South Essex Homes Limited

Board Meeting

Date: Wednesday 6th December, 2017

Time: 5pm   Committee Room 5

Board Agenda

<table>
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<tr>
<th>Item</th>
<th>Lead Person</th>
<th>Indicative Timing</th>
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<tr>
<td>1. Welcome and Introductions</td>
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<td>2. Apologies for Absence</td>
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<td>3. Declarations of Interest</td>
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<td><strong>PUBLIC AGENDA</strong></td>
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<tr>
<td>4. Minutes &amp; Matters arising from the Board Meeting of 27th September 2017</td>
<td>Roger Eastwood</td>
<td>10 mins</td>
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<td>5. Chairs Remarks</td>
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<tr>
<td>• Resident Involvement</td>
<td>Roger Eastwood</td>
<td>10 mins</td>
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<td>• NFA Board Members Event Feedback - 22nd November</td>
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<td>• Liaison Meeting Highlights - 30th October</td>
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<td>6. Residents: Voice Your View</td>
<td>Beverley Gallacher</td>
<td>5 mins</td>
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<tr>
<td>7. Governance &amp; Stewardship</td>
<td>Beverley Gallacher</td>
<td>10 mins</td>
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<tr>
<td>8. Company Assurance Report as at 31st October 2017</td>
<td>Beverley Gallacher / Daniel Lyons</td>
<td>10 mins</td>
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<tr>
<td>9. Health &amp; Safety Compliance and Fire Safety Update</td>
<td>Mario Ambrose</td>
<td>10 mins</td>
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<tr>
<td>10. Careline Business Update</td>
<td>Chris Vaughan</td>
<td>15 mins</td>
</tr>
<tr>
<td>11. Audit &amp; Risk Committee Meeting Minutes - 22\textsuperscript{nd} November 2017</td>
<td>David Joyce</td>
<td>10 mins</td>
</tr>
<tr>
<td>12. Policies &amp; Procedures</td>
<td>Chris Vaughan</td>
<td>15 mins</td>
</tr>
<tr>
<td>13. Core Projects Update</td>
<td>Group Managers</td>
<td>15 mins</td>
</tr>
<tr>
<td>14. Date of Next Meeting – 1\textsuperscript{st} March 2018</td>
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</table>
South Essex Homes Limited
Draft Minutes of Board Meeting
Date: 27th September 2017
Time: 5 pm
Committee Room 6, Civic Centre

Present: Tony Churton - Chair of the Board (Agenda Items 1-4 & 6); Roger Eastwood - Vice Chair of the Board (Agenda Items 1-4 & 6, Chair thereon); David Joyce; Keith Ducker; Michael Oxley; Sacha Jevans; Rosalind Lane; Barbara Lambert; David McGlone; David Norman;

In Attendance: Mike Gatrell - Chief Executive; Mario Ambrose - Executive Director; Chris Vaughan - Director of Business Development; Beverley Gallacher - Company Secretary; Tasmin Arthurton - Corporate Services Officer; Traci Dixon - Group Manager; Paul Longman - Group Manager; Simon Putt - Group Manager; Daniel Lyons - Financial Services Manager; David Lincoln - Consultant;

Observers: 1

<table>
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<tr>
<th>Action</th>
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| **1. Welcome and Introductions**  
1.1 Tony Churton, Chair of the Board, welcomed and introduced those present. |
| **2. Apologies for absence**  
2.1 Apologies for absence were received and accepted from Meg Davidson. |
| **3. Declaration of Interest**  
3.1 RE and KD declared an interest in Agenda Item 4 as nominees for the posts of Chair & Vice Chair. |
| **6. Chair’s Remarks**  
6.1 NFA Update  
TC provided the Board with an update as the SEH representative on the NFA Board. |
| 6.2 | **Altair ALMO Research Update**<br>TC advised the ‘Taking Stock’ presentation had been given via webinar on 8th September for stakeholders.<br>TC reminded officers that a date should be arranged for Altair to present to the Board. TC agreed to circulate the report electronically to Board Members. | BG |
| 4. | **Chair & Vice Chair Elections**<br>4.1 BG advised one nomination had been received for the position of Chair of the Board from and two nominations for the position of Vice Chair. The Board made no further nominations at the meeting and an anonymous vote was conducted for the position of Vice-Chair.<br>4.2 MG advised the Board of TC’s membership of the NFA Board, and that Board Members should consider, before the next meeting of the Board, who the next representative will be on the NFA Board after TC’s term of office expires. BG to send out a note to the Board seeking expressions of interest and TC asked that if any Board Member is interested and wanted to find out more about the role, he would be happy to have this discussion. | BG |
| 4.3 | **Recommendations:**<br>i) The Board elected and agreed the appointment of Roger Eastwood as the Chair of the Board for a one year term of office in accordance with the Articles of Association, and to act as Chair from Agenda Item 5.<br>ii) The Board elected and agreed the appointment of Meg Davidson as the Vice-Chair of the Board for a one year term of office in accordance with the Articles of Association. | |
| 5. | **Minutes and Matters arising from the Board Meeting of 25th July 2017**<br>5.1 **Recommendation:**<br>i) The minutes of 25th July 2017 were agreed as a true and accurate record of the meeting. | |
| 7. | **Residents: Voice Your View**<br>7.1 None received this cycle. | |
| 8. | **Governance & Stewardship**<br>8.1 **Recommendations:**<br>i) The Board agreed to Rosalind Lane holding the position of the Board’s Safeguarding Children and Adults at risk of Abuse or Neglect scrutineer. <br>ii) The Board noted the delegated powers of the Board in accordance with | |
iii) The Code of Governance and agreed to delegate to the relevant Committee approval of significant changes to existing policies and approval for adoption of new policies on behalf of the Board.

iv) The Board noted the reviewed and updated Terms of Reference of the New Business Committee contained at Appendix 1.

The Board noted the Board Attendance performance data year to date in accordance with Clause 15.1.8 of the Code of Governance.

9. Company Assurance Report as at 31st August 2017

9.1 DJ requested a report for the Board on how the increase in contract price with Kier is being met, whether we are changing the programme to meet the increase or if it is being met from contingencies.

9.2 TC queried section 9.12 within the Financial Regulations, board approving virements of £250k or above.

9.3 TC queried whether the proposed monthly fee paid to Kier will cover all repairs and maintenance. DL advised that verification of figures and data checks would be in place in accordance with the open book arrangement. DL agreed to send out details of the agreement with Kier to members.

9.4 DJ queried whether Local R13/13a are year-end targets. SP advised these are year-end targets, not targets for the current position in the year. SP clarified that debt write offs go through a rigorous process which is ultimately signed off by the Council.

9.5 TC queried why KP19 has a target of 9%. MA advised this was a technical error and it should read 100% as agreed with the Board.

9.6 Recommendations:

i) The Board noted the update provided on financial information as at August 2017.

ii) The Board agreed to the addition of the New Director of Business Development and the deletion of the Director of Finance from the Scheme of Delegation and the Financial Regulations. The Board recommended that the Financial Regulations are reviewed in full and brought back to the next meeting for approval.

iii) The Board noted the semi-annual review of Key Performance Indicators and agreed the proposal to amend the KPI24 - number of days lost due to sickness from 7.25 to 8.75.

10. Fire Safety Update & Compliance Position as at 31st August 2017

10.1 In relation to paragraph 4.2, DJ asked what the current risk is to tenants until
works on the two remaining tower blocks are completed. MA assured the Board that the two remaining blocks have fire doors, but not Gerda fire doors. TD advised that fire safety awareness days are being held for residents to show how they can help to reduce the risk of fire by being more aware of potential fire hazards, and that minor remedial works are taking place in the interim.

| 10.2 | DN requested that more publicity be done to notify residents of the work we are proactively doing in relation to fire safety. |
| 10.3 | In response, MG outlined all actions taken so far including two meetings with the Southend Tenants and Residents Federation, open days at tower blocks, visits to every high rise property, promotion of fire safety ‘tips’ on social media outlets, and the publishing of all fire risk assessments on our website. |
| 10.4 | **Recommendations:** |
| i) | The Board noted the current position in relation to fire safety. |
| ii) | The Board agreed the compliance report at Appendix 1. |

| 11. | **Quality Assurance** |
| 11.1 | The Board requested the SMT to bring back a more detailed report with more specific proposals of further Campbell Tickell works which should not duplicate the work of the Scrutiny Forum, including the costs of the service. MA/MO to discuss stress testing approach. |

| 11.2 | **Recommendations:** |
| i) | The Board noted and considered the content of the report. |
| ii) | The Board agreed to a pilot project in order to assess the value of further reviews in line with the new approach. |

| 12. | **Core Project Update** |
| 12.1 | BG provided an overview of the report and TD advised the Board that SJ took part in a job shadowing exercise with the Careline team today where they spoke about potential new business opportunities such as a responder service. |
| 12.2 | DJ queried how many new staff would need to be employed to deal with £158k worth of new business per annum. TD explained that the call volumes are currently being monitored to assess this and she would be producing a report for SMT on the issue but possibly one additional person may be required. |

<p>| 12.3 | <strong>Recommendations:</strong> |
| i) | The Board noted the update on the ‘High Five’. |</p>
<table>
<thead>
<tr>
<th></th>
<th>The Board noted the action taken following the recommendations from the ICT review.</th>
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</thead>
<tbody>
<tr>
<td>13.</td>
<td>Date of Next Meeting - 6th December 2017</td>
</tr>
<tr>
<td>14.</td>
<td>The meeting finished at 19:35</td>
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South Essex Homes Limited
Report of Group Manager Resources and Business Development
to
The Board
on
6th December, 2017

Report prepared by: Beverley Gallacher
Tel: 01702 212649

Governance and Stewardship

A Public Agenda Item

1 Purpose of Report
1.1 To obtain agreement from the Board on governance related issues.

2 Recommendations
2.1 The Board are recommended:-
2.1.1 To agree the membership of the BoardSelection Panel to undertake the recruitment to the Board in 2018.
2.1.2 To agree to the purchase of Diligent Board software following trial by the Chair, Vice-Chair, Company Secretary and Board Support Officer.
2.1.3 To note the Chairs Actions agreed by the Chair and Vice Chair of the Board in accordance with Clause 5.5 of the Code of Governance.
2.1.4 To note that a review of the governance arrangements for South Essex Property Services has commenced with the first meeting take place on 5th December, 2017.

3 Background
3.1 Chairs Actions

3.2 Amendment request for change to the Scheme of Delegation

3.2.3 The Chair and Vice Chair agreement was sought for the newly appointed Project Manager for Corporate Services delegated authority levels be the same as Group Manager Resources and Business Development. This change will enable the duties associated with this new role to be undertaken appropriately.
3.3 Agreement to SBC Capital Payment under the Financial Regulations

3.3.1 The Chair and Vice Chair have agreed under the Financial Regulations for payment to Southend Borough Council of £1,612,960.99 for capital and repairs underspend for 16/17 and service charge adjustments 16/17

3.4 Board Recruitment

3.4.1 As part of the Board Member Selection Policy, the Board delegate responsibility to the Board Member Selection Panel to undertake the recruitment to Independent Vacancies on the Board. In February, 2018 Tony Churton will be leaving the Board after 9 years and the Board Member Selection Panel will require new membership. Recruitment for this vacancy is currently underway and it will be necessary for the panel to review received applications, short list and interview and finally make a recommendation the Board in March, 2018. The panel requires three Board members to take undertake this recruitment process.

3.5 Diligent Board Software

3.5.1 The Chair of the Board, Vice Chair, Company Secretary and Board Support Officer have trialled the Diligent Board Pad software for the last 2 board meetings and a number of Committee meetings. This piece of software facilitates efficiency and effectiveness with its easy-to-use interface, secure access and functionality that is user friendly over multiple devices including PCs, MACs and iPads. This solution enables Board Members to fulfil their fiduciary responsibilities and benefits from:

- Real time access to board reports
- Skipping straight back to the Agenda
- Calendars of meetings
- Supporting/background information in archive
- Secure messaging between Board Members including pre-loaded contact list for Committees and Working Groups

3.5.2 The solution allows for the Board Papers to be annotated online, with notifications and comments, easy to transverse papers, by agenda number, page number, comment etc. Board papers can be read like a book making it easier to scroll and facilitating fuller debate.

3.5.3 The solution also includes additional areas including board surveys, links to Terms of Reference, minutes books, background data and historic board information

3.5.4 The Board are asked to agree to the cost of £8,000 per annum for this solution which aids the speed in which board papers can be brought together and enables the Company Secretary to distribute minutes effectively, hold the Board registers and also board attendance registers in addition to the value detailed above.
3.6  Governance Review of South Essex Property Services

3.6.1 The Board of SEPS agreed at its meeting on 22nd November, 2017 to commence a review of its Articles of Association and Code of Governance for recommendation to the Shareholders of the SEPS Board. The review will commence on 5th December, 2017 with the following specific areas being considered:

- Board Membership
- Quorum
- Report contents
- Agenda items
- Schedules and timetables
- Remuneration
- Role of the Company Secretary
- Financial Regulations
- Chair and Vice Chair
- Inter-Company Agreement

3.6.2 The Chief Executive with the Company Secretary of South Essex Homes will work with the Board of SEPS on this review and separate legal advice will be sought once a way forward is agreed and amendments required to the governance documentation, which will require shareholder approval.

3.7  Proposed Board and Committee Timetable 2018

3.7.1 Board Meetings
- Thursday 1st March 2018
- Thursday 24th May 2018  (Appointments Council on 17th)
- Wednesday 11th July 2018
- Wednesday 3rd October 2018
- Wednesday 5th December 2018

3.7.2 Audit & Risk Committee Meetings
- Tuesday 13th February 2018 5pm
- Tuesday 15th May 2018 5pm
- Wednesday 20th June 2018 5pm
- Wednesday 17th October 2018 5pm

3.7.3 Personnel & Remuneration Committee Meetings
- Tuesday 6th February 2018 5pm
- Wednesday 12th September 5pm

3.7.4 New Business Committee Meetings
- Tuesday 6th February, 2018 3pm

3.7.5 SEPS Board Meetings
- Tuesday 13th February 2018 3pm
- Tuesday 15th May 2018 3pm
4 **Equality and Diversity**

4.1 All equality and diversity issues identified from the proposals contained in this report have been considered and are in accordance with the South Essex Homes Equality and Diversity Policy.

5 **Risk**

5.1 Any risks identified from the proposals contained in this report have been considered by the Senior Management Team. The Board have identified risks associated with the governance of the organisation which is included in Agenda Item 8 – the Company Assurance Report. **Risk SEHRSK06 – Risk that the governance arrangements including statutory compliance are not robust enough to enable the Board to undertake its roles and responsibilities in full as Non-Executive Directors under Companies Act 2006.**

6 **Financial Implications**

6.1 All costs associated with the recruitment of the non-executive directors for South Essex Homes are contained within the approved 2017/18 budgets. The cost of Diligent Board software totals £500 per user. The cost per annum is £8,000 which can be met within current budgets for 2017/18.

7 **Resident Consultation**

7.1 Not applicable for this particular report.

8 **Background Papers**

8.1 No applicable.

9 **Appendices**

9.1 Appendix 1 – Chairs Actions (3.2 & 3.3)
3.2 - Amendment Request for Change to Scheme of Delegation

From: rogerceastwood@gmail.com [mailto:rogerceastwood@gmail.com]
Sent: 23 October 2017 18:13
To: CllrDavidson
Cc: Beverley Gallacher
Subject: Re: Chairs Action approval required

I am also happy to agree this.

Roger

Sent from my iPad

On 23 Oct 2017, at 15:17, CllrDavidson <CllrDavidson@southend.gov.uk> wrote:

Dear Bev,

Thanks for your message.

Just to confirm my agreement for the proposed amendment of the Financial Regulations – Scheme of Delegation in respect of Sarah Lander.

Best wishes,

Meg Davidson

From: Beverley Gallacher
Sent: 23 October 2017 13:01
To: Roger Eastwood; CllrDavidson
Cc: Tasmin Arthurton; Mike Gatrell; Daniel Lyons
Subject: Chairs Action approval required

Dear Roger & Meg,

In accordance with Clause 5.5 of the Code of Governance of South Essex Homes and under Chairs Action, I would be grateful if, in your positions as Chair & Vice Chair, you could confirm your agreement to the following amendment of the Financial Regulations - Scheme of Delegation.

That permissions for the newly appointed Project Manager for Corporate Services, Sarah Lander, be altered to the same delegated authority levels as Beverley Gallacher Group Manager Resources and Business Development (highlighted in yellow below). This change will enable her to carry out the duties associated with this new role and bring her approval limit in line with other Group Managers within the organisation.
### Appendix 1 to Agenda Item 7

<table>
<thead>
<tr>
<th>JOB TITLE</th>
<th>Authorise purchase orders, GRN’s or invoices</th>
<th>Authorise Write Offs</th>
<th>Authorise Credit Notes</th>
<th>Appoint officers’ contracts</th>
<th>Amend grades of post</th>
<th>Authorise Payroll input</th>
<th>Overtime claims</th>
<th>Mileage claims</th>
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<tr>
<td><strong>The Board</strong></td>
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<tr>
<td><strong>Executive Management Team</strong></td>
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<tr>
<td>Chief Executive (Note 1)</td>
<td>£350,000</td>
<td>£10,000</td>
<td>£50,000</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<td>Executive Director (Note 2)</td>
<td>£250,000</td>
<td>£5,000</td>
<td>£25,000</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<td>Director of Finance (Note 2)</td>
<td>£250,000</td>
<td>£5,000</td>
<td>£25,000</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Group Manager (East)</td>
<td>£50,000</td>
<td>Nil</td>
<td>Nil</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Group Manager (Property Services)</td>
<td>£150,000</td>
<td>Nil</td>
<td>Nil</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Group Manager (Resources and Business Development)</td>
<td>£50,000</td>
<td>£2,500</td>
<td>£10,000</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Group Manager (West)</td>
<td>£50,000</td>
<td>£2,500</td>
<td>£10,000</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
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**Notes**

1. The Chief Executive can authorise invoices for any amount in excess of £350,000 provided that the Board has given written approval to incur the expenditure.

2. In the absence of the Chief Executive, invoice authorisation in between £250,000 - £350,000 requires the signature of the Executive Director and Director of Finance.
If you have any queries in relation to this request, please do not hesitate to contact me.

Best Regards
Beverley

Beverley Gallacher | Group Manager Resources & Business Development | Corporate Services | South Essex Homes | Civic Centre | Victoria Avenue | Southend-on-Sea | SS2 6FY | phone: 01702 212649 | email beverleygallacher@seh.southend.gov.uk
Appendix 1 to Agenda Item 7

3.3 - Agreement to SBC Capital Payment under the Financial Regulations

From: CllrDavidson
Sent: 23 October 2017 15:18
To: Beverley Gallacher
Cc: rogerceastwood@gmail.com
Subject: RE: Chairs Action approval required

Dear Bev,

Thanks for your message.

Just to confirm my agreement for the proposed amendment of the Financial Regulations – Scheme of Delegation in respect of Sarah Lander.

Best wishes,

Meg Davidson

From: rogerceastwood@gmail.com [mailto:rogerceastwood@gmail.com]
Sent: 13 October 2017 13:17
To: Daniel Lyons
Cc: Beverley Gallacher; CllrDavidson; Mike Gatrell; Tasmin Arthurton
Subject: Re: Scheme of Delegation - Financial Regulation Approval Required.

Thanks Dan

Mixture of repairs and capital so I'm happier now. Only thing I don't understand are Capital fees. I can guess but perhaps you can explain that to me another time.

Happy to approve the repayment now on the basis of this additional information.

Thank you

Roger

Sent from my iPad

On 13 Oct 2017, at 12:09, Daniel Lyons <DanielLyons@seh.southend.gov.uk> wrote:

Hi Roger,

I’ve just set out a short summary below of the main reasons for paying SBC back these funds. If you have any questions on the below please let me know and I’ll do my best to answer them for you.

Regards
# Appendix 1 to Agenda Item 7

<table>
<thead>
<tr>
<th>Capital</th>
<th>Repairs</th>
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<tbody>
<tr>
<td>Total Capital fee Paid by SBC</td>
<td>Total Repairs Fee Paid by SBC</td>
</tr>
<tr>
<td>4,874,000.00</td>
<td>4,736,000.00</td>
</tr>
<tr>
<td>Total Capital Expenditure in SEH Books</td>
<td>Total Repairs Expenditure</td>
</tr>
<tr>
<td>3,972,890.86</td>
<td>4,294,700.57</td>
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<tr>
<td><strong>Amount due back to SBC</strong></td>
<td><strong>Underspend due back to SBC</strong></td>
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<tr>
<td>901,109.14</td>
<td>441,299.43</td>
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<tr>
<td>Reasons for amount due back:</td>
<td>Main reasons for Underspend:</td>
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<tr>
<td>Capital Fees</td>
<td>Responsive Void s Underspend</td>
</tr>
<tr>
<td>317,831.27</td>
<td>126,066.00</td>
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<tr>
<td>Reduction in Capital Programme agreed at Feb Cabinet but not reflected in fee</td>
<td>Gas Servicing Underspend</td>
</tr>
<tr>
<td>550,000.00</td>
<td>62,605.49</td>
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<td>Underspend on Capital Programme</td>
<td>Water testing Underspend</td>
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<td>33,277.87</td>
<td>25,490.66</td>
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<td><strong>Amount due back to SBC</strong></td>
<td>Electrical testing Underspend</td>
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<tr>
<td>901,109.14</td>
<td>35,114.03</td>
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<tr>
<td><strong>Plus 20% VAT</strong></td>
<td>Warden Call Contract Underspend</td>
</tr>
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<td>1,081,330.97</td>
<td>22,453.03</td>
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<td>PAT Testing Underspend</td>
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<td></td>
<td>10,690.24</td>
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<tr>
<td></td>
<td>Various other small over / under spends</td>
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<td>79,239.28</td>
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<tr>
<td></td>
<td><strong>Amount due back to SBC</strong></td>
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<tr>
<td></td>
<td>441,298.73</td>
</tr>
<tr>
<td></td>
<td><strong>Plus 20% VAT</strong></td>
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<tr>
<td></td>
<td>529,558.48</td>
</tr>
</tbody>
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**Daniel Lyons**  BSc (Hons)  ACMA  CGMA  
Financial Services Manager | Finance | South Essex Homes | 3rd Floor | Civic Centre | Victoria Avenue | Southend-on-Sea | SS2 6FY | **phone:** 01702 212605
Appendix 1 to Agenda Item 7

From: Roger Eastwood [mailto:rogerceastwood@gmail.com]
Sent: 13 October 2017 11:36
To: Beverley Gallacher
Cc: Cllr Davidson; Daniel Lyons; Mike Gatrell; Tasmin Arthurton
Subject: Re: Scheme of Delegation - Financial Regulation Approval Required.

Thanks Beverley

I know that it isn't unusual for capital budgets to run behind plan but this is a lot of money to be sending back without a bit more explanation.

Are there any particularly large programmes of work that didn't get done or did we decide that say a load of roofs didn't need doing yet (for example)?

Of course I don't have a problem with giving the Council it's money back (and I guess we get more capital money for works in the future when we need them) but a bit more info on the major components would help us give informed approval.

Sorry to be a pain and I don't want hours wasted coming up with some info but I'm assuming there are already some words and numbers that set this out?

Thanks

Roger
Sent from my iPhone

On 13 Oct 2017, at 11:24, Beverley Gallacher <BeverleyGallacher@seh.southend.gov.uk> wrote:

Dear Roger and Meg

In accordance with the Code of Governance and under Chairs Actions, please can you confirm your agreement to the following payment to Southend Borough Council for £1,612,960.99 for capital and repairs underspend for 16/17 and service charge adjustments 16/17.

In accordance with the Scheme of Delegation Board Approval is required for payments exceeding £250,000.-

I look forward to your confirmation.

Best Regards
Beverley

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1 Purpose of Report

1.1 To provide the Board with a high level statement of assurances relating to the financial performance of the company.

2 Recommendations

2.1 The Board are recommended:

2.1.1 To note the update provided on financial information as at 31st October, 2017 as noted by the Audit and Risk Committee.

2.1.2 To agree the repairs budget virement of £475k as detailed in section 4 of this report.

2.1.3 To note the indicative budget proposals for 2018/19.

2.1.4 To note the Key Performance Indicator exceptions as at October, 2017.

2.1.5 To agree the proposed Key Performance Indicator targets for 2018/19 for recommendation to the Council.

3 Financial Update

3.1 Introduction

This report sets out the actual expenditure on the Operating Budget, the Revenue Repairs Budget and the Capital Budget to 31st October, 2017.
## 3.2 Expenditure for 2017/18

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget for year £000</th>
<th>Budget to 31st October £000</th>
<th>Actuals at 31st October £000</th>
<th>Variance £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Fee Income</td>
<td>5,827</td>
<td>3,586</td>
<td>3,586</td>
<td>0</td>
</tr>
<tr>
<td>Service Charge Income</td>
<td>3,395</td>
<td>1,980</td>
<td>2,018</td>
<td>38</td>
</tr>
<tr>
<td>Other Income</td>
<td>271</td>
<td>139</td>
<td>170</td>
<td>31</td>
</tr>
<tr>
<td>Operating costs &amp; Interest</td>
<td>9,827</td>
<td>5,432</td>
<td>5,571</td>
<td>(139)</td>
</tr>
<tr>
<td>Profit / (Loss)</td>
<td>(334)</td>
<td>273</td>
<td>203</td>
<td>(70)</td>
</tr>
<tr>
<td>The Revenue Repairs Budget</td>
<td>4,830</td>
<td>2,738</td>
<td>2,932</td>
<td>(194)</td>
</tr>
<tr>
<td>The Capital Programme</td>
<td>7,265</td>
<td>2,107</td>
<td>1,893</td>
<td>214</td>
</tr>
</tbody>
</table>

## 3.3 The Operating Budget

The main variances on the Operating Budget are detailed below;

**Income from External Sources**

We are currently ahead of expected budgeted income at this stage in the year (£18k). This is mainly due to the Women’s Refuge Service continuing beyond the original budgeted period. We are currently forecasting a year end position of £170k compared to a budgeted year-end position of £189k. This position is behind budget, this is due to the expenditure on Marketing and Commercialisation being directly offset against this income.

**Employees**

The spend on employees is around £28k over budget at this point in the year. This is mainly due to the redundancy costs associated with the restructure that was completed earlier in the year. This position is expected to improve as the year goes on and we anticipate being £28k under spent by year end.

**Training**

The training budget is currently underspent by around £61k. There has been a delay in delivery of the plan which is agreed by the Operational Management Team (OMT) as part of the annual appraisals. As part of the overarching Organisational Development Action Plan, we are working on putting in place training and development agreed for 2017/18 and further identifying training needs via an assessment for the organisation.

**Premises**

The position of this area to date is currently an over spend of £54k. This is due to the profiling of the budget. The budget was profiled to expect the invoicing of the rubbish removal service quarterly in arrears. Veolia have changed how they bill and now bill in advance. This budget area is forecast to finish the year within
Supplies and Services

There is a significant amount of over spend in this area to date (£75k : 23%). The Supplies and Services budget is made up of a large number of small departmental items but also includes ICT costs that fall outside of the SLA with Southend Borough Council. The ICT area of this budget is currently over spent by around £53k which is being reviewed. The Board agreed at the beginning of the year to review ICT systems as part of the Vision 2022 core projects was being undertaken. No recommendation was made for spend within ICT, however, due to a requirement to purchase new laptops as older assets failed, and further work to integrate Northgate Housing Repairs with Agresso for all repairs contractors it has been necessary to undertake some work to ensure the on-going day to day work of the organisation can be carried out. A further report will be brought to the Board around ICT to update on the progress of the Service Level Agreement review and budget requirements where appropriate. The other main areas where we are currently over spent are is Careline (£20K) due to the purchasing of additional equipment.

3.4 Revenue Repairs

The Revenue Repairs Budget is currently showing an over spend of £194k.

This over spend is almost entirely attributable to the Kiers Responsive and Repairs contract expected contract price of £2.8m. A virement approval from the Board is needed to transfer budgets from the overall repairs budget to meet this increase in contract price. Section 4 of this report contains a proposal to vire money to fulfil the increased contract price of the responsive repairs contract.

3.5 Capital Programme

There is an under spend of £214k to date. We are expecting significant under spend on the Capital programme and we expect this to be around £2m under spent by year end. This due to a number of factors, most notably the Council “rolling forward” £2 million for fire safety works, £1 million of which will be moved into next year’s allocation for this area of activity.

The key issue has been resources required to undertake the original programme, which has been exacerbated by a number of unforeseen urgent projects such as the remodelling of ex-sheltered housing officer properties, the new “wet” hostel and of course bringing forward fire safety works to two additional tower blocks as well as other works resulting from the aftermath of Grenfell.

The original budget assigned to the Capital programme itself has been also increased by the Council without a requirement or ability to expend said increase.
4 Repairs Budget Virement

4.1 The contract for Responsive Repairs and Voids ended on the 31st March 2017. Whilst a consultation and tender process is undertaken with the Council to find the best form for a new contract, the current arrangement with Kier has been extended with the agreement of the Council to cover the interim period whilst this work is undertaken.

4.2 Through discussions with Kier it became apparent that the cost of delivering the South Essex Homes contract for Kier was in excess of the contract value that was previously agreed. Following agreement from the Council to extend the contract on an “open book” arrangement, discussions have taken place to establish a ‘fixed fee’ open book agreement with Kier, to enable the repairs service to continue seamlessly for South Essex Homes and its residents.

4.3 We are still undertaking the due diligence process but it is anticipated that the contract will be for a fixed fee of £2.8m back dated to 1st April 2017. This arrangement has been accrued for in the costs of the contract and has led to an over-spend to date on the repairs contract. In order to address this, the repairs budget has been analysed to identify where the budget can be transferred from in order to fulfil this contract.

4.4 The proposed virement is detailed below;

- Overall Contingency - (£106,000)
- Asbestos Works and Surveys – (£125,000)
- External Decs – (£89,000)
- 39 other minor budget movements – (£155,000)
- Responsive Repairs - £285,000
- Responsive Voids - £190,000

4.5 The budgets can be moved from these areas for the following reasons;

4.5.1 Asbestos Works and Surveys – The budget for this area was based on the previous year’s needs. We have now carried out all required Asbestos Surveys in 2017/18 and so this remaining budget can be moved to the responsive repairs.

4.5.2 External Decorations – The scheduled works for External Decorations were completed in the summer. External Decorations would not normally be completed during the winter months and so we can move this excess budget to the responsive repairs.

4.5.3 Other minor budgets – There are numerous small underspends and works contingencies across the other budget heads that can be utilised for this purpose at this time.

5 Indicative Budget Proposals 2018/19

5.1 The financial position of South Essex Homes over the 5 year period from 2017/18 to 2021/22 is shown in Appendix 1.
5.2 The model assumes that the Management Fee will increase by £50k each year as set out in the SBC cabinet report of 8th November 2016. The Service Charge Income is assumed to increase by £30k each year which is the increase in employee costs in Service Chargeable areas.

5.3 If South Essex Homes were to do nothing to change its financial position going forward we would make losses of just over £1m in the next 4 years (18/19 - £149k, 19/20 - £227k, 20/21 - £306k, 21/22 - £386k).

5.4 A report has been considered by the Personnel & Remuneration Committee which will recommend changes to ensure that South Essex Homes eliminates the loss in future years and is able to react to changes in market conditions whilst maintaining high satisfaction and delivering on the Management Agreement.

6 Key Performance Indicator Exception Report

6.1 The performance report for the year to date April 2017 to October 2017 is shown at Appendix 2. Most indicators met, or were better than target with the following exceptions:

KP4 – Collection rate for rents
KP7 – Void turnaround time
KP12 – Responsive repairs completed in target time
KP19 – Percentage of non-decent homes
KP20 – Percentage of improvement programme completed
KP24 – Working days lost to sickness absence
KP25 – Complaints responded to 10 working days.

6.2 Rent collection shown in KP4 was slightly below target during the months when school holidays take place. This continued into September, but collection improved in October 2017. The collection rate is profiled to reflect the usual monthly changes in collection. We anticipate that rent collection will return to meet the annual target over the year.

6.3 Performance for responsive repairs completed in target time in KP12 has been affected by a small number of lower priority jobs and a small number of urgent jobs by both contractors. The issues have been raised with the contractor management teams at the Focus Group and contract meetings to ensure that no adverse trends are developing.

6.4 Both KP19 and KP20 reflect the progress made in carrying out this year’s Decent Homes programme. Procurement of some of the contracts was slightly delayed, and further validation work was also required to some of the stock data. Some of the programme has now commenced and we will see an improvement in both figures over the coming months. Although we are expecting an under-spend on the Capital Programme, we still expect that all of our properties will meet the Decent Homes criteria by 31st March 2018.

6.5 There has been an issue with data assurance between the First Care system and data from HR which is affecting the results for KP24, working days lost due sickness absence. This is currently being investigated and the data from the
system is being verified. An oral update will be given at the Board Meeting.

6.6 KP25 was affected by one complaint which was not responded to in time in the month of August 2017. This was because the complaint required a response from 2 service areas and a communication issue meant this did not happen. As the target is set at 100% any complaint which is not responded to in target time means we will not meet target for the year.

7 Key Performance Indicator Target Setting 2018/19

7.1 The performance across South Essex Homes KPI’s have been reviewed and where possible a proposed target has been set in consultation with the SMT.

7.2 At present only 12 organisations within our peer group have had their data validated, when we look at the whole of the UK there are 172 that have now been validated. Quartile positions for both groups are shown in Appendix 3 to show a comparison of our current performance as well as a guide to where our target will place us for 2018/19.

7.3 It is proposed that we delete the indicator which measures satisfaction with estate services as this is no longer measured by Housemark but we will continue to monitor satisfaction of our estate services team using the KPI - Neighbourhood as a place to live and estate walkabouts and inspections.

7.4 The results of the STAR (satisfaction surveys) are not yet known, we are proposing to set indicator targets for KP1 & KP2 (overall satisfaction of General Needs tenants and overall satisfaction of sheltered tenants) once the results of the 2017/18 surveys are known. These targets will be brought back to the Board for agreement at the next Board meeting on the 1st March, 2018 along with the following three key indicators that require further work and in some cases discussion with the Council.

7.5 The targets for KP5 and Local R13 (Current Rent Arrears) will be set following discussions with the Council. Our analysis at present indicates that Universal Credit roll out will continue to have an increased negative effect on our rent collection rates in 2018/19.

7.6 We have implemented a review of the voids process and will be focusing on major works and contractor timescales for voids and allocations, once this has progressed we will be in a position to bring a realistic target for KP7 – void turnaround time.

7.7 The target for working days lost due to sickness absence will be proposed once further quality assurance work on the Firstcare data has been completed.

7.8 We have added in KP33 (Tenants satisfied that service charges provide value for money) to this year’s suite of indicators. This is a new indicator and has been added in as this is now included in the measures reported to Housemark.
8 Housemark Annual Benchmarking Report 2016/17

8.1 South Essex Homes has now received information regarding our position against other organisations from the Annual Housemark Benchmarking Exercise. From our peer group there are a total of 12 organisations which have currently been validated (out of a group of 35). Out of the 32 indicators included in the Housemark report our current position is as follows;

Group 1 (Upper Quartile) – 15 Indicators, including all Tenant Satisfaction Indicators.

Group 2 (Upper Middle Quartile) – 10 Indicators.

Group 3 (Lower Middle Quartile) – 4 Indicators.

Group 4 (Lower Quartile) – 3 Indicators, including Rent Loss due to voids, Tenant Turnover and Average time taken to answer incoming calls.

8.2 The 3 KPI’s which we currently sit in Group 4 are areas where our performance is below our peers.

8.3 The rent loss due to voids is affected due to properties on the Queensway estate being vacant while a decision on the future regeneration of the whole estate is being determined by the Council.

8.4 The tenant turnover rate is also sitting in the lower quartile. For South Essex Homes to obtain a median position here we would need to reduce our tenants leaving by almost 100 a year to around 335. There may be several reasons why our tenant turnover is higher than our peer group including Southend having a more transient population as well as an older population. Further analysis of the reasons for tenancies ending is needed in order to fully understand the high tenancy turnover rate and if South Essex Homes is able to control this at all. Given the increasing difficulties in housing register applicants being able to find suitable accommodation, this is not necessarily an unhelpful situation.

8.5 The average time to answer incoming calls at our contact centre is currently at 59.5 seconds against a peer group median of 26.2 seconds. Although we are significantly behind our peer group on this measure the performance from the previous year has improved for us from 72.8 seconds in 2015/16. The satisfaction of residents for this service is being maintained and we are managing expectations.

9 Equality and Diversity

9.1 All equality and diversity issues identified from the proposals contained in this report have been considered and are in accordance with the South Essex Homes Equality and Diversity Policy.
10 Risk

10.1 The risk of having inadequate financial control over the budgets could lead to unnecessary under or overspending on budgets, thus adversely affecting services. Risk SEHRISK 08- Risk that there are insufficient financial resources to deliver the service and carry out the actions contained in the Business Plan are being mitigated by robust monitoring of the budgets and ensuring that the 5 core Board projects produce the outcomes required to manage budgets going forward.

11 Financial Implications

11.1 All financial implications are contained within the body of the report.

12 Background Papers

12.1 Housemark Analysis 2016/17

13 Appendices

13.1 Appendix 1 – Indicative 5 year budget

13.2 Appendix 2 – Key Performance Indicators Exception report

13.3 Appendix 3 – Key Performance Indicator Target Setting 2018/19
### Indicative Operating 5 year Budget

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Turnover</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management Fee</td>
<td>5,827</td>
<td>5,877</td>
<td>5,927</td>
<td>5,977</td>
<td>6,027</td>
</tr>
<tr>
<td>Service Charge Income</td>
<td>3,395</td>
<td>3,425</td>
<td>3,455</td>
<td>3,485</td>
<td>3,515</td>
</tr>
<tr>
<td>Other Income</td>
<td>82</td>
<td>82</td>
<td>82</td>
<td>82</td>
<td>82</td>
</tr>
<tr>
<td>Income from External Sources</td>
<td>189</td>
<td>189</td>
<td>189</td>
<td>189</td>
<td>189</td>
</tr>
<tr>
<td><strong>Total Turnover</strong></td>
<td>9,493</td>
<td>9,573</td>
<td>9,653</td>
<td>9,733</td>
<td>9,813</td>
</tr>
<tr>
<td><strong>Operating Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>6,357</td>
<td>6,327</td>
<td>6,435</td>
<td>6,544</td>
<td>6,654</td>
</tr>
<tr>
<td>Other operating costs</td>
<td>3,360</td>
<td>3,410</td>
<td>3,460</td>
<td>3,510</td>
<td>3,560</td>
</tr>
<tr>
<td>Apprentice Levy</td>
<td>25</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total Operating Costs</strong></td>
<td>9,742</td>
<td>9,752</td>
<td>9,910</td>
<td>10,069</td>
<td>10,229</td>
</tr>
<tr>
<td><strong>Gross Profit / (Loss)</strong></td>
<td>(249)</td>
<td>(179)</td>
<td>(257)</td>
<td>(336)</td>
<td>(416)</td>
</tr>
<tr>
<td>Interest Receivable</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td><strong>Net Profit / (Loss)</strong></td>
<td>(219)</td>
<td>(149)</td>
<td>(227)</td>
<td>(306)</td>
<td>(386)</td>
</tr>
</tbody>
</table>

**Reconciliation of Change in Employee Budget 17/18 to 18/19**

- Original Budget 2017/18: 6,357
- Restructure agreed by P&R June 2017: (137)
- 18/19 Salary Increments: 50
- 18/19 Cost of living increase (1%): 57
- Draft Budget 2018/19: 6,327
# October 2017 Board

**KP Report for October 2017**

<table>
<thead>
<tr>
<th>PI Status</th>
<th>Long Term Trends</th>
<th>Short Term Trends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alert</td>
<td>Improving</td>
<td>Improving</td>
</tr>
<tr>
<td>Warning</td>
<td>No Change</td>
<td>No Change</td>
</tr>
<tr>
<td>OK</td>
<td>Getting Worse</td>
<td>Getting Worse</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PI Code</th>
<th>Short Name</th>
<th>2016/17</th>
<th>2017/18</th>
<th>Long Term Trend Arrow</th>
<th>Current Target</th>
<th>Current Status</th>
<th>Latest Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>KP 3</td>
<td>Careline calls answered in 1 minute</td>
<td>98.7%</td>
<td>98.2%</td>
<td>98.2%</td>
<td>97.5%</td>
<td>OK</td>
<td>This indicator represents the current arrears as a percentage of the total rent collectable for the year. Whilst we will always see seasona...</td>
</tr>
<tr>
<td>KP 4</td>
<td>Collection rate for rents</td>
<td>99.98%</td>
<td>99.99%</td>
<td>99.57%</td>
<td>99.90%</td>
<td>OK</td>
<td></td>
</tr>
<tr>
<td>KP 5</td>
<td>Current rent arrears as % of rent due</td>
<td>1.35%</td>
<td>1.33%</td>
<td>1.33%</td>
<td>1.77%</td>
<td>OK</td>
<td></td>
</tr>
<tr>
<td>KP 6</td>
<td>Satisfaction with property condition</td>
<td>99%</td>
<td>100%</td>
<td>100%</td>
<td>97%</td>
<td>OK</td>
<td></td>
</tr>
<tr>
<td>KP 7</td>
<td>Void turnaround time</td>
<td>15.5</td>
<td>15.9</td>
<td>97%</td>
<td>93%</td>
<td>93%</td>
<td></td>
</tr>
<tr>
<td>KP11</td>
<td>Satisfaction with outcome of ASB complaints</td>
<td>99%</td>
<td>86%</td>
<td>99%</td>
<td>93%</td>
<td>93%</td>
<td></td>
</tr>
<tr>
<td>KP12</td>
<td>Responsive repairs completed in target times</td>
<td>97.51%</td>
<td>97.52%</td>
<td>98.38%</td>
<td>99.00%</td>
<td>99.00%</td>
<td></td>
</tr>
</tbody>
</table>

In October 2017 we achieved a good response rate to surveys, and all but one of those who responded were satisfied with the outcome of their complaint. In the case where the respondent was dissatisfied, the ASB was resolved satisfactorily, however they were still dissatisfied.
<table>
<thead>
<tr>
<th>PI Code</th>
<th>Short Name</th>
<th>2016/17 Value</th>
<th>September 2017 Value</th>
<th>October 2017 Value</th>
<th>2017/18 Long Term Trend Arrow</th>
<th>Current Target</th>
<th>Current Status</th>
<th>Latest Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>KP15</td>
<td>Average time to complete all jobs</td>
<td>8.74</td>
<td>6.32</td>
<td>6.28</td>
<td>7.74</td>
<td>8.50</td>
<td></td>
<td>completed out of target. This will be highlighted at the forthcoming Focus Group and Contract Meetings and will be monitored to ensure there are no adverse trends developing.</td>
</tr>
<tr>
<td>KP17</td>
<td>Gas safety certificates</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td></td>
<td>As a result of further stock validation, the non-decent count of properties has been reduced due to the review of existing components life cycle. Further validation is pending and we believe the newly arising need affect will be further reduced.</td>
</tr>
<tr>
<td>KP19</td>
<td>% non-decent council homes</td>
<td>1.7%</td>
<td>6.1%</td>
<td>4.1%</td>
<td>4.1%</td>
<td>.0%</td>
<td></td>
<td>Works have started for 2017/18 however some contracts are currently undergoing procurement, therefore no work has been completed under these. The works that are started are recorded this month and majority of works will be taking place in future months.</td>
</tr>
<tr>
<td>KP20</td>
<td>Improvement Programme completed</td>
<td>92.4%</td>
<td>18.3%</td>
<td>20.8%</td>
<td>20.8%</td>
<td>100.0%</td>
<td></td>
<td>Of a total of 149 days lost in October, 62 were accrued by 4 individuals on long-term sick leave. Of these 4, one has now returned to work but the other 3 remain absent. 87 days were due to short-term sickness.</td>
</tr>
<tr>
<td>KP24</td>
<td>Working Days Lost Due to Sickness Absence</td>
<td>8.93</td>
<td>0.85</td>
<td>0.93</td>
<td>5.94</td>
<td>0.86</td>
<td></td>
<td>There were 31 cases closed during the month of October. All of these cases were resolved. The number of cases will naturally fluctuate from month to month, according to complexity of the cases and interventions necessary.</td>
</tr>
<tr>
<td>KP25</td>
<td>Complaints responded to within 10 days</td>
<td>98%</td>
<td>100%</td>
<td>100%</td>
<td>98%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KP32</td>
<td>Tenants satisfied with viewing and letting process</td>
<td>98%</td>
<td>100%</td>
<td>-</td>
<td>100%</td>
<td>97%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local N20</td>
<td>Anti-Social Behaviour cases successfully resolved</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>99.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local R2</td>
<td>Number of evictions for rent arrears</td>
<td>28</td>
<td>3</td>
<td>4</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local R7</td>
<td>Write-offs (cash value)</td>
<td>£92,982</td>
<td>£28,453</td>
<td>£0</td>
<td>£91,971</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local R13</td>
<td>Current rent arrears (in cash)</td>
<td>£437,610</td>
<td>£453,044</td>
<td>£431,326</td>
<td>£431,326</td>
<td>£580,500</td>
<td></td>
<td>This is the cash figure used in the calculation of KPS, so please see comments under this indicator above</td>
</tr>
<tr>
<td>Local R13a</td>
<td>Former tenant arrears</td>
<td>£396,992</td>
<td>£400,124</td>
<td>£423,806</td>
<td>£423,806</td>
<td>£440,000</td>
<td></td>
<td>This represents the cash figure for the former tenant arrears. The figure is constantly changing as any termination, be it an</td>
</tr>
<tr>
<td>PI Code</td>
<td>Short Name</td>
<td>2016/17</td>
<td>September 2017</td>
<td>October 2017</td>
<td>2017/18</td>
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<td>Local R14</td>
<td>FTAs as a percentage of debit</td>
<td>1.03%</td>
<td>1.05%</td>
<td>1.11%</td>
<td>1.08%</td>
<td>🔄 🔄</td>
<td>1.20%</td>
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<td>Local R66b</td>
<td>% of Tenants in arrears over 7 weeks</td>
<td>3.06%</td>
<td>3.03%</td>
<td>2.71%</td>
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<td>Local SP8</td>
<td>Occupancy rate for Hostels</td>
<td>87%</td>
<td>93%</td>
<td>96%</td>
<td>88%</td>
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<tr>
<td>Local V3</td>
<td>Void loss as % of debit</td>
<td>1.85%</td>
<td>1.97%</td>
<td>1.66%</td>
<td>1.84%</td>
<td>🔄</td>
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<td>Local V3 (F1)</td>
<td>Void loss</td>
<td>£610,609</td>
<td>£50,018</td>
<td>£52,607</td>
<td>£360,574</td>
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<td>Local V8</td>
<td>Percentage of property void &amp; relettable</td>
<td>0.95%</td>
<td>0.97%</td>
<td>0.76%</td>
<td>1.01%</td>
<td>🔄</td>
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<td>Local V21</td>
<td>Proportion of lettable voids empty for over four weeks</td>
<td>30.4</td>
<td>24.6</td>
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<td>Local V22</td>
<td>Percentage of tenants underoccupying due to spare room subsidy who we have contacted</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
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<td>Local V22 (F1)</td>
<td>Number of tenants underoccupying due to spare room subsidy who have been contacted</td>
<td>14.17</td>
<td>8</td>
<td>6</td>
<td>8.14</td>
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<td>Local V22 (F2)</td>
<td>Total number of tenants underoccupying due to spare room subsidy</td>
<td>14.17</td>
<td>8</td>
<td>6</td>
<td>8.14</td>
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## Target setting appendix

<table>
<thead>
<tr>
<th>PI Code</th>
<th>PI Name</th>
<th>Top quartile from Housemark</th>
<th>Results 2015-2016</th>
<th>2016-2017</th>
<th>April-September 2017</th>
<th>Proposed target 18/19 (17/18 target)</th>
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<tbody>
<tr>
<td></td>
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<td>2015-16 Peer Group</td>
<td>2015-16 All of UK</td>
<td>2016-17 Peer Group</td>
<td>2016-17 All of UK</td>
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<tr>
<td>KP 1</td>
<td>Overall satisfaction of tenants</td>
<td>89.55%</td>
<td>90%</td>
<td>96.6%</td>
<td>95.6%</td>
<td>To be advised. See Report (95%)</td>
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<tr>
<td>KP 2</td>
<td>Overall satisfaction of sheltered tenants</td>
<td>93%</td>
<td>94.18%</td>
<td>95.01%</td>
<td>95.36%</td>
<td>To be advised as above (95%)</td>
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<tr>
<td>KP 3</td>
<td>Careline calls answered in 1 minute</td>
<td>TSA Standard</td>
<td>TSA Standard</td>
<td>98.5%</td>
<td>98.7%</td>
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<td>97.5% (97.5%)</td>
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<td>KP 4</td>
<td>Collection rate for rents</td>
<td>100.27%</td>
<td>100.05%</td>
<td>100.59%</td>
<td>100.38</td>
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<td>99.98%</td>
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<td>99.49%</td>
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<td></td>
<td>99.7% (99.7%)</td>
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<td></td>
<td></td>
<td>The additional collection of water rates impacts our quartile position)</td>
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<tr>
<td>KP 5</td>
<td>Current rent arrears as % of rent due</td>
<td>1.80%</td>
<td>1.80%</td>
<td>1.49%</td>
<td>1.94%</td>
<td>1.37%</td>
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<td>To be advised. See Report(1.77%)</td>
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<tr>
<td>KP 6</td>
<td>Satisfaction with property condition</td>
<td>-</td>
<td>-</td>
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<td>100%</td>
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<td></td>
<td></td>
<td></td>
<td>97% (97%)</td>
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<tr>
<td>KP 7</td>
<td>Void turnaround time</td>
<td>17.2 days</td>
<td>19 days</td>
<td>16 days</td>
<td>18.53 days</td>
<td>18.7 days</td>
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<tr>
<td></td>
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<td>15.5 days</td>
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<td>16.6 days</td>
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<td></td>
<td>To be advised (17 days)</td>
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<tr>
<td>KP10</td>
<td>Satisfaction with Estate Services</td>
<td>83.28%</td>
<td>84.47%</td>
<td>-</td>
<td>-</td>
<td>92.5%</td>
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<tr>
<td>KP11</td>
<td>Satisfaction with outcome of ASB complaints</td>
<td>87.43%</td>
<td>89.5%</td>
<td>90%</td>
<td>89.93%</td>
<td>100%</td>
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<tr>
<td>KP12</td>
<td>Responsive repairs completed in target times</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>98.46%</td>
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<tr>
<td>KP15</td>
<td>Average time to complete all jobs</td>
<td>8.66 days</td>
<td>6.80 days</td>
<td>6.58 days</td>
<td>6.46 days</td>
<td>6.8 days</td>
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<tr>
<td>KP17</td>
<td>Gas safety certificates</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>KP19</td>
<td>% non-decent council homes</td>
<td>0%</td>
<td>0%</td>
<td>0.70%</td>
<td>0%</td>
<td>2.5%</td>
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<tr>
<td>KP20</td>
<td>Improvement Programme completed</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>103.3%</td>
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<tr>
<td>KP21</td>
<td>Satisfaction of tenants with repairs and maintenance</td>
<td>86.4%</td>
<td>87%</td>
<td>86.01%</td>
<td>85.9%</td>
<td>92.9%</td>
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</table>
# Top quartile from Housemark

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<tr>
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</thead>
<tbody>
<tr>
<td>KP22</td>
<td>Satisfaction that views are listened to and acted upon</td>
<td>77.9%</td>
<td>76.15%</td>
<td>73.20%</td>
<td>77%</td>
<td>87.7%</td>
<td>86.3%</td>
<td>80% (80%)</td>
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<tr>
<td>KP23</td>
<td>Leaseholder satisfaction with South Essex Homes</td>
<td>71.56%</td>
<td>72.25%</td>
<td>No comparative data</td>
<td>No comparative data</td>
<td>86%</td>
<td>83%</td>
<td>82% (82%)</td>
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<tr>
<td>KP24</td>
<td>Working Days Lost Due to Sickness Absence</td>
<td>6.69 days</td>
<td>7.27 days</td>
<td>8.68 days</td>
<td>7.61 days</td>
<td>6.63 days</td>
<td>8.93 days</td>
<td>To be advised following further quality assurance work (8.75 days)</td>
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<tr>
<td>KP25</td>
<td>Complaints responded to within 10 days</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100%</td>
<td>98%</td>
<td>98%</td>
<td>100% (100%)</td>
</tr>
<tr>
<td>KP29</td>
<td>Satisfaction with Neighbourhood</td>
<td>91.43%</td>
<td>89%</td>
<td>88.85%</td>
<td>88.34%</td>
<td>91.9%</td>
<td>90.9%</td>
<td>90% (91.5%)</td>
<td></td>
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<tr>
<td>KP30 NEW</td>
<td>Satisfaction that rent provides value for money</td>
<td>88.3%</td>
<td>87%</td>
<td>86.2%</td>
<td>88.28%</td>
<td>-</td>
<td>96.8%</td>
<td>90% (90%)</td>
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<tr>
<td>KP31 NEW</td>
<td>Percentage of respondents very or fairly satisfied with the overall quality of their home</td>
<td>87%</td>
<td>88.7%</td>
<td>89.38%</td>
<td>89%</td>
<td>-</td>
<td>-</td>
<td>90% (90%)</td>
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<tr>
<td>KP32 NEW (was KSS25)</td>
<td>Tenants satisfied with viewing and letting process</td>
<td>Quartile not available</td>
<td>97.40%</td>
<td>98.01%</td>
<td>97.95%</td>
<td>98%</td>
<td>98%</td>
<td>10%</td>
<td>97% (97%)</td>
</tr>
<tr>
<td>KP33 NEW</td>
<td>Tenants satisfied that service charges provide value for money</td>
<td>79.48%</td>
<td>78.35%</td>
<td>72.78%</td>
<td>79.73%</td>
<td>-</td>
<td>-</td>
<td>80% (80%)</td>
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<tr>
<td>Local N20</td>
<td>Anti-Social Behaviour cases successfully resolved</td>
<td>99.57%</td>
<td>99.43%</td>
<td>-</td>
<td>-</td>
<td>99.7%</td>
<td>100%</td>
<td>100%</td>
<td>To be advised (99.0%)</td>
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<td>Local R2</td>
<td>Number of evictions for rent arrears</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>45</td>
<td>28</td>
<td>21</td>
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<td>Local R7</td>
<td>Write-offs (cash value)</td>
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<td>-</td>
<td>-</td>
<td>£135,468</td>
<td>£92,982</td>
<td>£91,971</td>
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<td>Local R13</td>
<td>Current rent arrears (in cash)</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>£449,893</td>
<td>£437,610</td>
<td>£453,044</td>
<td>To be calculated when rent roll is known which will reflect value of KPS target against collectible debt</td>
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<td>Local R13a</td>
<td>Former tenant arrears</td>
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<td>£396,899</td>
<td>£396,992</td>
<td>£400,124</td>
<td>£440,000 subject to review</td>
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<td>FTAs as a percentage of debit</td>
<td>0.45%</td>
<td>0.74%</td>
<td>0.87%</td>
<td>0.72%</td>
<td>1.10%</td>
<td>1.03%</td>
<td>1.07%</td>
<td>1.2% (1.2%)</td>
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<tr>
<td>Local R66b</td>
<td>% of Tenants in arrears over 7 weeks</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2.85%</td>
<td>3.06%</td>
<td>2.77%</td>
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<tr>
<td>Local SP8</td>
<td>Occupancy rate for hostels</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>82%</td>
<td>87%</td>
<td>87%</td>
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<tr>
<td>Local V3</td>
<td>Void loss as % of debit</td>
<td>0.52%</td>
<td>0.6%</td>
<td>0.69%</td>
<td>0.57%</td>
<td>2.05%</td>
<td>1.85%</td>
<td>1.87%</td>
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<tr>
<td>Local V3 (F1)</td>
<td>Void loss</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>£686,605</td>
<td>£610,609</td>
<td>£360,574</td>
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<td>Local V8</td>
<td>Percentage of property void &amp; relettable</td>
<td>0.20%</td>
<td>0.25%</td>
<td>0.29%</td>
<td>0.28%</td>
<td>1.40%</td>
<td>0.95%</td>
<td>1.05%</td>
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<tr>
<td>Local V21</td>
<td>Proportion of lettable voids empty for over four weeks</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>31%</td>
<td>30.4%</td>
<td>21.5%</td>
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<tr>
<td>Local V22</td>
<td>Percentage of tenants</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100%</td>
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### Top quartile from Housemark

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<tr>
<td>Local V22 (F1)</td>
<td>Number of tenants underoccupying due to spare room subsidy who we have contacted</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9.08</td>
<td>14.16</td>
<td>8.14</td>
<td>-</td>
</tr>
<tr>
<td>Local V22 (F2)</td>
<td>Total number of tenants underoccupying due to spare room subsidy</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9.08</td>
<td>14.16</td>
<td>8.14</td>
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Health and Safety Compliance Statement and Fire Safety Update

A Public Agenda Item

1 Purpose of Report

1.1 To provide Board Members with an update on the current position in relation to the fire safety initiatives in the residential properties managed on behalf of the Council.

1.2 To advise Board Members of the current position regarding Health and Safety compliance, this is an appendix to this report and has been shared and discussed with the Board's Health and Safety Scrutineer.

2 Recommendations

2.1 The Board are asked to note the current position in relation to the fire safety initiatives and note the content of the Compliance Statement.

3 Background

3.1 At its meetings on the 25th July 2017 and 27th September 2017 the Board received reports from the Chief Executive and Executive Director respectively advising them of actions South Essex Homes were implementing since the tragic fire at Grenfell Towers in London.

3.2 These actions are reviewed on a fortnightly basis by the Senior Management Team and updates are given to the Council on progress at their Fire Safety Review Group.

4 Update on Fire safety Actions

4.1 Having completed the fire safety works at Chiltern tower block, works to the remaining two blocks on the Queensway Estate; Pennine and Quantock have started with an estimated completion date of April 2018.
4.2 The minor remedial works identified from the surveys of the dry risers at the tower blocks have been completed.

4.3 The contract to install automatic smoke ventilation at the Balmoral blocks has started on site 2017.

4.4 A contract to install sprinkler systems to four of the hostels is out to tender and the works themselves are due later this year.

4.5 Premises Information Boxes (PIB’s) have been delivered for Barringtons, Nicholson House and Riverstone and arrangements to have them fitted are being actioned.

4.6 A specialist company have submitted a design and proposal to fit automatic new ventilation grills to all the ‘Laing’s’ blocks and a specification is being prepared for tendering these works.

4.7 The fire door manufacturer has visited and inspected one of the tower blocks with a view to pricing the service and maintenance works as previously advised. Once we have these costs and subject to the Council endorsing this we will service all the tower blocks in lieu of South Essex Homes doing this “in house”

4.8 There have been three meetings of the tri-partite fire safety review group which has led to a number of joint initiatives between the Council and South Essex Homes. Further meetings will coincide with the Council’s Fire Safety Review Group.

4.9 The exercise to visit all our properties, starting with the tower blocks to give residents basic fire safety advise and to confirm who is resident within the properties, with an enhanced focus on tenancy conditions, focussing on hoarding, condition of the property, welfare issues etc. continues. To date we have visited 982 properties and have completed 826 surveys. For those we were unable to gain access to, we have been carded and will re-arrange a visit.

4.10 The visits will also provide the opportunity to address any breaches within the communal areas, for example residents leaving door mats, pot plants and mobility scooters in these areas, which are not permitted by Essex Fire and Rescue Service.

4.11 Our Estate Services team continue to remove rubbish and other items left in communal circulation areas. The pilot scheme to locate steel containers at three sites for storage of rubbish we are unable to remove immediately has proved to be successful and we looking at rolling this initiative out to other blocks. Caretakers are also replacing fire signs as and when necessary.
5 Communication

5.1 South Essex Homes continues to work in close partnership with Southend Borough Council in delivery of consistent information and ensuring that residents are receiving the assurances they need over the fire safety of our tower blocks and properties in general. We have issued statements on the website and social media to ensure that as many residents hear from us as possible.

6 Risk

6.1 The risk of fire occurring in any residential location under the Company’s management - and particularly in high rise multi-occupancy locations - has always been, and will always continue to be a specific area of focus for the organisation and this report sets out the current position in terms of mitigating the risk and impact.

7 Financial Implications

7.1 The report makes reference to funding provided by the Council in order to accelerate high rise fire safety works. It is quite possible further major works may need to be undertaken in future dependent upon outcomes from the expert advisory panel, the public inquiry and the local review.

7.2 For South Essex Homes this is already producing additional resource requirements and the Board will continue to be advised of any financial implications arising.

8 Resident Consultation

8.1 Residents have continued to be updated and reassured about the position in terms of fire safety in the Council’s residential blocks, as set out in the report.

9 Background Papers

9.1 None.

10 Appendices

10.1 Appendix 1 – Corporate Compliance Position Statement.
Corporate Compliance Position Statement

6th December 2017

<table>
<thead>
<tr>
<th>Key Regulations</th>
<th>List of Control measures, South Essex Homes, has in place in order to comply with Health and Safety Legislation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Regulatory Reform (Fire Safety) Order 2005</td>
<td>Fire Alarm systems, Weekly fire alarm call point tests are carried out in Sheltered Housing Schemes, Homeless Hostels and Women’s Domestic Violence Refuge. Fire alarm systems are serviced and maintained by specialist contractor.</td>
</tr>
<tr>
<td>BS 5839: Fire detection and Fire alarm systems for buildings – Part 1: Code of Practice for design, Installation, commissioning and maintenance.</td>
<td>The full fire alarm wiring is tested at the beginning of a new contract (April 2016). This was carried out in April 2016. The systems themselves are tested and checked four times a year April, July, October and January 2018. This included fire doors being serviced and maintained as part of the fire alarm service contract. <strong>The October test has been carried out.</strong></td>
</tr>
<tr>
<td>BS 5306-8:2012</td>
<td>Fire evacuation drills are completed in all Sheltered Housing Schemes every 3 months. <strong>These are up to date and recorded in the onsite fire log</strong></td>
</tr>
<tr>
<td></td>
<td>Fire extinguishers and fire blankets are annually serviced and maintained in accordance with BS 5306. <strong>Service regime progressing to schedule</strong></td>
</tr>
<tr>
<td></td>
<td>Mains operated smoke and heat detectors are annually serviced and maintained as part of the gas servicing contract. <strong>Service regime progressing to schedule in line with gas service programme</strong></td>
</tr>
<tr>
<td></td>
<td>Fire Risk Assessments in accordance with The Regulatory Reform (Fire Safety) Order 2005 are carried out by the Regulation Compliance Officer employed directly by South Essex Homes.</td>
</tr>
<tr>
<td></td>
<td>The schedule of properties subject to fire risk assessments for 2017 are: 22 Sheltered Housing Schemes (SHS), 13 Tower Blocks (TB), 9</td>
</tr>
</tbody>
</table>
Hostels (H), 149 medium and low rise blocks (B) 85 Others (O).
A total of 278 Fire Risk Assessments.

**All fire risk assessments for 2017 have been completed**

<table>
<thead>
<tr>
<th>South Essex Homes complies</th>
</tr>
</thead>
<tbody>
<tr>
<td>BS 5266</td>
</tr>
<tr>
<td>Emergency lighting. Code</td>
</tr>
<tr>
<td>of Practice for the</td>
</tr>
<tr>
<td>emergency escape</td>
</tr>
<tr>
<td>lighting of premises</td>
</tr>
<tr>
<td>Electricity at Work Reg.</td>
</tr>
<tr>
<td>1989</td>
</tr>
<tr>
<td>IET Wiring Regulations</td>
</tr>
<tr>
<td>2008: BS 7671</td>
</tr>
</tbody>
</table>

Emergency Lighting testing: Annual programme, this consists of an annual inspection & 11 monthly service visits.

**All inspections are progressing in line with agreed schedule**

Mains electrical systems associated with individual properties and landlord services are subject to a 5 year periodic test and a certificate is issued.

A total of 6,093 properties are scheduled to be tested as part of a 5 year programme carried out by external contractors.

The contract started on the 30th August 2016 and is due to end on the 31st March 2021

We are presently in year 2 of the programme and the number of properties issued to the contractor for 2017/18 is 1604/

As of the 24th November the contractor has visited 100% of the properties and completed 71% of the programme. The remaining 29% where access was not available are being addressed via the tenancy services regime. Where properties remain un tested at the end of March 2018 we will endeavour to gain access via the gas service regime.

Annual Portable Appliance Testing (PAT Testing) up until the end of March 2017 was undertaken by external contractors and the scheduled programme was completed.

The 2017/2018 programme is now being administered and delivered in house by the Estate Services team.

<table>
<thead>
<tr>
<th>South Essex Homes partially complies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legionnaires Disease,</td>
</tr>
<tr>
<td>Risk assessment for every sheltered</td>
</tr>
<tr>
<td>scheme and homeless hostel</td>
</tr>
<tr>
<td>are undertaken every 2 years.</td>
</tr>
<tr>
<td>The existing contract started in</td>
</tr>
<tr>
<td>2014</td>
</tr>
</tbody>
</table>
## The Control of Legionella Bacteria in water systems. Approved Code of Practice and Guidance (L8)

and ends in 2018. Water samples are taken every quarter and analysed and results stored on a data base.

**Samples have been taken in accordance with the schedule and any remedial works carried out**

Hot water temperatures are taken at each of the 22 sheltered schemes each month by the gas contractor and all remedial works carried out as required.

**This is in line with the monthly service visit for the communal boilers and is on schedule**

At the high rise blocks South Essex Homes currently sample and Test for Legionella every six months. To date we have had no adverse samples. The last round of testing has been completed.

#### South Essex Homes complies

## Control of Asbestos Reg. 2012 (CAR)

South Essex Homes monitor and update the asbestos register, to maintain the information held on it. Surveys are undertaken before all refurbishment works and asbestos is removed if applicable.

Two contractors are employed with regards the asbestos regime. One undertakes the test, inspection and analysis while the other is licenced for Asbestos removal and Waste Carrying.

#### South Essex Homes complies

## The Lifts Reg. 1997

The lifts are surveyed by the Councils Insurers (ALLIANZ) every six months and certificates of compliance are issued. At the time of the six month inspection the inspector will advise whether any supplementary tests are required. All comments and recommendations made by the insurers are passed to South Essex Homes technical staff, who forward said reports to the Lift Maintenance Contractor for action and where necessary for quotes.

The Lift Maintenance Contractor undertakes monthly inspections and maintenance services to each lift in accordance with a service schedule. The inspection is carried out by a competent person who will detect defects or weaknesses and assess the safety and continued safe use of the lifts.

**All monthly inspections are on schedule**

#### South Essex Homes complies

## Gas Safety (Installation and Use) Reg. 1998

South Essex Homes complies with the legal obligation to carry out
Appendix 1 to Agenda Item 9

<table>
<thead>
<tr>
<th>Construction (Design and Management) Reg. 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>This regulation applies to capital and major works contracts and is managed “in house” by the South Essex Homes property team.</td>
</tr>
<tr>
<td><strong>South Essex Homes complies</strong></td>
</tr>
</tbody>
</table>

an annual gas safety check in all properties with Council owned gas appliances. Annual gas safety certificates for gas boiler / appliances are issued by our contractor and said certificate (CP12) are recorded on our data system. Remedial works are actioned by the contractor as part of the comprehensive contract.

South Essex Homes runs a rolling 10 month service programme to ensure every gas appliance is definitely serviced before expiry of the CP12 Landlord Gas Safety Record certificate (LGSR).

**The programme is on track and all properties have a valid LGSR certificate.**

**South Essex Homes complies**
1 Purpose of Report

1.1 To formally update the Board in respect SEH response to issues associated with the proposed removal of ‘supporting people’ funding from Southend Borough Council (SBC) Careline users and the additional SBC requirement that all SBC/SEH sheltered accommodation users are offered Careline monitoring services free of charge.

2 Recommendations

2.1 To agree to the transfer of the SBC Careline service from SBC to SEH subject to agreement of the maximum funding required to fund the supported people grant for SBC sheltered schemes only and subject to agreement of Agenda Item 15.

3 Background

3.1 Introduction

The Board and New Business Committee on 6th November 2017 received details via email of the SBC withdraw of supporting people funding proposal and the impact on Careline Services The paper included a proposal by SEH to fund SBC sheltered housing Careline support from SEH commercial activities.

The email contained as much detail as was possible at that date and indicated that an update would be provided, if the Board agreed at the next Board meeting. The Board responded positively to the request for support and the Senior Management Team have taken the time to more fully explore the both financial position and the affordability of our proposed offer.
3.2 Current Position

SEH officers are still in negotiation with SBC in respect of finite detail. However, it is clear that by transferring greater responsibility and control of the expanding Careline business to SEH, SEH can through commercial surpluses support the cost of providing free monitoring services to all sheltered housing residents that wish to participate.

3.3 Risk

As SEH intend to support this proposition by means of commercial surplus there is a risk that failure to maintain fee paying users will result in failure to achieve adequate surpluses. However, analysis indicates a strong market for Careline services, and SEH will upon transfer of full responsibility invest and pursue that market. Whilst recognising this will remain a risk we consider the risk to be low and in line with commercial risk acceptance.

4 Equality and Diversity

4.1 All equality and diversity issues identified from the proposals contained in this report have been considered and are in accordance with the South Essex Homes Equality and Diversity Policy.

5 Risk

5.1 As identified in the main body of this report

6 Financial Implications

6.1 All financial implications are detailed in Agenda Item xx for discussion by the Board.

7 Resident Consultation

7.1 No negative changes in services provided to residents are indicated.

8 Background Papers

8.1 Not applicable.

9 Appendices

9.1 None.
Policies & Procedures

A Public Agenda Item

1 Purpose of Report

1.1 To seek the Board’s comments and approval of the recently revised policies which did not fall within the Terms of Reference of existing Committees.

- Anti-Social Behaviour Policy
- Health & Safety Policy
- Financial Regulations & Scheme of Delegation
- Data Protection Policy

2 Recommendations

2.1 The Board are recommended:

2.1.1 To note updates made to the policies detailed above.

2.1.2 To approve amended policies.

3 Background

3.1 Anti-Social Behaviour Policy

3.1.1 Resolve undertook a review of the ASB Service which concluded in July 2017. Resolve made a number of recommendations including that we review our Anti-Social Behaviour Policy to ensure that it is in line all current legislation including the Anti-Social Behaviour Crime and Policing Act 2014. See Appendix 1.

3.1.2 The revised policy describes the enforcement tools available to South Essex Homes and our partners such as;

- Civil Injunctions
- Absolute Orders
- Closure Powers
- Community Protection Notices
3.1.3 The revisions to the policy mean that focus is on harm and risk with victims at the centre of our approach. We aim to resolve complaints as swiftly as possible and where we can, with the co-operation and agreement of those involved. The draft policy captures all of these updates to comply with legislation and good practice.

3.2 Health and Safety Policy

3.2.1 Although the existing Health and Safety Policy has been reviewed annually to ensure that it reflects current regulations and legislation, it has not been fully revised to reflect the current staffing structure and position of South Essex Homes in relation to its closer links with Southend Borough Council.

3.2.3 The last full revision of the Health and Safety Policy was in 2012 when health and safety was still within the Human Resources function and the policy also included environmental aspects. Our existing Health and Safety Policy was becoming increasingly out of date and in particular did not reflect the current position of South Essex Homes. This presented a risk to the company of not being able to demonstrate its commitment to managing health and safety.

3.2.4 In reviewing the policy, reference was made to the policies of other social housing providers and most notably the Council. In comparing these other documents there appeared to be a common theme and format for all the policies with the particular requirement for the Chair/ or Leader to sign a statement along with the most senior executive officer (normally the Chief Executive).

3.2.5 Since the Grenfell tragedy there has been much joint working between South Essex Homes and the Council and while this has focused on fire safety in particular, there has been a broader look at health and safety in general. Having a health and safety policy which differed significantly from that of the Council would be an impediment to the closer cooperation between the Council and South Essex Homes with regards managing health and safety. Therefore we have ensured that our revised Health and Safety Policy is consistent with that of the Council – see draft policy at Appendix 2.

3.2.6 As a consequence of the closer relationship with the Council, South Essex Homes has been invited to be part of the Council’s Strategic Health and Safety Group and the Department of Peoples Health and Safety Group and this is reflected in the new policy.

3.3 Financial Regulations and Scheme of Delegation

3.3.1 The Financial Regulations have been reviewed and updated to ensure continued good financial management within South Essex Homes. These updates were agreed by the Audit & Risk Committee at its meeting of 22nd
November 2017. The updated version is attached at Appendix 3.

3.3.2 A Summary of the main changes are detailed below;

- Any reference to the Director of Finance has been removed and replaced with a suitable alternative.
- Section 5 – Fraud, Irregularities and Confidential Reporting – Areas of repetition and duplication have been removed to refine and condense the document.
- Section 6 – Risk Management & Business Continuity - Areas of repetition and duplication have been removed to refine and condense the document.
- Section 7 – Value for Money – Reference to the Value for Money register has been removed as this is no longer maintained.
- Section 9 – Capital Budget – This has been split into its own section independent of the revenue repairs budget.
- Section 10 – Revenue repairs Budget – This section has been split into its own section and the responsibilities have been set to mirror those of the Operating Budget.
- Section 11 – Procurement of Works, Supplies and Services – The minimum requirements for procuring new works, supplies and services has been updated to mirror the Contract Procedure Rules within Southend Borough Council.
- The authorisation of cash balances has been standardised across the SMT so that all members of the SMT can authorise cash investments up to £1.5m and the Chief Executive an unlimited amount.

3.4 Data Protection Policy

3.4.1 As part of the Internal Audit for safeguarding, the Data Protection Policy was updated to reflect the current legislation and consistency with Southend Borough Council’s Policy as they remain the data controller as the landlord. The revised Policy (see Appendix 4) does not take into consideration the changes due to the new General Data Protection Regulation (GDPR) which must be enforced by 25 May 2018. At this point the Data Protection Policy will require a complete review to take into account GDPR and harmonise data protection law across the EU which will update the current 20 year old regime.

3.4.2 GDPR will take into consideration changes within the modern digital landscape that the current Data Protection Act does not consider. The regulation extends the data rights of individuals and there is a requirement for organisations to develop clear policies and procedures to protect personal data.

3.4.3 There are significant changes to the fines that organisations can receive for breach of the regulation. The maximum fine €20m (£17m in the UK) or 4 per cent of annual global turnover.
3.4.4 It is reported nationally that a fifth (21%) of people plan to use their rights under GDPR to ask their employer or ex-employer or public sector organisations to delete their information.

3.4.5 The new rules give individuals:

- Easier access to their own data
- The right to be forgotten
- The right to know when their information has been hacked

3.4.6 Over the next few months we are continuing to work with the Council around how to embed these changes into our Policies and Procedures and have asked HR to provide support and guidance to our staff on how to prepare for the GDPR.

4 Equality and Diversity

4.1 All equality and diversity issues identified from the proposals contained in this report have been considered and are in accordance with the South Essex Homes Equality and Diversity Policy.

5 Risk

5.1 There is a reputational and economic risk to the organisation if we do not have robust policies in place covering these key areas. Any specific risks relating to each policy are contained within the body of this report.

6 Financial Implications

6.1 Anti-Social Behaviour Policy – there are no direct financial implications in relation to the review of this policy.

6.2 Health and Safety Policy - there are no direct financial implications as health and safety training and its associated budgetary requirement is taken into consideration when the annual training plan is discussed and agreed by the senior management team at the beginning of the year.

6.3 Financial Regulations and Scheme of Delegation – all financial implications are contained within the body of this report

6.4 Data Protection Policy – there are no direct financial implications associated with this revised policy however introduction of the new GDPR legislation in May 2018 does allow for even larger fines should an organisation be found in breach of the legislation.

7 Background Papers

7.1 Not applicable.
8 Appendices

8.1 Appendix 1 - Draft Anti-Social Behaviour Policy
8.2 Appendix 2 - Draft Health and Safety Policy
8.3 Appendix 3 - Financial Regulations and Scheme of Delegation
8.4 Appendix 4 - Data Protection Policy
Anti-Social Behaviour Policy

Last published: October 2017  Date to be reviewed: October 2019
Author: Simon Putt, Group Manager Housing Services
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<td>13</td>
<td>Policy and Procedures - Responsibility for review</td>
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1 Policy

1.1 Introduction

South Essex Homes is the Local Arm’s Length Management Organisation set up by Southend-on-Sea Borough Council to manage, monitor and improve its housing stock. South Essex Homes has delegated authority to provide the housing management function in relation to dealing with incidents of anti-social behaviour in Southend-on-Sea Borough Council properties.

South Essex Homes’ mission statement is:

Working smarter together in partnership with Southend Borough Council

We will:

• Provide excellent services
• Ensure our sustainability

1.2 Strategic Statement

South Essex Homes is committed to working with our communities to tackle anti-social behaviour. As part of the South Essex Community Safety Partnership we aim to prevent anti-social behaviour, offer intervention for the purposes of addressing anti-social behaviour and enforcement, where necessary, to prohibit anti-social behaviour. We will work in partnership with relevant agencies for example; Southend Multi Agency Anti-social behaviour Response Team (SMAART), the Environmental Health Service, the Police, Youth Offending Service and Adult Social Services when we look to address incidents of anti-social behaviour.

The tools and powers introduced by the Anti-Social Behaviour Crime & Policing Act 2014 (including but not limited to civil injunctions, absolute orders, or absolute grounds for possession, closure powers, dispersal powers, community protection notices, public spaces protection notices and criminal behaviour orders) will form part of the operational delivery of this policy by South Essex Homes and/or in conjunction with our partners.

The approach will be to focus on harm and risk. Victims will be at the centre of our approach with the aim to resolve complaints as swiftly and as fairly as possible where possible with the co-operation and agreement of those involved. We may also support perpetrators by assessing their needs, and may also make referrals to support agencies.

South Essex Homes believes that everyone has the right to live in the way they wish as long as they do not spoil the quality of life for others. This means being tolerant, accepting and respecting of the needs and choices of other people. Customers are expected to take responsibility for minor personal disputes with their neighbours and South Essex Homes will offer advice and information to enable this to happen effectively.
2 What is Anti-Social Behaviour?

Anti-Social Behaviour has been defined under Schedule II, Part 1, paragraph 23 of the 2014 Act as:

- Conduct that is capable of causing nuisance or annoyance to some person (who need not be a particular or identified person) and that directly or indirectly relates to, or affects, landlords housing management functions or:
- Conduct that consists of, or involves, using, or threatening to use, housing accommodation owned or managed by the landlord for an unlawful purpose.

The types of conduct that may amount to Anti-Social Behaviour include (but are not limited to):

- Noise nuisance (loud parties, loud music)
- Intimidation or harassment
- Aggressive and threatening language or behaviour
- Actual violence against people and property
- Owning and/or keeping animals that are uncontrolled and/or neglected
- Using the home or areas in the locality of the home to possess, take and/or sell drugs, or for unlawful purposes, i.e. fly tipping, pirate radio.

The types of conduct that may not amount to Anti-Social Behaviour are:

- Noise from children playing/children falling out
- Disagreements about parking
- Civil disputes such as boundary issues
- One off incidents of noise disturbance
- Living or domestic noises for example; vacuuming or using washing machines, DIY at reasonable times of the day.

Not all noise is anti-social. Those noises that arise out of the ordinary and reasonable use of a property are not breaches of tenancy and cannot be subject to enforcement action, unless they are specifically precluded by the terms of the lease or tenancy.

Examples include: Footfalls, dropping objects, moving furniture, light switches being switched on and off, general talking, slamming doors, toilet flushing, babies crying, children playing, cooking smells, vacuuming or washing machines, DIY at reasonable times, clash of life-styles/cultural differences.
3 Cross Tenure issues

Where South Essex Homes manages housing stock which is part of a multi tenure community we recognise that our commitment must cover all residents living within those areas. We will look to challenge ASB reported to us regardless of tenure of the perpetrator and do everything that is reasonably possible to deliver a high quality service to all residents regardless of tenure.

4 Expected Standards of Behaviour

We expect Southend-on-Sea Borough Council tenants, their household members and their visitors to behave appropriately and in accordance with the terms of their tenancy agreement.

5 Victim / Witness / Perpetrator Support

5.1 Supporting policies, procedures, processes and legislation

We utilise a number of supporting policies/procedures and/or processes/legislation when dealing with issues of anti-social behaviour.

This statement of policy and its delivery are in collaboration with but not limited to:

- Crime and Disorder Act 1998
- Anti-Social Behaviour Act 2003
- Anti-Social Behaviour Crime & Policing Act 2014
- Data Protection Act 1998
- Equality Act 2010
- Freedom of Information Act 2000
- Housing Act 1985 & 1996
- Care Act 2014
- Human Rights Act 1998

Examples of other relevant policies:

- Domestic Abuse Policy
- Hate Crime Policy
- Introductory Tenancy Policy
5.2 Service Standards

Upon receipt of a new case of Anti-Social Behaviour and in order to provide a high quality service and increase confidence in reporting, our service standards are set out as follows:

1. Initial contact made
2. Carry out a Risk Assessment
3. Contact tenant within 1-10 working days (depending on level of risk)
4. Initial action plan agreed
5. Interview arranged same day (High Risk) or within 5-10 working days (Medium to Low Risk)
6. Acknowledgement letter including details of case officer, priority and date of interview if applicable.

These initial service standards will allow complaints to be dealt with promptly, signpost/refer to other agencies for support, provide clear actions regarding the next steps, reassure complainants/victims with the use of the risk assessment. This approach will allow South Essex Homes and its officers to channel resources where they are most needed in a swift and effective approach.

6 Protection of staff

We will not tolerate anti-social behaviour directed towards staff, our partners, or our contractors or anti-social behaviour committed in the presence of our staff, our partners, or contractors. We will take a very robust approach to such incidents and will look to take enforcement action against perpetrators in such circumstances to protect our staff, our partners and contractors wherever appropriate. This may include, but is not limited to, the use of injunctions (with or without powers of arrest) and/or possession proceedings and/or referral of conduct to the Police for investigation.

7 Confidentiality, Data Protection and Information Exchange

Whilst we respect privacy and confidentiality and are mindful of our legal obligations under the Data Protection Act 1998, tackling anti-social behaviour requires appropriate information exchange between statutory and non-statutory agencies. We have agreed specific protocols for information sharing with Southend-on-Sea Borough Council and Essex Police.
We will share information with other agencies where it is lawful to do so, in order to help us to detect and prevent anti-social behaviour and to protect our communities. The type of information which might be shared includes, but is not limited to:

- The nature and location of incidents of anti-social behaviour
- Personal information as to complainants and witnesses
- Details of relevant visits to the property by agencies including the Police
- Convictions, cautions, reprimands, bail conditions, progress of criminal cases.

Complainants may seek to provide information confidentially. This may be for a variety of reasons, for example because they are fearful of retaliation by the perpetrator if they are identified. Our policy is to seek permission before disclosing the identity of complainants and witnesses to perpetrators, their legal representatives or other interested parties. Where anonymous evidence may by virtue of its content necessarily reveal the identity of the maker of the statement we will discuss this with the maker of the statement. Notwithstanding any request for anonymity, information relating to complainants and perpetrators may, however, have to be shared with other agencies for lawful purposes such as the purpose of preventing crime.

8 Specialist support

When looking at issues of community protection, including protection of actual or potential victims of anti-social behaviour, we consider the positive impact that support might have on victims of anti-social behaviour. We also consider the positive impact that support might have on perpetrators who might themselves be vulnerable.

Where appropriate we offer practical help to enable people to manage their tenancies and/or access specific support if appropriate. Our teams can make referrals from officers and can make interim assessments of need.

Often the process of support will involve the engagement of specialist agencies. We work in partnership and often attend multi-agency meetings where a group of professionals from a variety of backgrounds meet to discuss complex cases which may require intervention from a number of agencies at the same time.
9 Tools and Powers

In some circumstances, at the organisation’s discretion and if the situation is appropriate, South Essex Homes may be unable to progress an anti-social behaviour case if a complainant refuses early intervention actions.

A tiered approach will be taken in most standard cases and residents may be advised on self-help options. South Essex Homes believes that it is important to encourage people to find their own solutions in the first instance to the disputes they are engaging in and should not rely on outside assistance to impose a settlement.

If self-help does not work or is inappropriate and the behaviour complained of is likely to be a breach of tenancy/lease conditions, South Essex Homes may look to intervene to resolve the issue.

Where issues cannot be resolved through self-resolution or other non-legal actions or is too serious for this to be a consideration, South Essex Homes may consider more formal legal actions.

When dealing with reports of anti-social behaviour, South Essex Homes may be prepared to consider the use of all relevant non-legal interventions where appropriate. South Essex Homes may also consider the use of relevant legal interventions including, but not restricted to, the mandatory Ground for Possession, which means the Court is asked to give possession of the tenants’ home back to Southend-on-Sea Borough Council and Without Notice Injunctions.

10 Multi agency working

We recognise that dealing effectively with anti-social behaviour can only be done in partnership with other agencies. Our commitment to partnership working is evidenced by our membership of the Southend Community Safety Partnership and the secondment of two officers from South Essex Homes to the Southend Multi Agency Anti-social behaviour Response Team (S.M.A.A.R.T.) based at Southend Police Station within the Community Safety Hub.

We will work with all partners and organisations that can help to identify solutions to prevention, intervention and where appropriate enforcement action, in respect of anti-social behaviour.
11 Training and Service development

We are committed to improving the ASB service we deliver, and in order to achieve this we may include the following:

- Staff Training: Training will be identified and delivered as part of the staffing appraisal process, legislation changes, and the organisation’s Business Plan.
- Regular case reviews
- Seeking customer feedback
- Consultation with residents and stakeholders before making significant service delivery changes

12 Service Monitoring

There are a number of performance indicators that measure the effectiveness of the ASB service. These indicators are comprehensively recorded, and are updated on a monthly / quarterly basis, as required. Performance is regularly monitored by senior managers and reported to Southend-on-Sea Borough Council and the Board of South Essex Homes.

13 Policy and Procedure - responsibility for review

The Group Manager for Housing Services will be responsible for maintaining the ASB Policy and Procedures. They will be reviewed every 2 years, or when there are changes to relevant legislation.
Corporate Health and Safety Policy

Reviewed: November 2017
Next review: November 2018
Corporate Health and Safety Policy

Introduction

This Policy has been prepared as required by section 2(3) of the Health and Safety at Work etc. Act 1974 (HASAWA).

This Policy contains two sections, the policy statement and the organisational arrangements for managing health, safety and wellbeing. The policy statement is the mission statement of South Essex Homes with respect to health and safety. It sets out the approach of the company to its health and safety responsibilities. It demonstrates the commitment of Board members and senior officers to the effective management of health and safety. The Company’s policies will be regularly reviewed and amended where necessary, to ensure they remain relevant and that they also take account of current legal requirements and are based upon current best practice and knowledge.

The second section is the organisational arrangements for the effective management of health, safety and wellbeing throughout the Company, including the allocation of responsibilities for health and safety.
Health and Safety Policy Statement

The Board of South Essex Homes recognises and accepts its responsibility to provide a safe and healthy working environment for its employees and non-employees who may be affected by the Company’s work activities and will take the necessary steps to fulfil its statutory duties under the Health and Safety at Work Act, 1974.

A positive culture will be encouraged, actively supported by senior management, to involve employees in the decision making processes either individually or through their health and safety representatives. The approach to health and safety will be based on the identification and control of risks, ensuring that the appropriate levels of resources will be allocated to keep risks to a minimum.

To enable adequate planning, monitoring and review of this Policy, the Company will provide competent technical advice to assist managers and supervisors with their responsibility.

The Chief Executive as the most senior officer of the Company acknowledges that he has a specific legal duty under current health and safety legislation to ensure that the Company, as an employer, prepares and publishes a health and safety policy. This policy seeks to ensure that this Company not only complies with this duty but also that health and safety issues are properly and effectively managed and addressed. By signing this copy of the policy the Chair of the Board and the Chief Executive demonstrate their support and commitment to the arrangements and principles contained within the policy.

To fulfil its statutory duties the following will form South Essex Homes’ health and safety aims and objectives:

- To provide and make readily available the necessary information, instruction, supervision and training to employees and others, including temporary staff that may be required by legislation, approved codes of practice, British Standards and any local agreements

- To ensure all visitors, contractors and suppliers of goods and services comply with relevant health and safety requirements

- To ensure that health and safety is equal to all other functions and devote the necessary resources in the form of finance, equipment, personnel and time to ensure and develop a safe and healthy culture

- Co-operate, and consult, with employees and employee’s safety representatives, whether appointed by recognised trade unions or directly by the employees themselves, and will provide them with access to sufficient
facilities and training to enable to carry out their health and safety duties effectively.

- To ensure that appropriate systems are developed and maintained for the effective communication of health and safety matters throughout the organisation, including the training of Board Members in their Health and Safety responsibilities

- To ensure that health and safety is fully integrated into the management and decision making processes within the organisation and that health and safety management is an integral part of the management function

- To set up a system to ensure that accidents, ‘near misses’ and work related ill health are fully investigated and appropriate action taken to reduce the likelihood of their reoccurrence

- Ensure that competent technical advice is available to support the management team and staff by providing health, safety, environmental and emergency management assistance

- Ensure that adequate financial and physical provision is made available to ensure that South Essex Homes is able to comply with its statutory health and safety duties.

- Capture and co-ordinate near miss information so that it can be used to strengthen and enhance health and safety throughout the company.

- To ensure risk assessments of all workplaces and work activities are systematically undertaken and their findings recorded, to identify and effectively act upon health and safety risks to employees and non-employees, therefore ensuring that procedures are established and safe equipment and plant are provided.

In accepting ultimate responsibility for health and safety within South Essex Homes, the Chair of the Board and the Chief Executive have delegated to the Executive Director, the authority to exercise control over strategic health and safety issues as the Senior Management Team (SMT) lead for health and safety, and to the Group Manager for Property Services, the day-to-day health and safety activities as the management appointee with special responsibility for co-ordinating health and safety.

Roger Eastwood  
Chair of the Board  
Date: ……………

Mike Gatrell  
Chief Executive  
Date: ……………
Organisational Arrangements for Managing Health and Safety

(Responsibilities for Health and Safety Management)

Note: This Policy will be subjected to an annual review.
Last review date: November 2017
Next review date: November 2018
Organisational Arrangements for managing Health and Safety

Responsibilities for Health and Safety Management

South Essex Homes (SEH) is committed to clearly defining the role of all of its personnel in order to help them to effectively meet their responsibilities in the organisation, planning, implementation and review of its health and safety management system.

Introduction

Every employee must take reasonable care for the health and safety of themselves and others who may be affected by their ‘acts or omissions’ at work.

This means that each employee has input into this ‘shared’ responsibility for health and safety. The degree of responsibility varies with the individual’s position in the Company.

These arrangements set out the different responsibilities of managers and employees, in order to achieve South Essex Homes’ objectives explained in the Health and Safety Policy Statement.

Board Members

The Chair and members of the Board of South Essex Homes have overall responsibility for the control, direction and allocation of resources that are made available to manage health and safety.

The Board will appoint a “Champion/ Scrutineer” for health and safety and where necessary, they will ensure that they take competent advice when considering matters relating to health and safety matters.

Board members are legally responsible for health and safety matters. Failure to comply with the requirements of current health and safety legislation will render them liable to prosecution under section 37 of the Health and Safety at Work etc. Act 1974.

Chief Executive

As the most senior officer of the Company has overall responsibility for the provision of a health and safety service. Failure to comply with the requirements of current health and safety legislation will render them liable to prosecution under section 37 of the Health and Safety at Work etc. Act 1974.
Senior Management Team (SMT)

The Senior Management Team is legally responsible for health and safety matters within their respective service areas. Failure to comply with the requirements of current health and safety legislation will render them liable to prosecution under section 37 of the Health and Safety at Work etc. Act 1974.

The Chief Executive and the Senior Management Team, (SMT) have overall responsibility for the development, implementation and review of South Essex Homes' health and safety policy and health and safety management system, integrating these into the general activities of the organisation.

Their responsibilities include:

- Providing leadership and direction so that the health, safety and wellbeing of all employees and other persons affected by South Essex Homes activities is assured and ensuring that all SMT decisions reflect the principles of the Company’s Health and Safety Policy.

- Ensuring the development, implementation, monitoring and review of the South Essex Homes health and safety management systems through clearly defined:
  - Structures
  - Procedures
  - Resources
  - Improvement Plans

- Reviewing performance in meeting corporate health and safety strategic objectives by receiving an annual report from the Group Manager Property Services

The Executive Director and Group Manager for Property Services

The Executive Director and the Group Manager for Property Services have delegated responsibility for the development, implementation, review and audit of the South Essex Homes health and safety management system.

The Executive Director and the Group Manager for Property Services will ensure that health and safety is part of South Essex Homes’ development plans and operational activities.
The Executive Director and the Group Manager for Property Services will ensure that the Company’s corporate policies and written procedures, for health and safety matters, are fully implemented and are adhered to throughout the company.

The Executive Director and the Group Manager for Property Services will ensure that suitable arrangements are in place for the effective consultation with employees and their representatives.

The Executive Director and the Group Manager for Property Services will ensure there are formal arrangements for consultation, participation and involvement with employees or their representatives on health and safety issues that may affect them.

The Group Manager for Property Services will support the Regulation Compliance Officer ensuring they are aware of their role and responsibilities and have the necessary training.

The Group Manager for Property Services with the support of the Regulation Compliance Officer will produce an annual report on the company’s performance in relation to Health and Safety throughout the year. The annual report will be submitted to the Senior Management Team and Board.

**Group Managers**

Group Managers, as part of the Senior Management Team are legally responsible for health and safety matters within their respective service area. Failure to comply with the requirements of current health and safety legislation will render them liable to prosecution under section 37 of the Health and Safety at Work etc. Act 1974.

Group Managers will:

- Take an active and visible role in the management of health, safety and wellbeing within their areas of responsibility

- Assist and participate in the development of strategies and plans to implement South Essex Homes’ H&S Policy and to achieve and maintain compliance with health, safety and welfare legislation, Group Managers will:
  - Ensure the participation and involvement of employees
  - Cover both normal activities and foreseeable emergency situations
  - Identify priorities
  - Ensure the allocation of resources
  - Set deadlines
• Allocate responsibilities to individuals and or groups within their management sphere to achieve health and safety objectives, and ensure these have been agreed with each designated individual and or group.

• Ensure that financial and other necessary resources required to meet health, safety and welfare requirements are identified and brought to the attention of the Senior Management Team and Board

• Ensure that managers and team leaders are aware of their role and responsibilities in the effective management of health and safety, and that they have necessary training as appropriate.

• Ensure that any delegation of line management responsibilities to meet health and safety requirements is clear, regularly monitored and subject to an appropriate review.

• Ensure that there are arrangements to ensure the health and safety competency of all employees and contractors.

• Participate in, and help develop, the annual H&S report that provides an overview of the Company’s health and safety performance including any significant H&S issues that may have arisen during the preceding year.

• Ensure that all new employees are made aware of the Company’s Health and Safety Policy and relevant procedures at their induction briefing. This information must include the name(s) of the employees who have specific health and safety duties.

• Be responsible for ensuring that health and safety matters brought to their attention are dealt with expeditiously and appropriately.

• Be responsible for ensuring that adequate provision has been made for first aid and emergency evacuation with their area of responsibility.

**Line Managers and Team Leaders**

Line Managers and Team Leaders must ensure that all new employees are made aware of South Essex Homes Health and Safety Policy and relevant procedures at their induction briefing. This information must include the name(s) of the employees who have specific health and safety duties.

Line Managers and Team Leaders will:

• At all times take reasonable care for the health and safety of their employees and of any other person likely to be affected by their work activities.
- Be aware of the general requirements of health and safety legislation relevant to the activities and areas under their management.

- Attend such training as is considered necessary for them to carry out their duties effectively. As a minimum, this will be attendance at the mandatory H&S training.

- Appoint health and safety Competent Person(s) to assist them carrying out their specific health and safety duties e.g. conducting risk assessments.

- Ensure that health and safety matters brought to their attention are dealt with expeditiously and appropriately.

- Ensure adequate supervision of employees within their area of responsibility.

- Ensure that all their staff are competent to carry out their assigned duties in a safe manner.

- View health and safety as a key element in meeting service-related objectives when conducting Performance Appraisals and Service Plans.

- Ensure their personal participation and accountability in planned inspections and accident investigation activities.

- Ensure active participation of their staff (and as appropriate other persons in health and safety activities) and that health and safety is a standing agenda item on all team meetings.

- Ensure that adequate provision has been made for first aid and emergency evacuation within their area of responsibility.

Line Managers and Team Leaders will also provide reports on health and safety performance, including successes and failures, at specified intervals to the Senior Management Team to help the review of South Essex Homes’ health and safety management system.

This will include information concerning any deficiencies in health and safety plans, standards, procedures and systems and any action taken to rectify these. Where an issue poses an immediate serious risk to persons or property this feedback will be provided by the swiftest possible means.
Regulation Compliance Officer

The Regulation Compliance Officer will be required to:

- Act as the Company’s liaison officer on all health and safety matters;
- Co-ordinate all aspects of health and safety on behalf of the company
- Liaise with relevant external bodies on behalf of South Essex Homes
- Undertake health and safety audits/inspections to all the property stock in accordance with the Health and Safety Strategic framework and record and report said audits/inspections
- Undertake Fire Risk Assessments to all the property stock in accordance with the Regulatory Reform (Fire Safety) Order 2005 and the Health and Safety Strategic framework and record and report said audits/inspections
- Assist the Group Manager of Property Services with the production of an annual Health and Safety Plan Report.
- Encourage the participation and co-operation of employees and their representatives on all health and safety issues
- Bring any serious incident, or significant breach of any health and safety legislation, to the immediate attention of the appropriate Group Manager
- As necessary, investigate and report on accidents and incidents involving either the workplace or work activity of South Essex Homes
- Ensure that proper records of accidents and incidents are maintained in accordance with the Company’s procedures
- Produce reports for the Senior Management Team detailing accidents and incidents and any remedial actions and lessons learnt
- Attend Health and Safety meetings and consult with Group/Line Managers and Team Leaders on matters raised at such meetings
- Arrange and chair health and safety meetings in accordance with the Health and Safety Strategic framework and as directed by the Group Manager for Property Services
All Employees

South Essex Homes recognises that employees are a key resource within the organisation and no health and safety policy is likely to be successful unless it actively involves the employees of the organisation. Although responsibility for ensuring the health and safety of persons who could be affected by activities undertaken by South Essex Homes lies with managers, each and every employee must play their part; otherwise satisfactory levels of safety will not be achieved.

In the context of this document the reference to employees should be regarded to include all employed individuals including temporary workers and trainees. All employees must be aware of health and safety requirements relevant to their work and comply with these.

The general duties of employees include:

- Taking reasonable care for the health and safety of themselves and that of others (including clients, visitors, contractors and members of the public) that may foreseeably be affected by their acts or omissions whilst at work. This should include wearing, when provided personal protective equipment (PPE)

- Not to intentionally or recklessly interfere with or misuse anything provided for the purpose of health, safety and wellbeing in pursuance of a statutory requirement

- Co-operate with their managers or any other person, (e.g. contractors working on site) to enable duties or requirements imposed on them to be complied with to the required standard. This requires employees to follow established safe systems of work and any verbal work instructions given by their immediate line manager

- Not to use machinery, equipment, dangerous substances, transport or other work equipment or safety device except in accordance with health and safety information, instruction and training provided by South Essex Homes or seek appropriate guidance

- Immediately reporting all health and safety concerns (including accidents, significant near misses, defects and unsafe situations) to their line manager

- Co-operating in any investigation, in order that remedial actions can be developed to prevent a re-occurrence

- Notifying their manager of any shortcomings in protective measures of which they become aware
• Report any medical or physical condition which adversely affects their ability to conduct their work in a safe and healthy manner

• Receive sufficient health and safety instruction to enable them to carry out their duties with the minimum of risk to themselves or others

• To consider and, where necessary, comment on information provided to them when consulted, via their appointed representatives, on the measures taken by the Company to reduce the risks to the health and safety of employees whilst at work

• Employees who visit other places of work as part of their duties are required to comply with the requirements of any Safety Policy relating to those premises which are over and above those of South Essex Homes

Where necessary specific additional roles will be defined and formally communicated to the relevant persons.

Health and Safety “Competent Persons”

Employees appointed as Competent Persons will be required to:-

• Undergo such training as is necessary to provide them with the knowledge required to carry out the specific health and safety duties assigned to them;

• Assist the Regulation Compliance Officer to carry out the duties assigned to him/her in respect of health and safety matters;

• Assist Line Managers to carry out risk assessments;

• Co-operate with other employees appointed as Competent Persons on health and safety matters;

• Report any significant and uncontrolled hazard or any serious breach of health and safety legislation to the appropriate Line Manager;

• Provide information or instruction, where qualified to do so, to any person who may be at risk from the work area or work activity within their area of responsibility;

A list of current Competent Persons will be held by the Regulation Compliance Officer.
Managers with Premises-related duties will:

Ensure that Premise Managers duties outlined below are carried out:

- Monitoring housekeeping, cleaning and storage arrangements, including ensuring that access routes and corridors are kept clear.
- Compiling risk assessments applying specifically to the building and associated safe working procedures.
- Ensure that any maintenance tasks undertaken are conducted by competent people.
- Ensuring that the condition of visible asbestos-containing materials is regularly monitored and any defects reported to the Property Team.
- Ensure that when installed the fire alarm system is tested once a week and said test recorded
- Ensure that regular evacuation drills (HSMS 24 Fire safety code)
- Portable electrical appliances have annual test
- Maintain and update the Personal Emergency Evacuation Plans (PEEP)

Ensure servicing of other equipment as required, with particular regard to those requiring regular statutory examinations, e.g. lifting equipment under the LOLER and ventilation equipment under the COSHH regulations.

Retain appropriate records of all planned and other maintenance of plant and building fabric for their valid period.

Ensure that a placard copy of the “Health and Safety Law – What you should Know” poster is completed and displayed.

Carry out any other duties in relation to the premises for which they are responsible, as agreed locally, and documented.

The Strategic Health and Safety group

The Executive Director or their designated deputy will attend Southend Council’s Strategic Health and Safety Group meetings in order to discuss issues and update the Council with regards health and safety matters affecting South Essex Homes and be kept abreast of health safety topics that affect both organisations. This will allow a consistent approach to how H&S is managed across the Borough as a whole.

The department of People Health and Safety Group

The Group Manager for Property Services or their designated deputy will attend Southend Council’s Department of People’s Health and Safety Group meetings to share ideas and discuss health and safety issues affecting the operational aspect of
both organisations so that a consistent approach to the management of H&S can be achieved.

**Consultation with recognised trade unions**

South Essex Homes recognises that under the "Safety Representatives and Safety Committee Regulations 1977" (as amended) and the "Health and Safety (Consultation with Employees) Regulations 1996" (as amended) it is required to consult with employees and their elected representatives on health and safety matters.

Representative of recognised trades unions will be consulted on health and safety matters via the regular forum that has been convened for this purpose, (currently known as the Trade Union Consultative Forum, TUCF (H&S).
Organisation for Health & Safety

The Board

Chief Executive

Senior Management Team (SMT)

Executive Director Group Manager (Property)

Service Area Group Manager

Regulation Compliance Officer

Line Manager & Team Leader

Competent Persons

Employees

Policy Makers

Planners

Implementers

SEH H&S Policy
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1. Introduction

1.1 These financial regulations set out the rules for the secure, efficient and proper conduct of financial transactions for South Essex Homes Ltd (SEH). These regulations comply with the Company’s Code of Governance and are designed not only to establish clearly defined practices (under which all officers must operate) but also provide protection for officers.

1.2 Aside from practical changes that have been agreed with the Chair of the Board and the Chair of the Audit and Risk Committee; these regulations can only be amended or waived by agreement of the Board, which would normally be on recommendation of the Audit and Risk Committee.

1.3 Every Board Member and all officers must comply with the Financial Regulations and have a duty to take reasonable action to provide for the security of the assets under their control. They must also ensure that the use of SEH’s resources is legal and properly authorised, in the best interests of the organisation, and delivers Value for Money for SEH and its customers.

1.4 The Senior Management Team (SMT) will determine within these regulations whether matters are “material”, “substantial” or “significant”. If any non-compliance with these Financial Regulations occurs the Company Secretary must consult with the Chief Executive and then inform the Chair of the Audit and Risk Committee or the Board if necessary.

1.5 All officers must comply with the Company's procedures for financial management; failure to do so may result in disciplinary action and potential dismissal.

1.6 Where stipulated, contractors and associated bodies must comply with these regulations. Such stipulation will be included in contract and service agreement documents.

1.7 These regulations set out the principles by which the Company’s financial administration is carried out. Detailed procedures, which must be complied with, will be found in various policies and procedures that complement them.
2 Accounting Arrangements

2.1 All accounts of the Company shall be compiled under the direction of the Financial Services Manager who is responsible for the organisation and supervision of all accounting arrangements.

2.2 The Financial Services Manager referred to in 2.1 above will notify the Audit and Risk Committee of any proposed changes in Accounting Policies adopted by the Company as and when they occur.

2.3 SEH’s Annual Budget will be approved by the Board on the advice of the SMT. Approval of the Annual Budget carries with it the authority for the SMT to incur any expenditure included within that budget without further reference to the Board.

2.4 It is the responsibility of the SMT to ensure that budget estimates reflect agreed priorities in the Business Plan.

2.5 The SMT may appoint suitably trained individual managers to manage the whole or part of any budget. The authority for suitably trained officers to execute or authorise any financial transaction is set out in The Scheme of Delegation, which will be set by the SMT. The levels of authority appertaining to the SMT will be set by the Board after consideration by the Audit and Risk Committee.

2.6 All officers to whom budgets are delegated are accountable for the expenditure and income in those budgets and must take action to avoid exceeding budget allocations, and inform SMT of any potential issues.

2.7 All Group Managers must establish sound arrangements for planning, appraising, authorising and controlling their operations in order to achieve continuous improvement, value for money and for achieving their financial performance targets.

2.8 All employees have a duty to ensure the financial and business transactions of the Company are carried out with integrity, are properly recorded, and that the Company is not brought into disrepute.
3 Financial/Computing Systems & Procedures

3.1 It is the ultimate responsibility of SMT to ensure all systems and procedures include adequate arrangements to ensure proper internal controls.

3.2 All Group Managers must ensure that all procedures include adequate segregation of duties to ensure no one officer is able to handle any financial or property transaction from start to finish.

3.3 All Group Managers are responsible on a daily basis for ensuring that systems and procedures within their area, or for which they are responsible on a Company-wide basis, are adequately detailed in writing.

3.4 All officers are responsible for ensuring the accuracy and integrity of information entered into, and contained within the accounting and management information systems of the Company.

3.5 All officers are responsible for ensuring the security and probity of all financial and other information belonging to the Company.

3.6 All officers must comply with Southend Borough Council’s ICT policies and strategy together with the requirements of any relevant legislation (e.g. the Data Protection Act 1998 and the Computer Misuse Act 1990).
4 Audit

4.1 The external auditors will be appointed by the Board on the recommendation of the Audit and Risk Committee. The Financial Services Manager directly responsible for the financial services function will liaise with the external auditors on behalf of South Essex Homes Ltd.

4.2 The SMT is collectively responsible for maintaining an adequate and effective system of internal audit of the Company in line with the Audit Plan as approved by the Audit and Risk Committee.

4.3 The SMT and any officer to whom the duty of internal audit has been delegated has at any reasonable time, the right:-

(i) Of access to all Company records and property

(ii) To inspect any of the accounts, systems, records whether on paper or electronic, cash, stock, securities or assets as they may deem necessary

(iii) To obtain any explanation or information they may require without delay.

4.4 Upon the completion of an audit, draft Internal Audit reports will be issued to the appropriate Manager and members of OMT who will be required to respond within the agreed timescale from the date of receipt and detail the action(s) to be taken on the recommendation(s) made.

4.5 All completed audit reports will be submitted to the SMT and the Audit and Risk Committee for consideration and as necessary, recommendation to the Board in relation to the findings of those reports.

4.6 Periodic review of both External and Internal Audit Services will be undertaken and agreed between the SMT and the Audit and Risk Committee.
5 Fraud, Irregularities and Confidential reporting

5.1 All employees and Board members must comply with the Company’s Anti-Fraud and Corruption Policy, Confidential Reporting Policy and Southend Borough Council’s Computer Security Policies.

5.2 It is the duty of any Board member or employee who knows of, or suspects, any fraud, corruption, bribery, theft or other financial irregularity concerning the Company’s property, the Council’s property, the transactions of either SEH or Southend Borough Council or private funds if appropriate, to immediately report it line with the Confidential Reporting Policy.

5.3 The Chief Executive, Company Secretary and the Chair of the Audit and Risk Committee will arrange for such action or investigation as is considered appropriate to be undertaken whenever they are informed of any irregularity or suspected irregularity as above.
6 Risk Management & Business Continuity

6.1 Corporate arrangements for the management of risk are under the direction of the SMT.

6.2 The SMT will prepare a Risk Management Strategy for approval by the Audit and Risk Committee and adoption by the Board. The Risk Management Strategy will be reviewed at least every 3 years.

6.3 The Company will prepare a Risk Register, to be reviewed regularly by SMT and submitted to the Audit and Risk Committee to ensure the risks identified are complete in their coverage and that they remain appropriately assessed and mitigated wherever possible.

6.4 All Group Managers will ensure that risks are managed in accordance with the Company’s Risk Management Strategy.

6.5 The members of SMT will ensure that there is an adequate Business Continuity Plan and that it is regularly reviewed by the Audit and Risk Committee.
7 **Value for Money (VfM)**

7.1 The SMT will prepare a VfM strategy for agreement by the Board.

7.2 All employees should adhere to the Company’s VfM Strategy and are responsible for ensuring the Company achieves VfM in carrying out its functions.
8 Operating Budget

8.1 The members of SMT are responsible for developing and maintaining Service Plans for the business in line with the Business Plan. These service plans in turn inform the creation of the Operating Budget.

8.2 The Board approves the Operating Budget as prepared by SMT. This is informed by the annual Management Fee negotiated with the Council and any other sources of funding available.

8.3 The SMT is responsible for delegating ownership of individual budgets within the Company to ensure maximum accountability and VfM.

8.4 The SMT is responsible for delivering services within the Annual Operating Budget approved by the Board. In the event of a forecast overspend at Company level, the SMT will report to the Board at the earliest opportunity outlining the options available including the use of any working balances.

8.5 The Board is responsible for approving virements in excess of £250,000 between budgets. Any virements below this level will be in line with the Virement Limits set by the SMT.

8.6 The SMT will consider and review monthly Budget Monitoring Reports and take action as necessary to ensure effective delivery of planned services within the year will be contained within the approved Annual Operating Budget.

8.7 The SMT will ensure that the Board and the Audit and Risk Committee will receive regular Assurance Reports.
9  Capital Budget

9.1 The Capital Budget is managed by the Company on behalf of Southend Borough Council.

9.2 The Executive Director, in conjunction with the Group Manager (Property Services), is responsible for the preparation of estimates of Capital Expenditure and a multi-year Capital Programme for recommendation by the Board to Southend Borough Council.

9.3 Expenditure will be incurred in line with these Financial Regulations and the Council’s contract procedure rules.

9.4 The approval of any virements between Capital Budgets should be by agreement of Southend-on-Sea Borough Council.

9.5 The SMT will monitor all capital projects from inception to completion and ensure that agreed procedures followed.

9.6 The SMT will submit regular reports of capital expenditure to the Audit and Risk Committee detailing and explaining significant variations. The SMT will submit summary financial statements to the Board at each formal meeting.
10 Revenue Repairs Budget

10.1 The Board approves the Revenue Repairs Budget as prepared by SMT. This is informed by the annual Repairs Fee negotiated with the Council and any other sources of funding available.

10.2 The SMT is responsible for delegating ownership of individual budgets within the Company to ensure maximum accountability and VfM.

10.3 The SMT is responsible for delivering services within the Annual Repairs Budget approved by the Board. In the event of a forecast overspend, the SMT will report to the Board at the earliest opportunity outlining the options available.

10.4 Any underspend on the Revenue Repairs Budget will be reimbursed to Southend Borough Council after the Annual Audit of the accounts.

10.5 The Board is responsible for approving virements in excess of £250,000 between budgets. Any virements below this level will be in line with the Virement Limits set by the SMT.

10.6 The SMT will consider and review monthly Budget Monitoring Reports and take action as necessary to ensure effective delivery of planned services within the year will be contained within the approved Annual Revenue Repairs Budget.

10.7 The SMT will ensure that the Board and the Audit and Risk Committee will receive regular Assurance Reports.
11 Procurement of Works, Supplies and Services

11.1 Before any order is issued for supplies the authorising officer must ensure that:

a) the supplies are necessary for the discharge of the responsibilities of SEH.

b) sufficient budget is available

c) the Southend Borough Council Contract Procedure Rules have been complied with

d) the procurement of such supplies is within their delegated authority

e) No contract currently exists for the supply of the goods or services being procured, that provides better value for money or whether there is an in-house resource that can be used instead.

11.2 The following are the minimum requirements for procuring new works, supplies & services, the contract total will be the sum of all contract costs over the length of the contract including any extension:

Up to £1,000 – Minimum of one written quote

£1,001 - £4,999 – Minimum one written quote which evidences best value.

£5,000 - £24,999 – A minimum of three written quotations which should be evaluated for best value. If three written quotations cannot be obtained see 11.4 below.

£25,000 - £74,999 – Advertise via Contract Finder.

£75,000 – EU Threshold - Formal tender process to be used requiring submission of sealed bids.

Above EU Threshold - Formal tender process to be used requiring advertisement in the Official Journal of the European Union (OJEU).

11.3 A suitable framework agreement may be used without the need to follow these minimum requirements as long as the framework has been subject to EU procurement rules.

11.4 Where work is of a specialist nature, such that competitive quotes cannot realistically be obtained, endorsement of the SMT is required to seek a price from a single contractor. Due regard should be made
to ensure value for money. Where this specialist work is above £50,000 authorisation is required by the Board to seek a price from a single contractor. Where the contract is being procured on behalf of Southend Borough Council and will be a contract in the Council’s name then an exemption from Southend Borough Council Procurement is required.

11.5 Except for Exempt Purchases listed in 11.6, all orders for, or commitments entered into, to procure works, supplies or services must be raised using the Agresso purchase requisitioning system following the current Purchase Requisitioning Procedures.

11.6 The following are Exempt Purchases and are not required to be ordered through the Agresso purchase requisitioning system:

- Utility supplies
- Telephone service
- Responsive, planned and void maintenance works where the purchase is initiated through the Northgate system
- Capital improvement works to managed properties
- Any purchase over £50,000 (which will need to be authorised manually on paper)
- Any operational budget purchase of less than £1,000

11.7 The SMT may add categories of purchases or specific purchases to the Exempt purchases.

11.8 For any purchase of goods or services which is not an Exempt Purchase:

1. The purchase orders must be authorised in accordance with the levels of delegated authority set by the SMT

2. On receipts of the goods or service an officer must mark the order as received by entering the GRN.

3. On receipt of the invoice, two authorisations are required with the appropriate level of delegated authority set by the SMT below SMT level or agreed by the Board above this.

11.9 All contracts over the limit specified in the Management Agreement (£75,000) must be in the name of Southend Borough Council and executed accordingly (including compliance with Southend Borough Council’s standing Orders and Financial Regulations).

11.10 Copies of all orders placed over £1,000 shall be retained on file within the Service. Budget holders are responsible for matching the orders
they place to the invoices received and investigating any differences with the supplier before authorising the invoice for payment.

11.11 For all orders less than £1,000 Budget Holders must exercise appropriate controls in order that such expenditure can stand up to external scrutiny and be justified as safeguarding public money and achieving VfM.

11.12 All discounts available from a supplier should be taken as a deduction against the cost of the goods purchased and must appear on the invoice. Where a supplier provides any free item or a discount is available in the form of goods; these are the property of South Essex Homes Ltd and must be declared.

11.13 For provision of electrical installation and or maintenance works the contractor must be on the Roll of Approved Electrical Installation Contractors of the National Inspection Council for Electrical Installation Contractors or the Electrical Contractors Association.

11.14 For provision of gas installation and or maintenance works the contractor must be on the Gas Safe Register.

11.15 For provision of scaffolding services the contractor must have a licence issued by the Health and Safety Executive.

11.16 If providing asbestos services then the contractor must have a licence issued by the Health and Safety Executive.

11.17 All contractors engaged by South Essex Homes Ltd must have all accreditations and certifications decreed by law; these must be valid and up to date throughout the term of the engagement.

11.18 The above does not exclude the use of procurement consortiums. If the use of such a consortium will provide Value for Money to the organisation.
12 Contracts

12.1 Before going out to tender, the relevant Budget Holder must prepare a pre-tender estimate of the cost of the specified work, service or supply and ensure that they have the financial resources available to enter into the contract. For Repairs or Capital Budget expenditure this estimate must be certified by The Executive Director. For all other estimates this contract must be certified by a member of SMT.

12.2 Where such pre-tender estimate indicates that additional financial resources will be necessary, the relevant Budget Holder must either review the specification to reduce its cost or request a virement between budgets to cover the shortfall as set out in these Financial Regulations (see section 8).

12.3 Tenders that do not exceed the budgeted provision by more than 10% or £10,000 (whichever is the lesser) may be accepted by the Budget Holder without further approval of the SMT as long as the total sum is within the officers' authorisation limits, subject to adequate financial provision being available to cover the additional cost.

12.4 Acceptance of all tenders that exceed the approved estimate as set out in 12.3 above are subject to the approval of the SMT.

12.5 Any variation on, addition to, or omission from a contract duly authorised must be given in writing to the contractor by the responsible Budget Holder.

12.6 Where a variation to a contract duly authorised is estimated to vary the amount of an accepted tender or estimate by an amount in excess of 10% a report including the comments of the SMT will be submitted to the Board as soon as possible by the appropriate Budget Holder, together with a revised estimate of the project cost and possible funding sources.

12.7 Budget Holders are responsible for ensuring the accuracy of contractors' final accounts, which must be made available to the Executive Director when required.

12.8 Where a firm of consultants are employed to act as supervising officer(s) for work carried out by a contractor to the Company it shall be:-

(i) A condition of their employment that they comply with the Company's Financial Regulations and all other relevant procedures.

(ii) The responsibility of the consultant, to certify the value of work completed but the relevant Budget Holder will remain
responsible for certifying payment to the contractor as the Company’s authorised certifying officer.

(iii) See also requirements in section 13.

12.9 The company shall maintain a Contract Register showing details of all contracts tendered.
13  Appointment of Temporary Officers and Consultants

13.1 This section relates to all non-permanent officers who are not directly employed by SEH whether they are covering vacancies, supplementing capacity or providing consultancy services.

13.2 The recruitment of any non-permanent officers as defined in 11.1 above requires specific written approval from a member of SMT on the appropriate form.

13.3 The appointment of such officers should be based on a robust assessment of need (i.e. a business case) and affordability within the current year’s budget.

13.4 The procurement of consultancy services must be in line with the requirements in section 11 above.

13.5 Particular care should be taken when allowing non-permanent officers, access to financial systems and processes. This should include the relevant vetting and processes e.g. DBS checks.

13.6 Non permanent officers do not have the authority to commit the company to any expenditure whatsoever unless expressly approved by the Board.
14 Payment of Creditors

14.1 Apart from petty cash payments (see section 15) the payment of accounts will be by BACS, cheque, company credit card, online payment or other instrument drawn on SEH’s bank account.

14.2 All Budget Holders are responsible for ensuring that all sums that they or their officers certify for payment by the Company are legally and properly payable. They are also responsible for identifying the budget provision by way of an accounting expenditure code.

14.3 By signing an account for payment or authorising an invoice, whether manually or through the Agresso system by authorising a purchase order, or approving an invoice, the authorised Officer certifies that satisfactory checks have been carried out to ensure that:-

(i) Goods supplied, work done or services rendered have been received and/or satisfactorily carried out;

(ii) Charges are correct and in accordance with quotations or contracts;

(iii) All discounts have been claimed;

(iv) There is a proper VAT invoice where appropriate

(v) As far as possible the account has not previously been certified for payment;

(vi) Previous payments on account have been deducted,

(vii) The proper entries have been made in the inventories or stores records, where appropriate;

14.4 The Finance Team will compile a payment batch as necessary.

14.5 Once collated, each payment batch will be checked by the Financial Services Manager or Accounting Technician for accuracy.

14.6 Once the Financial Services Manager or Accounting Technician is satisfied that invoices have been authorised appropriately then payment will be made on such invoices by the Finance Team by whatever method is deemed appropriate.

14.7 Any account paid must be available for inspection on request at any reasonable time by any Board Member of the Company.
14.8 The Financial Authority Limits for officers to approve payment of invoices (including Petty Cash) are set out in the Schedule of Delegation set by the SMT.
15 Petty Cash Accounts

15.1 The Financial Services Manager will provide petty cash accounts for the purpose of meeting ad-hoc expenses of less than £10.

15.2 Officers responsible for petty cash accounts will maintain full records and reconciliations of the account at all times.

15.3 Income received shall not be paid into the petty cash accounts, but must be accounted for and paid into the Company bank account as provided in section 19.
16 Certification

16.1 The SMT are able to delegate responsibility for certification of Official orders, accounts, contract certificates and similar documents on their behalf to any appropriate designated member of their staff or a duly appointed contractor providing that:-

16.2 Such delegations are made in writing and approved by a member of the SMT.

16.3 The Company will maintain and keep up to date a list of all such delegations, detailing the documents the authorised signatory is authorised to certify and provide copies to the Finance Team, complete with specimen signatures.
17 **Company Credit / Charge Cards**

17.1 All arrangements regarding credit / charge cards will be under the direction of the SMT.

17.2 Each cardholder will ensure the directions stated in the credit card guidance issued to them by the Finance Team along with the card are adhered to at all times.
18 Salaries, Wages and Pensions

18.1 The Personnel & Remuneration Committee is responsible for the approval of the arrangements for the payment of all salaries, wages, pensions, compensation or other emoluments of the SMT.

18.2 The SMT is responsible for making the arrangements for the payment of all salaries, wages, pensions, compensation or other emoluments for all other officers.

18.3 All payment of salaries, wages, pensions and other emoluments to employees or former employees, and deductions shall be processed through the payroll system.

18.4 The Human Resources Business Partner on behalf of the Company must ensure that appointments of all employees are in accordance with the appropriate employment policies of the Company, approved Establishment list, grades and rates of pay.

18.5 The Human Resources Business Partner on behalf of the Company will maintain adequate records to notify the payroll provider of all matters of appointments, resignations, dismissals and retirements together with changes in pay rates, bonuses, overtime and other matters affecting remuneration, and ensure correct information is provided to ensure that the correct adjustments are made in respect of absences, pensions, income tax, national insurance, sickness, maternity pay, paternity pay and any other additions to or deductions from pay.
19 Income Collection

19.1 The SMT are responsible for approving arrangements for the collection of all monies due to the Company.

19.2 As soon as items or services to be recharged are identified, full details must be passed to the Finance Team immediately to maximise recovery prospects and cashflow.

19.3 Where new sources of income are identified, the Financial Services Manager must be consulted, so as to establish robust charging arrangements.

19.4 All items identified for write-off should be duly authorised in accordance with the Schedule of Delegation, and in a timely manner.

19.5 All income due to the Company should wherever possible be paid electronically into the Company’s bank account. Where other methods are used, payments should be paid into the bank as soon as possible with all details being passed to the Finance Team immediately.
20  Banking Arrangements

20.1 The Financial Services Manager is responsible for all arrangements made with the Company's Bankers concerning the Company's bank accounts, the issue of cheques, company purchase and credit cards, and for other methods of payment. Clients of the Company should be strongly encouraged to use the BACS system for payment of invoices, although other arrangements are in place should the need arise.

20.2 All cheques drawn on SEH bank account must be signed in accordance with the approved Signatory Levels set by the Board. This mandate will be reviewed as necessary.
21  Property

21.1 The Company will maintain an asset register of all property, land, and other fixed assets owned by the Company.

21.2 The SMT are responsible for ensuring Company assets are kept securely and, where appropriate, marked as the property of the Company/the Council.

21.3 The Company’s Legal Advisors will have secure custody of all title deeds.

21.4 The Budget Holders to whom assets have been entrusted must maintain records detailing numbers, location, value and condition of the items and ensure that these are also recorded on the Company’s Asset Register.

21.5 Company assets can only be removed from Company premises for Company business in accordance with company policy and are only to be used for Company business.

21.6 No officer will make significant change of use to Company property used by their service area or discuss its use by any third party without the agreement of the SMT; which may be given on conditions designed to protect the Company’s interest.

21.7 Where goods become surplus or obsolete the appropriate Budget Holder must seek approval of the SMT before making arrangements for sale or redeployment within the Company with a view to maximising income. Where no value is deemed retrievable, charitable or appropriate disposal can take place. All legislation controlling safe disposal of goods (such as those relating to electrical equipment) must be conformed with.
22 **Investments, Borrowing, Treasury Management and Capital Financing**

22.1 All investments made or controlled by the Company will be in the Company's name and authorised in line with the Schedule of Delegation.

22.2 The Company adopts the four clauses set out in section 5 of the CIPFA revised code of Treasury Management.

22.3 Accordingly, the Company will create and maintain, as the cornerstone for effective treasury management:-

   (i) a treasury management policy statement (TMPS), stating the policies and objectives of its treasury management activities;

   (ii) suitable treasury management procedures (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

22.4 Investments will be selected in accordance with the criteria set out in the Treasury Management strategy applicable at the time of the investment.

22.5 Investment activity will be subject to review and monitoring as set out in the current Treasury Management Strategy. As a minimum this will include regular reports to the Audit and Risk Committee on investments made and their performance.

22.6 The SMT is responsible under delegated authority for all of the Company's capital financing arrangements including leasing contracts.

22.7 Once the decision to make an investment has been made (in accordance with the Treasury Management Strategy Investments) the actual placement should be authorised in line with appendix 1.
23 Insurances

23.1 The SMT is responsible for assessing insurable risk and ensuring the Company has adequate insurance cover, subject to any directions which may be given by the Board.

23.2 Budget Holders shall be responsible for promptly notifying the Group Managers of the extent and nature of new risks, properties, vehicles or equipment to be insured and of any alterations affecting insurable risks, insured property or assets, or insured values in their service areas.

23.3 Any incident or loss which could give rise to an insurance claim must be notified without delay to the Group Managers and Finance Team by the relevant officer who must also inform the police where appropriate.

23.4 The SMT is responsible for making arrangements for the administration of insurance claims in conjunction with the Company’s insurers and with the Company’s Legal Advisor if proceedings are issued.

23.5 Where the Company is requested to give an indemnity, the relevant officers must consult with the SMT and the Company’s Legal Advisor.
24 **Third Party Funds (excluding Grants)**

24.1 It is not general Company Policy to hold any funds on behalf of third parties (see section 24 for administration of Grants).

24.2 However, in cases where this is unavoidable, any cash or other valuables held must be kept to an absolute minimum and held securely; such funds must be banked or deposited as soon as possible. The responsible officer must seek the prior written approval of a Group Manager and the Finance Team must be made aware accordingly.
25 **Grants and Financial Assistance**

25.1 All grants and financial assistance must be administered in accordance with the Company’s approved Budget or agreements with third parties.

25.2 The full value of all grants, whether financial or in kind, must be recorded transparently in the Company’s accounts.

25.3 For grants or assistance to any voluntary organisation, such as Residents Associations, appropriate controls must be clearly in place and must comply with these Financial Regulations in all respects e.g. Budgetary Control and sound Accounting arrangements.

25.4 Where third party grants are administered by the Company these must be processed in accordance with the specific grant conditions and Internal Controls and Procedures.
26 Relationships with Partners, Clients & Contractors

26.1 The SMT is responsible for approving the financial arrangements relating to any and all contracts entered into to ensure they are sound and secure.

26.2 Officers must not work for any current or prospective supplier or contractor to South Essex Homes Ltd or Southend Borough Council which may cause, or lead to the suspicion of, any conflict of interests as detailed in the staff handbook and contracts of employment.

26.3 All intellectual property created by employees of South Essex Homes Ltd in the course of their duties is the property of South Essex Homes Ltd and cannot be sold or passed to third parties without the permission of the SMT.
27 Travelling, Subsistence & Other Expenses

27.1 Payment of all claims are to be made in accordance with the Expenses Policy.

27.2 All claims for payment of car allowances, subsistence allowances, travelling and incidental expenses must be made on the self serve Agresso expenses system.

27.3 The certification of a claim by the authorising officer is taken to mean that the officer is satisfied that the journeys were authorised, the expenses properly and necessarily incurred and that the allowances are properly payable by SEH.

27.4 Any expense claims (including mileage) submitted by the Chief Executive will need to be authorised by the Chair or Vice Chair of the Board. Any claims made by the Executive Director or Director of Business Development should be authorised by the Chief Executive.

27.5 Any claims submitted by Board Members will need to be authorised by a member of SMT and be in accordance with the agreed budget.

27.6 Claims submitted more than six months after the expenses have been incurred will not be paid; except in special circumstances as agreed by a member of SMT.
28 Gifts & Hospitality

28.1 It should be noted that this section of the policy applies to both Board Members and officers alike.

28.2 The receipt of personal gifts should be discouraged as far as possible.

28.3 Any impersonal gift of nominal value such as diaries, calendars, sweets may be retained by the recipient (although, to completely remove any suggestion of impropriety, should be shared with the employee’s team where possible)

28.4 All gifts and hospitality must be recorded in the gifts and hospitality register ("Honesty Book") maintained by Resources and Business Development which should be inspected or reviewed by the SMT periodically.

28.5 All known receipts of gifts and/or hospitality should be included on the SMT meeting agenda

28.6 Hospitality must only be given or accepted where it is on a scale appropriate to the circumstances, reasonably incidental to the occasion, not extravagant and justifiable as in the public interest.
29  Maintenance of Records

29.1 The retention and disposal of all records and documents shall be in accordance with the current legislation in force and as detailed in the Retention Policy.
30 Taxation

30.1 The Financial Services Manager is responsible for submitting all returns to HM Revenue & Customs for PAYE, VAT, Corporation Tax and other tax returns, making payments or seeking refunds and for obtaining and giving advice and guidance to officers on PAYE and VAT matters that relate to the company.
## Appendix 1

### Authorise Investments of Cash Balances

<table>
<thead>
<tr>
<th>Job Title(s)</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>Chief Executive *</td>
<td>Unlimited</td>
</tr>
<tr>
<td>The SMT (excluding Chief Executive)</td>
<td>£1,500,000</td>
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* This must be consistent with the Company’s approved Treasury Management Policy and Strategy
## Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Agresso</td>
<td>Agresso is the company’s main accounting system and is used for raising orders, paying invoices, financial reporting, payroll and HR management</td>
</tr>
<tr>
<td>Virement</td>
<td>Movements of budget provisions between budget headings.</td>
</tr>
<tr>
<td>SMT</td>
<td>The Senior Management Team is made up of the Chief Executive, the Executive Director, the Director of Business Development, the Group Managers and any other members of staff from time to time agreed by SMT.</td>
</tr>
<tr>
<td>Capital budget</td>
<td>Proposed expenditure on the capital repairs budget as agreed with Southend Borough Council.</td>
</tr>
<tr>
<td>Revenue repairs</td>
<td>Proposed expenditure on the revenue repairs budget.</td>
</tr>
<tr>
<td>Operating budget</td>
<td>Proposed expenditure by the company not out of the revenue repairs budget and not constituting part of the capital programme.</td>
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Data Protection Policy

Version Control

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<th>Version</th>
<th>Reason</th>
<th>Owner</th>
<th>Author</th>
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<td>24/10/2012</td>
<td>Draft 1</td>
<td>Outline Draft</td>
<td>Beverley Gallacher</td>
<td>Beverley Gallacher</td>
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<tr>
<td>09/11/2012</td>
<td>Final</td>
<td>EMT SMT Approval</td>
<td>Beverley Gallacher</td>
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DATA PROTECTION

To Be Approved by: Executive-Senior Management Team 08/11/2012

Status: Final

Date: 08/11/2012 2016

Review Date: 08/11/2014 2018

Supporting Documents:
- Data Protection Co-ordinators – Roles and Responsibilities
- Information Sharing Protocol
- Southend Borough Council’s SAR application form
- SBC’s Procedure for handling replying to Subject Access Requests
- Data Protection Guidance – Personal Information “Your Right to know”
- Principle 7 – IT Security Policy
- Records Management Document Retention Policy
DATA PROTECTION

1 Introduction

1.1 The Data Protection Act (DPA) 1998 became law in March 2000. The primary aim of the Act is to give legal rights to data subjects in respect of personal data processed about them by data controllers. (Appendix 1)

1.2 South Essex Homes (the Organisation) needs to collate and handle personal information about individuals, the community, contractors and other organizations on behalf of the Council as a Data Processor and for data relating to past and present employees by South Essex Homes as Data Controller in order to provide a quality service and administer the Organisation efficiently and effectively. The personal information must be dealt with properly, whether it is collected, recorded and processed on paper, electronically or recorded in other material. The DPA prescribes how the Organisation must look after that information.

1.3 In addition, we may be required by law to collect and use information in order to comply with the requirements of the UK Government.

2 Policy Statement

2.1 The lawful, fair and correct processing of personal information by the Organisation is very important to successful operations and to maintaining confidence.

2.2 To this end the Organisation fully endorses and adheres to the principles of data protection as detailed in the DPA.

2.3 The DPA consists of 8 enforceable principles of good information handling practice which data controllers are required to comply with.

3 The Eight Data Protection Principles are:

Personal data shall be processed fairly and lawfully, and in particular, shall not be processed unless specific conditions are met;

Personal data shall be obtained only for one or more specified and lawful purposes and shall not be further processed in any manner incompatible with that purpose or those purposes;

Personal data shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they are processed;

Personal data shall be accurate and, where necessary kept up to date;

Personal data shall not be kept for longer than is necessary for that purpose or those purposes;

Personal data shall be processed in line with the rights of the data subjects under the Act;
Appendix 4 to Agenda Item 12

- Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to personal data;

- Personal data shall not be transferred to a country outside the European Economic Area, unless that country or territory ensures an adequate level of protection of the rights and freedoms of data subjects in relation to the processing of personal data.
Appendix 4 to Agenda Item 12

4 Compliance with the Principles

The Organisation will, through strict application of criteria and controls:

- Adhere fully to conditions regarding the fair collection and use of information.
- Meet its legal obligations to specify the purposes for which information is used; including specific requirements that must be met to ensure fair and lawful sharing of personal data both internally and externally in line with the Essex Trust Charter and the Information Sharing Protocol for Southend-on-Sea.
- Collate and process relevant personal information and only information to the extent that is needed to fulfill operational requirements or to comply with any legal or statutory obligation.
- Ensure the quality of information used.
- Apply stringent checks to determine the length of time information is held.
- Ensure that people are able to fully exercise their rights under the Act. These include having the right of access to their personal information, the right to be informed that processing is undertaken, the right to be able to correct, block, remove or destroy information which is inaccurate or contains expressions of opinion based on inaccurate information and in certain circumstances prevent processing or disclosure of information.
- Ensure that personal information is not transferred outside the European Economic Area without suitable and adequate protection.

5 Management of Data Protection

The Organisation will ensure that:

- **there is someone with specific responsibility for data protection.**
  Currently the nominated persons are the Organisation’s Chief Executive who is responsible for managing Data Protection for all employee related information; The Town Clerk and Director of Corporate Services, Southend on Sea Borough Council for all information relating to the housing stock, tenants and leaseholders managed by South Essex Homes; and Corporate Services for responding to Subject Access Requests or handling data breaches/potential data breaches. Advice and support is also offered by Southend Borough Council’s Corporate Services Data Governance team.
- **there is someone with specific responsibility for data protection.**
  Currently the nominated persons are the Organisations’ Chief Executive responsible for managing DP for all employee related information and the Town Clerk and Director of Support Services and Southend on Sea Borough Council for all information relation to Council’s housing stock managed by South Essex Homes and to provide advice on aspects of this policy to data owners in the Organisations’ Support Services Team;
- **there is a DP/FOI Co-ordinators Group in place.** This team disseminates best practice across the Council and South Essex Homes and assists with the handling of all Subject Access Requests,
Appendix 4 to Agenda Item 12

in line with the DP/FOI Coordinators' Roles and Responsibilities Guidance;
- all staff who manage and handle personal information are responsible for adhering to good data protection practice;
- all staff managing and handling personal information are adequately and appropriately trained and supervised, and are aware of procedures relating to Subject Access Requests, data breaches and potential data breaches;

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Appendix 4 to Agenda Item 12

- all queries on handling personal information are dealt with promptly and courteously;
- methods and documentation for handling personal information are clear and readily available;
- methods of handling personal information are regularly assessed and evaluated;
- performance of handling personal information is regularly assessed and evaluated;
- the way personal information is managed is reviewed and audited regularly to test compliance with each Principle;
- Risk assessments should be undertaken to ensure compliance with the DPA.

6 Complaints and Breaches of Data Protection

The Organisation will take the following steps to enforce this Policy and deal with any notified Data Protection related complaints and/or breaches both via internal and external sources including:

Managers to ensure that all staff are aware of DP in line with the terms and conditions of employment. The Human Resources Team will advise and support managers in any disciplinary action that needs to be carried out. The Support Corporate Services Manager will ensure that appropriate training is available.

All complaints and potential breaches of the DP legislation will be dealt with in accordance with the Organisations or Council's Compliments, Comments and Complaint's Procedure.

Complaints from data subjects, in relation to disclosures under Subject Access Requests will be dealt with by the Information Commissioner's Office (ICO), in line with Principle 6 of the DPA.

The Data Controller for Southend on Sea Borough Council will apply a fair and consistent approach to the recording and management of all Data Protection breaches, including notification of breaches to affected individuals (the data subjects). In each case, a risk assessment of the consequences of the breach, conducted in line with guidance from the ICO will be carried out with the Council and in line with the existing HR&C investigation procedures.

Separate procedures for notifying affected individuals of data security breaches (Principle 7) will be followed in line with the Council's security of information and encryption guidance and advice from the ICO.

The Data Controller for Southend on Sea Borough Council will consult with the Support Corporate Services Team at South Essex Homes on each breach where a member of staff or department representative is found to be accountable for the breach of this policy. Responsibility may then transfer to the relevant manager to investigate, with support from HR as appropriate, and action may be taken in line with the Organisation's Disciplinary policy.
Appendix 4 to Agenda Item 12

7 Monitoring of this Policy

The Policy will be monitored by the Support Corporate Service Manager through routine reporting of performance and data breaches to the Council.
### Appendix 4 to Agenda Item 12

**DP Policy-V7**

Beverley Gallacher 24/10/2012

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**Appendix 1**

Terms used in this document – Jargon Buster

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data</td>
<td>Information which is processed by means of equipment operating automatically in response to instructions given for that purpose/ or recorded with the intention that it should be processed/or is recorded as part of a relevant filing system or with the intention that it should form part of a relevant filing system/it does not fall within the above but forms part of an accessible record.</td>
</tr>
<tr>
<td>Data Controller</td>
<td>The person or organisation that decides the purposes for which, and the manner in which personal information is to be managed either for Employees of South Essex Homes by the Company as Data Controller and by Southend on Sea Borough Council for all data relating to the management of the housing stock.</td>
</tr>
<tr>
<td>Data Subject</td>
<td>The person whose personal information is held by a Data Controller.</td>
</tr>
<tr>
<td>Data Subject’s Consent</td>
<td>Means freely given, specific and information of his/her wishes by which the data subject signifies his/her agreement to personal data relating to him/her being processed.</td>
</tr>
<tr>
<td>Disclosure//Recipient</td>
<td>Other parties to whom the personal data can be disclosed</td>
</tr>
<tr>
<td>Essex Online Partnership</td>
<td>Essex OnLine Partnership (EOLP) is a combination of organisations working together on ICT projects across Essex. EOLP consists of local district, borough and unitary councils, Essex County Council, Essex Police and Essex County Fire Services working together in a way that helps improve the efficiency of local services. EOLP was formed in 2002 to work together to support the development of integrated and accessible local services to Essex citizens and businesses in ways that are convenient to them and would help our organizations to become more efficient.</td>
</tr>
<tr>
<td>Information Commissioner</td>
<td>An independent office-holder appointed by the Crown (i.e., the Government) to administer and enforce the Data Protection Act, the Freedom of Information Act 2000 and other legislation governing the use of and access to Information. The Information Commissioner is independent of the government and reports directly to Parliament, <a href="http://www.ico.gov.uk">www.ico.gov.uk</a></td>
</tr>
<tr>
<td>Notification</td>
<td>The process by which data controllers register their details on the statutory register maintained by the Information Commissioner. They must register the types of information they hold, and the purposes for which they hold it.</td>
</tr>
<tr>
<td>Processing</td>
<td>The processing of personal data includes obtaining, recording, holding or carrying out any operation on the data.</td>
</tr>
<tr>
<td>Relevant Filing System(manual records)</td>
<td>Means any set of information relating to individuals to the extent that although the information is not automatically processed, the set is structured, either by reference to individuals or by reference to criteria to individuals, in such a way that specific information relating to a particular individual is readily accessible.</td>
</tr>
<tr>
<td>Personal data</td>
<td>Data which relates to a living individual who can be identified: from those data, from those data and other information in the possession of or likely to come into possession of the Data Controller, includes any expression of opinion about the individual and any indication of the intentions of the data controller or any other person in respect of the individual.</td>
</tr>
<tr>
<td>Sensitive Personal Data</td>
<td>Personal data about racial or ethnic origin, political opinions, religion, trade union membership, physical or mental health, sexual life, crime offences or proceedings. More stringent requirements apply to the disclosure of sensitive data.</td>
</tr>
</tbody>
</table>
### Subject Access Request (SAR)

The right of data subjects to receive a copy of the information held about them, a description of why their information is being processed, and details of anyone who may see a copy of their data, to whom it may be transferred, and the logic involved in any automated decisions taken on the basis of that data. SARs must as far as possible be dealt with within 40 calendar days.
South Essex Homes Limited

Report of Group Managers
to
The Board
on
6th December, 2017

Report prepared by: Group Managers
Tel: 01702 212649

Core Project Update

A Public Agenda Item

1 Purpose of Report

1.1 To update the Board on progress against the 5 key targets (High 5) set by the Board under Vision 2022 Business Plan.

2 Recommendations

2.1 The Board are recommended:-

2.1.1 To note the update on the High Five.

3 Background

3.1 ICT Strategy

3.1.1 South Essex Homes commissioned an ICT Review by external contractor Alysium to assess the appropriateness of the housing IT systems currently used. One of the recommendations arising from this review was to map the Company’s business processes. This was to establish the 'As is' position and identify opportunities to improve through use of technology.

3.1.2 A number of key processes were identified from the following areas of the business;

- Tenancy
- Estate Services
- Asset Management
- Income Management
- Voids and Repairs
- Anti-Social Behaviour
3.1.3 The process mapping exercise is currently being carried out by an SBC ICT specialist. We anticipate a highlight report by early December and recommendations by late December. This project interfaces with the re-engineering work and will underpin the review of IT usage within South Essex Homes.

3.1.4 The Board are also asked to note that the Council and SEH agreed to contract Alysium to undertake a review of the ICT Service Level Agreement which is significantly out of date. Unfortunately, the completion of this review did not reach its conclusion and the Council agreed that they would produce a Service Level Agreement for South Essex Homes in line with current applications and future aspirations. The Council have confirmed that an early draft will be with South Essex Homes for comment w/c 4th December, 2018 for an oral update at the Board Meeting on progress.

3.2 Careline

3.2.1 Discussions around the future of Careline with regards to SBC proposition to remove supporting people funding are on-going. A fuller discussion document has been prepared and is reported elsewhere within the agenda.

3.3 Re-engineering Phase 2

3.3.1 Phase 2 of the re-engineering has been recommended to the Personnel and Remuneration Committee and forms part of the confidential section of this Agenda.

3.4 Repairs & Maintenance

3.4.1 As discussed at previous Board meetings and following agreement from the Council, we continue to undertake the due diligence process with regards moving from the existing contract format to an open book regime with Kiers. At present we are testing the levels and value of the works attributed to the contract with Southend Borough Council which we manage on their behalf. This process has taken longer than we would have anticipated due to the time it has taken for Kiers to provide us with the detailed information we require.

3.4.2 Consultants, Faithforn, Farell & Timms (FFT) have been appointed to assist with this new contract preparation and a first meeting with stakeholders has taken place to ascertain how the new contract will be tendered, what pricing structure it will contain, what ICT systems will be required and what the contract will include in advance of a recommendation to the Board and further recommendation to the Council. It is expected the contract will commence in April, 2019.
4 Equality and Diversity

4.1 All equality and diversity issues identified from the proposals contained in this report have been considered and are in accordance with the South Essex Homes Equality and Diversity Policy.

5 Risk

5.1 Any risks identified from the proposals contained in this report have been considered by the Senior Management Team.

6 Financial Implications

6.1 All costs associated with the 5 key projects for South Essex Homes are contained within the approved 2017/18 budgets.

7 Resident Consultation

7.1 The Vision 2022 Business Plan has been shared and consulted with the Southend Tenants and Residents Federation.

8 Background Papers

8.1 Not applicable.

9 Appendices

9.1 None