



**LORETTO HOUSING ASSOCIATION  
MINUTE OF BOARD MEETING**

**Date:** 23 May 2022  
**Time:** 10.30am  
**Venue:** Wheatley House, 25 Cochrane Street Glasgow

**Chairperson:** Eric Gibson

**Present:** Alex McKay, Allan McGinness, Archie Morrison and Suzanne Lavelle

**In Attendance:** Hazel Young, Group Director of Housing and Property  
Laura Henderson, Managing Director  
Stephen Wright, Deputy Group Company Secretary  
Sarah Stocks, Finance Manager  
Chris Walker, Head of Housing  
Morgan English, Assistant Company Secretary  
Lynsey Sneddon, Fire Safety Manager (Item 10 only)  
Lynne Mitchell, Foundation Manager (item 4 only)  
Professor Paddy Gray, Foundation Chair (Item 4 only)

**1. Apologies for Absence**

Apologies for absence were received from Jennifer Williamson, Jacqui Mallin and Pauline Gilmore. The Chair declared that a quorum was present.

The Chair informed the Board that Jean Fyfe and Nesta Gilliland had resigned from the Board. The Board thanked Jean and Nesta for their service.

The Chair also requested that the Board approve a leave of absence for Jennifer Williamson.

**Decided: The Board approved a leave of absence for Jennifer Williamson.**

**2. Declarations of Interest**

The Board noted the standing declarations. No new declarations were made.

**3. Minutes of Board Meeting held on 28 March 2022 and matters arising**

**Decided: The Board approved the minute of the meeting held on 28 March 2022.**

**4. Wheatley Foundation – making a difference in our communities (presentation)**

The Board received a presentation detailing the efforts that had been made by the Wheatley Foundation to support our customers, especially as we continue to witness the impact of the pandemic post-Covid.

The Wheatley Foundation achieved or succeeded in all their targets for the last year and supported our customers through initiatives such as Home Comforts, Wheatley Works and digital inclusion programmes. The EatWell model was adapted as demand increased and helped more customers than ever.

The Board discussed the increasing difficulty of securing external funding due to the current economic climate, as well as the anticipated increase in customers requiring support as we move into winter and feel the effects of the cost of living crisis and raised energy costs.

The Board was pleased with the achievements the Foundation had made and was satisfied that our charitable body is constantly monitoring which funds are available in order to help our customers facing hardships.

**Decided: The Board noted presentation.**

## **5. Allocations policy review and lock-ups and garages policy**

The Board received an update on the findings of the independent review by North Star consulting of our Group allocations process and policy, following the migration of DGHP to Group systems. The review found that the Group was fully compliant with legislation and provided ten functional/operational recommendations, such as reviewing our approach to communications with customers through MyHousing.

The Board was informed of proposals to consult with tenants and applicants on the recommendations in order to identify priorities important to our customers.

The Board discussed that choice-based letting system, which the review found was the preferred system for both our customers and staff, however is not suitable in all cases such as homelessness where there may be difficulty in accessing online. The Board was satisfied that in these cases, we were planning on expanding the matching process with Glasgow City Council.

In addition, the Board received our new lock-ups and garages policy for approval, following the transfer of 75 lock-ups to us from Cube. The Board discussed the possibility of us moving an online the application process for this.

**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 consult with customers and stakeholders on the Group Housing Information Advice and Letting Policy and Framework; and**
- 4) Approved the lock-ups and garages policy.**

## **6. 2021/22 year end performance and Annual Return on the Charter**

The Board considered a report which provided our year end performance for 2021/22 including; our draft Annual Return on the Charter (ARC) results; our non-Charter strategic results and performance measures; Wheatley Solutions Business Excellence Framework (BEF) measures; and Delivery Plan strategic projects.

The Board scrutinised the report and was pleased with our overall performance especially with our rent arrears, right first time repairs, Customer First Centre and lets for homeless. The Board noted that backlogs and difficulty in sourcing materials had impacted our repairs performance and that we were reviewing our repairs approach with City Building Glasgow LLP as part of the Group's repairs transformation programme.

#### **Decided: The Board**

- 1) Approved the draft Annual Return on the Charter results for submission to the Scottish Housing Regulator;**
- 2) Delegated authority to the Group Director of Housing and Property to make any non-material updates to finalise the results prior to submission; and**
- 3) Noted the outturn year end performance against non-Charter measures and strategic projects.**

### **7. 2022/23 Delivery Plan and performance measures**

The Board received an overview of the strategic projects contained within our Delivery Plan for 2022/23 and the proposed measures and targets for approval. The Board considered the report and was satisfied that this focused on the correct areas such as:

- Repairs- reducing complaints, the number of emergency repairs by 10% and enhancing customer convenience and control
- Customer First Centre- continuing to review and improve performance, evolving the technology platform and strategically developing our wider digital services offer
- Engagement- recruiting more customer voices and tenants involved in engagement and scrutiny
- Assets & Sustainability- introducing new measures for sustainability and energy efficiency as we work towards EESSH2

In particular, the Board was pleased with our performance in engagement so far and looked forward to developing this further. The Board discussed apprehensions in achieving some financial targets due to external increasing costs, however were assured that this would be continuously monitored and brought back to the Board as part of quarterly performance.

Overall, the Board felt the measures proposed were sensible, with pertinent indicators and focused projects that were relevant to the current economic climate.

#### **Decided: The Board**

- 1) Noted and provided feedback on the 2022/23 strategic projects and associated milestones; and**
- 2) Approved the proposed measures and corresponding targets for 2022/23.**

### **8. Update on engagement framework**

The Board received an update on the implementation of our Engagement Framework, *Stronger Voices, Stronger Communities* and our future planned engagement activities.

The Board was encouraged that we had already recruited 30 Customer Voices against our target of 50 by March 2023. The Board discussed the positive impact engagement events can have, such as Walkabouts, and was keen to support the proposed annual governance event so that the Board may hear directly from customers regarding their experience of services and participation in service design.

The Board welcomed the proposal for a small number of Customer Voices to attend the start of one and three Board meetings and agreed that this must be pertinent to items on the agenda.

**Decided: The Board**

- 1) Noted the content of this report, engagement plan and provided any comment; and**
- 2) Approved that from the beginning of the new governance year Customer Voices will be invited to attend at the start of one in three Board meetings.**

**9. Customer First Centre update and initial review**

The Board considered the update on the establishment of our Customer First Centre (“CFC”) since its internal launch on 1 December 2021 and details on the initial stages of its first independent review by Ennovate Consulting.

The Board reviewed the performance since launch and was impressed with the improvements already evidenced, for example:

- 89.70% of calls from our customers were answered within 30 seconds against a target of 80%;
- Call abandonment levels for our customers was 2.73% against a target of 7%
- Our first contact resolution exceeded 92% against a target of 90%.

The Board welcomed further updates regarding the development and implementation of an Action Plan following the initial review.

**Decided: The Board noted progress to date on our new CFC model.**

**10. Fire prevention and mitigation update**

The Board was provided with an update on the implementation and performance of our Fire Prevention and Mitigation Framework (“FPMF”) in 2021/22 including; the current rate of Accidental Dwelling Fires; the current rate of Home Fire Safety Visits; and progress with the Fire Risk Assessment programme,

The Board was pleased with the high standards achieved including a proactive increase in the number of home safety visits and reduction in accidental dwelling fires which we have a strategic target of reducing by 10% over the life of the Group strategy. The Board discussed the process for identifying and supporting high-risk customers, as well as our approach to preventing fires rather than just suppressing.

Following discussion around the impact of new legislation for new builds in relation to fire safety, the Board requested the number of our stock that have fire suppression systems installed. This will be brought back to the Board.

**Decided: The Board noted the contents of this report and the progress with our Fire Prevention and Mitigation Framework.**

## **11. Governance update**

The Board was updated on various governance related matters including; Board succession planning; Board appraisal process; and updated Board agenda planner.

The Board was content that following the completion of Board member 1-2-1 meetings with the Chair, a reviewed succession plan would be brought back to the Board in August and felt the updated Board planner was appropriate.

**Decided: The Board**

- 1) noted that an update on Board appraisal and succession planning will be brought back to the next meeting; and**
- 2) provided feedback on and approve the updated Board planner.**

## **12. Finance report**

The Board scrutinised the management accounts for the year to 31 March 2022 and the period to 30 April 2022, as well as the Five Year Financial Projections and Loan Portfolio returns for the Scottish Housing Regulator.

The Board discussed the accounts and projections in detail, and overall was satisfied. The Board acknowledged the increased spend in repairs and commented that this reprofiling of budget seemed to be having a positive impact. The Board was content that the projections took account of inflation rates and increased energy costs.

The Board queried savings experienced from the new operating model and was informed that we expect to see these come through moving forward. The Board also discussed the final settlement received as part of the Duke Street litigations.

The Board was assured that the accounts would be continued to be monitored closely.

**Decided: The Board**

- 1) noted the management accounts for the year ended 31 March 2022 and the period to 30 April 2022 at Appendix 1;**
- 2) approved the loan portfolio submission in Appendix 2 and authorised this to be submitted to the Scottish Housing Regulator and delegate to the Group Director of Finance authority to approve any factual data updates required to the data in advance of the submission; and**
- 3) approved the summary sheet and accompanying financial data and projections at Appendix 3 and authorised these to be submitted to the Scottish Housing Regulator and delegate authority to the Group Director of Finance to undertake any factual data updates required to the data in advance of the submission.**

**13. AOCB**

Following the Energy Costs update received at the previous meeting, the Board was informed that we had received 21 fuel advice referrals this year compared to 7 received in the same period last year. The Board was assured this would be monitored closely, especially with the change in the price cap due in October.

**I certify that the above minute has been approved as a true and accurate reflection of the proceedings.**

**Signed** \_\_\_\_\_