



## Board of Trustees

**Meeting to be held on Monday 5 August 2019 at 10.00 am at Jubilee Court, Kenton Road, Newcastle upon Tyne, NE3 3BW**

Contact Officer: Susan Darroch – Tel: 0191 211 6155  
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### AGENDA

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Page No.

1. **Welcome and Apologies for Absence**
2. **Declaration of Interest in any matter to be discussed.**

#### **Not Protected Items: Reports for Consideration**

- |   |                |
|---|----------------|
| 3. <b>Minutes of Meeting held on 3 June 2019: Not Protected Items</b> | <b>1 - 4</b>   |
| 4. <b>Performance Monitoring Report - Quarter 1 2019/20</b>           | <b>5 - 14</b>  |
| 5. <b>Health and Safety Update - Q4 2018/19</b>                       | <b>15 - 20</b> |

#### **Not Protected Items: Reports for Information**

- |                                 |                |
|---------------------------------|----------------|
| 6. <b>Communications Update</b> | <b>21 - 22</b> |
|---------------------------------|----------------|

#### **Protected Items:**

7. **Update from Chief Executive, Newcastle City Council**

Pat Ritchie, Chief Executive, Newcastle City Council will attend to update on the value to NCC of the YHN proposal and opportunities it may present both in the context of NCC and the Combined Authority.

## **Protected Items: Reports for Consideration**

8. **Stock Condition Survey Update**

Storm Tempest will attend to update the Board.

9. **YHN Proposal**

10. **Directors Report and Financial Statements 2018/19**

(a) **Leazes Homes Statutory Accounts 2018/19**

(b) **Reserves**

(c) **Letter of Representation - To be tabled**

(d) **12 month cashflow**

(e) **Going Concern Letter**

11. **Housing Management Arrangements for Napier and Station Court**

12. **Managing Directors Report**

13. **Board Away Day Update**

14. **Minutes: Protected Items**

(a) **Board Meeting held on 3 June 2019**

(b) **Delegated Board Meeting held on 8 July 2019**

15. **Governance Matters - Re-appointment of Trustees at AGM and Appointment of Vice Chair**

## **Protected Items: For Information**

16. **Audit Committee 8 July 2019 - Verbal update**

(a) **Draft Minutes of Audit Committee held on 8 July 2019**

17. **Delegated Decisions**

18. **Date of Next Meeting**

Monday 7 October 2019 (following Annual General Meeting)



## Board of Trustees 3 June 2019

Not Protected Minutes

**PRESENT:** D Keightley, (Chair), V Dunn, M Reynolds, C Waddell and K Heathcote

**ACTION**

### In Attendance

#### All Agenda Items:

J Mitford - Managing Director, Leazes Homes  
 S Freed - Contracts Manager, Leazes Homes  
 S Darroch - Democratic Services, NCC

#### Not Protected Agenda Items only:

C Powell - Partnership Delivery Manager, YHN

#### Protected Agenda Item 14 only:

T Drury - Managing Director, YHN  
 J Boaden - Chair, YHN

### 62. WELCOME AND APOLOGIES FOR ABSENCE

The Chair welcomed everyone to the meeting. She noted that following its recent Annual Meeting, Newcastle City Council had confirmed that Cllr Dunn would be continuing as the Council's Trustee on Leazes Homes Board. It was also noted that Cllr Dunn was no longer a YHN Board member.

Apologies for absence were received from G Walsh, W Thompson and M Brady.

### 63. DECLARATION OF INTEREST IN ANY MATTER TO BE DISCUSSED

Cllr Dunn declared an interest in agenda item 14 (Repairs and Maintenance Procurement) as an elected member of Newcastle City Council and noted that she would leave the meeting during discussion of this item.

### 64. NOT PROTECTED MINUTES OF MEETING ON 1 APRIL 2019

**RESOLVED** – That the minutes of the meeting held on 1 April 2019 be agreed by the Board and signed by the Chair.

## Matters Arising:-

- (i) Q3 2018/19 Performance Monitoring Report (minute 47 refers) – C Powell, YHN Partnership Delivery Manager, confirmed that where tenants did not respond to the initial offer of support with Universal Credit claims from the CAB, this was followed up by the YHN Income team in the usual way.
- (ii) Performance Targets and Measures for 2019/20 (minutes 48 refers) – J Mitford confirmed that when he had attended a meeting of the local benchmarking group he would feedback on the potential benefits of involvement.
- (iii) Leazes Homes Land Disposals (minute 50 refers) – It was confirmed that all adoptions had now been completed.

JM

**Variation to Order of Agenda**

The Committee considered agenda item 6 “Health and Safety Update” next.

65. **HEALTH & SAFETY UPDATE (STANDING ITEM)**

J Mitford, Managing Director, reported that Legionella testing in a property at Trevelyan Court had detected higher levels of bacteria than would have been expected. This was probably an isolated incident given that the property had been empty for a period of time. However, as a precaution steps were being taken to flush the entire building and laboratory test would be undertaken. J Mitford undertook to report back to Board by email when the outcome of this process was known.

JM

66. **PERFORMANCE MONITORING REPORT - CUMULATIVE OUTTURN PERFORMANCE 2018/19**

Submitted: (report by Managing Director, previously circulated and copy attached to Official Minutes)

Catherine Powell, YHN Partnership Delivery Manager was in attendance to update on YHN’s performance under the Housing Management Agreement with Leazes Homes for the period Jan 2019 to March 2019 and also cumulatively over the financial year. The following key points were highlighted:-

- Performance was “green” for four out of six agreed performance targets
- Although there had been some improvement, average re-let time was still below target and required further work.
- YHN’s ongoing transformation process and establishment of the Safe Living team was expected to deliver benefits around the management of anti-social behaviour. As previously agreed an annual report on anti-social behaviour and complaints would be introduced for next year.

In discussion the following key points were raised:-

- (i) Appendices 1 to 3 were welcomed, showing information relating to average re-let times. Appendix 3 was noted to be particularly helpful, detailing re-let times for all standard voids in supported and sheltered housing and highlighting the higher void risk associated with older persons accommodation.
- (ii) The higher void rate in supported housing was due to delays encountered as a result of many applications having to be considered by the Allocations Panel and issues relating to Deprivation of Liberty considerations. Voids also tended to be less of an issue in Learning Disability supported accommodation where tenants' disabilities were often long standing which meant that at the allocations stage, relevant support requirements were more readily understood.

A Board member commented that she understood that a national review of the application of Deprivation of Liberty standards may be planned and it would be important to understand the outcome from a lettings perspective. J Mitford noted that NCC had commissioned a review by HQN of its' allocations process which may result in some changes. It was hoped that this report would be shared. The Chair noted that if possible, the opportunity should be taken to learn lessons around why there had been multiple refusals in relation to certain allocations.

**RESOLVED** – That the performance monitoring report for the quarter ending March 2019 be received.

## 67. **POLICY UPDATE - LETTINGS**

Submitted: Report by Managing Director Leazes Homes (previously circulated and copy attached to Official Minutes).

J Mitford presented the report which sought Board approval to revisions to Leazes Homes Lettings Policy, as detailed in Appendix 1. The bandings for priorities mirrored NCC's choice-based lettings process, with Leazes Homes additionally undertaking income assessments. It was explained that the proposed changes related to the administration of the process, to reflect similar changes to NCC's policy.

In discussion the following key points were raised:-

- (i) A query was raised on how priority for care leavers was reflected in the policy's bandings. This group fell within Band C and it was queried whether this should more appropriately be a Band B category, similar to service veterans. J Mitford agreed to try to follow this up with NCC, acknowledging that current priority did seem low.
- (ii) Following a question, it was noted that although not explicitly

stated, the inclusion in Band “B” of tenants with “Good Tenant Status” was likely to include a requirement to demonstrate need. It was understood that “Good Tenant Status” covered a number of qualifying criteria. J Mitford agreed to clarify the inclusion of this within Band “B” and the requirement to demonstrate need.

- (iii) In considering section 6 of the report it was confirmed that the policy had been revised post GDPR requirements coming into play.

**RESOLVED** – that

- (i) The Leazes Homes Lettings Policy set out in Appendix 1, be approved; and  
 (ii) J Mitford undertake to look into the queries raised by the Board at (i) and (ii) above.

JM

68. **COMMUNICATIONS UPDATE**

Submitted: Report for information by Communications Officer (previously circulated and copy attached to Official Minutes)

In receiving the report, it was noted that it would be helpful if trustees could be provided with dates for planned events.

JM/LL

A Board member queried how the organisation would be responding to issues raised by tenants in the recent survey. It was confirmed that the August tenant newsletter would include a “You said, We propose” section.

**RESOLVED** – That the report be received for information.

At this point C Powell left the meeting.



## Board of Trustees 5 August 2019

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### Performance monitoring report

### Quarter One 2019-2020

Report by Managing Director, Leazes Homes

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#### For discussion

##### 1. Background information

- 1.1 Your Homes Newcastle (YHN) supplies performance information to the Leazes Homes Board on a quarterly basis, as set out in the agreement for YHN to provide housing management services to Leazes Homes' tenants.

The Board agreed revised targets and values for 2019/20. Overall, from the five targets that are set, three are green.

- 1.2 This performance monitoring report covers performance during quarter one from April 2019 to June 2019. It highlights any specific issues that have impacted during the period. It demonstrates how YHN is performing against Leazes Homes' key performance indicators (KPIs).

The performance monitoring report includes the following:

- Five tiles to report against agreed performance targets and seven tiles of indicators reported for information.
- Further information relating to the performance targets in the performance summary.

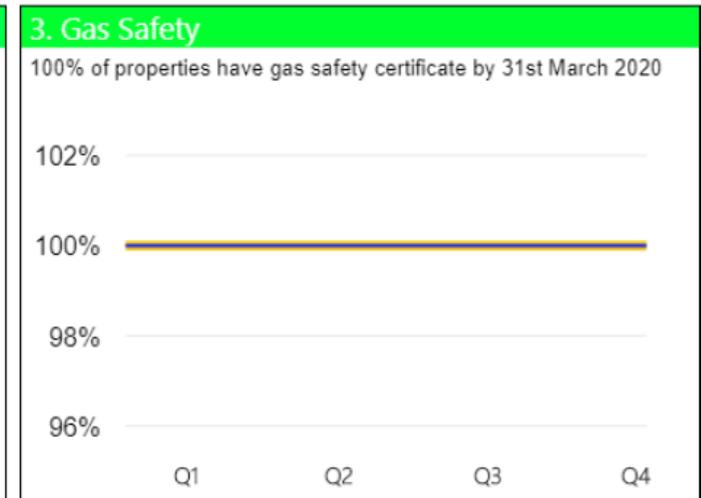
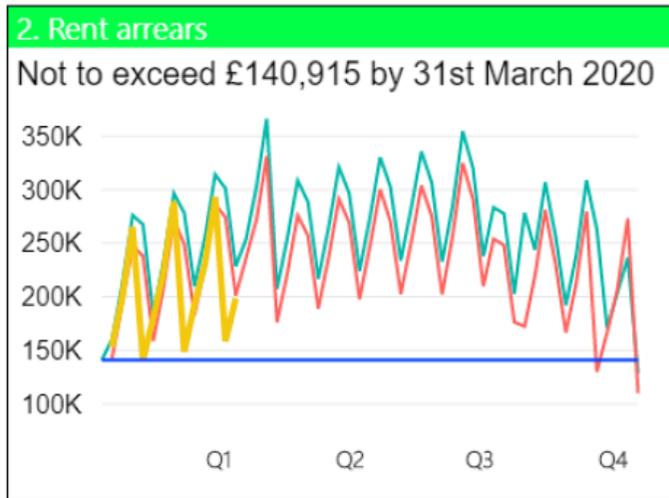
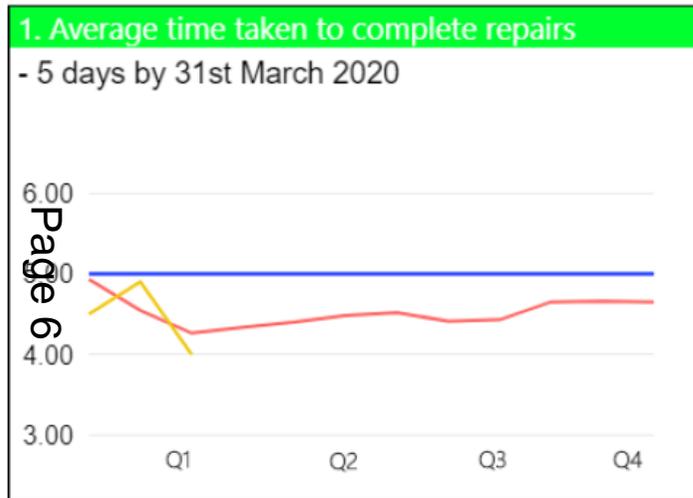
## 2. Performance Summary for Quarter One

### 2.1 YHN Contract Targets

Stock  
747

Tenancies  
725

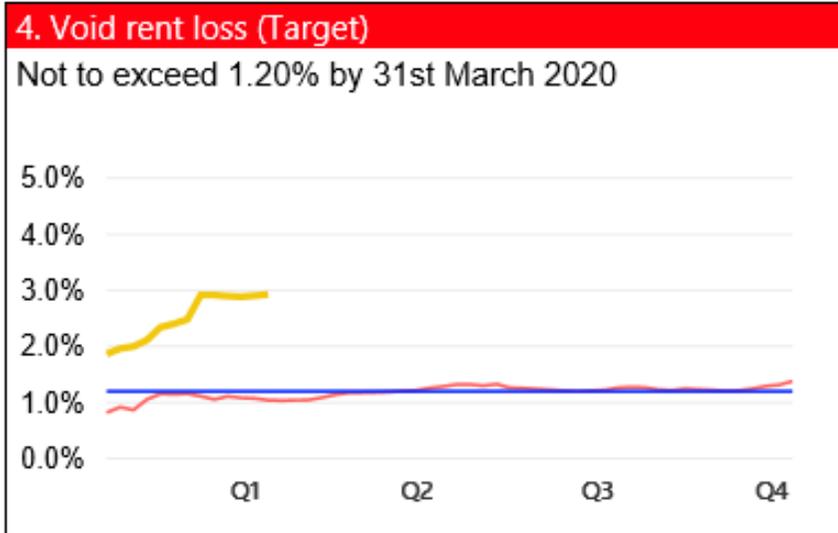
Key	
Actual performance	
Previous year	
Profiled target	
Target	



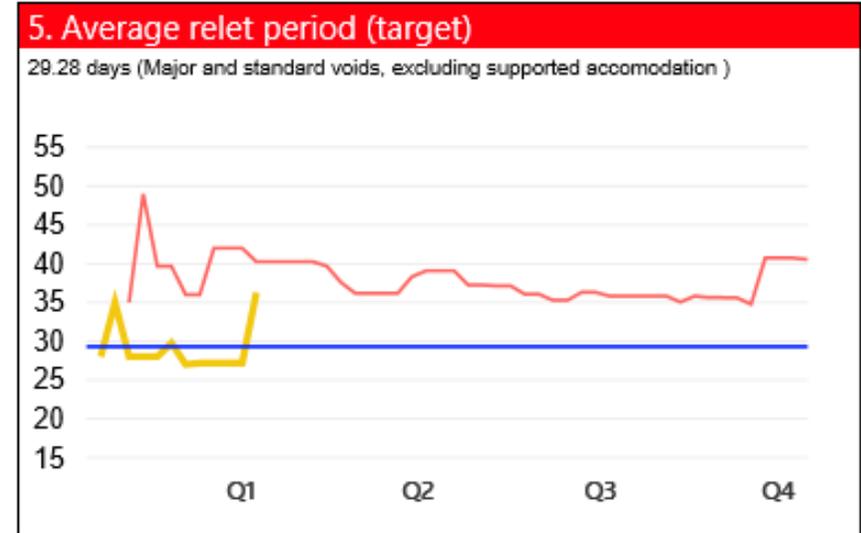
Performance was 4.0 days at the end of Q1

Arrears were £198,354 at the end of Q1, which is better than profile target.

Gas servicing was 100% at the end of Q1



Void rent loss was £43,039.60 (2.93%) at the end of Q1



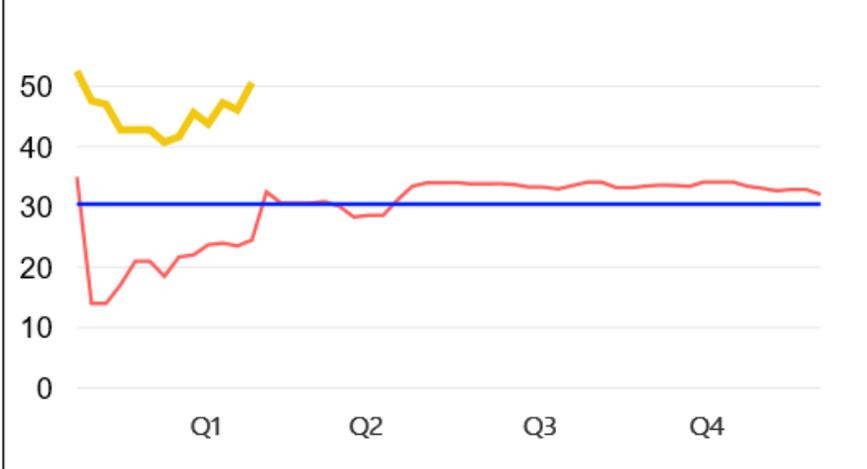
Relet time for general needs voids was 36.29 days at the end of Q1

## 2.2 YHN Contract Measures

These indicators provide additional information for the five over-arching targets.

### 6. Average relet time for all voids

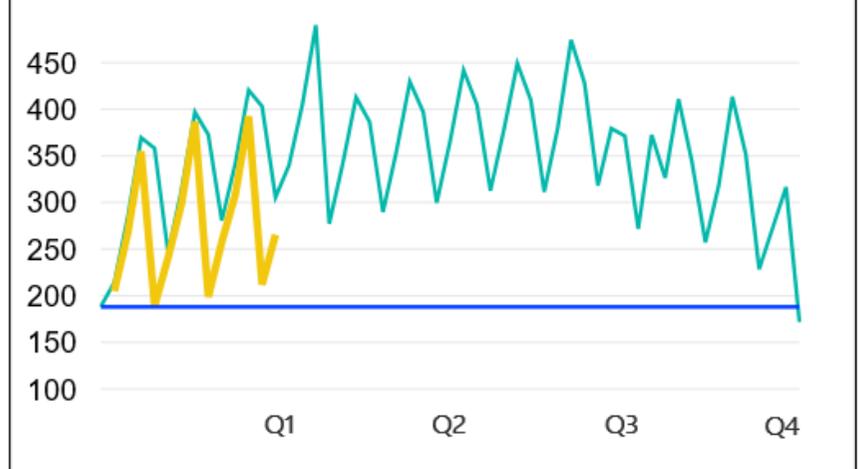
Average number of days not to exceed 30.49 by 31st March 2020



Relet time for all voids was 50.61 days at the end of Q1.

### 7. Average arrears per property

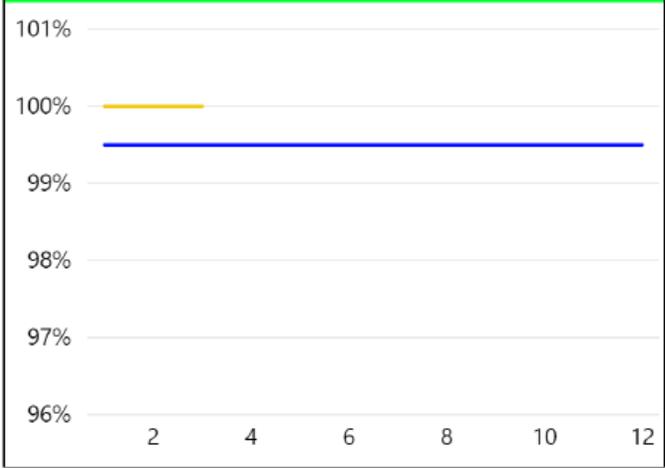
Not to exceed £188 by 31st March 2020



Average arrears were £265.53 at the end of Q1, this is £40.13 better than profile target which represents a 13.13% improvement.



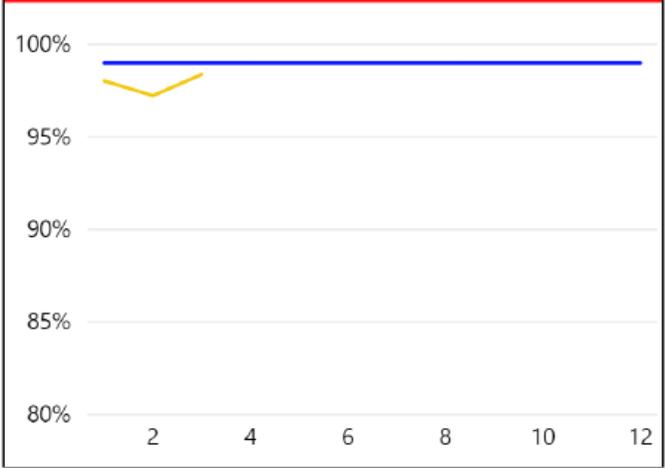
**10a. 99.5% of emergency repairs within a 4 hour timescale**



**10b. 99% of urgent repairs within a 1, 7 day timescale**



**10c. 99% of routine repairs within a 15 day timescale**



100% of emergency repairs were completed on time at the end of Q1

94.6% of urgent repairs were completed on time at the end of Q1

98.4% of routine repairs were completed on time at the end of Q1

**2.3 Leazes Homes Organisational Targets**

<b>Proposed wording for 2019-20</b>	<b>Performance</b>
0% of stock be classed as non-decent during 2019-20	YHN have stated that we comply but during the stock condition work it has been identified that the basis of this assessment might not meet the statutory guidance. An assessment of decency is being made as part of the stock condition survey.
Complete all regulatory returns on time during 2019-20	All regulatory returns submitted as at end of June
Comply with all lenders' covenants	Comply with all covenants as at end of June
Minimum cash balances not to be below £3,000,000 during 2019-20	£5,000,000 as at end of June
Operating Surplus to be 25% of turnover during 2019-20	34% as at end of June

### **3. Supplementary performance information**

#### **3.1 Void rent loss (tile 4)**

The combined void rent loss of 2.93% is made up of a void rent loss for general needs properties of 0.68% and for supported properties of 4.64%. The number of voids for quarter one this year is broadly the same as the same period last year (35 compared to 31). However, the number of weeks void was considerably higher (223 weeks compared to 91 weeks).

Relet times for tenancies and licences in the extra care supported schemes are affected by the panel allocation processes. The mismatch between the scheme's care needs and the care needs of prospective tenants currently coming through the panel process has led to difficulties in making allocations. This is separate from housing need, for example, Dewley House and Kilbourn House are suitable accommodation for prospective tenants who are awaiting rehousing but who do not match the care profile. YHN will raise this issue at the Specialist Housing Programme Board. The allocations panels are currently also undergoing a review commissioned by the Fairer Housing Unit.

In addition, Adult Social Care have agreed to make payment to cover an extended empty period after allocation for one property whilst adaptations are carried out for the incoming tenant. YHN are also working with Leazes Homes on actions to mitigate the lack of popularity of Hartley Court due to its semi-rural location.

#### **3.2 Average relet period (tile 5)**

There were 5 allocations to general needs properties during quarter one. Due to the small number of relets, one particular allocation has had a strong impact on the average. This allocation took 92 days due to issues with the utility company following previous meter tampering. If this allocation is excluded, average relet times would have been within target at 27.2 days.

### **5. Business implications**

- 5.1 Mission and strategic objectives: This report specifically deals with performance measures against all our strategic objectives.
- 5.2 Value for money/efficiencies: Monitoring performance against targets for average re-let time, the amount of rent collected and void rent loss will ensure a continued focus on those areas that can have a high financial impact.
- 5.3 Resources (financial, property, technological or human): Close monitoring of re-let periods, arrears levels and void rent loss will ensure that any poor performance is highlighted and addressed.
- 5.4 Impact on services/performance: This is integral to each part of the report.
- 5.5 Outcomes for tenants: Monitoring YHN's performance in delivering services for Leazes Homes and acting to improve will help to ensure increased satisfaction and better use of resources for customer priorities.

- 5.6 Risk (reputation, relationship): A failure to monitor performance could place Leazes Homes at risk of failing in any of its strategic objectives. This, in turn, risks Leazes Homes' reputation, its income stream and its ability to develop and deliver much needed affordable housing.
- 5.7 Environmental: None.
- 5.8 Legal: YHN recognises its responsibilities to deliver a high-quality service as part of the housing management services contract. The contract allows Leazes Homes to terminate it if there is a genuine belief that there is a risk of reputational damage because of the contract continuing or if there is a substantial breach by YHN of its obligations under the contract.
- 5.9 Equality and diversity: Monitoring performance using similar performance targets will help ensure that Leazes Homes' tenants have access to the same level of service currently available to YHN tenants.
- 5.1 Stakeholder involvement/consultation: The indicators highlighted within this report have been developed by Leazes Homes' Managing Director working with YHN, alongside discussion by Board.

## 6. Recommendations

- 6.1 Leazes Homes Board is asked to:
- Review and comment on the Quarter One performance.

## 7. Implementation

- 7.1 **Background papers:**  
None

### **Contact Officer:**

If you have any questions about this report that you would like clarifying before the meeting, you can contact Jon Mitford, Leazes Homes' Managing Director, by telephone on 0191 278 8718 or email [jon.mitford@leazeshomes.org.uk](mailto:jon.mitford@leazeshomes.org.uk).

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**Leazes Homes Health and Safety Report Q4 2018/19**  
**Agenda Item**

The following report details across the Leazes Homes property portfolio where statutory inspection and testing needs to be undertaken to ensure compliance with legislation and regulations.

**Leazes Homes Portfolio**

745 Properties (Leazes Homes Total Property Portfolio by tenancy)  
 19 Communal Blocks

H&S Legislative Requirement	Number Communal Blocks	Number individual properties	Inspection Frequency	Status	Comments	Actions
Asbestos Monitoring	19 No asbestos is present in communal blocks	All individual properties are surveyed in line with the Control of Asbestos Regulations 2012 Asbestos identified is managed / removed in accordance with recommendations of Asbestos Management Plan.	Communal N/A	GREEN	No communal surveys required. Individual property asbestos requirements dealt with on an individual basis. Any new acquire properties details to be sent to YHN for surveying.	Monitor details of acquired properties.

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H&S Legislative Requirement	Number Communal Blocks	Number individual properties	Inspection Frequency	Status	Comments	Actions
Electrical Testing	19	745	5 Year communal 10 Year domestic or change of tenancy	GREEN	A valid up to date certificate is held for all communal blocks  Valid certification held for individual properties.  Third party QA audits being carried out by Pennington Choices.	Periodical testing of all properties to be done when required, or on change of tenancy.  YHN are proposing to change frequency of domestic electrical testing to 5 years as per sector best practice.
Emergency Lighting	19	n/a	Quarterly	GREEN	19 blocks on maintenance contract with BCE.	
Fire Fighting Equipment	19	n/a	Annual	GREEN	17 blocks on maintenance contract with McDonald Martin 1 Block (West Ave) responsibility of care provider, Waymark. 1 Block Summerhill not applicable.	

H&S Legislative Requirement	Number Communal Blocks	Number individual properties	Inspection Frequency	Status	Comments	Actions
Fire Risk Assessments	19	n/a	3 yearly, with yearly check	GREEN	<b>West Avenue</b> – FRA responsibility of care provider, Waymark. <b>Scrogg Road</b> – responsibility of NCC <b>Holmes Close</b> – Joint FRA completed	Review of FRA actions ongoing and ensure closed off in relevant timescales.  Ensure FRA is provided by building main users (care providers), YHN assisting and advising with this.
Fire Alarms	19	n/a	Annual	GREEN	19 blocks on maintenance contract with BCE 1 Block (West Ave) responsibility of care provider, Waymark.	Properties coming out of warranty added to maintenance contracts.
Fire Sprinklers	19	278 properties are covered by individual or communal sprinkler systems	Annual	GREEN	6 blocks hold communal sprinkler systems. 2 blocks are under warranty. 6 blocks on servicing and maintenance contract with BCE.	Properties coming out of warranty added to maintenance contracts.

H&S Legislative Requirement	Number Communal Blocks	Number individual properties	Inspection Frequency	Status	Comments	Actions
Gas Servicing	19	551	Annual	GREEN	<p>Gas servicing programme fully compliant at end of Q4. 551 properties: 8 capped off and 543 in the gas service programme.</p> <p>11 communal gas blocks, all on contract with BCE.</p> <p>Independent third party QA audits being carried out by Pennington Choices for reassurance.</p> <p>Gas Audit (May 2019) – Substantial Assurance.</p>	
Smoke alarms	n/a	551	Annual	GREEN	<p>Smoke alarm programme fully compliant. All individual Leazes properties with smoke alarms fall under the Gas Servicing programme.</p> <p>All communal smoke alarms fall under the communal fire alarm programme.</p>	
Lift examination and testing	19	n/a	Monthly	GREEN	<p>1 block under warranty, Trevellyan Court (with Orona)</p> <p>7 blocks on maintenance contract with ThyssenKrupp</p>	Properties coming out of warranty added to maintenance contracts.

H&S Legislative Requirement	Number Communal Blocks	Number individual properties	Inspection Frequency	Status	Comments	Actions
Portable Appliance Testing (PAT)	19	n/a	Annual	GREEN	7 blocks with full auditable schedules of equipment now on BCE maintenance contract. 4 blocks West Avenue, Scrogg Road, Lilac Crescent responsibility of building users.	
Water Hygiene	19	Water harvesting 5 Solar Water Heating 99	Communal Monthly Individual Annual	AMBER	17 communal blocks have Risk Assessments carried out and are on IWS monthly monitoring contract.  Piper Court and Summerhill do not need added.  1 Outstanding properties;  145 Elswick Road	Continued liaison with tenants required to complete outstanding risk assessments and remedial actions.  Assistance is being received from housing to gain access.  BCE carrying out ongoing service visits and aiming to align with boiler servicing.  Non-access property details passed to Safe Living team to progress injunction application.
Commercial kitchen equipment	3	n/a	Annual	GREEN	3 blocks on servicing and maintenance contract with BCE.	Properties coming out of warranty added to maintenance contracts.

<b>GREEN</b>	Confident that all reasonable arrangements are in place and compliance is being achieved.	<b>AMBER</b>	Confident the majority of reasonable arrangements are in place and compliance is achieved, but improvement measures can be implemented.	<b>RED</b>	Significant failing of reasonable arrangements and compliance can only be achieved with major improvement.
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Contact Officer

Steven Studley, YHN Compliance Manager  
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## Board of Trustees August 2019

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### Communications Update

Report by Communications Officer

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#### For Information

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#### 1. Background

1.1. This note is for information only and is intended to provide Leazes Homes Board with an understanding of the communications activity planned for the forthcoming months.

1.2. Regular communications activity is carried out for Leazes Homes' projects and activities and will be made available for Trustees to view at Board meetings or on request.

#### 2. Completed programme – since June 2019

2.1. The private website developed for Trustees has been populated with relevant documents and a demonstration of the site will take place at the August Board meeting. Following this, Trustees will receive their own log in details and will be able to start using the site as soon as they're ready.

2.2. A meeting was held to discuss potential marketing routes for properties at Hartley Court. An existing flyer has been redesigned, which will be distributed via local community buildings (parish council, post office, local shops etc).

A welcome pack is also being developed, both digital and printed versions, which will help to introduce residents to the local area.

- 2.3. The overall guide for new tenants requested by the tenants' panel has been drafted ready for amends from Leazes Homes and review by the panel.
- 2.4. The Leazes Homes tenth anniversary party was held at Dewley House on the 23<sup>rd</sup> July. In response to some of the more negative comments in the STAR, specific engagement activities around dissatisfaction with repairs and maintenance and listening to tenants' views were included. The anniversary event will form the lead story in the next tenant newsletter, which will be sent out later this month.

### **3. Future programme**

- 3.1. A newsletter will be distributed to all tenants later in August, this will focus on the 10<sup>th</sup> anniversary as well as including a "You Said, We Propose" in relation to the STAR as requested by Board. There will also be an update on the work of the tenants' panel and a focus on the 100<sup>th</sup> anniversary of the Addison Act, which started social housing featuring a case study on Mick and Shirley Brady.
- 3.2. The Communications and Engagement team is meeting up with managers across the extra care and learning disabled schemes to find out more about scheme-based activities that can be promoted to wider audiences.
- 3.3. Following feedback from engagement activities at the anniversary event, a series of focus groups will be planned so tenants can explore themes further. These will happen on a quarterly basis at first, with venues rotating across the city.

### **4. Summary**

- 4.1 The information in this report is not an exhaustive list of communications activity and is subject to change or variation.

If Trustees would like to be involved and contribute to any communications activity, or suggest items to be considered, they are welcome to raise at Board meetings, or contact Laura Liosi or Jon Mitford directly.

#### **Contact Officer:**

If you have any questions about this report that you would like clarifying, you can contact Laura Liosi by telephone on 0191 278 8190 or email [laura.liosi@yhn.org.uk](mailto:laura.liosi@yhn.org.uk)