

**Meeting of the Board of Management  
to be held virtually on Tuesday 26 October 2021  
at 6pm either in person at 423 London Road or via Microsoft Teams**

## AGENDA

	<u>Lead person</u>	
1. Apologies		To note
2. Declaration of interests	Pauline Casey	For information
3. Minute of meeting held on 28 <sup>th</sup> September 2021	Pauline Casey	For approval
4. Matters arising from meeting of 28 <sup>th</sup> September 2021	Pauline Casey	For information
5. Business Plan:-	Charles Turner	For approval
5.1 2021/22 half-year review		
5.2 2022/23 Business planning session, 6 <sup>th</sup> November		
6. Strategy and policy: -	Lesley-Anne Junner	For approval
6.1 Factoring Policy, (partially reviewed October 2020)		
6.2 Value for Money strategy, (new strategy)		
7. 2021 Annual Assurance Statement	Charles Turner	For decision
8. Landressy Place – Lettings Plan	Gary Naylor	For decision
9. Office Reopening and future service delivery proposals	Gary Naylor	For approval
10. Any other competent business		
11. Résumé of meeting	Pauline Casey	
12. Date of Next Meeting on Tuesday 23 <sup>rd</sup> November 2021		To note

## THENUE HOUSING ASSOCIATION LTD

**Minute of the Board of Management meeting held on Tuesday 26 October 2021  
at 6.00pm remotely on Microsoft Teams and  
by attendance at 423 London Road, Glasgow, G40 1AG**

**Present:** Pauline Casey (Chairperson), Allan Anderson, Linda Chelton, Maureen Dowden, Abdifatah Hayde, Robert Kelly, David Keltie-Armstrong, Bryan McMahon, Howard Mole and Florence O'Hale

**Observing:** Derek Quinn and Owen Stewart

**Attending:** Charles Turner, Gary Naylor, Eleanor Derbyshire, Lesley-Anne Junner, Paola Doyle and Ray Macleod

**1. APOLOGIES**

There were no apologies received.

**NOTED**

**2. DECLARATIONS OF INTERESTS**

There were no declarations of interests.

**NOTED**

**3. MINUTE OF THE PREVIOUS MEETING HELD ON 28 SEPTEMBER 2021**

The minute of the previous meeting held on 28 September 2021 was agreed as a correct and accurate record of the proceedings. The minute was proposed by Maureen Dowden and seconded by David Kelti-Armstrong.

**APPROVED**

**4. MATTERS ARISING FROM THE PREVIOUS MEETING HELD ON 28 SEPTEMBER 2021**

**Landressy Place Development**

Eleanor Derbyshire advised discussions with Glasgow City Council had continued and by the end of the week a letter of comfort is expected which will keep the Contractor on site to await the paperwork enabling the development to go ahead.

**NOTED**

**5. BUSINESS PLAN**

**5.1 2021/22 Half-year Review**

Charles Turner reminded Board members the current Business Plan had been approved earlier in the year in February and the report circulated with the Agenda was the review at the 6 month point. Charlie intimated that three of the 10 objectives had been achieved and fully expected the others to be completed by the end of the year. Charlie explained the reasons behind the delay with Objective 6 and the collection of data to prepare the monetary value to bring all our properties up to the new energy efficiency standard EESSH2. He advised the review also starts the process to look at and consider the potential objectives for the next Business plan for approval by the end of March 2022.

Eleanor Derbyshire reported there had been a delay with house surveys due to COVID19 and access restrictions. This is now on track and will feed into data and information required. The survey company will analyse the full stock and where information is absent data will be cloned. This will give a better idea of the condition of our stock. The timescale for completion is by mid-December for feeding into the Business Plan process.

Charles Turner intimated the report was self-explanatory and invited Board members to ask questions and/or make comments. There were no questions or comments noted.

The Board of Management noted the progress of the 10 business objectives for 2021/22 and agreed any outstanding action by 31 March 2022 be carried forward or amended for inclusion in the 2022/2023 Business Plan.

**DECIDED**

## **5.2 2022/23 Business Planning Session 6 November 2021**

Charles Turner proposed the format and activities for the day however due to the possibility of travel disruption, access and protests due to the COP26 Event he was unsure about the date. Charlie described the timescales in relation to decision making needed by the February meeting and the tenant rent consultation being pushed back by a couple of weeks.

Charles Turner invited Board members to ask questions and/or make comment. The following had been noted:

- A number of Board members expressed concern over travel times and traffic volumes indicating it defeated the purpose by wasting fuel and time with a number of businesses reverting to home working for the two week period. Can the event be online?
- Board members understood and acknowledged the timeline and the volume of work to prepare the Business Plan for February 2022, consultation with tenants by the end of January 2022, consideration for final approval in March 2022 and if needed a special meeting.
- Robert Kelly proposed and Maureen Dowden seconded a two week delay to the Business Planning meeting. Howard Mole indicated he was unavailable that day.

The Board of Management approved the proposal to delay the Business Planning Event by two weeks until Saturday the 20 November 2021 and agreed the format of the day.

**DECIDED**

## **6. STRATEGY AND POLICY**

### **6.1 Factoring Policy**

Lesley-Anne Junner referred to the summary report advising the new Factors Code of Conduct had been published with our Factoring Policy and Written Statement of Service updated and reviewed by our solicitors, T C Young to ensure compliance. Lesley-Anne advised a consultation forum for factored owners is being set up to improve communication and satisfaction of the service.

Lesley-Anne Junner invited Board members to ask questions and/or make comments. The following was noted:

- Clarification on how landscaping complaints were being resolved. Lesley-Anne Junner confirmed there was a landscaping recovery plan in place to deal with the backlog and issues caused by the COVID19 restrictions. Lesley-Anne also highlighted the forum will provide a platform for owners to be heard and listened to, giving an opportunity for staff to explain regulations and processes.

The Board of Management approved the Factoring Policy and updated Written Statement of Service.

**DECIDED**

## **6.2 Value for Money Strategy**

Lesley-Anne Junner referred to the summary report and the Regulatory Guidance required. Lesley-Anne commented that best value not always meant the cheapest with quality of service important too and gave an overview of the contents of the strategy, highlighting: regulatory requirements, effective measures, Housing Charter standards, national and local context, operating in some of the poorest areas, understanding costs and comparison with other housing associations, effective procurement and regulation, efficiency on housing delivery, promoting and embedded culture, consultation with staff and tenants, associated risks.

Lesley-Anne Junner invited Board members to ask questions and/or make comment. The following was noted:

- Board members commented this was a dynamic piece of work and asked for clarification on where and how benchmarking would be recorded and reported. Lesley-Anne Junner advised benchmarking would be measured against the sector and in particular through the G8 group with review through the Audit and Risk Sub-Committee and the introduction of reporting through the quarterly performance report.
- In relation to rents, payments, the balances between affordability and actual costs and efficiency driving, how will this be recorded and reviewed? Lesley-Anne Junner confirmed the use of the SFHA rent affordability tool will assist along with reviews of processes, procurement, target setting, KPIs and benchmarking with other housing associations. Reporting through management costs statement and performance reports.
- With regards to the lower office footfall, fewer people visiting the office, the introduction of the hybrid model and recent savings what efficiencies can be achieved? Charles Turner advised until now there had been no need for a target. Logically staff need a work base even with the investment in technology. Charlie considered there was a case for management cost efficiencies.

The Board of Management approved the new Value for Money Strategy.

**DECIDED**

## **7. 2021 ANUAL ASSURANCE STATEMENT**

Charles Turner confirmed that all our policies are now up to date and the report contained hyperlinks to all our documents and supporting evidence for the 2021 Annual Assurance Statement. Charlie referred to the summary report which highlighted four main differences from last year, as follows:

- **Timing** – last year the Statement was submitted at the end of November and contained the half yearly management accounts and performance statistics. This year the end of October is too early to contain this information.
- **Compliance** - This year the Regulator has requested any performance issues related to COVID19 and non-compliance are separated out. Charlie confirmed there are no areas of non-compliance, however, there are some areas we are working to improve.
- **Equalities** – the Regulator has not been in a position to issue guidance, however, we are considering our effective approach to collecting data and adopt a human rights approach in our work.
- **Business Plan (BP)** – Charlie gave assurance the current BP is robust and so will the new one which will be in place before he retires with scenarios and sensitivities to include COVID19 issues. The BP review will be commencing in the next few weeks. Lesley-Anne Junner commented it was a critical document and required to meet regulatory standards.

Charlie intimated a lot of work had gone into pulling together information, evidencing every Regulatory Standard and was confident everything is in place. He reported the statement was longer than last year reflecting on performance through the COVID19 pandemic, collection of equalities data, development of risk appetite and Board member 9 year rule action. Charlie concluded this year's statement is stronger.

Charles Turner invited Board members to ask questions and/or make comments. The following was noted:

- Board members agreed an excellent report and appreciated the effort and hyperlinks to the documented evidence. The best and strongest.
- Board members were interested to know what feedback had there been from last year's submission? Charles Turner advised very little and at the start of the year on submission of the Business Plan the Regulator wrote to advise it was something they didn't need to see, however, as he is retiring it is likely there will be more engagement with the Regulator. Charlie advised react and respond when the Regulator makes contact and the next Business Plan will have been reviewed and approved by the Board of Management.
- With regards to the paragraph in the Assurance Statement on improvement and equalities was the statement strong enough. There was a proposal that it be extended with the text in the report used to strengthen it?
- Board members asked what to expect from the Regulator as Charles Turner retires? Charles Turner expected little on the Business Plan, however, the Regulator may focus on the recruitment process for his replacement. Charlie advised a tender process is underway for appointment of a recruitment consultant ensuring a robust process and overviewed the timescale to ensure his replacement was in place in time for him leaving. Charlie advised engagement may happen with any outcomes from the ARC submission.

The Board of Management approved the third Annual Assurance Statement.

**DECIDED**

**8. LANDRESSY PLACE – LETTINGS PLAN**

Gary Naylor introduced Paola Doyle, Housing Support Manager, who overviewed the report and explained the process.

Paola Doyle invited Board members to ask questions and/or make comment. There were no questions or comments.

The Board of Management approved the Landressy Place Lettings plan and agreed to staff starting the process once the handover date was in place.

**DECIDED**

**9. OFFICE RE-OPENING AND FUTURE SERVICE DELIVERY PROPOSALS**

Gary Naylor referred to the re-opening of the office and the customer survey in the Summer newsletter and on the website. Gary reported 49 responses had been received, summarised the key points and feedback as follows:

- 82% of survey respondents communicated in different ways with appointments held online virtually as an alternative to office visiting.
- Since the re-opening of the office in August there have not been many office appointments and visitors have been walk in with on average 10 in a day.
- Opening hours of 10am to 4pm (which will continue) were working well with alternative ways to contact and communicate.
- From 14 November 2021 customers will continue to be able to arrange office appointments.
- During COP26 homeworking is being reverted too.
- Approximately 40% of staff are onsite at any one time.
- Hybrid working was safer and more comfortable for staff although face to face interaction was missed.

Gary Naylor and Charles Turner concluded it was too early at the moment to fully establish customer demand for office visiting and staff thoughts. Charles Turner proposed monitoring to continue for the next six months.

Gary Naylor invited Board members to ask questions and/or make comment. The following was noted:

- Board members agreed it was a good report but from a numbers point of view and put into context 49 responses out of all our tenants was very low.
- A discussion took place as to the differences in figures and comparisons before the COVID19 pandemic. Had the right questions been asked? Was a survey in a Newsletter suitable as often it is not fully read? How inclusive was the survey? Is the current footfall a drop in overall demand and not a drop in contact by other means? Are customers more comfortable with alternative methods with contact increasing? Is the drop in footfall a change in behaviour? How do we engage with more vulnerable customers and not miss or leave anyone behind? Is there an appetite for customers coming into the office or is this becoming biased towards remote and online arrangements? Should we survey customers visiting office and what type of questions do we need to ask them? During the COVID19 pandemic did we have people who weren't contacted? What about us visiting customers? How do we handle private and sensitive conversations? What efficiencies can be made and monitored in a structured way?

- Gary advised the survey had been prepared and issued before the office re-opened. The majority of visits to the office were for other purposes e.g. to drop off keys, return forms or hand deliver information rather than reporting a repair or paying a rent. He referred to the section detailing the wide range of comments from the respondents.
- Paola Doyle intimated the Housing Support Team had regular contact with our most vulnerable people during the COVID19 pandemic lockdowns and we have a Tenant Sustainment Officer. Paola indicated we have Common Rooms, Service Centres and Community Halls for our customers to visit. She also advised housing applications had increased with submissions online or by telephone assistance.
- Gary re-iterated that other than office visiting there were already well established alternative methods of contacting, communicating and engaging with customers.
- Board members acknowledged and expressed concern that the COVID19 pandemic is not over and there was a potential to be unfairly exposing staff and customers. Are customers comfortable with face to face communication? Do we know who are vulnerable? Introduction and use of the APP has helped customers to be engaged and reduce footfall.
- Gary Naylor confirmed office and home visiting were risk assessed against particular protocols for staff and customers to feel comfortable.
- A proposal was made to look at behaviour changes going forward. Identify how expectations have changed or are changing and respond to them. Become more formal to reduce complaints as less formality and being over chatty can lead to mismanagement and misinterpretation on the customer side. Leave services as they are at the moment.

The Board of Management approved the continuation of the current office re-opening hours and hybrid working model for the remainder of 2021/22 and noted the contents of the report.

**DECIDED**

## **10. ANY OTHER COMPETENT BUSINES**

### **10.1 The Thenue Trust**

Charles Turner advised that a funding application may be expected, and if so a short meeting of the Trustees will be arranged in the next few weeks.

**NOTED**

### **10.2 EVH Pay Negotiations**

Charles Turner intimated EVH had issued a letter notifying member organisations that inflation is expected to be over 2.5% therefore the current pay deal falls and pay negotiation between EVH, and Unions will be required. Charlie proposed delegation of this to the Staffing Sub-Committee. The Board of Management authorised and approved delegation to the Staffing Sub-Committee to respond in full.

**DECIDED**

### **10.3 CEO Recruitment Process**

Charles Turner confirmed recruitment will commence after completion of the tender process (tenders are due back by noon on Monday 1 November 2021) with advertising mid-November and concluded around mid-January allowing for a notice period and handover.

**NOTED**

**10.4 Health and Safety Sub-Committee**

Charles Turner intimated the Committee was due to meet next Monday with the possibility of increasing the numbers in the Boardroom.

NOTED

**11. RESUME OF THE MEETING**

Good meeting concluded by all participants.

NOTED

**12. DATE OF THE NEXT MEETING**

The next meeting will be held on Tuesday 23 November 2021.

NOTED

The meeting concluded at 19.26

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

Pauline Casey  
Chairperson



Date: 23 November 2021