

COLCHESTER BOROUGH HOMES LIMITED
ONE- HUNDRED-AND-THIRTEENTH BOARD MEETING
 To be held at 5.30PM, Wednesday 22nd April 2020
 Via Teams

Agenda				
Item No	Paper	Purpose	Time	Responsible Officer
1.	Welcome, Apologies and Quorum	Note	2	Chair
2.	Declarations of Interest	Note	2	Chair
3.	Minutes of Previous Meeting	Approval	2	Board
4.	Matters Arising	Note	5	Chair
5.	Covid Update Report	Note	10	Executive
6.	Governance Decisions to Date: i. Interim delegation arrangements due to Coronavirus ii. Pay Award 2020/21 iii. Appointment of Repairs Contractors iv. Appointment of Internal Auditor	Note	5	JP
7.	Medium Term Delivery Plan Q4	Note	10	Executive
Q3 Performance Pack – Questions Arising				
8A	Health and Safety i. Compliance Report ii. Health and Safety Policy for approval	To Note and approve	20	KL
8B	Finance Assurance i. Period 12 – Financial position up to the 31 st March 2019 - Report ii. Year End Progress Update – Verbal update iii. Budget Position for 2020/21 – Verbal update	To Note		MA
9.	Strategic Risk Register	Discuss	10	MA
10.	Any Other Business:	Discuss	5	Chair
11.	CONFIDENTIAL Minutes and Matters arising	Approve	5	Chair
12.	CONFIDENTIAL Finance Assurance Report	To Note	5	MA

Forthcoming Meetings

Wednesday 1st July 2020



Colchester Borough Homes Limited

Minutes of the Hundred and Twelfth Board meeting held at Worsnop House, Colchester, CO1 2ES on Thursday 27th February at 17:30pm

Present:

Dirk Paterson (DP)	Chair
Cllr Nigel Chapman (NC)	Vice Chair
Gareth Mitchell (GM)	CEO
Cllr Lesley Scott-Boutell (LSB)	Board Member
Karen Smout (KS)	Board Member
Cllr Cyril Liddy (CL)	Board Member
Julie Parker (JP)	Board Member
Michael Campbell (MC)	Board Member
Paula Goddard (PG)	Board Member
Lorna Preece (LP)	Board Member

In attendance:

Karen Loweman (KL)	Director of Operations
Matt Armstrong (MA)	Director of Business Improvement
Gerardine Murphy (GMU)	Head of ICT and Business Intelligence
Karen Williams (KW)	Head of Housing Management
David Barthram	Health, Safety, Environment & CDM Manager
Andrew Grimwade	Early Response Rough Sleeper Coordinator
Jo Paget	Governance Officer

Observing:

Daphne Duvall	Resident
Richard Bruce	Resident
Lee Chamberlain	Visiting Officer
Kirk Braker	Head of Repairs and Maintenance
Martin Buddery	Interim Client Services Manager, CBC
Linda Jacobs	Enabling Officer
Heidi Mussett	Rough Sleeper Outreach Worker
Tracey Bruschet	Head of Housing Options
Mark Wicks	Head of Asset Management
Luke Tappenden	Business Intelligence Officer
Jon Cowie	Housing Manager
Helen White	Enabling Officer
Cong Gu	Head of Finance

1.	
1.1	<p>Apologies and Quorum. No apologies were received, and the meeting was confirmed as being quorate. The Chair welcomed all those present to the meeting and the residents of Worsnop House were thanked for providing their space for the Board meeting, which allowed the Board to get to know their housing stock and a feel for residents' lives.</p>

2.	Declarations of Interest by Board Members and Officers
2.1	No declarations were received
3.	Minutes of Previous Meeting
3.1	The minutes were accepted as being a true and accurate record of the meeting held on the 9 th December 2019 and were approved by the Board
There being no objections or amendments the Board resolved to: i. Approve the Minutes of the Board Meeting on the 9 th December 2019	
4.	Matters Arising
4.1	GM confirmed to the Board that all Executive actions from the last meeting had been completed and the risk workshop organisation would be discussed later in the meeting
i. The Board resolved to NOTE the completed executive actions	
5.	Spotlight Report – Focus on Frontline
5.1	The Chair welcomed Andrew Grimwade to the meeting who had been invited to talk to the Board regarding his role within the organisation. The Chair welcomed questions from the Board to gain further understanding into the service provided. AG advised that his colleagues, Heidi Mussett and Tracey Brushett were also in attendance to answer any questions that the Board may have.
5.2	DP asked what initiatives the team were involved in around Colchester to tackle rough sleeping in the area with local partners? TB advised that the outreach team worked with the Town Centre Action Plan Group who led on acting against begging in the town in liaison with workplans already in place with CBH. TB advised the Board that it took the team a lot of time to gain the trust and work with homeless clients so it was essential that partners such as the TCAP and the Police were aware of relationships being built so progress was not jeopardised and clients go into hiding.
5.3	MC advised that he followed the outreach team on Twitter and was wholly impressed with the really great work they were doing.
5.4	JP advised that she had read a recent article which had summarised that the public who try to help are in fact having a detrimental effect on the progress of rough sleepers. She asked the team if they worked with the public to educate them? AG advised that they did work with the public to advise that the short term help they administer (such as the purchase of a meal or a sleeping bag) may mean that the client could miss a vital service which is essential to their wellbeing.
5.5	LSB and NC asked how many people the team were seeing in a month, the reasons for the homelessness and the ages of the customers? AG advised that they see around 30-40 people a month, and their current case load was 19 people: average age being males in the mid 30's. He continued that some examples of reasons were those being released from prison or relocation from another area. DP thanked AG for his attendance at the meeting and acknowledge that the Board had only scratched the surface of this team's role in the community.
6.	Finance and Audit Chairs Report
6.1	Julie Parker summarised the Chairs Report to the Board and asked them to particularly note the substantial budget change due to the 3-year draft pension determination

	received from the Essex Pension Fund. She advised that further discussions would take place with Colchester Borough Council as to future years payment arrangements.
6.2	JP thanked Karen Smout for her work with Matt Armstrong on the Risk Management Policy and advised the 'fresh pair of eyes' had been welcomed.
6.3	JP welcomed any further comments or questions from the Board.
	DP advised that he did not have any further questions with regards to the Risk Policy but welcomed the introduction of Risk Deep Dive scrutiny undertaken at F&A. He also welcomed the step change from risk averse to risk aware within the risk management policy and the transparency of sharing our risks with shareholders.
6.4	DP asked JP how fraud and internal control assurance was being entrenched within the Finance and Audit Committee? JP advised that the audit programme allowed for scrutiny of internal controls and risk management was identified through this programme. The F&A Committee also welcomed advice and challenge from the auditors.
There being no objections or amendments the Board resolved to: i.APPROVE the Finance and Audit Committee Minutes ii.APPROVE the Final CBH Budget 2020/21 iii.APPROVE the Risk Management Policy	
7.	Final Capital Investment Programme 2020/21
7.1	Matt Armstrong summarised to the Board that he had received the outcome of the Council's consideration and formal decision making regarding the proposed five-year Housing Investment Plan 2020-2025, which had been approved by Board on the 9 th December 2019. MA advised that there had been no questions raised at Cabinet and asked the Board to note item 4.1 of the paper which detailed the rent raise and increase of income into the Housing Revenue Account.
7.2	NM asked what the reaction had been from customers regarding the rent increase? KL advised that letters to residents would be sent Monday 2 nd March, but a social media campaign to prepare residents had been running since September 2019. DP asked what the 1% rise meant in real terms for residents? KL advised that with an average rent was £90 a week.
7.3	KL advised that the Customer Service Team had been provided with FAQ's for any enquiries.
7.4	PG asked if those residents in receipt of universal credit had been informed of the process for submitting a change of circumstances? KL advised that residents were being supported.
There being no objections or amendments the Board resolved to: i.APPROVE the Final Capital Investment Programme 2020/21	
8.	Communication Plan 2020-2022
8.1	DP introduced the plan and advised that this was being presented as per Board request. He advised that per feedback by both Board and stakeholders the communications plan had been developed to guide communications activity and to ensure CBH key messages are clear and are being reinforced at every possible opportunity. DP asked GM to inform members further.
8.2	GM asked the Board to note that feedback from Cabinet had been that CBH do not 'shout loud enough' about progress and achievement so therefore the communications plan was a tactical response short term, with a longer-term plan to review resource and funding.

8.3	<p>GM opened the floor to any questions.</p> <p>JP felt that under the audience section there should be a reference to CBH partners and asked for confirmation that CBH retained a social media policy for all staff. GM thanked JP for her suggestion and confirmed that CBH did have a social media policy which was very clear on conduct for all staff.</p> <p>DP advised that he expected all Board members to make themselves familiar with this policy</p> <p>LSB asked if CBH were monitoring social media feedback commentary in order to gain customer intelligence. KW advised that this was part of the engagement strategy.</p> <p>DP advise that he welcomed the plan and that he felt that CBH were taking appropriate positive steps which could be built on over time.</p>
<p>The Board resolved to: i.NOTE the Communications Plan 2020-2022</p>	
<p>9.</p> <p>9.1</p> <p>9.2</p> <p>9.3</p> <p>9.4</p> <p>9.5</p> <p>9.6</p>	<p>Resident Engagement Plan</p> <p>Karen Williams was invited to present to Resident Engagement Plan. She started by thanking Mark Healey and Jon Cowie, authors of the plan, for their hard work.</p> <p>KW asked the Board to note section 3.2 which sets out the achievements of the Resident Insight and engagement strategy since 2016 Highlights included:</p> <ul style="list-style-type: none"> • Development of a Residents panel to provide scrutiny and challenge of services • The formation of the Greenstead tenant panel – with a focus on local issues • Grant funding awards to local community groups <p>KW advised the new plan had a new vision to develop engagement through InsightInfluence..... and Impact and expected outcomes of this were set out in the action plan.</p> <p>LSB advised that she was really pleased with plan and that it was a great document that she was keen to share. KW advised that there were hard copies would be shared all over the CBH community and would appear on the website.</p> <p>MC asked if there were any reports/minutes available from the Greenstead residents panel review as he was keen to reflect their views. It was suggested that they could be invited to the next Board residents’ panel to encourage engagement.</p> <p>KS asked what good looked like in terms of the plan and measures. KW advised that the action plan and STAR survey would be the driver, and action measures had been put in place through identifying the current weakest areas of performance.</p> <p>LSB asked how CBH were reaching rural areas? KW advised that the customer newsletter was posted to all tenants – results of the recent resident survey had shown that tenants loved receiving hard copy of the newsletter through their door and this had been their preference in every survey completed.</p>
<p>The Board resolved to: i.APPROVE the Resident Engagement Plan 2020-2023</p>	
10.	<p>Community Plan Review KL summarised progress of the plan to date:</p>

	<p>Key performance measures indicate an increase in the value of CBHs Social impact in the Community with over £496k measured through indicators which include staff and resident volunteering time and attending key community meetings.</p> <p>The measure from the staff survey fluctuates with the last survey indicating that staff may not be aware of some of the areas that CBH influences and are involved in within the Community.</p> <p>A team of staff from across the organisation are developing actions and workstreams which will encourage wider participation and understanding.</p> <p>KL advised that for 2020 it was proposed that the plan includes an additional objective to support Carbon reduction – “Encouraging responsibility for the environment” will set out ways that we can change and influence behaviour of both our staff and residents.</p> <p>The floor was opened for any questions:</p> <p>KS asked when pulse surveys were conducted were the executive collecting feedback on what staff thought CBH were not doing? KL advised that the Executive were monitoring feedback and it was felt that staff expectation was too high and the involvement they had in the community was felt as business as usual rather than community building.</p> <p>LSB advised that she had been really pleased with the result of the BoxSmart initiative and what the plans were for the future of this? Mark Healey advised that further funding had been secured to run classes in St Annes and Stanway.</p> <p>PG asked how areas are identified for impact projects? KL advised that mapping processes were followed to target vulnerable demographics in the area and working with partners such as community 360 help to identify target groups and run activities that are purposeful in the area.</p>
<p>The Board resolved to: 1.NOTE the Community Plan</p>	
<p>11.</p>	<p>Performance Pack</p> <p>11a – Strategic Plan Assurance Report Q3 No questions were raised</p> <p>11b - Medium Term Delivery Plan Q3 and Delivery Plan to APPROVE GM asked the Board to note that this was a significant report compared to Q2 due to dramatic improvement in performance.</p> <p>DP thanked the Housing Team for the outstanding result in rent collections. This was a significant credit to CBH as the collection rates had been nationally recognised through the NFA.</p> <p>DP also commented that the repairs service also represented outstanding performance</p> <p>Discussion turned to capital programme progress which currently stood at 75.8% against target of 91.2%. JP advised that poor results were normally due to poorly performing contractor and did CBH feel they were viewing their contractors sufficiently? MA advised that CBH needed to have influence at tender stage and steps had been taken to introduce a new concept of issuing small batches of work to local contractors rather than million-pound contracts to national companies.</p> <p>MC asked whether CBH had a handle on sub-contractors? MA advised that all contractors were required to go through an induction process and ad hoc site checks meant that contractors were removed from site if not compliant.</p> <p>11c – Voids Progress Report</p>

	<p>DP thanked KL and her team for the fantastic work to improve performance in this area and for the spectacular results reported recently. KL advised members that in December and January it was pleasing to note improved performance, with plans in place to sustain this level of performance with ongoing review of both the in house team and contractor performance and improved communications between the repairs and housing management teams.</p> <p>11D – Health and safety Assurance Report and approval of Policy David Barthram summarised the current status of compliance assurance to the Board.</p> <p>NM asked whether CBH looked at the safety of trees on housing stock? DB advised that all commercial trees were reviewed and for those trees that were known about, compliance standards were met. DB advised members that ultimately Colchester Borough Council held liability for trees, and this was noted in their policy. NM suggested that CBH policy was updated to reflect this status</p> <p>JP commented that she would like the policy to amended to reflect Board responsibilities as Directors.</p> <p>DP advised that amendments to the policy should be made and brought back to the Board meeting in April for approval.</p> <p>11e – Finance Assurance Report No questions were raised</p>
	<p>The Board resolved to:</p> <ul style="list-style-type: none"> i. NOTE the Strategic Plan Assurance Report Q3 ii. NOTE the Medium Term Delivery Plan Q3 iii. APPROVE the CBH Medium Term Delivery Plan 2018-22 (MTDP), including KPI targets and budgets for 2020/21 and subsequent years. iiii. NOTE the Voids Progress Report v. NOTE the Health and Safety Assurance Report vi. Review the amended Health and safety Policy at the Board meeting in April vii. NOTE the Finance Assurance Report
12.	<p>Strategic Risk Register MA advised that due to the new Risk Management Policy requiring approval at this Board Meeting that a new report format would come to Board in April</p> <p>He asked the Board to note that following risk register scrutiny at Finance and Audit Committee that two new risks had been added to the corporate register:</p> <ol style="list-style-type: none"> 1. Management Agreement 2. Compliance Regulation <p>KS added that following deep dive investigation at Finance and Audit Committee in February, the Housing Management System risk rating was reduced from a red risk as it was felt there were sufficient controls and mitigations</p>
	<p>The Board resolved to:</p> <ul style="list-style-type: none"> i. NOTE the Strategic risk register
13.	<p>CEO Report</p> <p>13.1 GM asked the Board to note the following:</p> <p>1.2 100 Homes Project – CBH Directors have been consulted on this proposal as it would entail a new role for the company, and Matt Armstrong now sits on the project team.</p>

Action Tracker

Item	Action	Who	By When	Done
27.02.8.3	All Board Members to read the CBH Social Media Policy	Board	ASAP	JPag Circulated to Board members 09032020
27.02.11D	Health and Safety Policy to be amended as per Board Comments and brought back to Board Meeting in April	David Barthram	April	Agenda Item 22.04.2020
27.02.13.4	Business Continuity Plan to be reviewed and amended to reflect Board inclusion in the event of a significant event	GM/MA	End of March	Update required
27.02.16.2	MA, JP and KS to set date for Risk Workshop and send out invite	MA,JP, KS	End of March	Deferred due to Covid



COLCHESTER BOROUGH HOMES BOARD

Wednesday 22 April 2020

Report Title	Covid-19 Response Update				
Author	Gareth Mitchell Gareth.mitchell@cbhomes.org.uk 01206 282919				
Report Objective:	To brief Board Members on Colchester Borough Homes' Business Continuity and Emergency Management arrangements in response to the Covid-19 crisis and update on progress to date.				
Matters to note/Exception Highlights	The company activated its Business Continuity Plan at the end of February 2020 in response to the emerging COVID-19 emergency and is currently on a Critical Services footing under that plan.				
Link to Consumer Standard objective	Tenant involvement and empowerment <input checked="" type="checkbox"/>				
	Home <input checked="" type="checkbox"/>				
	Tenancy <input checked="" type="checkbox"/>				
	Neighbourhood and community <input checked="" type="checkbox"/>				
Sensitivity	Commercial		Action	Assurance	✓
	Confidential			Noting	✓
	Open	✓		Approval	

Recommendations

The Board is asked to **NOTE** Colchester Borough Homes' Business Continuity and Emergency Management arrangements in response to the Covid-19 crisis and the update on progress to date.

Executive summary

In response to the emerging COVID-19 crisis, CBH Directors' Management Team (DMT) activated the company Business Continuity Plan on Friday 28th February 2020.

In week commencing March 9th Colchester Borough Council mobilised its emergency management arrangements under the Essex Resilience Forum framework and asked CBH to participate in those arrangements.

On March 23rd following the Prime Minister's address to the nation, DMT moved the organisation to a "critical services only" footing under the provisions in the Business Continuity Plan.

On March 27th the Council formalised its emergency management arrangements under a Cell structure, and the CBH chief executive agreed with the Council chief executive that CBH DMT would take the lead responsibility for the Housing Cell.

Implications:

Strategic Plan	The company is currently on a “critical services only” footing under the provisions in the Business Continuity Plan and so business as usual work on strategic plan objectives has been suspended.
Regulatory/Legal	A weekly compliance meeting with the Council has been established to manage regulatory compliance. Legal advice is being sought on matters when needed (e.g. contractual provisions during the crisis)
Financial/Budgetary	Work on year-end accounts and external audit is proceeding according to plan at the time of writing this report. Additional costs incurred as a result of the COVID response are being logged and approved remotely in line with the company’s approved signatory arrangements.
Health & Safety	The company Health and Safety Manager is a member of the COVID Response Management Team to ensure a close focus on matters of health and safety compliance during this crisis. A separate report on Health and Safety Compliance is provided elsewhere on this meeting agenda
Risk Assessment	The company is currently on a “critical services only” footing under the provisions in the Business Continuity Plan and so business as usual work on risk management has been suspended. A separate report on this agenda covers specific risks associated with the COVID crisis.
Human Resources	As part of our COVID response management arrangements we have instituted a daily staff log to ensure changes in staff availability/attendance are closely tracked.
Equality and Diversity	The company is currently on a “critical services only” footing under the provisions in the Business Continuity Plan and so business as usual work on equality and diversity objectives has been suspended.
Value for Money	The company is currently on a “critical services only” footing under the provisions in the Business Continuity Plan and so business as usual work on value for money objectives has been suspended.
Environmental and Sustainability	The company is currently on a “critical services only” footing under the provisions in the Business Continuity Plan and so business as usual work on environmental and sustainability objectives has been suspended.

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1. Report Introduction

The purpose of this report is to brief Board Members on Colchester Borough Homes' Business Continuity and Emergency Management arrangements in response to the Covid-19 crisis and to update on progress to date.

Please note that this report provides an overview of our arrangements – due to the fast-moving nature of events at this time, up-to-date data will be provided either shortly prior to or during the board meeting on the 22nd April.

2. Report Content

2.1 Overview of Business Continuity Planning arrangements

In response to the emerging COVID-19 crisis, CBH Directors' Management Team (DMT) activated the company Business Continuity Plan on Friday 28th February 2020. The Plan provides a framework both for management of business continuity arrangements and also for a transition to critical service delivery only in the event that the organisation's resources come under pressure.

On the first element, we instituted emergency response team meetings on a Monday, Wednesday and Friday starting in week commencing 2nd March – the members of this team, called the COVID Response Management Team, are the Corporate Management Team and the Health and Safety Manager, with action logging provided by one of the DMT PA's. Deputies are nominated to attend for those members of the team who are unavailable.

This team reviews national, regional, county and local updates, updates operational information by service area with a particular focus on the critical services, and considers data on staff attendance and communication priorities for messages to the organisation. This team continues to meet three times a week.

As regards service delivery arrangements, the announcement of "lockdown" arrangements by the Prime Minister on March 23rd triggered our move to critical services only. Our critical services are: -

- Contact with and support for our sheltered and vulnerable tenants
- Emergency repairs service
- Customer services
- Homelessness and management of temporary accommodation

The pre-planning for this move that had been completed in the previous weeks meant this move happened smoothly and with limited impact on our customers.

As part of our business as usual, DMT members are part of Colchester Borough Council's emergency planning activities and assist CBC by participating in the First Call Officer (FCO) rota for the borough for one month a year. This close working with CBC meant that when, in week commencing March 9th, CBC mobilised its emergency management arrangements under the Essex Resilience Forum framework, we were asked to participate in those arrangements. This provides an incredibly helpful route for CBC to be clear on how their housing services are responding to the crisis, but also a route for CBH to have access to the latest national and county-wide information on the multi-agency response to the crisis.

On March 27th the Council then formalised its emergency management arrangements under a Cell structure, and the CBH chief executive agreed with the Council chief executive that CBH DMT would take the lead responsibility for the Housing Cell. This means that the CBH CEO attends CBC “Gold” meetings twice a week and directly briefs the CBC Cabinet, also twice a week. DMT also share responsibility for an “on call” rota for CBC Cabinet Members and Group Leaders over the weekend.

For the month of April 2020, the CBH CEO is also the rota’d First Call Officer for the borough, which means in the event of an additional emergency situation which requires the local authority’s support, he would move to respond to that situation.

2.2 Response to Covid-19

Our aim during the COVID-19 pandemic is to support our staff, tenants, leaseholders and the communities in which we work, to keep as healthy and well as we can.

We have a high proportion of elderly and vulnerable residents who may be at greater risk of contracting the virus.

We are following Government guidance and will communicate how we are working in a way that resident will understand.

We have an agreed Business Continuity plan, which includes delivering our services through an Emergency Response Team. From time to time we may have to update and make changes to reflect the rapidly changing situation.

We are a member of the “One Colchester” strategic partnership and support network, and through our parent organisation, Colchester Borough Council, we participate in and have access to the resources of the Essex Resilience Forum. Both provide us with support and access to a wide range of services to support our residents.

Our Services:

We already have an agile workforce who are now working remotely and are available to address queries or concerns in relation to the homes that we manage. We will not be making any non-essential visits to residents’ homes. Where visits are made our staff are following government advice on hygiene and will be using personal protective equipment.

We continue to maintain essential services and are following guidance from the Regulator of Social Housing (RSH) regarding compliance. We are continuing with safety inspections including gas safety services, wherever they are possible, and responding to Emergency repairs promptly to ensure residents safety.

We will contact tenants before we attend to the work to discuss arrangements to ensure safe working. Where residents are in a shielded category or have symptoms of COVID or someone in the household is self-isolating we may defer the work until such time as it can be carried out safely; or make provision to ensure our staff and residents safety.

Our work to improve homes is currently suspended. We will contact all tenants who are expecting works and let them know when we can reinstate the improvement programme.

Advertising and letting homes through our Gateway to Homechoice is suspended until further notice following Government guidance to suspend non-essential home moves. Advice and support regarding housing applications and homelessness will still be available by telephone and email.

We will not be letting garages but will continue to be available to address any queries in relation to garages that are rented.

Our staff will make contact with our most vulnerable tenants, including those over 70 years of age and those who have informed us of an issue that makes them more vulnerable. We will check on their well-being and signpost for support and befriending services as required.

Following guidance from Government we have accommodated people who were rough sleeping in Colchester including those who were already engaged with our rough sleeper outreach team.

We understand that the impact of the pandemic will cause hardship for many of our residents; we will support our tenants to claim benefits and deal with financial hardship. We have committed to not take action for rent arrears or evict tenants during this period of lockdown. Tenants will be given a reasonable period (up to end March 2021) to repay unpaid rent accrued during the lockdown period.

We have introduced the facility for residents to make payments via the telephone when contacting our customer services team.

The records that we maintain will be updated to reflect information provided to us and will be shared only to ensure services and support that is required is provided safely.

Communal cleaning services will continue and in some cases be enhanced to reduce the risk of the virus spreading. We are encouraging all of our residents to keep their homes and communal areas as clean as possible for their own safety.

The Assisted gardening scheme which is provided to some older and disabled tenants has been suspended, as the contractor is not able to resource it. The charge for this has been removed. We will inform all of those eligible when the scheme is re-introduced.

We have adapted and enhanced welfare support for our staff, to help them to manage difficult situations, whilst working remotely

We are maintaining a compliance and risk log, to help us to monitor emerging risks and situations. This will provide us with a record of key decisions and changes to the way in which we work.

We will provide general information and advice through social media together with direct updates for our customers through text, email and letters.

2.3 Logistics & Planning

The logistics and planning activity for our COVID response arrangements has focused on the following areas: -

- Emergency management arrangements
Establishing the meeting rhythm and decision-making arrangements for the Corporate Management Team
- Business Continuity

Planning for reduction in service delivery levels as the organisation's capacity to deliver non-priority services reduces, leading to "critical services only" footing. This area has also involved the deployment of IT equipment to some staff to support permanent remote working.

- **Workforce**

Establishing a daily reporting regime to ensure workforce data on attendance is in place, including redeployment planning to ensure visibility of staff available for redeployment to critical services. This area also includes delivering support and advice for staff, in particular to ensure the health and wellbeing of individuals.

- **Communications**

Ensuring the right messages from Government guidance and organisational decision-making are being communicated to staff on a weekly basis, along with reinforcement of key corporate messages and appreciation for staff commitment during the crisis.

- **Recovery**

Planning our return to business as usual to ensure that services are resumed on a planned basis, in keeping with government guidance, and that opportunities are not missed to make new more efficient ways of working put in place for the crisis the "new normal".

3. References

The hub for all Government guidance on the response to the Coronavirus (COVID-19) emergency is <https://www.gov.uk/coronavirus> .

4. Related Documents

Appendix 1 – Covid-19 Recovery Programme

Up-to-date workforce data will be provided to board members on the day of the board meeting via email.

Other relevant data will be provided verbally in the board meeting.

Recovery Plan development

Recovery Programme (Including current Town Deal Group resources)

Council

Economy

Community

Customer

April 2020



July 2020



April 2021



Short Term

Medium Term

Long Term

Programme Structure (Agile Methodology)

Sponsor - Ian Vipond

Owner - Mandy Jones

Support – Programme Coordinator - Simon Thorp, **Comms and Engagement** - Clare Ratcliffe

Council

Sponsor – Dan Gascoyne

Owner – Richard Block

Advisors – Recovery Project Team and relevant Managers

Project Manager – Gary Reid

Economy

Sponsor - Ian Vipond

Owner - Mandy Jones

Advisors – Recovery Project Team and relevant Managers

Project Manager – Simon Thorp

Community

Sponsor – Pam Donnelly

Owner - Lucie Breadman

Advisors – Recovery Project Team and relevant managers

Project Manager - TBC

Customer

Sponsor – Pam Donnelly

Owner – Leonie Rathbone

Advisors – Recovery Project Team and relevant managers

Project Manager - TBC

Finance - Owner – Paul Cook **Advisors** – Relevant managers

Climate Change and Sustainability – **Owner: Rory Doyle / Mandy Jones** **Advisors** - Group Managers

CBH and Housing – Owners Matthew Armstrong / Tina Hinson

CCHL - Owner Paul Smith

Recovery Steering Group

- Permanent Members
- Members (on request)

Chair - Ian Vipond

Council - Richard Block
PM - Gary Reid

Economy - Mandy Jones
PM - TBC

Community - Lucie Breadman
PM - TBC

Customer – Leonie Rathbone
PM - TBC

Housing and CBH - Matthew Armstrong / Tina Hinson

Prog Coord - Simon Thorp

Comms - Clare Ratcliffe

Finance - Paul Cook

Climate Change and Sustainability
Rory Doyle

CCHL - Paul Smith

Programme and Project Advisors - Group Managers (and other support where required)



COLCHESTER BOROUGH HOMES BOARD

Wednesday 22nd April 2020

Report Title	Governance Decisions				
Author	Jo Paget – Governance Officer Jo.paget@cbhomes.org.uk 01206 282752				
Report Objective:	This report sets out key governance matters for the Board to consider				
Sensitivity	Commercial		Action	Assurance	
	Confidential			Noting	✓
	Open	✓		Approval	

Recommendations

The Board is asked to:

1. To **NOTE** the interim delegation arrangements due to Coronavirus
2. To **NOTE** Pay Award 2020/21
3. To **NOTE** the appointment of repairs contractors
4. To **NOTE** the appointment of Internal Auditor

Executive summary

The current incidence of the Covid-19 virus both nationally and internationally is causing disruption to a range of business and social activity and preventative measures have been introduced to help delay the spread of the virus.

This has had an impact on Colchester Borough Homes ability to hold its normal meetings in public Spaces and for delegated Board powers to be enacted.

This report summarises key governance decisions that have been made remotely by way of individual written resolution in order to formally approve in a constitutive function.

1. Report Introduction

This report sets out key governance matters for the Board to formally **NOTE**, which are as follows:

1. Interim delegation arrangements due to Coronavirus
2. Pay Award 2020/21
3. Appointment of repairs contractors
4. Appointment of Internal Auditor

2. Interim delegation arrangements due to Coronavirus – See Appendix A

The Board were asked in March to consider proposed temporary governance measures due to the disruption to Colchester Borough Homes meetings as a result of Covid-19.

These measures were outlined as follows:

1. That members of the Executive are to take decisions remotely, in agreement with the Chair, (or Vice/Deputy Chair should the Chair be indisposed) where the Chief Executive considers that the matter cannot wait
2. To allow the Chair to assume responsibility for all powers of the Board in order that decisions can be taken
3. That the Executive be authorised to cancel or postpone meetings, in consultation with the relevant Chair.
4. That Member non-attendance related to Covid-19 be considered as an absence approved by Colchester Borough Homes
5. To review these measures every 3 months

Members were canvassed for their written resolution on these measures via email and all members **APPROVED** the delegations

3. Pay Award 2020/21 - See Appendix B

On the 24th March the Appointments and Remuneration Committee were asked to approve the Colchester Borough Homes Pay Award by way of electronic decision.

The Pay award proposed was as follows:

1. 2% increase on salaries with effect from 1 April 2020 for all staff, and
2. An unconsolidated payment based on 1% of the 2020-21 total salary budget and divided equally across all permanent and fixed term staff employed on 30 September 2020 (pro rata for part time staff and paid in October 2020)

As per Committee Terms of Reference the Chair was not eligible to vote
“The Chair of the Board shall declare a financial interest and shall not vote on any Committee decision which might affect the remuneration of the Chair of the Board”.

Members were canvassed for their written resolution via email to the pay increase and all members **APPROVED** the pay increase

4. Appointment of Repairs Contractors – See Appendix C

The Repairs contracts for CBH expired on the 31st March 2020. It was therefore required for the Chair of the Finance & Audit Committee to scrutinise and authorise the recommended contractors, which were shortlisted using the CBC procurement team and followed the public procurement regulations.

The contracts recommended were as follows:

Lot	Package Type	Yearly Amount	Whole duration cost	Contractor
1	Brickwork, Blockwork & Masonry:	£20k annually	(£60k over three years)	PMC Landscapes Ltd
2	Cleaning (Voids):	£20k annually	(£60k over three years)	Kabaku General Services
3	Drain Clearance, CCTV and Testing:	£69k annually	(£207k over three years)	Simpsons East Anglia Ltd (t/a Drain Doctor)
4	Foundations, Groundwork & Drainage:	£118k annually	(£354k over three years)	Premier Contracts & Property Services
5	Painting & Decoration:	£5k annually	(£15k over three years)	Foster Property Maintenance Ltd
6	Plastering & other finishes:	£49k annually	(£147k over three years)	Foster Property Maintenance Ltd
7	Plumbing:	£88.5k annually	(£265.5 over three years)	Foster Property Maintenance Ltd
8	Roofing	£40k annually		CWB Roofing
9	Wall and Floor Tile and Sheet Finishes:	£59k annually	(£177k over three years)	Foster Property Maintenance Ltd

Lot 8 (Roofing) was the only tender which was unsuccessful so the decision was made to extend the current contractor for 12 months which is allowable under the current contract in place.

The Chair of the F&A Committee **APPROVED** the Contracts list by written resolution email.

5. Appointment of Internal Auditor – See Appendix D

At the December 2019 Finance and Audit Committee, Matthew Armstrong (Director of Business Improvement) updated the group that Mazars (the current IA provider) had given notice that they would not be entering into a 1-year extension agreement as of March, so a procurement exercise took place with Colchester Borough Council. Matthew advised the group that a tender would go out to all those registered within the East of England NHS Collaborative Procurement Hub framework and a decision would need to be reached prior to the cabinet meeting in January as the contract costs sat within the Finance and Audit delegation.

Matthew advised the committee that he required approval from members to;

1. Progress with procurement of auditors with Colchester Borough Council.
2. That the Committee were content for Julie Parker and himself to represent CBH in the procurement process and evaluation.

The Finance and Audit Committee resolved to approve both actions

Colchester Borough Council have now appointed TIAA as their Internal Auditor and the Committee agreed in its December meeting that it would be in CBH's interest to appoint the same provider both in terms of value for money and for auditing areas which span CBC and CBH.

The F&A Committee, under item 2.3(a) of its Terms of Reference has the power to appoint the internal Audit provider, therefore, members were asked to formally appoint the auditors using written resolution via email.

All members of the committee **APPROVED** the appointment and it was understood that the next steps For TIAA will be for them to conduct some assurance mapping of CBH and to propose a Charter and Audit plan for 2020/21

This concludes the Governance decisions approved since the last Board meeting in February 2020

REPORT TO COLCHESTER BOROUGH HOMES BOARD

PURPOSE: Interim Governance arrangements due to Coronavirus (Covid-19)

DATE: 25 March 2020

SUBJECT: Delegations

REPORT BY: Jo Paget, Governance Officer
☎ (01206) 282752
✉ jo.paget@cbhomes.org.uk

Recommendations

The Board is asked to:

1. **APPROVE** that members of the Executive are to take decisions remotely, in agreement with the Chair,(or Vice/Deputy Chair should the Chair be indisposed) where the Chief Executive considers that the matter cannot wait as set out in paragraph 2.2 of the report.
2. **APPROVE** the execution of paragraph 23 (2) of the of the Articles of Association for Colchester Borough Homes Ltd be to allow the Chair to assume responsibility for all powers of the Board in order that decisions can be taken as set out in paragraph 2.3 of the report
3. **AGREE** that the Executive be authorised to cancel or postpone meetings, in consultation with the relevant Chair.
4. **AGREE** that Member non-attendance related to Covid-19 be considered as an absence approved by Colchester Borough Homes as set out in paragraph 3.2 of the report; and
5. **AGREE** to review these measures every 3 months

1. Background

- 1.1 The current incidence of the Covid-19 virus both nationally and internationally is causing disruption to a range of business and social activity and preventative measures have been introduced nationally to help delay the spread of the virus. This includes advice to individuals or groups to self- isolate for periods of time, and for more general restrictions on travel or gatherings. It is also likely that more people will become unwell as a result of the virus.
- 1.2 Further spread of Covid-19 has had an impact upon Colchester Borough Homes ability to hold its normal meetings in public spaces, therefore this report outlines a range of proposed temporary measures which will enable Colchester Borough Homes essential business to be conducted due to the disruption and suspension of formal meetings due to Covid-19.

2. Executive decisions

- 2.1** The Board Work Plan of decisions will be reviewed and any decisions which can be postponed will be rescheduled for a later date. However, there are likely to be time- critical decisions which cannot be deferred, and arrangements will be required to ensure these decisions can be taken in a timely manner.
- 2.2** It is legally permissible for the Chair to take a decision remotely and for the Chair to take any decisions which may normally be taken by the Board collectively.

Due to the disruption of Covid-19 it is proposed that in relation to paragraph 23 (1) of the of the Articles of Association for Colchester Borough Homes Ltd that the Board approve that members of the Executive are to take decisions remotely, in agreement with the Chair, where the Chief Executive considers that the matter cannot wait.

- 2.3** The Board are also asked to approve to execute paragraph 23 (2) of the of the Articles of Association for Colchester Borough Homes Ltd be to allow the Chair to assume responsibility for all powers of the Board in order that decisions can be taken.

Paragraph 23 (1) of the Articles of Association for Colchester Borough Homes Ltd

DELEGATION OF BOARD MEMBERS' POWERS

23. (1) The Board may delegate any of their powers to any committee consisting of such persons the Board considers fit to exercise such powers. They may also delegate to the Chairman/or any vice or deputy Chairman or to any executive officer such of their powers as they consider desirable to be exercised by him.

(2) Any such delegation may be made subject to any conditions the Board may impose, and either collaterally with or to the exclusion of their own powers and may be revoked or altered. Subject to any such conditions and this Article, the proceedings of a committee with two or more members shall be governed by the Articles regulating the proceedings of the Board so far as they are capable of applying.

- 2.4** Only in circumstances where committees are either unable to meet or are inquorate, and when the Chief Executive has agreed that a decision on the matter should be taken before the next scheduled meeting will the above delegations be initiated.

Any decisions taken by Executive officers under these delegations will be reported to the subsequent meeting of the relevant committee.

3. Member Attendance

3.1 Covid-19 may impact on Members' ability to attend meetings either due to them being personally affected or due to general disruption or suspension of meetings. This may in turn result in Members becoming at risk of failing to meet attendance rules within the code of conduct.

3.2 To prevent any Member being at risk due to non-attendance as a result of Covid-19 it is proposed that non-attendance due to: being diagnosed with Covid-19; self-isolating due to suspected Covid-19; self-isolating in order to reduce the risk of contracting or passing on Covid-19; or as a result of following Covid-19 related guidance from Government be considered as absence for a reason approved by Colchester Borough Homes in relation to attendance requirements.

REPORT TO COLCHESTER BOROUGH HOMES APPOINTMENTS AND REMUNERATION COMMITTEE

PURPOSE: Pay Award 2020/2021

DATE: 24 March 2020

REPORT BY: Angelique Ryan, Head of HR and Governance
☎ (01206) 282374
✉ Angelique.ryan@cbhomes.org.uk

Recommendations

The Committee is asked to:

1. **APPROVE** 2% increase on salaries with effect from 1 April 2020 for all staff, and,
2. **APPROVE** An unconsolidated payment based on 1% of the 2020-21 total salary budget and divided equally across all permanent and fixed term staff employed on 30 September 2020 (pro rata for part time staff and paid in October 2020)

1. Background

- 1.1 Colchester Borough Homes' annual pay award has traditionally been negotiated locally by Colchester Borough Council (CBC) and UNISON as part of their wider staff pay negotiations. The pay award is formally approved by the Governance and Remuneration Committee on behalf of Colchester Borough Homes.

This year's pay award is proposed as;

2% increase on salaries with effect from 1 April 2020 for all staff, and
An unconsolidated payment based on 1% of the 2020-21 total salary budget and divided equally across all permanent and fixed term staff employed on 30 September 2020 (pro rata for part time staff and paid in October 2020)

The 2020/21 budget has currently allocated 3% for the pay award.

2. Electronic decision

- 2.1 In consultation with the Chair of the Appointments and Remuneration Chair, members are asked to approve the annual pay award by electronic decision to meet the Colchester Borough Councils Portfolio Holder approval deadline.

3. Terms of Reference

- 3.1 Members are asked to note that the Terms of Reference for the Appointments and Remuneration Committee state;

“The Chair of the Board shall declare a financial interest and shall not vote on any Committee decision which might affect the remuneration of the Chair of the Board”.

Decision Required: Appointment of Repairs Contractors – 25th March 2020

Hi Julie

Appointment of Repairs Contractors

As discussed yesterday the current repairs contracts are due to expire at the end of March so I am emailing you to request your authorisation as Chair of F&A for CBH to appoint the recommended contractors listed below. The team have followed the public procurement regulations and have used the CBC procurement team to tender the 9 packages.

Attached is the results of the evaluation with the recommended contractors highlighted in green. Lot 8 (Roofing) was the only tender which was unsuccessful so the decision has been made to extend the current contractor for 12 months which is allowable under the current contract in place.

Please can you reply via email that you authorise the appointment of the recommended contractors and values listed below.

Lot	Package Type	Yearly Amount	Whole duration cost	Contractor
1	Brickwork, Blockwork & Masonry:	£20k annually	(£60k over three years)	Same as
2	Cleaning (Voids):	£20k annually	(£60k over three years)	New contractors (Based in West London)
3	Drain Clearance, CCTV and Testing:	£69k annually	(£207k over three years)	Same as
4	Foundations, Groundwork & Drainage:	£118k annually	(£354k over three years)	Same as
5	Painting & Decoration:	£5k annually	(£15k over three years)	Same as
6	Plastering & other finishes:	£49k annually	(£147k over three years)	Same as
7	Plumbing:	£88.5k annually	(£265.5 over three years)	Same as

Decision Required: Appointment of Repairs Contractors – 25th March 2020

8	Roofing			Unsuccessful. Current contractor extended for 12 months
9	Wall and Floor Tile and Sheet Finishes:	£59k annually	(£177k over three years)	Same as

Note from the Head of Operations (Kirk Braker)

You might be concerned that most of the current contractors are not changing but please remember last time around, most contractors priced version 7 for the first time making costing mistakes. Fosters have increased their rates fairly significantly from around -14.25% to -1.5% increase is probably in keeping with the national schedule of rates and the figure is probably now more where they need to be to be able to provide the service that we require going forward.

Please call if you have any questions.

Kind Regards

Matt

Matt Armstrong

Director of Business Improvement

Colchester Borough Homes

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07951 013364

www.cbhomes.org.uk

Textphone users dial 18001 followed by the full number you wish to call

Internal Auditors – 9th April 2020

Dear F&A Committee Members

Appointment of Internal Auditor

Decision Required: To appoint TIAA as the CBH Internal Audit provider.

Background: At the December F&A Committee MA updated the group that Mazars (the current IA provider) had given notice that they would not be entering into a 1-year extension agreement as of March, so a procurement exercise took place with Colchester Borough Council. MA advised the group that a tender would go out to all those registered within the Crown framework and a decision would need to be reached prior to the cabinet meeting in January as the contract costs sat within their delegation.

MA advised the committee that he required approval from members to;

1. Progress with procurement of auditors with Colchester Borough Council.
2. That the Committee were content for Julie Parker and himself to represent CBH in the procurement process and evaluation.

JP advised that dependant on timeframes updates would come to the Committee members via updates at the next meeting or electronically to keep them informed. It was noted by the committee that the scope of the audit, once procured, would be decided by them for recommendation to the Board, as per the terms of reference. The committee members therefore resolved to:

- 1.APPROVE** the procurement of auditors with Colchester Borough Council
- 2.APPROVE** Julie Parker and Matt Armstrong as CBH representation in the procurement process and evaluation with the Council

I have attached the CBC Portfolio Holder report and would just note to the committee that it was decided by CBC to use the East of England NHS Collaborative Procurement Hub Framework rather than the Crown Framework as it was felt a better response would be achieved. Nine companies are on the framework and two submitted bids to provide the service. I have also attached the evaluation matrix showing how both submissions were scored in terms of price and quality. An interview was held on the 4th March and it was very apparent at the interview that TIAA could provide the type of service both organisations were looking for.

Next Steps

CBC have appointed TIAA as their Internal Auditor and the Committee agreed in its December meeting it would be in CBHs' interest to appoint the same provider both in terms of value for money and for auditing areas which span CBC and CBH. The F&A Committee, under item 2.3(a) of its Terms of Reference has the power to appoint the Internal Audit provider and this electronic decision is the formal appointment. If Committee members agree and TIAA are appointed the next steps will be for them to conduct some assurance mapping of CBH and propose a Charter and Audit plan for 2020/21. Clearly the level of audits during the current period will be conducted differently but I have full confidence

Internal Auditors – 9th April 2020

in TIAA that they can provide the level of assurance the Committee require. If you have any questions prior to making your decision, please do not hesitate to contact me.

If you approve of this decision to appoint TIAA as the CBH Internal Audit provider, please can I ask you reply to this email saying you approve the decision for governance purposes.

Kind Regards

Matt

Matt Armstrong

Director of Business Improvement

Colchester Borough Homes

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COLCHESTER BOROUGH HOMES BOARD

Wednesday 22nd April 2020

Report Title	Health and Safety Compliance Report
Author	Karen Loweman – Director of Operations Karen.loweman@cbhomes.org.uk Mob: 07769671170
Report Objective:	The purpose of this report is to inform the Board of the current status of activities relating to all aspects of Health and Safety Compliance.
Matters to note	<p>Regulator of Social Housing The Regulator of Social Housing (RSH) has written to all Local Authorities and Registered Housing providers on the 26th March to advise it will flex its approach to regulation in response to the Coronavirus pandemic.</p> <p>The RSH have advised that they expect providers to notify them when:</p> <ol style="list-style-type: none"> 1. Either as a result of access issues, or a shortage of staff, you are unable to deliver a minimum service to your tenants. For example, if you are unable to complete emergency repairs or statutory health and safety requirements, and a material backlog of outstanding repairs and safety checks are building up; 2. A shortage of staff means that safe levels of staffing cannot be maintained in care, supported or vulnerable people’s accommodation 3. Danger to tenants is identified and cannot be rectified within reasonable timescales <p>Further updates as they are released can be found here https://www.gov.uk/government/news/rsh-statement-on-coronavirus</p> <p>National Federation of ALMOs Update The NFA has joined other sector bodies in writing a letter to the HSE asking for clarity on meeting regulatory requirements on safety during COVID19. The HSE has provided useful guidance and scenarios for landlords. COVID-19 Advice and guidance is being updated regularly on the Gas Safe Register pages. https://www.gassaferegister.co.uk/help-and-advice/covid-19-advice-and-guidance/landlords/</p> <p>RIDDOR reporting of COVID-19 - You must only make a report under RIDDOR (The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) when:</p> <ol style="list-style-type: none"> 1. an unintended incident at work has led to someone’s possible or actual exposure to coronavirus. This must be reported as a dangerous occurrence.

	<p>2. a worker has been diagnosed as having COVID 19 and there is reasonable evidence that it was caused by exposure at work. This must be reported as a case of disease.</p> <p>3. a worker dies as a result of occupational exposure to coronavirus.</p>				
Link to Consumer Standard objective	Tenant involvement and empowerment <input type="checkbox"/>				
	Home <input checked="" type="checkbox"/>				
	Tenancy <input type="checkbox"/>				
	Neighbourhood and community <input checked="" type="checkbox"/>				
Sensitivity	Commercial		Action	Assurance	✓
	Confidential			Noting	
	Open	✓		Approval	

Recommendations

The Board is asked to **NOTE** the contents of this report

1. Report Introduction

The report provides information for Board members, which sets out how CBH is managing important Health & Safety works during the COVID-19 Lockdown period.

We have followed published guidance, adhering wherever possible and making judgements based on risk assessments. Our balance of risk has been based on; the availability of staff/contractors and/or materials to complete the required inspections/works. The risk of working in tenants' homes, where the risk of COVID infection may be greater.

Monitoring and reporting of the key areas of Health, Safety and compliance has continued to be central to controlling the risk.

A weekly Health, Safety and compliance meeting is currently being held with Service managers and CBC client to discuss and agree the ongoing approach.

2. Gas Servicing

We manage the servicing contract, which is held by CBC, and delivered by Mears property services. Mears have been able to continue to work following guidance that this is an essential service, and they have available resource to do so. They have confirmed their position in a letter to us.

Wherever possible the servicing programme, which requires each property managed to be serviced annually is being maintained.

In agreement with CBC we have amended our working practice so that servicing can be deferred where tenants are in the Shielded category, are self isolating or refuse access in consideration of

the welfare of their household.

Generally, when access continues to be denied where a service is due, action is taken to include a temporary “capping” of the gas supply. We have agreed to amend this process to reflect current COVID-19 situation and will not be capping supplies of gas until further notice. Where access is not available notes are retained on the property and gas safety record to reflect the reason and the service is deferred for a reasonable period, according to household circumstance.

Our gas servicing record has been good to date and at the end of March 2020, our properties remained 100% compliant. 51 homes are due a gas service by the end of April.

3. Fire safety

Fire risk assessments for General needs blocks of flats are ongoing, as no access to homes is required. However, the Fire door replacement programme is currently on hold, as we cannot guarantee the door supply and fitting service.

In sheltered housing the communal door compartmentation works is also deferred as this presents a risk to older tenants, through bringing additional non-essential trade operatives into the sheltered housing schemes. The existing doors are functional, and the risk has been assessed as low.

Additional Fire risk assessments in sheltered housing and temporary accommodation are being undertaken by our Health & Safety team, and regular weekly testing of the fire alarms and help line pull cords are complete by our Older persons services and Caretaking team

4. Water safety

Testing for legionella monthly is continuing as this non-intrusive to tenants and safety levels are maintained

5. Electrical Safety

Electrical safety inspections take around 3 hours to complete and require access to each room of the property. The contractor who undertakes this work has furloughed the majority of its workforce, and as we cannot effectively maintain the social distancing required the EICR testing schedule is currently deferred.

The EICR test is not a legal requirement; however, CBC have introduced a policy to support safety of tenants that requires properties to be tested within a 5 year period.

Deferring these tests will require additional budget for 2020/21 in order to bring the schedule in line with requirement of the policy. CBC Client team are considering this within the year end budget process.

6. Asbestos

No non-essential asbestos surveys or testing are being carried out at this time. Where a survey or test is required to support critical maintenance, this will be carried out with due regard to social distancing requirements.

7. Lifts

We manage a cyclical programme with a contractor to service lifts, and Zurich insurance undertake 6 monthly checks of lift. Currently both the insurance control and the contractor have suspended service inspections. We have agreed with CBC that as this is a high risk area (lifts are located in sheltered housing schemes) that we would request a short service inspection from Direct lifts, and with approval from Zurich insurance keep the lifts open.

Currently all lifts are within service requirement, however two are due for service by the end of April 2020.

8. Staff Safety

PPE

Supplies of PPE used to safely protect staff in high-risk areas has been running low due to our main provider being unable to deliver any to date, but with the support of CBC and other providers and many hours of PPE discussions we have been able to obtain the required materials (Gloves, aprons, face masks & hand sanitiser). Staff have been provided with PPE guidance which details when and what PPE should be used during working processes.

The Board are asked to note that a UK-wide plan to ensure that critical personal protective equipment (PPE) is delivered to those on the frontline responding to coronavirus (COVID-19) was published on the 10th April by Health and Social Care Secretary Matt Hancock.

The [3-strand plan](#) will provide clear guidance on who needs PPE and when they need it, ensure those who need it can get it at the right time and set out action to secure enough PPE to last through the crisis.

Health and safety home working - Lone working and mental health and IT equipment

The COVID-19 lock down has resulted in CBH Staff working from home for a temporary period, however the same health and safety responsibilities for home workers still apply to CBH.

To address a number of areas where staff are lone working with no supervision or guidance, the following control measures have been implemented

- Regular email communication detailing IT and Health & safety and HR guidance
- Line managers ensuring regular contact with all team members via Microsoft teams, phone and email to make sure they are healthy and safe and to ensure workers do not feel disconnected from daily working life.
- Line managers have discussed what working activities can be done while Working at home, and ensured any home working task can be done safely.
- Regular communication also allows for staff to raise any health and safety concerns that affect them while working from home.

Working with display screen equipment

Additional controls have been put in place via guidance documents, Yammer updates and

- More frequent and regular breaks from working with laptops/2-in-1 devices to break up long spells of DSE working.
- HSE guidance videos posted on yammer

- Exercise videos posted on Yammer
- Staff have been asked to collect/take home specialised DSE equipment that has been allocated to them (mouse, keyboards, riser)
- For other larger items (eg ergonomic chairs, height-adjustable desks) workers must try other ways of creating a comfortable working environment (eg supporting cushions).
- IT tickets can be raised if staff require additional equipment, this will be supplied on a case by case basis.
- The health & safety team continue to have regular phone contact with staff regarding DSE home working.

9. References

Letter to Local Authorities and Registered Housing providers -

<https://www.gov.uk/government/publications/letter-to-registered-providers-26-march-2020>

Gov.uk Health & Safety - <https://www.hse.gov.uk/>

Gas Safe - <https://www.gassaferegister.co.uk/help-and-advice/covid-19-advice-and-guidance/>



Strategic Health and Safety Policy

Author: David Barthram Health, Safety, Environmental & CDM Manager

Version 1.9
April 2020

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1. Introduction & Purpose

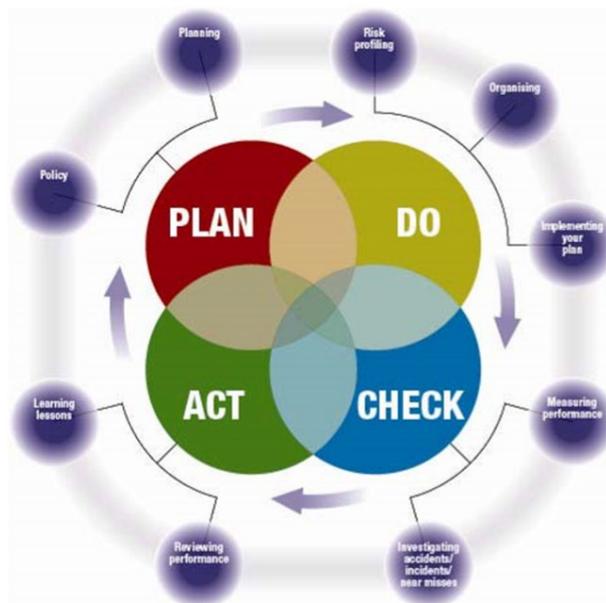
At Colchester Borough Homes we recognise our responsibility to ensure the health, safety and welfare of all our employees so far as is reasonably practicable. This policy sets out our commitment to endeavour to maintain a continual and measurable improvement to our Health and Safety performance to ensure compliance with all applicable Health and Safety legislation.

As a corporate body and employer, Colchester Borough Homes recognise and accept our responsibility to provide a safe and healthy working environment for our employees and non-employees who may be affected by our work activities, we will take the necessary steps to fulfil our statutory duties under the Health and Safety at Work Act (1974).

A positive health and safety culture will be encouraged, actively supported by senior management, to involve employees in the decision-making processes either on an individual basis or through their Health and Safety representatives.

Our approach to health and safety management operates on a cycle of four key elements: plan, do, check and act (PDCA) – as outlined in HSG65 & BS OHSAS 18001/ISO 45001.

Plan, Do, Check, Act flowchart



2. Policy Statement

We are committed to providing services in a way that promotes the health and safety of our tenants, employees and other persons who may be affected by Colchester Borough Homes activities.

To fulfil our statutory duties, the following form our Health and Safety aims and objectives as a company.

- To provide all employees with the necessary information, instruction, training and supervision
- To Implement structured, effective and documented health and safety management arrangements for all parts of the CBH organisation to promote a culture of safe working
- To make sure that relevant information on health and safety is shared between employees, tenants, people who use and provide our services, visitors and contractors
- To ensure all visitors, contractors and suppliers of goods and services comply with our Health and Safety requirements
- To devote the necessary resources in the form of finance, equipment, personnel and time to develop a safe and healthy culture.
- To seek the assistance of expert help where the necessary skills are not available within the Company
- To provide and maintain open channels of communication to enable employees, people who use and provide our services to raise health & safety issues
- To maintain the Assure system to ensure that all Accidents/incidents, 'near-misses' and work-related ill-health are fully investigated and documented, with appropriate action taken to reduce the likelihood of their recurrence
- To Identify risks to health and safety and implement adequate controls measures so far as is reasonably practicable
- To conduct regular health and safety audits/inspections at CBH sites to assess management systems and working practices
- To review this policy annually

The Chief Executive is responsible to the Board for all Health and Safety matters of the company.

The Director of Operations will be responsible for ensuring that strategic policies and procedures are approved. Where this involves health & safety, this will be in liaison with the Health & Safety Manager, Head of Repairs and Maintenance and the employee and trade union representatives.

The Board

The board will demonstrate strong active leadership and commitment from the top, to help set the direction for effective health and safety management for Colchester Borough Homes.

The health and safety policy is a living document and it should evolve, improve the health & safety standards of Colchester Borough Homes by implementing safety measures and integrating policies and procedures.

The Board will receive both specific incident-led and routine reports on the performance of health, safety, fire and compliance from the Health, safety, Environmental & CDM Manager, in addition to this, any other relevant events in the interim will be brought to the board's attention.

A formal boardroom review of Colchester Borough Homes health and safety performance is essential to assist with continued improvement. This will allow the board to establish whether the key health and safety principles, active leadership, worker involvement, and assessment and review have been embedded in Colchester Borough Homes to give a clear indication the health and safety management system is effective in managing risk and protecting staff, tenants and any others affected by our business.

All board members need to ensure that statutory health and safety law and guidance is considered whenever business decisions are taken.

The Board will ensure the following duties are carried out effectively: -

- To agree and sign off the Health and safety policy or recommend changes
- Health and safety will be on the agenda for board meetings.
- Ensure significant risks faced by CBH are understood and discussed
- Review Health & safety targets and achievements
- Ensure that management systems provide effective monitoring and reporting procedures
- Ensure Health and safety arrangements are adequately resourced
- Reinforce the health and safety policy by being seen (location/team visits)
- Evaluate, monitor and review health and safety arrangements and performance on a regular basis
- Benchmark the organisation's performance against others in its sector.

Chief Executive

The Chief Executive acts with the authority and on behalf of the board. The Chief Executive is responsible for the overall arrangements and for ensuring that the company's operations are always executed in such a manner as to ensure, so far as is reasonably practicable, the health, safety and welfare of all employees and others who may be affected by Colchester Borough Homes.

The Chief Executive is responsible for implementing and monitoring the Health and safety policy and associated procedures. They may choose to delegate performance of this task to a competent person.

The Chief Executive further delegates the performance of tasks required to meet these responsibilities, as outline in the remainder of this document.

Health, Safety, Environmental & CDM Manager

The Head of Repairs and Maintenance is responsible to the Chief Executive for the production, implementation and control of the Health and Safety Strategy.

The Health, Safety Environmental & CDM Manager has been appointed as the 'competent person' under the Management of Health and Safety at Work Regulations 1999 and is responsible for:

- Identifying upcoming changes to legislation, guidance, best practice and enforcement practice to assess the likely impact to CBH.
- Identify Hazards by carrying out workplace risk assessments, determine how employees, tenants and others might be at risk and implement control measures.
- To provide guidance and support on how best to meet the requirements of identified changes.
- To provide support and guidance on Health & Safety on all CBH activities.
- To ensure that all accidents/incidents, 'near-misses' and work-related ill-health are fully investigated and documented.
- More proactive approach to be implemented to prevent any future incidents, in line with continuous improvement and lesson learnt.
- Reviewing key performance statistics as agreed by the Corporate Management Team.
- Review CBH Health, Safety and Fire related policies.
- Review procedures and guidance to ensure continued compliance with legislative requirements.

Strategic activities will include:

- Advising management upon all Health and Safety matters, including safety legislation, writing of core procedures, policies and guidance notes.
- Ensuring employees/contractors have an appropriate Health & Safety induction.
- Conducting Health and Safety audits to ensure compliance throughout the Company's undertaking using statutory and corporate Health and Safety standards.
- The provision and delivery of relevant Health and Safety training.
- Advising managers and team leaders upon matters concerning the Health and Safety of the employees under their control.
- The supervision and control of all designated First Aid facilities.
- Ongoing Health and Safety improvements by mean of the PDCA model.

Service activities will include:

Heads of Service, assisted by the Health & Safety Team, will be responsible for the implementation of the Strategic Health and Safety Policy and for the production and implementation of safe working practices for the service for which they are responsible. These include but are not exhaustive of, the arrangements for the provision of:

- a) Safe systems of work
- b) Safe places of work
- c) Environmental control
- d) Hazard reporting
- e) Risk assessment
- f) First aid
- g) Emergency procedures

Head of Service will make all employees under their control aware of safe working practices and review and amend as appropriate.

Team leaders/supervisors will be responsible to the Head of Service for the implementation of policies, procedures and safe working practice within the work areas under their control.

Employee duties

Employees have a duty to take care of their own health and safety and that of others who may be affected by their actions at work. They must also co-operate with management and co-workers to help everyone meet legal requirements. Employees must:

- Take care of their own health and safety and that of others;
- Co-operate to help Colchester Borough Homes comply with health and safety legislation;
- Follow any instructions or health and safety training we provide;
- Report any work situations that present a serious and imminent risk; and
- Highlight any other failings they identify in our health and safety arrangements.

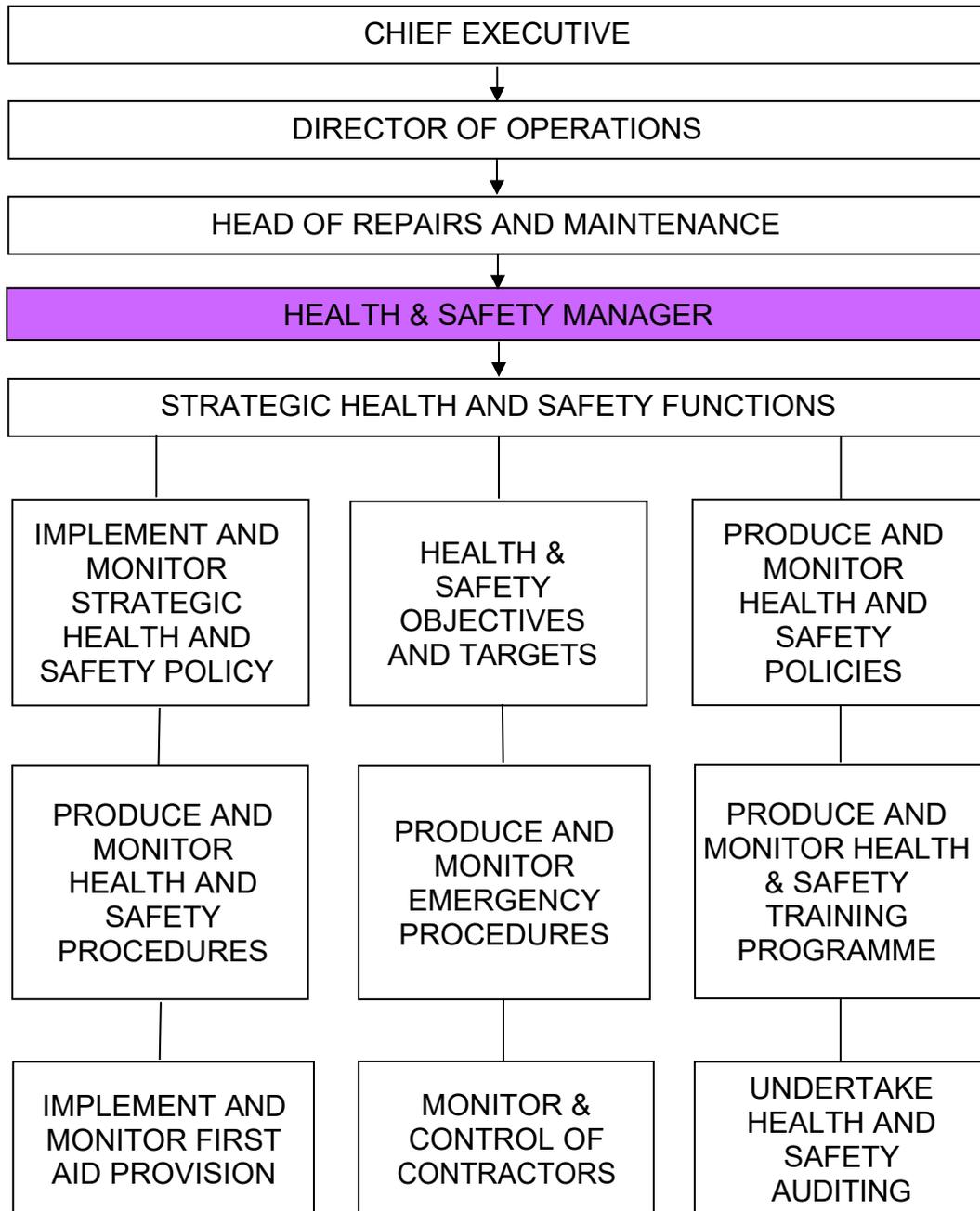
Employees also must not interfere with or obstruct anything provided in the interests of health and safety at work.

Employee wellbeing

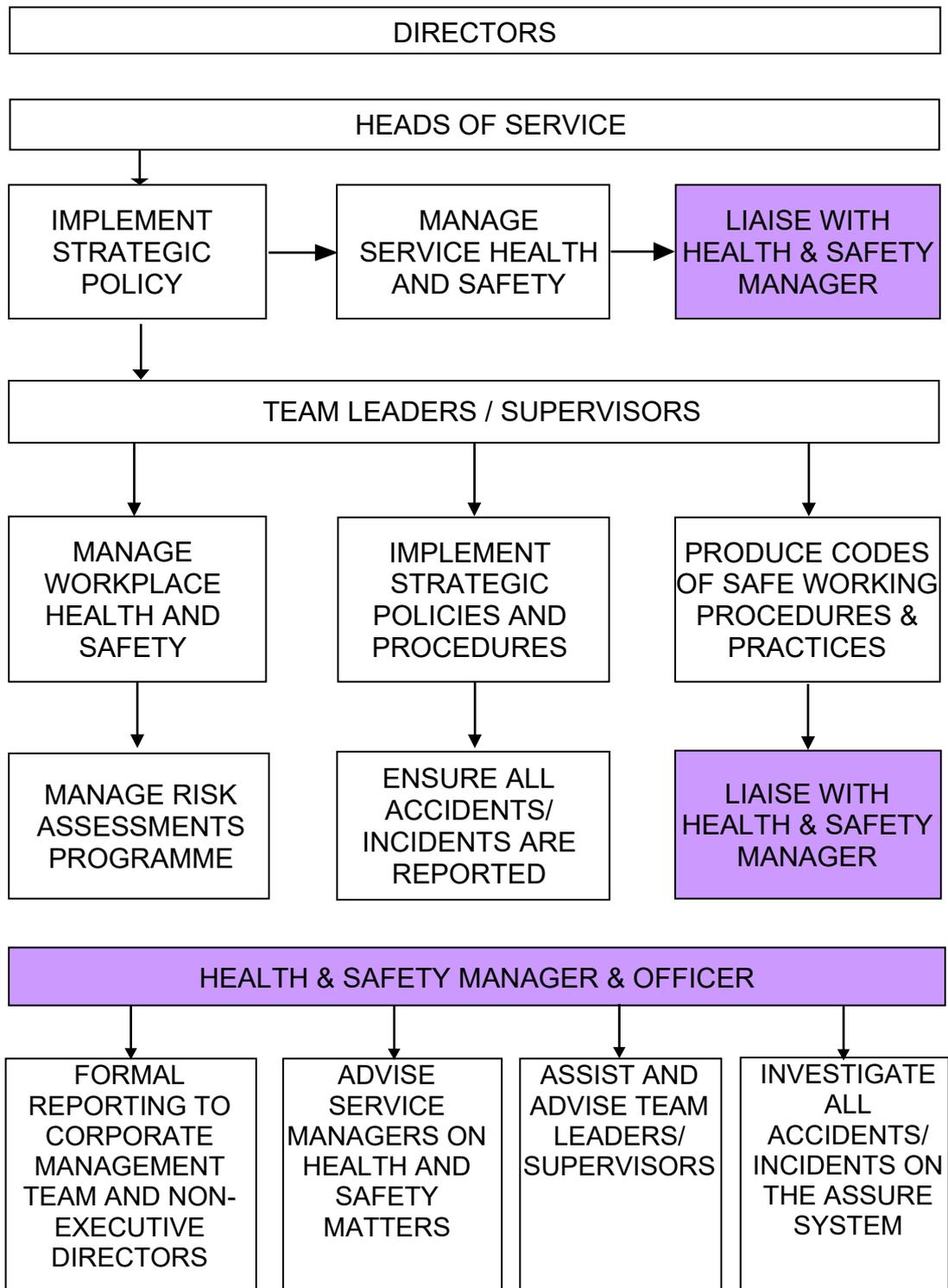
The implementation of this policy will also be supported by mental health first aiders and other health & safety policies to create a workplace environment that promotes the mental wellbeing of all employees. The supporting policies can be located on share point:

- Wellbeing
- Sickness absence
- Lone working
- Alcohol, drug and substance abuse
- Bullying and harassment.

3. Strategic Arrangements



4. Operational Arrangements



5. Health & Safety Framework

We are an Arm's Length Management Organisation (ALMO) set up by Colchester Borough Council to manage the Council's housing and corporate building stock. We are wholly owned by the Council.

Colchester Borough Council are responsible for the management of all trees on Council owned land and those trees currently managed by Parks and Recreation team as part of agency agreements with other organisations and public bodies in the Borough.

These include trees on land managed by Colchester Borough Homes and trees on the public highway, which is the responsibility of Essex County Council.

Trees on Council land - [Click here](#)

We can be divided into two principal areas, each with their own Health and Safety risks, namely:

1. Operations
2. Business Improvement

As a company we have our own Health & Safety Policy (this document), our own Health & Safety Manager responsible for advising on Health and Safety matters but has formally adopted Colchester Borough Council's Health & Safety procedures (as from time to time adapted to CBH arrangements) recognising them as best practice.

We will participate in Health & Safety training and forums for Health & Safety representatives, first-aiders, incident controllers and fire marshals as appropriate.

Communication and consultation will be an essential part of the health and safety policy implementation and reviewing process. Involving employees will enable them to perform at their best if they know their duties, obligations and rights and have an opportunity to make their views known to management on issues that affect them.

A Key method for communication and consultation will be at the Health & Safety Forum, team representatives shall be nominated from the following areas:

- Head of Repair & Maintenance
- Housing Options
- Housing Management
- Caretaker Team

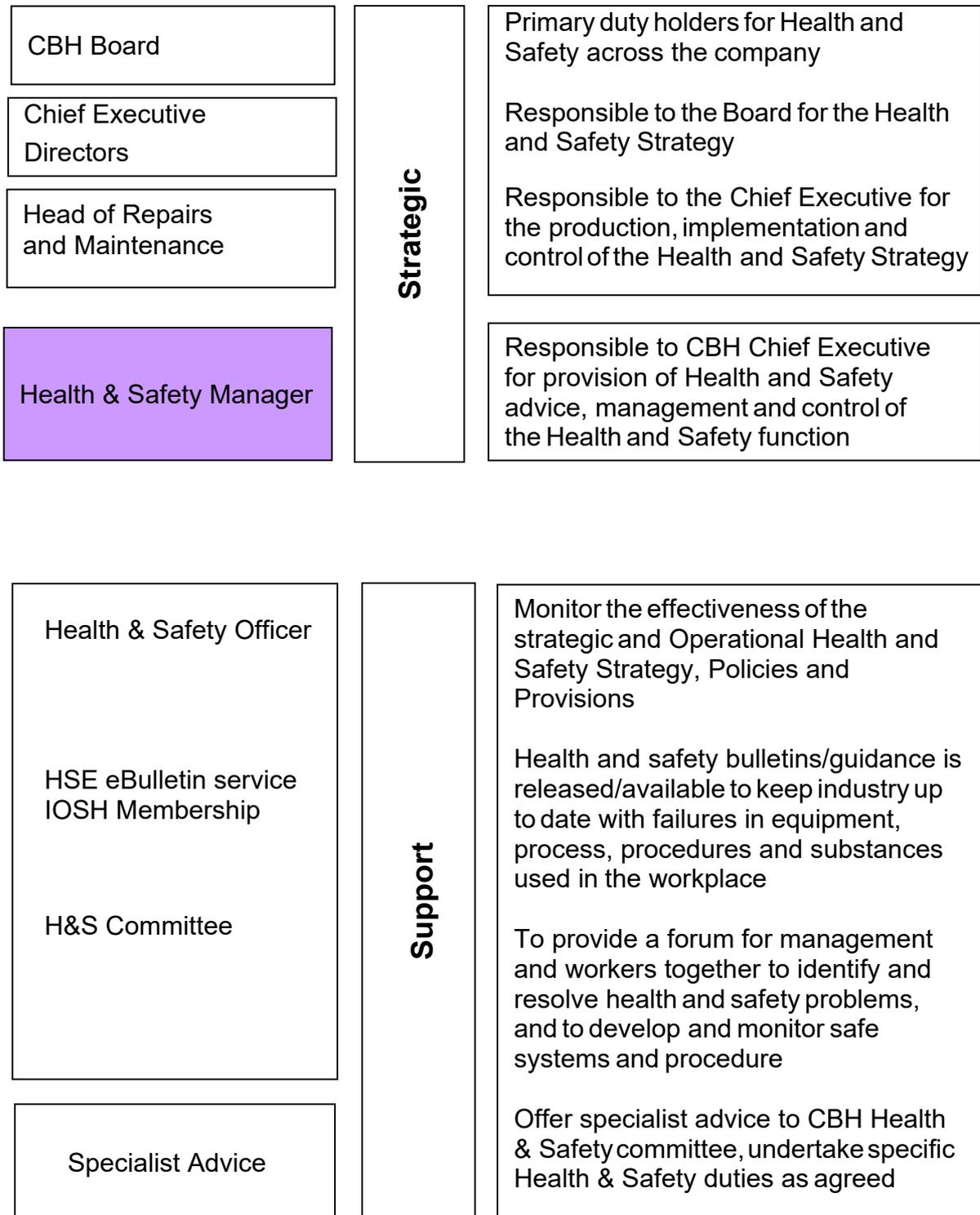
- ASB Team
- Repairs & Maintenance
- Trades
- Corporate Facility
- Asset Management
- Human Resources
- Trades Unions
- Health and safety manager
- Health and Safety officer

We will seek to achieve (and retain) an internationally recognised standard for Health & Safety management systems and practice (Occupational Health and Safety Management Systems OHSAS 18001).

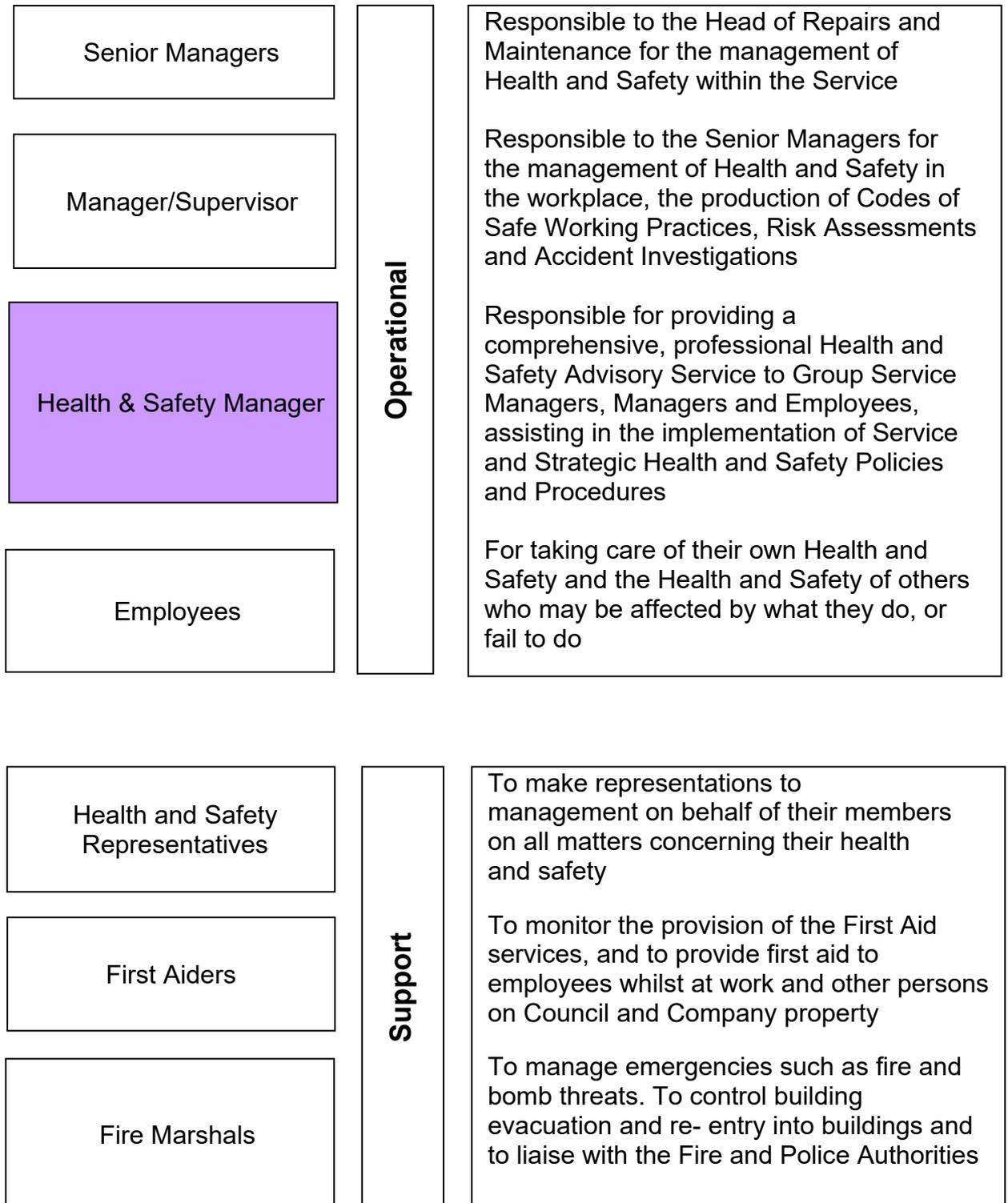
ISO 45001 which was published in March 2018 by the International Organisation for Standardisation will replace the BS OHSAS 18001, as we are currently certified to BS OHSAS 18001, we will then migrate to ISO 45001 by March 2021 to retain a recognised certification.

The CBH headquarters at Rowan House are leased from Colchester Borough Council. As landlords, the Council has procedures to manage emergencies and fire and bomb threats and would therefore act as incident controllers in such a case.

6. Strategic Organisation & Responsibilities



7. Operational Organisation and Responsibilities



8. Objectives

This Strategic Health and Safety Policy commits us to carrying out our undertakings in such a way as to ensure that they are not harmful to the health and safety of our employees, tenants, contractors, and other persons not employed but affected by the CBH.

CBH recognises that Health and Safety is an integral part of the management function and, as such, needs to be managed using the same managerial skills and techniques that are used in the management of other services. To this end, Strategic Health and Safety Goals have been set for the management of Health and Safety.

Purpose of Health and Safety goals

The purposes of the Health and Safety goals are to:

1. Establish Health and Safety management standards
2. Establish the Health and Safety competencies of our workforce
3. Control the risks to all the Company and Council's assets
4. Ensure the control of contractors.

To carry out our undertakings in such a way as to ensure the Health and Safety of all employees whilst at work and that of others who might be affected by the CBH's undertaking.

This includes the training of staff to undertake their own responsibilities to identify and report Health and Safety risks and to protect others from harm on behalf of CBH.

9. References

The principal references come from the requirements outlined in Health and Safety Legislation specifically:

- Health & Safety at Work Act (1974)
- Safety Representatives and Safety Committees Regulations (1977)
- Health and Safety Information for Employees Regulations (1989)
- Management of Health & Safety at Work Regulations (1999)
- Regulatory Reform (Fire Safety) Order (2005)

10. Related documents

This document is expanded through supporting documents:

- SAF 002 CBH Health & Safety organisational responsibilities
- SAF 003 CBH - H&S Procedures
- OHSAS 18001/45001 guidance, practice, report and recommendations
- HSE Managing for health and safety - HSG65

Document control sheet

Title	CBH Strategic Health & Safety Policy 2019					
File location	https://colchbh.sharepoint.com/:w:/s/fnc/corpdoc/EYpd-eeghvZBiOB4xvL_f7AB_xs1-dAFd6Tv825-ozLxPw					
Consultation	<p>The document is guided by our Health & Safety Forum. It is their guidance that formats the policy statement and the supporting documentation, covering roles and responsibilities and implementation of this policy.</p> <p>Approved by the Health & Safety Forum. Corporate Management Team – August 2019 Chief Executive – August 2019 Chair of Board - August 2019</p>					
Approved	Board 09/09/2019					
Next review	09/09/2021					
Circulation method	SharePoint					
Equality Impact Assessment	Required	Yes	Latest	[Latest EqIA (Full)]	Review due	[EqIA Review Due (Full)]

Document amendment history

Version	Date	Type	Notes
1.0	July 2004	New policy	First issued
1.1	June 2006	Minor amendments	Reviewed & Updated: Bob Barnes – H&S Officer
1.2	Sept 2008	Minor amendments	Reviewed & Updated: Bob Barnes – Risk & Environmental Manager
1.3	Jan 2011	Minor amendments	Reviewed & Updated: Bob Barnes – Risk & Environmental Manager
1.4	August 2013	Minor amendments	Reviewed & Updated: Bob Barnes – Risk & Environmental Manager
1.5	August 2015	Minor amendments	Reviewed and Updated: Mark Wright - Director of Property Services following achievement of OHSAS 18001
1.6	September 2017	Minor amendments	Reviewed & Updated: Ryan Curtis – Risk, Environmental and CDM Manager
1.7	August 2019	Minor amendments	Reviewed & Updated: David Barthram – Health, Safety, Environmental & CDM Manager

1.8	February 2020	Minor amendments	To ensure we comply with the new standards of the BS ISO 45001, minor changes to the health & safety policy added. David Barthram – Health, Safety, Environmental & CDM Manager
1.9	April 2020	Minor amendments	Following Board Meeting in February recommendations made to add Tree Policy and Board Members duties to Health and safety Compliance within the company



COLCHESTER BOROUGH HOMES BOARD

Wednesday 22nd April 2020

Report Title	Finance Assurance				
Author	Matthew Armstrong – Director of Business Improvement matthew.armstrong@cbhomes.org.uk 07951 013364				
Report Objective:	To provide the Board with a high-level budget monitoring statement for the services managed by CBH as at 31 March 2020.				
Matters to note/Exception Highlights	This report covers period 12, year end accounts will be provided at the next Board meeting.				
Link to Consumer Standard objective	Tenant involvement and empowerment <input type="checkbox"/>				
	Home <input type="checkbox"/>				
	Tenancy <input type="checkbox"/>				
	Neighbourhood and community <input type="checkbox"/>				
Sensitivity	Commercial	✓	Action	Assurance	✓
	Confidential			Noting	
	Open			Approval	

Recommendations

The Board is asked to **NOTE** the budget position as at the 31st March 2020.

Executive summary

The draft outturn for period 12 shows an overall surplus of £58,310. There is a deficit of £147,290 on the organisation’s General Funded services which reflects the shortfall in overhead recovery for these areas. The Housing Revenue Account funded services have a surplus of £205,600 made up largely of savings and vacancies.

Implications:

Strategic Plan	Good budgetary management is required to deliver all our strategic objectives.
Regulatory/Legal	None

Financial/Budgetary	The report covers the budgetary position and financial health of all areas of the business and all budget streams (Housing Revenue Account, General Fund, Grant Funded and Trading)
Health & Safety	None
Risk Assessment	<p>A strong financial control framework is essential for the successful delivery of the annual budget. Monthly review of all expenditure items takes place and income invoiced and collected in a timely manner. Any material items that may result in a significant deviation away from target will be reported to Finance and Audit Committee accordingly.</p> <p>This report addresses one amber risk on the Strategic Risk Register:</p> <p>VFM and Technology Plan. 4b. <i>Poor budget management or unavoidable/difficult to manage cost pressures require resources to be diverted from areas of need</i></p>
Human Resources	None
Equality and Diversity	None
Value for Money	Successful delivery on performance targets for the year within these financial constraints will meet the requirements of the Value for Money delivery plan.
Environmental and Sustainability	Where appropriate individual work streams include and budget for environmental measures. The HRA holds a separate 'Green Fund' of contributions and savings made which is used to fund the Energy Initiatives Officer and individual projects.

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1. Report Introduction

This report focuses on how the services that CBH manages are performing financially compared to their budgets. This includes activities that are funded by budgets held by CBC. It does not include CBH's trading activity, which is commercially sensitive, and so is not intended to provide a view of CBH's performance as an accounting entity.

The Management Fee Budgets are managed on a risk-based approach with a high level of monitoring on the key risk budgets. These include salaries, premises, SLAs and new services taken on from the Council. The salaries budget represents over 70% of the controllable budgets and a detailed model is used to monitor this.

The Finance & Audit (F&A) Committee monitors the progress against the budgets in detail at their meetings during the year to ensure these are effectively monitored.

2. Report Content

Set out on Appendix 1 is a statement of the actual budget position as at the end of March 2020 against the starting budget position and the corresponding variance.

Overall, CBH is expected to have a surplus of £58k on HRA and General Fund activities. The figures have yet to be audited.

General Fund funded activities in Housing is mainly grants for homelessness reduction. The increased income is matched by corresponding increase in expenditure.

General Fund also funds the Corporate Facilities and Engineering Team. The overspend reflects the shortfall in overheads recovery for CBH.

HRA Income

The favourable variance of £785k is largely made up of:

Project Aurora	£71k	Offset by an expenditure of £62k
External works	£180k	Offset by an expenditure of £180k
Grants	£75k	£43k grants, £14k family intervention project & £17k Enabling Officer
Fencing	£217k	Additional income agreed for agreed overspend
RTBB Voids	£62k	Additional income agreed for agreed overspend
Revenue Repairs	£164k	Additional income agreed for agreed overspend
Total	£769k	

HRA expenditure

The overspend of £579k is offset by vacancy and other small saving of £197k. The main overspend areas are as follows:

Redundancy	£100k	£33k redundancy + £70k pension strain
Project Aurora costs	£62k	Funded by £71k from HRA

Revenue works	£600k	Additional expenditure corresponding to additional income
Total	£762k	

Year End One-off Adjustments impacts

Further adjustments to be made to compile year end statutory accounts:

IFRS 16

The implementation of IFRS 16 means that the recognition, measurement, presentation and disclosure of operating leases are different. We have to recognise all operating leases as Assets and Liabilities unless the lease term is 12 month or less or the underlying asset has a low value. The impact of this change is minimum on P&L (increase by £6k) but significant on Reserve (a reduction of £138k).

Staff Holiday Accrual

This is likely to be £70k.

Dilapidation Provision

We do not expect this will have a significant impact this year as CBH has not been handed over new buildings.

Bad Debts

The impact is probably immaterial.

3. References

This report is put together under the agreed method and format of the Finance and Audit Committee.

4. Related Documents

Appendix 1 – Budget position up to the 31st March 2020

General Fund:	FY Budget	FY Actual	Variance
Income			
GF Management	729.10	729.10	0.00
Corporate Management: GF	505.80	505.80	0.00
Other CBC Income	296.50	315.99	19.49
Total General Fund Received	1,531.40	1,550.89	19.49
Expenditure			
General Fund Services - Housing	1,025.60	1,049.17	(23.57)
General Fund Services - PS	616.90	649.01	(32.11)
Total General Fund Expenditure	1,642.50	1,698.18	(55.68)
Deficit on General Fund Services	(111.10)	(147.29)	(36.19)
HRA	FY Budget	FY Actual	Variance
Income			
HRA Management: Housing	3,659.90	3,659.53	(0.37)
HRA Management: PS	4,557.40	4,557.40	0.00
Other HRA Income	77.00	862.00	785.00
Total Income from HRA	8,294.30	9,078.93	784.63
Expenditure			
Chief Executive	223.80	187.72	36.08
Housing Management	1,581.90	1,568.06	13.84
Older People Service	550.10	520.32	29.78
Business Services	1,340.10	1,514.69	(174.59)
Professional fees and Overheads	2,232.90	2,116.13	116.77
Revenue Works	2,365.40	2,966.41	(601.01)
Total HRA Funded Expenditure	8,294.20	8,873.33	(579.13)
Surplus on HRA funded activities	0.10	205.60	205.50
Total Surplus for HRA and GF activities	(111.00)	58.31	169.31



Colchester Borough Homes Limited

Minutes of the **Confidential** Board meeting held at Worsnop House, Colchester, CO1 2ES on Thursday 27th February 2020

Present:

Dirk Paterson (DP)	Chair
Cllr Nigel Chapman (NC)	Vice Chair
Gareth Mitchell (GM)	CEO
Cllr Lesley Scott-Boutell (LSB)	Board Member
Karen Smout (KS)	Board Member
Cllr Cyril Liddy (CL)	Board Member
Julie Parker (JP)	Board Member
Michael Campbell (MC)	Board Member
Paula Goddard (PG)	Board Member
Lorna Preece (LP)	Board Member

In attendance:

Karen Loweman (KL)	Director of Operations
Matt Armstrong (MA)	Director of Business Improvement
Jo Paget	Governance Officer

1.	Business Development Panel Chairs Report
1.1	NC summarised the meeting contents to the members MA asked the Board to note that CBH had still not received orders for Elfreda House and Military Road. He advised that there were concerns that CBC had a new client team and roles had not been scoped and recognised between the two companies. He added that Amphora as a trading company were struggling and this now mean that projects were being shared with CBH rather than awarded which would have a financial impact.
1.2	DP advised that as his role as Chair he had raised this issue with the Cabinet Member and CEO of CBC as an extreme concern as CBH required certainty of numbers going forward.
1.3	DP asked NC, LSB and CL if they could discuss away from the meeting the potential of assistance with this issue in the political arena.
1.4	JP advised that the % year Business Plan would need to be re-modelled if CBH were not as profitable as previously thought.
2.	Confidential Finance and Audit Chairs Report
2.1	JP summarised the minutes from the meeting and advised the Board that the Committee were seeking final approval of the 5 Year Business Plan.
2.2	MA asked the Board to note the introduction of the pension determination and a change to the delivery plan expenditure. He asked the Board to note that current risk involved the expected trading figure which represented monies not yet received to balance the budget but assured members that this

	could be balanced with reserves. The Finance and Audit Committee will continue to monitor closely.
The Board resolved to: i. APPROVE the Confidential Finance and Audit Committee Minutes ii. APPROVE the Final 5 Year Business Plan	
3.	Confidential Finance Assurance Report
3.1	MA summarised the report to the Board and asked them to note that the trading activity which was around even at Q3 There were no questions arising
The Board resolved to: i. NOTE the financial position as at and its impact on reserves. ii. NOTE the Trading Account. iii. NOTE the Cash Flow Forecast.	
4.	Self- Assessment Document
4.1	GM advised the Board that the CBH management agreement with CBC provides for a review of the agreement “following the seventh anniversary of Commencement Date” – that anniversary being the 9 th August 2020. The agreement provides options for the Council to extend the arrangements “for one or more further periods of up to five years” or to decide that the current agreement will expire on its tenth anniversary in 2023.
4.2	GM advised that in January at the quarterly “four-way” meeting between himself, the Chair, the CBC Portfolio Holder Cllr Adam Fox and the CBC Chief Executive Adrian Pritchard, Adam stated that he was keen to progress conversations about the potential renewal of the CBC/CBH Management Agreement with his Cabinet colleagues as soon as possible and before the May 2020 local elections, with a view to formally agreeing an extension to the agreement as soon as possible in the new municipal year, subject of course to the results of the local elections.
4.3	GM had circulated a draft document to Members prior to the meeting and asked if there were any further amendments to that he had received before it was submitted to the Council.
4.4	CL advised that he would like to see information around CBH organisational development with regards to streamlining the Board, new Board Members and new Committee Structures.
4.5	JP advised that she felt that gender balance should be struck from the document as we CBH had not conducted a comparable exercise to validate this opinion. She commented that the Mecury Theatre project should be added and a celebration of CBH rent collection included as well as the great work with regards to homelessness and rough sleepers.
4.6	GM thanked members for their comments, and it was agreed that a final version would be shared with the Chair before submission to the Council.
The Board resolved to: I. APPROVE the CBH Self-Assessment Document	

5.	Any Other Business
5.1	<p>CL raised an enquiry regarding a For-Sale sign on the Old Library (Town Hall) in West Stockwell Street. He advised that he did not feel comfortable with this solution and felt that CBC and CBH could possibly find a way to use the building for the benefit of the community.</p> <p>KL advised that she would look into this and would provide feedback to members</p>
6.	Board Effectiveness
6.1	<p>DP asked for members comments as to conduct of the meeting:</p> <p>LSB – The Board should have introduced themselves at the beginning of the meeting as residents would be unaware who we all were</p> <p>KS – Good meeting but a lot of papers to go through</p> <p>GM – New initiatives being introduced into meetings mean we are on a positive direction of travel</p> <p>MC – Good meeting</p> <p>KL – Introductions at the beginning of the meeting and residents were pleased to see the Board. They had a couple of questions that I will contact them about tomorrow but should have been able to express here</p> <p>CL – Chaired well and exchange of different views positive</p> <p>JP – reminded the Board with regards to Board Away Day Dynamics exercise</p> <p>PG – CBH staff all very impressive and their knowledge outstanding. Enjoyed the Spotlight Report</p> <p>LP – Agreed with the introduction comments</p> <p>NC – Feedback from audience essential</p>

Action Tracker

Item	Action	Who	By When	Done
27.02.5.1	KL to enquire as to the position of the Old Library building and let members know	KL	ASAP	Email circulated to Board 28 th February to advise that the building was up for lease not sale.
27.02.6.1	Questions from Residents to be shared with the Board for response if required	KL	End of March	Completed



COLCHESTER BOROUGH HOMES BOARD

Wednesday 22nd April 2020

Report Title	Confidential Finance Assurance Report				
Author	Matthew Armstrong matthew.armstrong@cbhomes.org.uk 07951 013364				
Report Objective:	To provide the Board with a high-level statement on CBH's: <ul style="list-style-type: none"> • Financial position for the year to the end of March 2020 and its impact on reserves; • CBH's Trading Account; • CBH's Cash Flow Forecast. 				
Matters to note/Exception Highlights	This report should be read in conjunction with the Finance Assurance report.				
Link to Consumer Standard objective	Tenant involvement and empowerment <input type="checkbox"/>				
	Home <input type="checkbox"/>				
	Tenancy <input type="checkbox"/>				
	Neighbourhood and community <input type="checkbox"/>				
Sensitivity	Commercial	✓	Action	Assurance	✓
	Confidential	✓		Noting	
	Open			Approval	

Recommendations

The Board is asked to:

1. **NOTE** the financial position as at 31 March 2020 and its impact on reserves;
2. **NOTE** the Trading Account;
3. **NOTE** the Cash Flow Forecast.

Executive summary

The draft outturn for period 12 shows an overall surplus of £169,590. There is a deficit of £147,290 on the organisation's General Funded services which reflects the shortfall in overhead recovery for these areas. The Housing Revenue Account funded services have a surplus of £205,600 made up largely of savings and vacancies. There is a surplus on trading activity of £111,280. This gives an overall financial position as at 31st March 2020 of £169,590 surplus.

Implications:

Strategic Plan	Good budgetary management is required to deliver all our strategic objectives.
Regulatory/Legal	None
Financial/Budgetary	The report covers the budgetary position and financial health of the trading activity of the business.
Health & Safety	None
Risk Assessment	<p>A strong financial control framework is essential for the successful delivery of the annual budget. Monthly review of all expenditure items takes place and income invoiced and collected in a timely manner. Any material items that may result in a significant deviation away from target will be reported to Finance and Audit Committee accordingly.</p> <p>This report addresses the 3 risks in the Strategic Risk Register:</p> <ul style="list-style-type: none"> • Business Development Plan. 1c. <i>Design Team high staff fixed cost making it likely that CBH would make a loss if net turnover reduces.</i> • Business Development Plan. 4a. <i>Trading fails to generate planned amounts of additional revenue.</i> • VFM and Technology Plan. 4b. <i>Poor budget management or unavoidable/difficult to manage cost pressures require resources to be diverted from areas of need.</i>
Human Resources	None
Equality and Diversity	None
Value for Money	CBH has developed a trading strategy to generate additional income to ensure sufficient resources are available to support the objectives of the Corporate Facilities function. Any monies received above this are trading profit are used to offset any losses elsewhere in the business.
Environmental and Sustainability	Where appropriate individual work streams include and budget for environmental measures. Projects which form the majority of the trading activity contribute towards the Councils carbon reduction plan.

1. Report Introduction

In the open part of the meeting Board Members are provided with a report giving a high-level budget monitoring statement that covers CBH's main fee. For reasons of commercial confidentiality, the report provided to the open meeting excludes the trading results and so does not provide a view of CBH's actual financial position.

The financial statement in this report combines the costs from the open session report with the income and trading results to provide a complete picture of CBH's financial position.

2. Report Content

Trading activity:

Income is slightly higher than budget and expenditure is overspend by £82k. This is largely due to Mercury Rising project expenditure is ahead of expectations when the budget was formulated 18 months ago.

Bank Balance

The CBH bank balance as at the 31st March is £1.429m and the cashflow forecast by the end of Q1 is £1.167m.

CBH Cash position forecast for Q1 2020	
	£000
Cash b/fwd as at 31.03.2020	1,429
Q1 cash inflow	1,843
Q1 cash outflow	(2,105)
Forecast cash c/fwd	1,167

Reserves Position (as at 31st March 2020)

	As of 31/03/19	FY Budget	P12 Outturn
Revene Repairs Overspend	300.0	300.0	300.0
Dilapidation Provision	72.0	72.0	72.0
Van Fleet Lease Provision	35.0	35.0	35.0
General Reserve	605.0	672.1	774.6
Total Reserves	1,012.0	1,079.1	1,181.6

Demonstration of year end one-off adjustments impact:

P&L

	£000
Draft P12 outturn	169.59
Staff Holiday Accrual	(70.00)
IFRS 16 Impact	6.00
Provisional YE	105.59

Year End Reserves Position Forecast

	As of 31/03/19	FY Budget	P12 Outturn	Provisional YE
Revenue Repairs Overspend	300.0	300.0	300.0	300.0
Dilapidation Provision	72.0	72.0	72.0	72.0
Van Fleet Lease Provision	35.0	35.0	35.0	35.0
General Reserve	605.0	672.1	774.6	710.6
IFRS16 impact (general reserve)	0.0	0.0	0.0	(138.0)
Total Reserves	1,012.0	1,079.1	1,181.6	979.6

3. References

This report is put together under the agreed method and format of the Finance and Audit Committee.

4. Related Documents

Appendix 1 – Budget position up to the 31st March 2020

CBH P12 Draft Outturn Report by Income Stream (Unaudited)

General Fund:	FY Budget	FY Actual	Variance
Income			
GF Management	729.10	729.10	0.00
Corporate Management: GF	505.80	505.80	0.00
Other CBC Income	296.50	315.99	19.49
Total General Fund Received	1,531.40	1,550.89	19.49
Expenditure			
General Fund Services - Housing	1,025.60	1,049.17	(23.57)
General Fund Services - PS	616.90	649.01	(32.11)
Total General Fund Expenditure	1,642.50	1,698.18	(55.68)
Deficit on General Fund Services	(111.10)	(147.29)	(36.19)
HRA	FY Budget	FY Actual	Variance
Income			
HRA Management: Housing	3,659.90	3,659.53	(0.37)
HRA Management: PS	4,557.40	4,557.40	0.00
Other HRA Income	77.00	862.00	785.00
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Expenditure			
Chief Executive	223.80	187.72	36.08
Housing Management	1,581.90	1,568.06	13.84
Older People Service	550.10	520.32	29.78
Business Services	1,340.10	1,514.69	(174.59)
Professional fees and Overheads	2,232.90	2,116.13	116.77
Revenue Works	2,365.40	2,966.41	(601.01)
Total HRA Funded Expenditure	8,294.20	8,873.33	(579.13)
Surplus on HRA funded activities	0.10	205.60	205.50
Trading	FY Budget	FY Actual	Variance
Trading Income	618.80	633.77	14.97
Expenditure			
Minor Projects	87.10	116.27	(29.17)
Major Projects	353.60	406.22	(52.62)
Total Trading Expenditure	440.70	522.49	(81.79)
Surplus on Trading Activities	178.10	111.28	(66.82)
CBH Draft Surplus/(deficit)	67.10	169.59	102.49