



THE GLASGOW HOUSING ASSOCIATION LIMITED

GHA BOARD

BY VIDEOCONFERENCE

MINUTE OF MEETING – FRIDAY 26 March 2021

Present: Bernadette Hewitt (Chair), Professor Paddy Gray (Vice-Chair), Jo Armstrong, Jo Boaden and Cathy McGrath.

In attendance: Anthony Allison (Director of Governance), Martin Armstrong (Group Chief Executive), Olga Clayton (Group Director of Housing and Care), Steven Henderson (Group Director of Finance), Jehan Weerasinghe (GHA Managing Director), and item 5 only Stephen Devine (Director of Business Growth), item 6 only Jackie McIntosh (Director of Property Development and Initiatives, Assets), items 7 & 8 only Alex Adrain (Managing Director of Wheatley 360) and item 13 only Randal Brown (Director of Assurance)

1. Apologies for Absence

It was noted that due to the ongoing Coronavirus pandemic, we are operating with a dual-approach to Board meetings with the non-attending members having participated in a discussion of the papers earlier in the day.

2. Declarations of Interest

The Board noted the standing declarations of interest.

3. Minute of Friday 12 February 2021 and matters arising

Decided: The Board approved the minute of 12 February 2021.

4. Business update

The Board was provided with an update on the most up to date position with our service remobilisation taking into account the current restriction levels.

The Board discussed the current position with our stair cleaning service, which remains heavily impacted by the restrictions and social distancing requirements. It was confirmed that we are continuing to do bulk uplifts and checking for any obstructions.

The Board considered our continued support for housing homeless households, in particular the conversion of temporary lets to permanent tenancies. An update was sought on any implications of the conversions to the availability of temporary accommodation. It was confirmed that we significantly increased the availability of temporary accommodation initially and this, along with reduced demand, has ensured there is no shortage of supply.

The Board considered how we are continuing to monitor our supply chains, the mitigations we could potentially apply and our ongoing engagement with City Building Glasgow. The Board reiterated the need to engage with sub-contractors, in particular for services such as lift maintenance and repairs. The Board considered the impact of the recent campaign and in particular the effectiveness of the digital elements. It was confirmed that we will be seeking to incorporate the digital elements into future campaigns.

The Board acknowledged the continued strong performance in relation to income collection.

Decided: The Board noted the update.

5. [redacted]

6. [redacted]

7. Housing First update (presentation)

The Board received a presentation covering: the overall Group commitments to Housing First; the national and Glasgow picture; our contribution to date; tenancy sustainment levels; and our planned next steps.

The Board strongly welcomed our contribution to date and the high tenancy sustainment levels being achieved. The Board further considered the reverse pathway approach and agreed this will further support establishing sustainable tenancies.

Decided: The Board noted the contents of the presentation.

8. Group Protection update (presentation)

The Board received an update on each of the key workstreams within our overarching group protection approach, the outcomes we are delivering and future priorities for our Group protection.

The Board considered our approach to training staff, including repairs staff, on safeguarding. It was confirmed this is currently underway with an immediate focus on Housing Officers and Neighbourhood Environmental teams.

Decided: The Board noted the contents of the presentation.

9. Model Complaint Handling Procedure

The Board received an update on the new Model Complaint Handling Procedure published by the Scottish Public Services Ombudsman on 31 January 2020 and a highlight of the key changes. An update on the complaints handling review and the way we proposed to consolidate this learning into a refined approach to complaints handling was also provided.

The Board discussed the new operational indicators and how we identify vulnerability. It was confirmed this is already in place, however represents a very small proportion of complainants.

Decided: The Board

- 1) noted the new SPSO guidance is mandatory from April 2021 and the plans in place to implement the guidance in GHA; and
- 2) noted we plan to adopt all 6 of the SPSO performance measures.

10. 2021/22 UK and Scottish Government Budget update

The Board received an update on the 2021/22 UK and Scottish Government Budget announcements and the implications for GHA.

The Board considered the potential implications of the tax changes on the projected future gift aid to the Wheatley Foundation.

Decided: The Board noted the contents of the report.

11a. 2021/22 Budget

The Board received a summary of the proposed budget, in particular the increased funding allocated to repairs.

The Board welcomed the increased funding for repairs and it was reiterated we will be engaging customers when we are in a position to fully remobilise.

Decided: The Board approved the draft 2021/22 budget.

11b. Finance report

The Board received a summary of financial performance for the year to date, in particular the key variances. An update was also provided on the funding documentation required to effect the Cube transfer.

The Board reviewed financial performance and clarified the rental income variance was lower than budget.

Decided: The Board

- 1) noted the management accounts for the period to 28 February 2021 at Appendix 1; and
- 2) approved the Amendment letter, Officers Certificate and proforma minute relating to the dissolution of Cube Housing Association provided in Appendix 2.

12. Tenant satisfaction survey approach

The Board received proposals for our tenant satisfaction survey approach for the year, taking into account the current operating context.

The Board requested that as part of the question set we seek feedback on how our tenants value wraparound services.

It was reiterated that the survey should be a means to gather actionable insight and clearly communicate how we have responded to the feedback.

Decided: The Board agreed the proposed approach to our customer survey for 2021/22.

13a. Assurance update

The Board received a summary of assurance activity undertaken during the year to date, including the findings of the six reviews.

The Board discussed how we can apply the learning from the Wheatley Foundation review, in particular the benefit of early engagement of Internal Audit.

The Board considered the findings from the fire safety review and in particular the mechanisms we have in place to ensure recommendations during Fire Risk Assessments are fully actioned. It was confirmed that we have mechanisms in place and that we have plans to enhance this level of governance reporting, potentially via the Group Audit Committee.

The Board agreed the focus on cyber security was pertinent and an important area of focus.

Decided: The Board noted the contents of the report.

13b. Internal Audit Approach and Plan 2020/21

The Board received an update on the Internal Audit approach within the Group's new operating model, and the approved internal audit plan for period to May 2021.

The Board welcomed the refreshed Internal Audit approach and the enhanced focus on risk and flexibility.

Decided The Board noted the contents of the report.

14. Wheatley Solutions Services Agreement

The Board received a summary of the updated Wheatley Solutions services agreement, including the strengthened legal element and development of KPIs in response to the Board's feedback.

The Board discussed the revised agreement and in particular agreed that areas such as external benchmarking and the KPIs remain under continuous review.

Decided: The Board

- 1) provided feedback on and agreed to enter into the Services Agreement and Business Excellence Framework with Wheatley Solutions;**
- 2) delegated authority to the Chair to agree any non-material changes prior to execution; and**
- 3) designated the Managing Director as an Authorised Signatory to execute the Services Agreement.**

15. Governance update

The Board received an update on the timing of the appointment of Robert Keir, who will take up the role upon the conclusion of the Cube Transfer of Engagements.

Decided: The Board

- 1) approved the appointment of Robert Keir to the Board and the granting of membership of GHA, to take effect from the date of the Cube Transfer of Engagement;**
- 2) agreed that we align any Rule changes with the strategic governance review, with a further update to be brought back to the August Board; and**
- 3) noted the updates to the Board reporting template following the Board's feedback.**

16. AOCB

There was no other competent business.

Signed
(Chair)

Date