

**SHAREHOLDER SUB COMMITTEE**  
**Tuesday, 11 December 2018 at 7.30 pm**  
**Committee Room 1 - Civic Centre**

**Members**

Councillor Mark Ingall (Chair)  
Councillor Joel Charles  
Councillor Andrew Johnson  
Councillor Danny Purton  
Councillor Mark Wilkinson

**AGENDA**

1. Apologies for absence
2. Declarations of Interest  
  
Councillors' declarations of interest (if any) in relation to any items on the agenda.
3. Minutes (Pages 3 - 7)  
  
To approve the minutes of the meeting held on 25 July 2018.
4. Matters Arising  
  
Any matters arising from the minutes of the previous meeting.
5. Sub Committee Work Plan (Page 8)  
  
To review the Sub Committee's work plan.
6. Operational and Performance Reports
  - a) Performance Reports and Balanced Scorecard (Pages 9 - 19)
  - b) Customer Service (Pages 20 - 28)
  - c) Risk Management (Pages 29 - 32)
7. Responsive Repairs Customer Access Review (Pages 33 - 35)
8. References from the HTS Group Ltd Board
  - a) Remuneration for HTS (Property & Environment) Board Members  
(Pages 36 - 38)
9. References from HTS (Property & Environment) Ltd Board

a) Vehicle Homes to Work Policy (Pages 39 - 40)

10. Matters of Urgent Business

To deal with any matters of an urgent nature.

11. Date of next meeting

15 January 2019.

**MINUTES OF THE SHAREHOLDER SUB COMMITTEE  
HELD ON**

25 July 2018

7.30 - 8.30 pm

**PRESENT**

**Sub Committee Members**

Councillor Mark Ingall (Chair)  
Councillor Joel Charles  
Councillor Danny Purton

**Officers**

Julie Galvin, Assistant Solicitor  
Andrew Murray, Head of Housing  
Adam Rees, Governance Support Officer

**Additional Attendees**

Michael Harrowven, Non-Executive Chair of the HTS (Property and Environment) Limited Board  
John Phillips, Managing Director of HTS (Property and Environment) Limited

1. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Andrew Johnson and Mark Wilkinson.

2. **DECLARATIONS OF INTEREST**

None.

3. **MINUTES**

**RESOLVED** that the minutes of the meeting held on 13 February 2018 are agreed as a correct record and signed by the Leader.

4. **MATTERS ARISING**

a) Minute 23 - Operational and Performance Reports

In response to a question by Councillor Charles, John Phillips, Managing Director of HTS (Property and Environment) Ltd, explained that the original minute request scope has been enlarged to report on improving access to reporting repairs requests and resource planning (planned repairs). This will include an appraisal of the use of an online portal would be considered by the Sub-Committee in October as part of the Customer Access Review. The Review would look at all methods the public could use to contact HTS.

In response to a further question by Councillor Charles, the Chair said the original priorities were still in place. In addition to these, following the Cabinet meeting on 14 June, house building and the creation of a regeneration company had been added as strategic priorities. Any further revisions of the priorities would come through Cabinet.

b) Minute 26 - Environmental Improvement Plan - Verbal Update

Councillor Charles whether Councillors were now being contacted about potential works in their wards. In reply, Councillor Purton said that the standard list of works was still being developed, and that this was being done in consultation with residents groups. He expected that the list would be finalised in August.

5. **SUB-COMMITTEE WORK PLAN**

**RESOLVED** that the Work Plan was noted.

6. **OPERATIONAL AND PERFORMANCE REPORTS**

a) Performance Reports Balanced Scorecard

The Sub-Committee received a report which highlighted the operational and financial performance for HTS (Property and Environment) Ltd. The Company had achieved 97 percent of its KPIs up to 31 March 2018, and 100 percent up to 31 May, an outturn of retained profit totalling £412,000 to 31 March 2018, and a favourable forecast for the year of £1,095,000 to 31 March 2019.

The Sub-Committee welcomed the detail of the report and noted that HTS had achieved over 500,000 work hours without a reported accident.

John Phillips drew attention to the two KPIs in March which had been below target. The first was Detritus and Weed Growth which had seen a significant drop in performance for the quarter. However, this appeared to be a blip as performance was now above target as reported in Quarter 1.

Tree works were also below target for the final quarter of 2017/18. It was explained that tree works were carried out by a small team and the adverse weather at the beginning of the year caused issues. Performance was back above target in Quarter 1.

Councillor Purton requested that a report was brought to the next meeting of the Sub-Committee on the use of HTS vehicles outside of work hours.

**RESOLVED** that:

- A** The Sub-Committee acknowledged the performance and financial position set out in paragraphs 3-15 of the report as follows:

- i) HTS (Property & Environment) Ltd (HTS) achieved 97 percent to 31 March 2018 and 100 percent 30 May 2018 against the suite of major and minor KPIs that govern the contract; and
- ii) An outturn of retained profit totalling £412,000 to 31 March 2018. A favourable forecast for the year to £1,095,000 to 31 March 2019.

b) Complaints Analysis

The Sub-Committee received a report which summarised complaints to the months of March and May 2018. John Phillips said that complaints were not the only measure of customer service and that the number of plaudits received exceeded the number of complaints. It was agreed that the reports on plaudits received would be circulated to the Sub-Committee and that they would be incorporated into future complaints reports.

**RESOLVED** that the Sub-Committee:

**A** Noted the report and summary of complaints to the month of March 2018 and May 2018, as set out in paragraphs 2 to 4 of the report as follows:

- i) HTS (Property & Environment) Ltd achieved a ratio of 0.95 percent against total transactions to March 2018 of 48,568 and 0.97 percent against total transactions to May 2018 of 6,986.

c) Risk Register

The Sub-Committee received a report which set out the strategic risks to HTS. Andrew Murray, Head of Housing explained that the reporting of risks was now aligned to the Council's.

John Phillips outlined the work which had been undertaken to ensure that HTS was compliant with GDPR. Councillor Charles said that GDPR required some companies to undergo an extensive data audit and questioned whether HTS was at the threshold. In reply, John Phillips he would respond outside of the meeting, but added that ISO 270001 gap analysis was being undertaken.

The Sub-Committee discussed future business growth. John Phillips said that the risks associated with third party growth had to be managed, and that the initial focus was on growing the HTS brand locally. Michael Harrowven, Non-Executive Chair of the HTS (Property and Environment) Limited Board, added that the focus was on the Council's priority of more and better housing.

**RESOLVED** that:

- A** The Sub-Committee noted the strategic risks as relating to HTS (Property and Environment) Ltd (HTS) together with their analysis and mitigation outlined in Paragraphs 4 to 6 of the report.

7. **DEVELOPMENT AND IMPROVEMENT PLAN - EFFICIENCY CASE STUDIES (2017-18)**

The Sub-Committee received a report setting out a case study as part of the development and improvement plan.

**RESOLVED** that the Sub-Committee noted the report.

8. **REFERENCES FROM THE HTS BOARD**

- a) Appointment of External Auditors to the HTS Group

The Sub-Committee received a report which recommended that it noted the appointment of Ensors, Chartered Accountants as the external auditor for HTS.

**RESOLVED** that the Sub-Committee noted:

- A** Noted the Board's appointment of Ensors, Chartered Accountants, as external auditors and accountants to HTS (Property and Environment) Ltd (HTS) for 2018/19.
- B** Noted the terms and conditions of the appointment agreed by the Company Secretary.

9. **REFERENCES FROM CABINET**

- a) Business Plan Amendments

The Sub-Committee received a report which sought approval for amendments to the Business Plan following a decision by Cabinet on 14 June.

**RESOLVED** that the Sub-Committee:

- A** Approved the Board's proposed amendment to the current Business Plan, in line with the Cabinet decision on 14 June 2018.
- B** Noted the revised Business Plan (2018/22) timetable.

10. **REVISED BALANCED SCORECARD 2018-2022**

The Sub-Committee received a report which recommended the approval of revised Balanced Scorecard targets for 2018/19.

The Sub-Committee discussed how improvements to the culture could be measured. Michael Harrowven said that the target was about encouraging change and allowing the workforce to put forward ideas for improvement.

**RESOLVED** that:

- A** The Sub Committee approved the revised Balanced Scorecard targets for 2018/19 onwards as outlined in Appendix A to the report.

11. **MATTERS OF URGENT BUSINESS**

None.

12. **DATE OF NEXT MEETING**

24 October 2018.

CHAIR OF THE SUB COMMITTEE

## Shareholder Sub-Committee Work Plan 2018/19

Title	Wednesday 25 July 2018	Tuesday 11 December 2018	Tuesday 15 January 2019	Wednesday 3 April 2019
<b>Operational and Performance Reports</b>				
Performance Reports	Jan-Jun	Jul-Sept	Oct-Dec	Jan-Mar
Balanced Scorecard	Jan-Jun	Jul-Sept	Oct-Dec	Jan-Mar
Risk Register	Jan-Jun	Jul-Sept	Oct-Dec	Jan-Mar
Case Studies	Jan-Jun			Jan-Mar
<b>Other Reports</b>				
Appointment of External Auditors to the HTS Group	Report			
Business Plan Amendments	Report <i>(Reference from Cabinet)</i>			
Responsive Repairs Customer Access Review		Report		
Environment Review				Report
Remuneration of HTS (P&E) Board Members		Report <i>(Reference from HTS Group Board)</i>		
Vehicle Homes to Work Policy		Report <i>(Reference from HTS (P&amp;E) Board)</i>		
Business Plan			Report	
Appointment of Non-Executive Chair of HTS Group and HTS (P&E) Ltd			Report	
Creation of HTS (Housing and Regeneration) Company			Report	



**REPORT TO:** SHAREHOLDER SUB COMMITTEE

**DATE:** 11 DECEMBER 2018

**TITLE:** PERFORMANCE REPORTS AND BALANCED SCORECARD

**LEAD OFFICER:** ANDREW MURRAY, HEAD OF HOUSING  
(01279) 446676

**RECOMMENDED that:**

- A** The Sub Committee acknowledges the performance and financial position set out in paragraphs 4-14 as follows:
- i) HTS (Property & Environment) Ltd achieved 100 percent success rate for June, July and August 2018 against the suite of major and minor KPI's that govern the contract.
  - ii) An outturn of retained profit totalling £820,000 to 31 August 2018.

**BACKGROUND**

1. This report sets out the operation and financial performance of HTS (Property & Environment) Ltd as at the 31 August 2018. A performance report for September 2018 will also be tabled at the meeting.
2. HTS (Property & Environment) Ltd's performance is reported to Cabinet quarterly, as part of the wider Joint Financial Performance Report (JFPR) detailing the delivery of corporate priorities.
3. HTS (Property & Environment) Ltd was established to deliver repairs and environmental maintenance services previously carried out by Kier Harlow Ltd. In setting up a Local Authority Trading Company (LATC) the Council has created a business that can generate income for the Council, trade externally, and deliver core services to a high standard.

**ISSUES/PROPOSALS**

4. The Business Plan and revised Balanced Scorecard targets, outlining priorities for delivery, were approved in July 2018. HTS (Property & Environment) Ltd's Balanced Scorecard Objectives are outlined in Appendix A. A performance summary to August 2018 indicates operational, financial, business growth and culture performance are at 100 percent with objectives projected to be on target. In addition, there are no underperforming KPI's reported in June, July and August 2018. Detailed performance information is presented monthly to the Joint

Performance Review Meeting (JPRM) and, at the individual Portfolio Holder meetings.

5. Notable highlights over the current three-month period:
  - a) Gas Servicing remains at 100 percent since the contract inception;
  - b) Complaints continue to remain low;
  - c) Fast track and Routine Voids maintained their 100 percent monthly target; and
  - d) Repairs carried out within 20 days were above target the last three months.
  
6. Following a significant drop in performance in Streets during the first quarter, improvements have been made in quarter two as highlighted below:

**Table 1 – Quarter 2 Performance Figures**

Name of KPI	Q1	Q1	Q2	Q2
	Performance Figure (KBT Report)	RAG Status	Performance Figure (KBT Report)	RAG Status
Routine cleaning of streets (NI195) Litter to grade A standard (Wave).	11.11%	AMBER	0.67%	GREEN
Routine cleaning of streets (NI195) Detritus, to grade A standard (Wave)	23.99%	RED	5.02%	GREEN
The proportion of relevant public land and highways which unacceptable levels of Weed are visible (NI 195).	23.09%	RED	11.42%	AMBER

7. Landscape Maintenance has been jointly reviewed by HTS (Property & Environment) Ltd and the Council following concerns last year. This included:
  - a) Revising the measurement for grass cutting;
  - b) Additional plant and labour to deliver an enhanced service; and
  - c) Level of complaints dropping compared to last year.
  
8. Feedback from Environmental Service Improvement Team (SIT) and from a range of stakeholders has provided positive feedback. Last quarter the KPI for tree works to be carried out within 80 days of order was amber. Performance has improved to 100 percent this quarter (from 93 percent last quarter).

9. Average waste recycling performance is outlined in the table below:

**Table 2 – Waste Recycling Performance**

	June	July	August
Waste Recycling	73%	65%	59%

10. HTS (Property & Environment) Ltd continues without the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) achieving “0” Accident, Incident Rate (AIR) at the end of August 2018.
11. The controllable budgets assigned to HTS (Property & Environment) Ltd are managed within an existing Annual Service Charge (ASC) payment, uplifted annually for inflation. The ASC is forecasted to £17,472,000 in 2018/19.
12. In addition, the Services Agreement allows the Council to award Housing Capital Works on a year by year basis annually to this value up to 2021/22. This year’s allocation, together with the approved carryovers from 2017/18 total £7,704,152. The current projected outcome reported for 2018/19 amounts to £5,966,326 with a carryover expected of £1,737,826. The Council will also be inviting HTS (Property & Environment) Ltd to submit new Business Cases for potentially three new projects associated with the “Council House Building” Programme.
13. The Committee also at a previous meeting noted that Cabinet had approved the provision of a loan of up to £1.4 million to support the set up costs of HTS (Property & Environment) Ltd. The loan was to cover normal business start-up costs and to ensure that state aid rules were not breached. The loan outstanding amounts to £819,000 with interest payments of £4,000 per month being paid to the Council.
14. HTS (Property & Environment) Ltd are currently evaluating its next phase of investment in fixed assets and are currently in the process of identifying a replacement strategy for fleet vehicles and plant. A report will be made to the Shareholder Sub Committee at a future meeting.
15. Current progress and financial forward forecasting for HTS (Property & Environment) Ltd, is outlined in the updated Shareholder statement which is outlined in Appendix B. A review of trading indicates a projected retained profit being forecasted for 2018/19 of £820,000.

## **IMPLICATIONS**

### **Place (Includes Sustainability)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing on behalf of Graeme Bloomer, Head of Place**

**Finance (Includes ICT)**

As set out within the report.

**Author: Simon Freeman, Head of Finance**

**Housing**

As outlined in the report.

**Author: Andrew Murray, Head of Housing**

**Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

**Governance (Includes HR)**

None specific.

**Author: Colleen O'Boyle, Interim Head of Governance**

**Appendices**

Appendix A – HTS Balanced Scorecard

Appendix B – Summary of Management Accounts August 2018

**Background Papers**

Major KPIs June, July, August 2018

Minor KPIs June, July, August 2018

Balanced Scorecard

**Glossary of terms/abbreviations used**

KPIs - Key Performance Indicators

JFPR - Joint Financial Performance Report

LATC - Local Authority Trading Company

JPRM - Joint Performance Review Meeting

KBT - Keep Britain Tidy

SIT - Service Improvement Team

RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

AIR - Accident, Incident Rate

ASC - Annual Service Charge

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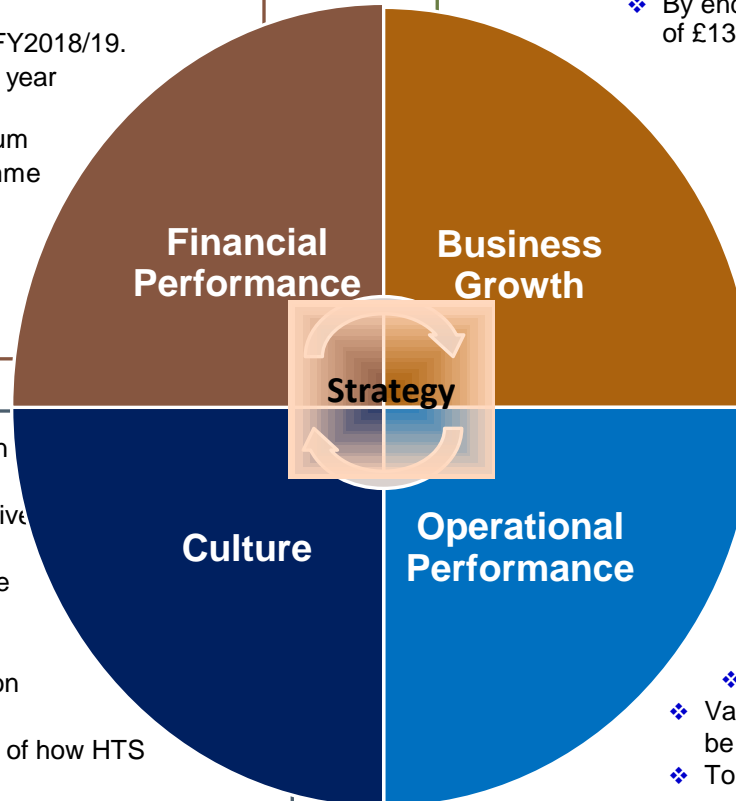
# HTS (Property & Environment) Limited

## Balanced Scorecard 2018/19

# HTS Balanced Scorecard - Objectives

- ❖ Achieve Pre-tax profit margin of 4.75% by end of FY 2018/19. (50% to shareholder as dividend subject to corporation tax)
- ❖ Borrowing ratio of less than 70% by end of FY 2018/19.
- ❖ Acid ratio in excess of 1.00.
- ❖ Minimum cash reserve of £0.5m by end of FY2018/19.
- ❖ Deliver cashable and non-cashable year on year efficiencies.
- ❖ Deliver a competitive and profitable (minimum margin of 5%) £5.8m capital works programme by end of FY 2018/19.

- ❖ By end of FY 2018/19 deliver external third-party profit of £22.5k before tax.
- ❖ By end of FY 2019/20 deliver external third-party profit of £67.5k before tax.
- ❖ By end of FY 2020/21 deliver external third-party profit of £135k before tax.



- ❖ Invest 500 working days (60k) per annum in corporate social responsibility.
- ❖ To ensure that employees on average receive three days training per annum.
- ❖ Recruit a maximum of 10 apprentices in line with business needs..
- ❖ An agreed-upon succession plan.
- ❖ Minimum 60% return rate of staff satisfaction surveys with a satisfaction rate >60%.
- ❖ Place the customer experience at the heart of how HTS operates.
- ❖ Illustrate an innovation driven and entrepreneurial culture.
- ❖ Equality and diversity targets to monitor:
  - Gender Pay Gap
  - Social inclusion model (CIC)/partnerships with local community organisations
  - Disability Confident Champion (level 3 status)

- ❖ Achieve overall success rate of 95% against the Major & Minor KPI Suite.
- ❖ Sickness absence rate below 3.9% annualised.
- ❖ Health and safety performance below HSE accident incident rate. Attain 500,000 hours reportable accident free.
  - ❖ 100% compliance with regulatory requirements.
- ❖ Value of spend on subcontractors on the ASC to be no greater than 9.5% of the ASC budget.
- ❖ To achieve an overall success rate of 95.25% of customer repairs dealt with Right First Time.

## Operational Performance Summary

OBJECTIVES	PERFORMANCE	COMMENTS
To achieve an overall success rate of 95% against the Major & Minor KPI Suite	✓	HTS has successfully achieved this target.
Sickness absence rate below 3.9% annualised	✓	Sickness rate has just marginally exceeded target at 3.98%.
Health and safety performance below HSE accident incident rate. Attain 500,000 hours reportable accident free.	✓	HTS AIR rating is well below HSE breach level.
100% compliance with regulatory requirements	✓	LGSR compliance has been at 100% every month.
Value of spend on subcontractors on the ASC to be no greater than 9.5% of the ASC budget	✓	Subcontractor spend has remained within target of 10%.
To achieve an overall success rate of 95.25% of customer repairs dealt with Right First Time	✓	Customers' feedback from satisfaction surveys has illustrated repairs carried out Right First Time at above target level.

**Financial Performance**




## Financial Performance Summary

OBJECTIVES	PERFORMANCE	COMMENTS
Achieve pre-tax profit margin of 4.75% by end of FY 2018/19. (With a min of 50% return to Shareholder)	✓	HTS is projected to achieve 4.75% Pre-tax profit by end of FY 2018/19
Borrowing ratio of less than 70% by end of FY 2018/19	✓	On target to achieve Objective
Acid ratio in excess of 1.00	✓	On target to achieve Objective
Minimum cash reserve of £0.5m by end of FY2018/19	✓	Projected cash reserve is on track to achieve target.
Deliver cashable and non-cashable year on year efficiencies	✓	On target to achieve Objective
Deliver a competitive and profitable (minimum margin of 5%) £5.8m capital works programme by end of FY 2018/19	✓	On target to achieve Objective based on projection



**Business  
Growth**

## Business Growth Summary

OBJECTIVES	PERFORMANCE	COMMENTS
By end of FY 2018/19 deliver external third-party profit of £22.5k before tax.		HTS has actively pursued a number of initiatives thus securing profit from external third-party to achieve target by period end.
By end of FY 2019/20 deliver external third-party profit of £67.5k before tax.		Data to be provided when information available
By end of FY 2020/21 deliver external third-party profit of £135k before tax.		Data to be provided when information available

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## Culture Performance Summary

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OBJECTIVES	PERFORMANCE	COMMENTS
Invest 500 working days (60k) per annum in corporate social responsibility	✓	HTS is on target to achieve this with planned activities.
To ensure that employees on average receive three days training per annum	✓	On target to achieve Objective
Recruit a maximum of 10 apprentices in line with business needs.	✓	On target to achieve Objective
An agreed-upon succession plan	✓	On target to achieve Objective
Minimum 60% return rate of staff satisfaction surveys with a satisfaction rate >60%.	⌚	Staff satisfaction surveys to be carried out in the 2018 Q3.
Place the customer experience at the heart of how HTS operates	✓	On target to achieve Objective
Illustrate an innovation driven and entrepreneurial culture	✓	On target to achieve Objective
Equality and diversity: <ul style="list-style-type: none"> <li>• Gender Pay Gap</li> <li>• Social inclusion model (CIC)/partnerships with local community organisations</li> <li>• Disability Confident Champion (level 3 status)</li> </ul>	✓	On target to achieve Objective

HTS (Property & Environment) Ltd  
 Summary of Management Accounts  
 Month: August-18

	Actual			Month Actual			5 Months Actual to			Forecast		
	14 Months Actual to March 2018			Aug 2018			Aug 2018			Year to 31 March 2019		
	Actual £000's	Business Plan £000's	Variance £000's	Actual £000's	Business Plan £000's	Variance £000's	Actual £000's	Business Plan £000's	Variance £000's	Latest Forecast £000's	Business Plan £000's	Variance £000's
<b>1/ Total (All Activities)</b>												
Sales	23,843	26,159	(2,316)	1,767	2,014	(247)	9,087	10,071	(984)	23,350	24,171	(821)
Cost of Sales	(19,999)	(22,095)	2,096	(1,495)	(1,712)	217	(7,607)	(8,560)	953	(20,036)	(20,785)	749
Gross Profit	3,844	4,064	(220)	272	302	(30)	1,480	1,511	(31)	3,314	3,386	(72)
Overheads	(3,279)	(2,805)	(474)	(185)	(206)	21	(1,071)	(1,028)	(43)	(2,229)	(2,228)	(1)
Net Profit	565	1,259	(694)	87	97	(10)	409	483	(74)	1,085	1,158	(73)
Interest	(55)	(65)	10	(3)	(5)	2	(16)	(24)	8	(60)	(70)	10
Net Profit before Tax	510	1,194	(684)	84	92	(8)	393	459	(66)	1,025	1,088	(63)
Taxation	(98)	(239)	141	(16)	(18)	2	(75)	(87)	12	(205)	(207)	2
Retained Profit	412	955	(543)	68	73	(5)	318	371	(53)	820	881	(61)
<b>2/ H.D.C.- Annual Service Charge</b>												
Sales	20,143	20,359	(216)	1,455	1,489	(34)	7,303	7,446	(143)	17,472	17,871	(399)
Cost of Sales	(16,599)	(16,738)	139	(1,207)	(1,225)	18	(5,972)	(6,124)	152	(14,528)	(14,937)	409
Gross Profit	3,544	3,621	(77)	248	265	(17)	1,331	1,323	8	2,944	2,934	10
Overheads	(3,097)	(2,623)	(474)	(172)	(192)	20	(1,006)	(958)	(48)	(2,063)	(2,059)	(4)
Net Profit	447	998	(551)	76	73	3	325	365	(40)	881	875	6
<b>3/ H.D.C. - Capital Works</b>												
Sales	3,613	5,800	(2,187)	303	483	(180)	1,723	2,417	(694)	5,369	5,800	(431)
Cost of Sales	(3,400)	(5,357)	1,957	(288)	(448)	160	(1,635)	(2,242)	607	(5,119)	(5,380)	261
Gross Profit	213	443	(230)	15	35	(20)	88	175	(87)	250	420	(170)
Overheads	(182)	(182)	-	(13)	(13)	0	(65)	(66)	1	(156)	(159)	3
Net Profit	31	261	(230)	2	22	(20)	23	109	(86)	94	261	(167)
<b>4/ Non HDC Trading</b>												
Sales	87	-	87	9	42	(33)	61	208	(147)	509	500	9
Cost of Sales	-	-	-	-	(39)	39	-	(195)	195	(389)	(468)	79
Gross Profit	87	-	87	9	3	6	61	13	48	120	32	88
Overheads	-	-	-	-	(1)	1	-	(4)	4	(10)	(10)	-
Net Profit	87	-	87	9	2	7	61	9	52	110	22	88

Notes

March 2018 includes £540k exceptional charges of HDC Management Charge and ASC Rebate

ASC reduced by TUPE of Tech Services & Lift Contract Change Notice

Lifts taken out of Capital Works - E620k

Please Note:

^ The 14 months to March 2017 include a £542k return to Harlow District Council in the form of Mangement Charges and rebates

**REPORT TO:** SHAREHOLDER SUB COMMITTEE  
**DATE:** 11 DECEMBER 2018  
**TITLE:** CUSTOMER SERVICE  
**LEAD OFFICER:** ANDREW MURRAY, HEAD OF HOUSING  
(01279) 446676

**RECOMMENDED that:**

**A** The Sub Committee notes the report and summary of complaints to the month of August 2018 as set out in paragraphs 2 - 6 as follows:

- i) HTS (Property & Environment) Ltd achieved a ratio of 0.88 percent against a total of transactions to August 2018 of 17,863.

**BACKGROUND**

1. This report provides a summary and analysis of complaints against HTS (Property & Environment) Ltd for the month of August 2018. This includes the following services:

a) Environment

- i) Mobile Cleaning
- ii) Parks & Landscape
- iii) Street Cleaning
- iv) Transport

b) Housing

- i) Capital & Third Party Works
- ii) Responsive Repairs & Voids
- iii) Technical Services

**ISSUES/PROPOSALS**

2. The overall number of complaints raised to August 2018 was 157. The number of complaints raised during August 2018 was 18 of which, seven of these complaints were upheld.

3. Ongoing scrutiny of processes has led to a marked improvement in both the number of complaints, and particularly improving enquiries regarding the delays in works to be completed.
4. The main areas of development remain ensuring effective communication is maintained and timely responses provided to enquiries so that issues are resolved. A targeted audit of complaints is carried out fortnightly to identify areas of improvement on the quality of responses to residents at stage one. A detailed analysis of complaints is reported regularly at the formal Joint Performance Review Meetings (JPRM).
5. In addition, HTS (Property & Environment) Ltd have been contacting customers who have raised a complaint and depending upon the nature of the complaint to establish whether they were actually complaints or enquiries. For August 2018, 11 telephone calls were made, which led to five complaints being withdrawn.
6. Detailed analysis of complaints is reported regularly at the formal JPRM with any relevant trends noted and responded Members' enquiries and reports for August 2018 identified 32 enquiries. Member enquiries are reviewed daily and all were completed within the allocated response time. However two enquiries were not closed on the system. No identified significant trends have been identified within the report. A summary of members' enquiries in August is outlined in Appendix A.

## **IMPLICATIONS**

### **Place (Includes Sustainability)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing on behalf of Graeme Bloomer, Head of Place**

### **Finance (Includes ICT)**

None specific.

**Author: Simon Freeman, Head of Finance**

### **Housing**

As outlined in the report.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

None specific.

**Author: Colleen O'Boyle, Interim Head of Governance**

## **Appendices**

Appendix A – Member Enquiries for August 2018

## **Background Papers**

JPRM Complaints August 2018

## **Glossary of terms/abbreviations used**

JPRM – Joint Performance Review Meetings

## Appendix A

Councillor	Date received at HDC	Date received in admin	Target Date	Service	Details	Outcome	Date response to Cllr
Cllr Chris Vince	27/07/18	27/07/18	10/08/18	Repairs & Maintenance	Please could the broken town park sign be put back.	CH82999005 – This is not the responsibility of HTS. I have spoken to Harlow Council and they have advised that they plan to get the sign put back on 02/08/18 by the Town Park volunteers.	Email sent 01/08/18
Cllr Mark Ingall	30/07/18	01/08/18	13/08/18	Cleansing & Environment – Dumped Rubbish	There is dumped rubbish in Hookfield, behind the old garage site which can be accessed along the alley by the side of number 62.	CH83155719 – All items were removed on 31/07/18.	Email sent 01/08/18
Cllr Mike Danvers	01/08/18	01/08/18	15/08/18	Repairs & Maintenance – Roofing and Carpentry	Resident advises of leaking gutters and a faulty front door.	CH83446345 – A job ticket has been raised under job reference 991647 to attend to the front door and job reference 991646 to look at the leaking front and back guttering.	Email sent 01/08/18
Cllr Bob Davis	01/08/18	01/08/18	15/08/18	Repairs & Maintenance – Carpentry	There seems to have been a forced entry between the 2 bungalows 311 and 312 Halling Hill. One of the latches need replacing and the other needs some attention or replacing. These bungalows are occupied by OAP's.	CH83488437 – A job ticket had already been raised under job reference 991455. Further comments have been added to assist the operative that attends. This has been placed on a standard priority which means we aim to attend within 20 working days.	Email sent 02/08/18
Cllr Nick Churchill	02/08/18	02/08/18	16/08/18	Repairs & Maintenance – Electrical	The landlords lighting for flat block 209 – 252 Brockles Mead is not coming on overnight – please can this be investigated.	CH83562097 – A job ticket was raised on 01/08/18 under job reference 991587, an operative attended on the same day at 12:55 p.m. and no fault was found with the lighting.	Email sent 02/08/18
Cllr Mark Ingall	27/07/18	27/07/18	10/08/18	Parks & Landscapes – Grounds Maintenance	Please attend to the brambles that are overgrowing the pavement and the alley which is blocked adj to 154 – 157.	CH82986394 – S D carried out a site inspection of this area in Hookfield. The bramble will be cut back on the summer face back round. The bushes in the alley are the responsibility of the resident at 131. Once this has been completed we are happy to tidy the alley.	Enquiry passed back to J. J 06/08/18
	<b>Date</b>	<b>Date</b>	<b>Target</b>	<b>Service</b>	<b>Details</b>	<b>Outcome</b>	<b>Date</b>

Councillor	received at HDC	received in admin	Date				response to Cllr
Cllr Mark Ingall	30/07/18	30/07/18	13/08/18	Parks & Landscapes – Grounds Maintenance	Please attend to various issues in Hookfield.	CH83157582 – S Donnelly carried out a site inspection. The side of 48 Hookfield will be tided and sprayed. The bed on the grass area will be maintained on the winter programme which runs between October to March. The old garage site to the rear of 62 – 64 Hookfield will be cut back on the summer face back round. The hedges in the alley are the responsibility of the residents at 61 and 62 Hookfield.	Enquiry passed back to J.J 06/08/18
Cllr Waida Forman	01/08/18	01/08/18	15/08/18	Parks & Landscapes – Grounds Maintenance	Please can the bushes and shrubs be cut back by 90 Pittmans Field.	CH83482878 – S D carried out a site inspection. The bushes are the responsibility of the tenant of 90 Pittmans Field. The bushes are in the front garden.	Enquiry passed back to J.J 06/08/18
Cllr Waida Forman	01/08/18	01/08/18	15/08/18	Parks & Landscapes – Grounds Maintenance	Please attend to the various locations in Broadfields that need attention.	CH83484150 – S D out a site inspection. 97 – 102, the bushes have been cut back from the paths and are clear of the windows. The tops will be cut on the winter programme which runs between October to March. 87 – 92, the bed will be cut and tided on the winter programme. 95 – The shrubs have been cut back from the footpaths and will be topped on the winter programme. 58 – 63, the shrub will be cut away from a window and the ivy cut and poisoned within the next two weeks.	Email sent 06/08/18
Cllr Waida Forman	01/08/18	01/08/18	15/08/18	Parks & Landscapes – Grounds Maintenance	Please could the bushes and shrubs be cut near 207 Arkwrights.	CH83483148 - The shrubs will be cut back from the window by the end of the month and the remaining bushes and shrubs will be topped on the winter programme which runs between October to March.	Email sent 06/08/18
Cllr Waida Forman	01/08/18	01/08/18	15/08/18	Parks & Landscapes – Grounds Maintenance	By the shelter, please can the bushes and shrubs be cut back.	CH83483843 - Elder bush and raised planter to be tidied and cut back by the 10 Aug, all other shrubs and plants have already been done.	Email Sent 07/08/18



## Appendix A

Councillor	Date received at HDC	Date received in admin	Target Date	Service	Details	Outcome	Date response to Cllr
Cllr Jean Clark	31/07/18	31/07/18	14/08/18	Parks & Landscapes – Trees	25 Upper Stoneyfield is a sold property and it appears that the tree may have been on the open front but there is no record to suggest that Housing would have been consulted over the removal of this tree.	CH83315014 – JT has informed me that Covenant Control at Harlow Council will advise whether a restrictive covenant was in place to prevent the removal of the tree. He has not involved with the owner.	Sent back to Harlow Council 09/08/18
Cllr Waida Forman	01/08/18	01/08/18	15/08/18	Parks & Landscapes – Trees and Grounds Maintenance	Please could the bushes and trees be attended to near 86 Parsonage Leys.	CH83483641 – The bushes have been faced back, the beds will be tided and topped on the winter programme which runs between October to March. With regards to the trees, we will reshape the apple tree outside 102, reshape the hawthorn to the side of 183 and cut back from the lamp outside 94. The tree work will be carried out within 80 working days.	Email sent 09/08/18
Cllr Chris Vince	23/07/18	23/07/18	06/08/18	Parks & Landscapes – Trees	Please inspect overhanging trees at 42 Ash Tree Field and the affected fence. <b>Out of target due to no cover when JT is on A/L except for emergencies.</b>	CH82484622 – JT carried out a site inspection on 09/08/18 and has advised that work will be carried out to the trees by the end of August 2018. It has also been reported that some of the fencing requires attention, therefore JT has advised that once the tree gang have carried out their work they will feedback as to what fencing work is required and a job ticket will be raised.	Email sent 10/08/18.
Cllr Simon Carter	06/08/18	06/08/18	20/08/18	Parks & Landscapes – Playgrounds	Please can the latch be repaired on the gate at the Town Park Adventure Playground and Norman Booth	CH83975258 – The playground team have inspected the gates and have advised that we do not use latches as they are finger traps. The gate at the Town Park does not close properly and it has been adjusted as far as it can be, therefore it would need to be replaced. A quote from the contractor will be sent to Harlow Council's Client Team who manage the budget and health and safety priorities in play areas. Replacement quotations will also be forwarded for Norman Booth.	Email sent 14/08/8

## Appendix A

Councillor	Date received at HDC	Date received in admin	Target Date	Service	Details	Outcome	Date response to Cllr
Cllr Nick Churchill	11/08/18	14/08/18	24/08/18	Cleansing & Environment – Dumped Rubbish	Please could the chest of drawers be removed from the grass verge near to 405 Milwards.	CH84542664 – This item was removed on 13/08/18 at 1:50 p.m.	Email sent 14/08/18
Cllr Nick Churchill	11/08/18	14/08/18	24/08/18	Cleansing & Environment – Dumped Rubbish	There are two piles of tree branches and cuttings in the car park area to the rear of 153 Milwards.	CH84542849 – All items were removed on 13/08/18 at 1:40 p.m.	Email sent 14/08/18
Cllr Nick Churchill	11/08/18	14/08/18	24/08/18	Cleansing & Environment – Dumped Rubbish	Please could the dumped rubbish be removed from the footpath outside 304 Milwards.	CH84543351 – All items were removed on 13/08/18 at 1:40 p.m.	Email sent 14/08/18
Cllr Nick Churchill	11/08/18	14/08/18	24/08/18	Cleansing & Environment – Dumped Rubbish	Please could the dumped rubbish be removed from the footpath near 253 Milwards.	CH84543741 – All items were removed on 13/08/18 at 11:40 a.m.	Email sent 16/08/18
Cllr Nick Churchill	14/08/18	16/08/18	29/08/18	Cleansing & Environment – Dumped Rubbish	Please could the 2 single mattresses be collected from the grass outside 144 – 148 Milwards.	CH84827041 – All items were removed on 15/08/18 at 9:10 a.m.	Email sent 17/08/18
Cllr Chris Vince	15/08/18	16/08/18	30/08/18	Cleansing & Environment Dumped Rubbish	Please clear rubbish in Cannons Brook	CH84956473 – All items were removed on 16/08/18 at 13:30 p.m.	Email sent 17/08/18
Cllr Chris Vince	16/08/18	17/08/18	31/08/18	Cleansing & Environment Dumped Rubbish	Please clear rubbish near to Morley Grove	CH85025066 – All items were removed on 16/08/18 at 2:00 p.m.	Email sent 17/08/18
Cllr Mark Ingram	15/08/18	15/08/18	30/08/18	Repairs & Maintenance - Guttering	Please clear guttering and check cracks in common room walls	CH84939972 – Job ticket raised – 903782. Email sent to HPS regarding crack in walls.	Email sent 20/08/18

## Appendix A

Councillor	Date received at HDC	Date received in admin	Target Date	Service	Details	Outcome	Date response to Cllr
Cllr Bob Davies	16/08/18	16/08/18	31/08/18	Repairs & Maintenance - Guttering	Please clear guttering and check cracks in wall.	CH85022473 – Job ticket raised – 903785, email sent to HPS regarding survey inspection	Email sent 20/08/18
Cllr Nick Churchill	16/08/18	16/08/18	31/008/18	Repairs & Maintenance – Garage	Repair void garage door.	CH85007878 – Job ticket raised - 903784	Email Sent 20/08/18
Cllr Mark Ingall	15/08/18	15/08/18	30/08/18	Parks & Landscapes – Trees and Grounds Maintenance	Please cut back bushes along pathway	CH84945478 – Job completed 20 August 2018	Email Sent 21/08/18
Cllr Mark Ingall	15/08/18	15/08/18	30/08/18	Parks & Landscapes – Trees and Grounds Maintenance	Please cut back brambles and remove weeds	CH84944334 – Work completed 20 August 2018	Email sent 21/08/18
Cllr Chris Vince	16/08/18	16/08/18	31/08/18	Cleansing & Environment Graffiti	Please remove graffiti – and bag of waste	CH85024121 – All works completed – 20/08/18	Email 21/08/18
Cllr Simon Carter	16/08/18	21/08/18	31/08/18	Cleansing & Environment Dumped Rubbish	Please clear rubbish near to lamp column 8774/3 in Fenton Grange	CH85071253 – Litter was removed on 21/08/18	Email sent 22/08/2018
Cllr Mark Ingall	30/07/18	15/08/18	13/08/18	Parks & Landscapes – Grounds Maintenance	The flower beds in front of 160 Hookfield and the bushes in the garage area between 160 and 110 require cutting back and clearing	CH83156609 – The bushes/shrubbery were cut back, and the area was cleared on 22 August 2018	Email sent 23/08/2018 Out of target as received late from HDC

Councillor	Date received at HDC	Date received in admin	Target Date	Service	Details	Outcome	Date response to Cllr
Cllr Mark Ingall	15/08/18	15/08/18	30/08/18	Repairs & Maintenance – Carpentry	Floor fitted in bathroom at 39 Manor Hatch Close needs new sealant. Also, would it be possible for either a walk-in bath or sit-down shower.	CH84944632 – An operative attended on 17/08/18 and found that some of the flooring in the bathroom has not been laid flush to the walls. As a temporary measure we have been advised that he has resealed around the edges of the flooring.  The resident has also been informed to Contact ECC Occupational Therapy Department with regards to being assessed.	Emails sent 24/08/18
Cllr Maggie Hulcoop	16/08/18	16/08/18	31/08/18	Parks & Landscapes – Grounds Maintenance	The back fences at 333 Carters Mead are being pushed back by large bushes of brambles leaning against them.	CH85068257 – The brambles will be cut back by the end of August 2018.	Email sent 22/08/18

**REPORT TO:** **SHAREHOLDER SUB COMMITTEE**

**DATE:** **11 DECEMBER 2018**

**TITLE:** **RISK MANAGEMENT**

**LEAD OFFICER:** **ANDREW MURRAY, HEAD OF HOUSING  
(01279) 446676**

**CONTRIBUTING OFFICER:** **STUART MOSELEY, INSURANCE AND RISK  
MANAGER (01279) 446215**

**RECOMMENDED that:**

- A** The Sub Committee notes the strategic risks as relating to HTS (Property & Environment) Ltd together with their analysis and mitigation.

**BACKGROUND**

1. The Shareholder Sub-Committee terms of reference includes responsibility to ensure HTS (Property & Environment) Ltd's risks are adequately defined, monitored and controlled.
2. The Council has its own Corporate Risk register which is regularly reviewed by Senior Management Board (SMB), reported to each Audit and Standards Committee meeting for scrutiny and challenge together with escalations, if required. This is also reported to Cabinet quarterly.
3. Within the corporate risk register, a strategic risk has been identified which relates to the 'Provision of Repairs, maintenance, landscape and street scene services' provided by HTS (Property & Environment) Ltd, and impacts upon the Council.

**ISSUES/PROPOSALS**

4. The HTS (Property & Environment) Ltd risk registers monitor its own corporate risks as relates to the business. They are living documents, evolving, being reported to their Board quarterly. The Council's Joint Performance Review Meeting (JPRM) also reviews quarterly ensuring issues are escalated, if required, to the Shareholder Sub Committee (SSC).
5. Work continues to align methodology for risk articulation, analysis and reporting with that used by the Council. In addition to the regular quarterly reviews and report to HTS Board and JPRM, strategic risks are subject to major reviews indicated by Target Date. This is to ensure they are concurrent with the HTS Corporate Plan. The updated HTS (Property & Environment) Ltd strategic risk register is shown in Appendix A.

6. It should be noted there is one risk with a residual risk score of 21 as at September 2018 “Information Governance and Data Compliance”. HTS Board members could have personal liability for data breach or non-compliance as noted in the risk impact statement.
7. A project group has been established to mirror the actions taken by Harlow Council in order to fully address implications from General Data Protection Regulations (GDPR) which came into force on 25 May 2017. As part of this work, there will be a requirement to vary the Services Agreement between HTS (Property & Environment) Ltd as required to cover GDPR compliance. Progress will be reported regularly to the SSC.

## **IMPLICATIONS**

### **Place (Includes Sustainability)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing on behalf of Graeme Bloomer, Head of Place**

### **Finance (Includes ICT)**

Under the GDPR regulations penalties/fines can be imposed upon organisations by the Information Commissioners Office (ICO) in cases where it can be demonstrated that the organisation has failed to comply with one or more of the key principles of the GDPR. Fines can be up to €20 million or 4% of global turnover whichever is the greater.

**Author: Simon Freeman, Head of Finance**

### **Housing**

As outline in the report.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

Actions to mitigate the risk of breaching information governance and data compliance are a legal requirement.

**Author: Colleen O’Boyle, Interim Head of Governance**

## **Appendices**

Appendix A – Strategic Risk Register

## **Background Papers**

None.

## **Glossary of terms/abbreviations used**

GDPR – General Data Protection Regulations

JPRM – Joint Performance Review Meetings

LATC – Local Authority Trading Company

SMB – Senior Management Board

SSC – Shareholder Sub Committee

HTS (Property Environment) Ltd Strategic Risk Register

Likelihood	Almost Certain	5	11	16	20	24	28
	Likely	4	7	12	17	21	24
	Moderate	3	4	8	13	18	22
	Unlikely	2	2	5	9	14	19
	Rare	1	1	3	6	10	15
Risk Rate Matrix		1	2	3	4	5	
	Insignificant	Minor	Medium	Major	Catastrophic		
		Impact					

Appendix A

Objective	Risk Name	Risk	Background	Likelihood	Impact	Risk Owner	Inherent Risk Score			Controls already in place	Residual Risk Score			Foreseeable Risk Score			Additional actions to mitigate risk (4Ts)	Target Date
							Likelihood	Impact	Score		Likelihood	Impact	Score	Likelihood	Impact	Score		
Financial Performance	SR01 - Financial Sustainability	If a sustainable budget is not secured, then HTS will lack financial resilience	HTS has been set up as a LATC, wholly owned by HDC with a five year contract in place. ASC budgets were set with JVCo baseline 2015/2016 and need to be managed going forward to maintain financial sustainability of the company.	Job priorities may impact on KPI achievement, management of client expectations, efficiencies, management of employee sickness, maintenance and replacement of assets, payscales alignment	Pension, failure of KPIs, penalties from HDC, external market wage rates pressures, service delivery	Alex Morris, Finance Director	3	4	18	change notice, job variation meetings, budget monitoring, Joint Performance meetings, JPRM, Management Account meetings, quarterly reviews, cash flow, VCR meetings, auditing of accounts, forward planning on replacement of assets (5 year plan)	2	4	14	2	4	14	callsys interface with orchard to manage job ticket priorities, move to schedule V7 of NHF from 01/04/18,	Annual review
Business Growth	SR02 - Business Sustainability	If the business does not develop and grow, then it will stagnate and ultimately fail	HTS needs to grow business beyond its existing HDC contract in order to develop and survive and meet employee and shareholder expectations for future opportunities	Perception of environmental performance by HDC versus contracted performance, KPI measurement and analysis, delayed capital works, failure to award additional capital works, ability to secure third party works and deliver at profit, capacity to deliver third party services	reputation, bottom line, morale, negative employee culture, productivity and service delivery, business growth, loss of key employees, inability to win new third party contracts, loss of existing third party contracts	Neil Rowland, Commercial Director	4	4	21	Joint Performance Meetings, JPRM, quarterly reviews, balanced scorecard reviews, KPI reviews, weekly performance and productivity reviews, vehicle tracking monitoring, opportunities register, joint board/member meetings, tenant and leaseholder engagement, accreditations	3	4	18	2	4	14	opportunities register, GIS mapping and route optimisation, innovations, marketing materials and presentations and case studies of efficiencies already achieved	Annual review
Operational Performance	SR03 - Operational Delivery	If HTS fails to deliver services on a consistent satisfactory basis, then the business may receive negative perception leading to failure to maintain and extend contracts	Inheritance of an ageing workforce may result in loss of local knowledge and expertise when they leave. HTS requires to resource existing and future employees along with external supplychain to ensure continuous satisfactory delivery of services and third party contracts	Government legislation changes, statutory regulations changes, KPI measurement and analysis, capacity to deliver third party services, resourcing against peaks and troughs and specialist trades, client expectations, perception vs actual performance, budget and seasonal variations, ageing workforce, incentivisation for employees	reputation, bottom line, employee opportunities, morale, negative employee culture, productivity and service delivery, business growth, loss of key employees, KPI penalties	Steve Ward, Operations Director	2	4	14	Joint Performance Meetings, JPRM, quarterly reviews, balanced scorecard reviews, KPI reviews, weekly performance and productivity reviews, vehicle tracking monitoring, change notices, tenant and leaseholder engagement, accreditations, ASC meetings, subcontractor and agency budget monitoring, efficient processes investment, Business Continuity Plan	2	4	14	2	4	14	compliance software, additional employee training, succession planning, continual training and development, apprenticeships, work experience employees, payscales reviews and alignment	Annual Review
Culture	SR04 - Employee Engagement	If HTS fail to engage it workforce, then there are consequences to delivery and success of the business	An engaged and happy workforce is a productive and effective workforce 'Proudly Serving Harlow' reflecting the HTS brand.	morale, incentivisation and engagement of workforce, training budgets and resource, quality of external candidates, salary packages, pension/pay flexibility, terms and Conditions of employment	VFM review in year 3, morale, lack of workforce engagement, reduced productivity, accidents, poor attendance, reputation, employee expectations	John Philips, Managing Director	3	4	18	Quarterly employee engagement, monthly union meetings, quarterly staff newsletters, balanced scorecard, staff award scheme, staff discount cards, PPRs, vehicle tracking monitoring, IT investment, asset investment, succession planning, training plans, 1-2-1s and Team meetings, Living Wage employer	3	4	18	2	4	14	employee satisfaction surveys, incentivisation schemes, employee conference and awards, succession plan, flexible working and retirement, future pay reviews, equal pay	Annual Review
Compliance	SR05 - Information Governance and Data Compliance	If HTS does not adopt holistic and robust response to data information and governance, then it may be unable to demonstrate statutory compliance.	An Information Governance Framework is required to ensure information is dealt with efficiently, effectively and in compliance with statutory provisions and regulations. The General Data Protection Regulations (GDPR) applies from 25 May 2018, replacing the Data Protection Act 1998, imposing a much tougher data protection regulatory framework. Also on the horizon is Electronic Data Protection Regulation (EDPR)	GDPR requirement to notify breaches within 72 hours. Changes to Subject Access Requests (SARS). It is necessary to evidence compliance in all areas of GDPR. There are changes to the way consent is obtained and individual's rights over data held about them.	Breach and non-compliance carries risk of enforcement action and increased financial penalties from the Information Commissioners Office (ICO) on the company and where consent or neglect of Board Members has occurred individuals will be proceeded against and punished accordingly. Reputation would suffer.	Tim Page, HR Manager	4	4	21	Data Protection & Security Policy in place. Deed of Variation drafted to include GDPR measures for Services Agreement.	4	4	21	4	4	21	GDPR project required to link to HDC GDPR project. Electronic Database identification required along with establishment of corporate Information Asset Register. Awareness campaign and training with employees. Resolve DPO appointment and possible conflict of interest. Data Impact Assessments required. Cyber Security policy. Paper/Electronic Data clean-up. ISO 270001 Gap analysis completed and results to be reviewed.	Monthly Review



**REPORT TO:** SHAREHOLDER SUB COMMITTEE

**DATE:** 11 DECEMBER 2018

**TITLE:** RESPONSIVE REPAIRS CUSTOMER ACCESS REVIEW

**LEAD OFFICER:** ANDREW MURRAY, HEAD OF HOUSING  
(01279) 446676

**CONTRIBUTING OFFICER:** JAMES FULCHER, HOUSING ASSET AND  
BUSINESS SYSTEMS MANAGER (01279) 446316

**RECOMMENDED that:**

**A** The Sub Committee notes the report.

**BACKGROUND**

1. At the Shareholder Sub Committee meeting in February 2018, the Committee requested that a report should be presented on providing for a facility for residents so that they could report repairs on line.
2. The Council is committed to ongoing enhancements for improving access, and ICT, making it 'fit for purpose'. This report sets out progress and next steps for enhancing customer access to the responsive repairs service.
3. The Orchard Housing Responsive Repairs system was implemented to be used as the 'core' system for the recording, diagnosis and ordering of repairs to Council properties, integrating this information into the wider Housing Management System in use at the Council.
4. The repairs system was intended to interface with Contractor systems to ensure that processes and information are shared efficiently and effectively between Council, and Contractor, and Council systems, giving greater access to repairs information.

**ISSUES/PROPOSALS**

5. Following the successful transition to HTS (Property & Environment) Ltd, the Council has established a Repairs Steering Group with senior officers of both organisations to discuss the next steps in enhancing the repairs service offered by the Council to its tenants. The group aims to build on the work completed since 2015:

- a) Ensuring the availability of differing levels of data to officers and stakeholders, using the Council's Orchard Housing Management System as the core repository of repairs information.
  - b) Interfacing between systems and the flow of information between organisations.
  - c) Improving systems and business processes where necessary throughout the journey of a repair.
6. One of the principles of the work undertaken by the Repairs Steering Group is to improve the way in which customers can access the service, aligning with the principles set out in the Council's Customer Services and Access Strategy. The Repairs Steering Group will oversee three separate project groups with specific areas of work which include business process and reporting, as well as customer service and access enhancements. All of these project groups will run simultaneously and will be made up of key officers and stakeholders from both organisations.
7. This group will review the service offered to customers as a whole and seek to make improvements in a number of key areas to ensure the service is accessible, meets the current requirements of customers and makes efficiencies where possible.
8. Customer enhanced areas being reviewed include:
- a) Changes to appointments, times, and communication to tenants.
  - b) Online repairs ordering
  - c) Replace the current planned (52 week) and introduce a more targeted timescales for completion of works.
  - d) Enhanced diagnostics and additional reporting channels.
  - e) Enhanced benchmarking and performance reporting
9. Work to enhance benchmarking and performance reporting, as well as changes to the way in which repairs are diagnosed, is already underway with the project expected to be completed by April 2019, specifically replace the current Planned (52 week) and introduce a more targeted timescales for completion of works by June 2019 and online reporting by September 2019/20.
10. Consultation will be undertaken through the Property Standards Panel with a report being presented to Joint Performance Review Meeting (JPRM) in April 2019/20.

## **IMPLICATIONS**

### **Place (Includes Sustainability)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing on behalf of Graeme Bloomer, Head of Place**

### **Finance (Includes ICT)**

None specific.

**Author: Simon Freeman, Head of Finance**

### **Housing**

As outlined in the body of the report.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

None specific.

**Author: Colleen O'Boyle, Interim Head of Governance**

## **Appendices**

None.

## **Background Papers**

None.

## **Glossary of terms/abbreviations used**

JPRM – Joint Performance Review Meeting

**REPORT TO:** SHAREHOLDER SUB COMMITTEE

**DATE:** 11 DECEMBER 2018

**TITLE:** REFERENCE FROM HTS GROUP LTD BOARD –  
REMUNERATION FOR HTS (PROPERTY &  
ENVIRONMENT) BOARD MEMBERS

**LEAD OFFICER:** BRIAN KEANE, MANAGING DIRECTOR  
(01279) 446000

**RECOMMENDED that:**

- A** The Sub Committee consider, and if considered appropriate, approve the four Board resolutions passed by HTS Group Limited as set out in paragraph 5 of this report.

**BACKGROUND**

1. HTS Group Limited convened a Board on 11 October 2018 to consider remuneration of Councillor Directors for services provided as a Councillor Director to HTS Group Limited and/or any of its subsidiary companies.
2. In line with Company Articles passed four separate Board resolutions subject to Shareholder approval.
3. It was agreed that each of the Councillor Directors be remunerated at the rate of £2,850 per annum, in line with the payments made to the Council's Cabinet Portfolio Holders. This would be paid in 12 equal monthly instalments and would be backdated to 1 February 2017.
4. It was noted that any remuneration would be paid by HTS Group Ltd, and not by the Council. Any additional costs would be met from existing budgets. Any allowances paid would be subject to taxation including National Insurance contributions under the normal HMRC rules.

**ISSUES/PROPOSALS**

5. It was agreed, subject to Shareholder approval and the entering into of a Services Contract that:
  - a) Councillor Director Simon Nicholas Carter be paid £2,850 per annum (or part thereof) for services provided as Councillor Director to HTS Group Ltd and/or any of its subsidiary companies. Payment to commence from 1 February 2017 and to continue for the term of his appointment as Councillor Director to HTS Group Ltd and/or any of its subsidiary companies.

- b) Councillor Director Robert Davis be paid £2,850 per annum (or part thereof) for services provided as Councillor Director to HTS Group Ltd and/or any of its subsidiary companies. Payment to commence from 1 February 2017 and to continue for the term of his appointment as Councillor Director to HTS Group Ltd and/or any of its subsidiary companies.
- c) Councillor Director Christopher Vince be paid £2,850 per annum (or part thereof) for services provided as Councillor Director to HTS Group Ltd and/or any of its subsidiary companies. Payment to commence from 5 July 2018 and to continue for the term of his appointment as Councillor Director to HTS Group Ltd and/or any of its subsidiary companies.
- d) Councillor John Strachan be paid £2,850 per annum (or part thereof) for services provided as Councillor Director to HTS Group Limited and/or any of its subsidiary companies for the period 1 February 2017 to 5 July 2018 inclusive.

## **IMPLICATIONS**

### **Place (Includes Sustainability)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing on behalf of Graeme Bloomer, Head of Place**

### **Finance (Includes ICT)**

The costs of the proposed allowances will be met from HTS revenue if approved.

**Author: Simon Freeman, Head of Finance**

### **Housing**

As outlined in the report.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

None specific.

**Author: Colleen O'Boyle, Interim Head of Governance**

## **Appendices**

None.

**Background Papers**

None.

**Glossary of terms/abbreviations used**

None.

Report of:		Title:	
Managing Director		Vehicle Work to Home Policy	
Name of Meeting:	Date of Meeting:	Agenda item:	Status:
HTS (P&E) Ltd Board Meeting	11 December 2018	9	Information

***Proudly serving Harlow***

**Introduction**

A request for information on our policy in respect of vehicle use was requested by our shareholder at its last meeting in July. Our response to this request is set out below:

The “Driving at Work Policy Handbook” contains information on the HTS policy for managing Home to Work journeys. This was previously approved by Board.

One of the purposes of the document is to ensure that the statutory requirements applicable to the use of the vehicles are met.

As a result, the HTS policy aligns with HMRC guidance. This means no personal use of vehicles is permitted. Any unauthorised use would mean the individuals concerned would become liable for personal taxation. The company would also be required to inform HMRC should this be the case.

Vehicles are supplied by the company for use in connection with Company business only, or for travel from home to the place of work in line with company policies.

A business journey is a trip:

- made as part of work (such as a service engineer travelling from home to their first appointment of the day and between appointments)
- to a temporary workplace

HTS does not have to pay anything to HM Revenue and Customs (HMRC) because our vans are used for business journeys only.

Vans used for ‘insignificant’ private journeys are exempt, for example making a slight detour to pick up a newspaper on the way to work.

**HTS Vehicles**

HTS operates several different types of vehicles to deliver the various services to HDC as follows:

- No. of vehicles, leased and owned
  - Leased: 76 (69 Alphabet vans 7 Essential sweepers)
  - Owned: 101
  - Hired: 3 (1 due to VOR poor condition & 2 additional requirement for parks – all 3 on hire since July 2018).

- No. vans allocated to repairs activity:
  - 100 with Repairs of which 95 are required to fulfil home to work requirements. (Gas, Plumbing, Electrical, Voids, Repairs (Carpentry, Plastering, Wet works), Highways, Planned Works)
- 5 with Capital Works (not required to fulfil home to work requirements)
- 75 with Environmental Parks, Cleansing, Transport, 7 of which are required to fulfil home to work requirements.
- No. ride on mowers and tractors (not required to fulfil home to work requirements)
  - Mowers 22
  - Tractors 12

Several controls are in place to ensure our drivers comply with our policies:

- 1) Driving at Work Policy Handbook (signed by each driver)
- 2) All vans have trackers fitted that are monitored on a regular basis
- 3) A weekly mileage log is completed by all drivers
- 4) All drivers sign a declaration at the end of each tax year stating they have not used their vehicles for private journeys

All vehicles operated by HTS are kept at Mead Park Depot overnight except the vehicles operated by our Repairs Service (95 vehicles) and a small number of environment vehicles (7 No) who are required to meet home to work requirements.

There are several reasons for this operational requirement:

- 1) The vans are required for use out of hours to carry out emergency repairs on behalf of HDC. Operatives will be on standby on a rotation basis so need access to their vans in the evenings and weekends to be able to carry out this service. About 370 jobs every month are emergencies which accounts for approximately 10% of the total jobs carried out by the repairs team.
- 2) Improved productivity through providing more flexibility with customer appointments at the beginning and end of the day, which will assist with tenant satisfaction.
- 3) There is limited parking space available at Mead Park to accommodate the full fleet of HTS vehicles.

The number of vans that travel more than 10 miles from Mead Park to get to work is currently 25. Most of these cases were existing when HTS took over the contract, and we are currently in the process of transitioning these arrangements such that no vehicles will travel more than a 10-mile radius from the workplace.

Our Driving at Work Policy Handbook requires drivers to always drive or park in a courteous manner.