

**West of Scotland Housing Association  
Minutes of the Board Meeting  
Camlachie House  
Wednesday 29<sup>th</sup> January 2020, 5.00pm**

<p><b>Present:</b> Ruth Simpson (Chair), Elaine Davidson, Clare Newton, John Shearer, Nick Farrell, , Kelly Adams, Paul MacNeil, Derek McGowan(by conference call), David Wark, Ryan Docherty and Irene Campbell</p> <p><b>In Attendance:</b> Brian Gannon, Chief Executive Officer, Colin MacCallum, Director of Finance and Corporate Services, Stewart Gibb, Director of Housing and Customer Services, Jennifer Cairns, Head of Corporate Services, Andrew Kubski, Director of Development and Asset Management</p> <p><b>Also attending in part:</b> Eamonn Connelly, Director, Employers in Voluntary Housing (EVH), David Hull ,Consultant ,IT Project Team and Maisie O'Brien, Community and Support Services Manager</p> <p><b>Apologies;</b> Lorraine Preston, Ann Reid, George Kpodo and Paul McCandlish.</p>	
<p><b>1. Pension Review</b> The Board met with Eamonn Connelly from EVH. No staff were present at this part of the meeting.</p> <p>Board members noted the contents of the paper circulated in advance of the meeting; this having two issues for discussion:</p> <ol style="list-style-type: none"> <li>1. <i>Draft Response to Staff Side Representatives of the Short Life Working Group</i>  Board members were happy with the draft response set out within the paper.</li> <li>2. <i>Consider potential changes to staff pension arrangements</i>  Board members noted the contents of this part of the paper and agreed that there were three broad options for it to examine. The Board considered the three options and agreed to the proposal for the staff consultation.</li> </ol>	
<p><b>2. Welcome and Apologies</b></p>	
<p>The Chair welcomed everyone to the meeting, staff joined the meeting at this point. She advised that apologies had been received from Ann Reid, George Kpodo, Paul McCandlish and Lorraine Preston.</p>	
<p><b>2. Disclosures of Interest.</b> No conflicts of interest were declared.</p>	

## PUBLIC BOARD MINUTES

<p><b>3. Appointment of Board Member</b> The Chair welcomed Irene Campbell to the Board meeting. The Board approved the appointment of Irene Campbell to the Board.</p>	
<p><b>4. Approval of the Minutes of the 27<sup>th</sup> November 2019</b> The Chair asked for approval of the minutes from the Board meeting held on the 27<sup>th</sup> November 2019. Kelly Adams raised concerns that she did not feel that the minute fully reflected the in depth discussions and questions in relation to the Pension Review Item. It was highlighted that no staff had been present at this meeting and a summary of the discussion had been provided by Eamon Connelly from EVH. Board members felt that the minute should reflect the areas of discussion and the questions asked. It was agreed that the insert of the minute would be circulated to Board members after the meeting for them to provide further information for the minute around the discussions that were held. It was agreed that points from the employee's presentation would also be included in the minute. The final minute will then be circulated to the Board for approval.</p> <p>Kelly Adams raised that there was a follow up action in the minute in relation to the Service Charge item that should have been included in Matters Arising. The action was in relation to advising the Board of the threshold for the phasing of the service charges. Stewart Gibb advised the Board that a £12 cap has been placed for the introduction of the service charges this for 2020/21.</p>	<p><b>Action</b></p>
<p><b>5. Matters Arising</b> All matters arising were noted including the update on the service charge phasing.</p>	<p><b>Noted</b></p>
<p><b>6. Board Briefing</b> The CEO spoke to the Board brief highlighting the staff updates and the recruitment of new posts within the Finance and Corporate Services Team including a Business Information Officer.</p> <p>The CEO confirmed that the recruitment panel for the Director of Housing position would be himself, the Chair, Elaine Davidson and Nick Farrell. The Board brief included an outline of timescales.</p> <p>The CEO presented a proposal to join the G8 Benchmarking Group. He outlined the benefits of joining this group in respect of sharing information and driving performance improved. The Board approved this proposal.</p> <p>The CEO outlined proposed changes to the Customer Service Charter which included an amended statement that we will keep customers regularly informed of progress where we are unable to deal with their enquiry immediately. The Board approved this amendment.</p> <p>The Head of Corporate Services gave an overview of the Board Induction Programme and Training and Development Programme. She reminded new Board members to let her know their preferred option in relation to the delivery of the Induction Programme. She also highlighted that there was a</p>	<p><b>Approved</b></p>

<p>potential to move some Board training to e-learning following the digitalisation of Board papers. She reminded general Board members of the need to confirm relevant training they have undertaken at their own work place.</p> <p>The Head of Corporate Services advised that there had been further Data Subject Access request and this would be reported to the Scottish Information Commissioner for the next quarter reporting.</p> <p>The Board received an overview of the new Employee Support and Wellbeing Service that was launched on the 6<sup>th</sup> January 2020 and agreed that this was a great service to offer to staff.</p> <p>Kelly Adams highlighted that she had become aware that the SFHA are holding a Communications Conference this year and asked if anyone from WSHA attended. The Head of Corporate Services advised that the conference had been running for several years and that our PR &amp; Communications Co-ordinator has been involved in the planning of the conference and will be attending.</p>	<p><b>Approved</b></p>
<p><b>7. ICT Update</b></p> <p>David Hull, IT Consultant, attended for this agenda item to give the Board an update on the implementation of the new housing management system. He advised the Board that phase one of the system implementation is now complete and is stable and we are ready to move onto phase two. He highlighted that there were still some outstanding functionality issues to be resolved in relation to phase one but the majority have been resolved including the key issue around the bulk upload of repairs jobs. He confirmed that any remaining outstanding functionality issues would be included in the delivery plan for phase two to ensure that there are all fully resolved.</p> <p>He gave the Board an overview of the plan to implement Cx Financials when it can be fully integrated with Housing Management system. He advised that he had received confirmation from CX today that they can support this to be implemented by the end of June 2020. He explained that while the end of March would have been ideal, that this will give more time for robust testing and training which was an issue with Go Live for phase one as it had to be rushed.</p> <p>John Shearer asked David how much faith he had in Civica being able to deliver to this timescale. David advised that he has been issued with a fully populated resource plan which has been lacking in the past therefore he is in a position to give the Board assurance around the viability of these timescales.</p> <p>John Shearer asked if what was being put in place reflected the original system procured. The Director of Finance and Corporate Services confirmed that this system being implemented was in line with the required specification agreed.</p>	

<p>Kelly Adams queried where there was any additional cost from the delay in timescales. The Director of Finance &amp; Corporate Services confirmed that there were additional costs for the backfill for the seconded IT Team for the first 3 months of the financial year but this would only be in relation to one post. The only other additional cost was the consultancy costs for David Hull. There are no additional payments to Civica and the Board were advised that we have only made one payment to Civica so far and this is in relation to an annual maintenance cost which was previously being paid to Orchard.</p> <p>Ruth Simpson asked for confirmation that we no longer had Orchard or any costs related to Orchard. It was confirmed that we no had access to this system and there was no further costs.</p> <p>The CEO gave the Board an update in relation to the implementation of the tenant portal and advised it was hoped that this would go live in April 2020. He advised that members of TAG would be involved in the testing prior the portal going live.</p> <p>David Hull and the Director of Finance &amp; Corporate Services vacated the meeting at this point.</p>	
<p><b>8. Young Peoples' Strategy</b>          Maisie O'Brien, Community and Support Services Manager gave the Board an overview of the proposed Young Peoples' Strategy. She advised the Board that was a key action from Investors in People Action Plan. She highlighted that work that had been ongoing and drew the Board's attention to the case studies in the Strategy and the outcomes that had been achieved for these individuals. She explained that the strategy enhances what we are already doing and provides clear direction for this. She also noted that the bulk of the cost of the programme will be sourced from community benefit clauses in our contracts. The maximum cost to WSHA would be £10,000.</p> <p>The Board thanked Maisie for the strategy and agreed that it was an excellent piece of work and would make a real difference to people's lives. Clare Newton thanked Maisie on behalf of the Board for all the work that her and her team to do for our tenants. The Board approved the strategy.</p> <p>The Head of Corporate Services confirmed that the Strategy would be published on our website.</p>	<p><b>Approved</b></p>
<p><b>9. Organisational Improvement Plan</b>          The CEO gave an overview of the Organisational Improvement Plan and the action plans that had been combined to form the plan. He outlined the key principles that form the basis of the plan and highlighted that 50 of actions had been completed and a significant number of actions were underway and on track to completed in the next few months.</p> <p>Irene Campbell suggested that the RAG Status key should be amended to include the number of actions that had been completed, were underway</p>	<p><b>Action</b></p>

<p>and were not started. It was agreed that this amendment would be made.</p> <p>The Board approved the plan and it was agreed that they would get a quarterly update in relation to progress.</p> <p>Irene Campbell queried action 82 which was in relation to CEO expenditure. The Head of Corporate Services explained that this was an action from the external review of evidence for our self assessment against the SHR Standards. She outlined that the Financial Regulations give an expenditure limit for any one item in respect of CEO approval. It was agreed that the Audit Committee would get a regular report on how often this was used to monitor cumulative spend.</p>	<p><b>Approved</b></p>
<p><b>10. Staff Engagement Survey</b></p> <p>The Head of Corporate Services presented the proposed questions for the Staff Engagement Survey and outlined the next steps in the process. She noted the excellent contribution of the Short Life Working Group of staff to agreeing final questions. She also asked the Board for feedback in relation to the questions.</p> <p>Irene Campbell suggested that the statement about one to one meetings should be amended to include “linked to my objectives”. It was agreed that this change would be made.</p> <p>Kelly Adams queried whether there should be a statement in relation to Board Communication. The CEO advised that he now holds regular all Staff Briefings during which he communicates to staff about Board discussions and discussions. These briefings are referenced in the Staff Engagement Survey in relation to the statement around Corporate Communication. The Board agreed that would cover the point in relation to Board communication.</p> <p>John Shearer asked if this survey would allow staff the opportunity to raise issues about individuals. The Head of Corporate Services advised that this would not necessarily be the method that staff would use to highlight issues with individuals as the purpose of the survey is to gauge staff opinions on the engagement areas detailed in the survey. She explained that there are a number of free text boxes should staff wish to do this but suggested that the 360 appraisal process for the Leadership Team would be a more appropriate route to do this.</p> <p>Nick Farrell asked about making the survey compulsory to complete. The Head of Corporate Services noted that as the survey is anonymous it is not possible to see who has not completed the survey.</p> <p>The Head of Corporate Services highlighted that the 360 Appraisal process for the Leadership Team had been developed and would be going to the Staffing Sub Committee for approval on the 10<sup>th</sup> February. She advised that the process was based on our values competency framework but also included statements from the Staff Engagement Survey.</p>	<p><b>Action</b></p> <p><b>Agreed</b></p>

<p>Ruth Simpson queried whether other RSLs use 360 appraisal processes. The CEO advised that he had discussed this with EVH and they advised that the focus should be self reflection and this was the approach that was being taken.</p> <p>Kelly Adams asked for further details on the format of the 360 appraisal. The Head of Corporate Services gave an overview of the statements and the scoring matrix, she also advised that there would be free text boxes whereby staff could comment on what the person does well, what they could do more of and what they could do less of.</p> <p>The Board approved the Staff Engagement Survey questions and process.</p>	<p><b>Approved</b></p>
<p><b>11. Fielden Street Local Lettings Plan</b></p> <p>The Director of Housing and Customer Services gave an overview of the proposed lettings plan for the new build development at Fielden Street. He highlighted that Appendix 1 of the report detailed the full plan and targets.</p> <p>Ryan Docherty queried the number of homeless referrals in respect of the local authority’s targets. The Director of Housing and Customer Services confirmed that any properties that became available in the area following transfers to the new build would also be available for homelessness referrals.</p> <p>Elaine Davidson queried if there was knowledge of any tenants in Camlachie who wanted to move into the new build. The Director of Housing and Customer Services advised that we would promote it in the area but that there had already been expressions of interest and there are a number of tenants who currently live in the community on existing lists.</p> <p>The Board agreed that this was a good approach. The Director of Housing and Customer Services advised that the plan would be discussed with TAG on Monday.</p> <p>Ruth Simpson suggested that the plan is discussed with Community Council. It was agreed that the Director of Housing and Customers Services would take this forward.</p> <p>The Board approved the Local Lettings Plan for Fielden Street.</p>	<p><b>Action</b></p> <p><b>Approve</b></p>
<p><b>12. Private Factors Service Review</b></p> <p>The Director of Housing and Customer Services presented a report on the review of third party factor service provision. He highlighted the plan to consult with tenants to assess the service standards in place.</p> <p>Nick Farrell commented on how difficult it can be to change factors if there are issues, particularly where we are in the minority as it requires the agreement of the majority of owners and in some instances all owners. Nick suggested starting with new build factors as we have more</p>	

PUBLIC BOARD MINUTES

<p>opportunity to influence at the start of an agreement.</p> <p>The Board discussed the issues surrounding Section 75 developments and third party factors in these situations and agreed that there may be more opportunity to influence when factoring agreements are being put in place.</p> <p>Irene Campbell queried why we would survey tenants potentially where we had no influence to change anything. She raised a concern that it might raise expectations that we can't meet.</p> <p>The Board agreed that they required further information in relation to where there are private factor provisions in place, how many properties in each block and what arrangements are in place. They further agreed that we should only consider becoming factor where it is in our interest to do so. It was agreed that further information would come back to the Board in relation to this before any action was taken.</p>	<p><b>Action</b></p>
<p><b>13. Review of Standing Orders</b></p> <p>The Head of Corporate Services gave an overview of the review of standing orders which had been carried out following the external review of evidence for the self assessment against the SHR Regulatory Standards. She highlighted the key changes which included further detail of processes relating to the 9 Year Rule and 7 Day Rule. She also brought the Board's attention to the changes made to reflect new legislation and the new Regulatory Framework.</p> <p>Kelly Adams asked that the section of the 9 Year Rule should be expanded further to ensure clarity in relation to annual assessment of effectiveness through the appraisal process.</p> <p>Kelly Adams asked for clarification that the register of interests is refreshed regularly. The Head of Corporate Services confirmed that Board members complete a declaration of interest form every year and the register is updated accordingly.</p> <p>Irene Campbell suggested that a list of the Association's key contractors and suppliers should also be provided to the Board annually to allow them to confirm that they don't have any conflicts as otherwise they may not be aware. It was agreed that the process would be amended accordingly.</p> <p>The Board approved the Standing Orders based on the further clarification in respect of annual assessment of effectiveness being added. It was agreed that this would be added and circulated to the Board.</p>	<p><b>Action</b></p> <p><b>Action</b></p> <p><b>Approved</b></p> <p><b>Action</b></p>

<p><b>14. Risk Review of Business Priorities</b></p> <p>The Head of Corporate Services gave an overview of the risk assessment process which had taken place of the new business priorities for the coming year. She highlighted the new operational risks identified and advised that the revised operational risk register would be going to the Audit Committee for approval in February.</p> <p>Irene Campbell queried if the appendix to the paper was the risk register. The Head of Corporate Services clarified that this was not the risk register and just an overview. She explained the risk management process that was in place and an outline of the risk register and how this was reported to the Board and Audit Committee.</p>	<p><b>Noted</b></p>
<p><b>15. Disposal of 17 Carmyle Avenue</b></p> <p>The Director of Housing and Customer Services presented a proposal for the disposal of 17 Carmyle Avenue to the Simon Community.</p> <p>Nick Farrell queried the basis of the valuation and wanted clarification that it was not based on current use, which would be a relatively low value. Andrew Kubski advised that the disposal would have to be at a market value although as it was not being marketed this would be through a valuation on this basis. Irene Campbell queried if this principle of market value and a sale without exposure to the market had been agreed by the Scottish Government More Homes Division (SGMHD). It was confirmed that it had been agreed in principle.</p> <p>Andrew Kubski advised that the sale agreement would have a claw back provision included which would prevent the Simon Community profiting from a sale within the first 5 years if they did not have a use for the property as envisaged.</p> <p>Irene Campbell asked for clarification in relation to repayment of HAG. The Director of Housing and Customer Services confirmed that there was agreement in principle to a HAG abatement. The level of which would be determined by the sale receipt for the property which would be transferred to SGMHD.</p> <p>The Board approved the disposal of 17 Carmyle Avenue.</p>	<p><b>Approved</b></p>
<p><b>16. Gifts and Hospitality Register</b></p> <p>The Board noted the Gifts and Hospitality Register for 2019.</p> <p>Clare Newton queried why it was shorter than previous years. The Head of Corporate Services advised that she had only included gifts and hospitality over the £25 limit for the Board report as agreed by the Board. She advised that the actual register was longer as it included smaller gifts under this limit.</p>	<p><b>Noted</b></p>
<p><b>17. Minutes for Noting</b></p>	

<p>The Board noted the following minutes:</p> <ul style="list-style-type: none"> <li>• Tenant Advisory Group Minutes, 18<sup>th</sup> November, 2019</li> <li>• Development and Investment Sub Committee Minutes, 27<sup>th</sup> November 2019</li> <li>• Willowacre Trust Board Minutes, 12<sup>th</sup> November 2019</li> <li>• Audit Committee Minutes, 27<sup>th</sup> November 2019</li> <li>• Staffing Sub Committee Minutes, 2<sup>nd</sup> December 2019</li> </ul>	<p><b>Noted</b></p>
<p><b>18. Resolutions</b></p> <p>The Board noted the following approvals had been made using the seven day rule:</p> <ul style="list-style-type: none"> <li>• Approval of Shareholder Application</li> <li>• Approval of Allocation to family member of an employee</li> </ul>	<p><b>Noted</b></p>
<p><b>18. Notifiable Events</b></p> <p>The Board noted the outstanding notifiable event in relation to the Chair leave of absence. The CEO confirmed that he would raise this with the SHR when he meets with them on the 4<sup>th</sup> February 2020.</p>	<p><b>Noted</b></p>
<p><b>19. AOCB</b></p> <p><b>Housing Application Re-registration Exercise</b></p> <p>The Director of Housing and Customer Services asked for Board approval to carry out a re-registration which would apply for all live applicants on WSHA’s rehousing lists, with the exception of those queued on the Common Housing Registers for North and South Lanarkshire. He advised that he was proposing this for the following reasons:</p> <ul style="list-style-type: none"> <li>• Data migration of existing applications stored on Orchard to the new Civica CX allocation system has met with only partial success</li> <li>• We need to undertake a review of applicants who joined our rehousing lists after January 2019</li> <li>• Two changes to the Allocation Policy, approved by the Board in June 2019 require us to reassess applicants circumstances for those living in insecure accommodation and also the conditions that apply for the awarding of overcrowding points.</li> </ul> <p>The re-registration will involve writing to all applicants on our transfer and waiting lists (c. 1400 ), to request they complete a new application form to update their details. We will include a pre paid envelope for the applications to be returned. One reminder letter will be issued if the form is not received three weeks after issue. Advice and assistance to complete the forms will be available for those requesting it. Our housing teams will load the applications directly on to the Civica CX module.</p> <p>During the updating exercise, which we expect to start in February and be completed in March we may need to postpone housing advice interviews for new applicants until April, depending on the workload volumes that the returned applications create. We will however continue to process urgent applications including Section 5 homelessness referrals and process other applications wherever possible.</p>	

## PUBLIC BOARD MINUTES

<p>Board members queried the process that would be followed in respect of ensuring that data was input on the CX system. The Director of Housing and Customer Services gave an overview of the process. He explained that applicants don't tend to submit applications directly to WSHA as they have a housing advice interview first but advised that any applications would be taken but not processed until the back log is complete.</p> <p>Irene Campbell queried the suggested process in respect of the legal requirement to have an open waiting list. The Director of Housing and Customer Services confirmed that we would still accept applications but there would be a delay in processing only.</p> <p>Ryan Docherty queried how many applications are processed on a monthly basis. The Director of Housing and Customer Services advised he would find this out and report back.</p> <p>The Board approved the re-registration of housing applicants on the basis that applications would still be accepted and urgent applications including Section 5 Referrals would be processed.</p>	<p><b>Action</b></p> <p><b>Approve</b></p>
<p><b>20. Review of Meeting</b></p> <p>Board members felt that the meeting had gone well and it was a lot more manageable with a shorter agenda. Irene Campbell was asked for her feedback on her first Board meeting. She advised that she thought there were good discussions and challenge around the key items for decision but perhaps there could be less discussion in relation to items for information as that took away time for discussion items. It was agreed that the Board Brief would be moved to the end of the agenda if the items are for information rather than approval.</p>	<p><b>Action</b></p>
<p><b>Date of Next Meeting – Wednesday 26<sup>th</sup> February 2020 @ 5:30pm</b></p>	