make it happen

**Plymouth
Community Homes**

Plymouth Community Homes Board
Microsoft Teams
24 November 2020 at 5pm

Present:
Nick Lewis (NL) (Chair)
Debbie Roche (DR) Vice Chair
Simon Ashby (SA)
Graham Clayton (GC)
Lavinia Porfir (LP)
Liz Nicolls (LN)
Graham Stirling (GS)
Nigel Pitt (NP)
Tina Tuohy (TT)
Maddi Bridgeman (MB)
Valerie Lee (VL)
Julie White (JW)

In attendance:
John Clark, (JC) Chief Executive
Nick Jackson, (NJ) Director of Business Services and Development
Gill Martin (GM) Director of Corporate & Manufacturing Services
Belinda Pascoe (BP) Head of Governance
Leanne Eastwood (LE) Governance Officer – Minutes
Eugene Potter (EP) Head of Digital and IT.

Apologies:

1.	**Welcome and Introductions** **Confirm Quorum**	
	The meeting started at 5:00pm	
01/11/20	NL welcomed everyone to the meeting, which was confirmed as quorate and went through the meeting protocol which included how to indicate that a member wants to raise a question. All Board members had been given the opportunity to ask questions before the meeting via email and responses to those questions had been circulated to all Board members ahead of the meeting and are included as questions/answers within these meeting minutes.	
2.	**Apologies for Absence**	

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02/11/20	Apologies for Absence there we no apologies for absence.	
3.	**Declarations of Interest**	
03/11/20	The guidance on declaring an interest was noted.	
4.	**Minutes of the Previous Meeting. 15 September 2020**	
04/11/20	The minutes from the meeting on the 15 September 2020 were considered and it was **agreed** that they were an accurate record of the meeting and could be signed by the chair electronically. It was noted that all papers were published in the same manner as normal and board members were given an opportunity to submit questions relating to the papers being presented by email. The responses to these questions had been circulated to all Board members before the meeting and were included in these minutes as a record of the meeting.	
5	**Redacted written resolutions of Previous meeting 15 September 2020.**	
05/11/20	The proposed redactions were reviewed and approved by the PCH Board these will be published on the PCH Website in line with the PCH Transparency policy.	
06/11/20	It was noted that the resolutions relating to the Business Plan and Extended Development Strategy had been redacted. Whilst it was accepted that the discussions were redacted for reasons of commercial confidentiality, NP had suggested that the resolutions could be published. It was agreed that Board resolutions would be published where appropriate, as in this case, even if the full discussion had been redacted	
6. 07/11/20	**Matters Arising – None**	
7.	**Minute Action and Resolution Tracker.**	
08/11/20	The Minute action and resolution tracker was reviewed and updates were provided on three items. This resulted in one action being closed and revised timescales being confirmed on the others which would be updated on the log.	
09/11/20	The following question was raised: In relation to the action relating to adding the zero carbon agenda to the strategic risk register, and whilst it is recognised that we do not have clarity yet regarding the timescales for various elements of the green homes / zero carbon agenda is there an opportunity to document our current working	

	assumptions in order to understand the potential scale of costs and when they might be incurred. This may guide our decision making at this stage and it would be great to be on the front foot and to be aligned on some key principles. In response, the Board were advised that the plan arising from the Stock Condition Survey was built with contingencies which mean that funding for a decarbonisation programme should be covered, including retrofit. However, there is also a possibility of grant funding being released by the Government. There is a working group evaluating our strategy in relation to retrofit of existing homes. It is too early to know for certain if the provisions in the plan will be sufficient to meet future retrofit initiatives as the technology is still in early stages and not yet at the point of mass production which should in turn reduce costs.	
8. 10/11/20	**Decisions since last meeting- None**	
9. 11/11/20	**Briefing papers since last meeting**:- **None**	
10. 12/11/20	**Chairs Urgent Business –** The Chair advised the board on the proposal to repeat the contributions to the key local food charities we work with in the City over the Christmas period these are : Plymouth Foodbank Tamar Grow Local Age Concern Plymouth Devon & Cornwall Food Action Provide Devon The donations would be at the same level as the first lockdown (c£45k) with the aim to help key charities in the city have the capacity and financial security to support our residents and other local people who are struggling throughout this time and beyond. This was within officer delegations. The Board were supportive of this proposal.	
11. 13/11/20	**Committee Minutes Circulated-** ARC 13 November CFC 6 November Regen & Energy 22 October	
12 14/11/20	**CFC Update 6 November 2020 –**	

	LP gave the Board an update on the last CFC meeting which took place on the 6 November 2020 which included an overview of the papers that were presented that included an update on MYPCH, welfare Reform and Performance indicators. In particular LP touched on three items which she wanted to bring to the Board's attention: New Home New You: The committee received an update on this project which was in collaboration with PCC & Public Health England. The project sought to engage residents when taking up a new tenancy to support them in making changes to their life style- this could be giving up smoking or healthy eating and to support this residents were provided with fresh vegetables from Tamar Grown local. So far uptake to the scheme had been low with only c200 people taking up the offer from over 1000 new tenancies. It had been identified that at the start of the tenancy people had other priorities related to moving home and it had been agreed that new tenants would be introduced to the initiative one they had been given the opportunity to settle in their home instead. The committee had also approved the Reasonable adaptations policy and a revised Complaints and Compliments policy both of which supported our residents.	
13 15/11/20	**ARC Chair's Update 13 October 2020** including items which are being brought to this meeting for Board approval. LN provided the Board with an update on the ARC meeting which had taken place on the 13 October 2020 and aside from the papers that were being presented today which she went through it was also noted that Mazars had carried out a review on how Risk was managed at PCH to which they have given substantial assurance.	
13.1	**Risk Appetite Review**	
16/11/20	The Risk appetite review was presented to ARC on the 13 October 2020. The report presented for review was the current Plymouth Community Homes Risk appetite statement and scoring matrix. At the Audit & Risk Committee meeting in July 2020, it was requested that the Risk Appetite Statement and Matrix be reviewed at the next Board Away Day which is currently proposed for January 2021, as such there were no changes to note at this time	
17/11/20	The PCH Board **noted** the Risk Appetite Review	
13.2	**Review of Business Continuity Strategy & Policy.**	

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18/11/20	The Business Continuity Management Policy & Strategy Update had been presented to the Audit & Risk Committee for monitoring. The update was presented in line with the annual cycle of review and refined in line with a continually maturing business continuity approach. Changes were highlighted within the policy including: ▪ Removal of reference to PCHMS ▪ Addition of Head of Property and Safety and Head of Strategic Procurement to IRT Gold Team ▪ Version control	
20/11/20	The PCH board **approved** the reviewed Business continuity Strategy & policy.	
13.3	**Review of Risk & Opportunity Management Strategy**	
21/11/20	The Risk & Opportunity Management Strategy had been reviewed in line with the annual or earlier if required agreed reporting timescale. There were two minor refinements which had been highlighted - Version control - Removal of references to PCHMS	
22/11/20	The PCH Board **Noted** the Review of Risk & Opportunity Management Strategy.	
13.4	**Strategic Risk Register Update**	
23/11/20	ARC considered the Strategic risk Register update which included two changes to Risk scoring since the last update on the 28 July 2020. • **Risk D (Covid) – Failure of cash flow / breach of covenants due to pandemic associated rent arrears and void properties** – Overall risk score has decreased to 6 AMBER (3,2) from 8 AMBER (4,2) • **Risk E (Covid) – Breach of employment legislation relating to furloughing / reinstatement of staff** – REMOVED	
24/11/20	The PCH Board **noted** the updated Risk Register	
13.5	**Recovery Plan & Asset & liability Register**	
25/11/20	The ARC had been provided with an update on the work that was being undertaken to refresh the Recovery plan and Asset & Liabilities register.	

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	Assurance was provided that the Recovery plan in its current form remained valid and can be implemented – additionally the Asset and Liabilities register was updated monthly and remains valid and once the further changes that were expected from the closure of PCH Manufacturing were included then this would be brought back to ARC & Board in early 2021.	
26/11/20	The PCH board noted the contents of this report on the updating of the Recovery Plan and Assets & Liabilities Register.	
14	**Development Committee update**	
27/11/20	The Chair of Development Committee provided the following update to the Board:

Since the Committee's previous meeting, Homes England (HE) has announced its new affordable housing grant (AHG) funding programme for the period 2022-2026/2028. This is also set out in the recently published Social Housing White Paper. The Committee noted that £7.4bn will be available for affordable homes outside London, both rented and for shared ownership.

A new shared ownership model will be introduced, reducing the minimum share from 25% to 10%; providing for staircasing (buying additional shares) in increments of 1% rather than the current 10 percent and placing repair liabilities on RPs rather than shared owners for 10 years. New affordable rented homes will come with a 'right to shared ownership'. Grant funding will no longer be available for 'regeneration projects' (such as North Prospect) and rent conversion subsidy can no longer be used.

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Good progress was now being made on the joint venture scheme with Halsall Homes at Tamerton Foliot Road following the completion of the planning agreement and formal issue of planning consent. It is hoped that a start on site will be made in early 2021. The report on the scheme contained a full assessment of lessons learnt from the significant delays experienced in securing planning approval.
The Committee also:

- Noted amendments to the Development Risk Register relating to North Prospect funding (reflecting the changes to the 2022-26 AHP), shared ownership (reflecting the changes to the SO model) and open market sales (to ensure that these are included under sales risk). | |

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	• Approved changes to new build specifications to reduce disparities between rented and shared ownership homes and reflecting feedback from residents, internal client and post contract reviews. These changes may have implications for void specifications. • Received, at its request, a comprehensive report on our approach to the sales and marketing of S106 flats at Sherford, identifying how we can compete alongside other flat sales in the area. Sales are not expected before December 2021. A further report will be brought to Committee next June. • Reviewed the annual report on delegated development approvals.	
14.1	**Development update and KPI report**	
28/11/20	The Development Committee reviewed progress on our overall development programme and the latest management accounts for development activities. The report is included for information to the Board. The Committee did not identify any issues, beyond those already referred to, that need to be brought to the Board's attention. Continuing good progress on shared ownership sales was noted.	
29/11/20	**The Board** 1) **Noted** the Development update and KPI Report.	
14.2	**Bere Alston- Redacted as commercially Sensitive.**	
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31/11/20		

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14.3	**North Prospect phase 4 update- Redacted as Commercially sensitive**	
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15	**PCH Regeneration & Energy Board Update 22 October 2020. – Redacted as Confidential.**	
36/11/20	JC as the Chair of the PCH Regeneration Board provided an update on the meeting in October to the PCH Board. ████████████████████████████ ████████████████████████████████ ████████████████████████████████ ████████████████████████████████ ████████████████████████████████ ████████████████████████████████ ████████████████████████████████ ████████████████████████████████ ████████████████████████████████ ████████████████████████	
16	**Joint Venture Loan extension- Redacted as Confidential**	

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17	**Mount Wise Towers update- Redacted as Commercially sensitive.**	
39/11/20	JC presented the board with an update on the progress of the Mt Wise Towers works and to further advise Board members on variations of the costs of the works due to COVID delays and their implications.	
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18	**Quarterly Management Accounts- Redacted as Confidential.**	

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| 43/11/20 | [REDACTED] | |

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48/11/20	The PCH board **note**d the outturn to the end of October 2020 and forecast position to 31st March 2021	
19	**Quarterly Treasury briefing- Redacted as Confidential**	
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52/11/20	The Board:
	    1. **Noted** the Treasury Management Activity in the quarter.
	    2. **Approved** the continued to draw bank funds at variable rates.	

19.1	**RBS Facility restructure- Redacted as Confidential**	
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20	**Digital Strategy update**	
56/11/20	EP presented an update to the Board on PCH's digital Strategy and approach which is focussed on improving front line services to residents and access to those services through a range of means, whilst identifying and enabling efficiencies and improved ways of delivering services and the way we work. We also aim to keep the Digital & IT Infrastructure and associated hardware abreast of changing technologies.	
	The Covid-19 pandemic had prioritised a number of tasks, and the Board noted the achievement of the IT team in mobilising all staff to be able to work from home where applicable during the pandemic. Ongoing improvements are being made to improve resident access to self-service and digital services (i.e. digital tenant sign up). This is improving business efficiencies and enabled PCH to maintain services protecting staff and residents (within government guidance).	
	There was ongoing work to continue to build and update PCH core technology platforms to improve business processes and service delivery this include migration to Microsoft 356 platform which will integrate Teams and Outlook on one platform.	
	Development of the TotalMobile platform will continue to extend to other PCH service functions, further mobilising front line staff.	
	We continue to develop residents 'self-serving' via the MyPCH portal with the introduction of ChatBot and WebChat functionality and are currently developing the MyPCH portal for digital tenancy sign up.	
	We continue to digitally connect our properties, especially our assisted/supported buildings, providing free WiFi access to residents to enable them to access digital services to improve their digital competencies and to innovate in our homes, applying technology to improve well-being wherever possible, keeping the person at the heart of our service approach. Our ethical standard is now incorporated into this strategy.	
	We continue to evolved our core Digital & IT infrastructure to keep abreast of new and emerging technologies and opportunities to improve the anytime, anywhere, anyplace access use of Digital & IT services.	
	The basis of our digital strategy continues to be that we are working to enable and facilitate our customers to go digital, but by choice.	
57/11/20	**The following questions were raised and answers provided:** **Q** With regard to our supported and assisted schemes, have we explored telecare type facilities for contacting older and vulnerable residents (who may not have access to IT kit)?	

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58/11/20	**A**. Telecare for older and vulnerable people is a really important service that we find older and vulnerable tenants and their families' value highly. All of these properties are equipped with telecare as part of the home, i.e. when the person takes the tenancy they are taking on the telecare equipment and service too. The base unit of the telecare equipment needs only a landline connection and power. The pendant/wrist alarm connects to the base unit by radio signal, and the base unit connects to the monitoring service via the telephone line. So the user does not need IT kit or an internet connection. The telecare base unit can connect to other peripherals, also by radio signal, so more than just a pendant alarm option is available according to the needs of the tenant – for example, pressure mats, large lights or movement sensors. We regularly check, test, and maintain telecare equipment. We also maintain partnerships and networking with providers of and experts in telecare equipment and systems to ensure we stay aware of developments in the industry and that we are able to explore appropriate future possibilities. **Q.** How do we promote digital inclusion to residents who may not be able to afford tablets and laptops? Are we assuming access to a smart phone enables them to fully access services? **A.** Services are widely available by phone, post, and text as well as by email and internet access, so we don't assume access to smart phones, tablets or laptops. Pre-pandemic services were also available face to face and we hope that we can resume this in due course. Our tenants who have telecare equipment in their homes can also access some services via this equipment, which does not require any IT equipment or internet access, or a phone. In terms of tackling digital exclusion, we find that there are three key barriers: skills, equipment and an internet connection. We promote digital inclusion in the following ways: Skills – Pre-pandemic we provided free face to face skills training and mentoring through a wide range of clubs, drop-ins, tutoring sessions. During the pandemic this has been replaced by one-to-one phone support, and by mentoring through stages of learning. Internet connection - we offer free Wi-Fi in Housing with Support schemes in the communal lounges and in some community rooms and centres, but like most venues where free public Wi-Fi is available these have been closed or have limited accessibility during lockdown. Where affordability is an issue	

	we work with tenants to ensure that they are accessing all the benefits they are entitled to and offer help that includes budgeting. Equipment – Our experience is that access to equipment and skills sometimes go hand in hand. Pre-pandemic the PCH digital inclusion offer included 'gadget clubs' and 'computer clubs' and one to one sessions where residents could bring new equipment along and have assistance with setting it up and learning how to use it. During the pandemic we offer this support by phone. We also refurbish old PCH stock for loan to tenants. Plymouth has substantial resources and partnerships across the city focussed on all aspects of digital inclusion – skills, equipment and Wi-Fi. We work in close partnership with organisations who provide these services, including Plymouth City Council. In this way we are also able to signpost residents to more and specialist help, including affordable access to equipment, Wi-Fi and skills support, to promote digital inclusion. We have experienced an increase in the number of residents engaging online during the pandemic remotely. We have also assisted tenants to access online GP and health appointments, supermarket delivery slots, and city pandemic-support services.	
59/11/20	**Q** The figures for resident and staff facing videos and tutorials are quite interesting. I note that of the 11 available resources to tenants, 1917 have viewed them. Of the 591 available resources to staff, 2014 have viewed them. Could you please shed some light on the subject matter of these resources and explain the percentage viewing by both groups respectively? It could be that the topics are very specific for particular staff and for the tenants, the topics could be quite general. **A.** The resident facing tutorials cover frequently requested support (i.e. how to isolate water/gas, unblocking of pipes) and also covering frequently asked question regarding decorating (hanging wallpaper, painting a room). Staff tutorials are more wide ranging covering guidance on the use of the various business systems and a significant number of 'how to' guides in the use of corporate hardware as well as general guidance in the use of email, internet/intranet, phone system. The staff tutorials are supplementary to the support and guidance available via the D&IT Service Desk, which tends to be the first port of call for staff seeking assistance (dealing with queries in the moment) which is one contributing factor to why there is a significant difference in % viewings.	
60/11/20	**Q** Do we gather feedback on the delivery of Digital and IT Services from the STAR Survey, too? Do we have any question in STAR Survey related to PCH Digital and IT services? If not, can we take into consideration to add one as an extra way of gathering feedback? When we carried out our most recent STAR survey in 2018 we had just launched the MyPCH portal and therefore asked "have you heard about our	

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61/11/20	MyPCH online self-service facility which can be used to pay your rent and report repairs?" The responses ranged from "Yes and I use it" to "No and I don't want to use it". We also gave an option to request more details about the self-service facility and how to sign up. Moving forward, there is a non-mandatory question in the new STAR survey framework to ask how satisfied or dissatisfied residents are with online services, and we also have the ability to add our own questions and we could ask residents what we could do to improve the MyPCH portal and what services residents want to use online in future. **Q** It is great that MyPCH portal enables on-line applications. Wonderful news about the sharing and transfer of application data from DHC too. I understand that new tenants have the option to sign online their Tenancy Agreement. Does it mean that they have access to their Tenancy Agreement on MyPCH? The intention is to allow the applicants to sign an electronic version (via Adobe Sign) of their tenancy agreement that will be linked to the applicant portal. The signed version will then be saved and should be able to be made available to the tenant when they login via MyPCH. This work is currently still in development as part of Phase 2 of the MyPCH project. **Q** Is this possible for existing tenants in the future? Maybe this would encourage more people to register with MyPCH portal in order to achieve the 60% target. **A** We can consider existing tenants as part of the future development of the portal and add to the scoping exercise for future phases.
62/11/20	**Q** Is there a roadmap which documents the next set of releases to improve resident self-service or to reduce costs? **A**. Following the completion of Phase 2 of the MyPCH project, which will implement online on boarding for all new tenants, a scoping exercise will take place to consider the content of the next phase of the project. This will take into account the possible options, as suggested by staff and any customer feedback, against the limitations in terms of current technology and data, alongside the cost and the possible customer benefits. This will inform decisions about the content of the next phase/s and a report will be taken to CFC outlining the assessment work and next steps. **Q**. Do we have documented customer journeys highlighting pain points which have informed the prioritisation of improvements? **A**. Customer journey mapping has taken place on the individual transactional elements of the MyPCH project, for example, the tenancy application process. This was then used as the basis for the design of the on-line on boarding process, with refinements to ensure the process was made more

63/11/20	efficient and suitable for digital transactions - effectively aiming to tackle those pain points identified. **Q**. Can those improvements be mapped to customer satisfaction targets, financial metrics and to the impact each of them would have in achieving the 60% target? **A.** At present, customer satisfaction is gathered via various different teams/departments and systems across the business and these are not yet joined up. For example, satisfaction is gathered in response to repairs, website instant feedback can be given and regeneration post-works surveys are issued. The STAR customer satisfaction survey, which to date has taken place once every two years, gathers the most complete picture of customer satisfaction PCH records. This survey is likely to change in the future in line with the Housing White Paper recently published. Feedback from the STAR survey, along with resident scrutiny and individual comments were considered at the outset of the MyPCH project in helping to determine what customers wanted to be able to do on-line and formed the basis of those early decisions. Financial metrics are not currently in place, and whilst early work to consider the cost of individual transaction types was completed to outline potential financial benefits for creating an online portal, this cannot currently be tracked against actual transactions completed, due to the various ways of collecting data and where that data is stored. An ambition of the MyPCH project that will be considered as part of the assessment work taking place following the completion of phase 2, is to look at how 'channel shift' reporting could be achieved. This will be challenging as the individual systems currently in place do not make it easy to connect up the different data sources to produce one central report that demonstrates the progress and impact of digital conversion. For example, call volumes are currently recorded in a spreadsheet, transaction reporting through MyPCH is basic and financial transactions are in a separate system. However, some early talks with the developer are taking place to see what might be possible. **Q**. What is the current rate limiting step to achieving the 60% target and why is the target 60%? **A.** When we embarked on the MyPCH project, the feedback from Senior Managers, which was endorsed by Board was that residents should be digital by choice - this is written into the digital strategy. Therefore, efforts to convert residents to digital transactions were based on customer demand, rather than automatic conversion. The 60% target was set by the Director of Homes, Neighbourhoods and Regeneration as an aspirational stretch target. Work towards this target to date has been achieved solely by promotional efforts, largely on-line but	

64/11/20	some off-line and phone sign-ups have taken place, but all are based on the customer's preference. The introduction of the on-line tenant on boarding system will mean that from early next year, 100% of new tenants will automatically have a MyPCH account. Each resident's customer journey will begin online (unless in exceptional circumstances) and this will help to set expectations for future transactions. This will be a huge step forward towards achieving the 60% target. However, the choice about whether to use the portal for ongoing transactions will continue to be made by individual customers. **Q** Can you clarify if the replacement of existing electronic payments platform has been done from AllPay to Civica or to Capita **A.** Yes we can confirm that the transfer to Capita electronic payment platform has completed **Q**. Did we have any disruption in terms of rent payments during the transition from AllPay to Capita / Civica? The question is related to the fact that tenants on weekly Direct Debit have been asked to miss one week's payment whilst the changeover took place. They have been asked to make the week's payment using a different method. **Q**. How did we inform our tenants about this change **A**. A communications plan was in place and delivered to share the news of the switch over with residents. This included letters to all affected residents, website stories, social media posts, inclusion in e-newsletters and In Touch magazine, as well as calls from the Incomes Team, plus announcements on Jannet for staff. At the meeting it was explained that while there was an technical issue with Capita at the point when this change these issues are now diminishing daily. It was discussed that it was clear from the report that the IT team had succeeded in mobilising the whole workforce in a short space of time to ensure that PCH could deliver its objective during the pandemic and the first lockdown. It was also acknowledged that this had actually brought opportunities to accelerate some of the plans to bring digital technology to the forefront in some instances. The Board requested that a review of the Website was undertaken to ensure that the information contained within it is up to date and relevant. The current platform was discussed it had been refreshed just under three years ago and was designed to ensure it was accessible for any many residents as possible including those with Sight or Hearing impairments.	
65/11/20	**The Board** 1) Noted the progress made in implementing the Digital Strategy	

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21	**Quarter 2 Performance update**	

66/11/20	GM presented the Q2 performance report to the board and explained that we were looking for approval on a slightly revised suite of KPI's and targets.
	
	The board will recall that the new Strategic Plan was signed off by the PCH Board in March 2020 for implementation at the beginning of the new financial year. Due to the pandemic and a need to focus resource on other tasks to support the organisation's response, this was delayed until the beginning of Q2 2020/21To outline the 2020/21 Performance Management Framework.
	
	Additionally the format of performance reports was also temporarily altered to reduce the amount of narrative and focus on monitoring of key performance indicators. For Q2, the report has reverted back
	
	The report is now structured around the new strategic objectives and deliverables. Specifically there are additional PIs on tenancy sustainment, energy efficiency of homes, fire risk assessment compliance and a measure of staff satisfaction (satisfaction data will be reported in Q3).
	
	The headline performance results are as follows:
	
	   - Green: 11
	   - Amber: 4
	   - Red: 1 (void turnaround)
	
	Overall the organisation continues to perform very well in delivering services to residents in very challenging circumstances	

64/11/20	**The following questions were raised and answers provided:** **Q**. Can you confirm that in order to tackle residents' complaints whilst working remotely, staff access all the databases they need from home **A.** Complaints continue to be received into PCH in the usual way. There are no barriers to complaints being made. Staff also have their usual access to IT systems to log, and monitor all complaints, and responses are being made within time scales. Meetings to discuss complaints are also continuing, including Stage 3 panels. **Q** Will we need to make any changes to our customer metrics given the new white paper? Yes, in relation to customer performance reporting in line with the white paper, and also the requirements of the Housing Ombudsman Complaint Code. **Q** Are front line staff able to gain real time feedback on customer satisfaction so that any issues can be resolved there and then?	

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65/11/20	**A**. Real-time feedback is picked up via complaints and compliments usually via the Contact Centre, and with the new introduction of the phone call initially being made in response to a complaint this will also be real time feedback. Any interaction with a resident can be a source of real time feedback for example, Housing Management activities. **Q.** Are individual performance metrics and rewards directly aligned to our customer service aspirations? Do all staff have the tools they need to take swift action **A**. Rewards and performance metrics are not aligned. We record and review all compliments; these are shared with managers and in turn staff by letters of commendation etc and these are reported to CFC Customer service levels are discussed at all levels during 1:1 meetings. There is no formal reward programme in place however there are ways to communicate and celebrate good performance via e-cards on the Jannet portal which are visible to the whole organisation and mentions in news articles when staff go above and beyond to achieve excellent feedback from residents. Across the organisation customer satisfaction surveys are conducted throughout each month and are currently reported monthly in arrears. When a resident expresses dissatisfaction, this is followed up so that we have an understanding of why the resident is dissatisfied and where possible, steps are taken to rectify the situation and / or ensure it does not recur. Some satisfactions surveys, for example those relating to major works, are carried out face to face so that any issues can be discussed immediately and dealt with.	
66/11/20	**Q** How many Plumer House tenants have we lost due to the current public health crisis? Are we aware of any possible future tenant departures from Plumer? What is a possible impact upon income in future? **A**. No tenants have left Plumer House as a result of the pandemic although we have one tenant who is moving to smaller area. None of the tenants have advised us of any plans to leave Plumer House, and we have a new tenant moving in in the New Year. The combination of the tenant moving to a smaller area and the new tenant moving in means that there is no impact on projected income. Prior to the second lockdown, most of the tenants had staff back in their offices (albeit with reduced numbers). The addition of Fire Risk assessment Compliance to KPI's was welcomed and clarify was provided on how the board can gain assurance that these have been completed which includes that Annual fire & H&S report and the publishing of the Fire Risk Assessments on our Website to promote transparency.	

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22	PCHMS lessons learned exercise- Redacted as Commercially sensitive.	
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70/11/20	██	
71/11/20	The Board: 1. **Noted** the conclusions drawn in the report 2. **Noted** the recommendations contained in the report	
23	**Governance effectiveness**	
72/11/20	The Regulatory Framework requires that Boards should assess the effectiveness of their governance arrangements at least once a year. This report contains that assessment, and highlights the work that has taken place during the period. Having robust effective Governance in place becomes even more important during situation like the pandemic to ensure that as registered providers we have governance arrangements in place so we can still deliver our objectives as an organization and the report highlighted this to the board for assurance.	
73/11/20	**The following questions were raised and answers provided:** **Q** Should we review governance arrangements given the new NHF code? **A**. An assessment against the new Code of Governance is underway, with a view to reporting against compliance and identifying any gaps at February Board. The review of the Code will throw up a number of questions for discussion. It is likely that there will be some more in depth discussions on parts of the Code at the Board Away day in February.	**BP**
74/11/20	**Q**. When are we likely to review the effectiveness of committees (as required by the NHF governance code)? **A**. The assessment will take place next year. At the moment the plan is to do this in early summer, with a view to reporting to Board in July. **Q**. Have we considered a Nominations Committee which could provide oversight and support on succession planning, talent management and progress on diversity and inclusion?	**BP**
75/11/20	**A**. We could look at what is reported to each Committee as part of the effectiveness assessment next year. For example, there is potential for the Remuneration Panel to become a Remuneration and Nominations Committee – which could have oversight of succession planning – this currently is within the remit of Audit and Risk Committee.	**BP**

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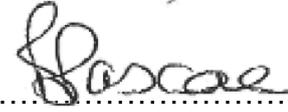|		
76/11/20	**Q**. When will we see proposals on the future governance structure for PCHR and its relationship to the rest of the business? **A**. The reviewed terms of reference for the PCH Regeneration Board are planned to go to Board in February.	**BP**
77/11/20	**Q**. How do we recruit to resident task and finish groups, and ensure diversity in those we recruit? During autumn and winter 2019 we recruited to the first, pilot, Resident Review Task and Finish Group and we aim to recruit to the second group in Spring 2021. **A**. There were a range of factors considered at the planning stages of recruitment to the pilot Task and Finish Group. The approach was as follows: • Flexibility of location and timing of meetings offered to participants. The location, days, dates, and timing of meetings were not decided in advance, they were agreed with participants. • Flexibility of involvement method offered. Interested residents could contribute to the Resident Review in person as a Task and Finish Group member, by post, by phone, online, or in person at a Focus Group or by speaking to a staff member. This enabled participants who had very limited time available or who would prefer not to be part of the Task and Finish Group meetings to get involved. • A range of support to participate in Task and Finish Group meetings, which on this occasion included transport and transport costs, care costs, refreshments, support around a medical condition. Recruitment to the Resident Review was undertaken as follows: • Information and an invitation to get involved was sent directly to the 514 members of our Armchair Advisors group. • The opportunity was promoted online and on social media. • Information was cascaded to frontline staff and teams. • Communities Team promoted the opportunity to residents groups and residents who they are in contact with, face to face and remotely.	
78/11/20	**Q** Could we have some more details on the areas of good practice in the NHF Code of Conduct that we should consider? **A**. An example would be publishing the Board register of interest on the website (we are working towards that). A paper on the NHF Code of Conduct will be brought to a future board meeting	
79/11/20	Whilst the level of questioning and challenge at Board meetings has increased, it was suggested that the Board should have a further discussion to review whether this should continue to be an area of focus and whether there was anything else they needed to consider. It was noted that it is particularly difficult do this when meeting virtually. It was suggested that this could be part of a wider discussion at the Board Away day.	**BP**

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80/11/20	It was also suggested that the introduction of Committee/subsidiary Chairs introducing items referred on to main Board could have been included in the report, and that this should be reviewed at some point to ensure Board is happy with this arrangement. It was agreed that Board members will have this opportunity the next few months – possibly as part of the Committee effectiveness review.	**BP**
81/11/20	The Board: 1. **Agreed** the assessment contained within the report 2. **Noted** that the statistical returns to the RSH have been made ahead of the relevant deadlines	
24	**Board and Committee membership**	
82/11/20	The report details the proposed changes to committee membership. The two new Board members have completed a skills profile and these have been added to the Board skills matrix is also attached to this report.	
83/11/20	That the Board: 1) **Agreed** the proposed changes to the Committee membership. 2) **Agreed** the updated skills matrix for the Board and consider whether the overall requirements in each of the skills blocks have been met.	
25	**CEO update- Redacted as Confidential**	
84/11/20	The report informs the Board of the key pieces of work being currently undertaken across the business and in preparation for future Board meetings.	
85/11/20		
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	Meeting closed at 18:35	
	Date of Next Meeting Thursday 4ᵗʰ February 2021.	

Signature……………………………………………Nick Lewis – Chair   Date …16 December 2020

Certified as a true copy ……………………………Belinda Pascoe, Head of Governance

Date….16 December 2020

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