



Board Meeting 18 October 2010

Minutes and Associated Reports

Developing Homes and Creating Opportunities for People within West Norfolk

FREEBRIDGE COMMUNITY HOUSING (FCH) BOARD

Minutes of a Meeting of the Board held on Monday 18 October 2010 at 6.30pm in the Conference Room, Juniper House, Austin Street, King's Lynn

PRESENT:

Ray Johnson (Chairman)
Lesley Bambridge
Matthew Brown
Sylvia Calver
Nigel Donohue
Irene Gammon
Bill Guyan
Geoffrey Hipperson
Michael Jervis
Paul Leader
Colin Sampson

IN ATTENDANCE:

Tony Hall	-	Chief Executive
Sean Kent	-	Executive Director (Resources)
Jeremy Mason	-	Development Manager (minute Numbers 140/10 - 143/10)
Angus MacQueen	-	Governance Officer

OBSERVERS:

Abigail Ellis	-	Executive Director (Operations) Designate
Debby Ounsted	-	Campbell Tickell

140/10 APOLOGIES AND WELCOME

There were no apologies for absence. The Chairman welcomed Abigail Ellis, who would be taking up the post of FCH's Executive Director (Operations) on 1 November 2010, and Debby Ounsted of Campbell Tickell, who was observing the meeting as part of the Board's annual appraisal process.

141/10 MINUTES

The minutes of the ordinary meeting held on 6 September 2010 and of the special meeting held on 21 September 2010 were confirmed as correct records and signed by the Chairman.

142/10 MATTERS ARISING

- **Serious Fire (Minute Number 124/10(b))**

In answer to a question, the Chief Executive gave an update on the situation following the serious fire at Ten Mile Bank at the beginning of September

2010. Although it had started in an owner-occupied house, the fire had spread to two adjoining properties, which were both owned by FCH. The damage to one of the FCH properties had not been too bad, mainly affecting the roof, and the tenants were now back in occupation. The damage to the other FCH property had been more extensive, and the tenant had accepted permanent alternative accommodation; she had had her own contents insurance.

FCH was now working with its insurance company as to the best way forward. The situation was complicated by the fact that the owner occupier had not had insurance. A member queried whether it would be worth FCH buying the owner occupier's property; the Chief Executive responded that this would need further investigation.

The Chairman commented that he was pleased that FCH's tenant had had her own contents insurance and asked that FCH assist the owner occupier where possible.

143/10 DEVELOPMENT UPDATE (report not available – confidential)

The Chief Executive presented a report which provided an update on FCH's recent bids to the Homes and Communities Agency National Affordable Housing Programme and considered what steps FCH needed to take in order to create additional affordable housing in the future.

With the aid of slides, which were tabled, the Development Manager gave a presentation on how individual development schemes were costed.

A member suggested that he would find it useful for development scheme appraisals to set out committed costs individually.

In answer to questions, officers made the following points:

- All of FCH's capital was loan financed, and this was assumed within the development appraisal model.
- There were occasions when associations benefited from submitting package bids, whereby a number of development schemes were included together in one bid, and the figures balanced each other out. Sometimes package bids presented an opportunity for trading, so that at least some of the grant requested was awarded.
- With regard to the sites on which bids had been unsuccessful, officers would report back with proposals to a future Board meeting. Resubmitting the bids next year was an option.
- In addition to a report on the range of development options available to FCH, an informal two-hour session would be arranged for the Board, to consider FCH's approach to development.

The Board thanked all staff involved for their hard work in putting together the development bids, in particular the Chief Executive and the Development Manager.

RESOLVED: That the current position be noted and a further report be prepared for the Board, to look at the range of development options available to FCH.

144/10 DECLARATIONS OF INTEREST

Irene Gammon declared an interest in the items at minute number 151/10 – Purchasing and Disposal Scheme for Hillington Square – and at minute number 160/10 – Architectural Services for Redesign of Hillington Square – as she was a resident of Hillington Square. At the invitation of the Board, she remained in the room during the items and took part in the discussions, but did not vote.

145/10 CHAIRMAN'S CORRESPONDENCE

The Chairman suggested that this item should be redesignated as "Chairman's Update", as he would like to use it as an opportunity to update the Board on his activities as Chairman. The Board agreed to this suggestion.

The Chairman said that he had attended weekly update meetings with the Chief Executive. He, the Chief Executive and the Vice-Chairman had also had a meeting with the Chairman of the Tenants of West Norfolk group.

The Chairman had attended two events focusing on the future of social housing in the current economic and political climate. These had been very useful, with speakers from the National Housing Federation, the Tenant Services Authority and Campbell Tickell. He had circulated to the Board notes from a talk, given at one of these events, by the Chairman of Wherry Housing Association.

The Chairman had, along with the Chief Executive, attended the National Housing Federation's annual social housing conference. This had been very focused and useful.

The Chairman had chaired a meeting of the Hillington Square Steering Group. The project was progressing well. Insulation works were now complete.

The Chairman had met with the Borough Council's Economic Development Manager and discussed some key projects in King's Lynn.

The Vice-Chairman had attended a meeting with the Chartered Institute of Housing which had considered resident qualifications.

146/10 **CHIEF EXECUTIVE'S UPDATE**

(a) Thornage

The Chief Executive reminded the Board that it had previously agreed to enter into a lease and management arrangement with Thornage, a charity which operated accommodation and a supportive community for people with learning difficulties in north Norfolk (minute number 56/10 refers). Agreement with Thornage was progressing well, and was scheduled to be finalised on 15 November 2010. Once this was done, publicity would be arranged and a visit for the Board to see the facility would be organised. It would also be useful for FCH to consider whether there were any similar opportunities with other organisations.

(b) Clenchwarton Almshouses

The Chief Executive reminded the Board that it had previously agreed to purchase the lease for and refurbish two almshouses at Clenchwarton (minute number 115/09 refers). Agreement had now been reached with the other party, and Charity Commission approval was awaited.

(c) Staff Training Day

The Chief Executive advised that a staff training day had been held on 15 September 2010. The day had been split into a morning and an afternoon session, with all staff attending one of the sessions, thereby enabling no break in service to customers. The event had been run as interactive learning, largely focusing on the Mary Gober customer service principles. Feedback had been very positive.

(d) "Room for Your Views" Event

The Chief Executive referred to the "Room for Your Views" event, held at the King's Lynn Corn Exchange on the afternoon of the AGM, on 21 September 2010. The event had attracted similar numbers as last year, and some work was required on how to take this forward in the future. Feedback from those who had attended had been very positive.

147/10 **REVIEW OF VARIOUS OPERATIONS POLICIES (click here to go to report)**

The Executive Director (Resources) presented a report which proposed three Operations policies for adoption and that the reviews of various other Operations policies be extended for a further year.

The three policies presented for adoption had been considered by the Operations Committee on 4 August 2010, but their submission to the Board had been delayed until now to allow time for tenant consultation. No changes were recommended as a result of the tenant consultation.

The Executive Director (Resources) advised that there were some very minor amendments to the Rent Setting and Services Charges Policy and the Anti-Social Behaviour, Harassment and Hate Crimes Policy, following a legal review.

In answer to questions, officers made the following points:

- The Rent Setting and Service Charges Policy complied with the current rent setting regime. Any change in Government rules on rent setting would be incorporated at a later date if necessary. FCH's financial planning software would be used for modelling as and when any announcement was made.
- With regard to the £400 disturbance allowance in the Decant Policy, officers would check how it compared with other associations and what it was intended to cover.
- There had been some delay in starting the improvement works on the non-traditional properties at North Lynn, but they were now underway.
- The new Equality Act had been taken into account in the review of the Anti-Social Behaviour, Harassment and Hate Crimes Policy.

RESOLVED:

- 1) That the Decant Policy be adopted, as presented.
- 2) That the Rent Setting and Service Charges Policy be adopted, as presented, subject to a minor amendment arising from a legal review.

[Note: The amendment was to replace the word "residents" with the word "tenants" in the eighth bullet point under "Our Commitment".]

- 3) That the Anti-Social Behaviour, Harassment and Hate Crimes Policy be adopted, as presented, subject to three minor amendments arising from a legal review.

[Note: The amendments were as follows:

- include "criminal activity" within the definition of anti-social behaviour;
- remove the word "and" from the name of the Disability Discrimination Act 1995; and
- in the first bullet point under "Our Approach – Preventing Anti-Social Behaviour, Harassment and Hate Crimes", change "We will end any tenancies as appropriate any time after six months and before the tenancy becomes assured" to "We **may** end".]

- 4) That the review dates on the following policies be extended for a further year:

Appeals
Allocations and Lettings
Starter Tenancies
Domestic Abuse
Income Management and Maximisation
Repairs and Maintenance
Compensation
Tenant Safety
Safeguarding Children, Young People and Vulnerable Adults
Support to Vulnerable People
Complaints
Development

148/10 REVIEW OF VARIOUS GOVERNANCE POLICIES (click here to go to report)

The Governance Officer presented a report which reviewed three Governance policies.

RESOLVED: That the Disqualifying Tenants in Breach of Tenancy Agreement Conditions from Board Membership Policy, the Board Member Conduct Issues Policy, and the Significant Events Policy be adopted as presented.

149/10 GOVERNANCE UPDATE (click here to go to report)

The Governance Officer presented a report which sought adoption of the National Housing Federation's 2010 version of the "Excellence in Governance" Code and Good Practice Guide, and the instigation of a governance review.

RESOLVED:

- 1) That the National Housing Federation's "Excellence in Governance" Code for Members and Good Practice Guide 2010 be adopted.
- 2) That the Governance Working Group be requested to undertake a governance review, as set out in paragraph 2.1 of the report and incorporating the action plan set out at Appendix 1 to the report, as a matter of urgency and report back to the Board on progress at its meeting on 6 December 2010.
- 3) That the Governance Working Group be requested to report back on progress at the Board's meeting on 6 December 2010 with the action plan relating to compliance with the National Housing Federation's "Excellence in Standards of Conduct" Code for Members 2009, and the Board Improvement Action Plan arising from the 2009 Board appraisals.

150/10 BOARD APPOINTMENTS (click here to go to report)

The Governance Officer presented a report which sought to appoint the Board's standing committees and make other Board appointments.

RESOLVED:

- 1) That the Board's standing committees be appointed as follows:

<u>Audit</u>	<u>Operations</u>	<u>Resources and Risk</u>
Lesley Bambridge Irene Gammon Paul Leader Colin Sampson	Sylvia Calver Nigel Donohue Bill Guyan Colin Sampson	Matthew Brown Geoffrey Hipperson Michael Jervis Ray Johnson (as Board Chairman)

- 2) That the Chairmen and Vice-Chairmen of the standing committees be appointed as follows:

Audit: Chairman – Paul Leader
 Vice-Chairman – Colin Sampson

Operations: Chairman – Nigel Donohue
 Vice-Chairman – Bill Guyan

Resources and Risk: Chairman – Michael Jervis
 Vice-Chairman – Matthew Brown

- 3) That the Governance Working Group continue to comprise the Board Chairman, Board Vice-Chairman and the Chairman of each of the Board's standing committees, and that it is chaired by the Board Chairman.
- 4) That Nigel Donohue, Ray Johnson, Paul Leader and Colin Sampson be retained as members of the pool for the Complaints Panel, and that Sylvia Calver and Bill Guyan be appointed to the pool.
- 5) That Bill Guyan and Paul Leader be retained as FCH representatives on the e² Joint Members Group, and that Ray Johnson be appointed to the Group.
- 6) That Irene Gammon and Ray Johnson be retained as the Board's representatives on the Hillington Square Steering Group.
- 7) That Standing Order 4 be amended so as not to limit membership of the Chief Executive's Appraisal Panel only to members of the Resources and Risk Committee.

[Note: The relevant section of Standing Order 4 (regarding the Resources and Risk Committee) was subsequently amended as follows:

“3.7 The Committee shall establish a Chief Executive’s Appraisal Panel. The Panel shall consist of the Committee Chairman, the Board Chairman and one other member of the ~~Committee~~ **Board**. The quorum for its meetings shall be two. It shall have delegated authority to undertake the appraisal and target-setting of the Chief Executive, subject to a report back to the next ordinary meeting of the Committee. The Panel shall be chaired by the Chairman of the Committee.”]

151/10 HILLINGTON SQUARE SCHEME

Confidential item

152/10 BLACK & MINORITY ETHNIC (BME) TARGETS (click here to go to report)

The Executive Director (Resources) presented a report which sought to reset the BME target for lettings, governing body membership and staffing.

The Executive Director (Resources) said that, although the setting of this target was no longer required by the Tenant Services Authority’s new regulatory framework, he believed that it was still good practice for the Board to continue to use and develop this method of monitoring for equality and diversity purposes.

The Executive Director (Resources) highlighted that this year, for the first time, it had been possible to include in the report information about the age profile of housing applicants. This had given some assurance that those in the 17-24 age range were not under-represented in FCH’s lettings.

RESOLVED: That a new BME lettings target of 10.51% be adopted, to be applied also to staff appointments/promotions and Board membership, and to be reviewed annually.

153/10 CONTINUOUS RECORDING (CORE) OF LETTINGS AND SALES DATA 2009/10 (click here to go to report)

The Executive Director (Resources) presented a report which set out key statistics from CORE for 2009/10, including comparisons with 2008/09.

The Executive Director (Resources) commented that general needs internal transfers had increased by 13.9% as compared to the previous year. It would be necessary to ensure that these were not at a cost to FCH.

In answer to questions, the Executive Director (Resources) made the following points:

- The largest category of lettings was to people “not seeking work”. It was likely that most of these were retired people, but there would be some investigation to gain more details on this category.
- The fact that there had been no lettings to Chinese people reflected changes in the migrant worker population.
- It was likely that many new tenants in supported housing had given the reason for leaving their last settled home as “property unsuitable” because their home had become either too large or difficult to live in with a disability.
- FCH made around 600-700 lettings per year.

The Board noted the report.

154/10 **APPOINTMENT OF SHAREHOLDERS** (report not available – confidential)

The Governance Officer presented a report which requested the Board to consider applications for tenant shareholding. He explained that, since the agenda had been issued, three further applications for tenant shareholding had been made. He tabled the list of applications which had been updated to include these. He also advised that, once these applications had been approved, FCH would have over 100 tenant shareholders.

RESOLVED: That the 15 applications for tenant shareholding contained in the tabled list be approved.

155/10 **URGENT ACTION TAKEN – EMPLOYING A CLOSE RELATIVE OF AN EXISTING EMPLOYEE** (report not available – confidential)

The Board noted a request for urgent action that had been approved, to employ the close relative of an existing employee.

156/10 **URGENT ACTION TAKEN – EMPLOYING A CLOSE RELATIVE OF AN EXISTING EMPLOYEE** (report not available – confidential)

The Board noted a request for urgent action that had been approved, to employ the close relative of an existing employee.

157/10 **URGENT ACTION TAKEN – EASTERN PROCUREMENT CONSORTIUM (click here to go to report)**

The Board noted a request for urgent action that had been approved, to enter into two Eastern Procurement Consortium agreements.

158/10 **WORK UPDATE** (report not available – confidential)

The Governance Officer presented the work update, which included the following:

- Action Sheet
- Future Work Programme of the Board.

The Board noted the update.

159/10 **RESOURCES AND RISK COMMITTEE**
RECOMMENDATIONS/COMMITTEE MINUTES (click here to go to report)

Michael Jervis, Chairman of the Resources and Risk Committee, presented the minutes of the Committee's meeting held on 14 September 2010 and a report highlighting the recommendations from that meeting.

RESOLVED:

- 1) That the Treasury Management Policy Statement and Practices be approved as presented to the Resources and Risk Committee, subject to minor cosmetic amendments, such as regarding job titles.
- 2) That the Treasury Management Policy Statement and Practices be reviewed every two years, in line with FCH's other policies.
- 3) That the Human Resources Policy, as presented to the Resources and Risk Committee, be approved.

160/10 **ARCHITECTURAL SERVICES FOR THE REDESIGN OF HILLINGTON SQUARE**

Confidential item

161/10 **ANY OTHER BUSINESS**

(a) Kassie Melnyk

The Chairman commented that, as Abigail Ellis would be starting as Executive Director (Operations) on 1 November 2010, Kassie Melnyk's interim tenure of this role would shortly be coming to an end. He asked that the Board's thanks to Kassie be placed on record for her hard work and significant contribution to FCH.

The Chief Executive commented that there would be a handover period of a couple of months. After that, it was hoped that FCH could have a continuing relationship with Kassie in some capacity.

(b) Conduct Investigation

The Board expressed its thanks to the Executive Director (Resources) for the diligent manner in which he had undertaken the role of investigating officer during the recent conduct investigation.

162/10 NEXT MEETING

The Board noted that its next meeting was scheduled for Monday 6 December 2010 at 6.30pm.

The meeting closed at 8.40pm.

CHAIRMAN

Freebridge Community Housing

Report to the Board

Author	Kassie Melnyk	Report Type		Impact		
Related Work Ref.		For Decision		High	Medium	Low
		For Information				
Consultation	Operations Committee, tenants through AGM					

Meeting Date: 18th October 2010

Report Title: Review of Various Operations Policies

Purpose:

The 3 policies attached as appendices have been reviewed and are proposed for adoption. Further policies were approved following review last year and given an annual review date, we are seeking the board's approval to extend the review date for a further year.

Policy/Strategy Implications:

The policies will ensure FCH is following best practice and improving services to tenants.

Finance and VFM Implications:

Ensuring service charges are levied and recovered will increase income
Efficient management of ASB reduces turnover and maximises income

Customer Care/Equality and Diversity Implications:

Managing anti-social behaviour and neighbour nuisance, including hate crimes provides better environments for our tenants, allowing them to enjoy their homes

Risk Assessment (cross-reference with FCH Risk Map):

Risk 1.1 – Failure to Comply with Regulatory and Legislation Requirements – Critical Impact, High Likelihood.

Recommendations: It is recommended that the Board:

- (i) Adopt the following policies as attached:
 - Decant Policy
 - Rent Setting and Service Charges Policy
 - Anti-social Behaviour, Harassment and Hate Crimes Policy
- (ii) Extend the review dates on the policies listed in section 4.0 of this report for a further year.

1.0 Background

During the past year FCH has developed a policy framework and simpler format for policy documents. A number of operational policies have been adopted in the new format and have been on trial over the past year. Further policies have now been updated into the new format and this process will continue.

2.0 Wider Consultation

The Operations Committee agreed that going forward a wider approach to tenant consultation should be adopted building on our increasing success engaging with tenants using social media, like Facebook and Twitter, as well as holding focus groups with interested parties and obtaining feedback from the roadshows, door knocking exercises and learning from complaints. Going forward we would like to create more opportunities for tenants to become involved with service development, but recognise that this may take some time to develop.

3.0 Policies Attached

The following three policies are attached to this report. They were agreed in draft form by the Operations Committee and recommended for adoption by the Board subject to tenant consultation. The policies were made available at the tenant event before the AGM and publicised on the internet.

1. **Decant** (attached at Appendix 1) – New format of existing policy due for review
2. **Rent Setting and Service Charges** (attached at Appendix 2) – amendment of the recently reformatted rent setting policy, to include service charge setting
3. **Anti-social Behaviour, Harassment and Hate Crimes** (attached at Appendix 3) – new format of existing Neighbour nuisance and ASB policy and incorporating the Racist Incidents Policy.

There are no substantive changes to any policy area and there are no changes to be made from tenant feedback.

4.0 Further Policies Due for Review

A second group of policies were adopted on 7 December 2009. They were the first to be adopted in the new format and were given an annual review date to allow them to be tested in operation. There have been no problems using the new policy formats and there are no amendments needed at this time. Review dates are usually set to reflect the likelihood of the need to change the policy and are normally every two years. It is proposed that the board agree to extend the review dates for a further year at which time the policies will undergo a formal review and be subject to wider tenant consultation as part of the developing process of engagement. The policies are not attached here, but are available on the Board Members' secure area of the FCH website, in the "Governance Policies" section. They are as follows:

- Appeals
- Allocations and Lettings
- Starter Tenancies
- Domestic Abuse
- Income Management and Maximisation
- Repairs and Maintenance
- Compensation
- Tenant Safety
- Safeguarding Children, Young People and Vulnerable Adults
- Support to Vulnerable People
- Complaints
- Development

Objective 4- Fit for purpose



4 e- Decant			
Last Reviewed	Sept 2010	Next Review	Sept 2012
Responsible Officer	Assistant Director of Housing		

Policy Statement

At times Freebridge Community Housing must require tenants to vacate their permanent home temporarily to enable refurbishment or repair works to be carried out. When this happens, financial compensation may be payable. We will work with tenants to minimise disruption and ensure proper compensation is made.

Our commitment

Where it is necessary to ask a tenant to vacate their home, we will work with the tenants to manage the process and make it as simple as possible, taking into account how difficult a process it may be for them and tailoring our service to meet their needs. The following are circumstances where it might be necessary to ask tenants to vacate their permanent home:

- Where major structural repairs, refurbishments or improvements are required to the property, which would make it impossible for the tenant to remain in occupation in particular regards to Health and Safety. Our Tenancy Agreement states specifically under **Section 10. Access to your Home**, ***“you must allow our employees or agents reasonable access to your home to: carry out improvements to your home”***.
- That the property has been damaged or made structurally unsound owing to a fire or flood and it is not safe for the tenant to occupy until the repairs have been carried out.

Our approach

We will advise tenants as early as possible of the need to move from their permanent home and discuss the options for temporary alternative accommodation with them in person, tailoring the options to meet their needs.

Where possible we will seek suitable alternative accommodation from Freebridge stock or with other social landlords.

In an emergency, bed and breakfast or hotel accommodation may be used in the short term.

We will pay compensation as follows:

Disturbance Payments:-

Removals

Freebridge Community Housing will pay for removal expenses using our designated contractor. Vulnerable and elderly households will receive support during the moving process.

Appliances

Freebridge Community Housing will arrange for the disconnection and reconnection of gas or electric cooker and washing machine.

TV Aerial and Satellite Dishes.

Freebridge Community Housing will arrange for the removal and reinstatement of any aerials or dish by our designated contractor.

Telephone and Mail

Freebridge Community Housing will arrange for the disconnection and reconnection of telephone lines.

Freebridge Community Housing will pay for the redirection of mail for the period the tenant is temporarily displaced.

Carpets

Freebridge Community Housing will arrange for a carpet fitter to refit existing carpets where possible. If floor coverings are damaged the tenant will be entitled to compensation to the value of £500 on production of receipts/estimate.

Disturbance Allowance

Freebridge Community Housing will pay a disturbance allowance of £400.00 in recognition of the disruption caused. This will be paid providing there is no outstanding debt with Freebridge i.e. rent arrears.

In the event that any tenant(s) do have an outstanding debt with us, the amount of disturbance allowance will be offset in full against any sum owed.

Decorating Allowance

A further allowance of £250 will be paid toward the cost of redecoration which is payable on production of receipts or alternatively decoration vouchers will be available.

Special Expenses

One adult per household may claim for loss of earnings on the removal day(s). This must be certified in writing from the employer. This is only payable if there is no other adult available on the day. If this person is self employed the loss of earnings payment will be capped at £150.00 i.e. Allowance of 1 day per move.

If any other reasonable financial costs are incurred as a result of the temporary relocation, such costs i.e. travel costs, will also be reimbursed, subject to the approval of the Assistant Director of Assets/Asset Management and the presentation of satisfactory proof of payment (i.e. receipts).

Returning home

Freebridge will inspect a property before it is handed back to a tenant to ensure it is clean and tidy and the works are completed. Freebridge will also inspect the home that has been used temporarily by the tenant to ensure it has been well kept. Any damages will be recharged or offset from any disturbance payment.

Monitoring and reporting

The Board will consider and agree any changes to the level of disbursements offered

Objective 7- Responsible landlord



Policy 7 i - Rent Setting and Service Charges			
Last Reviewed	Sept 2010	Next Review	Sept 2012
Responsible Officer	Assistant Director of Housing		

Policy statement

Freebridge aims to operate a rent and service charge policy that meets Government policy guidelines and which ensures that it has affordable rents. We want to be transparent and accountable to our tenants for the charges we make. This policy applies to all tenants living in our general needs and sheltered housing. It does not apply to shared ownership.

Rent Setting - National policy

The national rent policy is that:

- Rents for social housing should remain affordable and well below rents set by private landlords
- Rents for social housing should be fairer and less confusing for tenants.
- There should be a closer link between the rents tenants pay and the quality, size and location of their homes.
- There should be no significant difference between the rent set by councils and housing associations.

The Government has developed a formula for working out rent levels called a target rent. Housing associations must aim for the target rent. This rent takes into account:

- The value of the property.
- The number of bedrooms.
- Average local earnings

At the end of 2012, rents on individual properties have to be within a band of up to 5% higher or lower than the target rent for general needs housing and up to 10% for supported and sheltered housing.

Housing Associations have discretion over the pace and timing of restructuring but should change individual rents by no more than £2 per week, in addition to the guideline limit, in any year, based on a 52 week collection year.

[Type text]

Once the Government's target rents are reached, Government policy states that all rents should change by no more than inflation plus 0.5% each year.

Service Charges for Tenants

FCH is currently bound by the Council's pre-ballot tenant promise not to implement any new charges for existing services for transferring tenants.

FCH will introduce charges post transfer tenants for additional services not included in the rent, such as the sheltered housing service, communal heating and lighting, caretaking, grounds maintenance, lifts maintenance etc. based on the actual costs of providing these services and to include administrative costs.

In line with Rent Restructuring requirements and guidance, Freebridge Community Housing anticipates that all service costs not met through rent, will be met through transparent service charges.

Service Charges for Leaseholders and Freeholders

FCH will charge Freeholders and Leaseholders for additional services such as communal heating, lighting etc. based on the actual costs of providing these services and to include administrative costs, plus any additional management fees and VAT which may be applicable in accordance with the service agreement.

Our Commitment

We will

- Comply with the rent restructuring framework, irrespective of whether rents will need to increase or decrease to achieve compliance
- Hold plans for each property which show how we propose to manage the transition over the remaining implementation period
- Charge all new tenants the current target rent for the property
- Properly distinguish between rents and service charges before applying the rent restructuring framework
- Notify tenants in writing of any increases agreed by the Board giving notice as required in the tenancy agreement.
- Notify leaseholders and freeholders as agreed giving notice as required
- Calculate and collect rents and service charges on a weekly basis
- Send quarterly rent and service charge statements to all residents
- Show the charges for any services provided separately from the rent so that tenants can see clearly how much of their gross rent payment each week goes towards these services.

Monitoring and reporting

The Board will consider and agree any annual rent change.

Objective 7 – Responsible landlord



Policy 7d - Anti-social behaviour, Harassment and Hate crimes			
Last Reviewed	Sept 2010	Next Review	Sept 2012
Responsible Officer	Assistant Director- Housing management		

Policy Statement

Freebridge Community Housing (FCH) believes that everyone has the right to live the way they want to providing it does not spoil the quality of life of others. This means we expect tenants, those who live with them and their visitors to be tolerant, accepting, and respectful of the needs and choices of other people. We will undertake to investigate all allegations of anti-social behaviour, harassment and hate crimes and take early action as appropriate to prevent incidences from deteriorating. We want to make the places where our tenants live peaceful and secure.

This policy applies to all our tenants. It covers anti-social behaviour and all forms of harassment and hate crimes . We have a separate policy covering domestic violence.

What is Anti Social Behaviour, Harassment and Hate Crime+?

Anti Social Behaviour

Anti Social Behaviour (ASB) has no set definition. FCH uses the wording of the Housing Act 1988 and the Crime and Disorder Act 1998 to guide them in defining ASB. This means that an incident will be considered to be ASB if it causes nuisance and/or annoyance and/or alarm and/or harassment and/or distress to any person living in and/or visiting and/or employed in the area.

Anti-social behaviour in practice can be anything from leaving litter, to physically attacking someone. We will record all incidents of anti social behaviour.

Harassment

Harassment is persecution or intimidation by tenants, members of their household or their visitors, of a person or group because of their race, ethnic or national origin, gender, sexuality, HIV status, religious beliefs, and disability, age or family circumstances.

Incidents of harassment can include sexual comments or gestures, offensive graffiti, abusive language and behaviour, violence or threats of violence towards people of all

ages, and damage to homes or possessions because of their race, gender, sexual orientation, religious beliefs, disability, age or family circumstances

Hate Crimes

Hate crimes are when a victim is targeted because of his or her membership of a certain social group, usually defined by race, religion, sexual orientation, disability, age, gender, or political affiliation.

A hate crime generally refers to criminal acts which are seen to have been motivated by hatred of one or more of the listed conditions.

Incidents may involve physical assault, damage to property, bullying, harassment, verbal abuse or insults, offensive graffiti or letter, emails.

We have adopted the following definition of racist incident: -

'Any incident which is perceived to be racist by the victim or any other person.'
(Macpherson Report 1999, Recommendation 12)

We will apply the same criteria to hate crimes so that , if anyone – the victim, a witness, the Police or a housing staff – perceives an incident to be a hate crime or racist incident, it will be recorded as such regardless of any other views. Incidents of racial harassment and hate crimes, for monitoring purposes be recorded separately from anti-social behaviour and other forms of harassment. We will work closely with other agencies to prevent and deal with racial harassment and hate crimes, including acting as a recognised reporting centre.

Our Commitment

We will work with tenants and other agencies to:

- Introduce preventative measures, enforcement, and rehabilitative action to stop anti-social behaviour and harassment of any kind
- Respond to complaints of anti-social behaviour and harassment quickly and aim to resolve them in an efficient, sensitive and consistent manner
- Offer support to tenants affected and take action against those responsible for anti-social behaviour, harassment and hate crimes
- Ensure all reports of anti-social behaviour, harassment and hate crimes are taken seriously, and anonymous complaints are not ignored
- Support and empower witnesses to take a stand

We will ensure that we meet our duties under existing legislation including:

- Children Act 1989
- Crime and Disorder Act 1998
- Disabilities and Discrimination Act 1995
- Homelessness Act 2002
- Race Relations Act 1976
- Human Rights Act 1998

Our approach

1. Preventing Anti-Social Behaviour, Harassment and Hate Crimes

We will:

- We will use starter tenancies in our properties to help establish good behaviour before converting tenancies to assured status after a year. We will end any tenancies as appropriate anytime after 6 months and before the tenancy becomes assured
- Use the sign-up process and visits during starter tenancies to ensure that all new tenants are aware of their responsibilities and our approach on anti-social behaviour, harassment hate crimes and have adequate support in place to conduct their tenancy in a satisfactory manner
- Make it easy for people to contact us about any problems they are experiencing
- Have published timescales for responding to complaints of anti-social behaviour, harassment and hate crimes and ensure these take into account the seriousness of the situation
- Alert people to complaints of anti-social behaviour as soon as we are aware and clarify what they need to do to stop the situation escalating
- Encourage individuals and communities to communicate with each other directly and develop their own resolutions to disputes
- Offer mediation where appropriate
- Consider how we can prevent anti-social behaviour when we are designing our properties
- Work with other agencies to deliver diversionary activities and promote community cohesion

2. Rehabilitative and Enforcement Action

We will:

- Have a system in place for categorising how serious the anti-social behaviour or harassment is

Where the incident is serious and persistent we will:

- Work actively with tenants and involve other agencies who can offer appropriate support
- Work closely with other agencies to ensure we respond consistently and effectively and to take appropriate legal action.

This will include:

- Explaining to the person complaining what action we can take, the evidence we require, the roles of other agencies
- Asking Environmental Health Officers from local authorities to use their legal powers to deal with environmental crime such as abandoned cars, litter, graffiti, fly tipping, and noise nuisance

We will also work with tenants, the police and other statutory agencies to:

- Develop multi agency plans in areas where there are identified issues relating to anti-social behaviour, harassment or hate crimes.
- Use Acceptable Behaviour Contracts, Dispersal Orders, Parenting Orders , Anti-Social Behaviour orders where appropriate
- Manage effective responses in individual cases which ensure a victim-centred approach and excellent communication and support
- Make referrals to Floating Support schemes

3. Tenancy Enforcement

As a landlord we will consider taking legal action if other approaches have not worked or to complement other action. These include:

- Demotion orders which affect the security of the tenancy
- Injunctions to prevent certain activities or behaviours in our properties
- Possession proceedings which could lead to eviction

We would not normally offer a tenancy or licence to anyone who has been evicted from a previous tenancy for anti social behaviour, harassment or hate crimes.

4. Support to the person making the complaint and witnesses

When we are dealing with anti-social behaviour and harassment we will give the wishes of the person making the complaint the highest priority. We will ensure they are kept informed of progress throughout the case, including when we are closing the case. We will ensure witnesses are given appropriate support. We will also consider:

- Security improvements
- Temporary or permanent re-housing
- Using professional witnesses to gather evidence

Our staff will receive appropriate training and we will have procedures in place which reflect good practice and ensure that we comply with this policy.

Monitoring and reporting

We will monitor anti-social behaviour by sort of behaviour, area, scheme-type and seriousness, along with the following information about the complainant –

- Gender
- Ethnic origin
- Age
- Disability
- Religion
- Sexual orientation

We will separately monitor all cases of racial harassment and hate crimes.

The information will be presented to the Operations Committee quarterly.

We will review the effectiveness of this policy annually highlighting any disincentives to report incidents.

Action Plan

We will achieve our policy statement and commitments through the following key actions:

Area	Action	When By	Responsibility
<i>E.g. Communications, Technology, Training etc</i>		<i>DD/MM/YYYY</i>	<i>NAME & TEAM</i>

DRAFT

Freebridge Community Housing

Report to the Board

Author	Angus MacQueen Governance Officer	Report Type		Impact		
Related Work Ref.		For Decision	√	High	Medium	Low
		For Information			√	
Consultation	Chief Executive					

Meeting Date: 18 October 2010

Report Title: Review of Various Governance Policies

Purpose: To review three governance policies, in accordance with the two-yearly cycle for policy reviews previously agreed by the Board.

Policy/Strategy Implications: As set out in the report.

Finance and VFM Implications: None directly arising from this report.

Customer Care/Equality and Diversity Implications: All three policies have been subject to an Equality Impact Assessment, to ensure that there is no disadvantage to any diversity groups.

Risk Assessment (cross-reference with FCH Risk Map):
Risk 1.1 – Failure to Comply with Regulatory and Legislation Requirements – Critical Impact, High Likelihood. It is intended that this report will assist the Board to achieve the regulatory requirement of good governance.

Recommendations: It is recommended that the Board:

- (i) Approve the Policies as attached to this report.

1.0 Introduction

- 1.1 This report seeks to review the following Governance Policies: Disqualifying Tenants in Breach of Tenancy Agreement Conditions from Board Membership, Board Member Conduct Issues, and Significant Events.
- 1.2 The Policies are attached as appendices to this report, with proposed amendments shown as track changes. FCH's new Policy format has been applied to each Policy, and there have been some minor changes to wording. More significant amendments are described below.

2.0 Disqualifying Tenants in Breach of Tenancy Agreement Conditions from Board Membership Policy (attached at Appendix 1)

2.1 Whilst it is expected that tenants in arrears will not generally be accepted as Board members, paragraph 2.1.2 now allows for the possibility of a sympathetic view being taken in certain circumstances.

2.2 Paragraph 2.3.3 has been added to cover circumstances relating to a tenant who has been appointed to the Board but who has not yet taken up his or her position on the Board.

3.0 Board Member Conduct Issues Policy (attached at Appendix 2)

3.1 There are no significant changes proposed.

4.0 Significant Events Policy (attached at Appendix 3)

4.1 Some changes are suggested to make the procedure for dealing with a significant event a little simpler.

4.2 It is suggested to remove the Significant Events reporting form from the Policy, as this does not need to be part of the Policy document.

Objective 2 – Empowering Tenants			
			
Policy 2c Disqualifying Tenants in Breach of Tenancy Agreement Conditions from Board Membership			
Last Reviewed	Oct 2010	Next Review	Oct 2012
Responsible Officer	Chief Executive		

PURPOSE OF POLICY

1. Policy Statement

In accordance with its commitment to maintaining the highest standards of probity and to protect the reputation of [FCH Freebridge Community Housing](#), the Board expects any Board Member who is a Tenant to comply with his or her Tenancy Agreement terms and conditions.

2. Strategy

2.1 Unpaid Rent Arrears

~~1.1~~

~~2. UNPAID RENT ARREARS~~

~~2.1~~

~~2.1.1~~ The Board expects any Board Member who is a ~~T~~enant to ensure that his or her rent is paid when due.

~~2.2~~

~~2.1.2~~ The Board will not accept as a new Board Member any tenant who has unpaid arrears, ~~other than in circumstances referred to in paragraph 2.1.3 below.~~

~~2.3~~

~~2.1.3~~ It is recognised that ~~T~~enants can find themselves in circumstances where they are unable to pay their rent regularly, for example where problems occur in the payment of Housing Benefit. Such situations would be dealt with sympathetically and pragmatically by FCH, ~~in accordance with the details of the Association's Rent Collection and Arrears Recovery Policy.~~

~~2.4~~

~~2.1.4~~ Nevertheless there may be circumstances in which the nature of the arrears is such that it would materially conflict with the ~~T~~enant's continuing role as a Board Member of FCH. These circumstances would include the following:

- The ~~T~~enant's rent arrears are significant and/or persistent and the rent arrears are not attributable to delays in the processing of Housing Benefit payments;

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- No satisfactory explanation has been given by the Tenant as to the reason for the rent arrears;
- The Tenant has failed to consult with an officer of FCH about resolving the problem or follow any resulting advice; or
- The rent arrears are such that FCH has commenced or would be entitled to commence any legal enforcement proceedings against the Tenant.

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3. BREACH OF TENANCY

2.2 Breach of Tenancy

2.2.1 The Board expects any Board Member who is a Tenant to comply with all of his or her Tenancy Agreement terms and conditions.

2.2.2 The Board will not accept as a new Board Member, and will expect an existing Board Member to follow the procedure in paragraph 4section 2.3 below, if:

- the Tenant is subject to any legal enforcement proceedings for breach of tenancy; or
- the Tenant has previously been evicted for breach of tenancy within the last two years.

2.2.3 There may also be circumstances where a breach of tenancy has occurred which would lead the Board to consider following the procedure in paragraph 4section 2.3 below. Such a breach of tenancy may include, though is not limited to, the following:

- acts of anti-social behaviour and/or criminal activity as detailed within the Association's Neighbour Nuisance/Anti-Social Behaviour Anti-Social Behaviour, Harassment and Hate Crimes Policy;
- non-payment of rent and/or any other tenancy/property related charges in accordance with the Association's Rent Collection and Arrears Recovery Income Management and Maximisation Policy;
- any other breach of the terms and conditions of the Tenancy Agreement held by the Board member.

4. PROCEDURE FOR REMOVING TENANT BOARD MEMBER

2.3 Procedure for Removing Tenant Board Member

2.3.1 The Board expects that an existing Board Member to whom these (and similar) circumstances apply will resign.

2.3.2 Board Members will consider exercising their power under the Rules of FCH, which provides that a Board Member may be removed by a resolution of a three quarters majority of at a meeting of the Board.

Before calling upon a Tenant to resign, the Board will provide the Board Member concerned with the opportunity to present his/her case to the Board or a sub-committee of the Board in accordance with the Board Ceonduct issues pPolicy.

4.3

2.3.3 In the case of a tenant who has been appointed to the Board but has yet to take up his or her position on the Board, and where it becomes apparent that that any of the circumstances (or similar) set out in this Policy may apply, the Board will appoint a sub-committee to investigate the case and follow the procedure set out in the Board Conduct Issues Policy. Should the sub-committee's recommendation be that the tenant should not be accepted onto the Board, the Board expects that the tenant will withdraw his or her candidacy. If the candidacy is not withdrawn, the Board may refuse to accept it, subject to a resolution of a three quarters majority at a meeting of the Board.

Objective 4 Fit For Purpose			
			
Policy 4I Board Member Conduct Issues			
Last Reviewed	Oct 2010	Next Review	Oct 2012
Responsible Officer	Chief Executive		

1. INTRODUCTION AND AIMS

1. Policy Statement

1.1 This Policy sets out the procedure which the Board must follow before exercising its power under the Constitution to deal with issues of conduct amongst Board Members and the ultimate power to remove a Board Member by a 75% resolution.

2. REMOVAL OF BOARD MEMBERS

2. Strategy

2.1 Constitution and Principles

2.1 Summary of Constitution Applicable to Removal

The Board have the power under the Rules to remove a Board Member by a resolution of at least three quarters of all the other Board Members.

2.2 Principles

The Board is ultimately responsible for the Company, especially in regard to governance issues. Good governance can on occasion be undermined by an individual Board Member. Removal is an essential sanction.

2.2 Procedure for Removing Board Members under the Rules

2.2.1 The Board must follow the following procedure (to the extent applicable) before exercising its power under the Rules to remove a Board Member.

2.2.2 The Chair~~man~~ (or either in his or her absence or where the issue concerns the Chair~~man~~, then the Vice~~Chairman~~) will be notified that there is an issue concerning a Board Member. This will usually be because of a breach of the Code of Conduct or some other act or omission which is not in keeping with the individual's holding office as a Board Member.

2.2.3 An agenda item will be included for the next Board meeting to discuss whether or not there is a case to answer, and if so, to authorise the procedure to be followed. It will normally be appropriate to exclude the Board Member from this part of the meeting but it will be made clear that the Board Member will be given a chance to respond at a later date. The Board may suspend the Board member from Board membership for such time until the conclusion of the investigation as it believes this to be in the interests of the Association and/or of the individual concerned.

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Such a suspension would require a resolution of at least three quarters of all the other Board Members.

~~2.2.4~~ 2.2.4 A sub-committee will be established with terms of reference agreed by the Board as to how the issue is to be dealt with.

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~~2.2.5~~ 2.2.5 A senior officer of Freebridge Community Housing or an independent third party will be delegated the task of investigating the facts.

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~~2.2.6~~ 2.2.6 The sub-committee will consider the facts and any submission made by the Board Member. It is expected that the sub-committee should meet within 20 working days of the board meeting referred to in Paragraph 2.32.3. In particular, at this stage the Board Member should receive notice of all accusations made and where practicable the sources of these accusations

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~~2.2.7~~ 2.2.7 The sub-committee will make a recommendation to the Board. This could be a simple warning or requirement for an apology, or a recommendation for removal from the Board. The Board expects that if a recommendation for removal from the Board is made then the Board Member concerned will resign. Examples of conduct that could result in a recommendation for removal include, but are not exclusively limited to, serious acts of dishonesty or deception, bullying or harassment, conduct that could bring the Association into disrepute, and failure to observe confidentiality either in relation to the Association's business affairs or in matters concerning individuals.

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~~2.2.8~~ 2.2.8 The Board will consider any recommendation and any submission made by the Board Member. The Board Member will be entitled to attend and speak at that Board meeting.

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~~2.2.9~~ 2.2.9 The Board meeting will then be closed and the Board Member asked to leave at that point. The Board will then decide whether to remove the Board Member. The Rules require at least 75% of the other Board Members to agree.

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~~2.2.10~~ 2.2.10 If the Board Member is to be removed, they will then receive the notice together with reasons for their removal and the Secretary will update the statutory books accordingly.

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~~3.~~ COPIES

~~3.~~ Copies

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~~3.1~~ Copies of this Policy will be made available to the Council, tenants and members of the public on receipt of a written request sent to the registered office of Freebridge Community Housing. The Policy will also be published on the Association's website.

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Objective 4 Fit For Purpose			
			
Policy 4k Significant Events			
Last Reviewed	Oct 2010	Next Review	Oct 2012
Responsible Officer	Chief Executive		

Key Objective 1. Policy Statement

This Policy seeks to ensure that appropriate systems are in place for the timely recording and notification of significant events to key stakeholders.

Definition 2. Definition

For the purposes of this pPolicy, a **Significant Event** is defined as an event which:

- Causes or is likely to cause significant risk to the safety of FCH tenants, staff or the public, and or
- Causes or is likely to cause significant risk to FCH's funding, and or
- Causes or is likely to cause non-compliance with the Regulatory Code framework, and or
- Attracts or is likely to attract significant press/media interest, and or
- Causes or is likely to cause the reputation of the organisation and/or sector to be put at risk

Determining, reporting and recording Significant Events 3. Strategy

Where a major incident occurs, the following steps will be taken in respect of determining whether or not the incident constitutes a significant event and if so, notifying key stakeholders:

- Management Team receives notification of a potential significant event—All staff are required to familiarise themselves with the **definition** of what constitutes a significant event and to report any event they consider to be a potential significant event to a member of Extended Management Team manager immediately. Managers are required to pass any such notification to an Executive Director immediately.
- Chief Executive, (or other Executive Director in his absence) to notify Chairman of the Board (or Vice-eChairman in his absence) about incident and to determine in consultation with the Board's Chairman (or Vice-eChairman in his absence) whether the matter constitutes a significant event as defined in this pPolicy.

If so,

- Chief Executive, (or other Executive Director in his absence) to notify Housing Corporation Tenant Services Authority lead regulatory contact at the earliest opportunity by phone and follow up with notification by letter
- Management Team to meet to determine and lead immediate and longer term response in respect of nominating a lead officer, disaster recovery, communications, policy and systems and any further emergency Board involvement

- Lead officer to liaise with Governance Officer in respect of recording incident in Register of Significant Events (App-1)
- Significant Event and organisational response to be reported to the Board at its next meeting

Related Strategies

- ~~Communications Strategy~~
- ~~Business Continuity Strategy~~

SIGNIFICANT EVENT

Appendix 1

Date:

Time:

Nature of Incident:

Other Agencies Involved:

Media:

Lead Officer:

Date Reported to Housing Corporation:

Date Reported to Board Chairman:

Date Endorsed by the Board:

**Outcome / Comments / Risk Assessment /
Further Work to reduce likelihood of re-occurrence:**

Freebridge Community Housing

Report to the Board

Author	Angus MacQueen Governance Officer	Report Type		Impact		
Related Work Ref.		For Decision	√	High	Medium	Low
		For Information		√		
Consultation	Chief Executive					

Meeting Date: 18 October 2010

Report Title: Governance Update

Purpose: To seek adoption of the NHF's new version of the "Excellence in Governance" Code and the instigation of a governance review.

Policy/Strategy Implications: None directly arising from this report.

Finance and VFM Implications: None directly arising from this report.

Customer Care/Equality and Diversity Implications: None directly arising from report.

Risk Assessment (cross-reference with FCH Risk Map):

Risk 1.1 – Failure to Comply with Regulatory and Legislation Requirements – Critical Impact, High Likelihood. It is intended that this report will assist the Board to achieve the regulatory requirement of good governance.

Recommendations: It is recommended that the Board:

- (i) Adopt the National Housing Federation "Excellence in Governance" Code for Members and Good Practice Guide 2010.
- (ii) Request the Governance Working Group to undertake a governance review, as set out in paragraph 2.1 of this report and incorporating the action plan set out at Appendix 1 to this report, as a matter of urgency and report back to the Board on progress at its meeting on 6 December 2010.
- (iii) Request the Governance Working Group to report back on progress at the Board's meeting on 6 December 2010 with the action plan relating to compliance with the NHF's "Excellence in Standards of Conduct" Code for Members 2009, and the Board Improvement Action Plan arising from the 2009 Board appraisals.

1.0 National Housing Federation "Excellence in Governance" Code for Members and Good Practice Guide 2010

1.1 The Board has previously adopted the NHF's "Excellence in Governance" Code for Members 2009.

1.2 The NHF has now brought out a revised version of the Code, which is enclosed with this agenda. The new version is less prescriptive than the 2009 version, as much of the prescription has been transferred to sections entitled "Good Practice and Excellence".

Whilst these sections are very useful guidelines, they are not part of the Code and, as such, do not have to be followed. The new Code, therefore, gives us greater flexibility, and it is recommended that it is adopted by the Board

2.0 Governance Review

2.1 It is suggested that the Board needs to undertake a governance review as a matter of urgency. This should entail the following:

- Addressing the issues raised by the report of the independent investigator into the recent conduct investigation affecting two Board members.
- Completing the work to ensure full compliance with the “Excellence in Governance” Code.
- Establishing arrangements for wider tenant involvement in governance, such as in a “scrutiny” role.
- Reviewing the way that Tenant Board members are recruited.

2.2 Much of this work is well underway, as the Governance Working Group has been working towards compliance with the “Excellence in Governance” Code. The action plan for this work has been revised, to highlight areas not yet achieved which are no longer required by the 2010 version of the Code, and to include the recommendations of the independent investigator. The revised action plan is attached at Appendix 1 to this report.

2.3 The Governance Working Group is also working on a gap analysis against the NHF’s “Excellence in Standards of Conduct” Code for Members 2009, and the Board Improvement Action Plan arising from the 2009 Board appraisals. The relevant action plans are not attached, as they have not changed significantly since the last time they were presented to the Board, but they will be updated and presented to the Board at its meeting in December.

NEW NATIONAL HOUSING FEDERATION CODE OF GOVERNANCE – “EXCELLENCE IN GOVERNANCE”

ACTION PLAN TO ADDRESS FREEBRIDGE COMMUNITY HOUSING NON-COMPLIANCE AS AT OCT 2010

Section	FCH Compliance	Suggested Action	Timescale	Comments/Progress
A1	We currently provide this statement in our annual accounts. However, we do not make a reasoned statement about areas where we do not comply.	Start making the necessary statement.	2009/2010 annual accounts	Completed – a statement is included in the 2009/10 annual accounts
B3	Largely comply	Ensure full alignment with Board Membership and Recruitment Policy.	Policy scheduled for review Oct 09	Completed – incorporated into Board Membership and Recruitment Policy
B4	Do not comply	Review size of Board and whether it should include Executive.	Size of Board to be revisited in summer 2010. Consider Executive membership then too. Include statement in Board Membership and Recruitment Policy on FCH's stance re Executives on the Board.	Statement included in Board Membership and Recruitment Policy on FCH's stance re Executives on the Board. Still included in 2010 Code at A4

B9	Do not comply	Consider as part of review of Board Membership and Recruitment Policy.	Policy scheduled for review Oct 09	Completed – incorporated into Board Membership and Recruitment Policy
B10	Largely comply	Review Board Member Agreement to ensure full compliance. Extend existing Board member role profile to clarify roles of Vice Chairman and Committee Chairmen.	Dec 09	Review of Board Member Agreement delayed until publication of new NHF Code of Conduct. Revised date: Apr 2010 New Code now published. Work is beginning on producing new Board Code of Conduct and Board Member Agreement. Revised date: Oct 2010 No longer required by 2010 Code (Good practice)
C1	Partially comply	Review to ensure full compliance, especially relating to maximum terms. Consider as part of review of Board Membership and Recruitment Policy.	Policy scheduled for review Oct 09	Completed – incorporated into Board Membership and Recruitment Policy
C4	Largely comply	Review to ensure full compliance, eg re views of key contacts and appraisal of Vice-Chair. Advise Board that appraisals should be carried out “through an independent third party”.	Oct 2009 Dec 2009	Completed – incorporated into Board Membership and Recruitment Policy Completed – incorporated into Board Membership and Recruitment Policy

D1	Largely comply	Review Standing Order 3 to ensure full compliance	Review of Standing Orders scheduled for Dec 09.	Review of Standing Orders delayed to coincide with review of Financial Regulations. Revised date: Feb 2010 Completed – incorporated into review of Standing Orders.
D2	Largely comply	Review Standing Order 3 to ensure full compliance	Review of Standing Orders scheduled for Dec 09.	Review of Standing Orders delayed to coincide with review of Financial Regulations. Revised date: Feb 2010 Completed – incorporated into review of Standing Orders.
E1	Largely comply	Review Standing Order 5 to ensure full compliance.	Review of Standing Orders scheduled for Dec 09.	Review of Standing Orders delayed to coincide with review of Financial Regulations. Revised date: Feb 2010 Completed – incorporated into review of Standing Orders.
G1	Largely Comply	Review Ch Exec job description	Autumn 2009	Board monitor senior management arrangements on an six monthly basis, following restructure. Revised date: Feb 2010 Update to be provided at the Governance Working Group meeting on 30 June 2010 by

				the Assistant Director of HR and Governance. No longer required by 2010 Code (Good practice)
G2	Partially Comply	Review Ch Exec contract	Autumn 2009	Revised date: Feb 2010 Update to be provided at the Governance Working Group meeting on 30 June 2010 by the Assistant Director of HR and Governance. No longer required by 2010 Code (Good practice)
G4	Largely comply	Remind Board of current process for disclosure of Chief Executive's remuneration package.	Feb 2010	Update to be provided at the Governance Working Group meeting on 30 June 2010 by the Assistant Director of HR and Governance. No longer required by 2010 Code (Good practice)
H1	Partially comply	Standing Orders, including that re committee structure, are reviewed every 2 years.	Suggest review of committee structure spring 2010 after completion of Tenant Emp Service Review, then every two years after that.	The Board appraisal and review process will inform the committee structure review. Revised date: Winter 2010 No longer required by 2010 Code (Good practice)
H6	Largely comply	Review Standing Order 4 to ensure full compliance.	Review of Standing Orders scheduled for Dec	Review of Standing Orders delayed to coincide with review of Financial

			09.	Regulations. Revised date: Feb 2010 Completed – incorporated into review of Standing Orders.
H8	Largely comply	We need to report committee memberships somewhere – in Board’s report to AGM or in an annual report if we start doing one?	2010 Board’s report to AGM or annual report	Included in appendix to Annual Report to Tenants
I2	Do not comply	Include in Board’s Annual Report to the AGM and/or in Streets Ahead.	Autumn 2010	Annual Report to Tenants published (Now I1 in 2010 Code)
I4	Do not comply	Undertake regular review.	March 2010	Completed – review undertaken by Governance Working Group in April 2010 and by Board in May 2010. To be revisited when Standing Orders are reviewed.
I6	Do not comply	Incorporate in Board Membership and Recruitment Policy	Policy scheduled for review Oct 09	Awaiting guidance from the NHF Completed – incorporated into Board Membership and Recruitment Policy.
J1	Do not comply	Introduce consultation with Local Strategic Partnership members as part of the five year business planning process	Jan 2010	Consultation to be build into business planning process. Revised date: March 2011 No longer required by 2010 Code

J3	Do not comply	Include in review of Customer Comments Policy	Policy scheduled for review Nov 09	Completed. The new complaints procedure makes provision for this.
J5	Comply re Tenant Shareholding	Have one policy covering all shareholding	Tenant Shareholding Policy scheduled for review Oct 09	Completed – Shareholding Policy adopted by Board on 19/10/09
J9	Do not comply	Consider as part of review of Tenant Shareholding Policy.	Policy scheduled for review Oct 09	Some wording is being developed in consultation with the NHF and will be brought to the Board for approval. Revised date: Jan 2010 Completed – incorporated into Shareholding Policy.
K3	Do not comply – other than the symbols we have signed up to	Include in Board's Annual Report to the AGM and/or in Streets Ahead.	Autumn 2010	Included within the Annual Report to Tenants
L1	Nearly comply – We don't appraise the effectiveness of the Audit Committee	Appraise effectiveness of each committee	Spring 2010	Would fit better with annual appraisal process. Revised date: Autumn 2010 No longer required by 2010 Code
L2	Nearly comply – we don't ask the Board to ratify all the decisions of the Audit	Review how Board deals with decisions of Audit Committee. The Board does see the minutes of the	Dec 09	Completed – we do comply with this, as any important decisions of the Audit

	Committee	Audit Committee and it is suggested that it is not necessary for the Board to actually ratify its decisions.		Committee are ratified by the Board.
L4	Nearly comply – our Resources and Risk Committee does this. We don't ask the Board to approve the Risk Map.	Actually, the Board annually approves the Internal Assurance report, which includes the risk map, so we do comply in this respect. Although the Code says that it should be the Audit Committee producing the Risk Map, it is suggested that it fits better with our current arrangements for the Resources and Risk Committee to do this.	Dec 09	Completed. The NHF has confirmed that our use of the Resources and Risk Committee, rather than Audit Committee, to produce the Risk Map is perfectly acceptable.
M5	Partially comply	Review to ensure reasons for Board member resignations are recorded in minutes.	Immediately	No longer required by 2010 Code (Good practice)

Completed items are shaded.

Actions from Arvinda Gohil's Report				
	Action	Time Scale	Responsible Officer	Comments/Progress
1	The Board and staff need to clearly understand the governance framework agreed by the organisation and ensure individuals understand their responsibilities.	December 2010	TH (Campbell Tickell)	Appropriate staff to join board training. (Campbell Tickell)
2	The governance framework documents are onerous and duplicate in several places. The Board and senior staff would benefit from these being streamlined. This should be carried out through a gap analysis against the latest National Housing Federation Code of Governance and the Standards of Conduct.	December 2010	TH	Board - Governance Working Group Report to Board in December
3	The Board should ensure that training is provided for all Board members on the current governing instruments and policies used by FCH in order that everyone clearly understands their roles and responsibilities. Of particular assistance would be a programme on the role of advocacy and its relationship with operational matters and potential conflicts of interest.	December 2010	TH (Campbell Tickell)	Training identified in (1) to include specific reference to advocacy and conflict of interest.
4	The Board should also consider providing role profiles for all Board members in order to further clarify expectations and responsibilities.	December 2010	TH/Governance Working Group	Governance Working Group Action Plan

Freebridge Community Housing

Report to the Board

Author	Angus MacQueen Governance Officer	Report Type		Impact		
Related Work Ref.		For Decision	√	High	Medium	Low
		For Information			√	
Consultation	Chief Executive					

Meeting Date: 18 October 2010

Report Title: Board Appointments

Purpose: To appoint the Board's standing committees and make other Board appointments.

Policy/Strategy Implications: None directly arising from this report.

Finance and VFM Implications: None directly arising from this report.

Customer Care/Equality and Diversity Implications: None directly arising from report.

Risk Assessment (cross-reference with FCH Risk Map):

Risk 1.1 – Failure to Comply with Regulatory and Legislation Requirements – Critical Impact, High Likelihood. It is intended that this report will assist the Board to achieve the regulatory requirement of good governance.

Recommendations: It is recommended that the Board:

- (i) Appoint its standing committees as set out in paragraph 1.3 of this report.
- (ii) Appoint the Chairmen and Vice-Chairmen of its standing committees, as set out in paragraph 2.1 of this report.
- (iii) Agree that the Governance Working Group continue to comprise the Board Chairman, Board Vice-Chairman and the Chairmen of each of the Board's standing committees, and that it is chaired by the Board Chairman.
- (iv) Retain Nigel Donohue, Ray Johnson, Paul Leader and Colin Sampson as members of the pool for the Complaints Panel, and appoint two more Board members to the pool.
- (v) Retain Bill Guyan and Paul Leader as FCH representatives on the e² Joint Members Group, and appoint Ray Johnson to the Group.
- (vi) Retain Irene Gammon and Ray Johnson as the Board's representatives on the Hillington Square Steering Group.

1.0 Appointment of Committees

1.1 The Board has three standing committees, established by Standing Order 4, namely Audit, Resources and Risk, and Operations.

1.2 The Board has previously appointed five members to each committee, which has fitted neatly with there being 15 Board members. However, for a temporary period, pending

completion of the governance review, there are 11 Board members. It is, therefore, suggested that the Board appoints four members to each committee for the time being, although retaining the quorum at three members. This would not contravene Standing Order 4. Colin Sampson has agreed to sit on two committees temporarily.

- 1.3 Based on previous years and following discussions with some Board members about their skills and interests, it is suggested that the Board appoint its standing committees as follows:

<u>Audit</u>	<u>Operations</u>	<u>Resources and Risk</u>
Lesley Bambridge	Sylvia Calver	Matthew Brown
Irene Gammon	Nigel Donohue	Geoffrey Hipperson
Paul Leader	Bill Guyan	Michael Jervis
Colin Sampson	Colin Sampson	Ray Johnson (as Board Chairman)

2.0 Appointment of Committee Chairmen and Vice-Chairmen

- 2.1 Based on previous years and following discussions with some Board members, it is suggested that the Board appoint the Chairmen and Vice-Chairmen of its Standing Committees as follows:

Audit: Chairman – Paul Leader
Vice-Chairman – Colin Sampson

Operations: Chairman – Nigel Donohue
Vice-Chairman – Bill Guyan

Resources and Risk: Chairman – Michael Jervis
Vice-Chairman – Matthew Brown

3.0 Governance Working Group

- 3.1 The Board has previously resolved that the Governance Working Group comprise the Board Chairman and Vice-Chairman and the Chairman of each of the standing committees. It is suggested that this position is maintained. As Paul Leader is likely to be both the Board Vice-Chairman and the Chairman of the Audit Committee, the membership of the Governance Working Group would reduce from five to four members, which, coincidentally, is as proposed for the standing committees. The Working Group has to date been chaired by the Board Chairman.

4.0 Complaints Panel

- 4.1 The Board has usually maintained a pool of six members to take part in Complaints Panel meetings. Currently, four members of the Board are appointed to the pool, namely Ray Johnson, Paul Leader, Nigel Donohue and Colin Sampson. It would be ideal for two more Board members to be appointed to the pool, and particularly if they could be tenants, as we have committed to always having at least one tenant on a Complaints Panel.

5.0 e² Joint Members Group

5.1 The Board has previously appointed three members to the e² Joint Members Group, namely Bill Guyan, Paul Leader and Michael Stone. There is a vacancy following the resignation from the Board of Michael Stone. Michael was appointed to the Group, as it was felt important for the Board Chairman to be one of FCH's representatives, and so it is suggested that Ray Johnson be appointed as his replacement.

6.0 Hillington Square Steering Group

6.1 The Board has previously appointed three members to the Hillington Square Steering Group, namely Irene Gammon, Ray Johnson and Michael Stone. Following Michael's resignation from the Board, there would have been a vacancy on the Steering Group. However, the Hillington Square Project Manager has indicated that the Steering Group does not require more than two Board members, and so there is no need to fill the vacancy.

Freebridge Community Housing

Report to the Board

Author	Sean Kent	Report Type		Impact		
Related Work Ref.		For Decision	√	High	Medium	Low
Equality & Diversity Strategy		For Information			√	
Consultation	Management Team & Borough Council King's Lynn & West Norfolk					

Meeting Date: 18 October 2010

Report Title: Black & Minority Ethnic (BME) Targets

Purpose: To reset BME targets for lettings, governing body membership and staffing.
Policy/Strategy Implications: None Directly
Finance and VFM Implications: None Directly
Customer Care/Equality and Diversity Implications: Part of ensuring our services and governance represent the communities we serve.
Risk Assessment (cross-reference with FCH Risk Map): Risk 1.1 – Failure to Comply with Regulatory and Legislation Requirements – Critical Impact, High Likelihood.
Recommendations: It is recommended that the Board: (i) Adopts a new BME lettings target of 10.51% and reviews this annually

The Tenant Services Authority Regulatory Code required us to set targets for Black and Minority (BME) people for lettings and that this is then applied to staff appointments and promotions plus membership of the governing body and tenants organisations.

Although the Regulatory Code has been replaced by the new Regulatory Framework which does not include this specific requirement it is recommended that the Board continues to use and develop this method of monitoring for Equality & Diversity purposes.

The best measure of housing need that the Association can access is the applicants register for home choice. The most recent information from this shows that “as at 28th September 2010 there were 4,748 applicants on the housing register. 475 did not answer the question regarding ethnicity on the application form. Of the 4,273 answering the question, 449 (10.51%) described themselves as something other than ‘White British’. By far the largest section of this 10.51% was those describing themselves as ‘White Other’ 396 (9.27%) predominantly being migrant workers”.

Therefore a BME target for lettings of **10.51%** is proposed for 2010 to replace the previous 2009 target of 8.15% and the 2008 target of 5.7%.

The target will not over-ride the requirement to appoint the best qualified person for the role and the Association is not proposing any form of positive discrimination or quota but will need to monitor against this target to ensure that it is not being in any way discriminatory if it fails to achieve it.

Monitoring against last year's target of 8.15% and 2008 of 5.7%, our total lettings data for the year ended March 2010 showed the following:-

<u>Ethnic Group</u>	<u>Lettings 2010</u>		<u>Lettings 2009</u>	
White : British	526	82.70%	405	83.85%
White : Irish	3	17.30% Target 8.15%	1	16.15% Target 5.7%
White : Other	100		69	
Mixed : Other	0		3	
Asian/Asian British: (Indian/Pakistani/Bangladeshi)	0		0	
Asian/Asian British: Other	1		0	
Black/Black British: (Caribbean/African)	1		2	
Black/Black British: Other	5		2	
Chinese/Other:(Chinese & Other)	0		1	
Gypsy/Roman/Irish Traveller	0		0	
Total	636			

This shows 17.30% of our lettings were to BME tenants, where BME is defined as every category except White:British. This is slightly higher than the previous year at 16.15% and above the previous target of 8.15%. There is however a significant variation between our General Needs Lettings at 24.9% and Support Housing at 2.2%.

Looking at the nationality of our lettings we can see that the largest non-UK national groups are:

<u>Nationality</u>	<u>Lettings 2010</u>	<u>%</u>
Estonia	1	1
Hungary	1	1
Latvia	25	24
Lithuania	45	44
Poland	10	10
Other EEA	16	16
Any other country	5	4
Total	103	

This year we also have information about the age profile of applicants, which compare to our lettings for last year as follows:-

<u>Age Range</u>	<u>Lettings 2010</u>		<u>Waiting List</u>	
17-24	139	21.8%	848	17.9%
25-59	320	50.2%	2982	62.8%
60 +	179	28.0%	918	19.3%
Total	638		4748	

This shows that lettings from the 25-59 age group are under-represented while both older and younger tenants are over-represented. This may be due to lighter levels of vulnerability in these groups and will be worth further investigation.

Freebridge Community Housing

Report to the Board

Author	Robert Clarke, Assistant Director of Housing	Report Type		Impact		
Related Work Ref.		For Decision		High	Medium	Low
		For Information	√		√	
Consultation						

Meeting Date: 18th October 2010

Report Title: Continuous Recording (CORE) of Lettings and Sales for 2009/10

Purpose:

The purpose of this report is to highlight any significant changes to our lettings in 2009/10 and how these compare to lettings in 2008/9, to identify any trends or indicators that could affect the way we manage our housing stock in the future.

The information concentrates on key areas of the business covering, Income Collection, Re-let times, Equality & Diversity and Homelessness

The report covers both General and Supported Housing needs.

Policy/Strategy Implications:

None

Finance and VFM Implications:

None

Customer Care/Equality and Diversity Implications:

In the coming year we need to ensure we maximise benefit take up for new tenants and underline the importance of maintaining income stream and tenancy sustainment.

We are working with the Police, Improving Neighbourhood Teams and other agencies to ensure we deal effectively with any racial tensions that are brought to our attention. Although we are letting to more diverse groups year on year there have only been a few minor incidents to date.

Risk Assessment (cross-reference with FCH Risk Map):

Risk 2.4 – Poor Void Performance – Critical Impact, Significant Likelihood

Risk 2.5 – Poor Income or Benefit Collection – Critical Impact, Low Likelihood

Risk 2.8 – Ineffective or Insufficient Estate Improvement – Critical Impact, Significant Likelihood

Recommendations: It is recommended that the Board:

- (i) Note the contents of this report

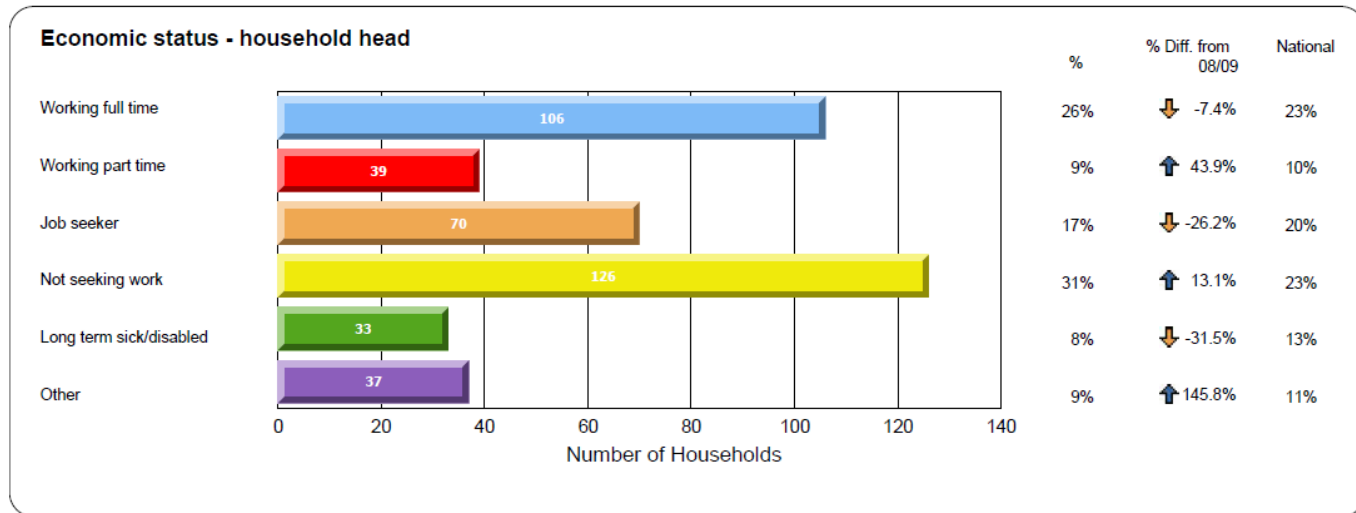
CORE provides us with statistics of how and whom we let our properties to. These areas range from the type of tenancy we offer new tenants to the reason why the property became vacant in the first instance.

The average re-let times shown in the CORE report for 2009/10 was 30 days compared to 60 days for 2008/9. In March the average re-let time was 9 days.

All information shows % difference from 08/09 and comparison against the national %

General needs

1



2 Highlights increasing Eastern European population in the area.

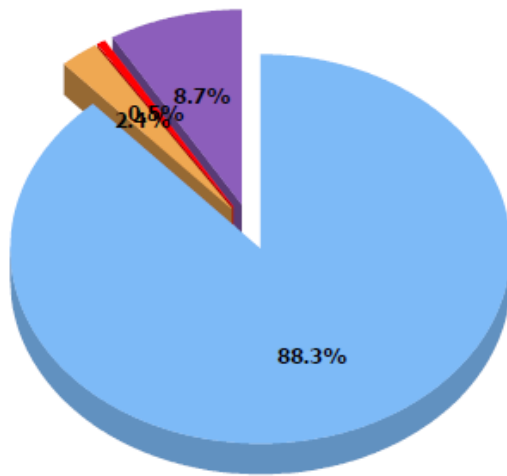
Ethnic group - household head

	Count	%	% Diff. from 08/09	National
White British	306	74%	↓ -2.3%	81%
White Irish & White Other	97	24%	↑ 11.1%	4%
Mixed	0	0%	-	2%
Asian or Asian British	1	0%	-	4%
Black or Black British	6	1%	↑ 32.8%	7%
Chinese or other ethnic group	0	0%	-	1%
Refused	1	0%	-	1%
Total BME	7	2%	-	14%

CORE records the ethnic group of the head of household. The categories used in CORE are the same as the 2001 Census. BME is defined as every category except White: British, White: Irish and White: Other.

3

Homelessness (prior to letting)



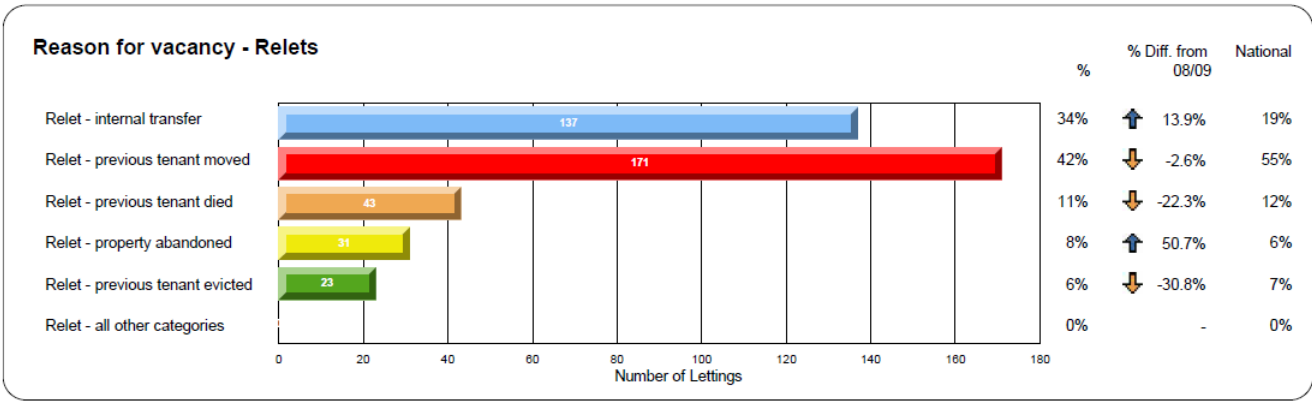
	No. of households	%	% Diff. from 08/09	National
Not homeless	364	95%	↑ 4.0%	83%
Stat. homeless (owed main duty)	36	9%	↓ -4.6%	12%
Stat. homeless (not owed main duty)	2	0.5%	↓ -33.7%	2%
Other homeless	10	2.6%	↓ -52.7%	4%

4

Location of previous accommodation

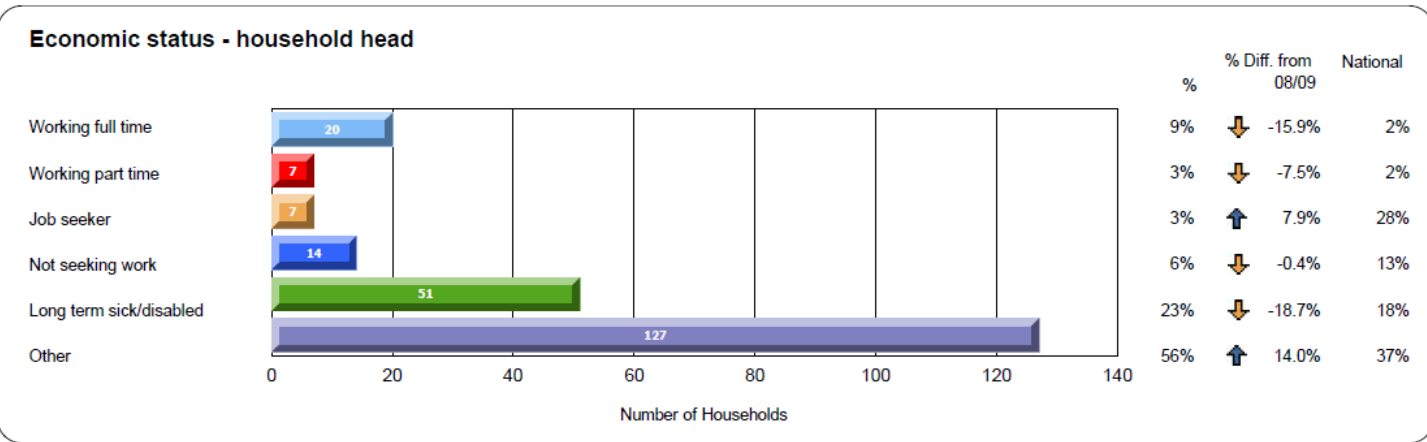
	No. of households	%	% Diff. from 08/09	National
Same LA	392	95%	↓ -1.2%	90%
Another LA in same region	13	3%	↑ 187.1%	8%
Outside region	7	2%	↓ -33.7%	2%

5



Supported Housing

1



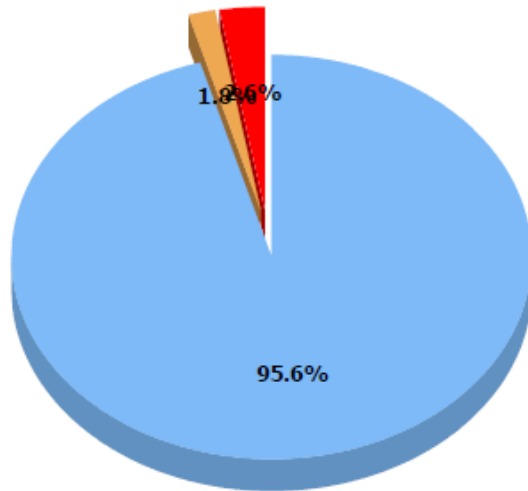
2

Ethnic group - household head

	Count	%	% Diff. from 08/09	National
White British	220	97%	↑ 3.8%	83%
White Irish & White Other	6	3%	↓ -53.5%	4%
Mixed	0	0%	-	3%
Asian or Asian British	0	0%	-	3%
Black or Black British	0	0%	-	6%
Chinese or other ethnic group	0	0%	-	1%
Refused	0			
<i>CORE records the ethnic group of the head of household. The categories used in CORE are the same as the 2001 Census. BME is defined as every category except White: British, White: Irish & White: Other.</i>				
Total BME	0	0%	-	13%

3

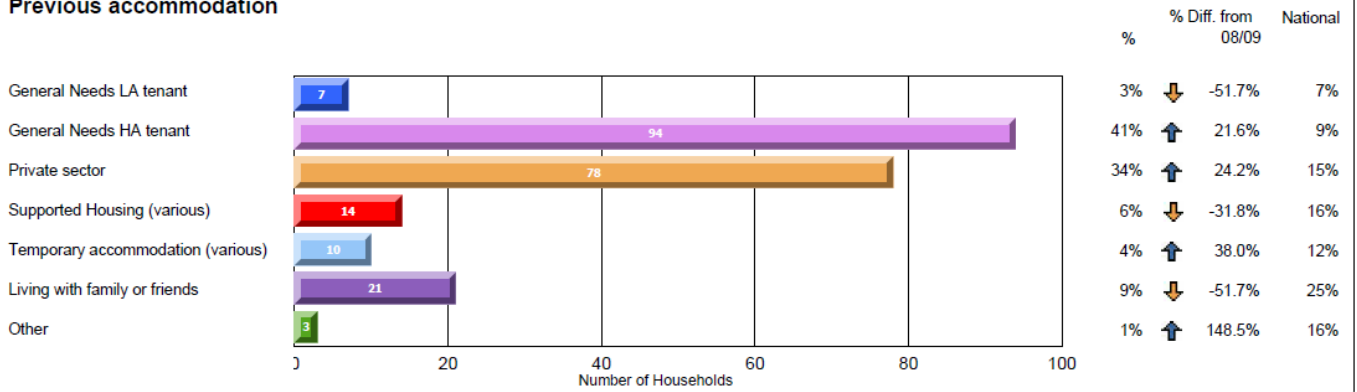
Homelessness (prior to letting)

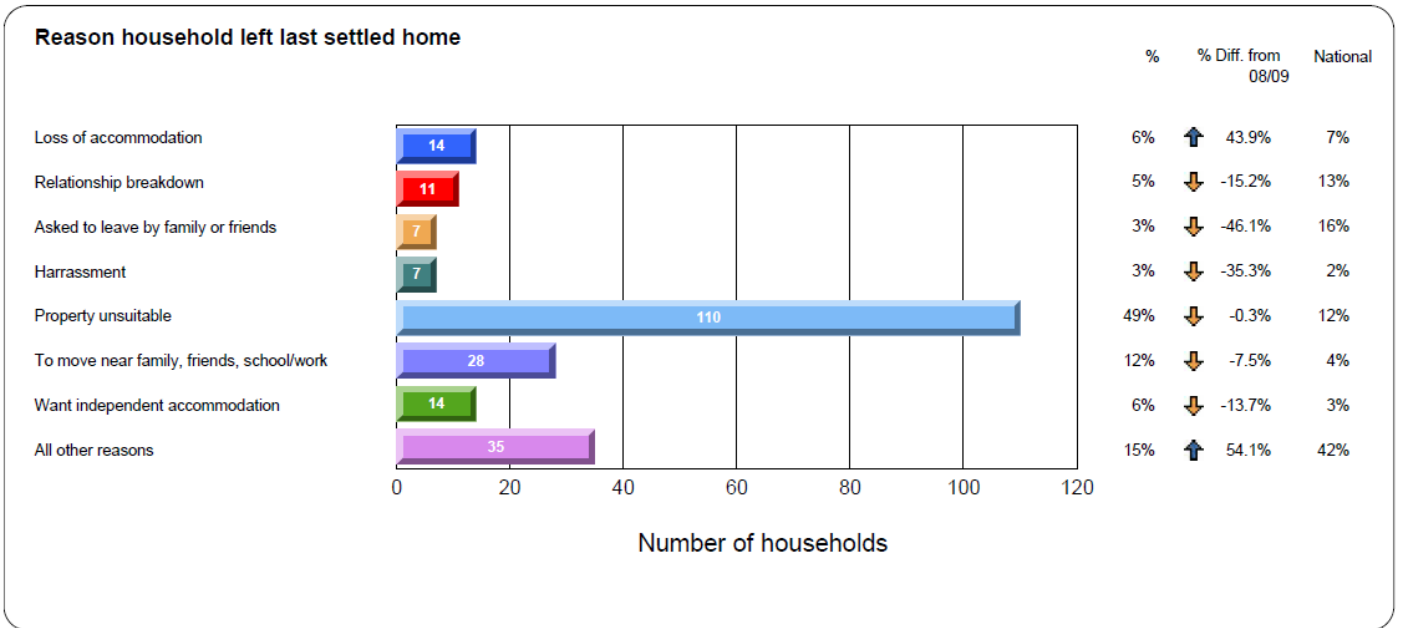


	No. of households	% Diff. from 08/09	National
Not homeless	217	↓ -0.1%	53%
Stat. homeless (owed main duty)	6	↑ 11.5%	15%
Stat. homeless (not owed main duty)	0	-	5%
Other homeless	4	↑ 271.8%	27%

4

Previous accommodation





In total there were 693 lets in 2009/10. This was made up from 412 General Needs Housing and 227 from Supported Housing

Freebridge Community Housing

Request for Urgent Action under Standing Order 2 Paragraph 3.1

"Any action of an urgent nature required between meetings of the Board or of a committee with power to act and not within the delegated authority of the Association's Chief Executive (or relevant Executive Director) shall be referred by the Association's Chief Executive (or relevant Executive Director) to the Chairman and one other Board Member of the Board or of the relevant committee for a decision. In these circumstances the decision shall be reported to the next meeting of the relevant Board or committee."

Title: Eastern Procurement Consortium (EPC)

Date of request: 5.10.10

Authorisation needed by: 6.10.10

Request initiated by: Stuart Mansell, Assistant Director of Assets

Purpose: To seek approval to enter into the following EPC Documents:

1. Partnering Agreement between EPC and Foster Property Maintenance Limited .
2. Joining Agreement February 2010 , admission of Wherry Housing Association and Foster Property Maintenance Limited to the EPC.

Policy/Strategy Implications: There are no new policies as a result of this recommendation. The recommendation supports the implementation of the Asset Management Strategy

Finance and VFM Implications: Membership of the EPC Project Partnering agreement has the potential to generate VFM as consequence of economy of scale.

Customer Care/Equality and Diversity Implications: The appointed preferred supplier, as part of the framework bidding and selection process had to demonstrate a commitment to customer care and equality and diversity (previous experience and operation of relevant policy and procedure). Performance in this area will be monitored as part of ongoing project management.

Risk Assessment (cross-reference with FCH Risk Map)

2.7 Operational failures:

Impact - Critical

Likelihood - Significant

4.1 Failure to Deliver Improvement Programme:

Impact – Critical

Likelihood – Significant

7.7 Failure to deliver Transfer Promises:

Impact – Catastrophic

Likelihood - Low

Reason why matter is urgent: it is necessary to sign under seal both documents and return them to the Project Manager by Friday 8th October. The return date is out of sequence with the next Board meeting.

Consultation: Chief Executive Officer, EPC Board.

Recommendations: Board approve the request to enter into the Eastern Procurement Consortium (EPC) Project Partnering Agreement with Fosters for the supply of goods and


services in respect of Decent Homes Improvements and the EPC Joining Agreement February 2010, and that both the documents be executed under seal.

Request detail:

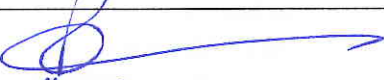

FCH currently has in place framework agreements with preferred suppliers in respect of its Decent Homes improvement programme. Those arrangements will end in 2012 as the original Decent Home Improvement programme is completed. Post 2012 new programmes will be established to 'catch up' properties deferred from the original programme and the next phase of properties now due for improvement based on elemental life cycle replacement forecasts.

The EPC Partnering Agreement provides options post 2012. The benefits to FCH of membership are that EU procurement rules have been complied with and, potentially, value for money as a consequence of the scale of the work awarded as part of the agreement. The appointed preferred supplier is well known to FCH and has performed satisfactorily. The agreement is not binding and members are able to opt in and out of the agreement as they deem necessary (though to achieve value for money the volume of work awarded to the supplier will be important).

Referral by:

Chief Executive/ Director	Signature 
	Date 6/10/10.

Authorised:

Chairman	Signature 
	Date 6 th Oct 2010.
Board Member	Signature 
	Date 6/10/10

To be reported to Board on 18th October 2010

Author	Angus MacQueen Governance Officer	Report Type		Impact		
Related Work Ref.		For Decision	√	High	Medium	Low
Minutes: Resources and Risk Committee – 14 September 2010		For Information			√	
Consultation						

Board Meeting Date: 18 October 2010

Report Title: Resources and Risk Committee Recommendations

Purpose: To present the recommendations from the Resources and Risk Committee meeting held on 14 September 2010.
Policy/Strategy Implications: None directly arising from this report.
Finance and VFM Implications: None directly arising from this report.
Customer Care/Equality and Diversity Implications: None directly arising from this report.
Risk Assessment (cross-reference with FCH Risk Map): Risk assessment will have been considered at the committee stage for each recommendation.
Recommendations: It is recommended that the Board: <ul style="list-style-type: none"> (i) Consider the recommendations set out in the body of the report.

1. Resources and Risk Committee – 14 September 2010

Presentation of recommendations by: Michael Jervis (Chairman of the Resources and Risk Committee)

Recommendations –

1. That the Board approve the Treasury Management Policy Statement and Practices, as presented to the Resources and Risk Committee, subject to minor cosmetic amendments, such as regarding job titles.
2. That the Board agree that this document be reviewed every two years, in line with FCH's other policies.
3. That the Board approve the Human Resources Policy, as presented to the Resources and Risk Committee.

The proposed Treasury Management Policy Statement and Practices, and the proposed Human Resources Policy, can be seen on the Board member area of FCH's website, within the agenda for the Resources and Risk Committee meeting held on 14 September 2010. If you would like a hard copy, please contact Angus MacQueen (tel: 01553 667754).