

**JRHT BOARD**

**Tuesday 6 June 2023**

**Video Conference via Zoom**

<b>Present</b>	Angela Lockwood (Chair) Terrie Alafat Alistair Brown Dan Gray Paul Jenkins (to item 17) Gillian Russell	AL TA AB DG PJ GR
<b>In attendance</b>	Paul Kissack Chris Simpson Tracey Preece Claire Townson Frank Soodeen David Boyes-Watson Christine Frame Carol Tannahill Matt Lewer (item 0) Brenda Boyles (item 0) Steve Hutcheon (item 0) Nik Milner (item 0) Chris Welch (to item 8) Fiona Fischbach (items 7 & 10)	PK CS TP CTw FS DBW CF CTh ML BB SH NM CW FF
<b>Minutes</b>	Stephen Lynch	SL
<b>Apologies</b>	David Lunts Dan Ryan	DL DR

<b>Agenda Item Comments</b>	<b>Presenter</b>	<b>Action</b>
<b>0 JRHT Residents Assembly report to Board</b>	<b>AL</b>	

Agenda Item Comments	Presenter	Action
<p>AL welcomed BB, SH and NM to present to Board on behalf of the Residents Assembly.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> <li>• The work of the Residents Assembly</li> <li>• The backgrounds of the representatives</li> <li>• Resident engagement</li> </ul> <p>BB, SH and NM raised the following points and challenges;</p> <ul style="list-style-type: none"> <li>• The value of positive contact points. There is a real benefit of having a recognisable and reliable contact in JRHT that residents can contact about issues and challenges.</li> <li>• The need for a shift in Communication, informing people of the good news as well as negative information. The website needs a more regular update.</li> <li>• Safety. JRHT need to show that they care about this and promote and communicate work delivered around safety.</li> <li>• Wider voice. JRHT need to work on the voice that tenants have and need to reach out to people not ordinarily heard from.</li> <li>• Resident assembly is an improvement in structures that promote involvement and is working well.</li> <li>• Complaints from residents and how best to resolve/respond to these.</li> </ul> <p>AL thanked the Resident Assembly members for their attendance and the thoughts that were shared. Representatives from the Assembly will attend the Board in Q4 and in the meantime a rotating representative from the Board will continue to attend Assembly meetings.</p>		<b>CS</b>
<b>Outcome:</b> There was a <b>discussion</b> with the Residents Assembly representatives.		
<b>0 Private business</b>	<b>AL</b>	
<p>It was noted that JRHT has won an award for the design of New Lodge as part of the Yorkshire Regional Awards for the RIBA (Royal Institute of British Architects).</p>		
<b>1 Minutes of the Q1 2023 meeting</b>	<b>AL</b>	
<b>Outcome:</b> The minutes from the meeting held on Tuesday 21 March 2023 were approved for signature by the Chair.		
<b>1.1 Minutes of the 22 May 30-year plan meeting</b>	<b>AL</b>	
<p>TP confirmed that an additional stress test on stock condition investment is included in the JRHT Long-term Financial Plan paper (item 16).</p>		

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<p><b>Outcome:</b> The minutes from the meeting held on 22 May 2023 were approved for signature by the Chair.</p>		
<p><b>2 Matters arising</b></p>	<p>AL</p>	
<p><b>Outcome:</b> There were no matters arising.</p>		
<p><b>3 Actions from the previous meetings</b></p>	<p>CF</p>	
<p><b>Outcome:</b> The actions were <b>noted</b>.</p>		
<p><b>4 Register of interests</b></p>	<p>AL</p>	
<p><b>Outcome:</b> The register was <b>noted</b>.</p>		
<p><b>5 CEO report</b></p>	<p>PK</p>	
<p>PK updated on a conversation the previous day at JRF Trustees on the process for agreeing the 2024 pay award. The process will involve, for the first time, a negotiation with Unite for JRF Teams and Central Services staff, alongside consultation with Staff Council for JRHT staff. PK will circulate the paper on this.</p> <p>JRF Trustees had also discussed group ways of working, including strategy questions for the group and the relationship between JRF and JRHT. They have agreed to look at joint governance and executive arrangements over the next six months via the Nominations and Governance Committee. PK will circulate the paper and offer conversations with Board members via email.</p>		<p>PK</p> <p>PK</p>
<p><b>Outcome:</b> The report was <b>noted</b>.</p>		
<p><b>6 JRHT Executive Director update</b></p>	<p>CS</p>	
<p>CS updated on:</p> <ul style="list-style-type: none"> <li>• Cost of living. Rent collection is holding up and there has been a significant change in the approach to damp and mould.</li> <li>• Capacity in the DLO, with progress being made in recruitment.</li> <li>• Care Services. The services are stable, but there have been Covid outbreaks at all homes.</li> <li>• Development. A new administration has taken over at City of York Council following local elections. CS has met with the new council leader.</li> <li>• Embedding of Central Services. Embedded teams are working well and there is a closer understanding of the financial position.</li> </ul> <p>There were discussions on:</p> <ul style="list-style-type: none"> <li>• Compliments. CS said many are received for Care staff from the families of Care residents, and for Housing staff going the extra mile.</li> </ul>		

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<ul style="list-style-type: none"> <li>• Three complaints referred to the Housing Ombudsman are open. CS said there is expected to be a rise in Ombudsman cases this year nationally. CS is assured that JRHT has a good account regarding these complaints.</li> <li>• Carterwood review of Care. This will be discussed at the session on core purpose at the Summer/Autumn Away Day.</li> <li>• Tenant Satisfaction Measures. The survey will be undertaken in July and then advice will be sought from the Residents Assembly on the best way to follow up with pulse surveys.</li> </ul>		<b>CS</b>
<b>Outcome:</b> The report was <b>noted</b> .		
<b>6.1 Performance dashboard</b>	<b>CS</b>	
<p>Care Services are safe and stable but occupancy is below where it could be at the Oaks and New Lodge. The Oaks occupancy is recovering from the period when it was taking no new admissions. At New Lodge, there is nothing to suggest it shouldn't be filling up, though the situation is not static with new residents moving in, suggesting that there is still demand.</p> <p>Repairs remain an area for monitoring due to capacity issues, but this is improving.</p> <p>There were discussions on:</p> <p>Development delivery, DBW noted a delay in getting planning permission on units due to recent local elections. There are also sites where extended consultation was required. DBW will bring a report on status of the development programme to the Q3 Development Sub Committee.</p> <p>Non-care sickness absence rates. CTw said these a slightly higher than normal. The absence management policy has been relaunched which is expected to have a positive effect on long term absences. Work is ongoing around culture and encouraging managers and the HR team to take difficult decisions.</p>		<b>DBW</b>
<b>Outcome:</b> The report was <b>noted</b> .		
<b>6.2 Health &amp; Safety update</b>	<b>CS</b>	
<p>CS said there is good assurance on compliance in housing and care.</p> <p>The compliance team have now undertaken full in-person baseline audits across all care sites for the first time since the start of the pandemic.</p>		
<b>Outcome:</b> The report was <b>noted</b> .		
<b>6.3 Fire risk assessment actions</b>	<b>CS</b>	
<p>CS highlighted one high risk action overdue.</p> <p>CS is due to meet the Head of Health &amp; Safety, Head of Property Services and Head of Planning, Performance and Risk to discuss the process for</p>		

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<p>completing fire risk assessments actions. It was noted that overdue assessments represent a significant risk to the organisation. CS said the priority it to complete all high-risk actions and overcome capacity issues. CS will continue to bring detail on fire safety assessment actions to all future board meetings.</p> <p>There was a discussion on fire door surveys and compartmentation. CW said that work carried out required a high level of supervision. There have been some concerns with contractors seeking to overestimate the level of works required and being contradicted by internal experts. The risk at Plaxton Court is being managed through the 24-hour a day staff presence and installation of up-to-date systems. The Property Services team is aiming to recruit its own joiners to assist with completion of works. CS will bring a report on fire door surveys to the Q3 Audit &amp; Risk Committee meeting.</p>		<p>CS</p> <p>CS</p>
<b>Outcome:</b> The report was <b>noted</b> .		
FF joined at this point		
<b>6.4 JRHT Risk Report</b>	<b>CS</b>	
<p>CS highlighted key risks, including inflation impact on residents and JRHT finances, the rent breach reported to the Regulator of Social Housing (RSH), a possible additional rent breach, housing stock quality and cyber security risk.</p> <p>There was a discussion on JRHT finances, including the impact of the housing and finances systems roll-out on 2024 budgets.</p>		
<b>Outcome:</b> The report was <b>noted</b> .		
<b>7 Asset Management report</b>	<b>CS</b>	
<p>CS presented the report and highlighted issues around stock condition data and investment planning.</p> <p>FF updated on the recent audit of stock condition by BDO. The report is not yet finalised, with management comments and action timescales being agreed. Key findings from that include the need to update policy (including creation of a standalone damp and mould policy) and the need to up update the asset management strategy. The final report will be discussed at the Q3 Audit &amp; Risk Committee meeting, and an update with access to the report brought to the Q3 JRHT Board meeting.</p> <p>FF updated on Savills review of stock condition. The final report on this is awaited, but a debrief was provided the previous week. Savills found that coverage of surveying is good on areas that would be expected, but there are gaps on Housing Health and Safety Rating System “HHSRS” hazards. They felt that data was broadly complete with one exception related to carbon monoxide, where the work had been completed but not updated on Keystone. Estimated costs of repairs in Keystone are based on 2020 valuations uplifted by inflation, but actual costs vary. Some data that was showing fixtures as aged for financial planning purposes should not need to</p>		<p>CS</p>

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<p>be included in the repairs backlog. Other data issues were found in Keystone related to completed works. Replacement dates should be updated after repairs work is completed.</p> <p>CS noted ongoing work on updating the Asset Management Strategy.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> <li>• The stock condition internal audit report. CS will circulate to Board when it is finalised.</li> <li>• Assurance framework. PJ said Audit &amp; Risk Committee may need to revisit this.</li> <li>• Decent Homes Standard and reporting to the RSH. FF said the return this year will show 55 non-decent properties. Some of these relate to boilers and others to HHSRS hazards. Additional work has since lifted many of these homes well out of that position. The aim has been for full transparency and to outline mitigations.</li> <li>• Stock condition costs. It was noted that a full survey of all properties could cost around £300k, and that work would likely lead to additional spend on repairs. CS said that relative risks and costs need to be mapped out.</li> <li>• Damp and mould work. CW said that these works have tailed off in recent weeks. Work is ongoing on issues picked up earlier, following the information campaign that included a postcard to every property asking for reports of damp and mould issues. Unbudgeted costs for this work are estimated at around £350k. CW said that this work has uncovered systematic issues with housing stock in some areas.</li> <li>• Asset Management Strategy. CS and FF said that the new strategy will be brought to the Board and Residents Assembly in Q3 2023, with final sign off at the Q4 Board meeting.</li> </ul>		<p style="text-align: center;">CS</p> <p style="text-align: center;">CS</p>
<p><b>Outcome:</b> The report was <b>discussed</b>.</p>		
<p>FF and CW left at this point</p>		
<p><b>8 EDI, Anti-Racism and NHF EDI Baseline update</b></p>	<p><b>CS</b></p>	
<p>Anti-racist training for JRHT managers has generated four areas that it is felt JRHT can work on:</p> <ul style="list-style-type: none"> <li>• Increasing organisational attractiveness for people of colour, where they feel valued and included.</li> <li>• Connecting with community organisations to support and amplify their work.</li> <li>• Actively encouraging more people of colour to access our homes/centres and providing the right services.</li> <li>• Leading as an institution in the city</li> </ul>		

Agenda Item Comments	Presenter	Action
<p>A board workshop on EDI and anti-racism will be organised.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> <li>• Local work.</li> <li>• Diversity of communities served.</li> <li>• Refugee housing. In response to a question from GR on housing asylum seekers, CS said that the development strategy was focussed on general needs housing for the next few years and therefore for newbuild there were no plans to develop specifically for refugees. However, refugees can access housing through City of York Council's allocation scheme of which JRHT is a partner.</li> </ul>		CS
<p><b>Outcome:</b> Board <b>agreed</b> that:</p> <ul style="list-style-type: none"> <li>• A board workshop on EDI and anti-racism will be organised.</li> <li>• JRHT Board members are requested to complete EDI monitoring so this can be published.</li> <li>• JRHT uses a suitably specialist recruitment agency to assist with the forthcoming recruitment to Board vacancies to focus on recruiting to underrepresented groups.</li> <li>• The JRHT Equality Impact Assessment Board undertake an assessment on the recruitment of Board members, before recruitment of new members in Summer 2023.</li> <li>• JRHT seek advice from the NHF Housing Diversity Network (HDN) and other landlords in the region on setting measurable targets for improving the diversity of boards, leadership teams and workforces and improving outcomes for underrepresented groups with an agreed target timescale for delivery.</li> </ul>		
<p><b>9 JRHT Core Purpose and Priorities review</b></p>	CS	
<p>CS updated on conversations with Residents Assembly and staff on core purpose and priorities.</p> <p>PK noted the conversation with JRF Trustees on group ways of working, as discussed at item 5.</p> <p>There was a discussion on the process and timetable to engage JRHT Board on this work. It was agreed that a workshop would be convened to discuss this from fundamental principles. There are several pillars to work through, including thinking about working within a group.</p>		CS
<p><b>Outcome:</b> The Board <b>agreed</b>:</p> <ul style="list-style-type: none"> <li>• To arrange an away day in late summer/early autumn to review JRHT's core purpose and strategic objectives and priorities (with final arrangements to be agreed between JRHT Chair and JRHT Executive Director).</li> </ul>		

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<ul style="list-style-type: none"> <li>• To approve the proposal to use the ‘Better Social Housing Review’ as a key reference document providing important guiding principles in the development of the future strategy.</li> <li>• In recognition of the operating and regulatory environment, to apply a question(s) and focus regarding the options for the future of JRHT Care services. Specifically: - what is the best future model to deliver care for JRHT care services – for residents, families and staff, so that we can progress to sustained and embedded service improvement and development?</li> </ul>		
<b>10 Annual Compliance update and sign off</b>	<b>CS</b>	
There was a discussion on the priorities for further action.		
<p><b>Outcome:</b> Board <b>approved:</b></p> <ul style="list-style-type: none"> <li>• The schedule of changes to annual compliance reports set out in the report</li> <li>• The 2022 compliance assessments to be updated and made available.</li> <li>• An action plan to monitor progress through 2023 and 2024.</li> <li>• An immediate review of JRHT Board effectiveness and the commissioning of independent external advice for this purpose, to cover: <ul style="list-style-type: none"> <li>○ Board survey and skills audit</li> <li>○ Individual appraisals</li> <li>○ External review of documentation</li> <li>○ Observation of a Board meeting</li> <li>○ Board remuneration options</li> <li>○ Board recruitment and diversity targets</li> <li>○ Succession planning</li> <li>○ Findings and recommendations</li> </ul> </li> </ul>		
<b>11 JRHT Annual Safeguarding Report – action plan progress</b>	<b>CS</b>	
<p>CS noted that this report had been discussed in detail by Care Sub Committee and Audit &amp; Risk Committee.</p> <p>Overall, safeguarding is being handled satisfactorily in Care Services, the Housing Safeguarding policy is being rewritten and work to clear a backlog on DBS renewals is ongoing.</p> <p>It was noted the Care Sub Committee scrutinise safeguarding work across JRHT.</p> <p>A policy assurance framework will be brought to the Board for approval, to outline the development, approval and update of key policies across JRHT.</p>		<b>CS</b>
<p><b>Outcome:</b> The report was <b>noted.</b></p>		
<p>FF re-joined at this point.</p> <p>AB excused himself for the next discussion, due to a possible conflict of interests.</p>		



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<b>12 Chargeable services and rent standard review project – update</b>	<b>CS</b>		
A discussion was held on rents and service charges.			
<p><b>Outcome:</b> JRHT Board:</p> <ul style="list-style-type: none"> <li>• Formally acknowledged Breaches in the Rent Standard and referrals to the Regulator of Social Housing.</li> <li>• Noted the likelihood of a further breach that is being assessed.</li> <li>• Discussed the position JRHT takes on the repayment of service charge errors on which further discussion is required.</li> </ul>			
FF left at this point			
<b>13 Finance Report</b>	<b>TP</b>		
<p>TP presented the detailed report and stated that the finances were precarious for various reasons but especially because the surplus was reliant on property sales. However, there was no issue in relation to loan covenants which remained relatively strong. The situation we faced impacted on our internal surplus target rather than our overall viability. There are also unknown costs that cause uncertainty, including stock condition work, consequences of the service charge and rent review and the Empower24 project.</p> <p>There were discussions on:</p> <ul style="list-style-type: none"> <li>• 2024 budget. TP said work on this will start following the submission of the 30-year financial plan.</li> <li>• 2023 surplus position.</li> <li>• Q2 finance report – this will include updated figures taking account of Savills’ assumptions on stock condition work and insurance cost inflation and the operating margin data.</li> <li>• Commercial income. Progress is being made at Plaxton and Hartfields in respect of catering services.</li> <li>• Overage payments –Group Treasury arrangements. TP said that an off-cycle decision on this will be brought by the end of June.</li> </ul>			<b>TP</b>
<b>Outcome:</b> The report was <b>noted</b> .			
<b>14 Approve JRHT Annual Accounts and Report</b>	<b>TP</b>		
<p>Audit &amp; Risk Committee had recommended approval at their Q2 2023 meeting, subject to PJ and AB (as Chair and nominated member) approval of further minor amendments. TP reported that PJ and AB had met the previous week and had approved amendments, including minor formatting changes</p>			

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<p>and additional text regarding stock condition. TP will send the minute from PJ and AB's meeting on request.</p> <p>The additional information on stock condition has been provided to the RSH, so they will be familiar with this text in the annual report on this.</p> <p>The JRHT accounts are consolidated into the Group accounts. There is a minor risk of the sign-off dates being different due to additional checks that the external auditors are conducting on pensions. Those checks don't impact the JRHT accounts, and the auditor is content with Board's approval of the JRHT standalone accounts at this meeting.</p>		
<p><b>Outcome:</b> Board <b>approved</b> the 2022 JRHT Annual Report and Accounts.</p>		
<p><b>14.1 Approve annual returns to FCA - verbal</b></p>	<p><b>TP</b></p>	
<p><b>Outcome:</b> Board <b>approved</b> that the information in the Annual Report and Accounts be used to populate the annual Community Benefit Society return to the Financial Conduct Authority.</p>		
<p><b>15 Report from Audit &amp; Risk Committee (item 16.1 on agenda)</b></p>	<p><b>CTw</b></p>	
<p>CTw reported on a cyber security breach that had been discussed at the Q2 Audit &amp; Risk Committee meeting, including the action plan on mitigating risks arising. Permanent umbrella security is in place. The team is not aware of any data being compromised because of the breach and an incident response plan is being developed to respond if the risk is activated. The plan will be shared with the Audit &amp; Risk Committee at their Q3 meeting. The Information Commissioners Office will be notified of the situation and the action plan.</p>		<p><b>CTw</b></p>
<p><b>Outcome:</b> The report was <b>noted</b>.</p>		
<p>PJ left at this point.</p>		
<p><b>16 JRHT Long-term Financial Plan (item 15 on agenda)</b></p>	<p><b>TP</b></p>	
<p>The Board had reviewed the Plan in detail at their meeting on 22 May 2023. TP noted further work on stress testing, including stock condition investment to median level as requested by the Board at the scrutiny session.</p>		
<p><b>Outcome:</b> JRHT Board approved:</p> <ul style="list-style-type: none"> <li>• The 30-year Financial Plan and underlying assumptions</li> <li>• (Re-approved) the golden rules:- <ul style="list-style-type: none"> <li>○ Avoid deficits (wherever practical);</li> <li>○ Comfortably meet banking covenants at all times (5% points headroom for gearing and 10% points for interest cover);</li> </ul> </li> </ul>		

Agenda Item Comments	Presenter	Action
<ul style="list-style-type: none"> <li>○ Ensure that JRHT has sufficient liquidity for at least the following 18 months.</li> <li>• The stress testing output and range of mitigating actions that could be taken in the event of different scenarios (including combinations of stresses occurring concurrently).</li> <li>• Submission of the Financial Plan to the Regulator of Social Housing prior to 30 June 2023.</li> </ul>		
<b>17 Ratifications of off cycle decisions (item 16 on the agenda)</b>	CF	
<b>Outcome:</b> Board <b>ratified</b> off cycle approval of appointment of new JRHT Board member Terrie Alafat as Chair of JRHT Board.		
<b>18 Governance committee updates (item 17 on the agenda)</b>	CF	
18.1 Q1 2022 JRF Trustees The minutes from the meeting were <b>noted</b> .		
18.2 Q1 2023 Audit & Risk Committee The minutes from the meeting was <b>noted</b> .		
18.3 Q1 2023 Resources Committee Minutes will be brought to the next meeting		
18.4 Q3 2022 Care Sub Committee		
18.5 Q4 2022 Development Sub Committee The minutes from the meeting was <b>noted</b> .		
<b>18.1 Development strategy – addendum recommended by Development Sub Committee (item 17.1 on the agenda)</b>	DBW	
The Development Sub Committee recommended amendments to the Development strategy at their Q2 2023 meeting. The changes incorporate the Board-approved changes to increase geographical reach and the use of affordable rent if needed. One-page stakeholder versions of the strategy have been produced, one for residents and another for Local Authorities and developers. A full review of the strategy will be undertaken in 2024.		<b>DBW</b>
<b>Outcome:</b> Board <b>approved</b> the addendum to the Development strategy.		
<b>19 Any other business</b>	AL	

Agenda Item Comments	Presenter	Action
AL thanked CTw on behalf of the Board, noting that this was her final Board meeting. It has been fabulous working with CTw and best wishes were given for her new role at Broadacres Housing Association.		
<b>20 Date of next meeting</b>	<b>AL</b>	
The date of the next meeting was confirmed as Tuesday 3 October 2023 at 09.00 in London		
<b>Signed</b> <b>(Chair)</b>		
<b>Date</b>		