

YHN Limited

Thursday 24 May 2018 at 5.00 pm

YHN House, Benton Park Road, Newcastle upon Tyne NE7 7LX

Contact Officer: – Tel: (0191) 278 8624 Email: jill.davison@yhn.org.uk

AGENDA

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1. Welcome and Apologies for Absence

Introduction Items

2. Declarations of Interests

3. Chair's Items

To exclude the press and public during discussion of remaining agenda items because of the likely disclosure of confidential information. The definitions of what is considered confidential are contained within Section 16 of the Company's Standing Orders.

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Your Homes
Newcastle

Delivering great services, enabling
people to live in great communities,
supporting a great city

Your Homes Newcastle

24 May 2018

TITLE	Equality, Diversity & Inclusion Policy, Objectives & Strategy
AUTHOR	Jill Davison – Strategic Business Manager
COMPANY	Your Homes Newcastle
ACTION REQUIRED	For Approval
SUMMARY	Members are asked to receive and approve YHN's new Equality, Diversity and Inclusion (EDI) Policy, Objectives & Strategy. The policy and strategy are attached as appendices to this report.

DELIVERY PLAN OBJECTIVE	<ol style="list-style-type: none"> 1. Keep the housing stock decent and neighbourhoods clean and safe. 2. Collect the rent and let properties efficiently 3. Promote health and well-being and support vulnerable people to enjoy independence. 	
STRATEGIC RISK REGISTER	NUMBER & TITLE	GR7: Failure to comply with legislation and policies and procedures (equality and diversity, Multi agency public protection arrangements (MAPPA) Domestic Violence)
	LIKELIHOOD	2 (Unlikely)
	IMPACT	3 (Medium Significant)
FINANCIAL / VALUE FOR MONEY IMPLICATIONS	N/A	
CUSTOMER IMPACT / VIEWS	<p>Mystery shopping, a customer survey, the Customer Services Committee and staff engagement informed the development of the EDI policy, strategy and equality objectives.</p> <p>Further engagement with staff and customers took place after the documents had been drafted.</p>	

EQUALITY & DIVERSITY CONSIDERATIONS	Main content of the report
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Your Homes Newcastle

Equality, Diversity and Inclusion Policy, Objectives & Strategy

1. Purpose of report

- 1.1 To present YHN's new Equality, Diversity and Inclusion (EDI) policy, objectives & strategy for approval.

2. Background information

- 2.1 YHN has long recognised the legal, moral and business cases for taking a proactive approach to Equality, Diversity and Inclusion.

- 2.2 **Equality** is about making sure that everyone has the same opportunities to achieve the same or similar outcomes. It is not about treating 'everyone the same' but recognising that "one size doesn't fit all" and that services should be tailored to meet individual needs.

Diversity is about respecting, valuing and celebrating people's differences.

Inclusion is about making sure that people feel comfortable to be themselves, that they belong and can reach their full potential.

Whilst reviewing our E&D objectives, we have taken the opportunity to streamline YHN's E&D policy and strategy without disadvantage and discrimination.

- 2.3 As a social housing provider, there are legal and regulatory requirements we must meet. The Equality Act 2010 brought together and strengthened previous equalities' legislation to more effectively tackle disadvantage and discrimination in relation to nine 'protected characteristics':

- age
- disability
- gender reassignment
- marriage & civil partnership
- pregnancy & maternity
- race (including colour, ethnic and national origin)
- religion or belief
- sex
- sexual orientation

- 2.4 The Public Sector Equality Duty requires organisations delivering public services to give 'due regard to' the need to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations (tackling prejudice and promoting understanding)

2.5 Our approach to EDI is underpinned by:

Our Equality Policy - sets out the framework for how we want to work and meet our equality duties.

Equality Objectives - published every four years. They help focus attention on the priority equality issues within an organisation to help deliver improvements

Our EDI Strategy sets out our equality objectives and key actions we will take to achieve them. An action plan will be developed to support its implementation.

The policy (Appendix 1) and strategy (Appendix 2) are attached.

3. Developing the policy, objectives and strategy

3.1 In developing our policy, objectives and strategy, we have considered how we perform against the Social Housing Equality Framework and CIH Equality and Diversity Charter. They have also been informed by a tenants' E&D survey, STAR survey, mystery shopping, the Customer Service Committee, staff engagement and equality monitoring information.

3.2 Our overarching goal is for EDI to be an integral part of 'who we are' and 'what we do'; part of our mainstream work rather than an 'add-on'. Our strategy therefore links closely and reflects other key YHN strategies and policies including early thinking around the developing Business Strategy, Customer Insight and Engagement Strategy and the People Strategy.

3.3 The Equality Policy sets out nine key commitments. We will:

- treat everybody fairly, with dignity and respect
- be tolerant, understanding and not judge others.
- comply with our legal and regulatory equality duties, not just because we have to but because it is the right thing to do and good for our organisation
- take strong action against discrimination, bullying, harassment and hate crime and provide support to customers and staff who experience it
- deliver appropriate, accessible and responsive services
- get to know our customers so we can shape services to meet their needs
- build an inclusive and supportive workplace where every-one can bring their whole self to work and succeed in being their best
- consider how the decisions we make impact on equality, diversity and inclusion
- promote equality, diversity and inclusion with our customers, suppliers, partners and other organisations who we work with.

3.4 The strategy covers five equality objectives:

- To continue to develop our EDI culture through strong leadership, management and governance
- To make sure our services are convenient and easy to access
- To understand our customers through richer data, which will help us make better decisions and re-shape service delivery.
- To recruit, retain and support a diverse, motivated and enabled workforce who reflect the communities we work with
- To support independent and successful living.

4. Next steps

- 4.1
- Disseminate and publicise new policy and strategy to customers and staff
 - Develop an action plan to support implementation.

5. Conclusion and recommendations

- 5.1 Board are invited to comment and approve the draft EDI Policy and Strategy.

Contact Officer:

If you have any questions about this report that you would like to clarify before the meeting, you can contact Jill Davison by telephone on 0191 278 8624 or email jill.davison@yhn.org.uk

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Equality, Diversity & Inclusion Policy

May 2018



Version control table	
Author	Helen Bell – Policy and Innovation Manager
Responsible officer	Jill Davison – Strategic Business Manager
First Published	May 2018
Date of last Modification	May 2018

Equality, Diversity & Inclusion Policy

1. Introduction

At YHN, we value, celebrate and embrace Equality, Diversity and Inclusion (EDI).

Equality is about making sure that everyone has the same opportunities to achieve the same or similar outcomes. It is not about treating 'everyone the same' but recognising that "one size doesn't fit all" and that services should be tailored to meet individual needs.

Diversity is about respecting, valuing and celebrating people's differences.

Inclusion is about making sure that people feel comfortable to be themselves, that they belong and can reach their full potential without disadvantage or discrimination

This policy sets out our framework for how we want to work and meet our equality duties. It supports our EDI Plan which identifies our equality objectives and the action we will take to achieve them.

2. Our commitments

We want to be an organisation where Equality, Diversity and Inclusion is part of who we are and how we work. We will:

- treat everybody fairly, with dignity and respect
- be tolerant, understanding and not judge others
- comply with our legal and regulatory equality duties, not just because we have to but because it is the right thing to do and good for our organisation
- take strong action against discrimination, bullying, harassment and hate crime and provide support to customers and staff who experience it
- deliver appropriate, accessible and responsive services
- get to know our customers so we can shape services to meet their needs
- build an inclusive and supportive workplace where every-one can bring their whole self to work and succeed in being their best
- consider how the decisions we make impact on equality, diversity and inclusion
- promote equality, diversity and inclusion with our customers, suppliers, partners and other organisations who we work with.

<p>As an organisation, we aim to embed these commitments in our every-day work. This is the responsibility of board members, our leadership team, employees and others who represent YHN.</p>

3. Background

Our values

This policy will help us deliver our vision of being ‘first for housing’. It is an essential part of living our values:

Be **R**eady, Be **A** amazing, Be **R**evolutionary, Be **E**nergetic

Legislation and regulation

As a social housing provider, there are legal and regulatory requirements we must meet. The Equality Act 2010 streamlined and strengthened previous equalities’ legislation to more effectively tackle disadvantage and discrimination in relation to nine ‘protected characteristics’:

- age
- disability
- gender reassignment
- marriage & civil partnership
- pregnancy & maternity
- race (including colour, ethnic and national origin)
- religion or belief
- sex
- sexual orientation

The Public Sector Equality Duty requires organisations delivering public services to give ‘due regard to’ the need to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations (tackling prejudice and promoting understanding)

Social housing regulation requires providers to treat all tenants with fairness and respect. We should demonstrate that we understand the different needs of our tenants in relation to the protected characteristics and additional support needs in the way we provide services and communicate with tenants.

4. Our approach

4.1 Providing services

We aim to provide services that are accessible to the communities we serve and meet their needs. We do this this by:

- providing a range of services which support successful living, promote independence and reflect the diverse needs of our customers
- communicating with customers in a way that suits their preferences and needs, tailoring the information we provide according to anticipated need
- understanding current and future customers’ needs, aspirations, expectations and opinions through collecting demographic information, in line with General Data Protection Regulations, and using customer insight and engagement to develop a deeper understanding.

4.2 Discrimination, harassment and hate crime

YHN aims to deal promptly and effectively with all aspects of discrimination, harassment, hate related crime and domestic violence, as they impact on customers, communities and employees. We offer a range of support to those affected. We take a tough stance on hate crime and follow a victim led approach. We are also part of a multi-agency approach to reporting hate crime through ARCH (Agencies against Racial Crime and Harassment).

We have specific HR policies for employees on how to raise issues of harassment, bullying and other serious concerns including Dignity at Work, Grievance, Whistleblowing and Domestic Violence Policies.

4.3 Recruitment, employment, learning and development

Our People Strategy recognises that 'key to succeeding long into the future will be our people.' We will ensure that YHN's leaders advocate our values and behaviours and have the skills, knowledge and courage to challenge and address issues where colleagues are not acting in line with these. To help us achieve a diverse, inclusive and representative workforce, we are a 'Disability Confident' and 'Mindful Employer', a signatory to the 'Time to Change' Charter and use Stonewall's Workplace Equality Index and Diversity Champions programme to measure our progress on lesbian, gay, bi and trans inclusion in the workplace. We support the development our staff network groups: Vis-ABLE, Proud@YHN and Multi-Cultural Staff Network Group (MCSNG).

YHN Board Members and staff receive mandatory training so that they can mainstream YHN's commitment to EDI in their everyday work. We will continue to explore how we can keep this up-to-date, relevant and engaging.

4.4 Working with other organisations

We strongly support equal opportunity, equal access and positive outcomes for all sections of the community when procuring goods, works and services. We will aim to ensure that organisations which provide services on our behalf comply with equality legislation and promote equality, to ensure that people and communities fulfil their true potential

4.5 Policy and decision making

As part of our general equality duty, we will undertake equality analysis on significant decisions, policies and practices to understand the impact on groups who share protected characteristics.

We set out relevant equality considerations at the front of each board report.

We will use benchmarking, self- assessment and accreditation to check how we are doing, identify good practice and continue to improve our approach to EDI. Our approach currently includes being a signatory to the CIH Equality Charter and self-assessing against the Social Housing Equality Framework (SHEF). We will continue to review how we use EDI external benchmarking and accreditation to support improvement and consider value for money as part of this.

4.6 Reporting and monitoring

We will report annually to Board on EDI progress and key measures of success.

5. Further information

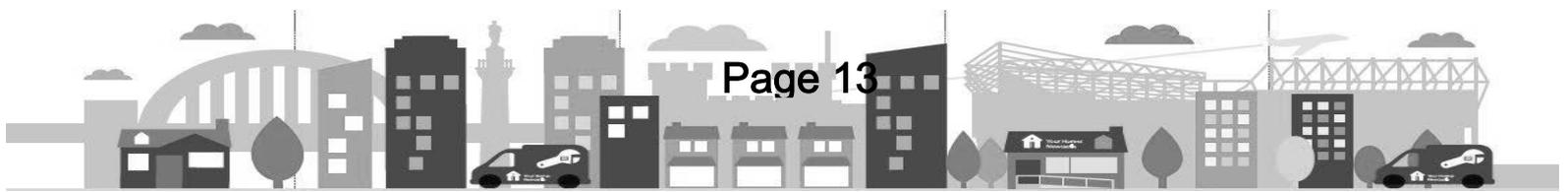
Members of the public who are dissatisfied with the service they have received or feel that they have been unfairly treated can complain through our Corporate Complaints Procedure. Information about this can be found on www.yhn.org.uk or call 0191 278 8600.

Employees who have a concern about an equality issue relating to their employment can speak to their line manager, Human Resources, a Contact Support Colleague (CSC) or a Union representative.

For further information about this policy, please contact Jill Davison, Strategic Business Manager, 01912788624

Equality, Diversity & Inclusion Strategy

2018 - 2021



Version control table	
Date Published	May 2018
Date for review	May 2021
Author	Helen Bell – Policy and Innovation Manager
Responsible officer	Jill Davison – Strategic Business Manager

Introduction

YHN is proud of its deep commitment to Equality, Diversity and Inclusion (EDI) and what we have achieved so far. Our EDI commitments are set out in our EDI Policy. This EDI Strategy reaffirms our support and sets out priorities for developing EDI over the coming years. Our overarching goal is to embed and sustain positive EDI practice throughout our business so that EDI is never an 'add-on' but part of who we are and how we work.

The society we live in is changing: at one level it appears there is greater awareness of inequalities and injustice than ever before; on another, examples of discrimination and disadvantage are never far from the headlines. Our customer-base is very diverse and some of the most vulnerable residents of the city live in the homes that we manage. We know we cannot make a positive impact for customers or succeed as a business without recognising that 'one size doesn't fit all', respecting and valuing people's differences and making sure that our customers and staff feel comfortable to be themselves.

This strategy sets out our equality objectives and what we will do to deliver our commitments under the Equality Act 2010. It focuses on the mainstream; ensuring that EDI is integral to our key strategies and decision making, reflected in our everyday practice and promoted throughout our whole organisation. We will develop an action plan annually.

Our Equality, diversity and inclusion priorities:

In developing our strategy, we have considered how we perform against the Social Housing Equality Framework and CIH Equality and Diversity Charter. We have also taken into account STAR Survey 2016, a tenants' E&D survey, the Customer Service Committee, mystery shopping, staff engagement and equality monitoring information

We received lots of positive feedback about the current customer experience and steps that we take, but also identified areas where we need to do more. This feedback is reflected in our priorities.

Our EDI priorities are:

- Embedding EDI into our culture
- Being easy to do business with
- Understanding our customers and reshaping services
- Supporting an inclusive and representative workforce
- Supporting independent and successful living

Measuring success:

Measures of success will include:

- To increase overall customer satisfaction to 85% and within that to increase satisfaction amongst BME customers and customers under 55
- To hold more customer data in those categories where we hold the least information about our customers
- To increase employment of under-represented groups within our workforce
- For at least 75% employees to consider YHN 'a great place to work' and to understand more about the experience of staff, from groups with protected characteristics within the headline figures

Embedding EDI into our culture

We understand that embedding a culture of total inclusivity requires patience and long-term commitment. Our Board and Corporate Leadership Team will be supported by consistent and unequivocal messages from managers and team leaders to support a workforce who feel engaged and motivated by EDI issues. Decision-making will take EDI considerations into account.

Equality Objective: To continue to develop our EDI culture through strong leadership, management and governance.

What we will do:

- Support the mainstreaming of EDI through our Business Strategy and other key strategies and policies
- Undertake Equality Analysis to inform key decisions made by Board and Executive Management Team
- Report annually to Board on EDI progress and key measures of success
- Develop EDI training for our Board and Customer Services Committee
- Encourage discussions and dialogue about EDI as part of 'My Conversation', team meetings and briefings.
- Continue to use industry frameworks and seek appropriate accreditation to support self-awareness and continuous improvement on EDI
- Ensure that relevant and proportional equality and diversity considerations are considered when procuring and commissioning services from contactors, partners and consultants
- Our Managing Director and Executive Management Team will champion EDI, celebrate our success and raise the profile of EDI internally with our staff and externally with our customers.

To be easy to do business with

At YHN we want to deliver a great customer experience: we want all our customers to feel that they are treated with dignity and respect always and that YHN is easy to do business with. Developing knowledgeable staff who really understand equality and diversity is essential to achieving this. As we begin to increase our digital offer to facilitate greater self-service, we recognise that new technologies will make access easier for some customers but have the potential to create barriers for others. We will ensure that as we design and introduce new channels for customers to interact with us that our services are easy to do business with for all customers.

Equality Objective: To make sure our services are convenient and easy to access.

What we will do

- Review access to, effectiveness and uptake of E&D essentials e-learning
- Develop an in-house, face-to-face customer experience training programme
- Review practical Equality & Diversity advice and support to staff, including guidance on interpretation and translation, and ensure it can be easily accessed by staff
- Undertake a programme of equality analyses for key service areas.

Understanding customers and shaping services

Customer insight is essential to meet the needs of our broad spectrum of customers. As set out in our Customer Insight & Engagement Strategy, our aim is to be an insight-rich organisation, recognised for taking appropriate and timely action in response to the knowledge we have gathered. Knowing up-to-date customer demographics, needs and preferences is a key strand of this.

Equality Objective: To understand our customers through richer data, which will help us make better decisions and re-shape service delivery.

What we will do

- Develop a deeper understanding of current and future customers' needs, aspirations, expectations and opinions, to ensure we provide the best possible services efficiently
- Use customer satisfaction and complaints information to understand more about the experience of customers with protected characteristics
- Increase customer data in those categories where we hold the least information about our customers
- Keep customer information up to date through simplified systems, increased customer self-service and clarified responsibilities.

Supporting an inclusive and representative workforce

A workplace that embraces diversity is more likely to attract and retain talented people and deliver inclusive services. We want our employees to feel that they can bring their whole self to work and be supported and enabled to 'be their best'.

Equality Objective: To recruit, retain and support a diverse, motivated and enabled workforce who reflect the communities we work with.

What we will do

- Increase the number of employees who feel comfortable about completing staff profile information and explore further ways of understanding the under-representation of some groups in the workforce (e.g. disability & ethnicity pay gap reporting)
- Explore how we can increase participation from under-represented groups when developing leadership learning and development opportunities
- Continue to develop Staff Network Groups and encourage colleagues to take part in them by providing practical support to the groups and promoting and supporting membership
- Foster a culture of inclusion by promoting good practice, setting clear expectations and visibly tackling behaviours that are unacceptable and discriminatory.
- Use our HIVE real-time staff engagement tool, and the insight gained from it, to understand the issues that affect our workforce and drive service improvements
- Explore whether our staff survey can breakdown results by key demographic groups

Supporting independent and successful living

We have built a wide range of support services that support vulnerable customers, and customers with complex needs, to live independently.

Equality Objective: To support independent and successful living

What we will do

We will continue to develop a range of successful and sustainable support services which:

- Support independent living
- Promote pathways to increased independence
- Provide accommodation with support for customers with complex needs.

This will include:

- Establishing our new 'Housing Plus' vision and service for older and disabled customers
- Further develop our Ostara Alarm & Response Service, which supports people to live independently and safely in their own home
- Explore further supported living options with NHS and Local Authorities.

Appendix 1: Equality and Diversity Information

Baseline EDI information is set out in this appendix.

1. Our City, Our Tenants, Our Workforce

	Newcastle (%)		YHN Tenants (%)		YHN staff (%)	
Gender	*Men:	51	Men:	39	Men:	53
	Women:	49	Women:	61	Women:	47
Age	0 - 4	5.9				
	5 - 14	10.4	16 -24	3.8	16 - 24	5.9
	15 - 24	20.8	25 - 34	14.8	25 - 44	42.7
	25 - 64	48.6	35 - 44	17.5	45 - 64	49.4
	65+	14.3	45 - 54	19.7	65+	1.9
			55-64	17.6		
			65-84	22.8		
			85+	3.7		
Sexual orientation	LGB	**5.7	LGB	1.0	LGB	1.3
			Heterosexual/straight	53.1	Heterosexual/straight	76.7
			Prefer not to say	10.4	Other	0.3
			Unknown	35.6	Prefer not to say	6.3
					Unknown	15.4
Trans	Not known		Not known		Not known	
Ethnicity	***White British	81.7	White British	81.3	White British	91.2
	Other White	3.7	Other White	2.9	Other White	1.4
	Asian	9.8	Asian	2.7	Asian	3.1
	Black	1.9	Black	2.8	Black	2.5
	Mixed	1.6	Mixed	0.7	Mixed	0.2
	Other	1.4	Other	2.3	Other	0.6
			Prefer not to say	1.1		
			Unknown	6.3		
Religion/belief	***Christian	56.4	Christian	40.7	Christian	51.2
	No religion	28.3	No religion	21.4	No religion	30.0
	Not stated	6.3	Not stated	4.9	Not stated	3.7
	Buddhist	0.6	Buddhist	0.2	Buddhist	0.0
	Hindu	1.1	Hindu	0.1	Hindu	0.2
	Jewish	0.2	Jewish	0.1	Jewish	0.1
	Muslim	6.3	Muslim	3.0	Muslim	1.7
	Sikh	0.4	Sikh	0.1	Sikh	0.0
	Other	0.3	Other	1.2	Other	1.1
			Not known	28.4	Not known	12.0
Disability	Day to day activities limited a lot or a little	18.8	Disabled	20	Disabled	7

*Source: ONS population estimates

**Source: Government estimate. Stonewall suggest that this is an underestimate

***2011 Census

2. Demographic information we hold about our customers

We hold ethnicity information about 93.34% of our customers

We hold religion/belief information for 72.08% of our customers

We hold sexual orientation information for 63.93% of our customers

3. Key results from Star Survey 2016

Overall satisfaction with services

All customers		83%
Ethnicity	BME	77%
	White	85%
Disability	Yes	83%
	No	83%
Age	16-34	77%
	35-44	81%
	45-54	75%
	55-64	90%
	65-74	90%
	75+	97%

By **age group**, 90% or more of those aged 55 and over are satisfied with the service they receive, a significantly higher proportion compared to younger tenants (although at least 75% of younger age groups are satisfied). This is a common pattern in housing research and normally linked to higher service expectations amongst younger tenants.

By **ethnicity**, whilst the difference in satisfaction shown overleaf is not significant, BME tenants are significantly more likely compared to white tenants to be very dissatisfied (10% very dissatisfied cf. 3%). However, this may be due to the younger age profile of BME respondents to this survey compared to white respondents (92% of BME respondents are aged 54 or under compared to 54% of white respondents).

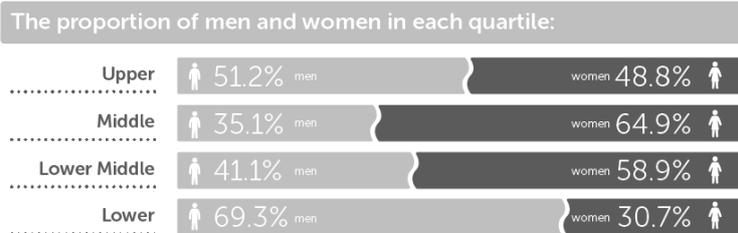
4. YHN's Gender Pay Gap Information 2017

Our full gender pay gap report can be found at

<https://www.yhn.org.uk/wp-content/uploads/2018/03/YHN-Gender-Pay-Gap-2017.pdf>

The mean pay for women is 4.6% higher than that of men.

The median pay for women is 16.5% high for men.



By analysing our workforce into four equal groups or quartiles, based on hourly pay rate, we can see how men and women are distributed across the organisation. The top quartile has the highest 25% of earners, the middle quartile the next 25% earners and so on.

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Board 20 March 2018 (5pm to 7pm)

Present:

J Boaden (Chair), R Clark, L Doherty, D Huddart (from 5:10pm), K Lowry, J McCarty, M Page, P Scope, E Snaith, H Simpson, M Talbot

In attendance:

A Baker	Governance Support Officer
J Davison	Strategic Business Manager
T Drury	Managing Director
M Foreman	Customer Services Director
D Langhorne	Assets and Development Director
J Ritchie	Finance and Commercial Director
A Senior	Head of Fairer Housing, NCC

614 Welcome and Apologies for Absence

Apologies were received from V Dunn.

615 Declaration of Interests

P Scope declared an interest relating to the legal advice obtained from Wardhadaway in reviewing the Memorandum and Articles of Association.

616 Chair's Items

The Chair highlighted the new agenda order, which had been arranged to maximise time allocated to discuss main business items.

Members were reminded of the Devolution and Housing Strategy briefing on Monday 26th March.

The Chair recently met with Lord Richard Best, who is encouraging organisations to push for progression in housing, the Government are listening and want to help move this sector forward.

617 Governance Issues Update

J Davison presented the report, which provided an update on the outstanding recommendations from the Governance Review:

Revise the Articles of Association

Changes to the Articles are delayed due to resource issues and is tentatively planned to return to YHN Board in May.

Develop a comprehensive Scheme of Delegations

Both the Scheme of Delegations and Group Governance Handbook are linked to the Articles, and as such any changes will follow approval of proposed amendments to the Articles. Work with Wardhadaway is ongoing to update the Handbook and will return to Board for approval.

Revise the Board appraisal process – Director 360 by Excellencia

The NFS Code of Governance contains provisions on skills and renewal, and J Davison is recommending a cost effective online solution provided by Excellencia, which will allow for an individual and collective assessment of Board Member performance via four steps; a set of questions would be agreed between the provider and the Chair, Members would complete the survey online, results would be produced, and development areas would be identified.

Anonymised individual feedback from the Director 360 will be used during planned appraisal meetings between Members and the Chair across May and June, recording reflections and agreed actions using the 'My Conversation' form, developed with NCC Organisational Development to encourage an open and honest discussion. Feedback from the Executive Team will also be considered.

Collective feedback will be presented at the July YHN Board meeting for discussion, exploring areas for training and development that will help inform the Learning and Development Plan.

Develop a Board Learning and Development Programme

Analysis of survey results and agreed actions following appraisal meetings will help inform the development of the Programme. To be presented to Board in September.

Board Member Re-election

J Davison highlighted the re-election process, stating that Members nearing the end of their term who wish to remain on the Board will be required to provide a brief supporting statement for consideration by the Remuneration and Nominations Committee. The committee would consider eligible candidates and then present their recommendations to the Board on 31 July, re-elections will be formalised in September.

Questions/Comments

Members who had experienced the 360 appraisal process noted that it has worked well and not well in some circumstances, and expressed concerns that it might be too comprehensive a step for all Members to assess each other given that the Board are fairly new and some will have had less interaction with others depending on their Committee membership. It was suggested that a less detailed version could be employed this year and gradually increase the complexity over coming years.

J Davison highlighted the requirements of the Code and the potential weakening of governance controls should full appraisals not be conducted, advising that since the process of appointment was thorough and subjective, the spirit of that should continue. Some members agreed that whilst the approach might not run perfectly in its first year it will still help inform a base point for the Learning and Development Programme.

Members would be given four weeks to complete all 12 assessments, or a shorter time scale if this number was reduced. Each survey should take between five to ten minutes and, as it is an online platform, the set would not have to be completed in one sitting.

Members suggested that the proposed 12 questionnaires could be reduced slightly, and that they could be assigned six surveys to complete about Members who they are more familiar with.

Following queries, J Davison confirmed that the survey example questions were not indicative of what would be presented to Members, that the content would be developed between the Governance Team, the Chair and Excellencia, reflective of the YHN Board Member job description and skills audit.

RESOLVED - That:

- The Board agreed to receive a further report in May in relation to the amendments to the Articles of Association
- The Board agreed to proceed with the appraisal option of completing six Director 360 appraisals in addition to their own, with the selection based on memberships across the YHN Group
- The Board agreed to receive the Board Appraisal and Development Policy document for approval in due course once the Articles of Association have been amended

618 General Data Protection Regulation

Preparations are being made in advance of the General Data Protection Regulation (GDPR), which comes into effect on 25 May, and forms part of the Data Protection Act 2018. J Davison provided the Board with a report and accompanying presentation detailing:

- An introduction to GDPR; what it means for YHN, NCC and the residents of Newcastle with regards to data processing responsibility, consent, breaches and rights of citizens
- YHN's approach; A joint NCC YHN Information Governance Board has begun overseeing preparations. YHN procured a consultant-supported GDPR readiness assessment, a Processing Activity Register will be utilised to gather information from across the organisation. Staff training and customer communications will be planned.
- Post-25 May; all high-risk actions will have been addressed whilst medium and low risks will have plans in place. Joint work with NCC will continue to ensure all new practices and systems remain compliant, maintain continuous improvement, and best practice in case law will be monitored

Following a query, J Davison confirmed that the definition between NCC and YHN as data controller and data processor does not change, but there is more of an emphasis on shared compliance responsibility, ensuring agreements are in place and recourse for breaches. A joint working group is supporting the arrangement.

The Head of Internal Audit will act as Data Protection Officer for both NCC and YHN, they oversee information governance, holding the Executive Team and NCC to account, and will be the main contact with the Information Commissioner's Office.

The privacy notice distributed to customers has been tied into the new Tenancy Agreement project so that they understand why YHN hold their data, what is done with it, how it is stored and shared.

Given that the fee will be waived, it is not known how the volume of subject access requests will change. J Davison noted that within the review, information governance will be dealt with by the manager and officers of the Governance Team, and that monitoring of this subject will fall within Group Risk 12: ineffective governance of the YHN Group.

RESOLVED - That:

- The Board received the report and considered the information presented
- The presentation be distributed to Members

619 Minutes of 23 January 2018

The minutes were agreed to be a correct record and were signed accordingly.

620 Board Forward Plan

The forward plan was received and noted for information.

R Clark and M Talbot left the meeting at 6:55pm.

621 Officer Delegated Decisions

The form was received and noted for information.

622 Date and Time of Next Meeting

The next meeting will be held on 24 May 2018 at 5pm.

RESOLVED – that in accordance with the organisation’s Access to Information provisions, the press and public were excluded from the meeting during the consideration of all further agenda items.

.....

J Boaden
Chair
24 May 2018

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YHN Board Meeting, 24 May 2018 Action Log (Public)

Minute ref.	Action required	By whom	Target date for completion	Current status
618	General Data Protection Regulation The presentation be distributed to Members	Jill Davison	As soon as possible	Completed – 02.05.18

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YHN Board Forward Plan 2018

Meeting 31 July 2018

	Report Name	Purpose	Confidential?	Report Author
1	Annual Report, Financial Statements and Year End Reserves	Approval	No	Finance & Commercial Director
2	Slavery and Human Trafficking Statement	Approval	No	Assets & Development Director
3	NHF Governance Code of Compliance Statement	Approval	No	Company Secretary
4	Repairs and Maintenance Review	Discussion	Yes	Assets & Development Director
5	Health and Safety Policy and update	Discussion	No	Assets & Development Director
6	Asfaleia Letter of support	Approval	Yes	Finance & Commercial Director
7	Assurances from Committees: <ul style="list-style-type: none">• Finance and Performance 15th May• Customer Service 19th June• Group Audit and Risk 10th July	Discussion	No	N/A

AGM & Meeting 18 September 2018

	Report Name	Purpose	Confidential?	Report Author
AGM				
1	Chairs Report	Information	No	Chair
2	Minutes of 19 September 2017	Decision	No	Company Secretary
3	Appointment of External Auditors	Decision	No	Company Secretary
4	Retirement & Appointment of Board Members	Decision	No	Company Secretary
5	Annual Accounts & Financial Statements	Decision	No	Company Secretary
Board Meeting				
6	Appointment of Vice Chair	Approval	No	Company Secretary
7	Committee Membership	Approval	No	Company Secretary
8	Strategic Risk Register	Discussion	No	Finance & Commercial Director
9	Asset Management Strategy	Discussion	No	Assets & Development Director
10	Assurances from Committees: <ul style="list-style-type: none"> Finance and Performance 14th August Customer Service Committee 26 September 	Discussion	No	N/A
11	Assurances from subsidiaries: <ul style="list-style-type: none"> Asfaleia Ltd. 26 July 			Customer Services Director
ABRI TRADING				
	Abri Trading – Business Activity Update	Discussion	Yes	Finance & Commercial Director



Customer Service Committee

15 March 2018

(5.30 - 7.50 pm)

Present:

T Moore (In the Chair)
L Doherty
A Fullwood
L Popoviciu
J Greenwood
F Lisassi

IN ATTENDANCE

M Foreman	Customer Services Director
J Davison	Strategic Business Manager
L Grogan	Customer Involvement Officer
H Bell	Policy and Business Support Officer
J Miller	Democratic Services

12 WELCOME AND INTRODUCTIONS

M Foreman welcomed everyone to the meeting and introductions were made.

13 APPOINTMENT OF CHAIR AND VICE CHAIR

RESOLVED – that:-

- i. Tony Moore be appointed as Chair of the Customer Service Committee
- ii. Jackie Greenwood be appointed as Vice Chair of the Customer Service Committee

14 APOLOGIES FOR ABSENCE

Apologies for absence were received from L Burnade, G Spoor, M Cygan and Z St. Clair.

15 DECLARATIONS OF INTEREST

None.

16 MINUTES OF THE MEETING HELD ON 6 DECEMBER 2017

The minutes of the meeting held on 6 December 2017 were approved as a correct record and signed by the Chair.

17 **ACTION LIST REVIEW**

Future meetings papers – members to advise L Grogan whether they would prefer to receive their agendas by email or by post.

Date of next meeting – the next meeting would be held on the same day as the Board Awayday in order to provide the committee with an opportunity to engage with the Board. Members would be advised of the venue and timings.

RESOLVED – that the action list be noted and updated accordingly.

18 **CUSTOMER INSIGHT AND ENGAGEMENT STRATEGY ACTION PLAN**

Submitted: Report by Strategic Business Manager (previously circulated and copy attached to Official Minutes)

J Davison introduced the report which provided a draft action plan for 2018/19 to deliver against the Customer Insight and Engagement Strategy. The Customer Service Committee would be responsible for monitoring performance against the targets by monitoring the action plan via reports to the committee which would update on what had been achieved in relation to the key measures. She outlined the key measurements of success and asked the committee to consider whether they felt the key measures of success were correct. She advised that a lot of actions sat behind the key priority areas detailed in the report and action plan.

It was intended to try and develop an approach to real time feedback from customers. Instead of annual satisfaction surveys it was hoped to undertake shorter transactional surveys which would provide real time/ instant feedback. These transactional surveys would need to be undertaken in a manner in which customers wanted to engage. YHN would work with customers to find out how they wanted to communicate, including looking at barriers to digital engagement and providing support/training to improve digital skills where this was what customers wanted.

A report would be brought to a future meeting with more detail on Community Investment looking at how this would work including the key measures and the areas to be targeted based on insight work. Updates on the action plan will be brought to future meetings.

A discussion on segmentation outlined what this meant in relation to profiling customers in order to understand customers' needs. Once there was an understanding of the range of customers work would be undertaken to tailor services to better meet the customers' needs.

RESOLVED – that:-

- i. The draft action plan be noted.
- ii. An update be brought to the next meeting on the work of the digital champions and work being undertaken in relation to the variety of provision of digital training for tenants.
- iii. The key measurement for success 'For every £1 invested we will have received £2 return on our investment' to be amended to £5 return instead of £2.

19 **EQUALITY AND DIVERSITY**

H Bell gave a presentation on equality and diversity (copy of presentation material attached to Official Minutes) which provided an update on the development of a new Equality and Diversity Policy, equality objectives and Equality and Diversity Strategy. She explained the purpose of the presentation and the exercise was to seek the views of the committee to help shape the YHN new equality and diversity policy and objectives.

The members of the committee took part in a 20 minute exercise to look at how YHN could demonstrate they were committed to equality and inclusion. At the conclusion of the exercise each group feedback and H Bell listed the key themes that had come out of the discussions.

Visibility of / celebration of what YHN was doing in relation to equality and diversity.

Responding/ reacting to issues quickly.

Customer/ member of staff equality and diversity champions.

Celebrating what do YHN do well for everybody.

H Bell explained that she would pull together the work from exercise and use this to inform the development of our approach.

RESOLVED – that the presentation and feedback comments be noted.

20 **CUSTOMER COMMITMENTS**

L Grogan gave a presentation on the Customer Commitments and circulated a copy of the 2018/19 Customer Commitments. (Copy of presentation material and customer commitments attached to Official Minutes). She outlined the priorities and feedback from customers and work with a focus group which had been used to develop the commitments.

A member asked if customers had come up with ideas/actions for how YHN could deal with the issues detailed in the customer commitments to achieve the required changes.

It was suggested that customers could be asked 'how do you want us (YHN) to' meet each of the commitments. L Grogan advised that it was not too late to do this and feed it into the process.

The Customer Service Committee would have a role in monitoring the work in relation to the customer commitments

RESOLVED – that:-

- i. The Customer Commitments 2018/19 be agreed for submission to Board.
- ii. Officers to look at how they could seek customer's ideas on how they felt the customer commitments could be achieved and also how customers would be advised how and whether or not the commitments had been met.

21 **NITV UPDATE**

L Popoviciu gave an update on the work of Newcastle Independent Tenants Voice (NiTV). He advised that NiTV met on a monthly basis and scrutinised proposals and policy changes from Newcastle City Council's Fairer Housing Unit and how things were explained and described for tenants. The work of NiTV was still evolving, they had looked at repairs and changes to tenancy agreements and would be looking next at housing policy.

RESOLVED – that the NiTV update be noted.

22 **SCRUTINY UPDATE**

A Fullwood gave an update on tenant led scrutiny. They had undertaken two scrutiny studies 'an investigation into how responsive YHN Enquiry Centre staff are to requests for the service' and 'an investigation into the individual customer journey and effective management of low level neighbourhood nuisance' (copies of the reports on the two studies were circulated at the meeting. The next study would look at how the income recovery team manage arrears with the move to Universal Credit. She advised that they would welcome suggestions of future topics to consider.

It was suggested they may wish to look at the changes that had been made to be the complaints process, to get a customers view on the effectiveness of the process and how the remedies had worked.

A member queried how Board received feedback on these studies, it was explained that the studies were commissioned by the Fairer Housing Unit and the results were reported back to them. M Foreman undertook to discuss with C McMullen in the Fairer Housing Unit whether the scrutiny reports could also come to Customer Service Committee.

RESOLVED – the Scrutiny update be noted.

23 **DATE OF NEXT MEETING**

The next meeting would be held at 5.30pm on 19 June 2018 the same day as the Board awayday. The Customer Service Committee members would have the opportunity to meet the Board earlier that day and inform the Board of their work and the mechanisms for listening to customers.

Members would be informed of the venue, timings etc nearer the time.



**Delegated Decisions – Schedule of non-confidential Delegated Decisions taken between
7 March 2018 and 15 May 2018**

No.	Directorate/ Delegated Officer	Scheme	Cost/ Budget provision	Units	Contractor	Wards
1	Jon Richie – Finance & Commercial	Tax advice (Corporation and VAT) for YHN Group	Funding of £8,000 from YHN Revenue	N/A	Mazars LLP	Citywide
2	Jon Richie – Finance & Commercial	NFS MyFurniture implementation project	Funding of £42,076 from YHN Capital	N/A	Spirit Data Capture Limited	Citywide
3	David Langhorne - Assets & Development	Demolition of Reestones Place, and Hazeldene Ave, Kenton Bar (Homeless)	Funding of £77,380 from Regeneration <i>Further ODF for to follow for Demolition/Redevelopment</i>	10	YHN	Kenton
4	David Langhorne - Assets & Development	Naworth Drive Flats Fire seal meter box units	Funding of £17,172 from Lifecycle	81	YHN	Westerhope

5	David Langhorne - Assets & Development	YHN House remodelling	Funding of £165,000 from Regeneration	1	Albany	Citywide
6	David Langhorne - Assets & Development	ENV0030 Diana Street Boundary Walls	Funding of £172,991.17 from Lifecycle	14	BCE	Westgate
7	David Langhorne - Assets & Development	PB43 St Anthonys Road	Funding of £36,073.92 from Participatory Budget	51	HLS	Walker
8	David Langhorne - Assets & Development	Round 2 PB Scheme 16- Monkchester Green Parking	Funding of £21,200 from Participatory Budget	28	HLS	Walker
9	David Langhorne - Assets & Development	Elswick Road (Somerset Place)	Funding of £528,475.72 from New Build & New Housing	4	Keepmoat Homes Ltd	Elswick
10	David Langhorne - Assets & Development	REM0010 & REM0011 Belvedere House and Conewood House re-model	Funding of £4,462,064.08 from Regeneration	44	Esh Construction	Byker & Fawdon