

**WHEATLEY HOMES GLASGOW BOARD
AT WHEATLEY HOUSE, 25 COCHRANE STREET, GLASGOW**

MINUTE OF MEETING – FRIDAY 12 AUGUST 2022

Present: Bernadette Hewitt (Chair), Professor Paddy Gray (Vice-Chair), Jo Boaden, Andrew Clark, Councillor Frank McAveety, Martin Kelso and Robert Keir.

In attendance: Anthony Allison (Director of Governance), Martin Armstrong (Group Chief Executive), Steven Henderson (Group director of Finance), Hazel Young (Group Director of Housing and property), Jehan Weerasinghe (Managing Director), Frank McCafferty (Group Director of Repairs and Assets – items 4 and 6 only), Jennifer Anderson (Wheatley 360 Lead, item 8 only) and Ranald Brown (Director of Assurance, items 10 and 14 only).

1. Apologies for Absence

Apologies were received from Councillor Kenny McLean and Cathy McGrath.

2. Declarations of Interest

The Board noted the standing declarations of interest.

3. Minute of Friday 30 May 2022 and matters arising

Decided: The Board approved the minute of 30 May 2022.

4. Repairs transformation programme

The Board were provided with an update on progress to date with the ongoing repairs programme, including a detailed update on areas where the initial timescale has passed.

The Board discussed how we ensure our repairs activity more widely is integrated with our development work. It was confirmed there are monitoring arrangements in place in areas such as defects liability.

The Board discussed the equality and diversity programme and it was confirmed CBG have links to the Ministry of Defence in relation to veterans as well as the Glasgow Guarantee. It was confirmed that ensuring the recruitment process is proactively inclusive remains a key element of the programme.

The Board welcomed the reduction of live repairs to the expected level. The Board discussed the need to ensure this is sustained, particularly as we move towards winter. It was explained that we are looking at options to support this, such as shift patterns and staff communication enhancements.

It was reaffirmed that the quality of service and outcomes for tenants was the key driver of the programme and that we are enhancing our mechanisms to understand satisfaction in real time.

The Board considered and welcomed progress overall but reiterated the need for the pace of change to accelerate in the coming months.

Decided: The Board noted progress and that updates on progress will continue to be provided to future meetings.

5. Customer Voice events

The Board received a report which provided feedback on the ongoing recruitment of the Glasgow 1000, recent engagement activity from the Customer Voice geographical and city-wide events which took place during June.

The Board welcomed the increasing diversity of tenants engaging with us and it was agreed the next engagement update have a more detailed breakdown to cover areas such as location and where possible areas such as stock type.

The Board welcomed the range of local activity and agreed it should focus on feedback at a more aggregated level to understand wider themes.

The Board discussed the tenant engagement in prioritising funding, the process through which they were identified and how we engage with tenants on value for money throughout the process.

Decided: The Board noted the content of this report and how we are using feedback from our engagement activity to directly inform our services and investment prioritisation.

6. Wyndford Regeneration (presentation)

The Board received an update on progress with our Wyndford regeneration plans to date and the next planned phase of activity.

The Board welcomed the progress with our rehousing strategy and wider engagement with tenants and the focus group.

The Board discussed the need for continued focus on sustainability and engagement throughout the wider regeneration process.

Decided: The Board noted the presentation.

7. Complaint handling and performance 2021/22

The Board received an overview of complaint handling and performance for 2021/22; our learning and customer insight from complaints across 2021/22; an update on developments relating to our onward approach to complaint handling; and the updated Group Complaints Policy and Unacceptable Actions Policy.

The Board received further detail on the complaints relating to staff and owners and it was explained that we were considering how staff complaints could better separate those which related to process or service issues.

It was further explained that the new Lowther Homes structure has been designed to take into account issues raised via complaints.

The Board discussed how we link multiple issues at a single property or community to trigger further consideration of any potential underlying issues. It was explained that our patch approach, as well as generic Housing Officer roles, inherently ensures that a single person has a full overview of issues and can act accordingly. It was also confirmed that for gas servicing we always force entry to the property.

Decided: The Board

- 1) Noted WHG complaints performance during 2021/22;**
- 2) Noted the work undertaken to learn from the complaints we receive;**
- 3) noted the development work we are undertaking to further improve our approach to complaint handling and our performance in this area; and**
- 4) Provided feedback on the updated Group Complaints Policy and Unacceptable Actions Policy appended to this report.**

8. Review of Protecting People Policy framework

The Board considered the review of the Protecting People Policy Framework (PPPF) and suite of Group Protection Policies contained therein. The Board welcomed the continued focus on protecting our tenants and communities more widely.

Decided: The Board reviewed the PPPF and individual Group Protection Policies and provided feedback and comments on each, for incorporation into the final versions to go before the Wheatley Group Board for final approval.

9. Wheatley Solutions delivery model update

The Board were provided with an update on our Wheatley Solutions delivery model. The Board recognised the work to date and welcomed the plans to refine the approach to service improvement and satisfaction monitoring.

Decided: The Board noted the report.

10a. 2021/22 Financial Statements

The Board received an overview of the 2021/22 audited financial statements. The key movements from the final period management accounts were set out in further detail as well as the feedback from the auditors report.

The Board reviewed the financial statements, noting that they were broadly in line with expectations and there were no material issues.

Decided: The Board

- 1) Approved the 2021/22 financial statements;**
- 2) Confirmed the preparation of the financial statements using the going concern basis;**

- 3) Delegated authority to the Chair and Group Director of Finance to approve any non-material changes to the accounts; and
- 4) Approved the letter of representation from the auditors, and noted the related letter of representation from management.

10b. Group Assurance update

The Board received the Internal Audit Annual Report and Opinion 2021/22; internal audit work performed during Q3 and Q4 of 2021/22; and the rolling Internal Audit Plan 2022/23.

Decided: The Board noted the contents of the report.

11a. Governance update

The Board were updated on a number of governance related matters including: final schedule of meetings for the remainder of the 2022 calendar year, Annual General Meeting (“AGM”) arrangements; Annual Secretary Report; Board appraisal and succession planning; Board recruitment; and Board CPD.

Decided: The Board

- 1) Instructed the Secretary to call the Annual General Meeting for Friday 16th September at 10.00am;
- 2) Noted the Secretary’s Report under Rule 68;
- 3) Noted the Board appraisal feedback;
- 4) Approved the updated Board 3-year succession plan and that this be reflected in the business of the AGM (reappointments) where applicable; and
- 5) Noted the succession plan and any reappointments are subject to Group RAAG review and approval.

11b. Strategic governance review update

The Board were updated on progress with the strategic governance review implementation plan, including governance policy reviews. The Board noted that the update was in line with their discussions and feedback , including the strategy workshop, over the course of the review.

Decided: The Board

- 1) Noted the revised Group Standing Orders and their applicability to Wheatley Homes Glasgow;
- 2) Noted the Board and Committee effectiveness review and governing body member individual appraisal policy and applicability to Wheatley Homes Glasgow;
- 3) Noted the Group recruitment and succession planning process and its applicability to Wheatley Homes Glasgow;
- 4) Noted the Group Policy on Non-Executive Director conflicts of interest and its applicability to Wheatley Homes Glasgow Board members;
- 5) Noted the Disposals and Acquisitions Policy and its designation as a Group wide policy and approve the Wheatley Homes Glasgow specific policy;
- 6) Noted the refreshed Group Policy on Gifts, Hospitality, Payments and Benefits and its applicability to Wheatley Homes Glasgow;
- 7) Approved the refreshed Template Intra-Group Agreement and that we enter into it with Wheatley Housing Group Limited; and

8) Delegated authority to any of the Chair, any Board member, Group Company Secretary or Group Chief Executive to execute the Intra-Group Agreement on our behalf.

12. Performance update

The Board reviewed the update on performance delivering against targets and strategic projects for 2022/23 as of the end of quarter 1.

The Board considered arrears performance and the ongoing challenges given the challenging economic context.

The Board discussed the letting performance in Livingwell, in particular where demand continues to be low. It was confirmed a more detailed update on the low demand properties was scheduled for the next meeting.

Decided: The Board

- 1) Noted the contents of this report; and**
- 2) Approved one change to the strategic projects for 2022/23 as per the proposal at 4.46.**

13. Finance report

The Board were provided with a summary of the financial results for the period to 30 June 2022 and the proposed amendments to the loan agreements. It was confirmed the amendments were in line with the overall strategy to create future flexibility.

The Board discussed spend on new build, including how we are recuperating damages and ensuring that contractor delays do not have financial implications for us. It was confirmed we actively invoke our contractual entitlements.

Decided The Board

- 1) Noted the management accounts for the period ended 30 June 2022 at Appendix 1;**
- 2) Approved the amendments to our loan agreements; and**
- 3) Noted the amendments to the Treasury Management Policy**

14. Risk register

The Board considered the proposed changes to the Corporate Risk Register, in particular the risks outwith our agreed risk appetite. The Board recognised those outwith our risk appetite were not within our control and that we have mitigated to the extent we can.

It was agreed that we consider how the cost of living and sustainability risks are more clearly separated.

Decided: The Board

- 1) Noted the contents of this report; and**
- 2) Reviewed and approved the proposed changes to the Corporate Risk Register.**

15. Group Business Continuity policy

The Board received the update on the revised Group Business Continuity Policy and noted that it reflected the lessons learned from the pandemic.

Decided: The Board noted the contents of the report and the revised business continuity policy.

16. AOCB

The Board recognised the outstanding contribution of Martin Armstrong during his tenure as firstly GHA and latterly Wheatley Homes Glasgow Chief Executive for our tenants and to the city more widely.

The Board recognised the contribution of retiring members Martin Kelso and Jo Boaden during their service.

Signed
(Chair)