

## **DERBY HOMES LIMITED**

### **MINUTES OF THE GOVERNANCE SERVICES COMMITTEE MEETING**

**Held on 25 September 2009**

The meeting started at 12 noon

#### **Board Members Present:**

Paul Bayliss (Chair), Bob Osler, Margaret Redfern, Dennis Rees

#### **Other Board Members Present:**

John Bloxsom and Tabani Ndlovu.

#### **Officers Present:**

Phil Davies, Susan Hill, Jackie Mitchell, Lorraine Watson

#### **09/55 Apologies**

Apologies for absence were received from Ken Whitehead.

Paul Bayliss and Bob Osler advised they would need to leave the meeting at 1.30 pm

#### **09/56 Admission of Late Items**

There were no late items.

#### **09/57 Declarations of Interests**

The Council Board Members were noted as declaring their interest in matters relating to Derby City Council.

The Tenant Board Member declared his interests as a tenant (as defined in the Memorandum and Articles of Association) of Derby City Council.

#### **09/58 Minutes of Previous Meeting on 28 August 2009**

The minutes of the meeting held on 28 August 2009 were accepted as a true and accurate record.

## **09/59 Matters Arising**

### **Minute 09/44 HQN Governance Toolkit**

The Director and Company Secretary asked who was attending the HQN Toolkit session on 6 October. The Governance Manager replied that there were six Board Members attending and they were John Bloxsom, Tony Holme, Tabani Ndlovu, Brian Perry, Margaret Redfern and Dennis Rees.

## **09/60 NHF Excellence in Governance Code for Members**

The Committee received a report on Sections G – I of the National Housing Federation (NHF) publication Excellence in Governance a Code for Board Members. See attached Appendix A which has been amended to reflect Committee's comments (*shown in italic*).

The Committee requested to have sight of the Chief Executive's job description when amended.

Section I – Openness and transparency was deferred to the next meeting.

Changes were made to the Performance Management Committee Terms of Reference:

- Director of Housing and Customer Service amended to Director and Company Secretary
- Customer Service & Performance Manager amended to Performance Manager
- Delete Risk Manager
- Delete 'Governance' in the first paragraph under the title 'Aim'
- Delete 'to' and replace with 'from' reads 'from the Board, Local Housing Boards and Committees and to staff' under the title 'Aim'
- Delete 'and the Tenants Compact' in point 6
- Replace 'Best Value' with 'Performance' in point 8
- Point 10 to read 'Review programme of accreditations'.

Tabani Ndlovu suggested drawing up a schedule of what accreditations Derby Homes has achieved, the benefits of having them and compare some of the top ones with other 3 Stars ALMOs.

There were no changes to the Governance Services Committee Terms of Reference.

A change was made to the Audit Committee Terms of Reference to create another bullet point for 'Consider whether recommendations made by internal and external auditors have been implemented by management.'

**Agreed**

Committee considered the issues raised in Sections G and H of the National Housing Federation (NHF) publication Excellence in Governance a Code for Board Members.

**Date of next meeting**

**The next meeting will be held on Friday 30 October at 12 noon at Cardinal Square.**

The meeting ended at 1.30 pm.

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CHAIR

Signed as true and accurate record of the meeting held on 25 September 2009.

## **DERBY HOMES LIMITED**

### **MINUTES OF THE RESOURCES & REMUNERATION MEETING**

**Held on Thursday 19 November 2009**

The meeting started at 6.00 pm

#### **Board Members Present:**

Saadia Davis, Tony Holme, Iain MacDonald, Bob Osler, Dennis Rees, John Bloxsom (arrived late)

#### **Officers Present:**

Phil Davies, Christine Hill, Jackie Mitchell, Lorraine Watson

#### **09/48 Appointment of Chair**

The Committee agreed to appoint Iain MacDonald as Chair for the year 2010.

#### **09/49 Apologies**

Apologies for absence were received from Paul Bayliss

#### **09/50 Admission of Late Items**

There were no late items.

#### **09/51 Declarations of Interests**

The Council Board Member was noted as declaring their interest in matters relating to Derby City Council.

The Tenant and Leaseholder Board Members declared their interests as tenants (as defined in the Memorandum and Articles of Association) of Derby City Council.

The Chief Executive and Director & Company Secretary declared their interest in item C3 Salary Levels for Chief Executive and Directors.

## **09/52 Minutes of Previous Meeting**

The minutes of the meeting held on the 9 July 2009 were accepted as a true and accurate record with the exception of 09/39 Board Member Out of Pocket Expenses. The resolution (1) should read “not to make changes to the website as outlined above”.

## **09/53 Actions and Matters Arising**

### **09/39 Board Member Out of Pocket Expenses**

(Re 09/51 above) The changes to the website had already been made and board members expenses had been published in this year’s annual report. It was agreed that the information on the website would be withdrawn and that no decision had been made at the last meeting to include expenses in the annual report in future years.

Iain Macdonald asked whether the publication of Board members expenses was required under company law. The Director and Company Secretary confirmed that they were not. Bob Osler said that as a public body Derby Homes should be open to scrutiny and that a discussion needs to take place in the future on whether and where Board Members’ expenses are published. Individual officers’ salaries are not published although a total salary cost is given in the Annual Accounts as this is a statutory requirement.

### **09/47 New Tenants Support Service**

The Committee was advised the proposal for the New Tenants Support Service is to be considered by the Council’s Community Commission and then by the Cabinet in December for a decision.

## **09/54 Derby Homes Management Accounts 2009/10 Period 7**

The Committee received the management accounts for the seven months to October 2009. The report compared actual expenditure for October against budget and extracted a difference.

The Director & Company Secretary advised that Appendix 2 and 5 had been revised as the Council has informed Derby Homes it intends to claw back the inflation it had previously agreed to pay for 2009/10 reducing from 3% to 1¼%, ie £185K from the management fee. This was in line with a general decision across all Council Departments.

The Chief Executive informed Committee that he had emailed Don McClure, Director of Resources at the Council indicating his disquiet at the variation so late in the year and he would be raising the issue at the next HRA Strategic

Working Party. He added that he anticipated a difficult assessment for Derby regarding the HRA subsidy and if it is a big reduction, he felt it would be reasonable for the Council to discuss a way forward with Derby Homes.

The Chief Executive advised that the company is struggling to keep within the Repairs Account budget and may be £200-£300K over budget at the end of the financial year.

**Agreed**

The Committee noted the management accounts for period 7.

#### **09/55 Review of Board Members' Facilities**

The Committee received a report reviewing the facilities made available to Board Members to support their work for Derby Homes.

Eligible Board Members will continue to be offered a range of equipment ranging from desks and chairs through to IT equipment such as laptops and PCs and a mobile phone where necessary.

**Agreed**

The Committee noted the report.

#### **09/56 Derby Homes New Policy Improving Employee Performance**

The Committee considered a report on a revised Improving Employee Performance policy that had been agreed in principle at the last meeting. They were advised the report had not changed a lot since the last meeting. The trade union was consulted on the policy but they have not yet confirmed their position.

**Agreed**

The Committee approved the new policy Improving Employee Performance.

#### **09/57 Performance Monitoring 2009/10 Quarters 1 and 2**

The Committee received a report submitted by the Performance Management Committee to highlight key performance issues arising from discussion of Quarter 1 and Quarter 2 performances.

The Chair queried if benchmarking information with other ALMOs could be provided. The Chief Executive advised this information was considered by the Performance Management Committee but comparative information could be included in the year end figures.

John Bloxsom suggested that narratives are provided to explain the figures or alternatively only headline figures are provided. The Chief Executive agreed to consider this in future reports.

**Agreed**

The Committee noted the report.

**09/58 Confidential Business**

Under Part IV of the Derby Homes Governance Arrangements, members of the public were excluded from the meeting during discussion of the following items on grounds that it involves the likely disclosure of confidential information as defined in Standing Order 20.2 (b & j).

**09/59 Pilot Scheme – Tenants in the Recruitment Process**

The Committee considered a report proposing a pilot scheme to include tenants in the recruitment process.

**Agreed**

The Committee agreed to the pilot, subject to the tenant being given equal status on the recruitment panel and safeguards being built in to protect confidential information from applicants, and that it would receive a report back on the pilot after 12 months.

**09/60 Salary Levels For Chief Executive and Directors**

At its meeting on 16 November 2006 Committee agreed new salary grades for the Chief Executive and the Directors. That agreement was subject to a review in three years time. The Committee was asked to consider the options for review. The options included

- Commission a new review of comparable salaries within the housing sector.
- Defer a review for 12 months and reconsider in 2010.

**Agreed**

The Committee agreed to defer a review for 12 months and reconsider in 2010.

**Date of next meeting**

**The next meeting will be held on Thursday 7 January 2010 at 6.00 pm at Cardinal Square.**

The meeting ended at 7.00 pm.

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CHAIR

Signed as true and accurate record of the meeting held on 19 November 2009.

## DERBY HOMES LIMITED

### MINUTES OF THE PERFORMANCE MANAGEMENT COMMITTEE MEETING

**Held on Monday 2 November 2009**

The meeting started at 6.00 pm

#### **Board Members Present:**

David Batey, Dennis Rees, Ken Whitehead

#### **Officers Present:**

Steve Bayliss, Julie Eyre, Susan Hill, Jaz Sanghera, Paul Thompson, Margaret Wardle, Lorraine Watson, Val Watson

#### **09/64 Appointment of Chair**

The Director and Company Secretary informed the Committee that Tabani Ndlovu had given his apology for the meeting but stated in his email that he would like to continue as Chair. The Committee was happy for Tabani to be re-elected as Chair.

The Director and Company Secretary also requested a Chair for tonight's meeting in the absence of Tabani. David Batey volunteered to be the Chair.

#### **Agreed**

The Committee agreed that Tabani Ndlovu is appointed Chair of the Performance Management Committee for 2009/10.

#### **09/65 Apologies**

Apologies for absence were received from Tabani Ndlovu and Alison Brown.

#### **09/66 Admission of Late Items**

There were no late items.

**09/67      Declarations of Interests**

The Council Board Member was noted as declaring his interest in matters relating to Derby City Council.

The Tenant Board Members declared their interests as tenants (as defined in the Memorandum and Articles of Association) of Derby City Council.

**09/68      Minutes of Previous Meeting on 4 August 2009**

The minutes of the meeting held on 4 August 2009 were accepted as a true and accurate record.

**09/69      Matters Arising**

There were no matters arising.

**09/70      Items from Part B to be discussed**

**Agreed**

Items in Part B were noted but not discussed.

**09/71      Performance Monitoring Information Quarter 2 2009/10**

The Committee received a report providing up to date information on Derby Homes' performance against key performance indicators for Quarter 2, 2009/10.

The Committee agreed to discuss red and amber traffic lights.

**Service & Process Perspective**

**Day to Day Repairs**

*6 weeks Repairs Within Time Limits – Red*

The Maintenance Manager (Repairs) commented that the priority changes had been approved since the last meeting in August. The 6 weeks had fallen well below target and needs to be resolved as a matter of urgency. However, Environmental Services Department (ESD) will be more efficient with the introduction of the mobile working and improved procedures. Also the manufactured items will be changed from 6 weeks priority to 90 days priority in the near future.

The Director and Company Secretary informed Committee that Tabani had stated in his email that he had requested a meeting with the Chair of the Board, the Director of Investment and Regeneration, the Director and Company Secretary, the Chief Executive and himself to discuss the ESD issues.

#### *% of Appointments Made and % of Appointments Made and Kept - Amber*

The Director and Company Secretary queried the two related indicators as they were not clear to herself or Tabani and would like to know what the two indicators meant. The Performance Officer explained that the '% of Appointments Made' indicator was the appointments made by Derby Homes' Enquiry Centre for the tenants and that the '% of Appointments Made and Kept' indicator were the appointments kept by ESD. It was agreed to change the titles so that they were more specific, for example, '% of Appointments Made' will be called in future '% of Appointments Made by Derby Homes' staff' and '% of Appointments Made and Kept' will be called in future '% of Appointments Made and Kept by ESD'.

### **Gas Servicing**

The Performance Officer reminded Committee that Alison Brown had requested further information, at the last meeting, on waiting time for a witness statement on properties that had outstanding gas services due to no access. The Performance Officer had provided feedback in the report. The Director and Company Secretary asked for the Gas Services table to be clearer by changing the layout of the table.

### **Voids and Lettings**

#### *Relets – Red*

During the second quarter the average time taken to relet empty properties had again deteriorated. The Operations Manager commented that there were four people, as well as the Allocations Manager, focusing on voids, an action plan had been set up and there has been an intensive working relationship with Housing Managers and staff on voids. New procedure forms and training are being developed and implemented to staff.

## **Financial Perspective**

### *Rent arrears of current tenants as a % of rent roll*

Dennis Rees asked if the local indicator was getting worse or better. The Arrears Manager replied that the target was better than the performance achieved at the same time as last year. The figures after the Christmas period, when there is a rent free week, will show a large drop in rent arrears for Quarter 3 and Quarter 4. The Arrears Manager suggested that the target figures for each quarter should be compared to last year's quarters. The Performance Manager asked the Arrears Manager to look at staggering targets during the year to show how performance is throughout the year and to look at target options for the March meeting next year.

### **Agreed**

The Committee

1. approved actions to improve specific areas of performance as proposed and outlined in Appendix 1
2. noted all performance information as contained in the report.

## **09/72 Derby Homes Risk Register**

The Committee received a report providing information on the second quarter updates for strategic and operational risks for 2009/10.

The Director and Company Secretary informed Committee that Tabani had suggested to change Strategic Risk 8 'Failure to address external issues affecting key performance areas including the issues around management of the ESD' in view of the continued ESD challenges. The Committee agreed to change Strategic Risk 8 from significant likelihood critical impact to high likelihood critical impact.

### **Agreed**

The Committee

1. approved the strategic risk register update for quarter 2, 2009/10
2. agreed to change Strategic Risk 8 from significant likelihood critical impact to high likelihood critical impact
3. noted the operational risk register update for quarter 2, 2009/10.

**09/73      Equalities Performance Monitoring Information**

The Committee received a report providing detail of equalities monitoring during quarter 2, 2009/10 against a range of key services.

**Agreed**

The report was noted but not discussed.

**09/74      Supported People Management Information**

The Committee received a report detailing management information for the Supported Living Team and Tenancy Support for quarter 2. The report provided information on the performance of these teams for the period from 6 July to 4 October 2009.

**Agreed**

The report was noted but not discussed.

**09/75      Anti Social Behaviour Statistics**

The Committee received a report on quarterly results for the Respect Performance Toolkit, with commentary on results for quarter two and any apparent trends, and quarterly results for local indicators that are not part of the Respect Tool Kit but are required by Derby Homes.

**Agreed**

The report was noted but not discussed.

**09/76      Customer Feedback**

The Committee received a report providing detailed analysis of customer feedback received between 1 July 2009 and 30 September 2009. The report also detailed complaints received during the period 1 July 2009 and 30 September 2009, Quarter 2, 2009/10.

**Agreed**

The report was noted but not discussed.

**09/77 Contractors – Equalities / Workforce Statistics**

The Committee received a report which provided details of the workforce and equalities data of Derby Homes' contractors and partners.

**Agreed**

The report was noted but not discussed.

**09/78 Confidential Business**

The Board agreed to exclude members of the public during consideration of the following item on grounds that it involves the likely disclosure of confidential information as defined in Standing Order 20.2 (h & j) of Part IV of Derby Homes Governance Arrangements.

**09/79 Maintenance Performance Sub Group Progress**

The Committee received a report relating to the process of managing and monitoring the new Responsive Maintenance contract. The Maintenance Manager (Repairs) gave an outline of the minutes of the Responsive Maintenance Partnering Contract Core Group meeting dated 11 September, and the Working Group meeting dated 14 September 2009, attached to the report.

**Agreed**

The Committee noted the minutes of the Responsive Maintenance Partnering Contract Core Group meeting dated 11 September and the Working Group meeting dated 14 September 2009.

**09/80 External Management Report**

The Committee received a report detailing performance against Management Agreements and Service Level Agreements of Derby Homes management of external properties.

**Agreed**

The Committee noted and commented on the information as detailed in Appendix 1 of the report.

**Date of next meeting**

**The next meeting will be held on Monday 25 January 2009 at 6.00 pm at Cardinal Square.**

The meeting ended at 6.55 pm.

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CHAIR

Signed as true and accurate record of the meeting held on 2 November 2009.