

**Meeting of the Board of Management to be held at 6pm**  
**on Tuesday 19 April 2022 at Calton Heritage & Learning Centre,**  
**423 London Road, Glasgow, G40 1AG**

## **AGENDA**

	<b>Lead Person</b>	<b>Decision or information</b>
1. <b>Apologies</b>	<b>Pauline Casey</b>	
2. <b>Declarations of Interests</b>	<b>Pauline Casey</b>	<b>For information</b>
3. <b>Minute of the previous meeting held on 15 March 2022</b>	<b>Pauline Casey</b>	<b>For approval</b>
4. <b>Matters arising from the previous meeting of 15 March 2022</b>	<b>Pauline Casey</b>	<b>For decision</b>
5. <b>Chief Executive's report</b>	<b>Charles Turner</b>	<b>For decision</b>
6. <b>Lettings targets – 2022/23</b>	<b>Gary Naylor</b>	<b>For approval</b>
7. <b>Thenue Communities – update and Business Plan</b>	<b>Charles Turner</b>	<b>For approval</b>
8. <b>Finance policy handbook</b>	<b>Lesley-Anne Junner</b>	<b>For approval</b>
9. <b>Customer services policy handbook</b>	<b>Gary Naylor</b>	<b>For approval</b>
10. <b>Hybrid Working: Strategy and progress to date</b> (Including Lisa Gallagher & Nikki Slowey, Flexibility Works)	<b>Lesley-Anne Junner</b>	<b>For discussion</b>
11. <b>Any other competent business</b>	<b>Pauline Casey</b>	
12. <b>Résumé of meeting</b>	<b>Pauline Casey</b>	
13. <b>Date of next meeting Tuesday 24 May 2022</b>		<b>To note</b>

## THENUE HOUSING ASSOCIATION LTD

**Minute of the Board of Management meeting on Tuesday 19 April 2022  
at 6.00pm in CHLC, 423 London Road, Glasgow, G40 1AG**

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

**Observing:** Owen Stewart, Derek Quinn

**Attending:** Charles Turner, Gary Naylor, Eleanor Derbyshire, Lynne McKenzie-Juetten, Lesley-Anne Junner, Sheena Fergusson (minute taker)

Pauline Casey welcomed the Board to the first full in person meeting since the pandemic began and Charles Turner's last meeting as Secretary of the Board and Chief Executive of Thenue.

**1. APOLOGIES**

Apologies were received from Howard Mole.

**NOTED****2. DECLARATIONS OF INTERESTS**

There were no declarations of interests from the Board but all staff attending were affected by Agenda Item 5 however they would not be involved in any discussions.

**NOTED****3. MINUTE OF THE PREVIOUS MEETING HELD ON 15 MARCH 2022**

The minute of the previous meeting held on 15 March 2022 was proposed by Maureen Dowden and seconded by David Keltie-Armstrong.

**APPROVED****4. MATTERS ARISING FROM THE PREVIOUS MEETING HELD ON 15 MARCH 2022**

There were no matters arising.

**NOTED****5. CHIEF EXECUTIVES REPORT****2022 Wages Ballot**

Charles informed the Board that, after discussions between EVH and UNITE, EVH were in a position to recommend a one-year increase of 4.1% on all salary points. The governing body are required to lodge a "yes" or "no" response. There is provision in the salary budget to allow for this increase, however it will leave a lower amount for unforeseen staff costs. The decision the Board makes may not be the decision reached by all organisations voting on this matter and therefore they will have to accept the outcome reached. The ballot papers were due to be returned to EVH by 12 noon on the day of the Board meeting however it had been agreed that Charles would be able to notify the Boards decision directly after the meeting finished. Board agreed to 4.1% pay award.

**DECIDED**

**Approach to Housing Ukrainian Refugees in Scotland**

Gary informed the Board that the Scottish Government has become the first super sponsor in the UK. He advised our lettings targets allows for 7% (roughly 1 dozen properties) for this purpose.

Our current policy for lodgers would allow for tenants to take in a lodger provided they are currently underoccupying the property. The £350 allowance would not be treated as income.

**NOTED****Scottish Housing Regulator**

On 31 March 2022 the Scottish Housing Regulator published the outcome of its annual risk assessment of all landlords which includes updated engagement plans for registered social landlords (RSLs) and local authorities and an update to the regulatory status for RSLs. The status describes whether a landlord complies with Regulatory Standards.

Charles informed the Board the Regulator described Thenue as *“Compliant: The RSL meets regulatory requirements, including the Standards of Governance and Financial Management”*.

*“We don’t require any further assurance from Thenue Housing Association Ltd (Thenue) at this point in time other than the annual regulatory returns required from all RSLs. Thenue must provide us with the following annual regulatory returns and alert us to notifiable events as appropriate:*

- *Annual Assurance Statement.*
- *Audited financial statements and external auditor’s management letter.*
- *Loan portfolio return.*
- *Five-year financial projections; and*
- *Annual Return on the Charter.*

Charles informed the Board that he was delighted to retire with the knowledge that Thenue is compliant.

**NOTED****6. LETTINGS TARGETS - 2022/23**

Gary advised the Board that Thenue not only met the challenge of achieving the lettings targets to homeless households which was set at 50% but had exceeded the target by letting 52%

However, this level is difficult to sustain and has two drawbacks, the first is the amount of staff resources required to achieve this target, particularly given that there is a 20% refusal rate. The team has to offer over 70% to achieve 50% target of lets

The second consideration is that we have not been able to give enough consideration to our own waiting list, the target was 25% in 2021/22. It is therefore proposed to address this balance and have an equal 35% target for both the waiting list cases and homeless household let cases for the year ahead.

There has been no confirmation from Glasgow City Council as to what they will expect in terms of lets for the coming year.

Charles stated that if the Council were not happy with our proposal to let 35% we would need a robust response for them. Board advised that if the Council were not happy to accept the proposal to let 35% to homeless households they would have to demonstrate why they were not happy and perhaps improve their own processes in terms of nominations.

The loss of rental income has also to be taken into account. Meeting the target of 50% is not sustainable however a target of 35% would be.

The Board agreed the targets set for 2022/23

**DECIDED**

## **7. THENUE COMMUNITIES UPDATE AND BUSINESS PLAN**

Charles informed the Board that Thenue Communities manages two halls. Both halls have done exceptionally well considering the restrictions in place over the last two years. Their cash reserves are very healthy and are expected to remain that way going forward.

During the 2022 Business Planning Day, held on 7 February 2022, all 13 of the current policies and formal governance documents were reviewed. One was the current lease. So that, for whatever reason, the term of this lease is not 'forgotten', and it elapses, it was recommended that a new 5-year lease be entered into by both parties.

If agreed, then this lease, along the same terms as before, should run for another 5-year period from 1 April 2022 to 31 March 2027. The rental payment is also proposed to be the same, and that is £1 per year.

Charles also advised that approval is required to hand over the Seal to Gary, as the new Chief Executive of Thenue and Company Secretary of the subsidiaries within the Thenue Group.

There were a few queries about items in the accounts and the amount held in reserves. Leslie Anne Junner advised that "other income" noted in the accounts and the reason why it decreases is that it relates to grant funding. Charles advised that a policy is required to deal with the reserves. In the future repairs will be needed to the Halls and cash levels can be built up for this purpose and noted in a policy.

The Board of Management approved the 2022-27 Business Plan, the lease for the Thenue Communities events halls, the handing over of the Company Seal to Gary and approval of Gary as Director and Company Secretary.

**DECIDED**

## **8. FINANCE POLICY HANDBOOK**

Lesley Anne advised that the policy handbook is not due for review until September 2022 but it is prudent to update it just now.

The Finance Policy Handbook covers Thenue's approach to four key areas of financial governance which are:

- Financial Regulations
- Treasury Management
- Fraud
- Bribery

The review of all sections was carried out and proposed changes were discussed with the Executive Team. The changes made reflect the modernisation of practices due to changes in technology and new ways of working. The new SFHA Treasury Management Guide (February 2022) was also used as a reference document as it reflects the most up to date CIPFA code.

The Board of Management approved the reviewed Finance Policy Handbook.

**DECIDED**

## **9. CUSTOMER SERVICES POLICY HANDBOOK**

The Customer Service Policy Handbook covers Thenue's approach to four key areas of service delivery, these are: Thenue's

- Complaints Statement
- Customer Behaviour
- Standards of Service Statement
- Ex-Gracia Payments

The handbook was fully reviewed in April 2019. However, in March the opportunity was taken to bring the Area Associations together to help us to review the document along with our Standards of Service Leaflet. There were some additions made focussing on unacceptable behaviour.

The recommendations of the group have been incorporated into the final draft of the Policy Handbook and centre on the Customer Behaviour section, there are no changes recommended for the other sections. The Customer Services Leaflet is also being revamped.

The Board of Management approved the revised Customer Services Policy Handbook.

**DECIDED**

## **10. HYBRID WORKING: STRATEGY AND PROGRESS TO DATE**

Lesley Anne informed the Board that the opportunity had been taken to look at Thenue's working practices going forward after the lifting of covid 19 restrictions. After consultation with staff by Flexibility Works, staff were asked to fill out a survey and answer various questions detailing their thoughts and ideas on hybrid working. The Board were then asked to think about hybrid working and asked their opinion. Nikki Slowey from Flexibility Works was invited in to speak to the Board and answer any of their questions.

Before Nikki arrived, the Board had a lengthy discussion on hybrid working and the impact on staff and customers. The Board raised a few concerns regarding service delivery and wanted assurances that rotas would ensure staff with relevant skills be available for tenants and visitors to the office. Service delivery, access for our tenants and performance should not be affected by hybrid working. It was also hoped that hybrid working will improve the service to our customers.

The Board were also keen that a balance be struck as office overheads would be affected by the new way of working which would have an impact on rents. Concern was raised about health and safety for staff working from home and that right equipment be available.

The Board were advised that if our policy works well there will be no difference to our service delivery to our customers. Rotas were in place to ensure all teams were represented in the office and staff could always contact a suitable member of a team to assist. Records being kept showed that most people coming into the office were coming in for

appointments or to hand something in and footfall was still very low. There is also going to be some investment in technology for staff. Usage of the app had increased during the pandemic and a new system, Pan Connect which will enable messaging and document retention for tenants had been introduced.

Nikki Slowey arrived and gave her presentation to the Board. She advised that the survey of Thenue staff was being analysed currently. She advised the Board that networks are available for discussions with other organisations to hear what they are doing and what challenges they have faced and how they have coped.

Charles gave a quick summary and informed the Board that hybrid working should do two things, help the organisation become more efficient and improve the customer experience.

**NOTED**

**11. ANY OTHER COMPETENT BUSINESS**

Pauline advised this was Charles's last meeting with Gary taking over as Chief Executive on 21 April 2022. Board members paid their respects to Charlie thanking him for his professionalism and passion for his work. They had seen Thenue prosper and thrive and become a respected organisation throughout the sector. He had been a pleasure to work with and the Board had learnt a lot from him and recognised how much responsibility he had in being the CEO of Thenue.

Charles then spoke about each of the Board in turn, detailing how he had met them and the impact that all of them had on him. He spoke about the respect he had for all of them, their loyalty, dedication and asked that they keep up the good work and kept challenging Thenue. He said that together they had all achieved a lot for the organisation.

**12. RESUME OF MEETING**

As this was Charles's last meeting a gift from the Board was presented to him and photographs to mark the occasion were taken.

**13. DATE OF THE NEXT MEETING**

The date of the next meeting is 24 May 2022

**NOTED**

The meeting concluded at 8pm.

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

Pauline Casey  
Chairperson



Date: 24 May 2022