



**THE GLASGOW HOUSING ASSOCIATION LIMITED**

**GHA BOARD**

**BY VIDEOCONFERENCE**

**MINUTE OF MEETING – FRIDAY 21 May 2021**

Present: Bernadette Hewitt (Chair), Professor Paddy Gray (Vice-Chair), Jo Armstrong 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), and In Part, Alan Burns (Executive Director, CBG - item 5 only), Laura Pluck (Managing Director, Wheatley Care – item 6 only), Brian Stewart (Director of Repairs, Investment and Compliance – item 7), Alex Adrain (Managing Director, Wheatley 360 – item 9 only), Ranald Brown (Director of Assurance – item 14 only) and Lewis McGregor (Director of IT and Digital Services - item 15 only).

**1. Apologies for Absence**

Apologies were received from Cathy McGrath.

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 26<sup>th</sup> March 2021 and matters arising**

**Decided: The Board approved the minute of 26<sup>th</sup> March 2021.**

**4. Remobilisation 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 applying in particular within Glasgow.

The Board recognised the positive progress to date and the impact of Glasgow not transitioning to Level 2 restrictions as anticipated.

The Board discussed our communication and engagement approach for returning staff and wider stakeholders and welcomed the comprehensive, segmented approach being deployed. It was further confirmed that we have written to every tenant to confirm our repairs service is fully remobilised.

The Board discussed our gas safety compliance and the continued outstanding performance.

The Board considered the current market conditions in relation to material prices and availability and it was explained that we have commissioned independent research to consider this and supply chains more widely.

**Decided: The Board**

- 1) noted the update on remobilisation; and**
- 2) agreed that we continue to match homeless households to suitable available homes, in advance of a wider review of our allocations policies later this year.**

**5. CBG Update**

The Board received an update on: partnership working during the pandemic to deliver for our tenants; planned future City Building (Glasgow) developments and the alignment with our strategy; and immediate priorities including the new single Glasgow vehicle and full remobilisation of investment works.

The Board discussed at length the delivery of new and retro-fitted renewable technologies, the need to maintain value for money and the implications for our future maintenance strategy. It was explained that the predominant option is currently hydrogen but that a focus is on developing our capacity across a wider range of renewable options. The Board reiterated our commitment to the delivery and use of renewable technologies as part of our wider sustainability approach.

The Board recognised the issue as a sector wide one and it was explained we are engaging with key stakeholders such as the SFHA. It was agreed a paper be brought back when the national policy position is more clearly defined, recognising this may be more medium term.

**Decided: The Board noted the contents of the presentation.**

**6. Bellgrove update (presentation)**

The Board received an update on progress to date since the Bellgrove acquisition within the wider Group, including: securing the building; engagement with residents; staffing support; and plans for the transition programme.

The Chair fed back the strongly positive feedback on the work of Wheatley Care in Bellgrove from the earlier meeting. The Board concurred with the feedback and commended the work of Wheatley Care.

A further update was provided on the planned transition programme and our wider plans to link into the wider regeneration within the locality of the building.

**Decided: The Board noted the contents of the presentation.**

**7. Update on Single Glasgow vehicle: Transfer of homes from Cube in Glasgow**

The Board were updated on work undertaken since the stock transfer, which was completed on time, and the plans for the next phase of the single vehicle.

The Board sought an update on tenant feedback to date. It was confirmed the feedback has been very positive and in particular that the vast majority of tenants retained the same Housing Officer.

The Board discussed our plans to develop additional Community Action Areas and sought an update on any prospective areas identified. It was explained that we plan to finalise clear criteria for assessing areas and that this would be subject to further Board discussion.

**Decided: The Board noted the successful transfer of Cube's stock to GHA as planned on 28 April 2021.**

## **8. GHA Five Year Asset Investment Plan 2021-2026**

The Board received a summary of the rolling 5 year investment plan and our planning for the future changes to the Energy Efficiency Standards for Social Housing.

The Board discussed our plans and assumptions for CO2 reduction and how they will contribute to our overall sustainability objectives and targets.

The Board sought clarification that stair lighting investment was for upgrades and there were no instances where there is no existing lighting. It was confirmed this is the case.

The Board discussed safety measures we have in place such as air fryers and cooker governors and the important role they can play in accident prevention. It was reiterated we will continue to promote such options as part of our stay safe approach.

The Board discussed the planned investment as part of our high rise living, the potential implications of restrictions on delivering investment and our risk assessment process. It was confirmed we always undertake a risk assessment and that customer engagement prior to the delivery of investment work is a key part of our process.

The Board further discussed how we respond to customer feedback regarding open spaces, in particular in relation to our high rise properties. It was confirmed this will be a consideration, within the context of the majority of our high rise having good access to open greenspace.

The Board reiterated the importance of customer engagement when we plan and deliver our investment work and engagement with factored owners in mixed tenure blocks. It was confirmed that we continue to encourage and signpost factored owners to available grants.

The Board discussed the importance of our Neighbourhood Environmental Teams role in ensuring that environments and investment complement each other.

**Decided: The Board**

- 1) approved GHA's Five-Year Asset Investment Programme 2021-2026; and**
- 2) approved an increase of £10m to the previously approved 2021/22 budget in respect of the core investment programme.**

## 9. Fire Prevention and Mitigation update

The Board received an update on the deployment and refinement of our fire prevention and mitigation framework, end of year performance, ongoing Fire Risk Assessment programme and planned additional reporting.

A more detailed update was provided on the current bulk uplift position and the significant reduction of accidental dwelling fires during the year.

The Board discussed the opportunities to further embed sustainability considerations, such as upcycling and reuse as part of our bulk uplift approach. It was confirmed that this was already in place in some areas and that we intend to continue to develop our approach to increase options for reuse.

The Board welcomed the reduction in accidental dwelling fires and the enhanced level of scrutiny planned via the Group Audit Committee.

**Decided: The Board noted**

- 1) our on-going approach to the prevention and mitigation of fire during the Covid-19 pandemic;**
- 2) our end of year performance in relation to the reduction of accidental dwelling fires;**
- 3) progress with the continued development and implementation of our Fire Prevention and Mitigation Framework;**
- 4) progress with our MSF and Living Well Fire Risk Assessment programme; and**
- 5) the new reporting arrangements via the Group Audit Committee.**

## 10. GHA Annual Charter Returns and Delivery Plan Year-End update

The Board reviewed the Annual Return on the Charter, recognising that performance has been heavily impacted by the pandemic.

The Board recognised the improvements in performance within the Customer Service Centre over the course of the year.

**Decided: The Board**

- 1) approved the Annual Returns on the Charter; and**
- 2) delegated authority to the Group Director of Housing and Care to agree any non-material or factual updates and the final submission to the Scottish Housing Regulator.**

## 11. Performance Framework and Strategic Projects 2021/22

The proposed new performance framework for delivering our 5 year strategy was set out in detail, in particular the planned development of new Business and Customer Value measures.

The Board reviewed the proposed performance targets, including the proposed phasing over the full life of the strategy, and group wide strategic projects. The Board agreed that the measures were appropriate and in particular supported the development of Customer Value measures.

**Decided: The Board**

- 1) noted the new Group-wide performance management framework;
- 2) approved GHA's proposed KPIs and targets for 2021/22;
- 3) noted the planned strategic projects across the Group for 2021/22; and
- 4) approved the GHA specific Delivery Plan projects.

**12. Finance report**

The Board received a summary of performance for the year to date, year end performance for 2020-21 and the draft regulatory returns. A further update was provided on our credit rating position, which has been reaffirmed A+ stable.

The Board discussed anticipated future expenditure levels on Personal Protective Equipment and it was confirmed we anticipated this would continue to be a requirement beyond the short term.

The Board discussed the movement in interest costs over within the 5 year projections. It was explained that the figures included a one off cost for 20/21 and the rates of interest were based on current funding structure within WFL1.

The Board sought an update on the implications of the Cube transfer on our credit rating. It was confirmed that this has not had an adverse impact on GHA and for the group more widely any reduction in complexity is generally considered credit positive.

**Decided: The Board**

- 1) noted the management accounts for the year ended 31 March 2021 and the month to 30 April 2021 at Appendix 1;
- 2) approved the loan portfolio submission in Appendix 2; authorised this to be submitted to the Scottish Housing Regulator; and delegated authority to the Group Director of Finance to approve any factual data updates that are required in advance of the submission; and
- 3) approved the summary sheet and accompanying financial data and projections at Appendix 3; authorised these to be submitted to the Scottish Housing Regulator; and delegated authority to the Group Director of Finance to approve any factual data updates that are required in advance of the submission.

**13. Strategic governance review**

The Board received an update on the scope and terms of reference of the group wide strategic governance review underway.

**Decided: The Board noted the Strategic Governance Review Terms of Reference.**

**14. Corporate Risk Register**

The Board reviewed the corporate risk register, in particular the changes to include climate change and vaccination roll out. The Board agreed the additional risks were appropriate for our risk register and approved the amendments.

**Decided: The Board approved the revised Corporate Risk Register.**

**15. Cyber Security**

The Board received a detailed update on: the key cyber security threats we face; our approach to protecting the Group from these threats; and our next steps to strengthen our cyber security approach in the context of the new operating model and 2021-26 strategy.

The Board recognised this is a risk that needs to be managed strongly and the clear plans we have to mitigate the risk to the extent possible. It was noted that an enhanced oversight role for the Group Audit Committee in this area.

**Decided The Board noted the contents of the report.**

**16. AOCB**

The Board were advised of an Urgent Action executed by the Chair in relation to a security reallocation to allow drawdown from EIB due to the time sensitive nature of the drawdown.

Signed ..... Date .....  
(Chair)