

## **BOARD MINUTES**

### **Date of Meeting - 11 December 2023**

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# Board Minutes

|                  |                          |                 |                  |
|------------------|--------------------------|-----------------|------------------|
| Name of Meeting  | Board Meeting            | Date of Meeting | 11 December 2023 |
| Venue of Meeting | Scott Street, Motherwell | Time of Meeting | 5.15pm           |

## 1. Welcome

### In person

A McFarlane, C Boyd, A Newlands, E Walker, S Dodson, N McKay, W Quinn

### Teams

K Gibb, S Watson

### In Attendance

C Garmory (Chief Executive), F Smith (Customer Services Director), L Beresford (People Director), L Steven (Interim Finance & Corporate Services Director), L Hughes (Minute)

### Apologies

None

### Observers

J Stewart – Scottish Housing Regulator (SHR)

P Thomson – Scottish Housing Regulator (SHR)

The Chair confirmed that the meeting was quorate.

A McFarlane (Chair) welcome all to meeting and welcomed Neil McKay to his first meeting as part of CVHA Board, noting he had transferred from the CVPS Board and was a very welcome addition to the Board.

He also welcomed Joyce Stewart and Paula Thomson from SHR to the meeting who were attending as observers.

He then reminded Members that if any points made during the meeting would indicate non assurance, then these should be raised before asking Members to alert the Chair if they considered any points could result in a notifiable event.

## 2. Declaration of Interest

2.1. A McFarlane advised Members could declare an interest at any point and reminded them if they wished to have a discussion without staff present then they could ask for staff to leave the room.

2.2. N McKay declared that he was now a Board Member of Citizens Theatre, Glasgow. A fresh declaration of interest form to be sent to N McKay for completion. **(Action Log)**

## 3. Strategy

### 3.1. Customer Experience Update–Non-Confidential

3.1.1. A McFarlane introduced the report, advising the purpose was to provide Members with a comprehensive overview of Customer Experience. He

thanked F Smith for the detailed and comprehensive review and invited questions from Members.

- 3.1.2. In response to a question regarding the sample size of the recent Pulse and transactional surveys completed, F Smith advised he would upload a copy of the full report of the Pulse Survey to the Decision Time Resource Library, which provided details of the sample size. **(Action Log)** [Link to report](#)
- 3.1.3. He then advised the transactional surveys were sent to all customers who had had an interaction with the Customer Contact Centre (CCC) and the response rate was generally 15% which is average for a survey of this type. He confirmed the Business Improvement Team (BIT) were working on more detailed reporting on the transactional survey responses.
- 3.1.4. In response to question regarding neighbourhood management and whether guidance was given to customers regarding the complex nature of managing areas and what services we provided as landlords rather than local authorities or police. F Smith confirmed CVHA worked closely with North and South Lanarkshire Councils to help manage neighbourhood issues in all communities. He confirmed the question was 'our contribution to the neighbourhood' which related to how we support our tenants. However, he recognised this can be a difficult question as expectations from customers can be very much focus on "the housing association is responsible for the whole neighbourhood".
- 3.1.5. A Member enquired if CVHA would be in a position to support tenants setting up own local groups. F Smith confirmed CVHA would be supported through the Wellbeing Hub. He confirmed the team attended local community meetings and clinics and also met with local elected officials. He noted there were no registered tenant groups within CVHA at this time, however Members were advised his team hosted Community Engagement meetings in different communities throughout the year which are supported by all departments.
- 3.1.6. In response to a point raised by a Member regarding higher levels of antisocial behaviour where there were higher proportions of flatted properties and whether this would have an impact on future development plans, F Smith responded anti-social behaviour issues were more prevalent in geographic areas with higher proportions of flatted properties. He confirmed the full report would also give more details on satisfaction on age, location and property type.
- 3.1.7. A Member asked if customers' expectations on dealing with customer complaints related to time taken to respond to a complaint or dealing with expectations. F Smith advised clarity on timescales was very important which was made clear at acknowledgement stage. Regarding expectations of customers, he acknowledged this was best managed by active listening of CCC advisors who deal with customers every day and have responses to issues built into their workflows to support them manage expectations effectively.

*E Walker joined the meeting*

- 3.1.8. F Smith confirmed CVHA also meet regularly with key contractors to ensure they were responsive to customer needs and were not giving them unrealistic expectations regarding how long a repair may take.
- 3.1.9. A Member asked why, as an RSL with many new builds, CVHA was behind average in relation to the quality of home benchmark. F Smith reminded Members the Stock Condition Survey (SCS) was scheduled for January and February 2024, and this would provide the Asset Team with significant information on the quality of stock. He then reminded Board although there many new builds, CVHA still has a large number of units of older stock.
- 3.1.10. He then noted the SCS would inform the asset management plan for the next five years and allow CVHA to communicate directly with customers.
- 3.1.11. Members were asked to approve the action plan. Members recognised the huge amount of work that had gone into preparation of the plan, which was interesting, before stating that they are looking forward to updates on progress of the action plan.
- 3.1.12. With no further questions or comments Board **approved** the action plan.

### 3.2. Delivery Plan Quarter 2–Confidential

**Minute/information removed or edited due to information relating to personal/confidential items or being commercially sensitive.**

- 3.2.1. With no further questions or comments Board **noted** the progress on Delivery Plan.

## 4. Performance, Procurement and Risk

### 4.1. Quarter 2 Performance Report & Reforecast –Non-Confidential

- 4.1.1. L Steven introduced the report, advising the purpose was to provide an update on performance for the period April to September 2023 against the approved targets and advised a detailed re-forecasting of performance targets has been included in this report.
- 4.1.2. Members acknowledged performance was improving in most of the key areas and noted they were satisfied with progress and acknowledged the much improved progress in a number of indicators.
- 4.1.3. Members acknowledged the significant improvement in the ‘Average Time to Relet’ properties and recognised the work of the Customer Success and Repairs Teams which had improved the result considerably.
- 4.1.4. C Garmory reminded Members re-forecasting had been included following request by Board to understand where the performance would be at the year end. She reminded members however that the target did not change and the actuals would always be reported against the original target agreed at the start of the year.
- 4.1.5. It was agreed to look at the Decision Time report format. **(Action Log)**

- 4.1.6. With no further question of comments Board **approved** the Strategic Performance Report to September 2023.

#### 4.2. **New Supply Report - Confidential**

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- 4.2.1. Members thanked the team for the good update and stated they were satisfied with the improvements in the progress of the development programme. With no further questions Board **approved** the contents of this report.

#### 4.3. **Health and Safety Compliance Report – Confidential**

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- 4.3.1. Members made no further comment and Board **approved** contents of the Damp and Mould action Plan and **noted** the progress on the Fire Risk Assessment.

#### 4.4. **Strategic Risk Register – (Non-Confidential)**

- 4.4.1. L Steven introduced the report, reminding all present the report was presented to Board twice per annum and that the remit of the Audit Committee covered the review of the Strategic Risk Register on a quarterly basis.
- 4.4.2. She also advised Audit Committee had conducted deep dives into the majority of the risks included within the paper over the past year, with only a few outstanding that would be reviewed at Audit Committee meeting to be held during February 2024. She advised at the last meeting of the Committee on Thursday 7 December that there had been some minor changes made to some controls and risk target scoring.
- 4.4.3. The Chair then invited E Walker Chair of Audit Committee to make comments and provide assurance to Board in respect of the Committee's oversight and monitoring of the strategic risk register.
- 4.4.4. E Walker commented she found the deep dive sessions especially useful before confirming they were detailed and reviewed all aspects of each risk on the register including the cause/consequences, mitigations and controls and she could provide lots of evidence to support this was a dynamic risk register. She stated she had no issues of concerns, noting robust and active risk management was taking place within Clyde Valley.
- 4.4.5. A Member noted the risk radar was a key aspect of the report and it was important to try to foresee what is coming and recognise the limitations in relation to this. Audit Committee Members present at Board agreed this was a focus of the session and was discussed at each meeting, citing for example that the discussion on 7 December 2023 was in respect of purdah in respect of the general election next year.
- 4.4.6. With no further questions or comments Board:

- **Noted** the Strategic Risk Register for CVG and the potential radar risks.

#### 4.5. Cleaning Tender Services Report –Confidential

**Minute/information removed or edited due to information relating to personal/confidential items or being commercially sensitive.**

- 4.5.1. With no further questions or comments, Board **approved** the appointment of CAS Contract Cleaning Ltd based on the procurement process followed and detailed in Appendix 1.

#### 5. Annual Treasury Management and Policy –Confidential

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#### 6. Governance

##### 6.1. People Report – Confidential

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- 6.1.1. With no further questions or comments Board **noted** the report.

##### 6.2. Board Appraisal Report – Confidential

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- 6.2.1. With no further questions or comments Board:
- **Approved** the Annual Appraisal Report 2023.
  - **Agreed** and **committed to** the development plan.

##### 6.3. Staff Entitlements, Payments and Benefits Report – Confidential

- 6.3.1. A McFarlane introduced the annual staff report, noting a copy of the report could be shared with Members on request. He advised Members should be assured the Annual Declarations were up to date and the summary of the Register and evidence could be produced to support Board approvals.
- 6.3.2. Members thanked L Steven for producing the detailed report and **noted** they were content with the information included.

#### 7. Minutes of Meetings and Action Log

##### 7.1. CVHA Minutes – 9 October 2023

- 7.1.1. All Members present were reminded of and made aware of the agreed minute protocols in CVG: all minutes are shared with Chairs usually within seven days of the meeting and when approved by Chairs, shared with Members within five days. This ensured that when Members reviewed

minutes, points were fresh in their mind and actions could be taken if required.

- 7.1.2. Members **approved** the minutes as a true record of the meeting of 9 October 2023

## 7.2. CVHA Minutes – 14 November 2023

- 7.2.1. Members approved the minutes as a true record of the meeting of 14 November 2023.

## 7.3. Action Log

- 7.3.1. C Garmory advised Members two further actions had been closed since the action log was circulated and Members would be updated on the Development Board on 20 December 2023 as this was a more operational issue.
- 7.3.2. She advised that Action 4.4.3, Business Continuity Plan (BCP) had been moved to the Audit Committee action log and would be removed from this log, Members agreed to this.
- 7.3.3. Regarding the action for a Development Policy, it was agreed this would be updated correctly and marked as 'on hold'. C Garmory confirmed it would be reviewed in-line with a development framework before any new developments commenced and new protocols would be implemented. C Garmory also advised this action was part of the Delivery Plan. The Chair highlighted that the Board would not sign off any new developments until the new policy was in place.
- 7.3.4. Board **approved** the Action Log **further** to the updated noted above regarding 'on hold'.

## 8. AOCB

- 8.1. No AOCB was noted.
- 8.2. A McFarlane thanked both Joyce Stewart and Paula Thomson for attending the meeting as observers and wished all Members a Merry Christmas and asked for the personal thanks from all the Board to be conveyed to the staff.

## 9. Date of Next Meeting

- CVHA Board Meeting 5 February 2024.
- Board Strategy Day 25 January 2024.