



## Public Document Pack

# Uttlesford District Council

Chief Executive: Peter Holt

## Housing Board

**Date:** Friday, 20th May, 2022

**Time:** 11.00 am

**Venue:** Zoom - <https://zoom.us/>

**Chairman:** Councillor P Lees

**Members:** Councillors A Armstrong, A Coote, A Dean, G Driscoll, M Foley, A Khan, M Lemon, S Merifield and N Reeve

**Tenant and Leaseholder Panel Representatives:** Carole Mandy (Chair) and Simon Trimnell

## **AGENDA PART 1**

**1 Apologies for Absence and Declarations of Interest**

To receive any apologies for absence and declarations of interest.

**2 Minutes of the Previous Meeting**

5 - 11

To consider the minutes of the previous meeting.

**3 NORSE Partnership**

12 - 35

To review the workings of the NORSE Partnership.

**For information about this meeting please contact Democratic Services**

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# Agenda Item 2

**HOUSING BOARD held at ZOOM on TUESDAY, 15 MARCH 2022 at 11.00 am**

Present: Councillor  
Councillors A Dean, A Khan, M Lemon, S Merifield and N Reeve

Officers in attendance: C Cardross Grant (Graduate Environmental Health Officer), A Lindsell (Democratic Services Officer), P Lock (Housing Enabling and Development Officer), R Millership (Assistant Director - Housing, Health and Communities), J Snares (Housing Strategy and Operations Manager) and M Watts (Environmental Health Manager - Protection)

Also Present: C Mandy (Chair of Tenant and Leaseholder Panel) and S Ovel (Member of Tenant and Leaseholder Panel)

## HB10 **ELECTION OF CHAIR FOR THIS MEETING**

Due to the absence of Councillor Lees the Democratic Services Officer requested nominations for the position of Chair.

Councillor Lemon nominated Councillor Merifield to be Chair.  
This was seconded by Councillor Reeve.

RESOLVED that Councillor Merifield be elected Chair.

## HB11 **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies for absence were received from Councillors Lees and Coote.

Councillor Dean gave apologies for partial attendance of the meeting.

There were no declarations of interest.

## HB12 **MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 2 November 2021 were approved.

Councillor Dean noted his displeasure that the Uttlesford Norse partnership update on this agenda was another verbal report following his complaint about it being a verbal update at the November Housing Board meeting.

## HB13 **EMPTY HOMES POLICY**

The Environmental Health Manager – Protection presented the Empty Homes Policy.

He confirmed that the Council recognised that there are different reasons why properties remain empty and likewise there needs to be a range of options available to owners of empty homes to bring them back into use. The Council would initially work informally with owners, however formal enforcement options were available when this approach fails.

The Environmental Health Manager went on to recommend approval of the policy.

Councillor Dean mentioned a long term unresolved case in Stansted and requested that the report demonstrate past success rates to clarify effectiveness.

The Environmental Health Manager explained that 99% of action they take is informal and residents take action. There are some hardcore complex cases that are difficult, laborious and expensive to resolve. Very rarely a Compulsory Purchase Order (CPO) is necessary, usually only once every two years. Funding also limits the number of CPOs we can take on at any particular time. He agreed to provide statistics and further details to Members.

In response to questions from Councillor Khan the Environmental Health Officer confirmed that 798 properties have been brought back into occupation between April 2016 and March 2021 and agreed to circulate updated figures as they become available.

Councillor Khan asked where the current 235 empty homes were located in the district, what sort of properties they were and the estimated cost to make them habitable.

The Graduate Environmental Health Officer confirmed that the properties are spread around the district with more located in urban areas than in rural. He explained the difficulty in estimating the cost to bring the properties back into occupation as some might require minor paint work while others may not have been updated for thirty years. He noted that 85% of properties are turned around relatively quickly, 10% on a longer interactive pathway initially involving the despatch of standard letters and the final 5% requiring significant action, including enforcement action.

Following discussion Members and Officers agreed that the inclusion of the number of empty properties per ward, highlighted as a snapshot, would satisfy the request.

Councillor Reeve asked whether the number of empty properties was increasing or decreasing in recent years.

The Graduate Environmental Health Officer confirmed that the number of empty properties tends to oscillate between 215 and 245. He noted that most resolve themselves with less than 1% of the 40,000 properties in the district requiring assistance.

He confirmed that they do not engage with their own housing stock, care homes, Police, NHS, annexes or public houses and that this process strips out approximately a third of cases.

RESOLVED: That the Housing Board recommend the report to Cabinet for approval subject to the following amendments:

- Inclusion of delivery record performance indicators for previous years.
- Inclusion of the number of empty properties per ward, highlighted as a current snapshot.

The Graduate Environmental Health Officer left the meeting.

## HB14 **SECTION 106 CONTRIBUTIONS**

The Housing Strategy and Operations Manager provided a summary of the proposed use of the Section 106 committed sums with the Housing Revenue Account (HRA) development programme.

She confirmed that the Council currently had Section 106 contributions of approximately £946K which is for use on the delivery of affordable housing within the district.

It was proposed to utilise these contributions, when appropriate, within the council's Housing Development Programme.

The S106 contributions would allow the HRA to reduce the HRA funding element on future developments. Reducing HRA borrowing requirements would release money that could be used to invest in the council's current stock.

The Housing Strategy and Operations Manager recommended approval of the in principle decision that Section 106 contributions were utilised by the HRA development programme.

Councillor Khan asked whether the S106 contributions would be ringfenced to build council homes only with social rents rather than social and affordable rents.

The Housing Strategy and Operations Manager confirmed that they would be Council owned properties and that developments could be assessed individually as to grant funding availability to achieve social rents, but that where grant funding was not available affordable rent would be necessary to make a scheme financially viable.

Councillor Khan noted that residents needed a secure tenancy and Members needed to do everything possible to secure council homes for the people in need across Uttlesford.

The Assistant Director of Housing and Environmental Services noted that Officers are highly successful at accessing grants to enable housing to be delivered at social rents.

The Chair asked whether implementing only social housing would result in fewer houses being built and the Assistant Director of Housing and Environmental

Services confirmed that including affordable rent allows the Council to build more housing. She added that all Council rents whether social or affordable were under the housing allowance.

Councillor Dean said that he believed that South Cambridgeshire were delivering 100 council owned homes a year and suggested that the Council should compare their delivery of Council houses with adjacent authorities to discover whether we should be more ambitious.

The Housing Strategy and Operations Manager resolved to raise individual projects as they arise to identify where social grants can be achieved in that scenario for Members to consider.

Councillor Lemon proposed that the Housing Board recommend the in principle decision that Section 106 contributions were utilised by the HRA development programme to Cabinet for approval. This was seconded by Councillor Reeve.

RESOLVED: That the Housing Board recommend the in principle decision that Section 106 contributions were utilised by the HRA development programme to Cabinet for approval.

#### HB15 **HRA BUSINESS PLAN - VERBAL UPDATE**

The Assistant Director for Housing and Environmental Services provided a verbal update on the Housing Revenue Account (HRA) business plan. She resolved to release the plan for review within two weeks, alongside the last action plan and welcomed comments from Members to achieve new actions for the next five years.

The update was noted.

#### HB16 **DEVELOPMENT UPDATE**

The Housing Strategy and Operations Manager provided an update on the proposed development by the HRA across the District. She outlined the current positions in respect of Council owned developments at:

- The Moors, Little Dunmow – final handover completed January 2022 of 8 affordable rented 2 bed houses and 8 social rented 1 bed flats. All dwellings are fully let.
- Thaxted Road, Saffron Walden – handover anticipated September 2022 of 14 homes.
- Bartholomew Close, Great Chesterford – handover anticipated July 2022 of 13 homes.
- Parkside, Saffron Walden – planning application submission anticipated April 2022. The current scheme offers 24 flats for the over 60s.
- Gold Close, Elsenham – project complete, family moved into their 3 bedroom fully wheelchair compliant bungalow in December 2021.

- Auton Croft, Saffron Walden – this application for 14 dwellings, consisting of 1, 2 and 3 bedroom houses, and a 2 bedroom wheelchair compliant bungalow will be determined at the April 2022 Planning Committee.
- Alexia House, Great Dunmow – planning application submission anticipated May 2022. The scheme is for 24 apartments, a mixture of 1 and 2 bed including some fully wheelchair accessible units and is for the over 60s.
- Walden Place – planning approval was granted for the detachment of the listed building from the rest of the sheltered scheme, build of 2 new flats and new communal facilities. Start of work on site is anticipated May/June 2022.
- Takeley Day Centre/ Garage Site – a pre-planning application has been submitted to the Planning Department for the provision of up to 8 low carbon homes.
- Garden Reduction Sites – 4 possible garden reduction sites identified with potential as single building plots. Three outline planning applications have been submitted, with two of them approved to date.
- Section 106 Opportunities – Barratts Homes have accepted an offer for 18 one bedroom apartments on their Great Dunmow site, subject to Board approval from Barratts and member approval from the Council. An offer had also been accepted for one affordable rented 3 bedroom house on a S106 site in Saffron Walden but have now discovered that they are going with a different provider.

She confirmed that there is currently no further available land.

Members discussed the need to acquire land and the importance of a housing investment strategy.

Members agreed that further conversations were necessary with senior Members to ensure that the state of need is identified within the Local Plan to determine the future of the district.

The update was noted.

## HB17 **ASSISTANCE POLICY - VERBAL UPDATE**

The Environmental Health Manager – Protection provided a verbal update on the Assistance Policy.

He confirmed that the assistance grants are being revised as labour and material costs have increased and agreed to circulate the updated policy for comment prior to the next Housing Board meeting. He noted that they have continued to engage with the Citizens Advice Bureau regarding the allocation of their £70,000 grant fund.

The update was noted.

## HB18 **HOUSING STRATEGY ACTION PLAN**

The Housing Strategy and Operations Manager provided an update within the Housing Strategy Action Plan.

Councillor Khan noted the additional resources required to deliver the detailed Housing Options service and questioned whether milestones would not be achieved.

The Housing Enabling and Development Officer confirmed that there would be mainly a financial impact.

The update was noted.

## HB19 **UTTLESFORD NORSE PARTNERSHIP UPDATE - VERBAL UPDATE**

The Assistant Director of Housing and Environmental Services confirmed that Norse have promised to share their compliance data by the end of March.

Councillor Dean requested an additional meeting in April once the information has been received so that the Housing Board could be satisfied that Norse were carrying out their responsibilities and the Assistant Director of Housing and Environmental Services agreed to arrange this for the end of April and request the attendance of the Operations Director of Norse. She confirmed that fewer complaints are being received now that there is a new Operations Director in place.

Both the Chair and the member of the Tenant and Leaseholder Panel noted that there continued to be issues with outstanding repairs and complaints not being logged or followed up on.

The Assistant Director of Housing and Environmental Services resolved to follow up on the complaints raised.

Councillor Khan noted the need to hold Norse to account if they are failing to deliver and requested that the statistics are made available to the Housing Board at the earliest opportunity.

The Assistant Director of Housing and Environmental Services noted that some repairs, particularly doors and windows, were affected by supply chain delays caused by Covid and agreed to include a Norse update every quarter.

Councillor Reeve thanked Officers for their work supporting the people of Ukraine and noted their diligence.

Councillor Lemon reiterated Councillor Reeve`s comments.

The Assistant Director of Housing and Environmental Services confirmed that the team will be considering all options within the district stock, including the possibility of recommissioning Alexia House.

The Chair of the Tenant and Leaseholder Panel offered to help with refugees where they could.

HB20 **HOUSING BOARD FORWARD PROGRAMME**

The Housing Board Forward Programme was noted.

*The meeting finished at 12:50.*



## Uttlesford Norse Services Ltd Liaison Board minutes – Q3

Date: 8<sup>th</sup> February 2022

	Item	Action
<b>1.</b>	<b>Minutes from last meeting</b>	
	The minutes of the last meeting (18 <sup>th</sup> November 2021) were approved.	
<b>2.</b>	<b>Apologies &amp; Matters Arising</b>	
	Apologies from NW.	
	No matters arising	
<b>3.</b>	<b>Directors Operational Report</b>	
	<p>JB gave a summary of the Operation Director Report: 1st October to 31<sup>st</sup> December 2021.</p> <p>UNSL will look to reduce the carbon footprint up until 2030.</p> <p>4. <i>Partnership Service Update</i> – this section was summarised from the Q3 pack.</p> <p>5. <i>Partnership Performance - Scorecard/KPI's</i> – JB gave an overview of this.</p> <p>6.1 <i>Sales and Overview</i> – The WIP graph P.13. Profit share - there was no debts over 90 days. GA to provide a breakdown of this</p> <p>RM asked if Emma or Matt could attend future meetings.</p> <p>7.1 <i>Health &amp; Safety</i> - JB confirmed that there had been 1 accident in this quarter, which was a knee ligament. This was classed as a RIDDOR. The member was now back at work.</p> <p>7.5 – Environmental - JB stated that the Environmental champion, Abigail was now on board. LM requested that the data should go onto one system. TC stated that they will be given a login. Abigail has built the lists.</p> <p>9. HR Update: Support has been good. There are 2 long-term sick. One has since resigned, and the other has been supported back into work.</p>	

<p>Business Opportunities - JB confirmed there were no current tenders. UNSL has been contacted by local H. A's. Nothing will be taken on until the contract is running smoothly.</p> <p>Covid-19: GA summarised that it has been tough 18 months. There have been issues with service delivery and tenants refusing access. People have been isolating more. GA hopes to meet in the flesh again but must make sure staff and tenants are kept safe.</p>	
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**4. AOB**

<p>JS raised the KPI data stating that Paula needs the correct data supplied and it needs to be supplied earlier. JB stated that this was due to being a member down and data had not been checked. JB confirmed this won't happen again. TC stated she would go through the KPI data with Paula.</p> <p>JS raised that the compliance data doesn't tally up. Asbestos, stock and gas was way out. JB confirmed that one boiler equals one landlord check/per building. GA confirmed the data was the number of inspections rather than no of buildings. GA will look at this and the number of inspections column be added. LM asked if the boiler certification could be uploaded.</p> <p>TC to send of the list of the of properties for the 33 schemes.</p> <p>RM confirmed that an IT/Connect meeting is scheduled. RM stated that members are asking about sample checks. TC confirmed that all certificates to be checked sit in Connect. LM and others have access to this. It will confirm when a gas certificate has been carried out and when each expiry date. LM stated that data will be ready in about 4 weeks but for everyone to bear with them. Cllr C sanctioned this.</p> <p>RM request that the Service charge data is needed every 6 months and that there was a struggle with this. The January deadline had been missed.</p> <p>LM left the meeting.</p> <p>JB apologies in relation to the data but indicated Claire and Lorraine needed to work together better. JB too was frustrated that this was not supplied sooner also RM has had an end of year meeting with Clare but there was no handyman data. GA asked if a trial run could be carried out and they will deal with this before the next meeting.</p> <p>RM raised that <input type="checkbox"/> had been lost on Void Garages. TC to investigate this. RM asked what could be done at St Edmunds Fields. TC stated this was down to a potential 200k cost, which needed to be approved. TC to check with PB and then a further discussion needs to take place. CC has concerns over the lost income and requested a report. RM will investigate this. GA asked to be copied in. RM stated that there was no budget for demolition. RM to confirm garage numbers. GA's numbers were 569. TC stated that there were fours garages cud be lost due to them being used for storage of possessions. Asbestos could come out of budget but demolition a much</p>	
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	<p>bigger issue. CC said that further information is required first before anything is decided.</p> <p>RM asked if communications had improved. NSL stated there were a few ongoing issues with repairs. JS stated there are regular contract meetings to smooth any issues out. NSL stated that everyone was trying their hardest and Martin was excellent with communications. GA stated normal ways of working will resume, but this was started in the middle of a pandemic.</p> <p>RM raised that they were being targeted by Solicitors. JS confirmed there were three. JB is aware.</p> <p>SO raised the helpdesk and that ring back for the elderly took some 4-6 hours. So stated an incident where an elderly tenant was told to get up a ladder. It's SO view that a follow up call is required. JB sated that we are not allowed to ask a tenants age. It was Cllr C view that the tenant could be asked if they were 'capable' rather than asking their 'age'. RM sated the helpdesk would have the data. TC confirmed they all have Connect now to work from.</p> <p>GA raised response times and that emergency were within 24 hours. Timescales can be changed. CC accepted this. NSL stated that maybe customer service training maybe was required and tenants not to be asked to use a ladder. CC asked if training can be given. RM stated the Service Agreement states 2 hours form being reported. RM/JS to liaise with JB over the Service Agreement.</p>	
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5.	<b>Date and time of next meeting</b>	
	<b>Monday 9th May 2022 at 9:30am (Via Zoom)</b>	



# Uttlesford Norse Services Ltd

## Company Board Minutes – Q3

Date: 2<sup>nd</sup> March 2022

Held via TEAMS

	Item	Action
<b>1.</b>	<b>Minutes from last meeting</b>	
	The Minutes from the previous meeting (19 <sup>th</sup> November 2021) were agreed by all. JG to sign off.	
<b>2.</b>	<b>Matters Arising</b>	
	No matters arising.	
<b>3.</b>	<b>Directors Operational Report (NM)</b>	
	NM summarised the Financial Performance. There has been a slight increase in forecast, but that it's where it needs to be.  AK queried the Asbestos budget increase for 2023.	
<b>4.</b>	<b>Health&amp; Safety Paper</b>	
	AK stated no Capital works invoices have been received since 1 <sup>st</sup> April. AG confirmed that these had now been raised and had been approved by Roz.  Cllr Lees was happy with the H&S response but requested more reporting detail. JG confirmed he was happy for more detail to be supplied. Liaison papers are to be in the same specification, due to some of the housing detail not tallying up. NM stated he was happy to add any detail in Connect and confirmed the Liaison Board is the best forum for this and for what everyone wants to see. AK stated there was a KPI meeting on 4 <sup>th</sup> March at 10am. JB and TC were invited. NM assured attendance at this meeting.	
<b>4.</b>	<b>2022-2023 Budget</b>	
	UDC 2022-23 proposed budget – (Appendix 1) is to be amended to be in line with Appendix 2 and circulated.  5-year capital programme – (Appendix 2) is approved.	
<b>4.</b>	<b>AOB</b>	
	CL is to step down from the Board and CC will be taking her place from 1 <sup>st</sup> April 2022. CL to put this in writing to JG in order to update Companies House and Company Secretary.	
<b>5.</b>	<b>Date and time of next meeting</b>	
	<b>Tuesday 17th May 2022 at 10:30-12:30 (TEAMS)</b>	



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# Uttlesford Nurse Services Liaison Board 2022–23 Q4

Date: Monday 9<sup>th</sup> May 2022



## Agenda

1. Apologies
2. Previous Minutes - Q3 Liaison Board (8<sup>th</sup> February 2022)
3. OD Report
4. Partnership Service Updates
5. Partnership Performance – Scorecard/KPIs
6. Financial Overview
7. Health, Safety, Quality and Environmental Management
8. Risk Management
9. HR Update
10. Business Opportunities
11. COVID-19 Update

### Appendices:

Appendix 1 - Compliance

## 2. Previous Minutes

# Uttlesford Norse Services Ltd

## Liaison Board minutes – Q3

Date: 8<sup>th</sup> February 2022

Via Zoom

	Item	Action
<b>1.</b>	<b>Minutes from last meeting</b>	
	The minutes of the last meeting (18 <sup>th</sup> November 2021) were approved.	
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	Apologies from NW.	
	No matters arising	
<b>3.</b>	<b>Directors Operational Report</b>	
	<p>JB gave a summary of the Operation Director Report: 1st October to 31<sup>st</sup> December 2021.</p> <p>UNSL will look to reduce the carbon footprint up until 2030.</p> <p>4. <i>Partnership Service Update</i> – this section was summarised from the Q3 pack.</p> <p>5. <i>Partnership Performance - Scorecard/KPI's</i> – JB gave an overview of this.</p> <p>6.1 <i>Sales and Overview</i> – The WIP graph P.13. Profit share - there was no debts over 90 days. GA to provide a breakdown of this</p> <p>RM asked if Emma or Matt could attend future meetings.</p> <p>7.1 <i>Health &amp; Safety</i> - JB confirmed that there had been 1 accident in this quarter, which was a knee ligament. This was classed as a RIDDOR. The member was now back at work.</p> <p>7.5 – Environmental - JB stated that the Environmental champion, Abigail was now on board. LM requested that the data should go onto one system. TC stated that they will be given a login. Abigail has built the lists.</p>	

	<p>9. HR Update: Support has been good. There are 2 long-term sick. One has since resigned, and the other has been supported back into work.</p> <p>Business Opportunities - JB confirmed there were no current tenders. UNSL has been contacted by local H. A's. Nothing will be taken on until the contract is running smoothly.</p> <p>Covid-19: GA summarised that it has been tough 18 months. There have been issues with service delivery and tenants refusing access. People have been isolating more. GA hopes to meet in the flesh again but must make sure staff and tenants are kept safe.</p>	
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<b>4.</b>	<b>AOB</b>	
	<p>JS raised the KPI data stating that Paula needs the correct data supplied and it needs to be supplied earlier. JB stated that this was due to being a member down and data had not been checked. JB confirmed this won't happen again. TC stated she would go through the KPI data with Paula.</p> <p>JS raised that the compliance data doesn't tally up. Asbestos, stock and gas was way out. JB confirmed that one boiler equals one landlord check/per building. GA confirmed the data was the number of inspections rather than no of buildings. GA will look at this and the number of inspections column be added. LM asked if the boiler certification could be uploaded.</p> <p>TC to send of the list of the of properties for the 33 schemes.</p> <p>RM confirmed that an IT/Connect meeting is scheduled. RM stated that members are asking about sample checks. TC confirmed that all certificates to be checked sit in Connect. LM and others have access to this. It will confirm when a gas certificate has been carried out and when each expiry date. LM stated that data will be ready in about 4 weeks but for everyone to bear with them. Cllr C sanctioned this.</p> <p>RM request that the Service charge data is needed every 6 months and that there was a struggle with this. The January deadline had been missed.</p> <p>LM left the meeting.</p> <p>JB apologies in relation to the data but indicated Claire and Lorraine needed to work together better. JB too was frustrated that this was not supplied sooner also RM has had an end of year meeting with Clare but there was no handyman data. GA asked if a trial run could be carried out and they will deal with this before the next meeting.</p> <p>RM raised that 120K had been lost on Void Garages. TC to investigate this. RM asked what could be done at St Edmunds Fields. TC stated this was down to a potential 200k cost, which needed to be approved. TC to check with PB and then a further discussion needs to take place. CC has concerns over the lost income and requested a report. RM will investigate this. GA</p>	

	<p>asked to be copied in. RM stated that there was no budget for demolition. RM to confirm garage numbers. GA's numbers were 569. TC stated that there were four garages could be lost, due to them being used for storage of possessions. Asbestos could come out of budget but demolition a much bigger issue. CC said that further information is required first before anything is decided.</p> <p>RM asked if communications had improved. NSL stated there were a few ongoing issues with repairs. JS stated there are regular contract meetings to smooth any issues out. NSL stated that everyone was trying their hardest and Martin was excellent with communications. GA stated normal ways of working will resume, but this was started in the middle of a pandemic.</p> <p>RM raised that they were being targeted by Solicitors. JS confirmed there were three. JB is aware.</p> <p>SO raised the helpdesk and that ring back for the elderly took some 4-6 hours. So stated an incident where an elderly tenant was told to get up a ladder. It's SO view that a follow up call is required. JB sated that we are not allowed to ask a tenants age. It was Cllr C view that the tenant could be asked if they were 'capable' rather than asking their 'age'. RM sated the helpdesk would have the data. TC confirmed they all have Connect now to work from.</p> <p>GA raised response times and that emergency were within 24 hours. Timescales can be changed. CC accepted this. NSL stated that maybe customer service training maybe was required and tenants not to be asked to use a ladder. CC asked if training can be given. RM stated the Service Agreement states 2 hours form being reported. RM/JS to liaise with JB over the Service Agreement.</p>	
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<b>5.</b>	<b>Date and time of next meeting</b>	
	<b>Monday 9th May 2022 at 9:30am</b> (Via Zoom)	

### 3. Operation Director Report

#### 3.1 Uttlesford Norse – Operations Director Report.

UNSL Operational report covering the period 1<sup>st</sup> January 2022 to 31<sup>st</sup> March 2022.

During the last quarter the team have been working on the new Connect Compliance portal, liaising closely with the Norse IT department to ensure that it is capable of providing the re-assurance that UDC remain statutory compliant and allow UDC to show good Governance over the same. The team have also been working as dynamic and flexible as possible in order to continue delivering a service despite the latest version of the Covid virus being easier transmitted, and thus having a more significant impact if contracted, however given

the symptoms are not as severe has meant some staff with the virus could still continue to work from home.

Another challenge for UNSL were the spring storms, which resulted in garage roofs being blown off and numerous fences being destroyed, the team worked throughout the storms in order to reduce the damage to property where possible and to reduce any Health & Safety risks to the general public.

The business paper for the new structure was delayed due to several factors however a meeting has been arranged with HR to drive this forward in the next quarter, this is being developed in order to allow changes, which if approved and implemented will provide a new robust structure to create an innovative, forward-thinking team.

Structure initiatives will include:

- Increased Training Opportunities
- Succession planning
- Local H & S Initiative
- Initiative to increase our Operative numbers to enable increased delivery in-house, reducing the in-house/sub – contractor ratio.
- UNSL based Environmental expertise

Stock Data information continues to be sense checked by the Surveying team to accelerate its validity thereby allowing the Data to drive the delivery of Capital Programmes in the coming years.

The potential effects from the COVID 19 Pandemic are continually being reviewed by Norse's Impact Management Team, who issues guidance updates on a regular basis which allow staff to work in Covid Safe Bubbles and within legislative guidelines, UNSL staff are still alternating weeks one week in the depot one week working from home to make sure that business continuity can be achieved.

### **3.2 Milestones**

- Norman Court Lift replacement will be completed by early May 2022 [Compliments have been received about the management of and company undertaking the installation] with the structural repair works at the same location being completed. The conversion of the ex-warden home into two flats on target to be completed by mid-May 2022. Repair works to Waldgroves garages following the spring storms due for completion by the 5<sup>th</sup> May 2022.

### **3.3 Initiatives**

- Stock Data transfer to Norse's upgraded system. sense checking & continued inputting into Stock condition Data continues.
- Delivery of some Kitchens and Disabled Adaptations works in-house.
- Develop Garage strategy for UDC review
- Develop business case for UDC review Manor Road.
- Strategy to future proof stock in preparation for renewable energy initiatives.

### **3.4 Non-Contract Works**

Delivery of additional works for Hastoe and East Anglia Ambulance service to compliment this contract has reduced in recent months

## **4. Partnership Service Updates**

### **4.1 Background**

The following meetings are still being undertaken:

- Monthly operational meeting
- Weekly Void Meetings
- Weekly phone update meetings

### **4.2 Governance meetings**

Regular meeting take place to discuss the following items:

- Progress of the partnership
- KPI's
- Health & Safety
- Risk Management
- Business Development
- Performance Review
- Shared opportunities
- Innovation
- Upcoming Events
- Compliance

### **4.3 Regular meetings with client**

The purpose of the meeting with client is to monitor the performance and development of the service.

Standard agenda items to include:

- Performance
- Service development/variations
- Complaints/compliments
- Risk management (risk assessments, methodology, fire precautions, safeguarding training)
- Review of quality audits
- Statutory Compliance

#### **4.4 Corporate Social Responsibility – The Norse Way**

- Due to covid there is no actions in this area at this time.

## **5. Partnership Performance - Scorecard/KPIs**

### **5.1 Background**

KPI's are used as a means of monitoring and measuring the performance of the company throughout the year by tracking progress against a selection of key headline measures and targets.

### **5.2 Measurements**

Measures monitored and reported upon within the KPI's are:

- Appropriate to the key aims and objectives of the company and business plan
- At headline level only – the detail behind how such a measure is broken down need only become relevant when we are behind target
- Capable of regular, accurate, and timely measurement (remedial action requirements should not be based on data that is over a month old)

The measures are selected to provide a rounded picture of company performance against the following key strategic areas:

- Internal Business
- Financial
- Learning & Growth
- Customer

The measures will be monitored, updated, and reported on a quarterly basis so that remedial action can be taken where appropriate, and any underlying trends can be seen.

### 5.3 KPI's

#### Q4 - Heating Servicing

January – March 2022							
Performance Report			Properties	Legal	Shielding	Disc- ed	No Access
Gas Servicing	Target	100%	1969				
	Compliant	99.14%	1952	3		1	13

17 Gas properties non-compliant – 13 properties access issues, 3 properties with legal

Properties with access issues are now proactively called daily to increase opportunities for access in addition to the weekly liaison with housing.

New Initiative adopted to gain access, Cold calling with Gas Engineer and Housing officer out of normal working hours.

#### Q4 – Heating Repairs

January – March 2022					
Performance Report	Target	Actual	Orders	In target	Out Target
Emergencies	100%	98%	398	389	9
Urgent	98%	95%	338	322	16
Routine	95%	93.6%	142	133	9
Orders completed without a recall within 30 days	100%	97%			
Appointments kept	98%	99%	878	869	9
Repairs completed RFT	90%	94.3%	878	828	50

#### Emergencies:

4 jobs unfixable referred for new boilers. 2 jobs parts required no access on return visit, 1 job specialist parts required completed outside of SLA. 1 job no access on first visit, rebooked outside of SLA. 1 job booked outside of SLA at tenant's request

**Urgent:**

4 jobs no access on return visits for parts, 2 jobs referred for 4 jobs referred for new cylinders, complete outside of SLA, 3 jobs unfixable referred for new boilers, 2 jobs no access on first visits, 1 job booked outside of SLA as per tenant's request

**Q4 - Voids**

This data is for all properties received under the void workstream from keys ready to collect to returned to UDC.

January – March 2022		Days
Performance Report	40 completed.	
Standard Voids Average Turnaround	Target (Days)	10
18	KPI result(Days)	19
Major Voids Average Turnaround	Target (Days)	30
22	KPI result( Days)	41

4 Minor Voids & 19 Majors failed to be completed within target and impacted this KPI.

High ratio of Major voids 19 of which required extensive works, Materials shortages and availability impacted this KPI. At a recent meeting with Roz, Paula, Tracey, and John it was agreed that changes should be made to the way this KPI is calculated to demonstrate a true reflection of performance. Voids would be categorised as follows Minors, Major and re-furnishment

Changes have been agreed and are to be implemented from Q1

If we were to apply the new calculation to this quarter the KPI would reflect the below.

Out of the 22, 8 would have been refurbish at 45 days target = total days 285 divided by 8 = 35.6 days all, outcome all 8 within target

14 categorised as Majors 28 days target, total 597 days divided by 14 = 42.6 - 1 in target

Minors would have all achieved target [Failure due to quantity of voids received in one short period of time, meaning delays starting some of the voids as not enough resource to work on all at the same time] – UNSL have now taken on additional resource to reduce this delay.

Outcome - percentage would have been 27 in target 13 out of target = 67.5%

40 Voids were completed in this quarter.

18 Minor voids 14 within target, 4 outside of target - delays due to Specialist Insulation applications required at 11 Hatherley Court

22 Major Voids 3 completed within target, 19 Failed target – Ratio of Major void properties against Minor Voids required a mixture of extensive work. (Including Layout remodelling/Structural works/Disabled adaptations, Kitchen's & Bathrooms).

100 % of all pre-void Inspections requested were attended.

#### Q4 – Voids Average Cost

January – March 2022		
Performance Report		
	KPI result	

Increased volumes of Voids requiring extensive works to meet Compliance requirements and higher cost of materials continues to impact this cost.

#### Responsive Repairs

#### Q4 – Responsive Repair Appointments Kept

January – March 2022		
Performance Report		
Responsive Repair Appointments Kept	Target	98%
	Total Volume Completed	1683
	Total Volume In target	1667
	KPI result (%)	99%

There were 16 appointments not kept, these were due to Resident refusal/ shielding/Covid issues or no access. The remaining were due to various situations including operatives having to isolate at short notice, materials supply chain shortages and a high volume of emergencies having to take preference over responsive repairs resulting in routine appointments being moved.

#### Q4 - Right First Time

January – March 2022		
Performance Report		
Right first time	Target	95%
	Total Volume Completed	2662
	Total Volume In target	2499
	KPI result (%)	93.88%

Performance was impacted due to jobs that required a second visit, examples of this include: Glazing replacements, fencing [The recent springs storms had a major impact on this KPI] and plastering works.

#### Q4 - Repairs Completed on Time.

January – March 2022		
Performance Report		
Repairs Completed on time	Target	99%
	Total Volume Completed	2662
	Total Volume In target	2285
	KPI result (%)	86%

377 Jobs were unable to be completed on time, this KPI was affected by the high volumes of unexpected repairs to both roofing and fencing following the storms in February.

#### Q4 -Tenants Satisfied

January – March 2022		
Performance Report		
Percentage of tenants satisfied	Target	98%
	KPI result (%)	88%

6 responses were received, size of return was disappointing. 6 of Residents were satisfied, this is based on the jobs completed and the tenants that scored the service 9 to 10.

Low response numbers have been investigated and a planning system error has been identified, this has now been rectified by Norse IT to be a default action to send a message to the tenant, greater returns should be seen in Q1.

#### 6.2 External Work

Some minor works for other parts of the Norse Group during Q4. These include works for East Anglian Ambulance Trust and Hastoe Housing. This work type complements existing workload and by using scheduling system will create more turnover and higher profit share as the JV evolves.

#### 6.3 Savings generated throughout the life of the partnership

Year	Profit Share	Savings	Total
2020/21			

2021/22	TBC		
Total Benefit over the life of the partnership			

#### 6.4 Aged Debt Summary

Cash flow management and debt collection are key business functions which are reviewed regularly.

All debts are within 90 days.

## 7. SHEQ Management

### 7.1 Health & Safety Strategy

Uttlesford Norse continues to be supported centrally from the Norse Group H&S team based in Norwich.

### 7.2 Monitoring

Effective arrangements for reporting accidents and near misses are in place.

There has been 1 accident reported in Q3.

### 7.3 Accident Data Q4

	JAN - 2022	FEB - 2022	MAR - 2022	Total
Number of Accidents	0	0	0	0

#### Accident Annual Data

	Annual
Accidents	4

### Changes in Practice requirements that may Impact on Health and Safety

Due to the outbreak of the COVID-19 pandemic and the subsequent Government guidelines some of our Depot based staff are rotating between working from home and working in the office. COVID-19 Risk Assessments were produced and distributed to our frontline workforce to keep them safe during the outbreak.

These are being reviewed and updated regularly in line with HM Government guidelines.

All managers and Supervisors have received H&S training and information.

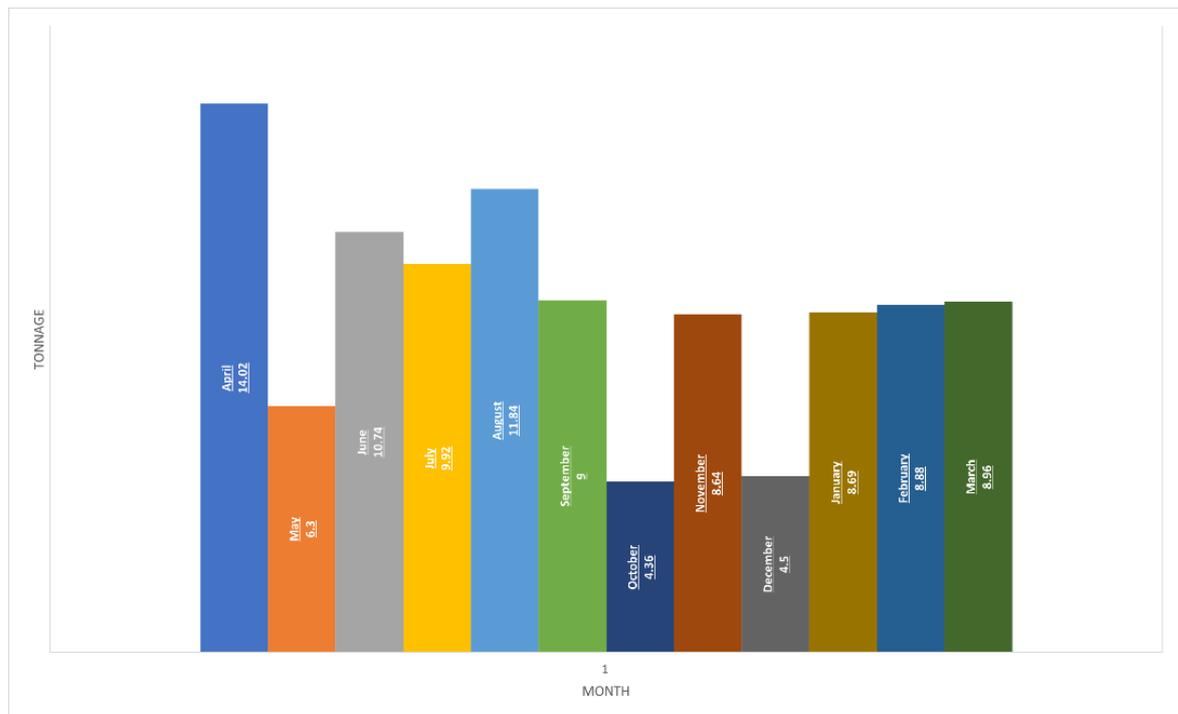
### 7.4 New Legislation that may Impact on operational Health and Safety Management

There has been no new legislation that may affect operational Health and Safety since the formation of the JV.

### 7.5 Quality & Environmental Management Systems – QMS & EMS

The SHEQ Director is currently reviewing the Quality Management System.

### 7.6 Waste Recycling



Figures in Appendix 2 – This is provided yearly and therefore reflects Year Two of the contract.

UNSL is continuing to look at recycling waste materials at source wherever possible to reduce tonnage to waste suppliers.

#### Breakdown of waste:-

- Wood – 10%
- Mixed Construction – 65%
- Metal – 10%

Green Waste – 15%

**Recycle/landfill percentage.**

99.85% - 105.69 tonne Recycled  
0.15% - 0.16 tonne to Landfill.

**7.7 Compliments and Complaints Q4**

	JAN - 2022	FEB - 2022	MAR - 2022	Total
Complaints	6	3	5	14
Justified	2	2	3	7
Compliments	6	6	4	16

**7.8 Annual Compliments and Complaints**

	Annual
Justified Complaints	82
Compliments	76

The shared initiative between UDC and UNSL has achieved robust reporting. Number of complaints continue month on month to be within single figures. 'definition of a complaint' is still to be determined between UDC and UNSL as this will assist us to manage expectations, and develop a lessons learnt culture.

Compliments continue to be received month on month and underline a positive performance direction.

**8. Risk Management**

**8.1 Management of Risk**

The management of risk is currently effective. All risk assessments, COSHH and method statements are current and up to date.

**8.2 Risk Register Updates**

- The main risks arising from the COVID-19 pandemic has been added.

**9. HR Update**

**9.1 Background**

HR support to Uttlesford Norse is provided through the Norse Group HR team.

This paper summarises the key areas of activity undertaken within HR at Uttlesford Norse and highlights any key priorities going forward.

## 9.2 Sickness Absence/Turnover

### Quarter 4

	Days Lost Through Sickness	Hours Lost Through Sickness	Sickness Percentage (Days)	Turnover	Headcount	Turnover %
<b>Totals</b>				<b>+2</b>	<b>58</b>	<b>3.44%</b>

All the information for this period is not yet available but the level of sickness absence is very high, and still over group averages.

## 9.3 Recruitment

The following positions are being recruited at present:

- 6 Operative Posts [To allow greater in-house delivery of voids, Bathrooms & Kitchens & reduce reliance on sub-contractors]

## 9.4 Diversity

### Gender of workforce

	Female	Male
<b>Headcount</b>	20	38
<b>%</b>	34.48	65.52

### Age of workforce

Age Range	Head Count	%
16-25	6	10.35%
26-50	21	36.21%
Over 50	31	53.45%

## 9.5 Appraisals

Appraisals for staff in 22/23 are underway with target setting in progress

## 9.6 Disciplinary

There are no ongoing cases.

## 9.7 HR Priorities Going Forward

HR will provide support to managers in dealing with performance issues within their team. This will include the continued monitoring of sickness absence and supporting managers in managing these cases in accordance with Norse Group policy.

Current structure is under review to make it best fit contractual requirements and allow for future growth.

## 9.8 Review of Policies

Travel and Subsistence Policy – Revised Policy

## 9.9 Training

The annual Norse Training needs spreadsheet has been completed in this quarter

- Legionella Awareness
- Asbestos Awareness
- PAT Testing
- Small tool maintenance
- Forklift Training
- Rooftop safety and access.
- Prince 2 Project Management
- Building Surveyor Course

# 10. Business Opportunities

## 10.1 Tenders

Nothing to report in Q4

# 11. COVID-19 Update

## 11.1 Background

During Q1 [2020 – 2021] the Norse Group set up an Incident Management Team (IMT) to monitor the COVID-19 pandemic and implement necessary measures to ensure the group could maintain operational activities.

### 11.2 Service Provision

In total UNSL has had 4 diagnosed cases and various shielding from known contact with infection or via track and trace. Protection for staff has been ongoing. Service has been affected in all areas.

### 11.3 Review of Working Practices and Policies

Necessary additional risk assessments and guidance notes were created for employees as well as distributing additional PPE required. This enabled us to ensure the H&S of our workforce was maintained at all times. Additional controls have been added to office accommodation.

### 11.4 Financial Implications

We anticipate the current situation will not adversely affect our financial performance in the medium to long term.

## Appendix 1

### Uttlesford Norse Services Limited Compliance Update

Compliance Area	Denominator	Numerator	Compliant %	Non Compliant	Current Capture Method	Where Currently Stored	Proposed
Gas	1974	1960	99.29	14	Connect	Connect	Connect
Electric	2787	2514	90.02	273	Connect	Connect	Connect
LOLER	56	56	100	0	Connect	Connect	Connect
Water	25	25	100	0	Connect	Connect	Connect
Asbestos	2675	2454	91.7	221	Connect	Connect	Connect
FRA	32	32	100	0	Connect	Connect	Connect

Exception reporting: -

#### Gas:

14 Non Compliant Properties due to being visited and then carded - Dodds / Norse actively chasing for access.



New Initiative adopted to gain access, Cold calling with Gas Engineer and Housing officer out of normal working hours.

**Electric:**

Electric certificates continue to be received from Contractors.

**Asbestos:**

Contractor continues to work though purchase orders raised. Access into properties has been difficult.