

**Meeting of the Board of Management to be held at 6pm  
on Tuesday 7 February 2023, either in person at 423 London Road  
or remotely via Microsoft Teams**

## AGENDA

	Lead Person	Decision or information
1. <b>Apologies</b>	Pauline Casey	
2. <b>Declarations of Interests</b>	Pauline Casey	For information
3. <b>Data Protection Update</b>	Trish Knight (DPO)	For information
4. <b>Minute of meeting held on 22 November 2022</b>	Pauline Casey	For approval
5. <b>Matters arising from meeting of 22 November 2022</b>	Pauline Casey	For decision
6. <b>New Business Plan:</b>		For decision
6.1 2023/24 rent increase proposal	Michael Byrne	
6.2 2023/28 Business Plan: proposed content summary	Gary Naylor	
6.3 2023/24 Budget Update	Barry Allan	
7. <b>Organisational strategy presentation</b>	Gary Naylor	For approval
8. <b>Staffing Sub-Committee Proposal – paper to be presented at the meeting</b>	Gary Naylor	For approval
9. <b>Chief Executive’s Report</b>	Gary Naylor	For information
10. <b>Subsidiary Companies and other minutes:</b>	Pauline Casey	For information
10.1 Thenue Communities 21 November 2022		
10.2 Health and Safety Committee 05 December 2022		
11. <b>Any other competent business</b>	Pauline Casey	
12. <b>Résumé of meeting</b>	Pauline Casey	
13. <b>Date of next meeting Tuesday 14 March 2023</b>		To note

## THENUE HOUSING ASSOCIATION LTD

**Minute of the Board of Management meeting  
held on Tuesday 7 February 2023 at 6.00pm  
in person and remotely on Microsoft Teams**

**Present:** Pauline Casey (Chairperson), Maureen Dowden, Linda Chelton, Robert Kelly, Abdifatah Hayde, David Keltie-Armstrong, Bryan McMahon, Allan Anderson

**Observing:** Derek Quinn

**Attending:** Gary Naylor, Michael Byrne, Eleanor Derbyshire, Barry Allan, Sheena Fergusson and Nikita Watson

**1. APOLOGIES**

Apologies were received by Howard Mole

**NOTED**

**2. DECLARATIONS OF INTERESTS**

There were no declarations of interest.

**NOTED**

**3. DATA PROTECTION UPDATE**

Pauline Casey introduced Trish Knight from RGDP to present an overview of GDPR update for Thenue.

Trish Knight went over the main points of the slides and explains this gives us the opportunity to review our GDPR. Trish explained the purpose of this is to make sure the accountability principle is followed. There was talk of changes being made to the Data Protection and Digital Information bill however, these changes have been permanently put on hold. Trish went over the data protection principles which states data protection must be:

- Processed lawfully, fairly and in a transparent manner
- Collected for specified, explicit and legitimate purposes
- Adequate, relevant and limited to what is necessary
- Accurate and, where necessary, kept up to date
- Retained no longer than is necessary
- Processed in a manner that ensures appropriate security

Trish went over the summary of the GDPR terms and risk management and explained the difference between privacy and corporate risk. It is important that we have adequate technical security to protect data and make sure that any special category data is handled sensitively.

Data protection impact assessments was explained, and Trish showed the Board members the data privacy impact assessment flow chart. Trish explained the risk assessment and that it is important to record data risks on risks register. The key requirements for Freedom of information and Environmental Information Regulations legislations were shown. Trish explained the importance of FOI requests and that they must be made in a recordable format.

Trish discussed Thenue Housing Association's compliance with GDPR and noted the following:

- Our action plan is regularly updated and 95% completed for 2022.
- New action plan for 2023 agreed with DP lead
- Policies, procedures and documents have been reviewed by Thenue HA
- Record of processing review completed
- Management Committee update and training completed
- Effective and timely responses to data protection issues/incidents and requests
- Breach, FOI and SAR processes in place

Trish noted Thenue Housing Association's priorities for 2023:

P1

- Complete ROPA outputs
- Review of PNs in line with ROPA outputs

P2

- Complete training programme for 2023

P3

- Maintenance and disposal of data linked to new IT system
- Data processors and sharing to be started after ROPA

P4

- Accountability tracker for end of year

Trish Knight confirmed Thenue has a good heatmap and compliance and invited Board Members to ask questions and/or make comment. The following had been noted:

- Board Members asked for copy of the Retention Policy.
- Board Members asked question regarding other RSL's and GDPR. Trish Knight explained there is usually one or two tenants or owners that request FOI for GDPR purposes and it is important this is handled professionally.

**NOTED**

#### **4. MINUTE OF MEETING HELD ON 22 NOVEMBER 2022**

The minute of the previous meeting held on 22 November 2022 was agreed as a correct and accurate record of the proceedings. The minute was proposed by Maureen Dowden and seconded by David Keltie-Armstrong.

**APPROVED**

#### **5. MATTERS ARISING FROM MEETING OF 22 NOVEMBER 2022**

There were no matters arising.

**NOTED**

#### **6. NEW BUSINESS PLAN**

##### **6.1 2023/24 Rent Increase Proposal**

Michael Byrne referred to the 2023/24 rent consultation for the forthcoming year and highlighted the following:

- The consultation is carried out over two stages. Stage one explains the current situation regarding the legislation around the rent freeze but would ask tenants to choose their top three priorities for 2023/24. This was sent via email, app, post and was available on

our website, with consultation running from 30<sup>th</sup> November 2022 until the 31<sup>st</sup> December 2022. From the options provided, tenants were able to choose their priorities and provide comments and viewpoints.

- Stage two of the consultation confirmed the updated legal position, the top three priorities as chosen by tenants and details of the 5% rent increase proposal. This was sent via email, post and was available on our website, with consultation running from 16<sup>th</sup> January 2023 until the 31<sup>st</sup> January 2023.

Consultation events were arranged with invitations sent to members of Cranhill, Bridgeton & Dalmarnock, Netherholm Area Associations to the events held in the CHLC, Netherholm Community Centre and Cranhill Veterans Centre in January 2023. The consultation events in the CHLC and Netherholm Community Centre were facilitated by the Tenants Information Service, they provided a summary report of the findings and comments from the meetings. The consultation event in Cranhill was facilitated by our Community Regeneration Team who provided a summary report of the findings and comments from the meeting.

The Stage 1 Newsletter asked tenants to rank in order, with 1 being the highest priority, the following:

- Day to Day Repair & Maintenance (46.21%)
- Major and Planned Repairs (25%)
- New Affordable Homes (15.91%)
- Support Services (7.58%)
- Maintenance of Open Spaces (4.45%)
- Wider Community Regeneration (0.76%)

There were 133 responses to the Stage 1 Consultation Newsletter.

In total, we received 124 online responses and 1 postal response to stage 2 of the rent consultation. Added to the 133 responses from Stage 1 this is a total of 258 responses, this compares to 140 responses for 2021/22.

The replies to the surveys gave the following results to our questions:

Do you agree with Thenue's approach to keep rents as low as possible at 5% for the coming year?

- Yes – 91 (92 with postal) = 73.6%
- No – 33 = 26.4%

Do you agree that this is acceptable in order to keep rents as low as possible for the upcoming year and beyond?

- Yes – 85 (86 with postal) = 68.8%
- No – 39 = 31.2%

There was support from all Focus Group participants for the proposal to have a 5% rent increase in 2023-2024 to ensure the delivery of services and investment. Tenants were satisfied with the rent consultation process and timetable. They highlighted that they have reached an opportunity to give their views on the rent proposal before a decision is reached by Thenue. The rent consultation newsletters were clearly written and detailed the financial challenges that lie ahead and what a 5% rent increase will provide in the way of

services and investment. The rent consultation process provided a range of digital participation opportunities as well as virtual meetings. The number of tenants actively taking part in the rent consultation has increased significantly compared with previous years.

Michael Byrne invited the Board Members to ask questions and/or make comment. The following had been noted:

- Board Members asked why 26.4% of tenants voted no to keep rents as low as possible for the coming year. Michael Byrne explained that some of the responses from tenants was that they did not receive 5 percent increase in their salary and tenants that received no benefits would struggle to pay if the rents were increased too high.
- Board Members suggested to reword this for next time, so it is easier for tenants to understand.
- Board Members asked what the next steps will be. Michael Byrne explained that if the Board Members approve, the rent increase letters will be distributed at the end of February. The Executive team is currently working out the best way to distribute these letters and looking at legal advice to help with this. Gary Naylor confirmed that the Association has previously asked tenants their preferred method of correspondence. However, due to the date the letters can be sent out, we are unable to ask tenant's their preferred method this time around.
- Board Members confirmed Parkhead Housing Association has issued a 2.3% rent increase.
- Board Members agreed that the letters must be hand delivered due to postal strikes and it is a legal document that requires 28 days notice. Gary Naylor confirms this will be planned accordingly.

The Board Members approved the proposed 5% rent increase, the 5% increase to all other charges including shared ownership management fee, shop leases and garage rents and the 5% increase on the factoring management fee/administration fee for owner occupiers.

**APPROVED**

## **6.2 2023/28 Business Plan: Proposed Content Summary**

Gary Naylor went over the 2023/28 Business Plan objectives and contents that will require Board attention at the March 2023 meeting. Gary highlighted some of the changes from last year, including new purpose and vision. The Operational context is ongoing, and Business Plan is in progress and nearing completion. The 11 objectives agreed in November are included in the document.

Gary Naylor invited the Board Members to ask questions and/or make comment. There were no questions noted.

The Board of Management noted the contents of the report.

**NOTED**

## **6.3 2023/24 Budget Update**

Barry Allan explained the budget projections have been updated in line with the proposed rent increase of 5%. The draft budget for 2023/24 follows on in the report, as well as the figures for the 5 years of the business plan to 2028. The final budget together with the updated 30 year forecasts will be presented to the Board in March for the final approval as part of the 2023 Business Plan.

Despite the removal of the rent cap, there continues to be great economic uncertainty due to the ongoing cost-of-living crisis which has resulted in an increase in energy prices, fuel and food costs etc. exacerbated by the ongoing political uncertainty and the long-term impact of Brexit, Covid and supply chain issues. This has resulted in a continued period of high inflation. These conditions continue to put a significant strain on tenants' economic health and wellbeing as well as having a similar impact on the Association as a whole. Barry intimated the main reason there is less than the projected surplus in the draft budget for 2023/24 to Board in November 2022 is the provision of precautionary legal fees due to an ongoing contractor dispute.

Barry Allan invited the Board Members to ask questions and/or make comment. The following had been noted:

- Board Members asked why Boiler and Heating cycles were not aligned. Eleanor Derbyshire explained the life cycles benchmark exercise was recommended by our auditors and approved by Board Members last year.

The Board Members approved the Budget for the 2023/24 prepared in line with the rent increase paper.

**DECIDED**

## **7. ORGANISATIONAL STRATEGY PRESENTATION**

Gary Naylor outlined the Organisational Strategy. This will be the first time the strategy will be introduced. It will give clear vision and direction for the next five years. Work is being carried out with members of staff for this to be embedded within the Organisation to help achieve Organisational objectives. Our plan being the best that we can be. Gary explained our Purpose, Vision and Values:

- Our Purpose – 'Delivering quality and affordable homes with excellent customer service. Improving homes, lives and communities'.
- Our Vision – 'Quality homes and stronger communities where people want to live'.
- Our Values – Passion (We are committed, determined and motivated), Excellence (We aim to be the best we can be), Respect (We treat everyone with courtesy and dignity, recognising diversity), and Connection (We listen and actively engage with our customers and communities).

Our Values have remained the same however, wording in Excellence has changed to match with the strategy. Gary confirmed the Organisational Strategy presentation is about strengthening our foundations and being a more modern Organisation. Our Strategic Outcomes we aim to achieve by 2028 under each of our Strategic Themes are as follows:

- For Customers – 'Become a truly customer driven organisation with consistently excellent, personalised services and positive relationships built on respect and trust'.
- For Homes – 'Developing and maintaining homes that meet the needs of people over a lifetime, being fit for future, whilst being energy and cost efficient'.
- For Communities – 'Sustainable, resilient and connected communities where people's wellbeing and opportunities are enhanced'.
- For People – 'Skilled, ambitious, innovative and responsive people working within an inclusive, agile and collaborative environment'.
- For Partners – 'Growth, improvement and excellent service delivery through partnership working and being recognised as a partner of choice'.

Gary Naylor invited the Board Members to ask questions and/or make comment. The following had been noted:

- Board Members asked if what we do for our community can be expanded on. Gary Naylor explained this will form a big part of the Communication strategy but will look further at the wording.
- Board Members agreed lay out is good in terms of principles, and strengthening those aspects is important.

The Board of Management approved the Organisational Strategy.

**DECIDED**

## **8. STAFFING SUB-COMMITTEE PROPOSAL – PAPER TO BE PRESENTED AT THE MEETING**

Gary Naylor presented the Board of Management with a proposal to remove the Staffing Sub-Committee from Thenue's structure and carry out the remit in more efficient ways in keeping with the Housing Sector in general. The elements of the Sub-Committee's remit would be delegated to the Chief Executive to manage, and the Board of Management for decision/involvement, where necessary. The Governance Policy Handbook would be revised and presented to the Board, subject to approval of this paper in June 2023.

The Staffing Sub-Committee met before the Board of Management meeting to discuss the proposals. The following proposals were outlined:

- To provide delegated authority to the Chief Executive on staffing issues and structure to enable decisions to be made by those entrusted by the Board of Management to make operational decisions.
- For the staffing budget to form part of the main Board of Management discussions in relation to the overall budget, this creating a more joined up and efficient process.
- Future recruitment of Senior Posts (Directors & Chief Executive) can be carried out through a panel made up from members of the Board of Management, including the Chair and Vice Chair, and the Chief Executive in the case of Director posts.
- Where proposals mean there is a potential increase to the previously agreed staffing budget for the year, this would be taken to the main Board of Management for decision.
- It is proposed that the final decision regarding the termination of a member of staff contract of employment will sit with the Chief Executive.
- Any appeals in relation to the termination of staffing contracts, redundancies, disciplinaries and grievances to be heard by a panel consisting of Board of Management members including the Chair and Vice Chair.
- Complaints and disciplinaries relating to members of the Executive Team to be heard by a panel of Board of Management members including the Chair and Vice Chair.

Gary Naylor invited the Board Members to ask questions and/or make comment. The following had been noted:

- Staffing Sub-Committee took a decision to recommend these proposals to the Board as it was discussed last year because the agenda items related to this were more operational than strategic. In terms of staffing, the Staffing Sub Committee are content with this recommendation to the Board and feel that there are enough safeguards made to the proposed accountability.
- Board Members agreed for a more modern work environment, these decisions should be delegated to the Chief Executive.

The Board Members approved the proposals within this report.

**APPROVED**

## **9. CHIEF EXECUTIVE'S REPORT**

- 9.1** Gary Naylor overviewed the report and confirmed Thenue has recently been successful in obtaining a Cost-of-Living Community Anchor Grant offer from the National Lottery Community Fund. This will allow Thenue to work in partnership to support households affected by the cost-of-living crisis. The staff within Thenue Communities have been able to progress with the first Warm Space drop ins called Heat, Scran & Blether. This is being arranged in the Calton Heritage & Learning Centre every Friday and Wednesday from the 27<sup>th</sup> January 2023. As an office bearer was needed and not a member of staff, the Chairperson was signature for this grant.
- 9.2** A review of the office space has been concluded and the physical changes are now starting to take place, with a view to most of these changes for the main phase being completed by 31<sup>st</sup> March 2023.
- 9.3** Board training and Conferences available to Board Members.
- 9.4** Following the end of Owen Stewarts term on the Board, a replacement attendee for the EVH Management Committee Attendance is required. As it is only Board/Committee members who are representatives for EVH members that can attend the Management Committee meetings, this means that as Secretary and Chief Executive of Thenue, Gary Naylor will not be able to attend these meetings on behalf of the Board of Management. Gary Naylor asked if Board Members will consider who will be representative and let him know.
- 9.5** Gary Naylor informed he has an item not on the agenda. On Thursday afternoon Gary met with Tom Griffin who is the Managing Director of Mears. Tom requested to increase the amount of costs we pay to them. A yearly review for this is carried out. This can take some time and is based on the September CPI. This coming year, the September CPI figure is 10 percent in budget. However, Mears are asking for closer to 20 percent which isn't outside of our budget. Gary advised he has spoken with our Chairperson and managed to include a 15% rise for 23/24 within the existing budget. Some of this budget will be taken from the Cyclical Painting. Gary will also look at the current target times for Repairs and ensure Mears are not only meeting targets but capacity is increased to improve our appointments kept. We will look for this to be implemented from 1<sup>st</sup> April. Gary Naylor intimated the importance of strengthening our relationship prior to the contract ending and making sure service is being provided to our tenants.

Gary Naylor invited the Board Members to ask questions and/or make comment. The following had been noted:

- Board Members agreed the percentage Mears are asking seems high and we aren't getting value for money. Inflation must also be considered and poor performance from Mears has been spoken about at previous Board Meetings.
- Board Members asked when the contract comes to an end and is it best to consider not to go full term with the contract. Gary Naylor confirmed there are four years left in the contract from April and that if we go to tender now, we will be paying more than what Mears have put forward and appointing for a weak pool of contractors.
- Board Members asked what the contingency plan is if Mears ends their contract with Thenue. Gary Naylor confirmed there will be a 6-month window period for us to find new contractors.



The Board of Management:

- 9.1 Noted the National Lottery Fund Update
- 9.2 Noted the Office Changes Update
- 9.3 Noted the Board Training Events and Conferences, and inform us if wanting to attend.
- 9.4 Noted the update on EVH attendance and inform us if able to take on this responsibility.
- 9.5 Approved the decision of a 15% increase to Mears.

**NOTED/DECIDED**

**10. SUBSIDIARY COMPANIES AND OTHER MINUTES:**

- 10.1 Thenue Communities 21 November 2022
- 10.2 Health and Safety Committee 05 December 2022

Pauline Casey advised the minutes were for information only and any questions to be directed to the relevant Chair or Officer out with the meeting.

**NOTED**

**11. ANY OTHER COMPETENT BUSINESS**

Board Members discussed events they were at recently for Step Change Scotland and asked if we can have a scheme in place called Tenants Contents Insurance Scheme. The current scheme we have will be looked at again in the coming year.

**NOTED**

**12. RÉSUMÉ OF MEETING**

There were no comments or observations noted.

**NOTED**

**13. DATE OF NEXT MEETING TUESDAY 14 MARCH 2023**

The next meeting will be held on Tuesday 14<sup>th</sup> March 2023 at 6:00pm

The meeting concluded at 19:53pm

I certify that the above meeting has been approved as a true and accurate record of the proceedings.

**NOTED**



Pauline Casey  
Chairperson

Date: 14<sup>th</sup> March 2023