

**JRHT BOARD**

**Friday 9 December 2022**

**Video Conference via Zoom**

<b>Present</b>	Angela Lockwood (Chair) Alistair Brown Deborah Cadman Dan Gray Will Haire Paul Jenkins David Lunts (to item 7) Gillian Russell Dan Ryan	AL AB DC DG WH PJ DL GR DR
<b>In attendance</b>	Paul Kissack Chris Simpson Tracey Preece Claire Townson Frank Soodeen David Boyes-Watson Denise Wright Ekanem Kofi Ikpeme Matt Lewer (item 11) Katherine Blaker (items 11 & 12) Christine Frame (to item 15)	PK CS TP CTw FS DBW DW EKI ML KB CF
<b>Minutes</b>	Stephen Lynch	SL
<b>Apologies</b>	-	

<b>Agenda Item Comments</b>	<b>Presenter</b>	<b>Action</b>
<b>1 Minutes of the Q3 2022 meeting</b>	<b>HE</b>	
<b>Outcome:</b> The following minutes were <b>approved</b> for signature by the Chair:		

Agenda Item Comments	Presenter	Action
<ul style="list-style-type: none"> <li>• JRHT Board quarterly meeting held on 4 October 2022</li> <li>• Budget scrutiny session on 10 November 2022</li> <li>• Rents and pay meeting on 28 November 2022</li> </ul>		
<b>2 Matters arising</b>	HE	
<b>Outcome:</b> There were no matters arising.		
<b>3 Actions from the previous meetings</b>	CF	
<b>Outcome:</b> The actions were <b>noted</b> .		
<b>4 Register of interests</b>	HE	
<b>Outcome:</b> The register was <b>noted</b> .		
<b>5 CEO report</b>	PK	
<p>There were discussions on:</p> <ul style="list-style-type: none"> <li>• Impacts of the cost-of-living crisis. PK said that there's not been an impact on rent arrears, broadly speaking. However, with rent increases and the winter months ahead, the crisis is expected to deepen. JRHT work on this is detailed at agenda item 14.</li> <li>• Damp/mould. PK said that all Housing Associations have received a letter from the Regulator asking for information by 19 December. Information is being gathered to send by that date. PK receives all complaints and compliments weekly and felt there had been a small increase in cold and damp complaints following the Awaab Ishak case, all of which are being resolved.</li> <li>• Different directions of JRF and JRHT. PK said that splitting out policies, such as the risk management strategy, will continue, as appropriate. Overall, the aim is to continue financial and legal arrangements but tailor structures and policies to suit each organisation. This will be worked through with new Chairs of JRF Trustees and JRHT Board when recruited.</li> <li>• Chair recruitment. Both JRF Trustees and JRHT Board Chair recruitment processes are underway, and both will have a shortlist in January for interviews in February. The JRHT Board Chair recruitment panel is AL, PJ, WH, DG.</li> </ul>		
<b>Outcome:</b> The report was <b>noted</b> .		
<b>6 JRHT Executive Director report</b>	CS	
<b>6.1 Overview</b> <u>Hartrigg Oaks</u>		

Agenda Item Comments	Presenter	Action
<p>CS notified of a service wide safeguarding alert at the Oaks. Issues have been identified around records management, medication management, nutrition and hydration, and management oversight. The report was made to the safeguarding team at the Local Authority and the Care Quality Commission (CQC) were notified.</p> <p>A response team has been formed that meets twice a week on site. A service management report is provided daily. CS met with Hartrigg Oaks Management Committee to update on the response.</p> <p>The CQC inspected the service the week of this meeting and the visit was positive. All the issues identified by the inspectors were as had already been reported.</p> <p>An external registered nurse has been deployed to lead on clinical work.</p> <p>Improvements have been made on actions, but the focus is still on the action plan and incidents that cause concern.</p> <p>There were discussions on culture, structural issues and future options on nursing care. Board welcomed the transparency from the leadership team with the Local Authority, regulator, residents and families.</p> <p><u>Damp and mould</u></p> <p>Fiona Fischbach, Head of Planning, Performance and Risk, has convened a group to respond to the Regulator's request for information on damp and mould. The team are in a good place to respond. The main takeaways are that more is needed on proactive/planned approach, resident information, and training for the customer service team. Around 2% of repairs and around 11% of complaints relate to damp/mould.</p> <p>The response to the regulator will be reported to the next meeting.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> <li>• Complaints. CS said that where people raise issues, the team reacts well in many cases but further work is needed</li> <li>• Property visits. CS will come back with a timeframe for visiting all properties with known or previous issues with damp/mould.</li> <li>• Housing Ombudsman's October 2021 spotlight report. It was suggested by a board member that self-assessment is undertaken on recommendations.</li> <li>• Communications with residents and encouraging reporting of issues.</li> <li>• Education and training of surveyors and customer teams around the dangers of damp/mould.</li> <li>• High energy costs contributing to the issue.</li> <li>• Disrepair claims. CS said there have been minimal claims made to JRHT.</li> </ul> <p><u>Home Energy Performance Retrofit fund</u></p> <p>CS notified that a submission was not made for this round of funding. The team met regularly to plan an application but there was not confidence that</p>		CS

Agenda Item Comments	Presenter	Action
<p>the level of information was sufficient to submit a successful bid. A retrofit coordinator will be recruited.</p> <p><u>Customer access phone system</u></p> <p>CS said the tender process for a new system will commence shortly, with a view to implementation being completed by March.</p> <p>There was a discussion on the profile of customer enquiries and systems for contact. The housing system transformation project will include an improved online enquiry system.</p>		
<p><b>Outcome:</b> The report was <b>noted</b>.</p>		
<p><b>6.2 Performance dashboard</b></p> <p>CS presented the new streamlined format of the dashboard.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> <li>• Financial health. TP highlighted an improvement in the operating surplus forecast. Derwenthorpe Phase 5 land sale is the remaining contributory issue, with sign off on the agreement scheduled for Monday and simultaneous exchange on Wednesday.</li> <li>• Occupancy rates. CS noted that New Lodge rates dropped off in October, but the feeling is that there is inherent demand for that home, a feeling supported in the Carterwood report.</li> <li>• HO sales surplus, which has dropped since the previous report.</li> <li>• Housing and Community Services. CS said that rent arrears are holding up. The key principle at present is being a supportive landlord, including through the money and benefits advice service. On staffing, work is ongoing to look to improve employment offer. Complaints resolution figures can be improved but figures overall good in dealing with issues raised.</li> <li>• Development &amp; Asset Management. DBW updated on road remediation work at Derwenthorpe, Sturdy Grove planning application and due diligence on the district heating system at Derwenthorpe. Legal advice has been taken on the district heating system and options are being looked at.</li> <li>• Care Services. CS said that services outside of Hartrigg Oaks are safe and stable.</li> <li>• Staffing. CTw noted annualised turnover and sickness rates that have been added to the dashboard. Long term absence is steady, and the aim is to bring this down. Annualised turnover is at 27%, which is in line with the sector. Turnover targets will be more in line with the sector next year. CTw noted onboarding issues and People team capacity during the restructure.</li> <li>• Equality, Diversity and Inclusion. CTw highlighted proposed quarterly data. There was a discussion on robustness of the data. CTw said that a recent push on staff completion of data has resulted in an 85%</li> </ul>		

Agenda Item Comments	Presenter	Action
<p>completion rate. BAME and disability staff turnover was noted as high. CTw said that this is due to the small numbers involved having a significant impact on percentage changes.</p> <ul style="list-style-type: none"> <li>• Exception reporting. The number of overdue actions from fire risk assessment recommendations was the only metric not on target.</li> </ul>		
<b>Outcome:</b> The report was <b>noted</b> .		
<b>DC left at this point</b>		
<b>6.3 Health &amp; Safety report</b>		
<p>CS noted the increased focus on fire safety and fire risk assessments. The Executive receive quarterly updates on overdue fire risk actions. The aim is to get to zero overdue assessments. Seven current actions relate to the Super Sustainability Centre (SSC) at Derwenthorpe. Contractors are being used to fill vacancies in the DLO team. Housing officers are receiving training on fire risk assessments.</p> <p>Improvements to the fire safety systems for Hartfields and Plaxton are due to be in place in the New Year. Value for money is sought in contracts following experience of contractors winning work and then building up work in contract when on site.</p> <p>Work is ongoing to improve incident reporting via Assure and performance related to same-day resolution of actions. Training resources are being increased.</p> <p>CS will bring back information on mandatory fire door assessments.</p> <p>Resident satisfaction measures will be brought to the Q1 meeting.</p>		<p><b>CS</b></p> <p><b>CS</b></p>
<b>Outcome:</b> The report was <b>noted</b> .		
<b>6.4 Risk report</b>		
<p>CS said that the underlying risk remains financial sustainability. Mitigation actions are clear, but the risk remains ever present. There also remains an underlying risk with the Covid pandemic. There is little disruption at present and issues are being managed through business-as-usual processes,</p> <p>The situation at the Oaks is a major regulatory risk following the safeguarding self-report. This has dropped off slightly following inspection from the CQC, who identified the same issues that are already being addressed.</p> <p>Other risks discussed included he broad impact of the cost-of-living crisis and sale of Derwenthorpe Phase 5 land.</p> <p>Work is underway on analysing the Regulator’s Sector Risk profile for 2022.</p> <p>PK noted that a mixed model is used to track and assess risk, including the use of risk registers, risk assurance reports and deep dives discussions at Executive meetings. Issues are discussed at Audit &amp; Risk Committee, who recently asked about improving early warning systems.</p>		

Agenda Item Comments	Presenter	Action
<b>Outcome:</b> The report was <b>noted</b> .		
<b>DL left &amp; DC re-joined at this point</b>		
<b>7 Development Strategy Target Areas Map</b>	<b>CS</b>	
<p>Development Sub Committee provided a recommendation to amend the development strategy with a geographically broadened target area for developments. DBW said this area includes strategic sites. All proposals are judged on criteria including financial viability, maintenance of stock and creation of communities. The primary driver for extending the area is due to planning issues encountered in York.</p> <p>There was a discussion on the proposed geographical area. Harrogate is excluded as that area operates a closed system for Section 106 applications. The area includes East Leeds, which is seen as a key growth area. All Local Authorities areas that are being proposed to operate in outside of York have up to date Local Plans.</p> <p>There was a discussion on the relationship with Homes England</p> <p>WH noted JRF Trustees discussions on JRF as an anchor institution in York.</p>		
<b>Outcome:</b> Board <b>approved</b> Development Sub Committee recommendation to extend the geographical focus of JRHT’s development programme		
<b>8 Finance report</b>	<b>TP</b>	
<p>TP noted that DW has been appointed Head of Finance for JRHT.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> <li>• Yorkshire Water Derwenthorpe sewer requisition payment. TP said that the amount has been agreed and JRF Trustees have approved the proposal to provide a grant to JRHT as a legacy issue.</li> <li>• Decarbonisation. TP said the budget base plan and stress test outlines plans on this, with £800k spend identified up to 2023. This is in line with the sector and is towards the first regulatory targets. The big question is over what will be planned in the sector for the majority of costs beyond 2030. There was a discussion on whether a dedicated board meeting is needed to discuss this, including the possibility of working with JRF on an ambitious strategy.</li> <li>• Minimum rating of Energy Performance Certificate (EPC) C for rented properties by 2030. It was suggested that there is an opportunity to accelerate plans through cost-of-living programmes. CS said the Executive would like to take this on, the challenge is resource. Options for accelerating will be brought back in the New Year.</li> <li>• Derwenthorpe Phase 5 land receipt. The backstop position was discussed but TP said there is confidence that the sale will happen in the next week.</li> </ul>		

Agenda Item Comments	Presenter	Action
<b>Outcome:</b> The report was <b>noted</b> .		
<b>9 2023 Budget</b>	<b>CS / TP</b>	
<b>9.1 JRHT rents, fees &amp; charges 2023/24</b>		
<p>TP noted that 2023 rents were approved at the special meeting on 28 November.</p> <p>Care fees proposals for new residents are in line with Carterwood recommendations.</p>		
<p><b>Outcome:</b> Board <b>approved:</b></p> <ul style="list-style-type: none"> <li>• Increased care fees from January 2023 for new entrants to our services and from April 2023 for existing residents.</li> </ul> <p>Board <b>noted:</b></p> <ul style="list-style-type: none"> <li>• Approach to service charge setting;</li> <li>• Other inflationary increases to charges included in the 2023 budget.</li> </ul>		
<b>9.2 JRHT 2023 Budget for approval</b>		
<p>TP noted that Board had discussed the 2023 budget in detail at the budget scrutiny session on 10 November.</p> <p>Amendments to the draft presented previously were highlighted including clarification of mitigations and the addition of an upper limit to pay increases of £5k.</p> <p>PK confirmed that JRF Trustees approved all grant proposals including on pay.</p> <p>The budget forecasts a surplus of £328k. There are risks and opportunities within that, but the forecasts are based on solid information.</p> <p>Quotes for insurance renewal indicate that costs for this will rise significantly. It was noted that this is common within the sector at present and a report on mitigation options will be circulated off-cycle with briefing on any decisions required. There was a question on whether insurance could be purchased more cheaply on a Group-wide basis.</p> <p>Budget monitoring process will continue as operated in 2022.</p>		
<p><b>Outcome:</b> Board <b>approved:</b></p> <ul style="list-style-type: none"> <li>• 2023 JRHT budget</li> <li>• The following requests for funding from JRF through the Strategic Funding Agreement: <ul style="list-style-type: none"> <li>○ Running costs of heritage assets (£595k)</li> <li>○ Bursary scheme grant (£314k)</li> <li>○ Pay (£238k)</li> </ul> </li> </ul>		

Agenda Item Comments	Presenter	Action
Board <b>noted</b> indicative budgets for 2024-27.		
<b>10 2023 KPIs and targets</b>	<b>CS</b>	
This paper will be circulated off-cycle.		<b>CS</b>
<b>Outcome:</b> The report was <b>noted</b> .		
<b>ML and KB joined at this point.</b>		
<b>11 Strengthening Boards Insight of Resident Priorities (item 13 on the agenda)</b>	<b>ML</b>	
<p>ML, Service Transformation Lead in Housing &amp; Community Services, presented the report.</p> <p>The proposals in the report follow the Social Housing White Paper recommendations to strengthen board insight into resident priorities. The proposed model would bring further lived experience of social housing onto JRHT Board through focused recruitment of two new Members.</p> <p>CS noted that Resident Assembly have asked for resident on the strategic direction of the organisation and have asked that these new Board members have experience of JRHT as residents.</p> <p>It was noted that this recruitment would not seek to elevate someone from existing resident groups and the process will be the same as for any other Board Member. There will be a system of development and support for anyone that comes onto Board.</p> <p>DG attended a recent meeting of Residents Assembly and AL and PK will be attending a meeting of that group next week.</p>		
<p><b>Outcome:</b> Board <b>approved:</b></p> <ul style="list-style-type: none"> <li>• Seeking to appoint to the two allocated board spaces, as listed in the standing orders. For clarity, the objective of these appointments is to add JRHT Tenants with lived experience to the Board, not to have nominated resident representatives for specific schemes or neighbourhoods.</li> <li>• If required, consider offering one or both of those positions as ‘shadow board members’, so they have the option to receive training / mentoring and attend a couple of meetings before formally joining the Board.</li> <li>• Involve residents in the future recruitment of all new board members.</li> <li>• Establish a session with residents ahead of each board meeting, so that a member of JRHT Executive can run through the planned agenda and secure any feedback / insight.</li> <li>• Allocate time at the beginning of two board meetings a year, so that representatives from the Residents’ Assembly can present to the Board.</li> </ul>		
<b>ML left at this point</b>		



Agenda Item Comments	Presenter	Action
<b>12 Cost of Living Crisis: JRHT Resident and Community Support (item 14 on the agenda)</b>	<b>CS</b>	
<p>KB, Communities Lead in Housing &amp; Community Services, presented the report.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> <li>• Intelligence on the ground in communities. KB said conversations are varied in different contexts. Long term issues are around quality of environment and housing management issues. Housing Officers are increasingly having conversations about mental health and wellbeing. Cost-of-living crisis is not being seen as a strong theme in conversations, but the expectation is that will change after Christmas.</li> <li>• Engagement with other organisations. KB said the approach is neighbourhood-based and there are strong relationships, for example with libraries in some places and with Local Authority neighbourhood staff. The data shows that where there are issues of resources there tend to be less engagement.</li> <li>• Use of the Support Fund. KB said the low take-up can be viewed as positive as it is a last-resort fund and the Money &amp; Benefits team have successfully helped residents to access other sources of support.</li> <li>• Home insulation. It was suggested that the Support Fund could be used to pay for insulation to bring down energy costs. CS will look into this idea. The issue will be around getting quality data on where this would be effective.</li> <li>• Signposting of external services to staff that may be affected.</li> <li>• Disabilities and energy use. KB said that there is recognition that the aim is to get support to people as quickly as possible. Focus work is ongoing on issues with protected characteristics, including disabilities. A trust issue has been identified around understanding that Money &amp; Benefits advice is independent and confidential.</li> </ul>		<b>CS</b>
<p><b>Outcome:</b> The report was <b>discussed</b>.</p>		
<p><b>KB left at this point</b></p>		
<b>13 Risk management strategy and risk appetite (item 11 on the agenda)</b>	<b>CTw</b>	
<p>CTw noted that this is the first distinct JRHT risk strategy. Audit &amp; Risk Committee scrutinised the strategy in detail at their Q4 meeting. One additional risk category has been added since the previous Group-wide strategy, around technology. Audit &amp; Risk Committee discussion on risk appetite for technology noted the cautious appetite but it was confirmed as a principle that where a risk spans multiple categories, the appetite level would default to the lowest level of appetite.</p>		

Agenda Item Comments	Presenter	Action
<b>Outcome:</b> Board reviewed and approved the JRHT Risk Strategy.		
<b>WH left at this point</b>		
<b>14 Treasury Strategy &amp; Policy (item 12 on the agenda)</b>	<b>TP</b>	
<p>An extra session for deep conversation on this can be arranged.</p> <p>Centrus advice on a Group treasury approach, and JRHT position within that, was presented.</p> <p>The recommendation was to take a Group approach to a short-term revolving credit facility. JRF can borrow and then lend on to JRHT, generating interest savings. This arrangement would use part of JRF investments as security, without needing to draw down from the endowment.</p> <p>For long term debt, JRHT would borrow itself.</p> <p>JRF Trustees supported the Group approach at their Q4 meeting. The next steps are for Centrus to go out to the market, to get legal support, and to update treasury strategy and policy.</p>		
<p><b>Outcome:</b> Board approved:</p> <ul style="list-style-type: none"> <li>• Refreshed Treasury Strategy and Policy documents.</li> <li>• Subject to the views of JRF Trustees, to proceed with the next phase of establishing a group-wide approach to overdraft (revolving credit facilities) facilities. This next phase will include:- <ul style="list-style-type: none"> <li>○ Legal advice confirming that such an arrangement is within both organisation's objects;</li> <li>○ Formalising offers from providers; and</li> <li>○ Preparing legal documentation.</li> </ul> </li> </ul>		
<b>CF left at this point</b>		
<b>15 Options for purchase of Freehold at Dower Court, York</b>	<b>DBW</b>	
<p>It was noted that JRF Trustees had agreed a grant for this purchase.</p> <p>There was a discussion on the history of the scheme and commitments made.</p>		
<p><b>Outcome:</b> Board approved:</p> <ul style="list-style-type: none"> <li>• Acquisition of Dower Court Freehold Title from The Retreat</li> <li>• That existing leaseholders are granted lease extensions at no cost.</li> <li>• That the above acquisition is treated as a 'legacy' thus a request is made to JRF Trustees to cover the cost of the acquisition.</li> </ul>		

Agenda Item Comments	Presenter	Action
<b>16 Report from Audit &amp; Risk Committee (ARC) on matters for JRHT</b>	CTw	
<b>Outcome:</b> The report was <b>noted</b> .		
<b>17 Governance committee updates</b>	CF	
17.1 Q3 2022 JRF Trustees The minutes from the meeting were <b>noted</b> .		
17.2 Q3 & Q4 2022 Audit & Risk Committee The minutes from the meetings were <b>noted</b> .		
17.3 Q4 2022 Resources Committee & Resources Committee budget scrutiny meetings The minutes from the meetings were <b>noted</b> .		
17.4 Q3 2022 Care Sub Committee The minutes from the meetings were <b>noted</b> .		
17.5 Q4 2022 Development Sub Committee Minutes from the Q4 meeting will be brought to the Q1 2023 meeting.		
<b>18 Any other business</b>	AL	
Board preferences for onsite visits can be sent to CS and CF by email.		
<b>19 Date of next meeting</b>	AL	
Dates of next meetings: - 23 February 2023 – site visits - 21 March 2023 – Q1 meeting via Zoom from 10.00		
<b>Signed (Chair)</b>		
<b>Date</b>		