



THE GLASGOW HOUSING ASSOCIATION LIMITED
GHA BOARD
MINUTE OF MEETING – FRIDAY 14 FEBRUARY 2020

Present: Bernadette Hewitt (Chair), Jean Albert Nietcho, Jo Armstrong, Jo Boaden, Andrew Clark, Robert Geddes, Michael McNamara, Professor Paddy Gray, Councillor Frank McAveety, Cathy McGrath and Councillor Kenny McLean

In attendance: Anthony Allison (Director of Governance), Martin Armstrong (Group Chief Executive), Olga Clayton (Group Director of Housing and Care), Steven Henderson (Group Director of Finance), Jehan Weerasinghe (GHA Managing Director) and In Part Tom Barclay (Item 7 only - Group Director of Property and Development), David Fletcher (Item 7 only - Director of Development), Alex Adrain (Item 8 only - Managing Director of Wheatley 360) and Andrew Weir (Item 9 only - Stakeholder Partner & Liaison Lead)

1. Apologies for Absence

There were no apologies for absence.

2. Declarations of Interest

Michael McNamara declared an interest in relation to a specific potential project in item 7. His interest was noted and it was agreed he could remain in the meeting but not participate in the discussion on the specific project.

The Board noted the standing declarations of interest.

3. Minute of 29 November 2019 and matters arising

Decided: The Board approved the minute of 29 November 2019.

4. Rent and Other Charges 2020/21

The Board received a presentation setting out: a recap of our extensive consultation approach, including the refinements from the previous year; the key feedback from the focus groups; areas of future focus; and comparability information. The Board further received feedback from the formal consultation, where 64% of tenants indicated support for one of the three uplift options.

The Board discussed affordability and the analysis undertaken as part of setting the proposals for tenant consultation.

The Board discussed how we will continue to refine our approach to consultation, particularly the elements that allow us to garner customer insight.

The Board further discussed the response from tenants and how this varied across our customer segments, particularly across different age profiles. The Board in particular welcomed the addition of a Livingwell focus group to this year's schedule.

It was explained that a key focus of our overall strategy remains supporting affordability through reducing the cost of a home for our tenants, such as heating and other household costs.

The Board considered how rent setting will be incorporated within our new engagement framework and potentially allow us to engage on the value of rent on an ongoing basis. It was explained that we are also planning to develop an affordability index which will allow us to better understand key affordability issues across different customer groups and how we can target support appropriately via our wraparound services.

The Board discussed the feedback on our services as part of the consultation and in particular the positive feedback on our repairs service.

Decided: The Board:

- 1) Considered the feedback received through the extensive consultation process with tenants on our 2020/21 RSL rent and service charge increase; and**
- 2) Approved a 3.4% rent and service charge increase for 2020/21 and that we formally write to tenants to confirm this.**

5. 2020/21 Financial Projections

The Board received a summary of the underlying financial performance and how the financial projections underpin and support the delivery of our strategic priorities.

The Board welcomed the continued strengthening of our underlying financial performance and discussed the significant reductions we have achieved in management costs. The Board discussed the assumed level of reductions of management costs over the next five years. It was explained that a key element of the reductions to date have been via back office and support services as we have both reduced and spread costs more efficiently, with the frontline operating model remaining unchanged.

The Board discussed how we will expand the Keeping Scotland Beautiful accreditation as part of our delivering exceptional customer experience strategic priority. It was agreed that an update on the expansion of the accreditation, along with the NETs operating model would be brought back to a future meeting.

The Board discussed the assumed rent uplifts and the sensitivity within our projections to their level, along with funding costs. It was explained that as we continue to deliver funding at rates below our assumptions we can potentially utilise the efficiency created to adjust our rent uplift assumptions.

The Board considered the planned expenditure on the Community Improvement Partnership (“CIP”), a breakdown of the expenditure and how we analyse the value for money it delivers. It was agreed a more detailed update on the CIP would be brought back to a future meeting.

Decided: The Board:

- 1) Approved the updated financial projections for investment in assets and services over the five-year period to 2025; and**
- 2) Agreed that the projected 2020/21 figures form the basis of next year’s annual budget which will be presented to the Board for final approval in March.**

6. Inspiring Ambition, Unleashing Potential: Our Strategy 2020-25

The Board received a summary of the strategy, which sought to reflect the feedback the Board detailed discussions at its strategy workshop.

The Board discussed the potentially enhanced tenant support available via care. It was explained this would include increased use of the tenancy star model and expanding the Livingwell offering.

The Board discussed the integration of the strategy with our performance framework and agreed the increased use of impact measures will allow us to better understand how our strategy is making a positive difference for our tenants.

Decided: The Board approved our strategy 2020-2025: *Inspiring Ambition, Unleashing Potential.*

7. Five Year Development Programme

The Board received a summary of the proposed 5-year programme, including: the number of units; locations; key projects; and tenure.

The Board discussed the tenure mix where we are developing sites. It was explained that we have a strong focus on placemaking, looking beyond just tenure mix to the wider environment such as amenities and transport links. It was further confirmed that our strategy will have a measure for placemaking in recognition of how important it is for sustainability of communities.

It was reiterated that placemaking is also a key focus for the Strategic Housing Authority.

The Board received an update on the key elements considered as part of our feasibility studies, which included proximity to busy road routes.

The Board discussed the potential risk associated with assumptions of future grant levels. It was explained that this remained under review as part of assessing the deliverability of the programme.

Decided: The Board:

- 1) approved the GHA five-year development programme as summarised in this report; and
- 2) noted that the five-year development programme will be reviewed annually and presented for approval to the Board, in conjunction with the presentation of the Group Business Plan.

8. GHA Fire Safety update

The Board received a detailed presentation recapping on our fire prevention and mitigation framework; how we are promoting and supporting fire safety; how we record, analyse and learn from incidents; and the assurance processes in place for monitoring fire safety.

The Board discussed the fire risk assessments at length, including that they are in addition to the day to day checks already undertaken, the assessment of areas such as means to escape and our prioritisation matrix for assessments.

The Board discussed how we analysed indicators such as expenditure and incidents to identify any trends. It was confirmed this analysis was undertaken routinely and action initiated as appropriate.

Our partnership working with the Scottish Fire and Rescue Service was set out in more detail together with an explanation about how this is allowing us to enhance our fire safety approach.

Decided: The Board noted the annual update of the implementation of the Framework and approved the FRA methodology including reporting to the Group Audit Committee.

9. Universal Credit update (presentation)

The Board received a presentation updating them on our partnership with the Department for Work and Pensions (“DWP”) in relation to Universal Credit, including: the underlying strategic priorities; the customer impact of Universal Credit; key housing challenges; the impact of the partnership to date; and planned future developments.

The Board strongly welcomed the partnership working underway and the focus on how we can support our tenants. The Board also welcomed the opportunity for us to provide the DWP with a better understanding of the impact of Universal Credit on tenants.

Decided: The Board noted the update

10. Delivery Plan 2019-20: Quarter 3

The Board received an update on performance for the year to date, including a specific update on indicators where there is variance from our target or planned timescales.

The Board discussed performance for the year to date and in particular the actions we are taking with a view to addressing any variances by the year end.

Decided: The Board noted the contents of this report.

11. Finance Report

The Board received an update on financial performance for the year to date, the forecast for the remainder of the year and the proposed update to the structure of the on-lend facility for Loretto Care.

The Board discussed performance for the year to date, particularly the variances in relation to investment work and development.

Decided: The Board:

- 1) Noted the management accounts for the period to 31 December 2019; and**
- 2) Approved the intra-group facility agreement with Loretto Care and delegated authority to the Chair, any Board member, Group Chief Executive, Group Director of Finance, Director of Treasury or Group Company Secretary to execute same.**

12. Board Appraisal and Succession Planning

The Board received feedback from the annual appraisal process and the adjustments to the rolling three-year succession plan.

Decided: The Board:

- 1) Noted the feedback from the Board appraisal process and the actions being taken in response; and**
- 2) Approved the updated GHA 3-year succession plan.**

13. Gender Pay Gap reporting – Year 3 (presentation)

The Board received a presentation setting out our gender pay gap reporting data for the year and how this has been impacted by our workforce planning over the previous year.

The Board welcomed the positive impact of our workforce planning.

Decided: The Board noted the gender pay gap data.

14. AOCB

There was no other competent business.

Signed Date
(Chair)