

JRHT BOARD

Tuesday 4 October 2022

Room 8, Hamilton House, Mabledon Place, London

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| Present | Angela Lockwood (Chair) Alistair Brown Dan Gray Will Haire Paul Jenkins David Lunts Gillian Russell Dan Ryan | AL AB DG WH PJ DL GR DR |
| In attendance | Paul Kissack Chris Simpson Tracey Preece Claire Townson Frank Soodeen Angela Dearing (via Zoom) Anne-Marie Roberts (via Zoom) David Boyes-Watson (via Zoom) Christine Frame | PK CS TP CTw FS AD AMR DBW CF |
| Minutes | Stephen Lynch | SL |
| Apologies | Deborah Cadman | DC |

| Agenda Item Comments | Presenter | Action |
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| AL thanked on behalf of Board AD for all her work at JRHT. This was AD's final Board meeting before departing the organisation. AD has done amazing and notable work leading the Housing team, and on a personal level is a pleasure to work with. | | |
| 1 Appointment of Chair and Board member to Care Subcommittee | WH | |
| AL updated on the Chair recruitment process. | | |

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| <p>Outcome: Board appointed Angela Lockwood as JRHT Board Chair. The term will last until a new long-term Chair is recruited.</p> <p>Board approved the appointment of Lorraine Lee as independent committee member of Care Sub Committee.</p> | | |
| <p>2 Minutes of the Q2 2022 meeting</p> | <p>HE</p> | |
| <p>Outcome: The minutes from the meeting held on 7 June 2022 were approved for signature by the Chair.</p> | | |
| <p>3 Matters arising</p> | <p>HE</p> | |
| <p>Outcome: There were no matters arising.</p> | | |
| <p>4 Actions from the previous meetings</p> | <p>CF</p> | |
| <p>All actions were noted as either in progress, complete or on today's agenda. Discussions are ongoing with the Resident Assembly on proposals to recruit a resident Board Member. This will be brought the Q4 meeting for decision.</p> | | <p>CS</p> |
| <p>Outcome: The actions were noted.</p> | | |
| <p>5 Register of interests</p> | <p>HE</p> | |
| <p>Outcome: The register was noted.</p> | | |
| <p>6 CEO report</p> | <p>PK</p> | |
| <p>CS updated on the future of the Tanners Yard site. Talks are being sought with the New Earswick Bowls Club to explore alternative venues for the club.</p> | | |
| <p>Outcome: The report was noted.</p> | | |
| <p>7 JRHT Executive Director report</p> | <p>CS</p> | |
| <p>The impact of the pandemic has receded for the time being with outbreaks being routinely managed</p> <p>An Intensive Service Review is underway at The Oaks given concerns about certain aspects of the service.</p> <p>Hartfields has received a 'good' rating following Care Quality Commission (CQC) inspection.</p> <p>Information has been sent to the Housing Ombudsman following the escalation of a recent complaint.</p> <p>It was noted that CS will lead the Housing & Community Services team once AD departs. CS said that this arrangement offers an opportunity to get involved in the day-to-day work of the team and would be reviewed on a regular basis.</p> | | |

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| Outcome: The report was noted . | | |
| 8 Service summaries and scorecards | CS | |
| 8.1 Performance dashboard There was a discussion on the headlines within the Performance dashboard. A reduction of average onboarding time to below 20 days was noted. CS noted that there has also been a reduction in the volume of new starters. | | |
| 8.2 Care Services AMR updated on Care Services. There were discussions on: <ul style="list-style-type: none"> • The Oaks – Intensive Service Review is in place, led by Interim Manager with risks and areas for improvement identified. Staff vacancies and reliance on agency use was noted. Consistency of staffing is an issue, with use of agency workers. Nursing is fully staffed. It was noted that recruitment is a challenge across the sector. The idea of staff temporary transfer to other sites was suggested, AMR highlighted the impact that this can have on other services. • Staff sickness rates • Recent Covid outbreaks – now being managed on a routine basis • Hartrigg Oaks financial model. PJ updated on Audit & Risk Committee’s recent deep dive on the model. The slides are worth reading as they demystify the model. The Committee concluded that the financial risks from the model are reasonably contained and manageable. • A health and safety incident. Information has been sent to the CQC and a RIDDOR report completed. • Health & social care analysts Carterwood report on JRHT care services. The team have started work and have been on site. Their report will be available in time for budget discussions in Q4. • Work with Hartlepool Borough Council on care fee payment rates. Negotiations should conclude by November. | | |
| 8.3 Development & Asset Management DBW updated on Development and Asset Management. There were discussions on: <ul style="list-style-type: none"> • Derwenthorpe – progress made on road remediation plans and the final development of Phase 5 • Regular meetings with City of York Council’s Head of Planning. Delays are being experienced across the sector in York in getting planning applications processed. • New appointments to the team • Sales targets | | |

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| <ul style="list-style-type: none"> • Legacy issues and the amount of time it is taking to deal with these | | |
| <p>8.4 Housing & Community Services</p> <p>AD updated on Housing & Community Services. There were discussions on:</p> <ul style="list-style-type: none"> • Capital programme. Work is on track and planning permission is awaited before work on roofs commences. • Housemark benchmarking data, which is due shortly. • Rents and relets, which are in a good position. It was noted that the rent cap position for 2023 is as yet unknown. Robust arrangements are in place for income management and resident support. CS said that the housing system replacement is an opportunity to map out the key policies and practices within JRHT and increase engagement within these • Repairs. Response times require improvement but these have been affected by the pandemic and difficulty recruiting into certain trades • Asbestos. A manual review of the asbestos register has taken place to give assurance on the thoroughness of the older survey data held. A further 135 properties have been identified where we have asbestos data but not a full management survey. This has been added to the re-inspection plan with Bradleys for completion in 2022. The property schedule has been issued to Bradleys who are producing a programme for completion. | | |
| <p>8.5 Health & Safety</p> <p>CS updated on Health & Safety including:</p> <ul style="list-style-type: none"> • Follow up underway on incidents reporting. • Focus on fire safety from the Executive over the last year. A monthly review tool for overdue assessments is being developed and will be added to the reporting dashboard from Q4. • Work being conducted to prepare for the incoming Carbon Monoxide Regulations. 21 carbon monoxide detectors (out of a possible 1,600) need to be installed which reflects very good performance | | |
| <p>8.6 JRHT Risk Register</p> <p>CS updated on the JRHT Risk Register, including on operational risk, delays to developments and inflation.</p> <p>It was noted that the Head of Planning, Performance and Risk is in place.</p> <p>JRHT risk strategy will be split out from the current Group approach to reflect different approaches in JRF and JRHT.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> • Transparency work. CS said the big move has been to establish the Resident Assembly. The aim is to be in position to routinely publish | | |

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| <p>Board minutes. AL updated on a recent conference that touched on this issue and will share content from that with CS.</p> <ul style="list-style-type: none"> • Cyber security. Actions are being rolled out across the organisation. Longer-term actions will be considered by the Executive. The report was discussed in detail at Audit & Risk Committee in Q3. Housing sector specialist auditors are being sought in the upcoming internal audit tender, and Audit & Risk Committee have suggested reserving internal audit budget for specialist technology audit support. Follow up on the report will be taken to the next Audit & Risk Committee meeting. | | <p>CS</p> <p>CTw</p> |
| <p>8.7 JRHT Complaints Overview</p> <p>CS updated on complaints.</p> <p>There were discussions on lessons learned from complaints and the value of compliments for staff.</p> | | |
| <p>Outcome: The service summary reports/ scorecards were noted.</p> | | |
| <p>9 Housing Stock Retrofit and Decarbonisation</p> | <p>DBW</p> | |
| <p>DBW presented a report undertaken by Parity Projects assessing the implications of the retrofit and decarbonisation targets set by the UK Government. The project team have been establishing JRHT's baseline position, opportunities to access funding and the staffing and budget resources and expertise required going forward.</p> <p>The average Energy Performance Certificate (EPC) was assessed at a higher level than anticipated.</p> <p>To reach the 2030 target, the Parity report suggests a capital investment of £620k will be needed, and £37m to reach the 2050 target.</p> <p>There was a discussion on meeting the application deadline for the current round of Homes England grant funding. Board urged all efforts to be made to ensure an application is made for this round of grant funding, while recognising the capacity issues within the team.</p> <p>There was a question on financial modelling regarding meeting the 2050 target. TP will provide further detail on the modelling for this.</p> <p>There was a discussion on the business plan for meeting the 2030 target. The challenges are largely around property types and age. The five-year financial plan will include the modelling for meeting these targets.</p> | | <p>TP</p> |
| <p>Outcome: The report was noted.</p> | | |
| <p>10 Derwenthorpe District Heating</p> | <p>DBW</p> | |
| <p>There was a discussion on district heating contract at Derwenthorpe with Veolia.</p> | | |
| <p>Outcome: Board approved:</p> | | |

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| <ul style="list-style-type: none"> • Provision of a short-term budget enable consultant support. • Seeking JRF support under the financial reset mechanism as necessary. | | |
| 11 Chargeable Services Update | AD | |
| <p>AD updated on the work of the chargeable services steering group. The report provided scores for sites against risk factors and identified priority properties. The roadmap shows the timeline for the review.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> • Scale and extent of work required. • Details required on anomalies. • Transparency and reporting – further decisions on this can be taken at the next Board meeting. | | CS |
| Outcome: The report was noted . | | |
| 12 Development Sub Committee recommendations for decision | DBW | |
| <p>DBW presented recommendations from Development Sub Committee on Development assumptions and progression of the Bootham Crescent project.</p> <p>The importance of increasing the scale of JRHT’s general needs housing to long term financial sustainability was noted.</p> <p>Development assumptions will be reviewed annually.</p> <p>It was confirmed that any Bootham Crescent units not sold can be converted to intermediate rent.</p> | | DBW |
| <p>Outcome: Board approved:</p> <ul style="list-style-type: none"> • 2022/23 Development Assumptions • Bootham Crescent Section 106 Acquisitions: 5 x discount for sale dwellings and 14 x social rented units | | |
| 13 Finance Report | TP | |
| <p>TP updated on the forecast surplus, which has slightly improved through August. Rising interest costs will likely add pressure to the end year position. One revolving credit facility is in place and that loan expires in 2023.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> • Hartrigg Oaks bungalow and Derwenthorpe land sales. The year-end position will depend on the outcome of these meeting expectations. • Improved care occupancy • Asset sales | | |

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| <ul style="list-style-type: none"> • General needs margin, which is reduced due to increasing costs and depreciation. Further analysis of the position is underway. • Risks – particularly inflation and energy market impacts, and wider housing market risks. TP said that financial plans are factoring in prudent assumptions on asset sales. • Shared ownership rent review | | |
| <p>Outcome: The report was noted.</p> | | |
| <p>14 Central Services Review update</p> | <p>CTw</p> | |
| <p>PK said that the aim of the review is twofold. First, to ensure central services are embedded in, and responsive to, the distinct needs of JRHT and JRF. Second, to reduce cost and ensure services for JRHT are fully affordable.</p> <p>Consultations have been launched in the People and Finance teams. IT team review will follow next year.</p> <p>CTw highlighted implications for JRHT managers in the embedded approach being proposed. There was a discussion on responsibilities managers in service would be taking on, particularly around HR issues.</p> <p>CTw said that resources will be invested in the support function “engine room”, which will be tasked with making sure processes are running well in this model.</p> <p>There was a discussion on data, transparency and knowing whether the approach is successful. It was urged that internal narrative for JRHT managers and staff be ready for rollout of proposed changes.</p> | | |
| <p>Outcome: The update was discussed.</p> | | |
| <p>15 Financial sustainability – progress and challenges</p> | <p>TP</p> | |
| <p>Modelling has been undertaken on the effects of different rent cap scenarios to the 30-year plan.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> • Financial reset discussion • New economic challenges including on inflation and pay • Costs and sustainability. The Carterwood report to come on this was noted. A new procurement manager in place and will develop procurement strategy. • Borrowing. A Group treasury strategy is being considered which would reduce borrowing costs and release securities. | | |
| <p>Outcome: The report was discussed. Board approved group treasury policy</p> | | |

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| 16 Emerging Budgets for 2023 | TP | |
| <p>There were discussions on:</p> <ul style="list-style-type: none"> • Rent cap – this is likely to be lower than inflation. • Pay. Real Living Wage has been announced and will be £10.90 per hour outside London. • Property insurance increases. • Repairs costs. • Shared ownership rents. Income from these is around £1.6m per year. <p>A separate budget scrutiny meeting will be arranged for November.</p> | | CF |
| <p>Outcome: The report was discussed.</p> <p>Board will discuss the 2023 draft budget in detail at the budget scrutiny session in November, and the final version will be brought to the Q4 meeting for approval.</p> | | |
| 17 Westfield House recommendation | CS / TP | |
| <p>The recommendation to hold Westfield House as an asset for sale was discussed.</p> <p>The empty property is incurring minimal maintenance costs but is accruing rent loss as a void.</p> <p>The property would be costly to convert to housing.</p> <p>Any final decision on future use or sale will be brought to Board. Homes England approval will also be required due to grant funding link.</p> | | |
| <p>Outcome: Board approved the recommendation that, pending a full options appraisal, that Westfield House should be held as an asset for sale. No firm decision on its future use will be taken without Board involvement.</p> | | |
| 18 Annual self-assessment against the Housing Ombudsman's Complaint Handling Code | CS | |
| <p>The review finds that JRHT is compliant with the code. There is further work to do good practice aspects.</p> <p>Board members interested in taking up the dedicated complaints member role will let CS know.</p> | | All |
| <p>Outcome: The report was noted.</p> <p>Board approved the formal adoption of the Housing Ombudsman's Complaint Handling Code.</p> | | |
| 19 NHF EDI progress update | CS | |

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| <p>Good progress been made, and staff are being engaged on the Group anti-racism strategy.</p> <p>CS will bring target proposals to the Board.</p> | | <p>CS</p> |
| <p>Outcome: The report was noted.</p> | | |
| <p>20 Staffing</p> | <p>CTw</p> | |
| <p>CTw presented workforce data.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> • Turnover. The figure provided is a JRHT average. Turnover in Care Services has reduced. CTw will provide monthly turnover figures for Care Services. • Inductions • Exit interviews. It was noted that completion of these is low. Embedding HR services will likely improve completion rates. CTw said that a trial of using external independent services to hold conversations could be considered. • Employee experience survey results | | |
| <p>Outcome: The report was noted.</p> | | |
| <p>21 Report from Audit & Risk Committee (ARC) on matters for JRHT</p> | <p>CTw</p> | |
| <p>PJ updated on the Q3 meeting. Two key issues were discussed in detail: – Hartigg Oaks financial model and the Information Governance audit, both discussed earlier in the Board meeting.</p> | | |
| <p>Outcome: The report was noted.</p> | | |
| <p>22 Off-cycle decisions</p> | <p>CF</p> | |
| <p>Outcome: Board ratified off-cycle approvals:</p> <ul style="list-style-type: none"> • Appointment of Care Sub Committee Independent member – Lorraine Lee • Sale of the land at Derwenthorpe Phase 5 to Camstead Homes • Award of the contract for the replacement fire detection and alarm system for Hartfields to Secureshield | | |
| <p>23 Governance committee updates</p> | <p>CF</p> | |
| <p>23.1 Q2 2022 JRF Trustees</p> <p>The minutes from the meeting were noted.</p> | | |

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| 23.2 Q3 2022 Audit & Risk Committee minutes will be brought to the Q4 meeting. | | |
| 23.3 Q3 2022 Resources Committee The minutes from the meeting were noted . | | |
| 23.4 Q3 2022 Care Sub Committee minutes will be brought to the Q4 meeting. | | |
| 23.5 Q2 & Q3 2022 Development Sub Committee The minutes from the meetings were noted . | | |
| 24 Any other business | AL | |
| - | | |
| 25 Date of next meeting | AL | |
| Dates of next meetings: - Budget scrutiny session - 10 November at 16.00 via Zoom - Q4 meeting - 9 December 2022 at 09.00 via Zoom | | |
| Signed (Chair) | | |
| Date | | |