



The Gateshead Housing Company Board of Directors

Thursday, 22 September 2016 at 10am

To be held in the Blaydon Room, Gateshead Civic Centre, Regent
Street, Gateshead

Agenda

Item	Business
1.	Apologies for Absence
2.	Declarations of Interest
	<u>ITEMS FOR DECISION</u>
3.	Minutes and Matters Arising (Pages 3-7) To approve as a correct record the minutes of the meeting of the Board held on 14 July 2016
4.	Slavery and Human Trafficking Statement (Pages 8-14) Report of Managing Director
5.	Risk Appetite (Pages 15-16) Report of Managing Director
	<u>ITEMS FOR INFORMATION</u>
6.	Withdrawal of Payment Counter Services (Pages 17-20) Report of Director of Customers and Communities
7.	Performance and Service Standards – Quarter 1 2016/17 (Pages 21-26) Report of Head of Corporate Services
8.	Minutes of Resources Committee held on 6 September 2016 (Pages 27-32) Attached.

Item	Business
9.	Minutes of Customers and Communities Committee held on 8 September 2016 (Pages 33-39) Attached
10.	Minutes of Assets, Development and Investment Committee held on 14 September 2016 (Pages 40-45) Attached
11.	Minutes of Keelman Homes held on 14 July 2016 (Pages 46-48) Attached
12.	Items for Information The following information item is available to download from the Company's website: - (i) Outstanding Issues (ii) Petitions Update (iii) Forward Plan
13.	Feedback from Outside Bodies and Events
14.	Date and Time of Next Meeting The next Board Meeting will be held on Thursday, 24 November 2016 at 10am in the Blaydon Room, Gateshead Civic Centre, Regent Street, Gateshead
15.	Exclusion of the Press and Public The Board may wish to consider excluding the press and public from the meeting during consideration of the remaining item in accordance with the indicated categories of the Company's Access to Information Rules.



The Gateshead Housing Company

Working with Gateshead Council

BOARD OF DIRECTORS

14 July 2016

PRESENT:

Directors

Paul Foy (Chair)
Elizabeth Bird
Sheila Bouitieh
Robert Buckley
Joanne Carr
Mick Davison
Pauline Dillon
Eileen Gill
Helen Hall
Tracy Harrison
Michael Hood
Peter Mole
Joachim Moussanda Mouanda
Liz Twist

Advisers

Jon Mallen-Beadle	Managing Director
Neil Bouch	Director of Customers and Communities
Kevin Johnson	Head of Customer Services
Natalie Hewitt	Head of Corporate Services
Julie McCartney	Head of Neighbourhood Services
Phil Gallagher	Head of Investment and Development
Victoria Beattie	Service Director, Construction Services
Lisa Philliskirk	Housing Services Manager
Stuart Gibson	Governance and Risk Officer

Apologies

George Clark

20 NEW DIRECTORS

Michael Hood and Liz Twist were welcomed to their first meeting of the Board following their appointment by the Council as Council Representatives.

21 MINUTES

The minutes of the Board Meeting held on 26 May 2016 were approved as a correct record.

22 MATTERS ARISING – HOUSING AND PLANNING ACT

The Board was informed that a Members Seminar was held on 5 July 2016 on the Housing and Planning Act.

23 REPORT ON THE STATEMENT OF INTERNAL CONTROL – 2015/16

The statement of internal control was considered by Audit Committee on 6 July 2016 who recommended that it be approved by the Board.

RESOLVED – That the Statement of Internal Control contained within the Financial Statements for the year ended 31 March 2016 be approved.

24 DRAFT DIRECTORS' REPORT AND FINANCIAL STATEMENTS – 2015/16

The draft Directors' Report and Financial Statements and associated management report for the year ended 31 March 2016 were considered by Audit Committee on 6 July 2016 who recommended approval by the Board.

RESOLVED – That the draft Directors' Report and Financial Statements for the year ended 31 March 2016 be approved.

25 KPMG REPRESENTATION LETTER – YEAR ENDED 31 MARCH 2016

The company's external auditors KPMG carried out an audit of the report and financial statements for 2015/16. A report presenting their findings was approved by Audit Committee at its meeting on 6 July 2016.

As part of the audit, KPMG required the letter to be signed by the Chair and the Company Secretary on behalf of the Board. Audit Committee, at its meeting on 6 July 2016, recommended that the Board authorise this.

RESOLVED – That the Chair and the Company Secretary be authorised to sign the management representation letter on behalf of the Board.

26 PERFORMANCE REPORTING FOR HOUSING SUPPORT SERVICES

Following the transfer of various Council Housing and Housing Support Services from the Council to TGHC, the functions have been reviewed in terms of performance indicators and performance reporting to align with TGHC's current quarterly reporting structure to the relevant Committees and the TGHC Board.

Of the 11 Housing Support Services that have transferred to TGHC, the review identified seven KPI's that were appropriate and measurable. It was proposed that all seven KPI's would be reported to Customers and Communities Committee, with a summarised report being brought to Board.

As part of the annual TGHC target setting process that would take place in January 2017, it was proposed to use performance results gathered in 2016/17 to develop targets for 2017/18.

In relation to the remaining five Housing Support Services, it was proposed that Activity Reports would be produced which would provide a detailed account of service provision, service delivery, the challenges faced and outcomes for clients and customers.

It was proposed that in year one the following five services present a six month progress report in November 2016 to Customers and Communities Committee, followed by an Annual Report: -

- Leaving Care
- Housing and Mental Health
- Occupational Health
- Disabled Facility Grant Management
- Syrian Refugee Programme

RESOLVED – (i) That the introduction of Housing Support Services Key Performance Indicators and their reporting to Customers and Communities Committee, with a summarised version to the Board be approved.

(ii) That the submission of six monthly activity reports to Customers and Communities Committee be approved.

27 REGISTER OF PERSONS WITH SIGNIFICANT CONTROL

From 6 April 2016, UK companies needed to keep a company register giving details of all people who have significant control (PSCs) over the company.

This was a new statutory requirement and is designed to “increase transparency around who ultimately owns and controls UK companies. It would deter, identify and sanction those who hide their interest in UK companies to facilitate illegal activities. Enhanced transparency will also promote good corporate behaviour”.

The information contained in the PSC Register should be filed at Companies House.

A PSC was an individual who meets one or more of the following five conditions in relation to the company:

- they hold, directly or indirectly, more than 25% of the shares in the company;
- they hold, directly or indirectly, more than 25% of the voting rights in the company;
- they hold the right, directly or indirectly, to appoint or remove a majority of the board of directors of the company;
- they have the right to exercise, or actually exercise, significant influence or control over the company;
- they have the right to exercise, or actually exercise, significant influence or control over the activities of a trust or firm and the trustees of the trust or members of the firm meet one of the first four conditions.

A PSC Register for TGHC was submitted. As TGHC was a subsidiary undertaking of Gateshead Council, they had been identified as a PSC for TGHC. No other PSCs had been identified.

RESOLVED – That the Register of Persons with Significant Control be approved.

28 MINUTES OF AUDIT COMMITTEE HELD ON 6 JULY 2016

The minutes of the meeting of Audit Committee held on 6 July 2016 were submitted.

RESOLVED – (i) That the minutes be noted.

(ii) That the ICT Security Policy be approved.

29 ANNUAL ACTIVITY REPORT – 2015/16

The Board received statistical and other information relating to key activities carried out across the company during 2015/16.

The Board made the point that despite everything that was currently happening externally, it was very encouraging that the company was still performing so well.

RESOLVED – (i) That the information be noted.

(ii) That the Board place on record its appreciation to all employees for continuing to perform so well despite everything that was currently happening externally.

30 MINUTES OF KEELMAN HOMES HELD ON 26 MAY 2016

The minutes of the meeting of Keelman Homes held on 26 May 2016 were submitted.

RESOLVED – That the minutes be noted.

31 ITEMS FOR INFORMATION

The following item was posted on the Company's website for information: -

- Forward Plan

RESOLVED – That the information be noted.

32 FEEDBACK FROM OUTSIDE BODIES AND EVENTS

The following feedback from outside bodies and events was reported: -

- A number of TGHC representatives including the Chair and Managing Director attended the CIH Conference on 28-30 June 2016. The Chair

reported that it was more useful in terms of networking but felt that the company should continue to have a presence at the event.

- The Managing Director was meeting with Lord Freud on 19 July 2016 along with a representative from other authorities regarding their concerns about the Local Housing Allowance cap.
- A Board Briefing was submitted on the implications of the Housing and Planning Act on the Council stock. In particular, the report focused on the following housing management: -
 - Rents for Higher Income Social Tenants (HIST) 'Pay to Stay'
 - Sale levy on higher value assets
 - The introduction of fixed term tenancies

It was noted that other local authorities were also considering setting up a vehicle to purchase higher value properties to avoid the risk of diluting the housing market and to ensure that the money was available to pay the levy.

In terms of the secondary legislation, nothing would be laid before Parliament before 5 September. It had been suggested that this could be as late as October now.

The Board felt that it would not be possible to implement by the original timescales. It was also felt that the TGHC needed to be making the strongest representations through the local MPs.

RESOLVED – That the feedback from outside bodies and events be noted.

33 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED – That the press and public be excluded from the meeting during consideration of the remaining business in accordance with the indicated categories of the Company's Access to Information Rules.



Title: Slavery and Human Trafficking Statement

Report of: Managing Director

Purpose of Report

1. To approve a TGHC Slavery and Human Trafficking Statement.

Background

2. Evidence from a variety of sources suggests that modern day slavery affects almost every industry and although modern day slavery is illegal, it is a problem which exists in every country in the world.
3. The Modern Slavery Act 2015 (the Act) received Royal Assent on 26 March 2015.
4. The Act consolidates various offences relating to human trafficking and slavery. It covers: -
 - Slavery – where ownership is exercised over a person;
 - Servitude – involving the obligation to provide services imposed by coercion;
 - Forced or compulsory labour involving work or services exacted from any person under the menace of a penalty and for which the person has not offered himself voluntarily and;
 - Human trafficking involving arranging or facilitating the travel of another with a view to exploiting them.
5. The Act includes provisions to :-
 - Enable to Secretary of State to make regulations relating to the identification of an support for victims;
 - Make provision for independent child trafficking advocates;
 - Introduce a new reparation order to encourage the courts to compensate victims where assets are confiscated from perpetrators;
 - Close gaps in the law enforcement to stop boats where slaves are suspected of being held or trafficked; and
 - Require businesses over a certain size and threshold to disclose each year what action they have taken to ensure there is no modern slavery in their business or supply chain.

6. An additional clause was added retrospectively and came into force in October 2015, which requires all commercial organisations carrying out business in the UK, with a turnover of £36million or more to disclose, in an annual slavery and human trafficking statement on their website, what steps they have taken during the financial year to ensure their business and supply changes are slavery free.
7. Failure to produce the required statement, where applicable, could result in the Secretary of State seeking an injunction but in practice is more likely to risk being “named and shamed”.

Details

8. Whilst a statement template is not provided under the legislation, the Act does recommend that it contains: -
 - An outline of the organisation’s structure, business and supply chains.
 - Policies in relation to slavery and human trafficking.
 - Due diligence processes in relation to slavery and human trafficking in the organisation’s business and supply chains.
 - Identification of parts of the business and supply chains where there is a risk of slavery and human trafficking and the steps taken to assess and manage that risk.
 - An assessment of its effectiveness in ensuring slavery and trafficking are not taking place in its business or supply chains measured against performance indicators it considers appropriate.
 - Information about training concerning slavery and human trafficking that’s available to staff.
9. It should be noted that the company does not currently have a turnover in excess of £36million but does feel strongly about the issue and has therefore still chosen to issue its own statement.
10. The attached Appendix to this report details the first TGHC annual statement under this legislation, which represents an ongoing commitment to address the issues of Modern Slavery.
11. Whilst there is no requirement and it is perhaps impossible to guarantee that slavery and trafficking does not exist somewhere within an organisation’s supply chain, the annual statement: -
 - Is designed to demonstrate that an organisation is aware of the issue;
 - Is not driving the use of modern day slavery practices through purchasing and procurement practices; and
 - Is taking effective steps to stop modern day slavery practices in its supply chains

Link to values

12. This report is linked to the company values of being: -
 - Customer focused
 - Open and honest
 - Accountable

Risk Management Implications

13. Failure to publish a Slavery Statement could technically lead to the Secretary of State seeking an injunction but in practical terms is likely to increase the risk of being “named and shamed” resulting in adverse publicity and increased public scrutiny.

Financial Implications

14. There are no financial implications arising directly from this report.

Health Implications

15. The publication of this statement will have a positive impact on the health of our tenants.

Environmental Implications

16. There are no environmental implications arising directly from this report.

Equality and Diversity Implications

17. Compliance with the Modern Slavery Act 2015 will help TGHC promote equality, diversity and community cohesion across its business, the borough and its supply chain generally.

Value for Money implications

18. It is possible that ensuring supply changes are slavery free may lead to an increase in the price of products purchased, however this increase in cost will be offset by the impact it will have in ensuring we are meeting our strategic objectives and statutory requirements.

Consultation carried out

19. There was no direct consultation carried out relating to this report.

Recommendation

20. The Board is asked to
 - (i) approve the TGHC Slavery and Human Trafficking Statement;
 - (ii) publish the Statement on the TGHC Website.



**The Gateshead Housing Company
("TGHC")
Slavery and Human Trafficking Statement
2016**

Introduction

The Gateshead Housing Company (“TGHC”) is a not-for-profit Arms-Length Management Organisation (ALMO) and a wholly owned subsidiary of Gateshead Council. We were set up in 2004 to manage the Council’s properties, to improve housing in order to meet the Government’s Decent Homes standard. We currently manage:-

- 19,566 council homes on behalf of Gateshead Council;
- 857 Leasehold properties
- 13 Shared Ownership properties

Our structure, business and supply chains

The principal activity of the Company is the day to day management, maintenance and improvement of the housing stock of Gateshead Council and Keelman Homes. The Company also manages the building of new properties to be owned and managed by the Company where funding is available and manages new build programmes for both Gateshead Council and Keelman Homes. The Company also provides housing management services for a number of properties which are owned by registered providers and for the Council through the Private Empty Homes Programme.

Further information about our activities is detailed on our web site at www.gatesheadhousing.co.uk

Policies in relation to slavery and human trafficking

Whilst we do not currently have a policy specifically covering Slavery and Human Trafficking, we do have a number of associated policies including a TGHC Safeguarding Adults Policy, Children’s Safeguarding multi-agency policy and procedures, Anti Bribery, Fraud and Corruption and Whistleblowing Policy and a Single Equality and Inclusion Scheme, as part of our public sector equality duty which includes the elimination of unlawful discrimination.

TGHC is also committed to the continual assessment of recruitment procedures and practices in order to comply with current employment legislation, and recruit staff according to best practice. Equality impact assessments are carried out on all HR related policies to ensure they promote equality of opportunity.

In addition, we continue to be a member of Stonewall and are currently reviewing the actions required to submit our entry to the Workplace Equality Index.

Due diligence processes in relation to slavery and human trafficking in our business and supply chains

As a group we are governed by the Public Contract Regulations 2015, which are underpinned by our Financial Regulations and Contract Procedure Rules. This includes, as appropriate, a supplier suitability or pre-qualification questionnaire containing checks relating to a suppliers economic and financial standing, as well as compliance with labour law.

In addition our standard contract terms require our suppliers to adhere to all of our policies and rules, together with compliance at all times with the Law in the performance of the contract.

Effectiveness in ensuring that slavery and human trafficking is not taking place in our business or supply chains

This is our first slavery and human trafficking statement. We therefore recognise that there are actions we need to undertake in order to ensure that slavery and human trafficking is not taking place in our business or supply chains.

We are confident that slavery and human trafficking is not taking place amongst our first tier suppliers due to the due diligence processes that we currently have in place, but we cannot be as certain that slavery and human trafficking is not taking place further down our supply chains.

All our tender documents, which are issued by Gateshead Council's Corporate Commissioning and Procurement, includes specific prohibition against any contractor who has been convicted of any offence involving slavery and human trafficking or the subject of any investigation, enquiry or enforcement proceedings by any governmental, administration or regulatory body. There is also a requirement that the contractor shall implement due diligence procedures for its own suppliers, sub-contractors and any other participants in its supply chains, to ensure that there is no slavery or human trafficking in its supply chains.

Training about slavery and human trafficking available to employees

Whilst TGHC employees do not currently undertake specific slavery training, following the introduction of the Care Act 2014 and the Modern Slavery Act 2015, 'modern slavery', a new category of abuse is covered within Gateshead's multi-agency Safeguarding Adults training courses. This training is targeted at employees who are responsible for making a referral to other services or those managers who have organisational or professional responsibility to safeguard adults at risk and who partake in risk assessments and protection planning.

Children's Safeguarding training can also be accessed via Gateshead's Children and Adults Safeguarding Training Directory.

Actions to be delivered during 2016/17

We have recently:-

- Implemented our own TGHC Safeguarding Policy which is line with Gateshead Council's approach to Safeguarding and will apply it to relevant policies as needed.

During the forthcoming year, we intend to:-

- Deliver, through the Safeguarding training programme, training for relevant employees relating to our roles and responsibilities in relation to the eradication of slavery and human trafficking within the organisation and our supply chains.

This Statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and has been approved and published by the TGHC Board and will be reviewed annually.

Signed:

Position:

Date:



Report to the Board

22 September 2016

Title: Risk Appetite
Report of: Managing Director

Purpose of report

1. To agree a statement for the risk appetite of The Gateshead Housing Company.

Background

2. The Board agreed, at its meeting held on 8 July 2010, an updated Risk Management Policy. Within the Policy it outlines that the Board's role is to determine the company's appetite for risk and that this should be reviewed annually.
3. The company's fifth risk appetite statement was agreed at the meeting of the Board held on 17 September 2015 when it was agreed that the company's risk appetite should remain low.

Risk Appetite Statement

4. Given that the company is a public sector organisation, accountable to the residents of Gateshead and manages homes on behalf of Gateshead Council, the company's appetite for taking risk is low. There could however be instances when its appetite for taking a risk may be different, for example for special projects or new ventures. Any decisions would be subject to Board approval.
5. The following risk appetite statement is therefore proposed: -

"The Gateshead Housing Company's appetite for taking risk is low, however there may be occasions when its appetite may increase for example for specific projects or new ventures. Any such increase would be subject to Board approval."

Link to Values

6. This report links to the Company values of being: -
 - Accountable
 - Customer focused

Risk Management Implications

7. The risk management implications are addressed in the report.

Financial Implications

8. There are no financial implications directly arising from this report.

Equality and Diversity Implications

9. There are no equality and diversity implications directly arising from this report.

Health Implications

10. There are no health implications arising from this report.

Environmental Implications

11. There are no environmental implications arising from this report.

Value for Money Implications

12. A robust risk management process that is embedded throughout the company will provide value for money.

Consultation carried out

13. It has not been necessary to carry out any consultation when compiling this report.

Impact on Customers

14. An effective risk management process will maintain the delivery of services to customers.

Recommendation

15. The Board is recommended to approve the risk appetite statement outlined in paragraph 5 of this report and to review the statement annually.

Report to the Board

22 September 2016



Title: Withdrawal of payment counter services

Report of: Director of Customers and Communities

Purpose of Report

1. To update the Board on the withdrawal of payment counter services at Birtley, Leam Lane and Blaydon Offices.

Background

2. On 11 April, 2016, Gateshead Council's portfolio received a report outlining the proposed savings for 2017/18 which included the relocation of the housing teams from Dunston and Felling and the proposed closure of the remaining payment counters at Birtley, Leam Lane and Blaydon before 31 March 2017.
3. Following portfolio work to close the three remaining three neighbourhood payment counters has been developed that will support the efficiency savings targets for TGHC and contribute to the HRA budget savings required for 2017/18.
4. It was acknowledged that this activity will require the customer service points in the three buildings to be redesigned and a customer service offer put in place.

Birtley

5. Within the Birtley office there is an existing customer service reception point at the front of the building. Making better use of these existing facilities will (a) minimise the proposed level of works and costs associated with the removal of the payment counter and (b) enable a joined up approach to delivering customer services at this location to be implemented.
6. The payment counter at Birtley will close on the 30 September 2016 and the Neighbourhood Service Advisors team within TGHC will provide a customer facing service from the existing reception point.
7. A timetable has been developed which will see works to remove the payment counter commence on 3 October 2016. It is anticipated that the work at Birtley will be completed by the end of October 2016.

Leam Lane

8. At Leam Lane there is a requirement for a redesign of the existing payment counter area to provide a customer services.
9. As part of the redesign of the reception point, there is also the opportunity to remove some internal stud partition walls to provide open plan office space.
10. A timetable for the redesign has been developed which will see work to remove the payment counter commence on 24 October, 2016. As a consequence it is proposed that the payment counter at Leam Lane will close on 21 October 2016.
11. During the work Neighbourhood Service Advisors team from TGHC will be temporarily relocated in the foyer of the building to provide frontline customer services.
12. It is anticipated that the work at Leam Lane will be completed by the end of November 2016.

Blaydon

13. Further to discussions with Ward Members, it is proposed that the payment counter at Blaydon would close on 28 October 2016.
14. Following closure of the payment counter there are works planned to redesign the area where the payment counter is located.
15. On closure of the payment counter the Neighbourhood Services Advisors team will provide a customer facing service from the existing reception in Blaydon working alongside the Libraries service team.

Customer Service

16. The proposals in this report are supported by the Councils Customer Contact Strategy, which promotes cost effective ways for customers to access services.
17. There are a range of payment options available that enable residents to pay rent and council tax, including pay points and the Post Office. In addition a number of self service options are available on-line and over the telephone, enabling payments to be made 24/7.
18. A joint customer service offer has been developed with the libraries service to enable general customer enquiries to be effectively responded to at the point of contact, with the more specialist enquiries being dealt with by TGHC or the Library service.
19. The views of ward members and customers have been sought to inform the customer service offer.

Link to Values

20. This report relates to the company values of being:
 - Customer focused
 - Open and honest

- Accountable
- Inclusive, valuing diversity
- Passionate about what we do

Impact on tenants

21. Customers will no longer be able to make payments at a housing office but there are a range of alternative ways to make payments, including direct debit, standing order, paypoint, post offices and online facilities. Information on the location of paypoint and post offices are being shared with customers, several of which are located closer to the estates than the housing office.
22. Currently approximately 28% of all customers across the borough pay rent at a payment counter, 72% paying by other ways such as paypoint/post office (27%), direct debit (20%) and the internet/telephone (18%).

Risk Management Implications

23. There is a risk that some customers may not pay their rent and other charges but we are engaging with customers and offering support to ensure they understand the changes and how they can make payments in the future.

Financial Implications

24. The Head of Corporate Services confirms that the cost of the work to redesign the customer service points will be paid for by the Council. On closure of the payment counters there will be annual savings to TGHC of £11,000 which are the direct costs associated with cash collection including insurance and security services.
25. The withdrawal of payment counter services will support the company's savings plans for 2017/18.

Equality and Diversity Implications

26. We will continue to work with and support all customers to ensure they are able to access services they need, including the payment of rent and other charges.

Value for Money Implications

27. The closure of the payment counters and the development of a customer service offer will provide opportunities for the delivery of value for money services aimed at meeting the needs of customers.
28. As there will be no payment counters, there will be a saving in relation to the cost of payment transactions. For each payment counter transaction the cost is £1.83. This higher than other methods such as Direct Debit (48p), Standing Order (11p), Post Office (44p), Paypoint (39p) Internet and telephone (3p).

Health Implications

29. No direct implications arising from this report

Environmental Implications

30. No direct implications arising from this report

Consultation carried out

31. The closure of the payment counters and the proposed customer service offer has been discussed with ward members in July and August 2016. Whilst there were some concerns raised by the Blaydon ward members about where customers could still pay by cash, no other objections were raised.
32. Customers have each received a postcard in mid-August to advise on the withdrawal of the payment counter service highlighting the alternative ways customers can pay their rent and other charges. In the build up to the payment counter closures we are speaking to customers and advising people on the alternative payment methods available.
33. A customer communication programme is in place which has supported this work promoting the wide range of payment options available and providing information on customer service to be provided from each location.
34. Consultation has been undertaken with the Trade Unions and any future impact on employees, will be the subject of a report to TGHC Resources committee.

Recommendation

35. The Board is recommended to note that: -
- The payment counter at Birtley will close on 30 September 2016
 - The payment counter at Leam Lane will close on 21 October 2016.
 - The payment counter closure at Blaydon will close on 28 October 2016
 - A customer service offer has been developed jointly with the Library service at all three locations

Report to the Board

22 September 2016



Title: Performance and Service Standards – Quarter 1 2016/17

Report of: Head of Corporate Services

Purpose of Report

1. To inform the Board of the quarter 1 Performance Indicator and Service Standard results for 2016/17.

Background

2. At the Board Away Day on 24 October 2014, it was agreed that Performance Indicators and Service Standards would be linked to the five-year TGHC Business Plan and would be scrutinised by the relevant committee, with a summarised report being brought to Board.
3. The Appendix contains the quarter 1 Performance Indicator and Service Standard summary results. These indicators and their targets were agreed for 2016/17 by the Board at its meeting on 26 March 2016.
4. Gateshead Council's Cabinet approved the rationalisation of various Council Housing and Housing Support Services across the Council and The Gateshead Housing Company (TGHC).
5. At the Board meeting on 14 July 2016 it was agreed that of the Housing Support Services that transferred to TGHC, seven Key Performance Indicators (KPI's) were appropriate and measurable. It was also agreed that all would be reported to Customers and Communities Committee, with a summarised report being brought to Board. Those KPI's are included in the appendix.
6. The relevant Committees will escalate any concerns regarding performance against the agreed Performance Indicators or Service Standards to the TGHC Board, on a quarterly basis, for further discussion.

Summary Report

7. The results are colour coded, comparing performance against the targets for 2016/17.

8. The grid at the beginning of the Appendix is a quick summary guide to how we are performing. It shows those Performance Indicators and Service Standards that are achieving target, not achieving target, not achieving target but improving on 2015/16 performance results and those indicators that are not yet measurable or baseline for 2016/17.
9. We currently have 44 Performance Indicators and Service Standards which are monitored on a quarterly basis. Each indicator has been presented for discussion at the appropriate Committee as follows, with the overall summary being presented to Board:
 - Resources Committee – 8 indicators
 - Customers and Communities – 26 indicators
 - Assets, Development and Investment Committee – 10 indicators
 - Audit Committee - none

Performance Indicator Summary

10. There are currently 30 Key Performance Indicators that are reported to Board on a quarterly basis.
11. At quarter 1, our performance shows:
 - 13 indicators are traffic lighted green. This shows that we have achieved the annual targets for these indicators. This is an increase from nine at quarter 1 2015/16.
 - Two indicators was traffic lighted amber. Amber indicators show that we have not met the target set but performance has increased on the previous year. This is an increase from quarter 1 2015/16 when no indicators were traffic lighted amber.
 - Five indicators are traffic lighted red. This shows that we have not met the target set and performance has decreased compared to the previous year. This is an increase from two indicators at quarter 1 2015/16.
 - Ten indicators are not yet measurable or are set with a baseline target which is a decrease when compared to quarter 1 2015/16 when 19 indicators were unmeasurable. Of the ten indicators, seven are baseline, one will be reported in quarter 2 and two will be reported at quarter 4.
12. The performance results therefore indicate that at quarter 1, performance relating to 15 out of the 20 measureable Performance Indicators can be traffic lighted as on target or improving, which relates to 75% of our indicators. This is a decrease in performance achieved in quarter 1 2015/16, when 82% of indicators were on target or improving.

Service Standard Summary

13. There are currently 14 Service Standards that are reported to Board on a quarterly basis.
14. At quarter 1, our performance shows:
 - Five indicators are traffic lighted green. This shows that we have achieved the annual targets for these indicators. This is an increase from two at quarter 1 2015/16.

- One indicator was traffic lighted amber. Amber indicators show that we have not met the target set but performance has increased on the previous year. This is a decrease from two at quarter 1 2015/16.
 - Four indicators are traffic lighted red. This shows that we have not met the target set and performance has decreased compared to the previous year. This is an increase from two at quarter 1 2015/16.
 - Four indicators are not yet measurable or are set with a baseline target. This is a decrease from eight at quarter 1 2015/16. Of the four indicators, one will be reported at quarter 2 and three will be reported at quarter 4.
15. The performance results therefore indicate that at quarter 1, performance relating to six out of the ten measurable Service Standards can be traffic lighted as on target or improving, which relates to 60% of our indicators. This is a decrease on performance in quarter 1 2015/16 when 67% of indicators were on target or improving.

Committee Satisfaction

16. Performance Indicators and Service Standards were discussed at the relevant Resources Committee (6th September), Customers and Communities Committee (8th September) and Asset, Development and Investment Committee (14th September).
17. Assets, Development and Investment Committee expressed a concern that the results for satisfaction with the annual gas service and tenants satisfied with improvements made to their home were disproportionate and didn't reflect overall performance because although they were both red traffic lighted, there were only three and one tenant respectively who had expressed dissatisfaction. The committee asked if actual numbers as well percentages could be reported to provide some additional context. The report has now been amended to reflect actual numbers as well as percentages and this will continue to be shown in future reports.
18. All other queries raised were resolved as part of the committee discussions, with any additional information provided to the relevant committee where requested.

Link to values

19. This performance report is aligned to the following Company values:
- Fair
 - Customer focused
 - Open and honest
 - Accountable
 - Innovative
 - Passionate about what we do

Impact on tenants

20. Performance of the Company has an impact on the quality of services we provide to our customers.

Risk Management Implications

21. Performance improvement and providing excellent customer service is a priority for the Company. Our operational risk 'Inaccurate Performance Reporting' is mitigated through management sign off of the Performance Indicator and Service Standard results and we are also required to report performance to the Council as part of the management agreement.

Financial Implications

22. There are no financial implications arising directly from this report.

Health Implications

23. The provision of excellent customer service and ensuring high satisfaction with the service we provide may have an indirect positive impact on the health and wellbeing of Gateshead Residents. Monitoring indicators in relation to ensuring that homes are let quickly will have a positive impact on the health and wellbeing of those tenants on the waiting list. Other indicators may also have an indirect positive impact on the health and wellbeing of Gateshead residents.

Environmental Implications

24. There are no environmental implications arising directly from this report.

Equality and Diversity Implications

25. Our Service Standards are developed in consultation with tenants and leaseholders to ensure that all of our services are accessible to all of our customers. We continue to collect diversity information about our customers, helping us shape our services around their needs, which are reported as part of the Involvement Update report.

Value for Money implications

26. Performance against set target provides an indication of value for money and the Performance Indicators and Service Standards assist The Gateshead Housing Company in its focus on ensuring value for money for all tenants and leaseholders.

Consultation carried out

27. There was no direct consultation carried out relating to this report.

Recommendation

28. The views of the Board are sought as to whether they are satisfied with the quarter 1 2016/17 Performance Indicator and Service Standard summary results.

	Quarter 1 2016/17
Not on Target	9
On Target	18
Not on Target but Improved	3
Baseline Information/No Targets/No Activity	14

Service	Performance Indicator	Performance Indicator Type	2015/16 Performance	Quarter 1 Target	Quarter 1 Performance	Trend	Traffic Light
Asset, Development and Investment Committee							
Asset and Procurement	Average SAP rating of dwellings	Key Performance Indicator	70.90	71.20	70.90	→	Red
Asset and Procurement	% of council housing stock with a current condition survey	Key Performance Indicator	11.0%	30.0%	11.18% (2,184 of 19,540)	↑	Yellow
Asset and Procurement	% of Council rented properties that are not decent	Key Performance Indicator	9.63%		9.63% (1,884 of 19,566)	→	Grey
Cyclical Maintenance	% of relevant properties that have had a gas service in the last 12 months	Key Performance Indicator	99.86%	100.0%	99.96% (17,938 of 17,946)	↑	Yellow
HomeRepairs	Appointments made as a percentage of appointable repair orders	Key Performance Indicator	99.44%	98.0%	99.32% (11,278 of 11,355)	→	Green
HomeRepairs	Appointments kept as a percentage of appointments made	Key Performance Indicator	96.18%	95.0%	96.59% (12,731 of 13,181)	↓	Green
HomeRepairs	% of emergency, urgent and routine repairs completed within timescale	Key Performance Indicator	97.51%	98.0%	98.39% (14,330 of 14,564)	↓	Green
HomeRepairs	% of tenants satisfied with the repair service	Key Performance Indicator	98.24%	95.0%	97.61% (1,997 of 2,046)	↑	Green
Asset, Development and Investment Committee							
Cyclical Maintenance	Overall satisfaction with the annual gas service	Service Standard	99.54%	98.50%	97.30% (108 of 111)	↓	Red
Investment	Tenants satisfied with improvements made to their home	Service Standard	98.01%	98.50%	97.78% (44 of 45)	↓	Red
Customers and Communities Committee							
Biennial Survey	% of customers satisfied that their views are taken into account	Key Performance Indicator	67.0%	74.0%	67.0% (1,530 of 2,270)	N/A	Red
Biennial Survey	% of customers satisfied that the rent and service charges paid are good value for the services received	Key Performance Indicator	84.0%	85.0%	84.0% (1,913 of 2,282)	N/A	Red
Biennial Survey	% of customers satisfied with opportunities to get involved and influence decisions made by the company	Key Performance Indicator	69.0%	73.0%	69.0% (1,562 of 2,265)	N/A	Red
Biennial Survey	% of customers satisfied with their home	Key Performance Indicator	88.0%	85.0%	88.0% (2,017 of 2,281)	N/A	Green
Biennial Survey	% of customers satisfied with the neighbourhood they live in	Key Performance Indicator	86.0%	85.0%	86.0% (1,963 of 2,278)	N/A	Green
Biennial Survey	% of customers satisfied with the overall housing services we offer	Key Performance Indicator	87.0%	85.0%	87.0% (1,984 of 2,268)	N/A	Green
Biennial Survey	% of leaseholders satisfied with the service they receive	Key Performance Indicator	62.0%	74.0%	62.0% (53 of 85)	N/A	Red
Adaptations	Average number of working days to install an adaptation	Key Performance Indicator			39.35	N/A	Grey
Armed Forces Community Outreach Service	% of clients satisfied with the service received from AFCOS	Key Performance Indicator				N/A	Grey
Health and Housing	Average number of working days to provide a medical priority award	Key Performance Indicator			27.56	N/A	Grey

Service	Performance Indicator	Performance Indicator Type	2015/16 Performance	Quarter 1 Target	Quarter 1 Performance	Trend	Traffic Light
Homeless	Number of households accepted as homeless	Key Performance Indicator			57	N/A	
Homeless	Number of households prevented from becoming homeless	Key Performance Indicator			1,074	N/A	
Housing and Independent Living Outreach Service	% of clients satisfied with the service received from HAILOS	Key Performance Indicator				N/A	
Single Gateway	% of clients satisfied with the service received from Single Gateway	Key Performance Indicator				N/A	
Customers and Communities Committee							
Anti Social Behaviour and Managing Tenancies	% of ASB cases responded to & investigations begun in timescale (24 hrs - high priority, 5 working days - other cases)	Service Standard	98.50%	97.0%	99.20% (374 of 377)	↑	
Anti Social Behaviour and Managing Tenancies	% of ASB cases that are resolved without the need for legal action	Service Standard	94.80%	94.50%	95.92% (400 of 417)	↑	
Communal Areas and Multi Storey Blocks	% of customers satisfied with the caretaking service	Service Standard	96.0%	96.0%		N/A	
Communal Areas and Multi Storey Blocks	% of customers satisfied with the concierge service	Service Standard	87.0%	87.0%		N/A	
Communal Areas and Multi Storey Blocks	% of inspections carried out in multi storey blocks cleaned by caretakers that meet the published service standard	Service Standard	94.0%	93.0%	100.0% (14 of 14)	↑	
Customer Service	% of complaints responded to within 10 working days	Service Standard	92.60%	87.0%	100.0% (38 of 38)	↑	
Customer Service	% of customers satisfied with communication throughout the investigation of their complaint	Service Standard	67.0%	75.0%	73.68% (14 of 19)	↑	
Customer Service	% of those making a complaint satisfied with the investigation of the complaint	Service Standard	62.50%	63.50%	57.89% (11 of 19)	↓	
Estate	% of tenants satisfied with the quality & frequency of garden tidy visits	Service Standard	88.0%	91.0%		N/A	
Lettings	We will register and update your application within 10 working days	Service Standard	96.24%	95.50%	98.31% (1,225 of 1,246)	↑	
Rent and Income	Satisfaction with the advice we give on rent or on debt	Service Standard	91.0%	90.0%		N/A	
Rent and Income	We will contact tenants in 1 week to offer money & debt advice when notified of tenants in receipt of Universal Credit (UC)	Service Standard	99.0%	98.0%	96.0% (49 of 51)	↓	
Resources Committee							
Human Resources	% of employees satisfied with TGHC as an employer	Key Performance Indicator	77.0%	74.0%		N/A	
Human Resources	The number of working days lost due to sickness	Key Performance Indicator	10.29	8.0		N/A	
Leasehold Services	Major Works charges collected as a percentage of major works charges due	Key Performance Indicator	97.83%	26.0%	27.79% (£11,643 of £41,891)	N/A	
Leasehold Services	Service charges collected as a percentage of service charges due	Key Performance Indicator	102.76%	32.0%	35.29% (£175,273 of £496,689)	N/A	
Rent and Income	% of rent collected	Key Performance Indicator	99.81%	98.0%	100.56% (£22,806,634 of £22,679,337)	↓	
Rent and Income	Rent arrears of current tenants as a percentage of the authority's rent roll	Key Performance Indicator	2.45%	3.0%	2.58% (£2,312,994 of £89,538,203)	↑	
Rent and Income	Former tenant arrears as a percentage of rent owed	Key Performance Indicator	1.38%	2.0%	1.54% (£1,376,747 of £89,538,203)	↓	
Void properties	Rent lost through Council houses being empty	Key Performance Indicator	2.16%	2.50%	2.33% (£542,450 of £23,279,933)	↓	



RESOURCES COMMITTEE

6 September 2016

PRESENT:

Directors

Tracy Harrison (Deputy Chair in the Chair)
 Sheila Bouitieh
 Robert Buckley
 George Clark
 Mick Hood
 Joachim Moussanda Mouanda

Advisers

Jon Mallen-Beadle	Managing Director
Neil Bouch	Director of Customers and Communities
Jennifer Aston	Support Services Manager
Martin Poulter	Customer Support Manager
Mark Banks	Finance Manager
Debbie Worrall	Senior HR Advisor
Stephen Foggin	Health and Safety Advisor, Gateshead Council
James Morgan	KMPG
Stuart Gibson	Governance and Risk Officer

Apologies

Liz Twist
 Helen Hall (invited as member of Audit Committee)
 Peter Mole (invited as member of Audit Committee)

13 TRANSITION TO FRS 102

Following the withdrawal of the old UK GAAP, the company adopted FRS 102 in preparation of its financial statements for the first time this year. The committee received a presentation from KPMG explaining the transitional adjustments from this change. The main areas, which were explained, were as follows: -

- Presentation of the primary statements
- Presentation of pension costs and income
- Holiday pay accrual
- Accounting policies

The committee noted that whenever the company had to add to the pension fund, the additional funding had always been provided by the Council with an increase in the Management Fee.

RESOLVED – That the presentation be noted.

14 MINUTES

The minutes of the last meeting of the committee held on 3 May 2016 were approved as a correct record.

15 MATTERS ARISING

(a) Equality and Diversity Annual Report 2015/16

The previous decision not to collect information around sexuality or religion for Board members still needed to be considered by the Board.

(b) TGHC Reserves Policy

The committee received details of how the company's reserves compared with other housing providers.

16 PERFORMANCE AND SERVICE STANDARDS – QUARTER 1 2016/17

The Committee received the Performance Indicator (KPI) and Service Standard results for quarter 1 2016/17.

There were currently eight KPIs that were reported to this committee on a quarterly basis. At quarter 1:

- Six indicators were traffic lighted green, which showed that the annual targets for these indicators had been achieved. This was comparable with performance at the same period last year.
- No indicators were traffic lighted amber, which showed that the target set had not been met but performance had increased on the previous year. This was comparable with performance at the same period last year.
- No indicators were traffic lighted red, which showed that the target set had not been met and performance had decreased compared to the previous year. This was comparable with performance at the same period last year.
- Two indicators were not yet measureable.

The performance results therefore indicated that at quarter 1, performance relating to six out of the six measureable Performance Indicators could be traffic lighted as on target or improving, which related to 100% of the indicators. This was comparable with performance at the same period last year.

The committee felt that reporting rent lost through Council houses being empty as a percentage was an anomaly because the cash value was lower than last year. It was noted that it was a direct reflection of what was in the HRA business plan. It was agreed that it would be made clearer in future reports.

RESOLVED – That the committee is satisfied with the quarter 1 2016/17 Performance Indicator and Service Standard results, subject to the way that rent lost through Council houses being empty is calculated be made clearer in future reports.

17 MANAGEMENT ACCOUNTS – FIRST QUARTER 2016/17

The Committee received an update on the management accounts for the first quarter of the financial year 2016/17. These included the income and expenditure in relation to revenue, repairs and housing services up to the end of June 2016.

The Management Accounts Revenue showed a surplus for the first quarter of £248,000. This was due to slippage on vacant posts and overhead budgets where spend would not be realised until later in the year.

There was a £122,000 underspend on employee costs. This was mainly due to slippage on vacant posts. Some of these posts were vacant following the post holder taking voluntary redundancy in order to meet the 2016/17 savings target. There were currently no plans to recruit to these posts in the year. Other vacancies had now either been filled or were in the process of being recruited to. The committee received an assurance that this was not affecting performance elsewhere in the organisation.

The overhead costs were under budget by £127,000. This was mainly due to budgets that were traditionally not spent until later in the year and lower utility bills during the summer months.

The overall position for repairs was an over spend of £39,000, however no invoices had been received from Construction Services on the repairs and relet works they had completed, therefore an accrual had been estimated using historic expenditure. The lack of information had also meant that it had not been possible to transfer any of the Construction Services costs to the capital programme which meant the income was less than expected for the first quarter which was a major contributor to the overspend.

The Committee were advised that post March 2017 the repairs and maintenance contract with Construction Services would be delivered through Northgate and the committee received an assurance that there would not be the same issues when this contract started. It was noted that Northgate integration was planned by the end of this calendar year.

It was further noted that the company had since met with Construction Services to discuss this year's activity and received accurate projections for monitoring spend. This information would be reflected in the second quarter report.

Housing services budgets were currently being shown as breaking even, however the overall budgets and management fee had yet to be finalised. In addition, some of the costs were still being charged to the Council's budgets and were therefore not included in the figures being reported. Until all the relevant costs had been transferred and the management fee was formally agreed income was being shown at a level that would break even with expenditure. The Managing Director advised that he expected to sign this off by the end of this month.

RESOLVED – That the Revenue and Repairs budgets for the first quarter of the 2016/17 financial year be noted.

18 SICKNESS ABSENCE AND HUMAN RESOURCES UPDATE

The committee received an update on general human resources initiatives and developments from 1 April to 30 June 2016, including sickness absence and learning and development activity.

The HR Team were currently unable to produce an automated absence summary report by service and was working with iTrent to address the issue. The committee was informed that the HR Team could produce some information but was uncertain about its accuracy and therefore agreed to defer presenting this information to the committee until the issue had been resolved with iTrent.

The total sickness absence for the period equated to 2.99 days per person, compared to 1.62 days for the same period last year.

Short term absence for the period was 0.83 days per person, compared with 1.46 days for the same period last year. 57 employees were absent short term.

Long term absence for the period was 2.16 days per person, compared with 0.80 days for the same period last year. 20 employees were absent long term.

44% of absence in the period was attributed to Housing Services (TUPE) and 56% to TGHC employee's pre TUPE. Further analysis of absence would be carried out in the next quarter to determine actions required to reduce. The committee expressed concern about this and received an assurance that it was manageable. In particular, reference was made to the higher sickness levels when the company was established which had now been reduced significantly. The company was confident that it could tackle this similarly.

The committee asked if there were any lessons that could be learnt ahead of next year's TUPE of employees from Mears to Construction Services. It was agreed to bring a report on this to a future meeting of the committee.

The biggest cause of absence for the period was stress related illness with 405 days lost compared to 173 for the same period last year. Of the 405 days lost, 345 days were reported as non-work related stress. This equated to 85% non-work related absence and 15% work-related absence.

Nine employees reported non-work related stress and three employees reported work related stress.

The company had held 21 short term sickness absence review meetings. Nine absence review meetings were held under procedure one, which resulted in seven written cautions being issued.

Eight long term absence review meetings were held in line with procedure two in the period. Of these, two employees have returned to work.

The committee also received updates in relation to the following: -

- TUPE
- Co-location
- Desk moves
- iTrent

- Health and wellbeing
- Work Life Balance
- Investigation and Disciplinary
- Other HR initiatives and developments
- HMRC Visit
- Competency Framework
- Learning and Development

- RESOLVED – (i) That the sickness absence and human resources update be noted.
- (ii) That the committee receives a report at a future meeting on lessons learnt regarding the TUPE of employees from the Council to TGHC.

19 HEALTH AND SAFETY UPDATE

The committee received an update on the following health and safety activities for the period 1 April to 30 June 2016: -

- Performance Partnership
- Partners Activity
- Accidents/Incidents and Near Misses – TGHC Employees and 3rd Party / Subcontractors
- Corporate Health and Safety Management Action Plan 2016/17
- Other significant health and safety issues
- Repairs and Maintenance Mobilisation

The committee questioned why it was no longer receiving details of weekly fire tests carried out in multi storey blocks and sheltered housing communal areas, which the committee previously had an issue with it not being at 100%. It was noted that cyclical maintenance was no longer included in this report. It would be clarified where this information was being reported.

- RESOLVED – (i) That the health and safety activities and developments be noted.
- (ii) That it be clarified where details of weekly fire tests carried out in multi storey blocks and sheltered housing communal areas was now being reported.

20 EQUALITY AND DIVERSITY – UPDATE

The committee received a summary of equality and diversity work with the company in the first quarter of 2016/17.

The company continued to collect a range of information about its customers to ensure that it understood the makeup and needs of the communities it was working in. The profile of main tenants at June 2016 was reported. The company was now collecting information from over 40% of customers on sexual orientation and religion which allowed it to start using this information to monitor and compare services.

The Equality and Inclusion Scheme was launched with involved customers and partners in May 2016. The company was currently developing a framework that set out in more detail how it would support its aim of making its services accessible, fair and equal.

The company continued to undertake a range of activities to demonstrate that it was LGBT inclusive, both as an employer and a service provider. This included attendance at the North East Equality and Diversity Network for Housing Practitioners and a LGTB Network meeting in June 2016.

During this period, the company was shortlisted and won the 2016 National TPAS Award for Excellence in Equality and Diversity. This was for the “We Stand Together Project” produced in partnership with GemArts and Gateshead Council, a project created by pupils of Joseph Swan Academy and Heworth Grange Comprehensive Schools to raise awareness of what hate crime was and how to report it. Following the success, the company has been invited by TPAS to attend its regional meeting in September to talk about the project.

- RESOLVED – (i) That the committee is satisfied with progress carrying out equality and diversity activity during the first quarter of 2016/17.
- (ii) That the committee place on record its congratulations to the company on winning the TPAS National Award for Excellence in Equality and Diversity.

21 DATE AND TIME OF NEXT MEETING

The next meeting of the committee will be held on Thursday, 8 November 2016 at 2pm in Room S21 at Gateshead Civic Centre, Regent Street, Gateshead.



CUSTOMERS AND COMMUNITIES COMMITTEE

8 September 2016

PRESENT:

Directors

Robert Buckley (Chair)
Elizabeth Bird
Sheila Bouitieh
Joanne Carr
Pauline Dillon
Eileen Gill

Advisers

Neil Bouch	Director of Customers and Communities
Kevin Johnson	Head of Customer Services
Jonathan Graham	Rent and Income Manager
Lisa Philliskirk	Housing Services Manager
Jackie Armstrong	Customer Services Manager
Martin Poulter	Customer Support Manager
Deborah Ewart	Housing Services Manager
Craig Gandy	Neighbourhood Services Manager
Teresa Smare	Neighbourhood Services Manager
Stuart Gibson	Governance and Risk Officer

15 MINUTES

The minutes of the last meeting of the committee held on 19 May 2016 were approved as a correct record.

16 MATTERS ARISING – COMPLAINTS AND COMPLIMENTS PERFORMANCE UPDATE

A letter had been sent, on behalf of the committee, to the caretaker who received 12 compliments across the year.

17 RENT ARREARS MONITORING AND PREVENTION – 2015/16

The committee received an update on rent arrears monitoring for 2015/16 and the company's approach to rent arrears prevention in relation to the following: -

- Current rent arrears
- Under 25's
- Former tenant arrears
- Welfare Reform
- Discretionary Housing Payment (DHP)
- The Benefit Cap

- Universal Credit
- Advice, support and tenant savings
- Future challenges

The committee expressed concern about the increase in rent arrears for under-25's due to the reduced income they received from benefits. It was agreed that the committee would be provided with details of how many of under-25's were receiving benefits.

It was noted that the company had started doing pre-tenancy checks for all under-25's to identify from the outset how many would struggle to maintain a tenancy. It was further noted that there was an officer in housing options who worked with homeless people to get them back home and find appropriate solutions for them. This post was currently vacant but was looking to be filled.

The committee wanted to highlight to the Board the amount of additional income that the company was generating for tenant households.

The committee wanted to highlight to the Board the significant increase in arrears for the 188 tenants affected by Universal Credit. This had increased from an average of £459.89 per tenant to £790.47 per tenant by year end. The main reason for the increase was due to the six week delay between making a claim and receiving the first payment.

The committee asked if the company was monitoring the impact on 25 to 35 year olds in the build up to the Local Housing Allowance (LHA) cap being applied from 1 April 2018. It was noted that the company was currently working with housing benefits to look at the impact of the LHA on these tenants and to prepare for this. The committee would receive an update on the outcome of this at a future meeting.

- RESOLVED –
- (i) That the update on rent arrears monitoring for 2015/16 and the company's approach to rent arrears prevention be noted.
 - (ii) That the committee receive details of the number of under-25's receiving benefits.
 - (iii) That the committee receive an update at a future meeting on the outcome of work with housing benefits to look at the impact of the Local Housing Allowance on under-35's.

18 LETTINGS ANNUAL REPORT 2015/16

The committee received the Lettings Annual Report for 2015/16. In particular, the following lettings activity was highlighted: -

- Housing Register
- Properties let
- Mutual exchanges
- Downsizing and Welfare Reform
- Furniture Leasing Scheme

The committee felt that when reporting this to Gateshead Council's Portfolio Holder, it should be impressed upon them that there were 3.5 refusals per let

which highlighted the amount of work having to be done to keep everything steady.

RESOLVED – That the information on lettings activity in 2015/16 be noted.

19 PROPOSED AMENDMENTS TO LETTINGS POLICY

Housing, Economic and Welfare Reform resulted in a need to revisit Gateshead Council's Lettings Policy to ensure that it reflected the needs of communities and supported the sustainability of the Housing Revenue Account business plan.

As a result of the Housing and Planning Act 2016, a two stage lettings policy review was agreed by Cabinet to ensure compliance and necessary change were made in a timely manner.

Proposed changes to the Lettings Policy in relation to the following were subject to agreement by Cabinet on 13 September 2016: -

- Proposals to change the eligibility for transfer between Council tenancies
- Increasing sustainability
- Increasing eligibility
- Simplification of policy

Increasing access to properties by changing age criteria had been a fundamental part of the review. Some aspects of these potential changes were challenging and required further consideration and preparation. Specifically the older people's accommodation (sheltered housing and bungalows) had been left to Phase 2 of the policy review and would be presented in a later report. This would enable further consideration of the wider implications of changes to age criteria.

The committee made reference to proposal that offers would only be made to applicants able to demonstrate they could afford to sustain a tenancy and the link to the committee's earlier discussion around support for under-25's who struggled to maintain a tenancy. It was explained that the company would be looking for other housing solutions such as going back home or how they could make the tenancy sustainable. It was often about offering them something that was more manageable.

The committee asked if there were any issues anticipated as a result of allowing children into low rise flats. It was explained that it was simply giving a family that extra option where they had previously been precluded.

The Lettings Service Improvement Group were consulted on the review of the lettings policy and were very supportive of the proposals. The only area of concern raised was in relation to the letting of flats to families with children. Assurances were provided that this would not include multi storey flats and would require the family to bid for and be successful for a low rise flat. It was also explained that the vast majority of families only bid for houses.

RESOLVED – That the proposed changes to the Lettings Policy be noted.

20 RESPONSE TO TALISMAN REVIEW OF LETTINGS (HARD TO LET PROPERTIES)

The committee received a formal response to recommendations made in the TALISMAN review of lettings (Hard to let properties), which were presented to the committee at its meeting on 19 May 2016.

Officers met with representatives of TALISMAN and felt that the report was very positive and made a number of constructive recommendations.

A formal action plan was developed to implement the recommendations and this was presented to TALISMAN. A copy of the formal response was submitted.

TALISMAN said they would like to formally notify the Council that they would like involvement with the Felling regeneration. It was noted that Sir Godfrey Thompson Court was one of a number of estates that fall into the low demand category and the company was working with the Council to discuss their future.

A number of the actions had already been completed.

RESOLVED – That the formal response to the TALISMAN Review of Lettings (Hard to let properties) be noted.

21 PERFORMANCE AND SERVICE STANDARDS – QUARTER 1 2015/16

The committee received details of the Performance Indicators and Service Standards results for the first quarter of 2016/17.

There were currently 14 Key Performance Indicators reported to this committee on a quarterly basis. At quarter 1: -

- Three indicators were traffic lighted green, which showed that the annual targets for these indicators had been achieved. This was an increase from the same period last year when no indicators were traffic lighted as green.
- No indicators were traffic lighted as amber, which showed that the target set had not been met but performance had increased on the previous year. This was comparable with the same period last year.
- Four indicators were traffic lighted red, which showed that the target set had not been met and performance had decreased compared to the previous year. This was an increase from the same period last year when no indicators were traffic lighted as red.
- Seven indicators were new and set with a baseline target for 2015/16.

The performance results therefore indicated that at quarter 1, performance relating to three out of the seven measureable Performance Indicators could be traffic lighted as on target or improving, which related to 43% of the indicators. This was an increase in performance compared to the same period last year when none of the current indicators were being reported. Seven of the indicators were biennial and the other seven indicators related to Housing Services, which transferred to TGHC from the Council in April 2016.

There were currently 12 Service Standards reported to this committee on a quarterly basis. At quarter 1: -

- Five indicators were traffic lighted green, which showed that the annual targets for these indicators had been achieved. This was an increase in

performance with the same period last year when one indicator was achieving target.

- One indicator was traffic lighted amber, which showed that the target set had not been met but performance had increased on the previous year. This was a decrease when compared with performance at the same period last year when two indicators were traffic lighted as amber.
- Two indicators were traffic lighted red, which showed that the target set had not been met and performance had decreased compared to the previous year. This was an increase from one at the same period last year.
- Four indicators were not measurable or were set with a baseline target.

The performance results therefore indicated that at quarter 1, performance relating to six out of the eight measurable Service Standards could be traffic lighted as on target or improving, which related to 75% of the indicators. This was comparable to the same period last year.

RESOLVED – That the committee is satisfied with the quarter 1 2016/17 Performance Indicator and Service Standard results.

22 CUSTOMER INVOLVEMENT ACTIVITY – UPDATE

The committee received an update on customer involvement activity for the first quarter of 2016/17.

During the period, 43 different involvement activities took place. Customers were involved on over 1,100 occasions although some may have been involved in more than one activity.

There were a number of outcomes from customer involvement during the period, some of which were highlighted.

The committee also received an update on the involvement database, performance against service standards and external recognition.

Details of activities planned for 2016/17 were also reported. One of the planned activities was for customers from the Involvement SIG to be involved in reviewing the style and content of Housing News. The committee made the point that some organisations were no longer issuing paper copies of their newspaper unless it the tenant had 'opted in' to receive a copy, otherwise it was only available online.

RESOLVED – That the committee is satisfied with the involvement activities undertaken in the first quarter of 2016/17.

23 ANTI-SOCIAL BEHAVIOUR PARTNERSHIP UPDATE – APRIL TO JUNE 2016

The committee received a quarterly update on the following anti-social behaviour partnership working and neighbourhood activity undertaken between April and June 2016: -

- Domestic abuse
- Hate Incident
- ASB Legal Tools and Powers
- ASB Victim Volunteer Support
- Environmental ASB

- Safeguarding Adults and Children
- Multi-Agency Safeguarding Hub
- Children and Families
- Families Gateshead
- Missing Sexually Exploited and Trafficked Children Group
- Multi-Agency Public Protection Arrangements

The committee were particularly impressed with the ASB Victim Volunteer Support and asked to be kept updated with its progress.

RESOLVED – That the committee is satisfied with the ASB partnership update for April to June 2016.

24 SAFEGUARDING – ANNUAL SUMMARY 2015/16

The committee received an annual update on the following work undertaken during 2015/16 in relation to Safeguarding Adults and Safeguarding Children: -

- Prevention
- Safeguarding Performance 2015/16
- Safeguarding training

To ensure that the company continued to develop its responses to addressing safeguarding effectively, an action plan has been produced for 2016/17. The content of this was recognised with the Safeguarding Adults Board annual work plan.

RESOLVED – (i) That the committee is satisfied with the safeguarding summary for 2015/16.

(ii) That the Annual Summary 2015/16 be posted on the Board Members Website.

25 SHELTERED HOUSING SERVICE – YEAR END UPDATE 2015/16

The committee received an update on the following activity, performance and customer satisfaction for the Sheltered Housing Service for 2015/16: -

- Estate Tours
- Drop-in's
- Home Welcome visits
- Sustainable Communities Fund
- Improving the quality and choice of housing
- Investment works
- Laundry equipment
- Customer Involvement – Boccia
- Older Persons Service Improvement Group
- Satisfaction

RESOLVED – That the committee is satisfied with the Sheltered Housing Service – Annual Update 2015/16.

26 ESTATE MANAGEMENT ACTIVITY – 2015/16

The committee received an update on the following estate management activity for the period April 2015/16: -

- Estate Tours
- Sustainable Community Fund
- Garden management / Garden Scheme
- Working in partnership with Waste Services and Grounds Maintenance
- Caretaking Service to Multi-Storey Blocks
- Handyperson Service
- Customer Involvement

Details of new ways of working in 2016/17 were also reported.

RESOLVED – That the committee is satisfied with the estate management activities in 2016/17 and new ways of working in 2016/17.

27 TENANCY MANAGEMENT ACTIVITY 2015/16

The committee received an update on the following tenancy management activity during 2015/16: -

- HomeViews and new tenancies
- Home Welcome Visits
- Tenancy changes
- Mutual Exchanges
- Suspected abandoned properties
- Home improvement requests
- Tenancy terminations
- Temporary rehousing
- Redevelopment areas
- Energy Angels
- Condensation visits
- Gas capped properties

Details of improvements planned in 2016/17 were also reported.

RESOLVED – That the committee is satisfied with the tenancy management activities in 2015/16 and service improvements in 2016/17.

28 FORWARD PLAN

A forward plan of reports that will be presented to meetings of this committee during the next year was submitted.

RESOLVED – That the forward plan be noted.

29 DATE AND TIME OF NEXT MEETING

The next meeting of the committee will be held on Thursday, 17 November 2016 at 10am in Room S20, Gateshead Civic Centre, Regent Street, Gateshead.



ASSETS, DEVELOPMENT AND INVESTMENT COMMITTEE

14 September 2016

PRESENT:

Directors

Joanne Carr (Chair)
Pauline Dillon
Eileen Gill
Michael Hood
Peter Mole

Advisers

Kevin Johnson	Head of Customer Services
Phil Gallagher	Head of Investment and Development
Russell Urwin	Planned Investment Manager
Ian Price	Mears
Stuart Gibson	Governance and Risk Officer

Apologies

Helen Hall

8 MINUTES

The minutes of the meeting of the committee held on 11 May 2016 were approved as a correct record.

9 MATTERS ARISING – HOUSING CAPITAL PROGRAMME

The committee requested at its last meeting an update on specific elements or geographic areas which are experiencing non-decency as part of the 2016/17 investment programme activity report. It was noted that the stock condition surveys had not identified any specific trends but the most critical works were being programmed this year. The surveys were progressing and were still on track for 100% over the next few years.

10 PERFORMANCE AND SERVICE STANDARDS – QUARTER 1 2016/17

The Committee received the quarter 1 Performance Indicator and Service Standard results for 2016/17.

There were currently eight KPI's that were reported to this committee on a quarterly basis. At quarter 1: -

- Four indicators were traffic lighted green, which showed that the annual targets for these indicators had been achieved. This was an increase from three at the same period last year.
- Two indicators were traffic lighted amber, which showed that the target set had not been met but performance had increased on the previous year. This was an increase in performance at the same period last year when there were no indicators traffic lighted amber.
- One indicator was traffic lighted red, which showed the target set had not been met and performance had decreased compared to the previous year. This was a decrease when compared to the same period last year when two indicators were traffic lighted red.
- One indicator was not yet measurable and would be reported at quarter 4.

The performance results therefore indicated that at quarter 1, performance relating to six out of the seven measureable Performance Indicators could be traffic lighted as on target or improving, which related to 86% of the indicators. This was an increase in performance at the same period last year when 60% of the indicators were on target or improving.

There were currently two Service Standards reported to this committee on a quarterly basis. At quarter 1: -

- No indicators were traffic lighted green, which showed that the annual targets for these indicators had been achieved. This was a decrease from one at the same period last year.
- No indicators were traffic lighted amber, which showed that the target set had not been met but performance had increased on the previous year. This was comparable with performance at the same period last year.
- Two indicators were traffic lighted red, which showed that the target set had not been met and performance had decreased compared to the previous year. This was an increase from one at the same period last year.

The performance results therefore indicated that at quarter 1 performance relating to two out of the two measureable Service Standards were not achieving target or improving. This was a decrease in performance compared to the same period last year, when 50% of indicators were on target or improving.

The committee expressed concern that the results for satisfaction with the annual gas service and satisfaction with improvements made to the home were disproportionate and didn't reflect overall performance because although they were both red traffic lighted, there were only three and one tenant respectively who had expressed dissatisfaction. The committee asked if actual numbers as well percentages could be reported.

The committee was informed that ward councillors were seeing much higher levels of satisfaction in repairs and felt that the good job being done needed highlighting to all staff in both the company and Mears.

RESOLVED – That the committee is satisfied with the Performance Indicator and Service Standard results at quarter 1 2016/17, subject to actual numbers as well as percentages being reported.

11 REPAIRS AND MAINTENANCE CONTRACT – TO END OF QUARTER 1 2016/17

The committee received an overview of the repair and maintenance contract at the end of Quarter 1 2016/17.

This was the final year of the repairs and maintenance contract with Mears.

During the year, Mears would continue to deliver the majority of repairs and maintenance services. Construction Services would continue to carry out vacant property repairs in the East and Central Neighbourhoods, as well as repairs to flat roofs and boundary works across the borough.

Following a competitive tender process, Mears had recently been appointed as Commercial Adviser to the Council in relation to the new arrangements for repairs. This meant that Mears would continue to support the delivery of the repairs and maintenance service beyond 2016/17.

At the end of the first quarter, performance was ahead of target in relation to repair appointments made and kept, jobs carried out within timescale and customer satisfaction with repairs.

The result for gas servicing showed an improvement compared to year end 2015/16. Of the eight outstanding gas services, three were carried out shortly after the end of the reporting period and five became eligible to progress via warrants through the legal process.

Both Mears and Constructions Services had continued to deliver overall improvements in relet timescales and in getting the relet work completed right first time.

The formal review document was submitted.

The company continued to see a significant number of Section 11 Disrepair cases, with 11 new cases raised in this period. The committee expressed concern about this, which was a worrying trend.

The committee asked for reassurance that ICT issues with Construction Services would be resolved with the integration of Northgate for the new repairs and maintenance contract from 1 April 2017. At the moment, there were problems getting performance information for external repairs. There were also issues with lack of invoicing, and workarounds having to be found.

RESOLVED – (i) That the committee is satisfied with progress on the management of the repairs and maintenance contract to the end of Quarter 1 year 2016/17.

- (ii) That the committee be kept updated with the integration of Northgate for the start of the new repairs and maintenance contract with Construction Services on 1 April 2017.

12 CYCLICAL MAINTENANCE AND COMPLIANCE – END OF FIRST QUARTER 2016/17

The committee received an update on cyclical maintenance activities and compliance monitoring for the period April to June 2016.

The cyclical maintenance activities for 2016/17 aimed to reduce response times and to lower call-out charges, and identify high expenditure trends for inclusion in planned maintenance programmes. A number of work plans were in development to address areas of high expenditure which had been identified in previous reviews.

Details of the following specific work areas commenced during this period were reported: -

- Aids and Adaptations Stairlifts
- Lift Servicing and Maintenance
- Water Hygiene risk assessments
- Cold water service at Mulgrave Villas
- Asbestos management
- Emergency lighting inspections
- Emergency lighting testing

In the period: -

- 180 of 180 water hygiene inspection/ treatments were completed by Construction Services.
- 47 of 47 quarterly inspections had been carried out to multi storey blocks and sheltered housing communal areas.
- 117 of 117 weekly fire alarm tests at sheltered schemes were completed by Construction Services.
- 101 of 101 of monthly emergency lighting tests had been carried out to multi storey blocks and sheltered housing communal areas.

Performance on gas servicing continued to be both a high risk area for the company and a priority area for continuous improvement. Within the period, Mears passed across 105 properties that had been classed as “no access” and referred to TGHC to commence warrant process.

The TGHC Gas Service Manager continued to follow available enforcement actions on behalf of the Council. As a result of his pre-warrant activity, the majority of properties were accessed without progressing to full warrant. Only 39 warrants were finally served.

At the end of the period, 99.96% of gas services were reported as completed with only eight properties reported as overdue for service.

Transference of the management of gas servicing works orders back to TGHC commenced in April following a data review of Mears and TGHC systems and an

uploading of gas services dates into Northgate. This increased management risk to the company in the short term, but was essential in returning overall control of data back to TGHC in preparation for switch over to a new delivery partner in April 2017.

The management of the carbon monoxide detector programme was linked to the transference of gas administration. The scheduled commencement in May 2016 had been delayed.

The programme aimed to replace approximately 3,000 units per year at an annual cost of £80,000 over the next five years. It was still anticipated that this programme would be achieved for the 2016-17 delivery.

RESOLVED – That the committee is satisfied with progress on the management of the cyclical maintenance to the end of Quarter 1 2016/17.

13 HOUSING CAPITAL PROGRAMME

The committee received an update on the delivery of the 2016/17 Housing Capital programme at the end of quarter 1. In particular, updates in the following elements of the programme were reported: -

- Improvement Works, including planned lift refurbishments, rewiring of landlord services, non-traditional properties, Tunstall Carecall System and mid-rise flat entrance door and door entry refurbishment.
- Exceptional Extensive Works, including Equality Act works and fire safety improvements.
- Catch Up and Major Future Works Budget Head, including roof covering refurbishment at a couple of estates, back boiler replacement programme and window replacement programme.
- Contingent Major Works Budget Head, including the Painting Programme.

The committee was informed that following the one year secondment of the Asset Team to the Council, the first meeting of a cross-service Asset Management Steering Group had been held. This would have a bearing on what works get confirmed and estate regeneration going forward.

Reference was made the back boiler replacement programme. It was noted that traditionally this was an area where the company had struggled to get access until the boiler had broken down. The committee felt that the company should do more publicity of why it needed to upgrade systems and of the savings that a tenant could make as a consequence.

RESOLVED – That the committee is satisfied with the position of the 2016/17 Capital Programme at the end of the Quarter 1 2016/17.

14 FORWARD PLAN

The committee received a forward plan of reports that will be presented to the committee during the next year.

RESOLVED – That the forward plan be noted.

15 DATE AND TIME OF NEXT MEETING

The next meeting of the committee will be held on Wednesday, 16 November 2015 at 2pm in the Whickham Room, Gateshead Civic Centre, Regent Street, Gateshead.



(Company number: 06972673)

Minutes of meeting of the Board of Directors held in at Gateshead Civic Centre, Regent Street, Gateshead on Thursday, 14 July 2016 at 12.30pm

Present:

Ordinary Trustees

Brian Kelly (Chair)
 Joanne Carr
 Anne Connolly
 Linda Hitman
 Peter Mole

In attendance

Amanda Gallagher (Keelman Homes Development and Investment Manager)
 Natalie Porthouse (TGHC Head of Corporate Services)
 Kelly Davis (Keelman Homes Finance Manager)
 Julie Mason (TGHC Support Assistant)
 Stuart Gibson (TGHC Governance and Risk Officer)

Apologies

Paul Foy
 Ronny Harris

1 DECLARATIONS OF INTEREST

No interests were declared.

2 MINUTES

The minutes of the meeting of Keelman Homes held on 26 May 2016 were approved as a correct record.

3 MATTERS ARISING

(a) Housing Management – Properties Owned by Keelman Homes

It was agreed at the last meeting that Keelman Homes would write to the tenant whose property could not be accessed for gas service during reporting period and update tenant on the new warrant process and the new approach to charging costs. It was noted that after speaking to the company's Gas Servicing Team it was clarified that this was not a difficult

tenant and therefore instead of writing to the tenant specifically, a reminder went in the TGHC News which was circulated to all tenants.

(b) Welfare Reform

The Council's Benefits Section had confirmed that two Keelman Homes tenants would be affected by the benefits cap.

4 ANNUAL GENERAL MEETING

The Board considered arrangements for the Charity's Annual General Meeting ("AGM") and the process for the retirement of one third of the Ordinary Trustees.

The requirements for the Charity's AGM are governed largely by the provisions of the Companies Act 2005 and the Charity's Articles of Association.

The AGM must be held in the calendar year 2016, not more than 15 months after the last AGM. The last AGM was held on 26 November 2015, therefore the AGM must be held no later than 31 December 2016.

The annual report of the Trustees of the company, together with the audited accounts, will be presented to the meeting on 22 September 2016 for approval by the Board of trustees. 21 clear days' notice of the AGM must be given to TGHC, calling the AGM. Therefore, it would need to be held no earlier than 14 October 2016.

The next scheduled meeting after the Board Meeting in September is on 24 November 2016. It was proposed that the AGM be held immediately before this meeting.

One third (or the number nearest to one third) of the Ordinary Trustees must retire at each AGM, those longest in office retiring first and the choice between any of equal service being made by drawing lots.

Keelman Homes currently had a full composition of four Ordinary Trustees. It was proposed that the retiring Ordinary Trustee, if willing to act, be reappointed.

- RESOLVED –
- (i) That the information be noted.
 - (ii) That the Annual General Meeting be held immediately before the Board Meeting on 24 November 2016.
 - (iii) That the proposed arrangements for the retirement and subsequent reappointment of a third of the Ordinary Trustees be agreed.
 - (iv) That the longest serving Ordinary Trustee retire at the next AGM and if willing to act, be reappointed at that meeting.

5 REGISTER OF PERSONS WITH SIGNIFICANT INTEREST

From 6 April 2016, UK companies needed to keep a company register giving details of all people who have significant control (PSCs) over the company.

This was a new statutory requirement and was designed to increase transparency around who ultimately owns and controls UK companies. It would deter, identify and sanction those who hide their interest in UK companies to facilitate illegal activities. Enhanced transparency would also promote good corporate behaviour..

A PSC was an individual who meets one or more of the following five conditions in relation to the company:

- they hold, directly or indirectly, more than 25% of the shares in the company;
- they hold, directly or indirectly, more than 25% of the voting rights in the company;
- they hold the right, directly or indirectly, to appoint or remove a majority of the board of directors of the company;
- they have the right to exercise, or actually exercise, significant influence or control over the company;
- they have the right to exercise, or actually exercise, significant influence or control over the activities of a trust or firm and the trustees of the trust or members of the firm meet one of the first four conditions.

A PSC Register for Keelman Homes was submitted.

Gateshead Council had been identified as a PSC for Keelman Homes. They could appoint two Board Members onto Keelman Board, which was 28.6% of the seven members on the Board.

The Gateshead Housing Company had also been identified as a PSC for Keelman Homes due to it having the right to exercise, or actually exercise, significant influence or control over the company through the operational set up, day to day running of Keelman Homes and the management agreement.

RESOLVED – That the PSC register for Keelman Homes be approved.

6 BOARD FORWARD PLAN

Following discussions with the Chair, a Forward Plan of reports that would be brought to Keelman Homes in 2016/17 was submitted.

RESOLVED – That the Board Forward Plan 2016-17 be noted.

7 DATE AND TIME OF NEXT MEETING

The next meeting of Keelman Homes would be held on Thursday, 22 September 2016 at 12.30pm in Room S21, Gateshead Civic Centre, Regent Street, Gateshead.

8 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED – That the press and public be excluded from the meeting during consideration of the remaining business in accordance with the indicated categories of the company's Access to Information Rules.