



WHEATLEY HOUSING GROUP LIMITED

SC426094

MEETING OF BOARD OF DIRECTORS

Held at Wheatley House

on Wednesday 27 April 2022 at 11.30am

Directors Present: Jo Armstrong (Chair), Martin Armstrong, Jo Boaden, Lindsey Cartwright, Maureen Dowden, Bryan Duncan, Caroline Gardner, Eric Gibson, Professor Paddy Gray, Bernadette Hewitt, Manish Joshi, Martin Kelso, Mairi Martin and Mary Mulligan.

In Attendance: Anthony Allison (Director of Governance), Steven Henderson (Group Director of Finance), Laura Henderson (Managing Director, Wheatley 360 – items 5 and 6 only), Lindsay Lauder (Director of Development and Regeneration – items 8 and 9 only), Frank McCafferty (Group Director of Repairs and Assets – items 10,11 and 12 only) and Hazel Young (Managing Director, Dunedin Canmore - item 15 only).

1. Welcome to new director

The Board welcomed Manish Joshi to his first meeting as a Non-Executive Director.

2. Apologies for absence

There were no apologies for absence.

3. Declarations of interest

The Board noted the standing declarations of interest and those now on the register for Manish Joshi. No further new declarations were made.

4a. Minutes of meeting held on 22 February 2022 and matters arising.

Decided: The Board approved the minute of the meeting on 22 February 2022.

4b. Action List

Decided: The Board noted the action list.

5. Group CEO update

The Board received an update on a range of matters including: year-end performance; the current position with Dunedin Canmore's West Craigs development project; digital engagement levels; and the recent Scottish Information Commissioner decision.

[redacted]

Decided: The Board noted the update.

6. Ukraine resettlement

The Board received an update on how we will support refugees arriving within our communities by way of accommodation and wraparound support.

The Board welcomed the work to date and reiterated the need to communicate our approach in an appropriate way given existing demand for our properties.

Decided: The Board noted the contents of the report.

7. Allocations policy review

The Board received an update on the findings of the independent review of our Group allocations policy and process, our internal review of Dumfries and Galloway Housing Partnership's ("DGHP's") allocations policy and processes and the proposed next steps.

The Board considered the findings, in particular the work required with partners in Dumfries and Galloway, and that the proposed updates were refinements to reflect our operating context as we emerge from the pandemic.

Decided: The Board

- 1) noted the findings and recommendation from the North Star Review;**
- 2) noted the update on the DGHP and Homes4D&G review;**
- 3) agreed to fully consult with customers and stakeholders on The Group Housing Information Advice and Letting Policy and Framework; and DGHP Allocation Policy; and**
- 4) agreed to progress with the proposed digital solution for Homes 4D&G.**

8. Wyndford regeneration

The Board received an update on progress with our rehousing strategy, the regeneration plans and proposed next steps. It was reiterated that a key element of the regeneration will be ongoing engagement with the community.

The Board discussed the regeneration plans and opportunities, including the potential for renewables.

Decided: The Board noted the report.

9. [redacted]

10. Home safe building compliance update

The Board received an update on our building compliance activity following the remobilisation of our work streams post pandemic.

The Board discussed our approach to safeguarding issues for staff undertaking testing. It was confirmed staff receive appropriate training as well as clearly defined reporting protocols being in place where any issues are identified.

Decided: The Board noted the content of the report and agreed the ongoing approach to compliance related works.

11. Transforming our repairs environment update

The Board received a detailed update on activities, that are being taken forward with City Building Glasgow (“CBG”), to transform our repairs service.

The Board discussed staff engagement we have undertaken as part of the transformation programme. It was confirmed that there is a strong focus on communication and engagement with staff.

The Board discussed how the nature of the Lowther Homes repairs service is reflected in the programme. It was confirmed that it has the same high level of focus on all repairs types. It was also confirmed there are however some differences, such as common repairs and IT systems, which do need to be taken into account.

Decided: The Board noted progress and agreed to receive updates on progress at subsequent meetings.

12. Fire prevention and mitigation update

The Board received an update on accidental dwelling fires, home fire safety visits and progress with our fire risk assessment programmes.

The Board welcomed our continued strong focus on all elements of fire safety, in particular the increased level of home visits and reduction in the level of accidental dwelling fires.

Decided: The Board

1) noted the contents of the report and the progress with our Fire Prevention and Mitigation Framework; and

2) approved the proposed cycle of Fire Risk Assessments set out in Appendix 1.

13. 2022-23 Group delivery plan

The Board received a summary of the proposed performance measures and strategic projects for the year. It was explained that in priority areas, such as the CFC, engagement and sustainability, we have expanded the number of existing measures or created new ones.

The Board welcomed the expansion of measures and the refinement of our approach to strategic projects. The Board discussed how our measures and projects would support our tenants with the cost of living. It was explained that a specific response was being developed that coordinated our activities and would be subject to a more detailed discussion as part of the strategy workshop.

The Board discussed the impact of our operating context on our targets, particularly operational performance. It was recognised that the changes responded to that operating context rather than underlying performance issues.

Decided: The Board

- 1) approved the 2022/23 strategic projects and associated milestones attached at Appendix 1; and**
- 2) approved the proposed measures and corresponding targets for 2022/23 at appendix 2.**

14. Customer First Centre update and initial review

The Board received feedback on progress to date and the findings of the interim review. It was explained that the areas for refinement identified via the interim review would be fed into our wider review of processes in the CFC ahead of a fuller review early in 2022/23.

The Board recognised the progress to date and that our focus was on sustaining and building on the early success. In particular the Board welcomed the positive feedback from customers and reiterated customer experience should be the key measure of success for the CFC.

Decided: The Board noted progress to date on our new CFC model and agreed to receive updates on progress at subsequent meetings.

15. Update on engagement framework

The Board received an update on the implementation of the Group engagement framework “Stronger Voices, Stronger Communities”. It was explained that a key focus is on increasing engagement in all aspects of our work, such as strategic projects and policy development, and the level of direct feedback Boards receive.

The Board emphasised the need to support Customer Voices in their work, including on how they engage directly with Boards. The Board discussed the mechanisms for providing this support, including the merits of engaging independent external support for Customer Voices. It was noted that the potential areas of engaging external support set out in the paper were indicative and not fixed.

It was explained that external support would be used where there is a rationale for such support being independent or where tenants themselves feel this would be beneficial. The Board recognised that this would evolve, but that any direct engagement with tenants should principally be by our staff.

The Board discussed progress in increasing the level of diversity in our engagement activity. It was confirmed that this is now being actively monitored and our focus is on ensuring our Customer Voices reflect the diversity of our tenants.

Decided: The Board

- 1) noted the content of the report;**
- 2) approved that customer insight will be reported quarterly as part of the Strategic Delivery Plan update; and**
- 3) approved that from the beginning of the new governance year Customer Voices will be invited to attend at the start of up to one in three Board meetings.**

16. Finance Report

The Board received a summary of year-end financial performance, the proposed budget for 2022/23, CBG financial projections and the standard SHR return.

The Board considered year end performance, the variances against the agreed budget and the particular impact of repairs and development activity on the variance. The Board sought an update on damages being received for new build delays. It was confirmed we seek these as a matter of course, in line with the formula agreed in withing contracts.

The Board reviewed the CBG financial projections, in particular the projected income levels and margins and that they were consistent with the commitment made by the members at establishment.

Decided: The Board

- 1) noted the financial performance for the Group to 31 March 2022;**
- 2) approved the RSL Borrower Group accounts at appendix 2 for submission to the Group's lenders;**
- 3) approved the Group budget for 2022/23;**
- 4) approved the City Building (Glasgow) 2022/23 financial projections; and**
- 5) approved the summary sheet and accompanying financial data and projections at Appendix 4; authorised these to be submitted to the Scottish Housing Regulator; and delegated authority to the Group Director of Finance to approve any factual data updates that are required in advance of the submission.**

17. [redacted]

18. AOCB

There was no other competent business.

Signed _____

Chair