



Uttlesford Norse Services Liaison Board 2022–23 Q4

Date: Monday 9th May 2022



Agenda

1. Apologies
2. Previous Minutes - Q3 Liaison Board (8th 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: 8th February 2022

Via Zoom

	Item	Action
1.	Minutes from last meeting	
	The minutes of the last meeting (18 th November 2021) were approved.	
2.	Apologies & Matters Arising	
	Apologies from NW.	
	No matters arising	
3.	Directors Operational Report	
	<p>JB gave a summary of the Operation Director Report: 1st October to 31st 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 & 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 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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5.	Date and time of next meeting	
	Monday 9th May 2022 at 9:30am (Via Zoom)	

3. Operation Director Report

3.1 Uttlesford Norse – Operations Director Report.

UNSL Operational report covering the period 1st January 2022 to 31st 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 5th 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.

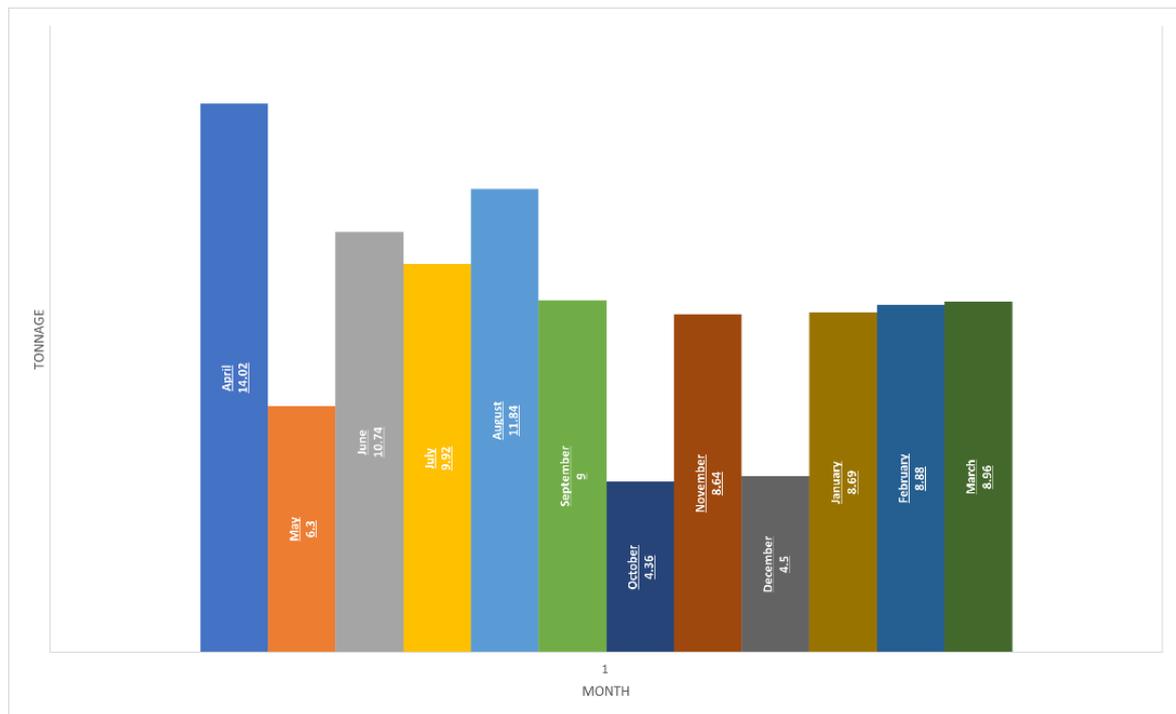
7.4 New Legislation that may Impact on operational Health and Safety Management

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 %
Totals				+2	58	3.44%

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
Headcount	20	38
%	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.