

THE GLASGOW HOUSING ASSOCIATION LIMITED
WHEATLEY HOMES GLASGOW BOARD
AT WHEATLEY HOUSE, 25 COCHRANE STREET, GLASGOW

MINUTE OF MEETING – MONDAY 30 MAY 2022

Present: Bernadette Hewitt (Chair), Professor Paddy Gray (Vice-Chair), Jo Boaden, Andrew Clark, Martin Kelso, Cathy McGrath and Robert Keir

In attendance: Anthony Allison (Director of Governance), Martin Armstrong (Group Chief Executive), Steven Henderson (Group director of Finance), Jehan Weerasinghe (Managing Director), Laura Henderson (Managing Director, W360 – item 4 only), Natalya Macholla (Managing Director, Customer Services – item 8 only), John Crooks (Director of health and Safety and Compliance – item 9 only) and Lynn Mitchell (Wheatley Foundation Manager – item 10 only).

1. Apologies for Absence

Apologies were received from Councillor Kenny McLean and Councillor Frank McAveety.

2. Declarations of Interest

The Board noted the standing declarations of interest.

3. Minute of Friday 25 March 2022 and matters arising

Decided: The Board approved the minute of 25 March 2022.

4. Allocations policy review

The Board were provided with an update on the findings of the independent review of our Group Allocations Policy, how this has informed the refreshed policy and the proposed next steps for initiating a consultation.

The Board discussed the findings from the review and noted that the policy was one which has previously attracted higher than average consultation response rates.

The Board discussed the proposals in relation to homelessness and how this impacted the ability to meet housing need and demand more widely. It was confirmed that this has been a key consideration and this is reflected in the bandings.

The Board discussed how we consult waiting lists and stakeholders. It was confirmed this is part of the consultation plans, in particular Local Authorities.

It was explained that the review has also been aligned to our new build programme, in particular demand for larger family homes and how this is reflected in our programme. It was further explained that existing larger homes have a very low turnover rate.

The Board discussed the impact to date of our letting on homelessness and reinforced the need for a strong focus on prevention, working with strategic housing authorities.

Decided: The Board

- 1) Noted the findings and recommendation from the North Star Review; and**
- 2) Agreed to fully consult with customers and stakeholders on The Group Housing Information Advice and Letting Policy and Framework.**

5. 2021/22 ARC return and year end performance

The Board received a report covering year end for performance for 2021/22, which included draft Annual Return on Charter results for 2021/22, Non Charter strategic results and performance measures, Wheatley Solutions Business Excellence Framework measures; and Delivery Plan strategic projects.

The Board discussed the implications of supply chain challenges for our repairs service. It was explained that the challenges relate to both materials and labour and our transformation programme is focussed on mitigating these issues to the extent possible.

The Board discussed our initiation of eviction proceedings and the drivers for this course of action. It was reaffirmed we exhaust all engagement and support before considering eviction and it is a last resort.

The Board considered the impact of the Tenant Grant Fund allocations on our arrears performance. It was confirmed we have supported tenants accessing the fund and that it has transparent, clear criteria for being awarded.

The Board were updated on the SHQS return figures and the approach we have in place to address electrical testing, where we will draw on our experience of the heat and smoke detector programme.

The Board discussed days to let performance and the importance of the anticipated performance improvement in the year ahead.

The Board discussed the challenges in relation to peaceful neighbourhoods where there is a range of tenures, in particular in individual blocks. It was explained that this can be an issue and our engagement approach seeks to reflect this.

The Board noted the reprofiling of the online services model and it was agreed a further update be brought back on progress at a future meeting.

Decided: The Board

- 1) Approved the draft Annual Return on the Charter results for submission to the Scottish Housing Regulator;**
- 2) Delegated authority to the Group Director of Housing and Property to make any non-material updates to finalise the results prior to submission; and**
- 3) Noted the outturn year end performance against non-Charter measures and strategic projects.**

6. 2022-23 Delivery plan and performance measure

The Board reviewed the strategic projects contained within the Delivery Plan 2022/23 as they relate to the delivery of our vision for housing in Glasgow and the proposed Wheatley Homes Glasgow specific measures and targets 2022/23.

The Board recognised the projects and targets reflected the wider 5 year approach agreed the prior year and welcomed the additional measures to reflect our focus on engagement.

Decided: The Board

- 1) Noted and provided feedback on the 2022/23 strategic projects and associated milestones; and**
- 2) Approved the proposed measures and corresponding targets for 2022/23 and, where applicable, updated profiles for our targets to 2026.**

7. Engagement framework update

The Board received an update on the implementation of the engagement framework “Stronger Voices, Stronger Communities”.

The Board discussed how we ensure that the Glasgow 1000 represents our communities across the city and retain individuals over a sustained period. It was explained that to date the Customer Voices are more diverse than ever and that retention will be a key focus. It was further explained that ensuring Customer Voices understand how they are co-creating and driving change will be important for retention.

The Board discussed the feedback it will receive and agreed this should focus on the regional and citywide events, which will have been informed by local activity.

Decided: The Board

- 1) Noted the content of this report and provided comment;**
- 2) Approved that customer insight will be reported quarterly as part of the Strategic Delivery Plan update; and**
- 3) Approved that from the beginning of the new governance year Customer Voices will be invited to attend at the start of one in three Board meetings.**

8. Customer First Centre interim review

The Board were provided with an update on the establishment of our Customer First Centre (“CFC”) since its internal launch on 1 December 2021 and on the initial stages of its first review.

The Board recognised that customer feedback has been very positive and discussed the need to balance call handling time with call quality.

The Board discussed staff recruitment, training and retention in the CFC. It was confirmed that retention rates have been very high and we are investing heavily in staff training and development.

The Board discussed contingency and business continuity planning in the CFC for any unforeseen out of hours events. It was confirmed that we have incorporated flexibility in our contracts to provide us with the capacity to respond to such events.

The Board how the CFC handles any issues where there is a clear need for engagement of external agencies. It was explained that our specialist teams handle such issues to support tenants make those connections.

Decided: The Board noted progress to date on our new CFC model and agreed to receive updates on progress at subsequent meetings.

9. Fire prevention and mitigation framework update

The Board were provided with an update on the implementation and performance of our Fire Prevention and Mitigation Framework ("FPMF") in 2021/22. It was explained that we have increased the number of home visits and are transitioning to a new person centred risk assessment.

The Board welcomed the continued strong focus on fire safety. It was confirmed that low rise checks include refuse disposal areas.

The Board were updated on the approach to communicating issues identified to local teams, how they are monitored and how we ensure there are no gaps in responsibilities.

The Board discussed the trend in incidents of wilful fire raising. It was explained that to mitigate the risk of meter bypass we have engaged with Scottish Power to provide our staff training in this area and the associated fire and safety risks.

The Board discussed how we engage the CIP where there are recurring issues driven by individual behaviours. It was confirmed that we engage the CIP where necessary, in conjunction with customer engagement and using CCTV where appropriate.

Decided: The Board noted the contents of this report and the progress with our Fire Prevention and Mitigation Framework.

10. Foundation update (presentation)

The Board were updated on the activities of the Foundation over 2021/22, in particular the benefits for our tenants and communities.

The Board discussed the potential to expand the mentoring programme to utilise Board members as mentors in future iterations and how the Foundation focus will evolve to reflect current challenges for tenants.

It was explained that the Foundation is reviewing how its support can be best targeted in terms of funding and services. It was further explained that raising awareness and uptake of existing services will also be a priority.

It was confirmed areas such as fuel advisors will be a key focus in the short term.

Decided: The Board noted the presentation.

11. Governance update

The Board received an update on a range of governance related matters and the plans to effect the Board changes discussed at the strategy workshop.

Decided: The Board

- 1) Reaffirmed the delegated authority to the Chair and Group CEO to finalise the proposed Board composition and associated revised Rules for consideration at a Special General Meeting;**
- 2) Agreed to call a Special General Meeting in June for the purposes of changing our name and Rules and delegated authority to the Company Secretary to call a meeting on a suitable date;**
- 3) Agreed that we initiate the recruitment of a tenant Board member with a view to completing their appointment by the 2022 Annual General Meeting;**
- 4) Noted the approach to Board appraisal, that this process is already underway and a report will be brought back to the next meeting; and**
- 5) Noted we are continuing to progress receiving a Transfer of Engagements from Strathclyde (Camphill) Housing Society in line with previous delegations.**

12. Finance report

The Board received the report which included the draft financial results for the year to 31 March 2022 and the first month of the new financial year. An update on the outcome of the annual credit rating review was provided.

A summary was provided of the draft Loan Portfolio and Five Year Financial Projection returns to the Scottish Housing Regulator.

The Board discussed the impact of void performance on our financial performance. The budget for voids for the year ahead was set out in further detail, in particular to take into account ongoing regeneration activity. The Board noted the importance of City Building Glasgow in supporting voids being becoming available for letting.

The Board discussed the capital and revenue treatment of void works and how this translates into our valuation.

The impact of new build grant for the year on the 2020/21 results, particularly turnover variance from the previous year, were set out.

Decided: The Board

- 1) Noted the management accounts for the year ended 31 March 2022 and the month to 30 April 2022 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;**
- 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; and**
- 4) Noted the reaffirmation of an A+ (stable) credit rating from Standard & Poor's.**

13. AOCB

The Board received an update on the Bellgrove, in particular the high tenancy sustainment of the individuals rehoused and progress with the wider regeneration. It was agreed a more detailed update be provided to a future meeting.

The Chair provided feedback from the recent Group Board meeting and related group activity, including: branding; plans to support tenants with the cost of living crisis; and the resumption of group wide governance events in September.

Signed
(Chair)