

**West of Scotland Housing Association
Minutes of the Board Meeting
Held by Video Conference
Wednesday 24th February 2021**

<p>Present: Kelly Adams (Chair), Nick Farrell, Irene McFarlane, Ryan Docherty, John Muir, George Kpodo (in part), Paul MacNeil, Ruth Simpson, Christine Musasa, Clare Newton and Elaine Davidson</p> <p>In Attendance: Brian Gannon, Chief Executive Officer, Colin MacCallum, Director of Finance, Jennifer Cairns, Director of Corporate Services; Andrew Kubski, Director of Development & Asset Management; Robert Campbell, Director of Housing & Community Services; Caroline Stobo, HR & Corporate Service Assistant; Maisie O'Brien, Community & Support Services Manager (in part), Sandy Hunter, Observer</p> <p>Apologies: Derek McGowan, Ann Reid and John Shearer</p>	
<p>Disclosure of Interests</p> <p>The Chief Executive advised that staff and Irene MacFarlane would be required to leave at the point that the Board were making any decisions in relation to Agenda Item 15 the EVH Pay award.</p>	
<p>1. Approval of the minutes</p> <p>The minutes from the meeting held on 27th January 2021 were approved by Ruth Simpson and Paul McNeil.</p>	Approved
<p>2. Matters Arising</p> <p>The Chief Executive referred to the letter that was sent to the SFHA Chair regarding fees and the response that has been received. It was agreed that the response was disappointing, and the Board will carry out a cost benefit analysis of this membership to decide whether it will be renewed next year. This will be discussed at the November Board meeting.</p> <p>The Chief Executive referred to the Pension Review item discussed at the January Board meeting and to the draft minutes of the Special Board meeting on the 17th February 2021 and reminded the outcome of this meeting was that the Board agreed Option 1 was the preferred option; which was that all staff would be moved to the Defined Contribution pension scheme.</p> <p>The Board agreed that the original decision made would stand and Final Salary staff would move to Defined Contribution on 1st May 2021.</p>	Action Approved

3. Older People's Strategy

The Community & Support Services Manager presented the Board with a draft of the Older People Strategy – she explained that she has had some feedback from staff already and has made some changes and will be adding some additional information on dementia and housing.

Maisie provided an overview of the Strategy and outlined how tenants views had been incorporated into the aims of the Strategy.

Kelly Adams thanked Maisie for all her input and hard work on this.

Ruth Simpson stated that this is a terrific document and you can clearly see a lot of work has gone into it. Ruth asked if the WSHA Board could be more helpful and that some of them would be able to have time to do more.

The Community & Support Services Manager suggested it would be good if both WSHA and WT Board could work more together and hopefully there will be opportunities to do this after the pandemic.

John Muir echoed Ruth in stating the document was brilliant and you could tell there was lots of enthusiasm, he asked at what age is someone classed as old? The Community & Support Services Manager stated statistically old is if you are 55 plus however based on our tenant feedback, we have based it on 60 plus.

Ryan Doherty asked how the strategic objective leads into the older community in mainstream housing? The Community & Support Services Manager advised that due to Covid, mainstream wellbeing has been opened up to us more, we are looking at activities in common spaces to help and support those living in mainstream housing who are 60 plus.

Irene MacFarlane stated that this was a first class report. It was motivating, informative and fits with the WSHA business plans.

Kelly Adams asked if management could maybe relook at the timescales for some of the actions, she stated we need some refinement in some of the timescales. Kelly also stated that objective 3 should be brought forward. Maisie confirmed that the timescales and actions have already been reviewed, reducing the number of actions and amending some of the dates. Maisie did however confirm that some dates would remain as an end of financial year target due to the nature of the action, but the focus will be to deliver them as soon as possible (rather than be forgotten about until the end of the year).

Nick Farrell asked about objective 1's timeframe of March 2023, The Community & Support Services Manager explained that this was to tie in the Community benefits within mainstream housing but that work would be ongoing up until then.

The Board approved the Strategy.	Approved
<p>4. Budget 2021/2022</p> <p>The Director of Finance reminded the Board that a draft budget had been presented to the Board in November 2020. He advised the that the purpose of this paper was to advise the Board of changes to the draft budget.</p> <p>The Director of Finance explained that there were relatively few changes from the draft budget provided to the Board in November and that the changes are contained in a reconciliation from the November draft budget to that presented for approval today. The reconciliation is contained in appendix 1 to the paper. These include:</p> <ul style="list-style-type: none"> • the change to the rent increase which was in as 1.5% but has been agreed to be 0.5% • increased pension costs • increased staffing costs • change in the estimate for the anticipated increase in cost of the ground maintenance contract within Housing Services • a provision for the cost of development feasibility studies <p>Nick Farrell queried the increase in landscaping costs. The Director of Housing & Community Services gave the Board an update on the procurement of the new grounds maintenance contract and advised that to procure a better quality service for our tenants, we will need to pay more than we have previously been paying.</p> <p>Kelly Adams queried the pension costs in the budget and was advised that the budget was based on all staff taking up the maximum contributions.</p> <p>The Board approved the budget for 2021/22.</p>	Approved
<p>5. Corporate Business Plan 2021-2026</p> <p>The Chief Executive presented an overview of the draft Corporate Business Plan. He highlighted the key business objectives, priorities that will underpin these objectives and the strategic options.</p> <p>Kelly Adams queried whether we do need to revisit our aims and values. The Chief Executive advised that the values and aims were developed in 2017 when we first left Gentoo and they are not necessarily fit for purpose. He advised the Board that the recent culture audit carried out by BDO highlighted that staff couldn't remember our values and didn't necessarily identify with them.</p>	

The Director of Development and Asset Management provided the Board with an overview of plans in respect of Development and Asset Management and the challenges surrounding this.

The Director of Housing & Community Services gave an overview of where the focus would be in terms of our Key Performance Indicators and what performance improvement actions would be put in place.

The Chief Executive highlighted the importance of the Green Strategy and how this will underpin the delivery of the plan.

The Director of Finance discussed the summary income and expenditure accounts for the periods under review. He noted that while rental income and operational surpluses rise throughout the period the net surplus dips in 2024 and recovers thereafter. He explained that the reason for the reduction was due to increased interest costs. The increase reflects the refinancing of existing short term debt to long term debt at increased interest rates together with the cost of additional loans for the new units that feature in the development programme. Over time as rental income rises reflecting rents from the new units there is an increase in operating surpluses which leads to the recovery of the net surpluses after 2024. He informed the board that we have a good relationship with our lenders and did not anticipate any difficulties in securing the additional funding requirement and we remain financially sound throughout the periods of the plan.

The Director of Finance highlighted that the projections form the basis of the 5&30 year projections submitted to the Regulator later in the year. The principal changes to the figures would reflect updates to the inflation and interest rates assumptions and any change in the estimated progress of the development programme.

The Director of Corporate Services reminded the Board of the risk assessment of the key business objectives which was carried out in January. She gave an on overview of the key risks that could impact on the achievement of our objectives and advised how these risks would be managed.

Paul MacNeil stated that this was a good piece of work and well done to everyone involved.

Irene MacFarlane stated that it was an interesting read and the Chief Executive and members of CMT have shown good leadership and good culture. She suggested a change of order in respect of the key business

<p>objectives putting the objectives that directly relate to our customers first. This was agreed.</p> <p>The Board approved the Corporate Business Plan for 2021-2026.</p>	Approved
<p>6. Procurement of Windows and Doors Contract</p> <p>The Director of Development & Asset Management on the proposed procurement of the Windows and Doors contract using the Scottish Procurement Alliance Framework. He advised the proposal was to directly award the contract to Sidey Ltd through this framework. He advised the Board that Sidey has been a really good contractor over the past four years and the experience overall has been excellent for both WSHA and our tenants.</p> <p>Nick Farrell asked how do we know that the contract is value for money if we are not procuring it ourselves.</p> <p>The Director of Development and Asset Management advised that the procurement exercise had been carried out by the SPA and we would be awarding the contract using their framework. Nick Farrell queried if price increases were included in the contract and was advised that price increases were based on CPI which was standard. Nick raised concerns about increase in CPI and advised it was important to ensure that we control costs. The Director of Development and Asset Management agreed and felt that it was advantageous that it linked to CPI rather than building cost indices which typically raced ahead of inflation.</p> <p>Irene McFarlane commented that she has used Sidey in the past and would agree that they were a good supplier, competitive and provided a good product.</p> <p>The Board approved the contract award through the SPA Framework.</p>	Approved
<p>7. Management Accounts – Q3</p> <p>The Director of Finance presented the Board with the management accounts for Q3. He highlighted that the significantly higher than budgeted surplus was in the main a result of the Covid pandemic which had resulted in significantly lower than budgeted levels of expenditure while levels of income had broadly been maintained. Covid remains the dominant feature of the year with each quarter producing a surplus significantly ahead of budget.</p>	Noted
<p>8. KPI Performance Results – Q3</p> <p>The Director of Corporate Services presented the performance results for Q3 and advised the Board the performance is a bit mixed due to the impact of Covid.</p>	

<p>She highlighted the lower customer satisfaction results and gave overview of some of the issues.</p> <p>She advised the Board of the significant reduction in re-let days which has been a key performance improvement area this year.</p> <p>The Board discussed the impact of Covid on our customer satisfaction results and the fact that there is no face to contact with customers just now.</p>	
<p>9. Health & Safety Update</p> <p>The Director of Corporate Services provided the Board with an update on health & safety following the H&S Committee meeting on 5th February 2021.</p> <p>The Board noted the update.</p>	Noted
<p>10. Digital & IT Strategy Update</p> <p>The Chief Executive provided the Board with an update on the implementation of the Digital & IT Strategy. He advised the Board that 44% of the actions have been completed in the first year of the strategy with the majority of remaining actions underway.</p> <p>Kelly Adams noted that this was excellent progress during Covid.</p> <p>.</p>	Noted
<p>11. Board Briefing</p> <p>The Chief Executive presented the Board Briefing. The Briefing included an update in respect of the tenant portal, grounds maintenance procurement and a staffing update.</p> <p>The Board approved the renewal of the membership with Glasgow West of Scotland Forum and agreed that this membership had been invaluable during the pandemic.</p>	Noted Approved
<p>12. Minutes for Noting</p> <p>The Board noted the minutes from the TAG meeting on the 26th January 2021.</p>	Noted
<p>13. Resolutions</p> <p>The Director of Corporate Services requested approval from the Board to delegate authority for the Director of Development & Asset Management to sign the new Repairs and Void Contract with Turners.</p>	Approved

<p>The Board approved this request and agreed to delegate authority to the Director of Development & Asset Management to sign this contract on their behalf.</p>	
<p>14. Notifiable Events The Board noted the update on Notifiable Events.</p>	<p>Noted</p>
<p>15. Review of meeting The Board agreed that the meeting had gone well and there had been a lot of good discussion. The Chair Kelly noted it was a long meeting and thanked everyone for their time.</p> <p>The Director of Housing & Community Services highlighted that the grounds maintenance tenders are being reviewed and that the Board will have to approve the award of the contract to the highest scoring contractor. He asked if this could be approved using the 7 day rule and this was agreed.</p> <p>Staff and Irene MacFarlane left the meeting to allow the Board to discuss the pay award.</p>	
<p>16. EVH Pay Award The Board discuss the proposal from EVH in respect of the ballot for the pay deal and agreed in favour of the proposal.</p>	
<p>Date of Next Meeting – 31st March 2021</p>	