning interventions.





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