



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

Meeting: Board of Management (Open)

**Date/Time: 5:30pm
on
Thursday 2nd February 2012**

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

MEMBERSHIP:

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



**LIVERPOOL MUTUAL HOMES
REGISTER NUMBER 29998R**

**MEETING OF THE BOARD OF MANAGEMENT
TO BE HELD ON 2ND FEBRUARY 2012 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 27 th October 2011		2 minutes	Page 3
b) To consider matters arising from the non-confidential minutes of the Board meeting held 27 th October 2011 and any outstanding actions from previous Board meetings.		5 minutes	Page 7
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 8

ITEM	LEAD OFFICER	EXPECTED DURATION	PAGE No
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5. NON CONFIDENTIAL ITEMS

- | | | | |
|---|-----------------|------------|---------|
| a) Performance Review: 2011/12, Q3 | Peter Fieldsend | 5 minutes | Page 37 |
| b) Housemark Presentation | Wally Silcock | 10 minutes | |
| c) Shareholder Applications | Peter Fieldsend | 5 minutes | Page 44 |
| d) Declaration of Interest: Use of Exemptions | Peter Fieldsend | 5 minutes | Page 49 |
| e) To consider the minutes of the meeting of the Customer Experience Committee held on 24 th November 2011 | | 5 minutes | Page 56 |

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 1st March 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 THURSDAY 27th OCTOBER 2011

At the 'Open Session' of the Board meeting held on 27th October 2011 at Commutation Plaza, Liverpool, the following were:

PRESENT:

Bill Lacey - Chair

Will Roby
Bruce Johnson
Andy Catterall
Robbie Hughes
Sharon Sullivan
Irene Rainey
Jean Kayne
Sue Goodman
Tommy Colleran
Ken Hughes
Mike Harden

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

APOLOGIES:

Andy Chambers

OBSERVERS

Sheila Fitzpatrick
Pearl Rigley
Lillian Brown
Lynn McMahon

(The 'open session' meeting commenced at 17:30pm)

BM11/133 ITEM 2 - DECLARATIONS OF INTEREST

No declarations of interest were recorded.

BM11/134 ITEM 3A – MINUTES OF THE ‘OPEN’ BOARD MEETING HELD ON 27th SEPTEMBER 2011

The minutes of the ‘Open Session’ of the Board meeting held on 27th September 2011 were considered by the meeting.

It was resolved that:

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

BM11/135 ITEM 3B – MATTERS ARISING FROM THE MINUTES OF THE ‘OPEN’ BOARD MEETING HELD ON 27th SEPTEMBER 2011

The Agenda for the Board Away Day on 4th November 2011 was shared with members.

Appointment to Committees was discussed and CEO advised he had spoken to Board Members and there is one more vacancy to be filled. It was noted that Will Roby had accepted his position as Vice Chair.

BM11/136 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 arrangements for the Board Corporate Planning Away Day.

The Affordable Homes Programme was discussed with a request for delegated authority to the Executive Management team to approve changes to general programme development after fully consulting with Housing Management in any decision making.

The Business Planning Cycle for 2012/13 was attached to the report as an appendix for a detailed discussion at the Away Day.

It was resolved that the Board:

- i) Noted the report;
- ii) Delegated authority to 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 parameters approved by the Board; an
- iii) Approved the Environmental Policy appended to the report

BM11/137 ITEM 5A – PERFORMANCE REVIEW: 2011/12 QUARTER 2

The Head of Business Support delivered a presentation to the Board on the performance for the second quarter of the financial year 2011/12 across all Business Critical Performance Indicators. The information provided also include the monthly position up to September 2011.

Board members challenged the complaints performance figures. It was confirmed that checks are made with customers that their complaint has been closed. The Board asked if there were any trend analysis' to the complaints and it was confirmed there is nothing that stands out. It was agreed that an indicator would be produced which shows how we measure right first time.

Rent Collection was discussed and it was agreed that the first impacts of the Government's Welfare Reform were starting to take effect on the rent figures and this would be discussed further at the Away Day.

The Director of Housing and Customer Services agreed to share the Quality Services report. It was also agreed that a tour of the Customer service Centre would be arranged for Board members.

It was resolved that the Board:

- i) Noted the contents of this report; and
- ii) Approved the circulation of performance data

BM11/138 ITEM 5B - SUCCESSION PLANNING STRATEGY

The Head of Human Resources presented a report which proposed that a Succession Planning Strategy be introduced which will seek to ensure that we recognise, develop and retain high performing employees.

The Board discussed the strategy and the benefits of introducing into the organisation.

It was resolved that the Board:

Approved the Succession Strategy appended to this report.

BM11/139 ITEM 5C - SHAREHOLDING MEMBERSHIP APPLICATIONS

The Director of Corporate Services presented the report which informs Board of applications that have been made for Shareholding Membership.

It was resolved that the Board:

Noted and approved the application

BM11/140 ITEM 5D – TO CONSIDER THE MINUTES OF CUSTOMER EXPERIENCE COMMITTEE MEETING HELD ON 25th AUGUST 2011

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

It was resolved that the Board:

Noted the minutes

BM11/141 ANY OTHER BUSINESS

No other business was recorded

(The 'open session' of the meeting concluded at 18.10pm)

**LMH BOARD
OUTSTANDING OPEN SESSION ACTIONS FROM PREVIOUS BOARD MEETINGS**

Minute Reference	Action	Update	Status
BM11/137	PERFORMANCE REVIEW: 2011/12 QUARTER 2. The Board asked if there were any trend analysis' to the complaints and it was confirmed there is nothing that stands out. It was agreed that a an indicator would be produced which shows how we measure right first time	There is a Performance Indicator in place that measures percentage of complaints upheld and this is Benchmarked through Housemark.	Completed Pending Board 'Sign Off'
BM11/137	PERFORMANCE REVIEW: 2011/12 QUARTER 2. Rent Collection was discussed and it was agreed that the first impacts of the Governments Welfare Reform were starting to take effect on the rent figures and this would be discussed further at the Away Day.	To be discussed further at 'Blue Sky' Away Day in March 2012 and ongoing reports to CEC in May 2012 and November 2012.	Completed Pending Board 'Sign Off'
BM11/137	PERFORMANCE REVIEW : 2011/12 QUARTER 2. The Director of Housing and Customer Services agreed to share the Quality Services report. It was also agreed that a tour of the Call Centre would be arranged for Board members.	This report shared and tour has been undertaken within Board Members.	Completed Pending Board 'Sign Off'

Board/Committee/Working Group:	
Board (Open Session)	
Date of Meeting:	Thursday 2 nd February 2012
Item No:	4A



Subject:	Chief Executive's Update Report	Attachments:	
		Appendix A : Board Forward Plan Appendix B: Scrutiny Panel Terms of Reference <i>Policies Bound Separately:</i> Appendix C: Dignity at Work Policy Appendix D: Family Friendly Working Policy Appendix E: Alcohol and Substance Abuse Policy Appendix F: Volunteering Policy Appendix G: Work Placement Policy Appendix H: Employee Wellbeing Strategy Appendix I: Staff Code of Conduct Policy Appendix J: Disciplinary and Dismissal Policy Appendix K: Expenses Policy Appendix L: Grievance Policy Appendix M: Growth and Enterprise Strategy	
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> <p>i). Notes the report;</p>			

- ii). Endorses the actions of the Chair of the Board in ‘signing off’ the 2011 Seal Register and the 2011 Gifts and Hospitality Register;
- iii). Approves the amendments to the Scrutiny Panel Terms of Reference set out in Appendix B to this report;
- iv). Approves the Dignity at Work Policy set out in Appendix C to this report;
- v). Approves the Family Friendly Working Policy set out in Appendix D to this report;
- vi). Approves the Alcohol and Substance Abuse Policy set out in Appendix E to this report;
- vii). Approves the Volunteering Policy set out in Appendix F to this report;
- viii). Approves the Work Placement Policy set out in Appendix G to this report;
- ix). Approves the Employee Wellbeing Strategy set out in Appendix H to this report;
- x). Approves the Staff Code of Conduct set out in Appendix I to this report;
- xi). Approves the Disciplinary and Dismissal Policy set out in Appendix J to this report;
- xii). Approves the Expenses Policy set out in Appendix K to this report;
- xiii). Approves the Grievance Policy set out in Appendix L to this report.
- xiv). Approves the Growth and Enterprise Strategy set out in Appendix M to this report;

Value for Money implications:

There are no material financial implications associated with this report.

Key risks:

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.

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 Seal Register

The Seal Register which sets out each occasion upon which the Company Seal has been used and has been 'signed off' for the 2011 calendar year by the Chair of the Board. The register will be available at this meeting for Board Members to view should they wish.

2.3 Gifts and Hospitality

The Gifts and Hospitality Register which sets out each occasion upon which Gifts and Hospitality has been received by Board members and staff has been 'signed off' for the 2011 calendar year by the Chair of the Board. The register will be available at this meeting for Board Members to view should they wish.

2.4 Blue Sky Thinking

The Board Blue Sky Thinking Away Day has been planned for Friday 30th March 2012 and a draft agenda for the day will be agreed with the Chair of the Board.

Together with several other key issues It is proposed to use this session to consider the outcome of the Ellesmere Port & Neston Procurement. In the event that LMH are successful it will plan the mobilisation and, if unsuccessful, consider any learning points. Due to the timing of announcements on the outcome it may be better for Board Members to consider an alternative date.

2.5 Scrutiny Panel – Terms of Reference

The Scrutiny Panel have reviewed their Terms of Reference now that they are operational and have proposed some minor amendments. A 'tracked changes' revision of the Terms of Reference are attached at Appendix B to this report. The Board are requested to agree the revised Terms of Reference.

2.6 Broad Lane

LMH and Liverpool City Council achieved completion on the acquisition of 71 homes in Broad Lane Norris Green on 16th January 2011 after a protracted negotiation with the City Council and the Department of Communities and Local Government.

The 71 houses were deemed 'unsustainable stock' by the Council and LMH has managed them on behalf of the Council since transfer. Many of the properties have been empty for several years, and they had been planned for clearance. The cleared land was intended to be sold to a developer for new housing for sale. However, the success of the regeneration of homes in the nearby Daneville estate by LMH, together with the stalled market for new build homes for sale, has prompted a review of the future of the homes by LMH and the City. By combining the money earmarked to fund the demolition by the City Council (£750k), Community Energy Saving Programme funds and LMH's own contribution, a £3.7m investment will commence on site this month to bring these homes on the border of Norris Green Park back into use, eliminating blight and providing great homes for rent.

2.7 Risk Management Strategy and Policy Review

LMH's Risk Management Strategy and Policy were due for revision in January 2012. Both the existing documents were reviewed during December 2011 and it is considered that their content is still relevant and effective for the identification and management of risk within LMH's operating environment. The Audit and Governance Committee was advised that no further amendments will be required until the next review due in January 2013.

2.8 HR Strategies and Policies

A series of necessary actions were identified as part of the Investors in People assessment plan in 2011 and an action plan was developed for delivery in 2011/12. A wellbeing strategy and a wider policy (for all staff not just those affected by legislation) for being 'family friendly' were to be developed.

Two new policies have also been developed in order to facilitate staff volunteering to work on specific projects and to take part in supporting delivery of the social dividend for LMH. The placement policy is also intended to support the delivery of social dividend objectives through a commitment to provide work placements for predominately young people primarily in our communities.

A number of other HR policies were also due to be reviewed or required an ad hoc review to reflect recent legislative changes. The following policies therefore have suggested changes highlighted via track changes:

Code of Conduct
Dignity at Work
Disciplinary Policy
Grievance
Expenses

The following policies do not have any suggested changes following review:

Capability
Domestic Violence
Flexi Time
Long Service

The timetable of further reviews of each HR policy has been identified on the individual policy.

All new or changed strategies and policies have been drafted with consultation with staff, the trade unions and approved by Executive Management Team.

2.9 Growth and Enterprise Strategy

Following extensive discussions at recent the Board Away Day in November and consultation with staff and residents, a finalised strategy has been drafted and is attached at Appendix M to this report.

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
1 st March 2012		<ul style="list-style-type: none"> • CEO Update Report • LMH Budget 2011/12 • 2012/13 Operational Plan • Affordable Homes/ Development Plan: 2012/13 • 2012-13 Improvement Programme Plan • Office Accommodation • Annual report on development including empty homes • LMH Standing Orders 	Further reports to be confirmed
30 th March 2012		<ul style="list-style-type: none"> • Blue Sky Thinking Away Day 	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, 2011/12 • Performance Review: Q4, 2011/12 • HMS Annual Report to LMH • Self Assessment Against NHF Code of Governance • Strategic Disposals Strategy • Annual Report on Registers etc • Strategy for LMH Stock in the Georgian Quarter 	Further reports to be confirmed
2 nd August 2012		<ul style="list-style-type: none"> • CEO Update Report • Operational Plan: 2012/13 • CEO Update Report • Statutory Accounts and Annual Reports for 2010/11(LMH and Consolidated Group) • Financial Review: Q1, 2012/13 • Performance Review: Q1, 2012/13 • Write off of Former Tenant Rent Arrears • Annual Report to Tenants for 2011/12 	Further reports to be confirmed

Board Meeting	Agenda Planning Meeting	Key Items of Business	Comments
		<ul style="list-style-type: none"> • Opportunities and Risks Associated with the Green Deal 	
24 th September 2012		<ul style="list-style-type: none"> • AGM 	Further reports to be confirmed
5 th 6 th October		<ul style="list-style-type: none"> • Corporate Planning Away Day 	Further reports to be confirmed
1 st November 2012		<ul style="list-style-type: none"> • CEO Update Report • Financial Review: Q2, 2012/13 • Performance Review: Q3, 2012/13 • Annual FSA Return • Corporate Planning Cycle 2012/13 	Further reports to be confirmed
February 2013		<ul style="list-style-type: none"> • CEO Update Report • LMH Business Plan Review 2012/13 • Financial Review : Q3, 2012/13 • Performance Review : Q3, 2012/13 –right first time to be included • Rent and Service Charge Increase • Housemark Presentation • HMS Business Plan: 2012/13 – 2014/15 • Annual Review of Financial Regulations and Standing Orders • Enterprise and Growth Strategy 	Further reports to be confirmed



Liverpool Mutual Homes Scrutiny Panel Terms of Reference

- 1. Vision**
- 2. Purpose**
- 3. Recruitment and selection**
- 4. Membership**
- 5. Independent Chair**
- 6. Co-options**
- 7. Formally constituted-delegated powers**
- 8. Access to information**
- 9. Officer support**
- 10. Appointment periods**
- 11. Frequency of meetings**
- 12. Training**
- 13. Monitoring and Review**
- 14. Annual Review**
- 15. Annual Appraisal**
- 16. Links to tenant inspection**
- 17. Interface with corporate management**
- 18. Equality**
- 19. Budget**

1. Vision

To develop greater tenant influence into decision-making and strategic direction increasing the capacity of tenants, staff and board, leading to improved processes and better services.

2. Purpose

The purpose of the Scrutiny Panel is to scrutinize and influence all aspects of LMH business on behalf of tenants, by; reviewing services provided by LMH to ensure they are achieving customer satisfaction and Value For Money, reviewing policies if appropriate, reviewing National and local Standards and developing Local Offers, thereby giving LMH tenants the power to challenge, effect change and provide tenants with the ability to hold the landlord to account.

3. Recruitment and selection to the Scrutiny Panel:

Recruitment and selection will be open and transparent. The recruitment and selection criteria are set out in the attached recruitment policy. The aim is to recruit 9 members that reflect the make -up of LMH's tenants in terms of the LMH Equality & Diversity policy and the areas in which the association has stock.

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Where it has not been possible to attract enough people to meet the criteria, and the Membership is not believed to be as representative as it could be, targets will be set for additional/replacement/recruitment and these will also be a key part of the succession strategy, enabling retiring members to be replaced with tenants from the target groups.

The succession strategy defines the criteria that will be used to replace members as they retire or leave for other reasons, such as: no longer an LMH tenant, failed to attend the number of meetings without sending apologies, as defined within the Code of Conduct.

4. Membership of the Scrutiny Panel

Members of the Scrutiny Panel will be drawn from the tenants who are registered Tenant Assembly members (or willing to become members once the Assembly is established) and will be independent and therefore not members of any other groups, committees or Boards within LMH. The Panel may co-opt experts to increase capacity where required. The membership shall be set at 9 members maximum. One of these members may be an independent chair who is not a tenant.

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5. Independent Chair

The SP will have the ability to recruit an Independent Chair, who is not an LMH Tenant or Local City Councillor. The process for recruitment is covered in the attached Recruitment and Selection policy. An Independent Chair would count towards the membership of 9.

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6. Co-options

The SP will have the right to co-opt up to three additional members to the Panel for a period of 12 months. The co-options are designed to enable the Panel to bring in wider expertise for specific scrutiny reviews, or to help to balance the representative nature of the Panel.

7. Formally constituted

The Scrutiny Panel (SP) is formally constituted as part of LMH's Governance arrangements. The SP has formally constituted powers which are delegated from the Board of Management.

Delegated powers:

- I. The SP will have the power to decide which of the three Focus areas to review- the three Focus areas cover all areas of LMH business and incorporate requirements under the Tenants Services Authority's (TSA's) National Standards. The Panel may choose one or more element of the Focus at a time, rather than cover the whole service area, other elements of the Focus can be picked up in subsequent reviews.
- II. The SP will be responsible for organizing a review of each of the three LMH Focus areas.
- III. The SP will select which areas within the three focuses are to be reviewed on an annual basis, normally on a rolling programme of three per year

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- IV. The SP should aim to select up to three service areas, with the power to call for an additional, or replacement area as a short notice review.
- V. The reasons for the short notice review should be clearly stated and should be presented to LMH Board of Management.
- VI. The Board of Management will also be able to request the SP to carry out a short notice review and the reasons for this should be clearly stated and presented to the SP
- VII. The Executive team will have the power, delegated through the Board of Management to request a short notice review, the reasons for this should be clearly stated and presented to the SP

Deleted: from the nine Focuses

8. Access to Information

The Scrutiny Panel will set the programme as described in section 7 above, and will have the right to have access to whatever information is required to carry out the review (within the boundaries of confidentiality and the Data Protection Act). The types of information available for the SP will include, but is not restricted to: performance indicators and operational reports, improvement plans, STATUS and other surveys, complaints received, self-assessments, internal audit programmes and reports, TSA/HCA reports.

Each member of the Scrutiny Panel is bound by the rules of confidentiality within its Code of Conduct and all members of the Scrutiny Panel will sign a confidentiality agreement.

No unnecessary obstacles will be put in the way of the SP. Where there is any doubt initial clarification will be sought from the Director of Corporate Services and referred for legal advice where there is a disagreement about access.

9. Support

The Scrutiny Panel will be supported by LMH staff primarily from the Business Support and Customer Involvement teams. Their duties will include, helping to schedule, organize, plan, and arrange meetings, venues, and information requests etc. (to be agreed)

10. Appointment Periods

Members of the Panel will be appointed for a three-year period. It is important that the Panel has a fairly stable membership to ensure knowledge and capacity is retained, whilst having some turnover of members to keep perspectives and challenges fresh.

11. Frequency of Meetings

The Panel members will decide on the date, time and location of meetings during its training period, (to suit as many members as possible). Meetings should be at least 4 times a year

12. Training

A training budget will be allocated to the SP on a yearly basis, as part of the overall allocated SP budget.

Once SP members are recruited they will each be offered an individual and/or joint programme of training. Where possible training programmes will be grouped with members receiving training together.

The agreement from members to take part in the training programme will be part of the selection criteria. Members of the panel will need to be trained to enable them to perform the role. All members will receive some foundation training and will sign up to a code of conduct before undertaking any scrutiny work. As more experienced members emerge they will assist in providing the training. The training programme will be agreed by founding members and the secretariat and will be reviewed and updated annually.

13. Monitoring and Review

Learning and development will be reviewed at the end of each project and will feed into the next programme of scrutiny. The Scrutiny Panel will itself be subject to external scrutiny which could be triggered by the Executive/Board if they have concerns about the standard and approach taken by the Panel, which they have previously expressed and feel have not been addressed.

14. Annual Review

The first formal review will take place after the first twelve months of operation and will look at: The number of panel members actively engaged, new panel members recruited in the period and contribution to diversity of the panel, increased capacity as measured through annual appraisal, level of satisfaction with the panel in terms of satisfaction with ability to influence decisions, number of accepted recommendations leading to changed action, outcomes from these changed actions. The Review will be conducted by an independent reviewer.

15. Annual Appraisal

To ensure that the Scrutiny Panel continues to evolve and develop members will have an annual appraisal following a similar pattern to that of the Board. This appraisal aims to explore the effectiveness of the Scrutiny Panel and its members and to identify any skills gaps to be filled by appointment or further training.

16. Scrutiny Panel Links to Other Forms of Tenant Review/Inspection

The work of the Scrutiny Panel will be supplemented by Tenant Inspectors and Mystery shoppers and the panel will receive feedback from these activities to help inform its choice of service area scrutiny.

17. Interface with Corporate Management/Governance

The results of scrutiny projects may lead to recommendations for changes in areas of business, governance, policy or service delivery. These will be documented and reported to the LMH Board of Management via the Leadership team.

The Staff and Board will need to take account of constitutional, legal and regulatory requirements in determining how it deals with the recommendations. The Board will formally respond to the Scrutiny Panel within an agreed time period providing a timetable for actions and responses.

18. Equality

The Scrutiny Panel recognises the existence and importance of the different ages, races, genders, abilities and lifestyles within the resident profile and will strive to ensure that no group or individual will be disadvantaged as a consequence of its activities.

The Scrutiny Panel is committed to promoting equality of opportunity to all persons in every respect of activities carried out by it. Members must sign and abide by the Code of Conduct. The Code will set out how a breach would be dealt with including procedures which undertake to deal firmly and promptly with any cases of discrimination or harassment

All members must undertake mandatory Equality and Diversity training.

The Scrutiny Panel and its work will form part of LMH's Equality Impact Assessments.

19. Budget

The budget will be agreed with the Chair of the Panel on an annual basis and will be based initially on estimates and subsequently on outturn and programmes for the year ahead. The Panel will hold the budget nominally in that it will make spending decisions but there will be an agreed budget holder within LMH. Spending on members training and other personal expenses such as travel, mileage, carers' costs etc. will follow that of the Board and are covered in the member's expense policy.



Focus on
Enterprise and Growth

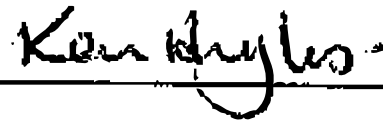
Enterprise and Growth Strategy

Foreword

LMH is proud of doing what it's good at. We want to do more of it! LMH's Board are keen to see LMH develop and grow. The Board wants to spread the great LMH service to more customers, in order to improve more lives. By doing more we can reduce costs and increase efficiency and create opportunity to invest more in our neighbourhoods to achieve our mission to take Pride in our Homes and Be Proud of our Neighbourhoods. The Enterprise and Growth Strategy will support LMH in achieving this, by creating more opportunity and Social Dividend to reinvest in our neighbourhoods.

The Board wants to improve the LMH offer for the benefit of our tenants with the Social Dividend, sweating corporate services and assets, leading the way and building on our expertise. The Board expects new services to make money to create the Social Dividend to reinvest and fill any gaps in our provision.

As the external environment becomes more challenging, the LMH Board wants the business to diversify in a managed and aware manner to safeguard and increase income to enable the business to thrive and deliver an even better service to our customers.



Ken Hughes

Ken Hughes
Board Champion Focus on Enterprise and Growth





Introduction

The Corporate Plan sets out a series of aspirations and goals that will

- support the creation of a Social Dividend through the efficient and effective management of assets and delivery of services ,
- increase the Social Dividend through an entrepreneurial approach to the provision on new products and services

The Social Dividend can be used as seed corn – investment for the future, to fund new homes and to establish or support social enterprise. It is intended that the benefits of new enterprise will be to the benefit of our residents- either directly through the delivery of services and provision of jobs, or indirectly by the generation of additional income that can be used to support LMH's objectives.

This Enterprise and Growth Strategy will have an initial life of three years and will be kept under review as both the internal and external environments shift.

It is expected that the drive to increase the Social Dividend will inspire LMH teams to act more efficiently and inspire creativity. In order to achieve this it is important that the Social Dividend generated is visible to staff and they are aware of their individual impact and the shared impact of the business in delivering its objectives.

The link between making sensible decisions in the delivery of our services will be embedded through performance management, budget cascading , a focus on value for money and delivering efficiency savings. This approach is set out in the Value for Money strategy. This document addresses how we will make best use of the increased Social Dividend to develop the legacy we are creating, improving the local quality of life for our residents and increasing the number of people we are able to do this for by providing more homes and great services.

In 2011-12, additional Social Dividend is being created by

- outperforming the budget;
- delivering efficiency plans;
- achieving stretch targets;
- embedding Value for Money review recommendations and
- developing our approach to asset management.

The Corporate Plan sets out challenges to

- effectively support the supply of suitable housing through the growth of homes with a range of tenures and locations;
- establish effective partnerships, alliances and joint initiatives with a range of public, private and third sector organisations;
- create and establish new services which add value to LMH and its current and future customers;

- pursue opportunities associated with the generation of renewable energies becoming a green organisation;
- making a meaningful and positive impact on the development of housing and regeneration policy at local, regional and national level and
- creating and supporting social enterprise and an entrepreneurial approach to the provision of services.

In 2011-12, LMH

- mobilised a new repairs solution
- is developing a sustainability strategy
- is pursuing opportunities for the generation of renewable energies through Project Viridis
- is exploring opportunities arising from the Green Deal
- developed its approach to growth and enterprise to take advantage of new and developing markets for a range of products and services
- maximised opportunities from the Affordable Homes Programme supported by a prudent approach to risk

To develop the strategy, LMH must analyse its current activity to establish if all existing services are being delivered appropriately- is there still a need for them, could the services be provided in a different way that would be better for our residents or for the generation of Social Dividend. Portfolio Planning will be part of the process of effectively implementing the Enterprise and Growth Strategy.

Use of the Boston Matrix will be made by the Board and Leadership Team in setting the direction of our business strategy. The Boston Matrix is a well known tool for product portfolio planning. It weighs up potential market share and market growth opportunities. The matrix helps businesses prioritise where to focus effort. LMH must establish its existing and desired level of market penetration, and how it wishes to develop new markets- geographically and with new products.

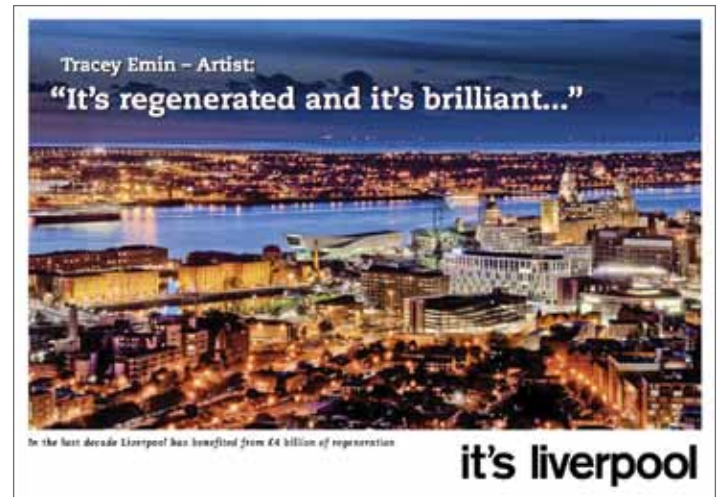
This new Enterprise and Growth Strategy will set the framework for LMH to grow and build a platform for wise investment of the Social Dividend.



Where will LMH seek to grow?

LMH wishes to grow in the Liverpool City Region or neighbouring areas inextricably linked to the region. LMH wishes to build on its position as the largest stock holding landlord in Liverpool. LMH itself is founded in Liverpool and plays a significant role in the local economy. LMH wants to take a clear lead in making things happen in its areas of operation and consequently wants to build its offer in the neighbourhoods where it is already active. LMH wants to invest in Liverpool to make this vibrant and exciting City even better, creating more opportunity and confidence for the people, linking to our Vision and Values-

- for Liverpool,
- for Everyone,
- for the Long Run

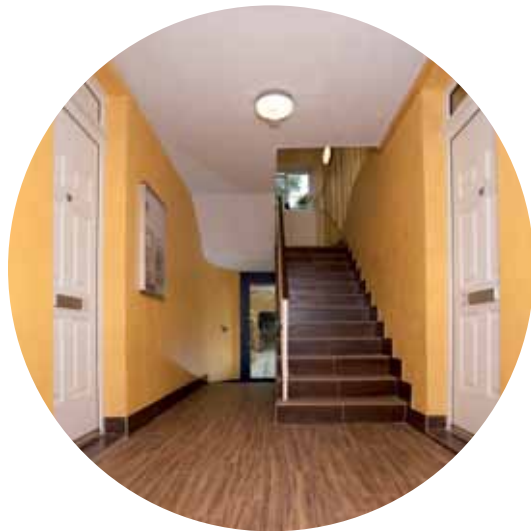


it's liverpool

Growth of homes

Focusing on the Liverpool City Region, LMH will pursue opportunities to build and or manage new homes for rent or low cost home ownership that complement our existing stock. LMH aims to develop homes that are sustainable and provide a solid foundation for quality of life:

- through traditional grant supported routes;
- through Section 106;
- for a range of tenure;
- filling gaps in our offer- particularly accommodation for older people and extra care;
- explore opportunities from new funding streams;
- mixed use if appropriate;
- acquisitions;
- merger;
- joint ventures; and
- strategic alliances.



Range of tenures

To increase the range of services we provide, LMH will extend the range of tenure it provides- currently social rent assured tenancies and leaseholds for right to buy purchasers in communal blocks- to include:

- intermediate and market rented tenancies;
- management of property portfolios;
- buy to let – LMH group private rented product, and
- provision for groups currently underrepresented in our customer base such as vulnerable people or older people with care needs.

This will address changes in market conditions and the increasing difficulty of becoming an owner occupier.



Effective Partnerships

To deliver its objectives, LMH will actively build on its relationships with:

- our residents;
- Local authorities in the Liverpool City Region
- Registered Providers;
- the Liverpool business community;
- the third sector;
- Developers;
- Funders;
- complementary service providers- health and social care, social enterprise;
- Government;
- NHF and CIH; and
- training bodies including the three Universities.



Partnerships we build will bring about:

- opportunities for collaborative working;
- innovation;
- enterprise and growth; and
- opportunities to increase the Social Dividend for our neighbourhoods.



New Services

To develop new services that meet the diverse needs of our customers and communities, LMH will:

- Consult with our customers and communities on their views;
- Identify areas of non provision or poor provision that need to be filled or improved;
- Undertake market analysis of existing provision;
- Identify future opportunities for provision of services;
- Identify gaps via Neighbourhood Planning process and find ways to 'step into the vacuum';
- Create opportunities from the ward-based Support & Intervention Plan;
- Focus resources on priorities identified through the Regeneration Strategy and the ward-based Support & Intervention Plans;
- Financial Inclusion; and
- Develop financial inclusion for our residents eg. working with Credit Unions.



Environmental Sustainability and Renewable Energy

LMH is committed to reducing the impact its business has on the environment and taking steps to reduce fuel poverty amongst our residents. LMH will:

- Develop an environmental sustainability strategy that
 - establishes LMH's existing carbon footprint;
 - addresses the energy consumption of the business;
 - seeks to change our behaviours to reduce our carbon footprint;
 - encourages greener activity on a large scale; and
 - supports LCC initiatives to Green Liverpool e.g. cycle hire scheme.
- Establishes measures that equitably reduce the cost of running an LMH home e.g.
 - by the generation of renewable energy by LMH;
 - by provision of more efficient equipment; and
 - through education in energy usage and use of systems.



Policy development

To support LMH's Enterprise and Growth Strategy, the business will be actively seeking out good practice and innovation elsewhere and will be developing its knowledge, contacts, expertise and experience to influence the local, regional and national agenda.

LMH will take steps to influence the policy arena by taking an active role in shaping the agenda by proactively seeking out opportunities.

Senior officers will have objectives to take a lead in particular areas of activity beyond LMH in a planned and prioritised way. LMH will:

- Develop a Regeneration Framework within which the ward-based Support & Intervention sit that supports the needs of our communities.
- Develop a Sustainability Plan which sets out how we will do business, including the green agenda.
- Cascade the objectives of the various strategies into our ward-based Support & Intervention Plans to ensure on the ground implementation.



Social Enterprise

The objectives of LMH's interest in Social Enterprise are:

- To provide services to our communities that will improve quality of life.
- To provide opportunities for jobs and training.
- To add to our Social Dividend that LMH will reinvest in communities and our employees.

LMH will explore opportunities to support existing social enterprises that are providing services to the benefit of the communities we work in, and will look for new opportunities to develop new business.

To do this LMH will

Plan

- Establish a baseline and take steps to improve the social health and well being of our communities.
- Establish what is currently being provided and identify gaps.
- Establish what we are currently buying as LMH and identify opportunities to deliver services for LMH and partners as a social business.
- Scan the horizon to identify new opportunity to deliver services.
- Invest in research and development.
- Identify funding streams including from Europe and Health.
- Explore appropriate company structures that are tax efficient.



Explore opportunities to deliver services e.g.

- Management of property portfolios on behalf of others.
- Care provision.
- support services e.g, lifeline, technical support services, 24 hour call centre, support for vulnerable residents.
- Homeless service provision.
- Develop our presence on the Social Enterprise network.
- Develop our approach to the green agenda.
- Support initiatives to bring more of our residents on line.
- Develop opportunities for volunteering which will support people to make a contribution to their community and enhance employability.

Deliver

- New homes.
- New services.
- Increased Social Dividend to reinvest.

Review

- Establish the impact and effectiveness of our initiatives on our communities.
- Share and celebrate our successes.
- Identify success and continue, identify areas for improvement.
- Recognise some projects may not deliver what was hoped- learn from this.

Prepare to grow the HMS service when the product is in a position to market- meanwhile monitor the market, including

- voids,
- responsive repairs;
- gas servicing;
- environmental services;
- sub contract work; and
- planned maintenance programmes- for internal customer, then the external market.
- Explore opportunity to replicate HMS success with other LMH services eg: sale of back office services \ such as HR/ICT/Accountancy to others.
- Identify opportunities to provide services at low cost to support social enterprise.



Advantage

LMH needs to consider how it will perform better than the competition in any new market that we enter

Key areas to incorporate in turning the strategy into reality are:

- Appropriate structure and resources.
- Marketing strategy.
- Proactive opportunity seeking.
- Range of delivery models/vehicles.
- Expertise.
- Funding streams including grants and institutional investment.
- Establishing the criteria for an acceptable business case.
- Changing our culture.
- Use of LMH resources for research and development.



Conclusion

To translate this wide ranging and ambitious strategy into operation, an action plan will be developed that will need to be resourced by people and money to make an impact. This action plan will impact on all teams within the business and will require a considerable change in the approach of officers in the delivery of their jobs, the objectives that are set and how resources are managed.



 **0300 123 2300**

 **0800 678 1894**

LMH CONNECT

Head Office Commutation Plaza, 1 Commutation Row, L3 8QF



info@liverpoolmh.co.uk www.liverpoolmutualhomes.org

Board/Committee/Working Group:	
Board (Open Session)	
Date of Meeting:	Thursday 2 nd February 2012
Item No:	5A



Subject:	Performance Review; 2011/12, Quarter 3	Attachments: <i>Bound Separately:</i> 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"> • During Quarter 3 the following service areas were highlighted for significant improvement over the period:- <ul style="list-style-type: none"> • Anti Social Behaviour • Customer Contact Centre • Gas Safety • Tenant Profiling • Average time to let an empty property • The following work areas fell below the expected target during Quarter 3, and/or performance had dropped :- <ul style="list-style-type: none"> • Number of empty properties • Percentage of Current Tenant Arrears and Rent Collection • Response Repairs • Staff Sickness • 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:			
It is recommended that the Board;			
i). Notes the content of this report and;			
ii). Approves the circulation of performance data to relevant partners.			
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. 			

<p>Key risks:</p> <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 the risk of poor performance effectively. 	
<p>Material impact on Corporate Plan ‘Focuses’ including equalities implications:</p> <ul style="list-style-type: none"> Performance reporting impacts on all focuses as each performance indicator is linked to the Corporate Plan focuses that they measure. 	
<p>Consultation:</p> <ul style="list-style-type: none"> 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. 	
<p>Directorate: Corporate Services</p>	
<p>By: Cathy Abraham</p>	<p>Position: Head of Business Support</p>

1. Background

- 1.1 To ensure that LMH is being managed effectively it is essential that management and the Board receive regular reports on performance against all Business Critical Performance Indicators (PI's) and against annual targets. The performance up to the end of 2011/12, Quarter 3 is included in Appendix 1 to this report. Throughout the performance report, the Covalent system uses a colour-coded traffic light approach to highlight performance and status. The green tick indicates a (PI) is performing above expected thresholds. Red indicates that a PI is performing outside expected thresholds, whilst Amber indicates a PI that is neither within the red nor green threshold. A summary is included at the beginning of the report to indicate how many PIs 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 within the Year 4 Operational Plan including a status update and is included in Appendix 2.
- 1.4 Progress against promises included in the Offer Document is included in Appendix 3.

2. Performance Detail

- 2.1 Areas of Positive Performance and Improvements.
 - During the Third Quarter of 2011/12 a total of 252 ASB cases were reported. Eight of these cases were classed as requiring an urgent response (i.e. racial, hate crime or domestic violence). All of the cases were responded to within the specified target time.
 - Standards within the Customer Contact Service continued to show improvement over the Quarter, with the average time to answer an incoming call being 48 seconds. Previous results were 51 seconds for Quarter One, and 54 seconds for Quarter Two. The number of calls being received by the Customer Service Centre has reduced and, as a result, more enquiries are being dealt with first time. The steady improvement of the repairs service being delivered by LMH customers has had a positive impact.
 - As at the end of Quarter Three all of LMH properties were in receipt of a valid Landlords Gas Safety Record.
 - The target for profiling information has now been met across the following diversity strands:-gender, disability, sexuality and religion/belief. There has been significant improvement with the information collected on age and ethnicity and further work continues to ensure the target will be met by the end of March 2012 in this area.

2.2 Areas of Corrective Action

- There has been an increase in the Quarter in the number of new voids to 300 from 278 in Quarter Two. However, the total number of empty properties reduced to 156 at the end of December 2011 from 180 at the end of September 2011. This figure is still above the target set for the end of Quarter Three and work will continue to let management voids as quickly as possible over the next few months. On the positive side, the average time to let an empty property is 16.18 days which remains at upper quartile when benchmarked with peer comparison in Housemark.
- The percentage of current tenant rent arrears still remains above the target set for Quarter Three, however there has been improvement in this area particularly during the difficult pre-Christmas months and considering external pressures such as housing benefit suspensions. Rent collection improved over the Quarter with 99.43% being collected over the period compared with 99.09% in the previous period. Work continues to target tenants who are more at risk at falling into arrears using the Mosaic data which has had a positive impact.
- Although performance with repairs still remains short of the targets set across all priorities when considered on a cumulative basis, improvement has continued with both Emergency and Urgent repairs. The backlog of repairs is still having a negative effect on performance particularly with Routine repairs, as the indicator is measured from when the repair was reported to the time it was completed.
- Cumulatively the average number of days lost to sickness was 2.49 days. This is above the target of 2.08 days. In total 282 days were lost to sickness absence in December. This performance is largely due to seasonal illnesses. All sickness is closely monitored by managers.

3. Progress of Corporate Action Plans

3.1 Operational Plan 2011/12

The Operational Plan for 2011/12 is attached in Appendix 2.

There are 29 actions due for completion with the 2011/12 Operational Plan. A summary of implementation is as follows;

- 5 Actions Complete
- 5 Actions Overdue
- 19 Action in progress

The following is a breakdown of the actions from the Operational Plan where the completion date has not been met.

- Develop Financial Inclusion Strategy

The staff consultation period for the Financial Inclusion Strategy ended on 20th January 2012 and will be presented to the Customer Experience Committee in February.

- Maximise opportunities from the Affordable Housing Programme supported by a prudent approach to risk

The HCA Contract to secure funding is now signed. The Barlow Street scheme progressing close to planning application stage and various other sites being appraised for new development

- Identify opportunities for the creation or support of social enterprises to deliver LMH aspirations

Resources secured for new posts in Regeneration Team to focus on this agenda and dialogue underway with potential partners.

- Develop a Growth Strategy to take advantage of opportunities in new and developing markets for a range of products and services.

The Growth and Enterprise Strategy has been prepared and is presented for consideration by the Board elsewhere on this agenda.

- Develop a clear strategic approach to the green agenda as part of LMH's Sustainability Strategy.

Draft Sustainability Strategy prepared and consultation in progress. Response to Green Deal consultation submitted and resources secured to strengthen the Regeneration Team to deliver this agenda.

3.2 Offer Document

Progress against the Offer Document promises can be seen in Appendix 3. A total of 39 actions were marked for completion between 1st April 2011 and 31st March 2013. During 2011/12 15 actions were completed and a further 24 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.



HOUSEMARK PRESENTATION
PRESENTATION ON THE NIGHT

Board/Committee/Working Group:	
Board (Open Session)	
Date of Meeting:	Thursday 2 nd February 2012
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 124 shareholders (111 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
Teri Wilson	Yes	Yes
Kenneth Kojo Otu	Yes	Yes
Andrew Crombie	Yes	Yes

Board/Committee/Working Group:	
Board (Open Session)	
Date of Meeting:	Thursday 2 nd February 2012
Item No:	5D



Subject:	Declaration of Interest – Use of General Exemptions	Attachments:	Appendix 1 – Extract from Declaration of Interest Register
Confidentiality:	Non-Confidential	Status:	For information
Executive Summary:			
<p>On 1st April 2010 the provisions of Schedule 1 of the Housing Act 1996 in relation to payments and benefits was repealed as part of the TSA's new statutory and regulatory regime. Following this the Board resolved that Liverpool Mutual Homes would, as a matter of policy, continue to adopt the restrictions relating to payments and benefits set out in Schedule 1 and report to Board when any exemptions are used.</p>			
Recommendation:			
<p>It is recommended that the Board endorses the application of exemptions as set out in the appendix to this report.</p>			
Value for Money:			
<p>Any financial implications identified will be covered within existing budget provision.</p>			
Key risks:			
<p>Not maintaining the highest standards of probity and conduct could result in the organisation failing to maintain a good standard of Governance which could bring the organisation into disrepute.</p>			
Material impact on Corporate Plan 'Focuses':			
<p>The material impact of not continuing to uphold a high standard of conduct and probity would be in relation to LMH's Focus on Governance as it ensures that LMH conducts its business in an open, transparent and professional manner.</p>			
Consultation: With the Executive Management Team			
Directorate: Corporate Services			
By: Trish Howell		Position: Governance and Regulation Manager	

1. Background

1.1 Schedule 1 of the Housing Act 1996 set out standards for probity in Registered Social Landlords.

1.2 Broadly speaking 'Schedule 1' prevented Registered Social Landlords from granting any non-contractual payments or benefits to staff and Board Members or their families.

1.3 Guidance on what could be defined as a "benefit" was provided by the Tenant Services Authority's Good Practice Note No.3 (GPN3) as:

- The grant of a tenancy or licence;
- The grant of a lease under a shared ownership scheme or under a leasehold scheme for the elderly;
- The sale of a property, unless it is under the Right to Buy, the Right To Acquire or some other statutory scheme;
- The award of a contract of employment;
- The award of any other kind of contract, such as a building contract or a contract for services;
- Loans, unless included in an employment contract, such as a car loan; and
- Payment of non-contractual severance or non-statutory redundancy settlement.

1.4 The TSA allowed certain exceptions to these arrangements as set out in GPN3 and Registered Social Landlords were permitted to make use of these exceptions by making appropriate Determinations in each case. The Determinations were required to be made openly and fairly and also be recorded.

1.5 The instances where exceptions could be made were known as the 13 Exemptions and are as follows:

- The 1st Exemption: Employment of employee's relatives;
- The 2nd Exemption: Re-employment of former employees or engagement as self-employed contractors;
- The 3rd Exemption: Housing employees and their relatives;
- The 4th Exemption: Housing by tenant based associations of officers (board members are referred to as officers by the act) and their relatives;
- The 5th Exemption: Housing of officers' relatives with special needs;

- The 6th Exemption: Housing of officers and their relatives;
- The 7th Exemption: HomeBuy/VPG payments for tenants who are employees or officers;
- The 8th Exemption: Purchase of services by fully mutual tenant based associations;
- The 9th Exemption: Payment of non-contractual severance and redundancy settlements;
- The 10th Exemption: Settlement of employment related disputes;
- The 11th Exemption: Payments to businesses trading for profit in the management of which an association's employees or officers are directly concerned;
- The 12th Exemption: Provision of indemnity; and
- The 13th Exemption: Permitted payments and benefits.

2. New Arrangements

- 2.1 On 1st April 2010 the provisions of Schedule 1 of the Housing Act 1996 in relation to payments and benefits was repealed as part of the TSA's new statutory and regulatory regime
- 2.2 In order to maintain standards of probity within the organisation the Board resolved at the Board meeting in March 2010 that LMH would, as a matter of policy, continue to adopt the restrictions relating to payments and benefits set out in Schedule 1 and continue to follow guidelines set out in the TSA's Good Practice Note 3 Maintaining the Standards of Probity.
- 2.3 Staff and Board members are required to complete, on an annual basis, a declaration of interest form which will record any potential conflicts of interest
- 2.4 Any new staff and Board members that start throughout the year will be briefed on the requirements to make declarations of interest as part of the formal induction process
- 2.5 A register will be maintained which sets out any instances where the general exemptions are used. Any instance recorded will be reported to the Board, attached as an appendix to this report.
- 2.6 A Probity and Conduct Policy has been developed to reflect the TSA's new regulatory framework

3. Strategic Implications

- 3.1 LMH will continue to maintain the highest standards of probity and conduct its business in a way which will maintain the good reputation of the sector. In order to ensure that good governance is embedded throughout the organisation LMH's Board will continue to make decisions regarding whether payments and benefits are justified.

4. Risk Management

- 4.1 Not maintaining standards of probity would constitute a risk to the association which can be mitigated by:
- Continuing to adopt the restrictions relating to payments and benefits set out in Schedule 1
 - Acting in accordance with general charity law and Liverpool Mutual Homes' Rules
 - Developing policies to underpin the new regulatory framework ensuring that there is transparency in all decision making

**LIVERPOOL MUTUAL HOMES
EXTRACT FROM THE DECLARATION OF INTEREST REGISTER**

Reference	Date Form signed off	General Exemption Used	Comments
1/2011	20/12/2011	6 th Exemption – Housing of officers and their relatives	Board member has a tenancy with LMH
2/2011	20/12/2011	6 th Exemption – Housing of officers and their relatives	Board member has a tenancy with LMH
3/2011	20/12/2011	6 th Exemption – Housing of officers and their relatives	Board member has a tenancy with LMH
4/2011	20/12/2011	6 th Exemption – Housing of officers and their relatives	Board member has a tenancy with LMH
5/2011	20/12/2011	6 th Exemption – Housing of officers and their relatives	Board member is a leaseholder of LMH
6/2011	20/12/2011	6 th Exemption – Housing of officers and their relatives	Board member's relatives are tenants of LMH
7/2011	20/12/2011	6 th Exemption – Housing of officers and their relatives	Board member has a tenancy with LMH
8/2011	21/12/2011	3 rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
9/2011	21/12/2011	3 rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
10/2011	05/12/2011	3 rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
11/2011	05/12/2011	1 st Exemption – Employment of employee's relatives	Employee's relative is an employee of subsidiary company
12/2011	05/12/2011	3 rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
13/2011	23/12/2011	3 rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants

14/2011	20/12/2011	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
15/2011	21/12/2011	1 st Exemption – Employment of employee's relatives	Employment of employee's relatives
16/2011	23/11/2011	1 st Exemption – Employment of employee's relatives	Employment of employee's relatives
17/2011	21/12/2011	1 st Exemption – Employment of employee's relatives	Employment of employee's relatives
18/2011	5/12/2011	1 st Exemption – Employment of employee's relatives	Employment of employee's relatives at subsidiary company
19/2011	21/12/2011	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
20/2011	20/12/2011	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
21/2011	20/12/2011	3rd Exemption – Housing employees and their relatives	Employee is a tenant of LMH
22/2011	24/01/2012	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
23/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
24/2011	21/12/2011	3rd Exemption – Housing employees and their relatives	Employee is a tenant of LMH
25/2011	05/12/2011	3rd Exemption – Housing employees and their relatives	Employee has a service tenancy with LMH as a scheme manager
26/2011	21/12/2011	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
27/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
28/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employee has a service tenancy with LMH as a scheme manager
29/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
30/2011	21/12/2011	3rd Exemption – Housing employees and their relatives	Employee has a service tenancy with LMH as a scheme manager

31/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employee has a service tenancy with LMH as a scheme manager
32/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employee is a leaseholder of LMH
33/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employee has a service tenancy with LMH as a scheme manager
34/2011	21/12/2011	1 st Exemption – Employment of employee's relatives	Employment of employee's relatives
35/2011	24/01/2012	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
36/2011	5/12/2011	1 st Exemption – Employment of employee's relatives And 3rd Exemption – Housing employees and their relatives	Employment of employee's relatives And relative is a tenant of LMH
37/2011	21/12/2011	3rd Exemption – Housing employees and their relatives	Employee's relative is a leaseholder of LMH
38/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employee has a service tenancy with LMH as a scheme manager
39/2011	21/12/2011	3rd Exemption – Housing employees and their relatives	Employee's relative is a leaseholder of LMH
40/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employee is a tenant of LMH
41/2011	21/12/2011	1 st Exemption – Employment of employee's relatives	Employment of employee's relatives
42/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
43/2011	21/12/2011	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
44/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employees relatives are LMH tenants
45/2011	5/12/2011	3rd Exemption – Housing employees and their relatives	Employee is a tenant of LMH
46/2011	24/01/2012	1 st Exemption – Employment of employee's relatives	Employment of employee's relatives by HMC

ITEM 5E

LIVERPOOL MUTUAL HOMES (LMH)
REGISTER NUMBER 29998R-



MEETING OF THE CUSTOMER EXPERIENCE COMMITTEE HELD
ON 24th NOVEMBER 2011

PRESENT:

Bruce Johnson
Bill Lacey
Ken Hughes
Jean Kayne
Lorraine Brophy
Peter Edmondson

Chair
Independent Board Member
Tenant Board Member
Tenant Board Member
Leaseholder Board Member
Chair – Scrutiny Panel

OFFICERS IN ATTENDANCE:

Angela Forshaw
Cathy Abraham
Kevin Clifford
Michael Vickers
Andrew Oates
Trish Howell
Sharon Irving

Director of Housing & Customer Services
Head of Business Support
Senior Maintenance Manager
Senior Investment Manager
Assistant Director Customer Services
Governance Manager
PA Director of Housing and Customer Services

APOLOGIES

Cllr Sharon Sullivan

(The meeting commenced at 17.30pm)

CEC11/039 DECLARATIONS OF INTEREST

No declarations of interest were recorded.

**CEC11/040 MINUTES OF THE MEETING OF CUSTOMER EXPERIENCE
COMMITTEE HELD ON 26th May 2011**

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

It was resolved that the Customer Experience Committee:

Agreed the minutes as an accurate record.

CEC11/041 MATTERS ARISING FROM THE MINUTES

The Director Of Housing and Customer Services updated Item 4B. 101.24% of rent had been collected in the last 4 week period amending the forecast collection rate to 99.5%. The Winter Rent Campaign and the Winter Warmth Campaign had both had a positive effect on rent collection – she cautioned that a Christmas dip in rent collection can be anticipated.

ITEMS FOR CONSIDERATION

CEC11/042 ITEM 4H INVESTMENT PERFORMANCE REPORT

This item was brought forward to enable the report presenter to leave to attend another meeting.

The Senior Investment Manager detailed the highlights of the 2011/2012 Investment Programme:

- The main elements of the programme are currently running at 104% of programme with no major concerns or risk to completing this year's programme on time.
- Customer satisfaction continues to be positive and is currently running at 98% of customers satisfied with the investment service.
- 86 Compliments were received during the last quarter
- 34 Complaints were received during the last quarter

It was resolved that the Customer Experience Committee:

- i) Noted the content of the report

CEC11/043 ITEM 4A – LMH CONNECT PERFORMANCE REPORT

The Assistant Director Customer Services presented details of the LMH Connect Performance Report October 2010 - October 2011

The report highlighted that during its first year of operation the Customer Service Centre had benefited from;

- increased resources
- an intensive staff training programme
- investment in IT resulting in a continual improvement in service delivery.
- Increased operating hours now 8.00am -6.00pm
- More part time workers employed to cover extended hours

Resulting in 93% of all enquiries being dealt with at first point of contact.

The Tenant Board Members asked for it to be noted that their recent visit to the CSC had been welcomed and was very impressive.

It was resolved that the Customer Experience Committee:

- i) Noted the progress made with LMH Connect in its first year of operation; and,
- ii) Noted the planned future developments for LMH Connect including the development of CRM

CEC11/044 ITEM 4B – OVERVIEW OF REPAIRS/VOIDS/GAS SERVICING AND CYCLICAL MAINTENANCE

The Senior Maintenance Manager provided a presentation to the Customer Experience Committee to update them in relation to the Repairs, Voids, Gas Servicing and Cyclical Service.

He reported:

- **Responsive Repairs**
HMS got off to a good start with their performance for July through to September
- **Voids**
The number of voids orders issued has increased considerably in the latter months of the second quarter from the expected 88 forecast per month. This is now being managed and brought under control.
- **Gas**
The gas servicing programme is set to finish on schedule at the end of November 2011 and it is forecast 100% of properties will have a valid LGSR at that time.
- **Cyclical**
This year's cyclical programme includes the delivery of communal works to 83 blocks. The works consist of communal lighting upgrade, decoration and fire door replacements.

It was resolved that the Customer Experience Committee

- a) Noted the content of the report

CEC11/045 ITEM 4C – CUSTOMER FEEDBACK REPORT: QUARTER 2, 2011/12

The Head of Business Support presented details of the Customer Feedback Report: Quarter 2, 2011/12

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 compiled consumer data.

To date Mosaic has been used to look at:

- Gas servicing
- Rent Arrears

Proposed Business areas for investigation during the remainder of 2011/12 are:

- Tenants failing to maintain their tenancy
- ASB
- Abandonments
- Complaints
- Tenants contacting the Customer Service Centre
- Repairs

LMHs current Engagement Strategy includes:

- Tenants Assembly
- Tenants and Residents Associations
- Positive Peoples Platform
- Customer Equalities Group
- Editorial Panel
- Special Focus Groups
- Review Standards Group
- Tenant Inspections and Mystery Shopping

It was noted that this was a very comprehensive report

It was resolved that the Customer Experience Committee

- a) Noted the content of the report

CEC11/046 ITEM 4D – COMPLAINTS REPORT 2011/12, QUARTER 2

The Head of Business Support presented details of the Complaints Report 2011/2012 Quarter 2.

The report highlighted:-

Complaints

LMH handled 102 complaints during the period:

- 97 Stage 1 complaints – performance 99.17%%
- 3 Stage 2 complaints – performance 100%
- 2 stage 3 complaints –performance 100%
- There have been no additional ombudsman referrals during the reporting period
- 1 penalty payment for failing to respond to a complaint in time was paid in this period.

Compliments

There were a total of **86** compliments recorded during the reporting period compared to only **32** for the same period in 2010.

It was resolved that the Customer Experience Committee:

- a) Noted the content of the report

CEC11/047 ITEM 4E – COMPLAINTS POLICY REVIEW

The Head of Business Support presented details of the Complaints Policy Review and the revised Complaints and Compliments Policy.

Following a review of the Complaints Procedure by the Scrutiny Panel – further changes may be made in the near future.

It was resolved that the Customer Experience Committee:

- i) Agree to the adoption of the attached Complaints and Compliments Policy
- ii) Agree to a subsequent review of the Policy by September 2012 to ensure recommendations from Scrutiny Panel Review and any regulatory or legislative changes can be incorporated.

CEC11/048 ITEM 4F – SCRUTINY PANEL REVIEW

The Governance Manager presented details of the Scrutiny Panel Review.

The first review carried out by the Scrutiny Panel focused on LMH's Complaints and Compliments service and was viewed as a "mock" exercise to prepare the Scrutiny Panel for a future programme of work and to establish good practice in carrying out future reviews.

The review resulted in 13 recommendations being proposed and an action plan with timescales for implementation. It was proposed that a further review should take place after 6 months.

The Chair of the Scrutiny Panel was impressed by:

- The culture within LMH
- The willingness of staff to engage
- Scrutiny Panel Members who are keen and committed

It was resolved that the Customer Experience Committee:

- i) Notes the report at Appendix 1 and approved the format and content of the report; and

- ii) Approves the recommendations made in the report

CEC11/049 ITEM 4G LMH VULNERABLE PERSONS REVIEW ACTION PLAN

The Assistant Director Customer Services presented details of the progress made against the actions contained within the Review presented to the CEC in February 2011.

It was resolved that the Customer Experience Committee:

- i) Notes the progress made to date and approves the updated action plan

CEC11/050 ITEM 5 ANY OTHER BUSINESS

The DHCS advised she will circulate a forward plan for consideration prior to the next Customer Experience Committee

**The next meeting
Thursday 16th February 2012 @ 5.30 p.m.
Board Room, Commutation Plaza**

(The meeting concluded at 19.15hrs)