

BOARD MINUTES

Date of Meeting - 23 August 2021

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Board Minutes

Name of Meeting	Board Meeting	Date of Meeting	23 August 2021
Venue of Meeting	Virtual Teams	Time of Meeting	5.15pm

1. Welcome and Apologies.

A Murray (Chair), A Baird, A McFarlane, L Wilson, S Watson, M Gilfillan

In Attendance

L Wassell (Chief Executive), J Duncan (Development & Property Director), C Garmory (Finance & Corporate Services Director), F Smith (Customer Service Director), L Beresford (People Director), L Hughes (minute). CVPS Chair, J McKenzie (Agenda Item 3)

Observer

Freya Lees, NorthStar Consulting

Apologies

C Boyd, C Hendry, I Saunders, I McGowan, E Walker

A Murray advised Members Freya Lees, from NorthStar Consulting was observing the meeting as part of the annual board appraisal process, he confirmed she would present an Appraisal Report to Board on Monday 4 October 2021.

He also welcomed CVPS Chair, John McKenzie who is presenting the CVPS annual review and will leave after agenda item 3.

A Murray advised that I McGowan was going to try and join the meeting from the train and guidance had been compiled and issued to I McGowan to allow her to do this securely. He advised that this guidance would be shared with all Members via Decision Time.

Chair, A Murray reminded the Board they should ask for assurance on any agenda item at any point in the meeting should they require to do so.

2. Declaration of Interest

2.1. No declarations of interest were noted, Members were advised an interest could be declared at any point in the meeting.

3. CVPS Annual Review – John McKenzie

3.1. J McKenzie presented a comprehensive review of CVPS inclusive of an update on new Directors, performance and profit. A copy of the presentation to be uploaded to Decision Time. **(Action log)**

3.2. A Murray thanked J McKenzie for this CVPS review informing Members of how this work contributes to the Group. He also advised that he appreciated the contribution of the new CVPS members at the Board Strategy Day in January 2021.

3.3. A McFarlane as an observer of CVPS over a significant period of time informed Members that CVPS worked in unity with CVHA parent board. He also highlighted that he found the new Board of CVPS to be effective and they have laid strong foundations for the future of CVPS. He confirmed he saw evidence of appropriate use of the on lending facility and he concluded he saw evidence that CVPS was a well-run subsidiary.

4. Minute of previous meeting – Confidential

Information removed or edited due to information relating to personal/confidential Items or being commercially sensitive.

4.1. The Board **approved** the minute of the previous meeting of 21 June 2021.

5. Governance

5.1. Board Action Log – Confidential

5.1.1. Members agreed all actions are complete and **approved** the action log.

5.2. Governance Report – Confidential

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5.3. Annual Assurance Report – Non-Confidential

5.3.1. A Murray introduced this report and asked Members if they had any questions regarding the draft assurance statement and the content of the accompanying papers.

5.3.2. Members challenged C Garmory to confirm that the issues identified on the risk radar of the report would not result in financial cash flow issues. C Garmory confirmed that these would not result in financial cashflow issues.

5.3.3. Members thanked L Beresford for sharing the Equality Group Remit and asked if any consideration had been given to external factors when developing the remit. Members also asked if the Terms of Reference of the group had been viewed by some external partners. L Beresford thanked Members for noting this point and confirmed that the group was recently set up and she would welcome external input. She also confirmed the key purpose of the group currently is to collect equality data and formulate and develop the Equality Strategy. L Beresford verified that she would update Members on the progress of the group at the Board meeting on 4 October 2021.

5.3.4. Members also asked what the role of the Board was in terms of the Equality Strategy and were advised that the Group would report back regularly to the Board and seek input and oversight to the work being carried out.

5.3.5. Members asked about the progress on recruitment of a tenant Board Member in the next year which was outlined in the Governance Excellence Plan. L

Wassell confirmed that she had recently met with CVG Customer Services Manager to discuss the prospects of potential tenant members. L Wassell confirmed that as part of customer service re-design work the Customer Services team have been working with Research Resource to engage with customers and identify potential interest in joining the board.

- 5.3.6. In response to a question regarding resources available to encourage board membership, L Wassell confirmed that a board recruitment pack is available and also a board member role description and profile and all would be uploaded to Decision Time as a reminder for Board.
- 5.3.7. L Wassell confirmed that any potential Member would be given a comprehensive training and development plan and would be supported by the Customer Services Manager to ensure they had the skills to perform effectively as a Board Member. The recent AGM letters sent out to all Shareholding Members of CVHA encouraged applications for Board Membership as well as the recent Customer Services Newsletter. L Wassell confirmed that no customer had been in contact. She also advised Members that a member of the Customer Panel had indicated that he may be interested in joining the Board as a co-opted member and this was currently being explored and a further update would be given at next meeting on 4 October.
- 5.3.8. Members raised a question in relation to Standard 2. - *The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. Its primary focus is the sustainable achievement of these priorities.*
- 5.3.9. Members asked if the recent transactional surveys would be considered as well as our annual survey and all customer contacts when ensuring that we are meeting the needs of our tenants. F Smith responded that yes, they are included in the evidence connected with the Assurance work, he also advised that moving forward, a transactional survey would be sent via text to all customers allocated a new home and those who had recently complained and/or a complaint about anti-social behaviour.
- 5.3.10. He confirmed that transactional surveys are issued via email after all Contact Centre interactions are completed. He concluded that engagement with our customers was an ongoing area of focus, and that Board could be assured that the needs of our customers are being considered as part of the decision-making process.
- 5.3.11. L Wassell took this opportunity to remind Members that the Customer Services Team developed an improvement plan after last year's BMG Annual Pulse survey which was shared with Members in October 2020 and all actions on this have been completed.
- 5.3.12. With no further comments or questions Members:
- **Considered** and acknowledged the progress on the self-assurance review and noted this will be brought back to the October Board including any comments from Board, CVPS and the Customer Panel as well as incorporating an update on business between August and October Board.

- **Noted** the progress on the Governance Excellence Plan and that this will be updated in line with input and further actions arising from update of self-assurance working over the coming months.
- **Considered** the wording of the draft Assurance Statement to be used for the final version to be signed at the Board Meeting of 4 October 2021 and were content with this at this point.
- **Noted** that, if during the year anything happens which materially changes the level of Assurance Statement, the Regulator should be notified

5.4. Annual Health and Safety Report – Non-Confidential

- 5.4.1. Members **noted and discussed** this report. A Baird as the CVHA Board H&S observer asked for his thanks to the Health and Safety Board to be noted. He endorsed the work of the board reminding all the health and safety permeated into all functions of the organisation and the work by the board regarding staff mental health and wellbeing had been exemplary.

5.5. Annual Audit Committee Report – Non-Confidential

- 5.5.1. A McFarlane, as Chair of Audit spoke to this report. He confirmed that the external annual accounts audit completed by RSM had produced a clean audit, which was a very good outcome.
- 5.5.2. He highlighted to the Board that the Audit Committee have met with CVHA external audit partners RSM and internal audit partners Wylie & Bissett without the Executive present and that Board should be assured that all audits are completed independently with full transparency and oversight from the Audit Committee.
- 5.5.3. In response to questions C Garmory explained that if a data breach was reported to the ICO then Board would be advised immediately, and a notifiable event would be sent to SHR. She confirmed that to date no serious breach had occurred and all CVHA staff were vigilant and encouraged to report all breaches.
- 5.5.4. It was agreed that a typographic error regarding the IT Audit would be updated in the paper to reflect that the audit has not yet been completed.
- 5.5.5. With no further questions or comments Members **noted** the contents of the report.

5.6. Annual Secretary Report – Non-Confidential

- 5.6.1. A Murray stated his thanks for this comprehensive Annual Secretary Report confirming that Rules 62-67 have been followed and **recorded** this in the minutes of this Board Meeting.

6. Strategy Development

6.1. Customer Experience Contact Centre – Non-Confidential

- 6.1.1. F Smith presented to Members via PowerPoint an introduction and review of the Contact Centre and after concluding he invited questions.
- 6.1.2. Members asked if F Smith had confidence that the Contact Centre would have the capacity to answer repairs calls. In response, F Smith confirmed that the centre had been resourced based on call volumes over the past year, which includes the repairs calls. He was confident the centre was adequately resourced to deal with all calls.
- 6.1.3. Members were also advised that the Contact Centre leadership team was working on call handling times, which will have improved before 6 September when they would start taking repairs calls. He alluded to peak times when SLAs would dip if resource were not monitored and aligned. He confirmed that these periods were constantly reviewed.
- 6.1.4. Members confirmed they are satisfied with the launch of the Contact Centre and the progress CVHA team had made advancing and embracing technology particularly in respect of the real time feedback from customers. They also confirmed they agreed that moving forward service delivery re-design work would become more customer centred on specific needs and were assured that this would become more evident moving forward.
- 6.1.5. F Smith confirmed the Contact Centre Team although policy led had been given discretion to ensure they were always advocating for our customers and he confirmed that he would provide a further Board update at meeting on 4 October.

7. Performance, Procurement and Risk

7.1. Q1 Performance Report & 2021/22 – Non-confidential

- 7.1.1. C Garmory introduced this report and invited questions. A member questioned why there was no reforecast included as had been in the June report. It was explained that this was the first quarter of 2021/22 and the targets have not been subject to reforecast. It was confirmed that the targets had been approved at the Board meeting on 21 June. C Garmory confirmed that if required a reforecast of targets would be reviewed and presented to Board for approval at the meeting on 8 December 2021. For clarity it was outlined that the reforecast was only to allow Board to understand what would likely be reported to the Regulator as part of the ARC at the year end. C Garmory also explained that a reforecast allows any changes to financial forecasts to be captured and it is not a way of moving the original target. All actual performance is still compared to the original approved target.
- 7.1.2. Members revisited the target for relet days and performance in terms of revenue loss. F Smith acknowledged performance needs to improve. Allowance for new staff and changing roles has been considered as well as impact of covid in the first quarter of the year and the target is realistic as ground cannot be made up on this indicator. However, he advised that the Customer Success Team were now fully operational, everyone has new weekly targets, and a scorecard had been produced for all team members to identify and tackle workflow issues and pinch points in process.

- 7.1.3. He further advised that there is now better reporting for this year. He also advised that his staff were still experiencing issues with refusals which further impacted relet times as well working on significant numbers of new build handovers. Finally, he said that the Customer Services Manager was working closely with Compliance and Repairs Manager to improve the void process and to improve the workflow process to reduce the void days.
- 7.1.4. F Smith confirmed he would prepare a further update on work to reduce relet time as part of Performance Q2 report that will be presented to Board on 8 December.
- 7.1.5. Members asked that the Performance Report is reviewed in respect of how projected targets of spend are presented throughout the year. The RAG status should not operate by quarter as costs cannot be attributed to a quarter, so it needs to reflect the projected annual performance and with commentary e.g. planned improvements, adaptations.
- 7.1.6. With no further questions the Board
- **discussed** and **approved** the Strategic Performance Report.

8. Development and Property Directorate Report

8.1. New Supply Report – Confidential

Information removed or edited due to information relating to personal/confidential Items or being commercially sensitive.

8.2. Annual Procurement Report – Non-Confidential

- 8.2.1. With no questions Board **approved** the Annual Procurement Report which will be posted on CVHA website and also a copy sent to Scottish Government in line with Procurement requirements.

8.3. Repairs Service Transition and Redesign – Confidential

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8.4. Gas Pressure – Ewart Crescent – Confidential

Information removed or edited due to information relating to personal/confidential Items or being commercially sensitive.

8.5. High Street, Kirkintilloch – Confidential

Information removed or edited due to information relating to personal/confidential Items or being commercially sensitive.

9. Strategic Finance – Confidential

9.1. Statutory Accounts Sign off and Audit Findings Report – Confidential

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

10. Group Parent Monitoring – Confidential

10.1. CVPS Minutes

10.1.1. The Board **noted** the minutes of the CVPS Board on 3 June 2021.

11. Committee Minutes

11.1. Health & Safety Board – Confidential

11.1.1. The Board **noted** the minutes of the Health and Safety Board on 29 July 2021.

12. AOCB

12.1. Chair, A Murray thanked F Lees for attending the meeting as an observer. He advised that he host a meeting with A McFarlane, C Garmory and L Wassell prior to the AGM on 13 September to consider changes to Committees. Proposals will take account of discussions at annual Board Appraisals and any personnel changes at the AGM. An update will be provided at the board meeting on 4th October 2021.

13. Date of Next Meeting

13.1. The date of the next meeting is Monday 4 October 2021 at 5.15pm.