



THE GLASGOW HOUSING ASSOCIATION LIMITED

GHA BOARD

By video conference

MINUTE OF MEETING – FRIDAY 11 FEBRUARY 2022

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

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 Lindsay Lauder (Director of Development and Regeneration -item 6 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 5 November 2021 and matters arising

Decided: The Board approved the minute of 5 November 2021.

4. Wyndford regeneration consultation results and next steps

The Board were provided with an update on: the outcome of the eight week customer consultation; our rehousing strategy and progress to date; the regeneration plans and next steps.

The Board discussed the consultation response, including how it was coupled with ongoing engagement with tenants during the process. It was confirmed that as part of the ongoing engagement we held individual discussions with tenants on their own personal circumstances. The Board noted that the formal consultation focused on the overall regeneration and the one to ones provided tenants with the opportunity to engage at an individual level.

The Board discussed the planned asbestos surveys and it was explained that we did not anticipate any material issues emerging from the surveys.

The Board welcomed the wide range of engagement alongside the formal consultation process and the plans for ongoing engagement throughout the regeneration process. In particular the Board supported the planned Wyndford Future Focus group.

Decided: The Board

- 1) Agreed reclassification of stock for the four 26 storey blocks at respectively 120, 151, 171 and 191 Wyndford Road, Glasgow to demolition status;
- 2) Agreed to progress with demolition of these four blocks as part of a wider regeneration of the area;
- 3) Agreed to communicate the consultation response and next steps to Wyndford tenants;
- 4) Noted the updates on rehousing strategy and engagement with agencies whom we lease to; and
- 5) Noted the updates on regeneration plans, to be advanced with support from GCC, for Wyndford.

5. Wheatley Homes Glasgow update

[redacted]

6. a) New group development vehicle

[redacted]

b) Five year development programme

The Board received an overview of the proposed 5-year development programme and our ambition to create financial capacity to expand our future programme.

The Board discussed how we are embedding sustainability in our programme and our approach to zero carbon emissions homes. It was explained that we are engaging with our architects to develop our approach and that a more detailed update was planned for the Board workshop.

The Board discussed the balance of tenure types over the programme. It was explained that the programme was partly based on the priorities of the strategic housing authority and that our planned expansion of the programme would increase the number of social rented homes planned. The Board noted that mid-market rent also provided us with a source of income as well as strengthening our asset base.

Decided: The Board approved the details of the five year development programme as summarised in the report.

7. a) Five year investment programme

The Board received and considered the 5-year asset investment plan which underpins our strategic asset management approach and ambition to continue investing in our existing homes and communities. It was confirmed the programme also takes account of our compliance requirements.

The Board discussed how, in areas such as thermal efficiency, we undertake multiple works where possible. It was confirmed this was the case where possible and practical.

The Board considered our planned investment in pre-1919 properties and the challenges where the properties are part of mixed ownership. It was confirmed that we have continually sought to engage with owners regarding investment, including promoting grant availability, and utilised drones to ensure we monitor the condition of roofs.

It was confirmed that we have explored options such as stock disposal and will continue to do so.

The Board considered how we deploy Think Yes for investment and the potential to respond to areas we know are priorities for tenants, in particular internal modernisation.

Decided: The Board approved GHA's Five-Year Asset Investment Programme 2022-2027.

b) Heat and smoke detector update (Presentation)

The Board were updated on progress installing smoke and heat detectors, including the process we have used and the current compliance rate of 99.8%. The steps we are taking to conclude the programme where there have been challenges securing access.

The Board recognised the scale of what has been achieved given the scale of the programme.

Decided: The Board noted the presentation.

8. a) Rent, service and other charges 2022/23

The Board received feedback from the rent consultation, where we received the highest response rate for 5 years and the highest support levels since we introduced the options approach. It was explained that key themes raised by tenants as part of their responses included inflationary pressures, energy prices and that the proposals were reasonable within that context

The Board considered the implications of the proposals in terms of comparability within our geographic footprint.

The Board considered the affordability challenges for tenants, in particular rising energy costs. It was confirmed an update on our plans to support tenants would be brought back to the next meeting.

The Board welcomed the response levels and noted that the proposed uplift was significantly below inflation.

Decided: The Board

- 1) Considered the feedback received through the consultation process with tenants on our 2022/23 RSL rent, service and other charges increase;**
- 2) Approved a 1% rent, service charges and other charges (including garages and lock ups) increase for former Cube tenants that transferred to GHA;**
- 3) Approved a 1.9% rent, service charges and other charges (including garages and lock ups) for 2022/23 for all other tenants;**

- 4) **Noted that the 4 MSF blocks in Wyndford stock will have no rent increase as previously agreed; and**
- 5) **Agreed that we formally write to tenants to confirm this subject to Group Board approval.**

b) 2022/23 Financial projections

The Board received a report which set out the updated projections for investment in assets and services to 2027. The proposed updates to Better Lives and the Helping Hand Fund were set out, which allow us to continue to focus on supporting our tenants.

The Board considered our gearing levels, including the changes over the life of the plan and relative to our Golden Rules. It was explained that our gearing levels directly impact our credit rating and that our policy sets a maximum level of 70%.

The Board discussed how the efficiency savings from the new development vehicle will be factored into our financial projections. It was explained that they are not factored in at this stage as they will be dictated by the pipeline, where different projects will give rise to varying efficiencies.

Decided: The Board

- 1) **Approved the updated projections for investment in assets and services over the five year period to 2027; and**
- 2) **Agreed that the projected 2022/23 figures form the basis of next year's annual budget which will be presented to the Board for final approval in March.**

9. Governance update

The Board received an update on the outcome of the strategic governance review, the areas of direct relevance within the implementation plan [redacted].

The Board welcomed the findings from the review and the opportunities identified to further refine the strengths of our existing governance arrangements. It was noted that we would discuss Board composition in further detail at the Board workshop.

[Redacted]

Decided: The Board

- 1) **Provided feedback on the planned implementation approach of the strategic governance review;**
- 2) **Noted that we will consider the Wheatley Homes Glasgow Board composition at the Board workshop; and**
- 3) **[redacted].**

10. Bellgrove update

[redacted]

11 Group Health and Safety policy

The Board were updated on the key changes to the existing policy, which focused on reflecting our new operating model in areas such as home and lone working. It was reiterated the policy is underpinned by our health and safety management system and management arrangements.

The Board considered in further detail the lone working arrangements. The protections in place for staff were set out in further detail along with confirmation we have an active lone working steering group.

Decided: The Board noted the updated Health and Safety policy.

12. Group dampness, mould and condensation policy

The Board considered the Group-wide policy and procedure on managing dampness, mould and condensation.

The Board welcomed the focus on how we engage and communicate with tenants and ensure they have access to the appropriate support and advice.

Decided: The Board noted the content of this report including the group dampness policy and procedures.

13. Customer First Centre update

The Board were provided with an update on the Customer First Centre (“CFC”) since its internal launch on 1 December 2021, in particular the improvement in performance and positive feedback from customers.

It was reiterated that the focus on the CFC is on resolution and customer experience and that an interim review will be carried out and reported back to the Board

The Board considered and welcomed progress to date, demand patterns and how we continue to raise awareness with tenants of the 24/7 availability.

Decided: The Board noted the progress to date in establishing our Customer First Centre.

14. Performance update

The Board were updated on performance for the year to date and progress with strategic projects.

The Board considered performance for the year to date, in particular medical adaptation days to complete and whether any patterns have been identified in relation to accidental dwelling fires. It was explained that cooking related incidents were the most common patterns and that we do provide fire safety protections, such as with cooker governors.

An update was sought on the follow up of fire safety assessment actions. It was confirmed that we have weekly meetings to monitor progress and there were no concerns relating to recommendations not yet fully implemented.

The Board recognised that the challenges associated with the current economic climate would require to be considered when we review our targets for next year and our strategy refresh more widely.

Decided: The Board noted the report.

15. Finance report

The Board were provided with a summary of financial performance for the year to date, including the full year forecast out turn for 2021/22.

The Board reviewed financial performance and sought clarification on the group services variance. It was explained this related to the customer First Centre, which was not assumed at the time we set the budget for the year.

Decided: The Board noted the management accounts for the year ended 31 December 2021 and the Q3 full year forecast outturn to 31 March 2022.

16. Funding update

[redacted]

17. AOCB

It was noted that a stock tour is planned after the next meeting.

Signed
(Chair)