



THE GLASGOW HOUSING ASSOCIATION LIMITED

GHA BOARD

LIPTON HOUSE, 170 CROWN STREET, GLASGOW, G5 9XD

MINUTE OF MEETING – FRIDAY 13 AUGUST 2021

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

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), Laura Pluck (managing director, Wheatley Care – item 5 only) and Ranald Brown, Director of Assurance - item 9b only).

1. Apologies for Absence

Apologies were received from Jo Armstrong. The Chair advised that Jo had provided feedback on the papers.

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 21 May 2021 and matters arising

The Board agreed an update to the minute under item 5.

Decided: The Board approved the minute of 21 May 2021, subject to the amendment noted above.

4. Business update

The Board were provided with an update on the current business and remobilisation position.

The Board discussed how we are engaging with customers regarding repairs and adapting our approach to reflect the changes in restrictions. It was reaffirmed that we are following up with customers in all cases where first contact was unsuccessful.

The Board discussed our wider remobilisation level and in particular welcomed the increased level of direct community engagement.

Decided: The Board noted the report.

5. Bellgrove update (presentation)

The Board updated on the successful closure programme of the Bellgrove, including: move on destinations; the partnership working deployed throughout the programme; support for customers in their new destinations; the journey travelled by residents; and lessons learned.

The Board recognised the outstanding work by Wheatley Care throughout the process.

The Board reiterated the vital role of the Tenancy Support Service in achieving tenancy sustainment.

Decided: The Board noted the contents of the presentation.

6. Update on Single Glasgow vehicle

The Board were updated on the progress of welcoming Cube's Glasgow based customers into GHA.

The proposed next steps, taking into account the discussions at the Board workshop, in relation to branding, customer engagement and operating model, including tenant consultation, were set out.

The Board discussed the refreshed role of the Customer First Centre and reiterated the importance of retaining our 24/7 availability. The changes within the Customer First Centre role were discussed in more detail, in particular the focus on resolution. It was confirmed that the transformation is being resourced accordingly, with the recruitment of additional staff underway. The Board recognised that there would be a transitional phase as we recruit and train staff.

The Board discussed how we understand the impact of the Customer First Centre. It was agreed that it would be at least 12 months before we can properly judge its impact as we need to allow sufficient time to fully understand how customer preferences have evolved.

The Board discussed in detail the proposed approach to tenant engagement, in particular how we plan to increase and diversify the number of tenants engaging with us. The Board considered and agreed having multiple routes to engagement as well as the flexibility on when and how tenants can engage was an essential part of our approach.

It was confirmed that the planned tenant survey would be superseded by the consultation with all tenants.

Decided: The Board

- 1) approved the branding, the customer engagement / community governance approach and associated consultation programme and booklet; and**
- 2) noted the approach to developing regeneration / community action areas for consideration.**

7. Five Year review of City Building (Glasgow) LLP

The Board considered the findings from the Year Five review of City Building (Glasgow) LLP. The timing for the TPAS review was clarified and it was confirmed feedback from the review would be brought back at a future date.

The Board noted that the review highlighted a number of strengths the partnership has delivered and discussed the areas identified for future refinement. It was noted that a Delivery Plan for implementing the improvement will be taken forward through the CBG (Glasgow) Board.

Decided: The Board noted the Year Five review of City Building Glasgow at Appendix 1, and that a delivery plan will be developed to take forward the recommendations with CBG.

8. GHA ASB Framework 2021-2026

The Board received a detailed update on the new Anti-Social Behaviour Framework.

The Board discussed in detail the activities we engage in to, where possible, prevent the occurrence of anti-social behaviour. It was explained that the deployment of wrap around services as well as data analytic to identify patterns and makers associated with anti social behaviour can support prevention.

The Board discussed noise related anti social behaviour, including the challenges associated with certain building typologies and how we distinguish between anti social noise and day to day living.

It was explained that we do install noise suppression where possible, along with practical measures such as floor coverings which better suppress noise.

The Board discussed the importance of the practical steps we take to implement the framework, in particular engagement and communication with tenants.

Decided: The Board approved the GHA Anti-Social Behaviour Framework.

9. a) 2020/21 Financial Statements

The Board were provided with an overview of the GHA Board 2020/21 audited financial statements and received a presentation contextualising the results within the last 5 years.

The Board reviewed the financial statements and welcomed the reflection of our continued investment in stock and the continued reduction in our gearing level.

The Board discussed our Environmental, Social and Governance reporting, which has now become a standard accompaniment with our Group annual report.

Decided: The Board

- 1) **Approved the 2020/21 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 note the related letter of comfort from the Chief Executive.**

b) Internal Audit Annual Report and Opinion 2020/21

The Board were updated on Internal Audit activity over the year and it was confirmed the annual opinion remained that we have a robust internal control environment.

Decided: The Board noted the report.

10. Finance report

The Board were provided with a summary of the financial results for the three months to 30 June 2021, including the full year forecast outturn for 2021/22.

The Board considered financial performance, the variances for the year to date and the drivers of the variation.

Decided: The Board noted the management accounts for the year ended 30 June 2021 and the quarter 1 full year forecast outturn to 31 March 2022.

11. Quarter 1 Performance report and Delivery Plan update

The Board were updated on our performance for the first quarter of the year.

The Board considered performance for the year to date, noting that key measures including arrear and days to let remain ahead of target. The Board welcomed the strong start to the year.

Decided: The Board noted the report.

12. Governance report

The Board received a report on various governance matters, including the Annual General Meeting, Board appraisals and succession planning.

The Board discussed the succession plan and were updated on the Rules in relation to a member who has not attended for 4 consecutive meetings. The Board considered the matter within the context of the Rules and agreed that the relevant Rules be applied in the absence of any request to apply discretion.

Decided: The Board

- 1) **Instructed the Secretary to call the Annual General Meeting for Friday 17th September at 10.00am;**
- 2) **Agreed to reschedule the November meeting to Friday 5th November at 10.30am;**
- 3) **Noted the Secretary's Report under Rule 68;**
- 4) **Noted the Board appraisal feedback;**

- 5) Approve the updated Board 3-year succession plan and approved the reappointment of Cathy McGrath, the appointment of Robert Keir and noted the in year appointment of Lara Lasisi under the new rules in December 2020;
- 6) Noted the succession plan is subject to Group RAAG review and approval; and
- 7) Approved the schedule of meetings for 2022.

13. AOCB

The Chair confirmed there would be a Board meeting held after the Annual General Meeting.

Signed Date
(Chair)