

**West of Scotland Housing Association
Minutes of the Board Meeting
Held by Video Conference
Wednesday 31st March 2021**

<p>Present: Kelly Adams (Chair), Irene McFarlane, George Kpodo, Derek McGowan, Ruth Simpson, Christine Musasa, John Shearer and Elaine Davidson, Ann Reid</p> <p>In Attendance: Brian Gannon, Chief Executive Officer, Jennifer Cairns, Director of Corporate Services; Andrew Kubski, Director of Development & Asset Management; Robert Campbell, Director of Housing & Community Services; Sabrina Allan, Communications & PR Co-ordinator (in part), Karen Shaw, Development Manager (in part), Sandy Hunter, Observer</p> <p>Apologies: Clare Newton, Ryan Docherty, John Muir, Nick Farrell, Paul MacNeil</p>	
<p>Disclosure of Interests</p> <p>There were no interests declared.</p>	
<p>1. Approval of the minutes</p> <p>The minutes from the meeting held on 24th February 2021 were approved by Elaine Davidson and Irene McFarlane.</p>	Approved
<p>2. Matters Arising</p> <p>The Board noted the update on actions from the previous meeting.</p>	
<p>3. Communications Strategy</p> <p>The Communications & PR Co-ordinator attended the meeting to provide an overview of the new Communications Strategy to the Board. She advised that it was the 2nd WSHA Communications Strategy and that it also included communications in respect of our subsidiaries and internal communications. She highlighted that there was an action plan include for the coming year and that this action plan would be reviewed and updated on an annual basis.</p> <p>She stated that the strategy builds on the success of the previous strategy and the Board can see from the Staff Engagement Results the progress that has been made already in terms of internal communications and the good feedback from tenants in respect of communication to tenants. The strategy incorporates the focus on digital transformation and also includes a range of actions in respect of equality and diversity.</p> <p>John Shearer questioned how many tenants were surveyed in respect of the tenant satisfaction survey. The Director of Corporate Services advised</p>	

<p>that they were face to face surveys with approximately 800 of our tenants each year.</p> <p>Irene McFarlane stated that the document read very well and there are lots of new areas for WSHA to focus on. She suggested that the Scottish average charter indicator results should also be added on p7 to compare WSHA results to the Scottish average as she imagined that they would compare favourably.</p> <p>Kelly Adams asked if the new Strategy had changed much compared to the previous Strategy. The Communications and PR Co-ordinator advised that the first strategy was developed when we had just left Gentoo and we needed to put the building blocks in place. She advised that this strategy is more mature also takes into account learning from the past year.</p> <p>Kelly Adams asked if the Equalities Working Group had been involved in the Strategy. The Comms & PR Co-ordinator advised that they had not been involved but that they would be involved in the actions that flow from the strategy in respect of equalities and diversity.</p> <p>The Board approved the Strategy.</p>	<p>Action</p> <p>Approved</p>
<p>4. Development Strategy</p> <p>The Development Manager attended this part of the meeting to present the new Development Strategy to the Board. The Development Manager outlined the key aspects of the strategy and provided an overview of the feedback from tenants and staff on the Strategy and how this feedback had been incorporated. She highlighted that there were a number of KPIs now in place which would be reported to DISC to monitor progress and outcomes of the strategy.</p> <p>Kelly Adams commented that it was good to see that the finance side of things came first in the process.</p> <p>Sandy Hunter commented that it was great to see stakeholder feedback being taken on board and shaping the strategy and that this would be a really positive thing to feedback to these stakeholders. The Director of Corporate Services agreed that it would be really good to feed this back to staff and tenants and that this will be taken forward.</p> <p>Irene McFarlane asked about the plan in respect of 2 bedroom properties. The Development Manager explained that this was based on feedback from tenants on the Strategy.</p> <p>Christine Musasa said that the strategy was really good. She queried what the process would be if a mid market rent tenant lost their job – would they then lose their tenancy? The Director of Housing and Community Services advised that this would not be the case and they would provide support to</p>	<p>Action</p>

<p>are several factors in relation to this indicator; there are external factors in terms of the issues we have had with the grounds maintenance contractor and also issues with fly tipping. He also explained that anti social behaviour in area could also impact the satisfaction question and currently it is difficult to manage anti social behaviour remotely.</p> <p>Derek McGowan queried the targets in respect of complaints as they appear lower than performance to date this year. The Director of Corporate Services advised that this had not been a typical year in terms of complaints due to the pandemic. She explained that the targets are based on previous performance and benchmarking with other RSLs. She highlighted that the targets are still in place are still better than statutory timescales set by the SPSO.</p> <p>The Board approved the KPI targets for 2021/22.</p>	Approved
<p>6. Staff Engagement and Culture Update</p> <p>The Director of Corporate Services presented an update on Staff Engagement and Culture. She highlighted the very positive results from the recent staff engagement survey and key areas of improvement that there was since the survey carried out the previous year. She provided an overview of areas where some improvements where required going forward. She also presented the positive results of the BDO Culture Audit and the Investors In People Review.</p> <p>Board members commented on how welcome the positive results were and thanked the senior management team for all their hard work on this.</p> <p>George Kpodo queried if the more negative feedback re managers in both years were about the same manager or manager(s). The Director of Corporate Services advised that the surveys were completed anonymously but that they were split into Directorate so each Director could identify if there were any issues in their teams. The 360 annual appraisals were another way of providing assurance on whether there were specific issues to be addressed with any leaders.</p> <p>The Board approved the areas of improvement identified which will form the basis of the action plan.</p>	Approved
<p>7. Board Annual Review Process</p> <p>Collective Annual Review</p> <p>The Board discussed their areas of strength in relation to performance over the last year. They then discussed areas of improvement as a Board over the next year. These included; improvement of Board attendance at training and review of Sub Committees. Irene McFarlane also raised concerns about the amount of reading to be done for the Board meeting</p>	

<p>and commented that it was very lengthy. The Board discussed that there had been 2 strategies in these Board papers which made them more lengthy for this meeting. They also discussed the importance of governance and that the Board needs to receive full information before making a decision. There was a discussion in relation to some strategies going to Sub Committees first for scrutiny before coming to the Board meetings so that the Board had a further level of assurance. It was noted that a lot of the papers were taken up by appendices which were there for further information if necessary for a Board member to delve deeper if they wished. It was agreed that it would be highlighted in reports where the paper had gone to a Sub Committee first.</p> <p>Annual Review Process The Director of Corporate Services presented an overview of the process and the form. The key changes are around inclusion of values and the form has also been streamlined based on Board Member feedback. She outlined the principles of the SFHA Guidance in terms of annual reviews and the Board agreed that process was in line with these principles. The Chair suggested that personal objectives for Board members could be added to the form.</p> <p>The Board approved the revised Annual Review Form.</p>	<p>Action</p> <p>Approved</p>
<p>8. Review of Sub Committees</p> <p>The Director of Corporate Services presented a report on the review of sub committees and highlighted the issues in terms of numbers and range of experience on each Sub Committee. She put forward a proposal in terms of changes to sub committee membership. The Board discussed these proposals and approved the proposed Sub Committee Memberships.</p> <p>The Director of Corporate Services went on to outline a proposal in terms of recruitment of a new General Board Member to replace Paul McCandlish. The Board approved the proposal to focus on identifying someone with a green/environmental sustainability background for recruitment.</p>	<p>Approved</p>
<p>9. Arrears and Credits Write Off Report</p> <p>The Director of Housing & Community Services presented the proposed write offs over 2k to the Board for approval. He highlighted an issue in respect of reconciliation which meant an adjustment was required to be made but explained the process that had been in place to ensure that this didn't happen again.</p> <p>The Board approved the proposed write offs.</p>	<p>Approved</p>

<p>10. Audit Committee Annual Report Derek McGowan, presented the Audit Committee Annual Report to the Board. The report outlined the work of the Audit Committee over the past year.</p>	<p>Noted</p>
<p>11. Board Briefing The Chief Executive presented the Board Briefing. The Board discussed the disappointing response from EVH to the concerns raised about the recent JNC hearing. They agreed that the response was not acceptable and that it should be followed up by the Board with the Chair of EVH. It was agreed that Kelly Adams, Irene McFarlane and Derek McGowan would work with the Chief Executive to draft a letter to the EVH Chair.</p>	<p>Action</p>
<p>12. Minutes for Noting The Board noted the following minutes:</p> <ul style="list-style-type: none"> • Willowacre Trust, 16.02.21 • Development & Investment Sub Committee, 26.02.21 • Tenants Advisory Group, 25.02.21 	<p>Noted</p>
<p>13. Resolutions The Board noted the 7 Day Rule for the approval of the Grounds Maintenance contract.</p>	<p>Noted</p>
<p>14. Notifiable Events The Board noted the update on Notifiable Events. The Director of Corporate Services advised that she has raised a notifiable event in relation to the leases with Glasgow Women’s aid as this is considered as a disposal through lease.</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. It was noted that it had been a shorter meeting and had kept to time. The Chair noted it was good to see participation from all Board members in the discussions.</p>	
<p>Date of Next Meeting – 28th April 2021</p>	