



**Liverpool Mutual Homes (LMH)
Register Number 29998R**

Meeting: Board of Management (Open)

**Date/Time: 5:30pm
on
Thursday 27th October 2011**

**Venue: Board Room, Commutation Plaza,
Liverpool**

MEMBERSHIP:

Bill Lacey – Chair
Cllr Sharon Sullivan
Andrew Catterall
Tommy Colleran
Sue Goodman
Mike Harden
Ken Hughes
Robbie Hughes
Bruce Johnson
Cllr Irene Rainey
Jean Kayne
Will Roby
Andy Chambers
Lorraine Brophy



**LIVERPOOL MUTUAL HOMES
REGISTER NUMBER 29998R**

**MEETING OF THE BOARD OF MANAGEMENT
TO BE HELD ON 27th OCTOBER 2011 AT 5.30pm
IN COMMUTATION PLAZA, LIVERPOOL**

AGENDA

OPEN SESSION

ITEM	LEAD OFFICER	EXPECTED DURATION	PAGE No
1. APOLOGIES FOR ABSENCE			
2. DECLARATIONS OF INTEREST			
3. NON-CONFIDENTIAL MINUTES OF PREVIOUS MEETING			
a) To agree as a correct record the non-confidential minutes of the Board meeting held on 27th September 2011		2 minutes	Page 3
b) To consider matters arising from the non-confidential minutes of the Board meeting held 27 th September 2011		5 minutes	
4. CHIEF EXECUTIVE'S UPDATE			
a) To receive an update report from the Chief Executive on non-confidential matters and other LMH business.	Steve Coffey	5 minutes	Page 6
5. NON CONFIDENTIAL ITEMS			
a) Performance Review: 2011/12 Quarter 2	Peter Fieldsend	20 minutes	Page 18

ITEM	LEAD OFFICER	EXPECTED DURATION	PAGE No
b) Succession Planning Strategy	Peter Fieldsend	10 minutes	Page 23
c) Shareholder Applications	Peter Fieldsend	5 minutes	Page 36
d) To consider the minutes of the Customer Experience Committee meeting held on 25 th August 2011		2 minutes	Page 41

6. ANY OTHER URGENT BUSINESS ACCEPTED BY THE CHAIR

7. NEXT MEETING

- a) The next scheduled Board meeting is due to be held on Thursday 2nd February 2012 in the Board Room at Commutation Plaza, Liverpool

ITEM 3A

LIVERPOOL MUTUAL HOMES (LMH) REGISTER NUMBER 29998R



MEETING OF THE BOARD OF MANAGEMENT HELD ON TUESDAY 27th SEPTEMBER 2011

At the 'Open Session' of the Board meeting held on 27th September 2011 at The Oakmere Centre, Walton, Liverpool, the following were:

PRESENT:

Bill Lacey - Chair
Tommy Colleran
Bruce Johnson
Jean Kayne
Ken Hughes
Mike Harden
Andy Catterall
Andy Chambers
Lorraine Brophy

OFFICERS IN ATTENDANCE:

Steve Coffey - Chief Executive
Angela Forshaw - Director of Housing and Customer Services
Peter Fieldsend - Director of Corporate Services
Maggi Howard - Director of Assets and Enterprise
Sharon Beyga - PA to the Chief Executive
Jean Clarke - Customer Communications Manager
Trish Howell - Governance and Regulation Manager

APOLOGIES:

Irene Rainey
Robbie Hughes
Sue Goodman
Will Roby

OBSERVERS

Carol Moore
John Manning
Colin Campbell
Ron Duncan
Sheila Fitzpatrick
Peter McKenna
Ted Higham

(The 'open session' meeting commenced at 7:00pm)

BM11/113 ITEM 2 - DECLARATIONS OF INTEREST

No declarations of interest were recorded.

BM11/114 ITEM 3A – MINUTES OF THE ‘OPEN’ BOARD MEETING HELD ON 28th JULY 2011

The minutes of the ‘Opens Session’ of the Board meeting held on 28th July 2011 were considered by the meeting.

It was resolved that:

The minutes of the meeting were agreed as an accurate record.

BM11/115 ITEM 3B – MATTERS ARISING FROM THE MINUTES OF THE ‘OPEN’ BOARD MEETING HELD ON 28th JULY 2011

There were no matters arising from the minutes.

BM11/116 ITEM 4 – CHIEF EXECUTIVE’S UPDATE

The Chief Executive presented a report which provided the Board with a general update on a range of matters including an update on the FSA Annual Return.

The Board Corporate Planning Away Day was discussed and the new Board members were updated on the format of the day and the issues that would be covered. It was agreed that Brendan Nevin would be invited to give an overview of housing and economic policy from an academic stand point.

Board members were asked to review their own details on the FSA Annual Return which was due to be submitted.

It was resolved that the Board:

- i) Noted the report;
- ii) Approved the Annual Return to the Financial Services Authority

BM11/117 ITEM 5A – ELECTION OF THE CHAIR OF THE BOARD

The Board were asked to consider the appointment of a Chair for the LMH Board

It was resolved that the Board:

- i) Appointed Bill Lacey as Chair of LMH Board.

BM11/118 ITEM 5B - ELECTION OF THE VICE CHAIR OF THE BOARD

The Board were asked to consider the appointment of a Vice Chair for the LMH Board

It was resolved that the Board:

**BM11/119 i) Appointed Will Roby as Vice Chair of LMH Board;
ITEM 5C - APPOINTMENTS TO COMMITTEES**

The Board were referred to the proposed membership for each Committee for the coming year.

The Board were advised that due to Will Roby, in his role as Vice Chair, automatically gaining a place on the Remuneration Committee, a vacancy for a tenant board member is open. The Chief Executive has asked to speak to other Tenant Board Members regarding this position.

It was resolved that the Board:

- i) Approved the proposed membership of each of the Committees; and
- ii) Appointed the Chair of each Committee as set out in the report.

**BM11/120 ITEM 5D – TO CONSIDER THE MINUTES OF CUSTOMER
EXPERIENCE COMMITTEE MEETING HELD ON 25th AUGUST 2011**

The Minutes of the Customer Experience Meeting held on 25th August 2011 were considered by the meeting.

It was resolved that the Board:

- i) Noted the minutes

BM11/121 ANY OTHER BUSINESS

No other business was recorded

(The 'open session' of the meeting concluded at 7.00pm)

Board/Committee/Working Group:	
Board (Open Session)	
Date of Meeting:	Thursday 27 th October 2011
Item No:	4A



Subject:	Chief Executive's Update Report	Attachments: Appendix A - Board Forward Plan Appendix B - Environmental Policy (bound separately) Appendix C - Business Planning Cycle 2012/13
Confidentiality:	Non-Confidential	Status: For Decision/ Information
Executive Summary:		
<p>This general update report deals with general business together with specific items that may be included within the Operational Plan. Any similar updates in relation to items which are of a confidential nature will be dealt with in a separate report within the 'closed' session of the meeting.</p>		
Recommendation:		
<p>It is recommended that the Board:</p> <ul style="list-style-type: none"> i). Notes the report; ii). Delegates authority to the Chief Executive to make any necessary amendments to development schemes within the Affordable Homes Programme in relation to unit types and locations provided the programme remains within the broad parameter approved by the Board; and iii). Approves the Environmental Policy appended to this report. 		
Value for Money implications:		
<p>There are no material financial implications associated with this report.</p>		
Key risks:		
<p>There are operational risks associated with the specific items in this report which have been flagged up to the Board. Where appropriate these have been incorporated into the risk register.</p>		

Material impact on Corporate Plan ‘Focuses’ including equalities implications:

Each of the update items contained within the report contribute, to a greater or lesser extent, to the delivery of LMH’s Corporate and Operational Plan objectives and relate to each of the Focuses within the plans.

Consultation:

A wide range of stakeholders are consulted where they relate to specific matters contained within the Update Report. These include, but are not limited to, staff, tenants, Funders, Regulators, Contractors, Liverpool City Council and other stakeholders.

Directorate: Executive Management

By: Steve Coffey

Position: Chief Executive

1. Background

- 1.1. A general update report is provided to the Board at each meeting in order that the Board is kept aware of general items of LMH Business which do not necessarily require specific reports to be considered. This report deals with items that are of a non-confidential nature and a similar report is produced to deal with similar items that are of a confidential nature. That report will be dealt with in the 'closed' session of the meeting.
- 1.2. In addition to this report informal updates circulated to members covering further aspects of general LMH business and areas of interest.

2. Update Items

2.1 Board Forward Plan

An updated version of the Board's Forward Plan for a rolling 12 month period is attached at Appendix A to this report.

2.2 Affordable Homes Programme Delegated Authority to Amend

The mix and location of LMH's new build schemes currently require Board approval for any changes to be made.

However, schemes are subject to change for example, following discussion with planners and residents etc. To avoid delay with the development process and the associated risk of missed targets and loss of grant, LMH requires a shortened process. Therefore, it is requested that delegated authority is given to Executive management team to approve changes to general programme development after fully consulting with Housing Management in any decision making.

2.3 Environmental Policy

The purpose of this embryonic policy is to form a framework to identify how LMH is performing against a range of environmental policy objectives. LMH will develop a series of action plans to supplement each of our environmental policy objectives set out in the draft policy at Appendix B to this report.

2.4 Business Planning Cycle 2012/13

The proposed Business Planning Cycle 2012/13 is attached as Appendix C. This will be discussed in detail at the Board Away Day in November.

3. Conclusion and Recommendations

- 3.1 The report provides a general update to the Board on a range of non - confidential items and is generally for information purposes. Where specific recommendations are made these are expressly identified.

BOARD FORWARD PLAN

Board Meeting	Agenda Planning Meeting	Key Items of Business	Comments
2 nd Feb 2012		<ul style="list-style-type: none"> • CEO Update Report • LMH Business Plan Review 2011/12 • Financial Review Q3 • Performance Review Q3 • Rent and Service Charge Increase • Communication Strategy • Housemark Presentation • HMS Business Plan • LMH Business Plan • Financial Regulations & Standing Orders Review 	Further reports to be confirmed
1 st March 2012		<ul style="list-style-type: none"> • CEO Update Report • LMH Budget 2011/12 	Further reports to be confirmed
3 rd May 2012		<ul style="list-style-type: none"> • CEO Update Report • 2010/11 Annual Financing Strategy • Financial Review Q4 • Performance Review Q4 • HMS Annual Report to LMH • Self Assessment Against NHF Code of Governance 	Further reports to be confirmed
2 nd August 2012		<ul style="list-style-type: none"> • CEO Update Report • Statutory Accounts and Annual Reports for 2010/11 including HMS • Performance Review Q1 • Financial Review Q1 • Write off of Former Tenant Rent Arrears 	Further reports to be confirmed
18 th September 2012		<ul style="list-style-type: none"> • AGM 	Further reports to be confirmed
1 st Nov 2012		<ul style="list-style-type: none"> • CEO Update • Financial Review Q2 • Performance Review Q2 • Annual FSA Return • Corporate Planning Cycle 2012/13 	Further reports to be confirmed

BUSINESS PLANNING CYCLE 2012/13

CORPORATE PLANNING PROCESS

Stage	Undertaken By	Key Process	Narrative
Stage 1	Board with the Executive Management Team (EMT)	Evaluating and Understanding the External Environment <ul style="list-style-type: none"> • Regulatory Arrangements; • Funding; <ul style="list-style-type: none"> ○ Gap Funding; ○ Private Finance; • Policy and Political Considerations; • Economic Factors; • Local and Community Factors. 	This stage will be carried out at the Board Away day in November 2011
Stage 2	Board with the Executive Management Team (EMT)	Evaluating and Understanding the Internal Environment <ul style="list-style-type: none"> • LMH Business Plan; • Performance; • Cultural issues; • Key Strategies. 	This stage will be carried out at the Board Away day in November 2011

Stage	Undertaken By	Key Process	Narrative
Stage 3	Board with the Executive Management Team (EMT)	Reviewing the Corporate Plan <ul style="list-style-type: none"> • Focuses; • Goals, Aspirations and Objectives; • Progress to Date; • Gap Analysis; • Continued Validity in Current Circumstances? • Wholesale review? 	This stage will be carried out at the Board Away day in November 2011
Stage 4	Board with the Executive Management Team (EMT)	Reviewing the Operational Plan <ul style="list-style-type: none"> • Progress in Current Year; • Any 'Carry Over'; • Continued Validity in Current Circumstances? • Determining the next Operational Plan; • Prioritising Tasks and Objectives. 	This stage will be carried out at the Board Away day in November 2011. It will result in determining the key tasks and objectives for the operational plan

Stage	Undertaken By	Key Process	Narrative
Stage 5	Board with the Executive Management Team (EMT)	Assessing Key Impacts and Risk <ul style="list-style-type: none"> • LMH Business Plan; • Stock Transfer Promises; • Regulatory Compliance; • Corporate Plan Focuses; • Key Relationships. 	This stage will be carried out at the Board Away day in November 2011
Stage 6	Board with the Executive Management Team (EMT)	Pre-Consultation Review <ul style="list-style-type: none"> • Confirm or Amend. 	This stage will be carried out at a Board Away day in November 2011
Stage 7	Executive Management Team (EMT) with Consultees	Corporate Planning Consultation <ul style="list-style-type: none"> • Shareholders; • Independent Scrutiny Panel • Tenant and Resident Associations; • Liverpool City Council; • Funders; • Tenant Services Authority/ Homes & Communities Agency etc. 	<p>This stage will be carried out following the Board Away day.</p> <p>The format of this consultation needs to be agreed.</p>

Stage	Undertaken By	Key Process	Narrative
Stage 8	Board with the Executive Management Team (EMT)	Post-Consultation Review <ul style="list-style-type: none">• Confirm or Amend.	This will take place before presentation of the budget to the Board on 2 nd February 2012. The format is to be agreed.

BUSINESS PLANNING CYCLE 2011/12

OPERATIONAL PLANNING PROCESS

Stage	Undertaken By	Key Process	Narrative
Stage 9	Leadership Team (LT)	Evaluating and Understanding the Corporate Context <ul style="list-style-type: none"> • The Corporate Plan and the Corporate Planning Process; • The LMH Business Plan; • Key Strategies. 	This stage will be carried out at a Leadership Team Away Day in December 2011.
Stage 10	Leadership Team (LT)	Evaluating and Understanding the Operational Context <ul style="list-style-type: none"> • Strategic Activity; • Day to Day Activity; • Cultural Issues; • Prioritisation. 	This stage will be carried out at a Leadership Team Away Day in December 2011.

Stage	Undertaken By	Key Process	Narrative
<p>Stage 11</p>	<p>Leadership Team (LT)</p>	<p>Action Planning and Delivery issues</p> <ul style="list-style-type: none"> • Resource Review; • Target Setting; • Performance Management. 	<p>This stage will be carried out at a Leadership Team Away Day in December 2011.</p> <p>This process will inform the Business Plan and Budget proposals for 2012/13 together with the associated Operational Plan.</p>
<p>Stage 12</p>	<p>Senior Management Team (SMT) and Mangers Forum (MF)</p>	<p>Service Planning</p> <ul style="list-style-type: none"> • Consolidation of Activity by Service; <ul style="list-style-type: none"> ○ Strategic Activity; ○ Day to Day Activity; • Improvement Activity; • Resource Allocation; • Detailed Budget Setting and Accountability; • Performance Management. 	<p>This stage will take place during March 2012.</p> <p>This process will devolve budgets within LMH and produce Service Plans for each service area by consolidating all Strategic and Day to Day activity.</p>

Stage	Undertaken By	Key Process	Narrative
<p>Stage 13</p>	<p>Senior Management Team (SMT) and Mangers Forum (MF)</p>	<p>Area and Community Planning</p> <ul style="list-style-type: none"> • Geographical Consolidation of Activity; <ul style="list-style-type: none"> ○ Area Level; ○ Neighbourhood and Community Level; • Localised Prioritisation; • Key Partner Engagement; • Community and Resident Consultation. 	<p>This stage will take place during March 2012.</p> <p>This process will devolve budgets within LMH and produce Service Plans for each service area by consolidating all Strategic and Day to Day activity.</p>
<p>Stage 14</p>	<p>Board with the Executive Management Team (EMT)</p>	<p>Whole Process Consultation</p> <ul style="list-style-type: none"> • Area Boards; • Tenant and Resident Associations; • Liverpool City Council; • Funders; • Tenant Services Authority 	<p>This stage will be carried out following the presentation to the Board of the Budget on 1st March 2012. Funders approval of the Business Plan will be sought following the Board meeting on 2nd February 2012.</p> <p>The format of this consultation needs to be agreed.</p>
<p>Stage 15</p>	<p>Board with the Executive Management Team (EMT)</p>	<p>Approval and ‘Sign Off’</p> <ul style="list-style-type: none"> • Consideration by EMT; • Formal Approval by the Board. 	<p>The Executive Management Team will submit a Budget and Operational Plan to the Board at its meeting on 1st March 2012. Service Plans will be approved by EMT prior to the end of March 2012 and will incorporate the activity required to deliver the Operational Plan within the agreed budget.</p>

Stage	Undertaken By	Key Process	Narrative
Stage 16	Executive Management Team (EMT), Senior Management Team (SMT) and Managers Forum (MF)	<p data-bbox="584 357 730 384">'Roll Out'</p> <ul data-bbox="584 432 1066 544" style="list-style-type: none"> <li data-bbox="584 432 999 464">• All Employees via PRDs; <li data-bbox="584 472 775 504">• Partners; <li data-bbox="584 512 1066 544">• Tenant and Resident Groups. 	The 'roll out' of Service Plans will be carried out during the course of the early months of 2012/13.

Business Plan Presented to Board 2nd February 2012

Budget Presented to Board 1st March 2012

Board/Committee/Working Group:	
Board (Open Session)	
Date of Meeting:	Thursday 27 th October 2011
Item No:	5A



Subject:	Performance Review; 2011/12, Quarter 2	Attachments (Bound Separately): Appendix 1- Performance Report Appendix 2 - Operational Plan Update Appendix 3 - Delivery of Offer Document Update	
Confidentiality:	Non-Confidential	Status:	For Information
Executive Summary:			
<ul style="list-style-type: none"> To provide an overview of performance for the second quarter of the financial year 2011/12 across all Business Critical Performance Indicators. The information provided also includes the monthly position up to September 2011. The report provides the Board with a summary of emerging or continuing issues and details any action already taken, or now identified as necessary across all service areas. The report also updates the Board with progress against actions detailed in the Operational Plan and Offer Document, which were due for completion during 2011/12. 			
Recommendation:			
<p>It is recommended that the Board;</p> <p>i). Notes the contents of this report; and</p> <p>ii). Approves the circulation of performance data to relevant</p>			
Value for Money implications:			
<ul style="list-style-type: none"> There are no financial implications arising from this report. However, information contained in this report contains financial detail which is indicative of how the organisation is performing. 			
Key risks:			
<ul style="list-style-type: none"> The performance report will monitor progress against yearly targets. The involvement and leadership of the Board in monitoring and improving services is crucial to LMH managing risk effectively. 			

Material impact on Corporate Plan ‘Focuses’ including equalities implications:

- Performance reporting impacts on all focuses as each performance indicator is linked to the Corporate Plan focuses that they measure.

Consultation:

- All actions and performance indicators contained in this report are assigned to a member of the Leadership Team via Covalent (Performance Management Software). All comments and progress is maintained by the individual assigned to the action/performance indicator.

Directorate: Corporate Services

By: Cathy Abraham

Position: Head of Business Support

1. Background

- 1.1 To ensure that LMH is being managed effectively it is essential that management and Board receive regular reports on performance against all Business Critical Performance Indicators and against annual targets. The performance up to the end of Quarter 2 is included in Appendix 1 (which is bound separately). Throughout the performance report, Covalent uses a colour-coded traffic light approach to highlight performance and status. The green tick indicates a Performance Indicator is performing above expected thresholds. Red indicates that a Performance Indicator is performing outside expected thresholds, whilst Amber indicates a Performance Indicator that is neither within the red nor green threshold. A summary is included at the beginning of the report to indicate how many Performance Indicators fall into each of the categories.
- 1.2 Although Business Critical Performance Indicators are presented to Board, all Board members can view LMH performance against all indicators on the Extranet.
- 1.3 The Operational Plan Report monitors the progress of actions outstanding from Year 4 Operational Plan including a status update and is included in Appendix 2 which is bound separately.
- 1.4 Progress against actions included in the Offer Document is included in Appendix 3 which is bound separately.

2. Performance Detail

- 2.1 Areas of Positive Performance and Improvements.
 - Response Repairs performance has continued to increase over Quarter 2, with performance for emergency and routine repairs reaching the profiled target set for Quarter 2. Although performance with urgent repairs has failed to reach the target the short term trend for Quarter 2 has improved significantly. Satisfaction with the overall way LMH deals with repairs continues to be above target for the Quarter.
 - Although the percentage of issued repairs for emergency, urgent and routine remains above the target of 10%, 20% and 70% respectively, performance is now on track with results for September being more comparable with the target figures.
 - The percentage of Tenancy turnover remains within the target of 7%. The number of new void properties over the Quarter has been under 300. The average time to let a property for the quarter is currently at 16.83 days which is well within the target of 23 days which has been set for the year. However, the total number of empty properties at period end remains above target with issues around initial poor performance following the set up of HMS and more properties requiring improvement works when becoming void.

- Progress against in the Improvement Programme has been maintained above target and satisfaction with the programme is consistently above 95%
- Diversity information on tenants' sexuality and religion/belief has met the target for 2011/12.

2.2 Areas of Corrective Action

- The percentage properties with a valid LGSR (Landlords Gas Safety Record) are below target at 99.15%, with 123 properties currently not having a valid certificate. However, all these properties are at the correct stage of LMH's no access procedure.
- Profiling of tenants across the diversity strands has remained fairly static over the Quarter. Officers receive regular reports to help identify gaps in the information. The more information we have on our customers will help us to tailor our services more effectively.
- The percentage of rent collected for Quarter 2 is slightly below target at 99.09%. However, attention should be drawn to the performance achieved in August with 101.11% of the rent being collected. This is attributable to the Summer Rent Campaign where information obtained from customer profiling and insight data helped the Income Generation team focus on the tenants that were more likely to have problems paying their rent over the summer months.

3. Progress of Corporate Action Plans

3.1 Operational Plan 2011/12

There are 29 actions due for completion from 2011/12 Operational Plan, a summary of implementation is as follows;

- 2 Actions Complete
- 3 Actions Overdue
- 4 Action in progress
- 20 Actions assigned, not yet started

The following is breakdown of the actions from the Operational Plan where the completion date has not been met. The Operational Plan for 2011/12 is attached in Appendix 2 which is bound separately.

- **Develop Financial Inclusion Strategy:** A Final draft has now been written and is awaiting approval from EMT and will then be presented to Customer Experience Committee in November 2011.

- **Maximise opportunities from the Affordable Housing Programme supported by a prudent approach to risk:** Progress in relation to this action is awaiting the new Assistant Director of Enterprise to commence work at LMH. A new target date of 31st December 2011 has been agreed.
- **Identify opportunities for the creation or support of social enterprises to deliver LMH aspirations:** Progress with this action is awaiting the new Assistant Director of Enterprise to commence work at LMH. A new target date of 31st December 2011 has been agreed.

3.2 Offer Document

Progress against the Offer Document actions can be seen in Appendix 3 (which is bound separately). At the beginning of April 2011 a total of 39 actions were marked for completion between 1st April 2011 and 31st March 2013. During 2011/12 14 actions were completed and a further 25 actions remain in progress.

4. **Strategic Implications**

- 4.1 Performance management impacts on all focuses and is seen as an essential tool in aiding LMH to achieve corporate objectives

5. **Risk Management**

- 5.1 Failure to report on performance would mean poor performance is not identified and acted upon in a timely manner.

6. **Conclusion and Recommendations**

- 6.1 It is recommended that the Board note the detail in the attached performance reports.

Board/Committee/Working Group:	
Board (Open session)	
Date of Meeting:	Thursday 27 th October 2011
Item No:	5B



Subject:	Succession Planning Strategy	Attachments:	• Succession Planning Strategy
Confidentiality:	Non-Confidential	Status:	For Decision
Executive Summary:			
<p>It is proposed that LMH introduces a Succession Planning Strategy which will seek to ensure that we recognise, develop and retain high performing employees and embed a culture whereby we recognise the balance between growing existing talent as well as attracting high performers from outside the organisation.</p> <p>Succession planning is a vital part of the strategic planning process and will help to ensure that the business specific knowledge and skills are retained and utilised to enhance the performance of LMH.</p>			
Recommendation:			
<p>It is recommended that LMH Board approve the Succession Strategy appended to this report.</p>			
Value for Money implications:			
<p>The introduction of the LMH Succession Planning Strategy will provide a focus for enhancing the performance and potential of our employees. It will underpin the importance of the PRD process and assist LMH to develop its high performance culture. Equally as important, the SP Strategy will assist management to plan ahead in respect of their future workforce requirements.</p> <p>There are no associated costs for the introduction of the Succession Planning Strategy.</p>			
Key risks:			
<p>There are no key risks in respect of the introduction of the SP Strategy.</p>			
Material impact on Corporate Plan 'Focuses' including equalities implications:			
Enterprise and Growth			
<p>The Succession Planning Strategy will encourage and support LMH's entrepreneurial approach through staff development and supporting HR Initiatives.</p>			

The Succession Planning Strategy will assist LMH to develop our growth strategy through development of staff and through structured workforce planning.

Viability and Strength

The Succession Planning Strategy addresses part of the IIP recommendations and will therefore improve our performance in the future assessment.

The Succession Planning Strategy provides a strong focus on enhancing performance and will create value for money through a structured approach to training & development needs that are aligned to business outputs.

Communities and Customers

The Succession Planning Strategy should assist LMH to improve customer satisfaction by enhancing the performance and potential of our staff.

The Succession Planning Strategy and supporting HR initiatives focuses on developing training opportunities with business benefits so will therefore support the creation of new apprenticeships.

Consultation:

The Succession Planning Strategy has been drafted and revised taking into account the feedback of the Leadership Team and the Executive Management Team.

Directorate: Corporate Services

By: Karen McMurdo

Position: Head of Human Resources

1. Background

- 1.1 It is proposed that LMH introduces a Succession Planning Strategy which will seek to ensure that we recognise, develop and retain high performing employees and embed a culture whereby we recognise the balance between growing existing talent as well as attracting high performers from outside the organisation.
- 1.2 Whilst succession planning can be broadly defined as identifying future potential leaders to fill key positions, there is no one model for succession planning and there are no hard-and-fast rules.
- 1.3 Every organisation is different and LMH will seek to introduce succession planning that is aligned to our unique business needs, which will evolve with LMH's changing workforce requirements.

2. Succession Planning in LMH

- 2.1 Whilst it is common for succession planning to cover senior job roles, LMH will also ensure that we maximise the benefits of succession planning across key roles across LMH.
- 2.2 Succession planning is a vital part of the strategic planning process and will help to ensure that the business specific knowledge and skills are retained and utilised to enhance the performance of LMH.
- 2.3 The Succession Planning Strategy has been drafted with two supporting schemes.

3. Future Leaders Scheme

- 3.1 The Future Leaders Scheme will assist LMH to identify future potential leaders to fill key business positions at a Senior Level. The scheme involves a 6 stage process (see Appendix 1 of the Strategy).
- 3.2 This Scheme will largely involve the participation of EMT and the Leadership Team.
- 3.3 This process will commence with workforce planning to assess what skills are required for the future. Particular attention will also be paid to identifying key job roles that are critical to the success of LMH's objectives and strategies.
- 3.4 This process will not only identify potential new posts for the future but will assist LMH to have strategies in place to respond to unexpected losses.

4. Rising Stars Scheme

- 4.1 This scheme will assist LMH to support the growth of talent in key roles.
- 4.2 This scheme will involve the participation Leadership Team and all Managers across LMH.
- 4.3 The workforce planning process will assist management to identify key roles that are difficult to fill externally with the view to growing talent internally. The workforce planning process will also identify roles that will be required for the future and this Scheme will support such outcomes.
- 4.4 The scheme will be underpinned by the PRD Process and other Succession Planning.

5. General Principles of the Succession Planning Strategy

- 5.1 HR will now work closely with managers in respect of future vacancies, exploring the options and feasibility of providing internal development opportunities to support the Succession Planning Strategy. This will be reviewed on a case by case basis, fundamentally ensuring that the best talent is obtained for the post.
- 5.2 Other HR initiatives will be introduced to support the scheme, such as the Coaching Programme due to be rolled out in September 2011.
- 5.3 The introduction of the Succession Planning Strategy will embed the importance and value of the PRD process allowing management to gear individual development plans to the needs of the business.

6. Next Steps

- a. The process will start with the completion of workforce planning. This process will be introduced to the Leadership Team in the next available Leadership Meeting.
- b. Following completion of the workforce planning process, the Succession Planning Strategy will be launched to management.
- c. All future vacancies will be reviewed in accordance with the principles of the Succession Planning Strategy.

7. Conclusion and Recommendations

The Board are asked to approve the proposed LMH Succession Planning Strategy.



SUCCESSION PLANNING STRATEGY



Focus on
Communities and Customers



Focus on
Viability and Strength



Focus on
Enterprise and Growth

The Right People, for the Right Jobs, at the Right Time

INTRODUCTION

Liverpool Mutual Homes (LMH) aspires to be a high performing organisation which is demonstrated through our challenging goals and aspirations. LMH recognises that our mutuality, together with the combination of an entrepreneurial approach and social purpose, is a cornerstone for success.

To reach our goals and aspirations, LMH recognises that unlocking the potential of our staff is key to our future performance.

Succession planning is therefore a vital part of the strategic planning process and will help to ensure that the business specific knowledge and skills are retained and utilised to enhance the performance of LMH.

Our approach to succession planning will be supported by a raft of HR Initiatives but will be owned by management and led by the Chief Executive.

The Succession Strategy has been shaped taking into consideration the following:

- LMH's Mission Statement, Corporate Plan and strategic objectives
- Best practice in Human Resources
- LMH's ongoing recruitment patterns

DEFINING SUCCESSION PLANNING AT LMH

Whilst succession planning can be broadly defined as identifying future potential leaders to fill key positions, there is no one model for succession planning and there are no hard-and-fast rules. Every organisation is different and LMH will seek to introduce succession planning that is aligned to our unique business needs, which will evolve with our changing workforce requirements.

AIMS

LMH's succession planning strategy seeks to ensure that we recognise, develop and retain high performing employees and embed a culture whereby we recognise the balance between growing existing talent as well as attracting high performers from outside the organisation.

This will include:

- Identification of high potential employees via the PRD process and other HR Initiatives
- Developing a pool of tomorrows 'top talent'
- Having short term solutions to replace key job incumbents due to unexpected losses
- Having continuous flow of talented people to meet the organisations long term management needs.

PRINCIPLES

The underlying principles of LMH's Succession Planning Strategy are to:

- Motivate and incentivise LMH employees
- Develop our high performing and high potential staff as part of the PRD process and through other HR Initiatives
- Align individual development to the needs of the organisation
- Retain our high performing staff
- Involve managers at all levels in the company to find hidden talent.

The Succession Planning Strategy and supporting initiatives will:

- Allow managers to recognise high performers through the PRD process and through the use of other Succession Planning tools
- Provide management with tools to assess performance and potential
- Consider alternative recruitment arrangements for all temporary vacancies to enhance internal development through acting up and secondment arrangements
- Set up development plans and action plans to grow our potential via the PRD process and other supporting HR Initiatives
- Consider work shadowing, job swapping and project work to grow skills and knowledge of high performers
- Consider coaching and mentoring programmes as part of specific developmental action plans to enhance LMH's performance.

SCOPE

Whilst it is common for succession planning to cover senior job roles, LMH will also ensure that we maximise the benefits of succession planning across LMH via workforce planning, the PRD process and supporting HR Initiatives.

It is recognised that LMH:

- has high performing individuals that we would like to retain
- has knowledge and skills that we would like to retain internally to enhance LMH's performance
- has professional and technical roles that can present recruitment difficulties when attempting to fill any vacancies
- has job roles whereby the need to fill vacant posts quickly is greater and short term solutions are required

The two formal programmes that will be operated across LMH to underpin the succession planning strategy are:

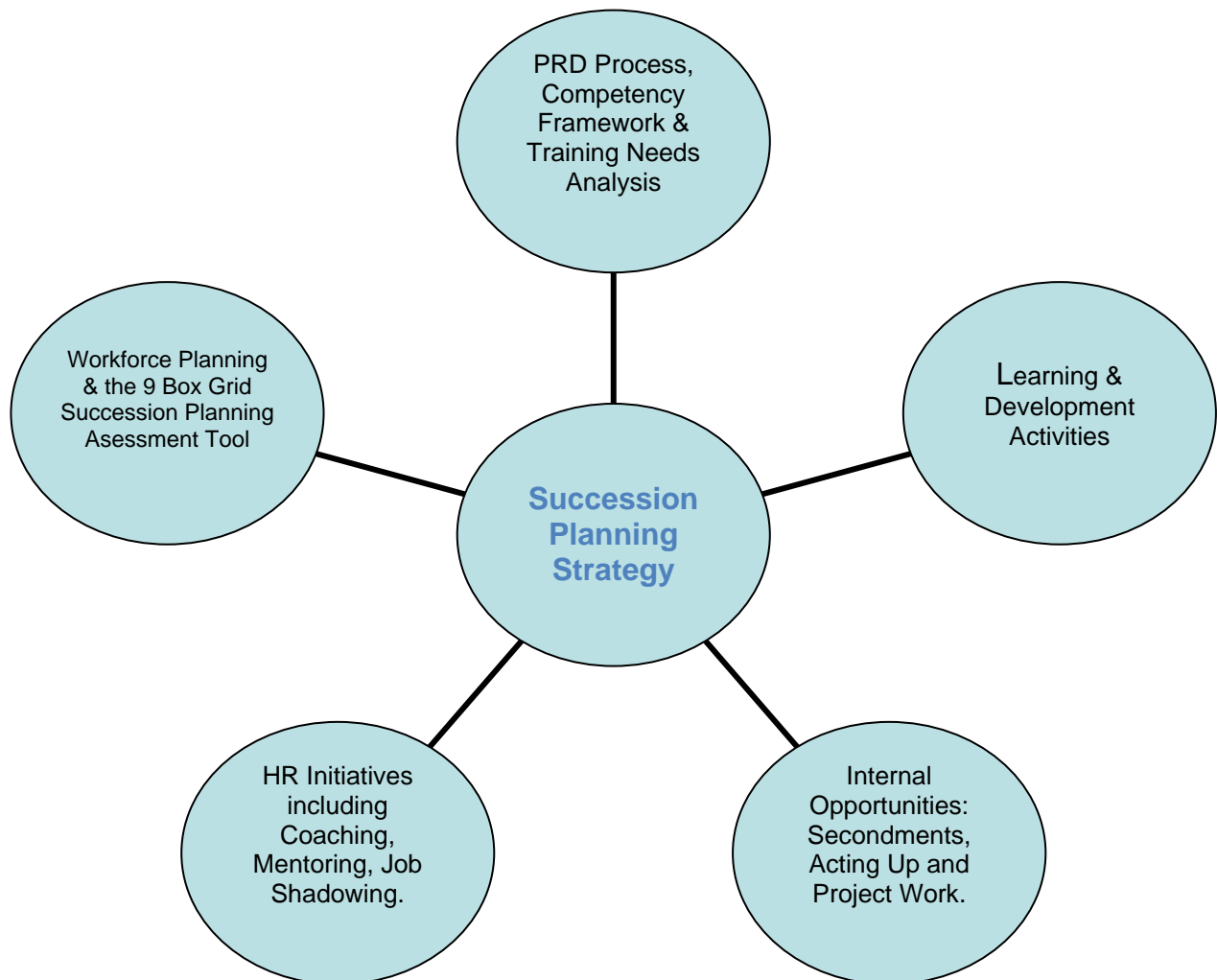
- **Future Leaders Programme**
- **Rising Stars Scheme**

These programmes will be supported by a raft of HR Initiatives and tools to assist LMH to embed a culture of high performance and talent maximisation.

SUPPORTING HR INITIATIVES

LMH will ensure that our HR Initiatives are geared up to support the growth and development of our employees.

The Succession Planning Strategy will be supported by the following HR Initiatives:



APPROACH

Leadership will:

- Undertake workforce planning to assess the forthcoming workforce needs in re Succession Planning etc of future goals and strategies
- Use the workforce planning information to identify key leadership roles and difficult to fill roles
- Identify future leaders through the application of the 9 box grid succession planning assessment tool and other measures that will identify high performers
- Promote the Succession Planning Strategy and supporting initiatives
- Seek opportunities within their service areas that may provide employee development and enhance organisational performance

Managers will:

- Utilise management tools to assess performance and potential such as the 9 Box Grid Succession Planning Tool
- Ensure that PRDs are effective and meaningful
- Ensure detailed discussions take place at the PRD meetings that focus on growing potential
- Explore innovative ways to develop and retain employees such as job shadowing, project work and work based projects
- Identify potential development opportunities within their teams and service areas, working closely with HR to provide acting up and secondments, where appropriate
- Recommend high performers through the application of Succession Planning tools

HR will:

- Launch initiatives that will help LMH to unlock potential across the organisation such as coaching, mentoring and management development programmes
- Provide training that addresses individual development requirements
- Provide tools for managers to assess training and development needs
- Act upon the outcomes of the corporate training needs analysis
- Support the workforce planning process
- Work closely with management to assist them to grow potential and enhance performance.

MEASURING ACHIEVEMENT

Internal measurement will be undertaken through a variety of means including an annual staff survey, organisational performance, training evaluation and recruitment activities.

External validation will be sought through inspection against national standards, for example, Investors in People and benchmarking will take place against other Housing Associations and other industry based organisations.



Future Leaders Scheme

LMH's Future Leaders Scheme will identify future potential leaders to fill key business positions at a Senior Level. This Scheme will identify one or more successors for key posts (or groups of similar key posts), and development activities will be planned for these successors. Successors may be fairly ready to do the job (short-term successors) or seen as having longer-term potential (long-term successors).

LMH will follow a six stage process to the succession planning process for Future Leaders Scheme:

Analysis of the future

Succession Planning needs to be linked closely to the business plan, in order to be a meaningful process. The first stage in the process will be to look at the future goals and strategies of LMH within the next few years, identifying the key job roles that are critical to the success of those objectives and strategies, and identifying what kind of employees, particularly at senior/managerial level, the organisation needs in those roles.

Analysis of the jobs

Once key roles for the future are identified, the next stage is to pinpoint the key managerial competencies - skills knowledge and attributes – that will be necessary for those roles.

Find and analyse potential successors

This will involve reviewing the performance management of individuals specifically considering steps 1 and 2. This will also include a review of career aspirations and preferences.

Analysis of the training, learning & development needs

The individual training, learning and development needs of employees can be identified using all techniques in all of stages 1-3 above. The key issue here is to develop specific action plans and development plans for potential successors.

Development

This will involve the provision of training, learning and development opportunities for employees; however the opportunities need to be 'stretch' assignment geared towards the level they are aiming for, not the level they are currently at. Therefore some of the opportunities they need may not be a natural part of their current role, and so may need to be created.

Examples of development activities include:

- Providing additional responsibilities within the job role to develop new skills and experience
- Work shadowing people in senior roles in specific situations such as interviews, meetings etc.
- Projects or secondments to allow experience of working at a higher level
- Involvement in cross functional work parties or project groups.
- Attending specific courses.

Monitor and Place

The ultimate aim is to get the right people, with the right skills, knowledge and attributes, in the right jobs at the right time. A selection process will still be necessary whereby vacancies arise, to ensure equality of opportunity and recruitment based on merit.



Rising Star Schemes

LMH recognises its talent across the organisation and seeks to ensure that our HR Initiatives are geared up to support the growth of talent within key roles.

It is recognised that LMH:

- has high performing individuals that we would like to retain
- has professional, specialist and technical roles that would create business critical issues if the postholder left or was absent from work
- has roles that can present recruitment difficulties when attempting to fill any vacancies
- has job families whereby the need to fill vacant posts quickly is greater and short term solutions are required
- has job families whereby vacancies are more regular due to the volume of posts

The Leadership Team will undertake robust workforce planning which will identify:

- Future workforce needs
- Difficult to fill roles
- the key specialist, technical or professional roles within the organisation
- job families requiring internal recruitment solutions

LMH's Rising Star Scheme will then help to grow our talent internally to assist LMH in responding to our diverse workforce and business needs.

The Rising Star Scheme will:

- Allow managers to recognise high performers through the PRD Process and other Succession Planning tools
- Make recommendations of potential rising stars through the use of Succession Planning tools and processes
- Consider alternative recruitment arrangements for all temporary vacancies such as Acting Up and Secondment Arrangements
- Set up development plans and action plans for 'Rising Stars'
- Consider work shadowing, job swapping and project work to grow skills and knowledge of 'Rising Stars'
- Consider coaching and mentoring programmes as part of specific developmental action plans
- Consider formal Succession Planning programmes for specific roles identified through the workforce planning process.

Monitor and Place

The ultimate aim is to get the right people, with the right skills, knowledge and attributes, in the right jobs at the right time whilst retaining and incentivising our high performers. A selection process will still be necessary whereby vacancies arise, to ensure equality of opportunity and recruitment based on merit.

Board/Committee/Working Group:	
Board (Open Session)	
Date of Meeting:	Thursday 27 th October 2011
Item No:	5C



Subject:	Shareholding Membership Applications	Attachments:	Appendix A – Applicant Details
Confidentiality:	Non-Confidential	Status:	For Decision
Executive Summary:			
<ul style="list-style-type: none"> To inform the Board of any applications that have been made for Shareholding Membership 			
Recommendation:			
It is recommended that the Board:			
<ul style="list-style-type: none"> i). Considers the applications made for Shareholding Membership; and ii). Agrees whether the applications will be accepted or rejected in accordance with LMH's Rules and Membership Policy 			
Value for Money implications:			
There is no budget identified as the main cost is related to staff resources in attending events to promote shareholding membership.			
Key risks:			
The key risks associated with this report include not fulfilling the promises made to Tenants and Leaseholders at transfer and losing the key contribution made to LMH's overall governance by tenants and leaseholders.			
Material impact on Corporate Plan 'Focuses' including equalities implications:			
The material impact will be on customers in line with the offer document that was made to all LMH tenants and leaseholders stating that all tenants and leaseholders would have the opportunity to become shareholders of LMH			
Consultation:			
On going consultation with tenants and staff will continue to promote the most effective methods of increasing shareholding membership.			

Directorate: Corporate Services

By: Cathy Abraham

Position: Head of Business Support

1. Background

- 1.1. LMH's Rules set out the objects of the association which state that LMH is formed for the benefit of the community and each tenant and leaseholder of LMH will have the opportunity to apply to become a shareholding member of LMH.

2. Shareholding Membership

- 2.1 LMH is committed to having a well-skilled, diverse Board based upon the communities it serves. LMH has published information to tenants and leaseholders advising them how to apply to become a shareholding member. All applicants applying for a share are required to apply in writing to LMH's registered office using the shareholder application form and all applicants are required to pay the sum of one pound for a share.

Each application shall be considered by the Board in accordance with the Membership Policy and LMH's rules. The Board has the power, in its absolute discretion, to accept or reject any application by a tenant or leaseholder. If the application is approved, the name of the applicant and the other necessary particulars shall be entered into the register of shareholders. A certificate entitling the applicant to one fully paid share in the association shall be issued to the applicant.

The rules also list the exceptions to membership in that the following cannot be shareholders:

- A minor
- A person expelled as a shareholder
- An employee of the association or an employee of any other body whose accounts must be consolidated with those of LMH
- A corporate body or an unincorporated body

In addition to the exceptions to membership identified by LMH's rules the Board has also established further criteria which must be met in order to allow for acceptance of tenants and leaseholders into shareholding membership.

Tenants and leaseholders must, therefore, satisfy the following criteria:

The applicant must not be in arrears with rent, service charges or other charges levied by LMH unless:

- a) the arrears are of a purely technical or administrative nature (e.g. delays in housing benefit etc); or
- b) any arrears are of an amount which does not in itself preclude Board Membership considering the specific circumstances and an arrangement is in place (and has been kept to) for a reasonable period; and

- c) not withstanding a) or b) above the arrears must not be the subject of any legal proceedings (e.g. NISP) or court order

The applicant or any person within the household must not be the subject of any legal proceedings (or court order obtained by LMH or other agency, for example (but not limited to) ASBO's or ABC's).

- 2.2 Current applications for Shareholding Membership have been reviewed by the Director of Corporate Services (as Company Secretary) and details are set out on the appendix to this report.
- 2.3 LMH currently has 123 shareholders (110 tenant / 7 leaseholder, 5 independent and 1 local authority shareholder) who have been accepted into membership since transfer in April 2008.

3. Conclusion and Recommendations

The admission of shareholding members to LMH impacts on the Governance focus as it is in line with LMH's rules which state that LMH will have an open membership policy.

It also focuses on customers as it is in line with the promises made to tenants and leaseholders at transfer.

Failure to operate an Open Membership policy and publicise shareholding membership would constitute a risk to LMH, however, steps taken to mitigate this risk would focus primarily on the promotion of the open membership scheme through:

- Newsletters and leaflets
- Standard agenda item at Board and Area Board meetings
- Promotional campaign using posters and leaflets
- At tenant/leaseholder conferences and other tenant events
- Using TP tracker software

APPENDIX A – Applicants Meeting Criteria

Details of Applicant	Criteria met	Checked on Housing Management System / with Home Ownership team
Remi Okuleye	Yes	Yes

LIVERPOOL MUTUAL HOMES (LMH)
REGISTER NUMBER 29998R-



MEETING OF THE CUSTOMER EXPERIENCE COMMITTEE HELD
ON 25th AUGUST 2011

PRESENT:

Bruce Johnson	Chair
Bill Lacey	Independent Board Member
Ken Hughes	Tenant Board Member
Jean Kayne	Tenant Board Member
Robbie Hughes	Co-optee Board Member
Hannah May	The North Space

OFFICERS IN ATTENDANCE:

Angela Forshaw	Director of Housing & Customer Services
Cathy Abraham	Head of Business Support
Kevin Clifford	Senior Maintenance Manager
Sharon Irving	PA Director of Housing and Customer Services

APOLOGIES

Cllr Sharon Sullivan

(The meeting commenced at 17.30pm)

CEC11/029 DECLARATIONS OF INTEREST

No declarations of interest were recorded.

CEC11/030 MINUTES OF THE MEETING OF CUSTOMER EXPERIENCE COMMITTEE HELD ON 26th May 2011

The minutes of the Customer Experience Committee meeting held on 26th May 2011 were considered by the Customer Experience Committee.

It was resolved that the Customer Experience Committee:

Agreed the minutes as an accurate record.

CEC11/031 MATTERS ARISING FROM THE MINUTES

There were no matters arising from the minutes.

ITEMS FOR CONSIDERATION

CEC11/032 ITEM 4A – ANNUAL REPORT TO TENANTS 2010/2011

The Head of Business Support together with Hannah May of The North Space presented details of the Annual Report to Tenants 2010/2011.

This year's annual report is very much a customer focused document. It enables LMH tenants to clearly establish how the organisation has performed during the year; that the direction of travel continues to be positive; and, the robust plans that are in place continue to make service improvements.

A outline Annual Report was approved by the LMH Board in July 2011 with a recommendation that it be signed off by the Customer Experience Committee.

A final draft of the report will be distributed by the Head of Business Support week ending 2 September 2011 and any comments should be directed to her in good time for the final version to be with the printers on 9th September 2011.

It was resolved that the Customer Experience Committee:

- i) Noted the approach to developing the 2010/11 Annual Report
- ii) Approved the style and content of the Annual Report final draft

CEC11/033 ITEM 4E – REPAIRS SERVICE UPDATE

The Senior Maintenance Manager provided a presentation to the Customer Experience Committee to update them in relation to the Repairs Service.

He reported:

- HMS fully operational and jobs issued as of 5 July 2011
- LMH kept customers fully informed of any delay to routine repairs, informing them of new date and time for repair to be carried out
- A dip in performance, related to Kinetics ceasing to trade, was noted but, efforts are being made to ensure that HMS repairs performance is and moving towards top quartile performance
- First time fixes would be reported on in the future.

It was resolved that the Customer Experience Committee

- a) Noted the content of the presentation

CEC11/034 ITEM 4B – RENT COLLECTION AND PERFORMANCE

The Director of Housing and Customer Services presented a report for information to update the Customer Experience Committee on the progress made in the ongoing scrutiny of rental collection and and rent arrears pursuance.

It was noted that significant effort was being applied to improve collection in Period 6 (week 21) to a rate in excess of 99%. If this is achieved then there is a reasonable confidence that the remaining part of the year will follow previous years trends with an anticipation that the year end target will be achieved.

The committee was impressed with the detailed information contained within the report and the in depth knowledge of the issues impacting on rent collection. They praised officers for this thorough piece of work.

It was resolved that the Customer Experience Committee

- a) Noted the content of the report

CEC11/035 ITEM 4C – COMPLAINTS REPORT 2011/12, QUARTER 1

The Head of Business Support presented details of the Complaints Report 2011/2012 Quarter 1.

The report highlighted:-

LMH handled 168 complaints during the period:

- 144 Stage 1 complaints – performance 99.31%
- 18 Stage 2 complaints – performance 100%
- 6 stage 3 complaints –performance 100%
- Training sessions have taken place with the emphasis placed on resolving complaints at Stage 1
- No penalty payments for failing to respond to complaints in time were paid in this period.

It was resolved that the Customer Experience Committee:

- a) Noted the content of the report

CEC11/036 ITEM 4D – CUSTOMER FEEDBACK REPORT QUARTER 1 2011/2012

The Head of Business Support presented a report to update the Customer Experience Committee on the Customer Feedback Report Quarter 1, 2011/2012

Experian's Mosaic Tool was used with a view to implementing a customer insight approach across LMH. Mosaic enables LMH to gain an insight into who LMHs customers are and what they need from LMH as their landlord. Mosaic does this using information collected via the census, electoral roll, council tax property valuations, lifestyle surveys and other complied consumer data.

To date Mosaic has been used to look at:

- Gas servicing
- Rent Arrears

The Business Support team have established a programme of service areas that they will use Mosaic for including:

- ASB
- Abandonments
- Customer Service Centre
- Repairs

LMH have also worked with Voluntas who have conducted seven telephone based customer satisfaction surveys:

- Improvements
- Responsive Repairs
- Gas Servicing
- Complaints
- Sheltered
- Adaptations
- ASB

In future this report will also include actions taken and actions planned to improve LMH service provision.

The committee was impressed with the information contained within this report and with Mosaic as a management tool to enable targeted interventions.

It was resolved that the Customer Experience Committee:

- a) Noted the content of the report

CEC11/037 ITEM 5 ANY OTHER BUSINESS

No other business was recorded

**CEC11/038 The next meeting
Thursday 24^h November 2011 @ 5.30 p.m.
Board Room, Commutation Plaza**

(The meeting concluded at 19.05hrs)