

Agenda



ALMO BOARD MEETING

5 May 2020, at 5.30pm via Microsoft Teams *

- | | | | |
|----|--|----------|------|
| 1. | WELCOME | | 5.30 |
| 2. | APOLOGIES FOR ABSENCE | | |
| 3. | ANYTHING TO DECLARE | | |
| 4. | ITEMS FROM THE CHAIR | | |
| 5. | SIGN OFF OF THE 3 MARCH 2020 MINUTES | Attached | 5.30 |
| 6. | FEEDBACK FROM | | 5.30 |
| | - Group Board | | |
| | - NCH RP Board | | |
| | - NCH EL Board | | |
| | - ARCC | | |
| 7 | REPORTS AND PRESENTATIONS | | |
| | 7.1 Overview of how NCH is responding to Covid-19. | | 5.50 |
| | 7.2 Role of Housing Patch Managers during Covid-19 | | 6.05 |
| | 7.3 Consultation on Business Recovery Plan | | 6.20 |
| 8 | QUESTIONS FOR THE ALMO BOARD | | |
| | 8.1 What else can NCH do to support and protect victims of Domestic Abuse? | | 6.35 |
| | 8.2 What else can NCH do to support involved tenants? | | |
| | 8.3 Agreed Actions | | |
| 9 | ITEMS TO NOTE | | |
| | FEEDBACK TO: | | |
| | - Group Board | | |
| | - ARCC | | |
| 10 | CLOSING ITEMS | | |

ANY OTHER BUSINESS

DATE OF NEXT MEETING – 7 JULY 2020

* Members of the public wishing to attend this meeting should email boardmeetings@nottinghamcityhomes.org.uk for joining details

NOTTINGHAM CITY HOMES LIMITED

THE ALMO BOARD

MINUTES of the **PUBLIC MEETING** held on **3 MARCH 2020** at The Training Station, Harvey Road, Bilborough, NG8 3BB

Board Members

Geoff Bagnall
Karen Humble
Dave Pitt
Michael Savage (Acting Chair)

Also in Attendance:

Jacquie Beacroft	Customer Experience and Insight Manager
Delroy Beverley	Director of Construction, Repairs and Maintenance Services
Cathy Dobb (Minute Taker)	Head of Governance
Phil Saunders (Items 7.1 & 7.2)	Business Improvement and Performance Manager
Jonathan Shaw (Items 7.1)	Director of Investment and Business Services
Darrell Smith	Deputy Director of Construction, Repairs and Maintenance Services
Kathy Sheldon	Assistant Director of Tenancy and Estate Services

1 WELCOME, INTRODUCTIONS & CHAIR'S ANNOUNCEMENTS

The Chair opened the meeting and welcomed Board Members. It was noted that whilst the meeting was not quorate, and as there were no reports that required approval, it was decided to proceed with the meeting.

2 APOLOGIES FOR ABSENCE

Apologies were received from Lynn Clayton and Sarita-Marie Rehman-Wall.

3 ANYTHING TO DECLARE

Nothing declared.

4 ITEMS FROM THE CHAIR

None.

5 SIGN OFF OF THE 16 JANUARY 2020 MINUTES

- 5.1 Board were informed that as the ACE Inspections meeting are held every two months, interested Board Member are asked to contact Jeffrey Chambers.
- 5.2 Lisa Dawkins' action to remove 'neither' option from the survey is being taken forward.
- 5.3 The minutes were agreed as a true record. The Acting Chair signed the minutes.

6 FEEDBACK FROM BOARDS AND COMMITTEES

6.1 GROUP BOARD

6.1.2 The Chair fed back to the meeting the key items from the Group Board held on 30 January 2020:

- The Group Chair informed Board that today Nottingham City Homes (NCH) signed up to Nottingham's Carbon Neutral Pledge.
- The Group Chair announce that NCH has been nominated for three UK Housing Awards this year: Campaign of the Year, Resident Employment and Training Award and the Neighbourhood Transformation Award for Winwood Heights. In addition, NCH has also been nominated for three Tenant Participation and Advisory Service Awards; Excellence In Employment, Skills and Training Award, Bill Chambers has been nominated for the Lifetime Achievement Award and Gill Bainbridge has been nominated for the Cliff Whiteley Tenant of the Year Award.
- The Chief Executive stated that Nottingham City Council (NCC) has approved the Building Safety Compliance Policy that came to the Board recently. NCH re-ran the Compliance Training to ensure that Board Members are fully informed and to assist them in understanding the Compliance Dashboards.
- The 2020/2021 NCH group budget was discussed and the Board discussed the savings, how they will be achieved, and how NCH would be able to protect its priorities and tenants interests. The Budget was approved.
- The Accommodation Review was presented to the Board. All existing workplaces were included within the review, including Loxley House, four NCC Joint Service Centres (JSC) and Bestwood Housing Office. NCH proposes to reduce the number of desks at Clifton Cornerstone and Mary Potter JSCs by 75%. To also reduce the number of desks at the St Ann's Valley and Bulwell Riverside JSCs by 50% and to reduce by 18, the number of desks available at Loxley House. As a result of the review, NCH proposes to decommission Bestwood Housing Office, three Independent Living Hubs and Victoria Centre Housing Office and relocate colleagues to Harvey Road.
- The Company Secretary informed the Group Board that the gender pay gap analysis for 2019 shows a mean pay gap of 16.2%, a small drop from the 16.4% reported last year. It will reduce to around 12.2% in 2020 when trades protection arrangements will no longer be included in the calculation. When NCH will achieve parity is difficult to predict as construction is a predominately a male dominated workforce. The difference between the mean bonus pay paid to male relevant employees and that paid to female

relevant employees in NCH has reduced to 0%. There is work being undertaken on the other protected characteristics within NCH and we will be looking to report more detailed information when it is available. The Group Board requested to see the ethnicity breakdown of seniority levels of staff within NCH.

- The Best Companies results were presented and NCH's overall score for 2019 was 599.7 out of a maximum 900 points. This is an improvement on last year's score of 584.

7 SERVICE AREA REPORTING

7.1 QUARTER THREE PERFORMANCE MONITORING REPORT

7.1.1 The Director of Investment and Business Services (DIBS) presented to Board Members the Quarter Three ALMO Finance. The key items brought to the Board's attention were:

- The majority of the income is provided from the Housing Revenue Account (HRA) through fees. This income is used to fund services provided to tenants as well as repairs and improvement to tenants' homes.
- We are behind what we thought we would be with a £310k loss although we are predicting a breakeven position by the end of the year.
- ALMO is currently overspending against its budget shown by the variance of £176k. The adverse position up to Period 9 reflects overspending within Construction, Repairs and Maintenance Services (CR&M) and under recovery of income within Voids due to falling capital income.
- The current risks in relation to the ALMOs spend this year coming within its budget are the continued delivery of savings; the continued level of overspending within CR&M; and the level of sickness absence and its impact on actual available staff resources.

7.1.2 The Business Improvement and Performance Manager (BIPM) presented to Board Members the Quarter Three Performance. The key items brought to the Board's attention were:

- The ALMO Board agree to receive and monitor a set of customer centred measures from the NCH Corporate Plan 2018-2021. The measures were broken down into a number of areas; Satisfaction, Housing quality and maintenance; Neighbourhood and community; Access to housing; Rent Collection; and Tenant participation.
- Repairs and Maintenance Service completes over 65k repairs annually. Satisfaction in the service in Q3 was 82.6% with a rolling month figure of 82.94%.
- All trade colleagues have undergone cross trade training.
- An Action Plan to improve performance has been developed. The Performance Management Framework is currently being rolled out across CR&M.
- Delivery of Emergency Repairs is under review with a proposal to have an emergency response team 24/7 allowing NCH to complete more repairs Right First Time (RFT) within four hours. Percentage of repairs completed right first time 95.2%

- Continue to use customer feedback for the 'how did we do' cards. All Responsive Repairs teams have now gone live with a transactional survey, to show real-time customer insights into satisfaction levels and areas of concern. Current performance shows 97% of tenants either satisfied for very satisfied.
- Satisfaction with Anti-Social Behaviour (ASB) is 84.34%. Further training has been implemented for staff.
- Three year Corporate Plan target was to achieve an average relet time of 25 days and for there to be 150 lettable voids. During Quarter Three performance was at 33.12 days with 325 properties let.
- The average number of tenants on the Garden Assistance scheme this financial year to date is 2287. Overall satisfaction has reduced from 74% last year to 65% this year. The reason for lower levels of satisfaction in the main relate to frequency and quality of service.
- Rent collection stands at 101.33% against a target of 100%. 72% of accounts show either a zero or credit balance. Rent arrears is short of target by 0.46%, or £480,000.
- NCH provides numerous accessible ways to get involved and when measuring satisfaction with individual opportunities, satisfaction remains high between 95% and 100%. Overall satisfaction with opportunities to get involved has dropped from 71% last year to 70% this year against a target of 72%. A significant number of responders to the survey question selected the 'neither' option. Only a small percentage of residents expressed their dissatisfaction. Overall satisfaction is at 88.35%
- Through our work on a National Behavioural Insight pilot we have recently recruited 170 people to get involved.

- 7.1.3 Board were updated with regard to the aim for cross trade training. The Deputy Director of Construction, Repairs and Maintenance (DDCRM) stated that NCH is committed to ensuring that all of its trades are, as a minimum, cross trade. There will also be a proportion of staff who will be multi skilled.
- 7.1.4 The Assistant Director of Tenancy and Estate Services (ADTES) informed Board that the letting time for voids includes those in the Independent Living Schemes. Traditionally these can be more difficult to let, particularly those who have not gone through the Grand Designs Programme. Other housing providers do not include these properties in their figures.
- 7.1.5 Board discussed the reasons why the Garden Assistance satisfaction has reduced from 88% to 65%. It was confirmed that the scheme is delivered by NCC on NCH's behalf. The budget provision for the scheme is for 2600 users. NCC has not delivered on the agreed actions that were put in place to improve the service. NCC are in the process of putting together an action plan to implement the agreed actions.
- 7.1.6 The DIBS presented to Board Members the Quarter Three Stock Compliance Dashboard Monitoring. The key items brought to the Board's attention were:
- NCH ALMO has responsibility for ensuring that all of the homes and properties it owns and manages, meet current regulations.

- The Group Board has approved the Building Safety Compliance Policy and each constituent Board is responsible for monitoring compliance of the properties it owns or manages.
- It is important that Boards have the appropriate controls and reporting in place to ensure effective oversight and compliance to give them assurance of compliance across the stock that NCH manages.
- Gas Safety compliance is at 100%.
- Electrical Installation Condition Report is at 94.86% with a target to complete all by 31 March 2020. The team are currently experiencing lack of access that equates to 30%. Board were informed that all properties have breaker and, if there was a fault, it would trip within a millisecond. Provided the wiring has not been tampered with, it should last 10 years.
- Fire Risk Assessments are at 100%.
- Overdue high risk actions is now at 100%.
- Inspections of communal areas with asbestos is at 100%.
- Water hygiene Risk Assessments is at 100%.
- Passenger lifts compliance is at 100%.

7.1.7 Board enquired about the process for ensuring that Leaseholders in flats are undertaking these gas and electrical servicing. It was confirmed that they do have to have their services check, but they do not have to use NCH to do this. Leaseholders should submit their certificates to the Tenant and Leaseholder Involvement team.

7.2 HOUSEMARK BENCHMARKING PRESENTATION

7.2.1 The BIPM presented to Board Members the HouseMark Annual Report 2018/2019. The key items brought to the Board's attention were:

- HouseMark benchmark with other housing providers and are a nationally recognised benchmarking organisation.
- NCH decided to benchmark against all housing organisations rather than a smaller sample. Whilst this may lead to NCH comparing less well, we believe it is better to challenge ourselves against a national group.
- Customer satisfaction remains high again this year and we are in the top two quartiles for all of the six measures which are benchmarked. Overall satisfaction, although reduced in 2018/19 compared with 2017/18, remains in the second quartile.
- Satisfaction with repairs is only marginally below the Quartile 1 figure. Satisfaction with repairs has been reducing across the sector in the last three years, in 2016/17 the sector average was 81% compared with 78.4% in 2018/19.
- Satisfaction with the neighbourhood has improved at NCH since 2016/2017 compared to a drop in the sector to an average of 83.9%.
- The average re-let time compares well with others despite our approach of going beyond doing essential repairs at void stage.
- NCH is managing and maintaining homes for £6.7M a year less than the average costs within the sector. This is further supported by our customers view with satisfaction with value for money being top quartile at 92%. NCH cost per property is £1,053.15 compared with an average of £1,315.83.

- Rent collection improved between 2017/18 and 2018/19 from 100.01% to 100.53%, compared with a sector average rise of 0.1% from 99.71% to 99.81%.
- Compared to our peers, complaints performance is in Quartile 3 and contact centre performance is Quartile 4. Performance in these areas has deteriorated since the previous year, although current performance for complaints is 86% responded to on time and 10.5 days to respond to complaints. It takes an average of 108 seconds to answer calls. A service improvement plan has been put in place and is expected to show improvement at the next survey.
- Sickness is in the bottom quartile but there has been a significant improvement, whereas elsewhere across the sector there has been little change. Continued improvement in this area is likely to see NCH improve its quartile position over the next few years. The current position is 8.4 days.

8 DEEP DIVE INTO REPAIRS

8.1 The Director of Construction, Repairs and Maintenance Services (DCRM) provided Board Members with an update on repairs. The key items brought to the Board's attention were:

- CR&M delivers the major part of NCH's overall activity as it includes; Responsive repairs; Planned works; Safety-related works, including fire safety; and Capital funded works.
- It services 27,300 homes - around a fifth of all Nottingham households; maintains properties in every ward, plus some outside city boundary. The majority of properties were built between 1960 and 1979. The service delivers to established set of Service Standards and carries out almost 360 repairs a day (130,600+ a year). 97% of tenants report as satisfied with their last repair.
- Responsive Repairs are carried out when residents report an issue. It is supported by a 24 hour, seven day a week, 365 days a year contact centre. Repairs can be reported online, by email, by post or in person.
- 130,600 repairs carried out a year (over 2,500 per week on average), including, non-urgent repairs, emergency repairs, minor repairs and out of hours repairs
- The Responsive Repairs annual budget is £18.4m.
- 97.9% appointments are made and kept. There is an average 10.4 days from reporting to complete a repair. Emergency repairs are attended within four hours (achieving 96.5% against target of 80%). Non-emergency repairs scheduled with target of 30 days to complete. (Achieving almost 98% against target of 99%). The aim is to carry out repairs right first time at first visit (achieving 94.6%, up from 90% in 2019). The top quartile figure for benchmarking in the sector is 95%. Cross trading allows more to be completed right first time.
- Safety is always a main priority. Annual gas service is legal requirement in 24,000 properties and NCH remains 100% compliant. Also regularly checked are electrics, water hygiene, asbestos, lifts and fire safety, in line with legislation. NCH also delivers a £8.5m fire safety programme -

- installing sprinklers, tannoys and intercoms in high rise blocks, plus reviewing risks in low rises and maintaining fire risk assessments.
- Planned repairs are usually larger more complex and often take multiple days and multiple trades.
 - Work streams within Planned Maintenance are; fencing repairs and replacements; gutter repairs and renewals; estate painting programme; replacement doors and windows. Major works including damp, mould and structural repairs.
 - With regard to Customer Service, residents are invited to indicate satisfaction with repairs at resolution. The results are benchmarked against similar housing providers via HouseMark. NCH performance is favourable against similar housing providers. In 2018/2019, there were 1,663 repairs-related complaints, out of 130,616 repairs altogether. This equates to 1.3% of residents complained. Repairs-related complaints make up 74% of total complaints received by NCH.
 - With regard to satisfaction, on a rolling year average 82% are either very satisfied or fairly satisfied.
 - Customer feedback helps NCH learn from its mistakes and improve services. A robust complaints process including resident-led Independent Complaints Panel and external investigation by Housing Ombudsman Service are in place. The main reasons for repairs-related complaints are the time taken to complete, delays in starting, and failing to keep resident advised of progress.
 - With regard to repair issues raised by Councillors, NCH liaises with Member Services to ensure the issues are logged, investigated and responded to, with follow up action as appropriate. This can include matters not previously reported to NCH by residents. They can also include complex cases where residents have sought help and involvement from Councillor.
 - There is a culture of continuous improvement and NCH works with residents to improve the repairs experience, using customer feedback to drive improvement. Core skills training across different trades, plus increased technology, helps deliver more jobs right first time. Opportunities for insourcing are also pursued. Repairs requests are analysed to reduce responsive repairs requests and drive efficiency savings. NCH is looking to create permanent 24 hour emergency response team. Looking to create and emergency day team
 - NCH has introduced a Performance Management Framework (PMF) to enable improvement in; customer satisfaction; performance and productivity; and value for money. It ensures performance data is readily available and processes are utilised to manage performance effectively and fairly. All colleagues understand how their performance and productivity contributes to the strategic objectives and desired culture.
 - Service Plans are developed identifying the refreshed Key Performance Indicators. PMF has been launched within Responsive Repairs, M&E and aspects of Planned Maintenance. Heads of Service and Repairs Service Managers receive productivity data to analyse performance.
 - The full PMF launch across Commercial Services and Planned Maintenance is also planned. A further session on the PMF will be offered to those Board Members who were not able to attend the session held on 5 March 2020.

- 8.2 Board discussed the how NCH employees report issues that they may see in their communities and in tenants' homes. It was confirmed that NCH operates the 'Eyes Wide Open' scheme, which encouraged all colleagues to report anything that needs to be investigated. There are plans to extend this scheme to members of the public. Street and Block Champions and ACE Inspectors also have a role to play. Personal Digital Assistants (PDA) also have the facility to record any issues and enable the operative to report directly back.
- 8.3 Board discussed the RFT training and were informed that Responsible Repairs is the flagship through which NCH aims to get repairs done correctly at the first visit. This means that all staff within Responsible Repairs have been cross trained. At total of 80% of the workforce have been trained to-date. It was confirmed that repairs that are outsourced to a third party are also included in the STAR report survey results.
- 8.4 Board were informed that tenants are recharged for repairs that result from damaged caused by the occupants. A recharge is also implement for a call out that the tenant has stated is an emergency call out which turns out to be not an emergency. It was stated that repairs that are requested online or via email should be responded to the same day, although it was noted that there was an instance where this has not happened. This will be looked in to.
- 8.5 The Customer Experience and Insight Manager (CEIM) gave Board Members a presentation on complaints. The key items brought to the Board's attention were:
- The total number of complaints logged in 2018/2019 were 2243. 1662 (74%) were CR&M related. 40% Responsive Repairs, with 908 complaints logged. This is against a total of 53,086 Responsive Repairs jobs which equates to just 1.7% of Repair jobs.
 - 2019/20 to date CR&M 55% of complaints logged compared to 74% of complaints in 2018/19. Of these responsive total jobs make up for 42% so far this year, compared to last year of 55%.
 - The majority of complaints are responded to in target and NCH offers a three day Fix and Resolve service.
 - The CR&M complaints by Ward were presented, with Aspley having the highest at 33 and Castle having the lowest at one. This data is reviewed for trends and peaks and troughs of work. It is noted that this data mirrors the stock profile in those areas.
 - Board Members were provided with the definitions of each complaint reason. The 'time to complete action' had the highest number of complaints followed by 'missed appointments' and 'communication'.
 - Fix and Resolve is a quicker path to resolving a complaint, where the target is three working days, compared to a full complaint investigation which have 15 working days to respond.
 - The number of Fix and Resolve cases have remained constant over the last 12 months.
 - Complaints were broken down by section:
 - Responsive Repairs
 - There has been a decrease of 44% in total number of complaints made so far this year compared to last year.

- The number of fix and resolves have decreased by 13% so far this year compared to last year.

Major Works

- The total number of complaints logged so far this year has increased by nearly 50% compared to last year.
- The number of fix and resolves logged so far this year is almost four times more compared to last year.

Minor Works

- There has been an increase of 30% in total number of complaints logged so far this year compared to last year.
- The number of fix and resolves made so far this year is almost three times more compared to last year.

Mechanical & Electrical (M&E)

- There has been a decrease of 35% in total number of complaints made so far this year compared to last year.
- The number of fix and resolves have decreased by 40% so far this year compared to last year.
- To date in 2019/2020 from a total number of 1026 complaints logged for CR&M 19 complaints have been escalated for review to the Tenants Complaints Panel (TCP). This equates to 1.85% of all complaints logged are escalated. This is a decrease compared to 2018/19 where 49 complaints were requested to be escalated to the TCP. This equates to just 2.5% of the total complaints answered from which 27% were around CR&M.
- There has been a decrease in the amount of Ombudsman cases from 32 in 2018/2019 to 16 in 2019/2020. There has been no cases of maladministration this year so far compared to one last year.

8.6 With regard to the majority of complaints being in relation to 'time to complete action' Board asked whether this was as a result of under resourcing in the department. The DCRM stated that it was not a resource as performance in the repairs area is very good. Board were reminded that that the ALMO Board was created to have a voice for the tenants and that is why the work of the Board is important. It was suggested that Board Members may wish to do some work in the repairs area outside of the meeting in order to better understand the issues and to report back to future board meeting on their findings. Board Members were also reminded that they could commission the Customer Excellence Panel to support this work. Board supported the creation of a Working Party to look further into repairs.

8.5 Q&A AND AGREED ACTIONS

- 8.5.1
- Working Party to be created and volunteers from Board Members are sought. At the previous meeting, Ethan Radford and Sarita-Marie Rehman-Wall volunteered to be on the Working Party. Interested Board Members are asked to contact the Chair.
 - Two themes were identified that Board Members were keen to understand in more detail in order to propose further improvements
 1. Time taken to complete a repair – it was noted that this is the highest reason for repair complaints

2. Explore the customer journey, from the point of a report of a repair through to completion
- CEP and ACE inspector reports and all CEP reviews have been collated for the Board to review.
 - ADTS to update Ethan Radford, Georgia Power and Sarita-Marie Rehman-Wall and discuss how the additional work will be undertaken.

9 ANY OTHER BUSINESS

9.1 The ADTS asked Board Members to think about what deep dive items they would like to be included on the Forward Plan, ie voids, complaints and role of Housing Patch Managers (HPM). It was agreed at the last meeting that the meeting in May will be dedicated to Housing Patch Managers and the depth and breadth of their role. Board Members requested that a couple of HMP's attend, one who deals with flats and one who deals with general estates.

10 DATE OF THE NEXT MEETING

The next scheduled meeting will be on the 5 MAY 2020.

The meeting closed at 19.34

SIGNED..... DATE