



**WHEATLEY HOUSING GROUP LIMITED**

**SC426094**

**MEETING OF THE BOARD OF DIRECTORS**

Wheatley House, 25 Cochrane Street, Glasgow

**On Wednesday 27 September 2023 at 10.30am**

**Directors Present:** Jo Armstrong (Chair), Jo Boaden, Lindsey Cartwright, Maureen Dowden, Bryan Duncan, Caroline Gardner, Eric Gibson, Bernadette Hewitt, Alison McLaughlin.

**In Attendance:** Steven Henderson (Group Chief Executive), Anthony Allison (Group Director of Governance and Business Solutions), Pauline Turnock (Group Director of Finance) and Frank McCafferty (Group Director of Repairs and Assets).

**1. Apologies for absence**

Apologies for absence were received from Manish Joshi, John McCraw and Alastair Murray.

**2. Declarations of interest**

The Board noted the standing declarations of interest.

**3. a) Minutes of meeting held on 30 August 2023 and matters arising.**

**Decided: The Board approved the minute of the meeting held on 30 August 2023.**

**b) Action List**

**Decided: The Board noted the action list.**

**4. Group CEO update**

The Board were updated on a range of matters including: cost of living – tenant protection; the Scottish Government Programme for Government; City Building (Glasgow) external audit; Strathclyde Pension Fund contribution rate; and International Housing Partnership Conference.

**5. Reinforced Autoclaved Aerated Concrete (RAAC)**

The Board were updated on our assessment of Reinforced Autoclaved Aerated Concrete across the Group. It was confirmed we have, as anticipated, not identified any instances. The Board was further updated on the approach we adopted as part of our review, including the engagement of independent experts to assure our approach.

The Board discussed the findings from our review, the quality of the data we have to support our assessment and how we communicate the findings.

**Decided: The Board noted the update provided.**

## **6. Environmental sustainability update**

The Board were provided with an overview of our progress towards our sustainability objectives agreed through our Group Sustainability Framework and its supporting action plan.

The Board considered how our Sustainability Framework is shaping delivery in areas ranging from our investment in existing homes to the skills we are developing among our staff.

The Board discussed how the 20-minute neighbourhood concept is adapted to reflect the rural nature of some of our stock. It was explained that we recognise this presents specific challenges and that we will need to adapt our approach accordingly.

The Board discussed the recent changes in the wider legislative context and the potential impact on our approach. It was explained that there had been no immediate impact and that the area we expect to have the highest impact is the outcome of the EESSH 2.

**Decided: The Board noted the report.**

## **7. Staff communication survey**

The Board were updated on the results of the staff communication survey. It was explained that all results have been maintained or improved, with priority indicators having improved markedly.

The Board welcomed the results and discussed how we also draw information from staff across the Group and disseminate it. It was explained our Talk Together approach, introduced last year, specifically focussed on drawing this type of information from staff.

The Board noted the range of mechanisms we use to communicate and engage with staff and the particular focus on the role of managers.

**Decided: The Board noted the update**

## **8. Group Social Media Policy**

The Board noted that the updated policy reflected our larger social media presence, and the need to balance communication and engagement with clear guidelines on roles and responsibilities.

**Decided: The Board approved the Group Social Media Policy.**

## **9. Group EDI Action Plan Update**

The Board were provided with an update on Equality, Diversity and Inclusion (“EDI”) activity across the Group and progress with our Group EDI action plan, both of which support the implementation of our Group EDI and Human Rights policy.

The Board reiterated our strong commitment to EDI and ensuring this is reflected in our organisational culture.

The Board discussed the significant progress we have made with delivering to our action plan and recognised that we have improved in several areas including data collection, data monitoring and analysis; areas which have positively informed our decision making.

**Decided: The Board noted the progress on our Equality, Diversity and Inclusion activity across the Group.**

## **10. Group Hate Crime Policy**

The Board were provided with an overview of the newly designed Group Hate Crime Policy including its purpose, content, and desired outcomes.

The Board noted the extensive engagement that has taken place with staff, customers, and external partners to ensure the policy is accurate, relevant, and fit for purpose.

The Board discussed how we would implement the policy and recognised that it would be a sensitive matter for customers. It was explained that as we raise awareness of the policy we anticipate reporting by customers to increase.

**Decided: The Board approved the Group Hate Crime policy for inclusion into our Group policy framework.**

## **11. Winter resilience planning**

The Board were provided with an update to our approach detailing winter resilience planning this year for our business operations and customers experiencing hardship.

The Board recognised that we have well-established approaches that have been deployed in previous years to address the operational business risks of the winter period across all business areas. The Board noted that planning for this year reflects current areas of risk including the ongoing cost-of-living crisis, our repair service response and the contingency arrangements in the event of a staff shortage.

The Board sought an update on any specific changes from the approach in previous years. It was explained that there is an even stronger emphasis on having a proactive approach to damp and mould, including on data from last year.

**Decided: The Board noted the report.**

**12. [redacted]**

**13. New build performance update**

The Board were provided with an update on the Group's development programme and an overview of new build programme performance to 31 July 2023. [redacted]

The Board discussed our capacity for acquisitions from developers and it was confirmed this is an area we keep under review.

**Decided: The Board noted the report.**

**14. Risk management update**

The Board were provided with an overview of the risk management activity completed during 2022/23 and considered the proposed changes to the Group Strategic Risk Register following a review by the Group Audit Committee. The Board was also updated on each of the risks outwith the agreed risk appetite, with a further four risks highlighted for the Board's attention including two new reported risks.

**Decided: The Board noted the report and approved the changes to the Strategic Risk Register.**

**15. Approach to appraisal and Board effectiveness reviews**

The Board were provided with a report on the approach to appraisal and Board effectiveness reviews for 2023.

The Board discussed how the proposed approach reflects the changes we made during the last strategic governance review and supports us in continuously monitoring the effectiveness of our governance structures and governing body members.

**Decided: The Board**

- 1) Noted the approach to Board effectiveness review for 2023;**
- 2) Noted the proposed approach to individual Board member appraisals for 2023; and**
- 3) Approved the approach to the Group Chair appraisal.**

**16. AOCB**

There was no other competent business.

**Signed \_\_\_\_\_ (Chair)**