

Meeting Minutes

Board Meeting

Thursday 14 June 2018 at 10.00am in the Leving House, Livingston

| Present | In attendance |
|---|---|
| Frances Wood (Chair) Beverley Graham Bob Hartness*** Bob McDougall Janice Flanagan Jim Watt Jean Hamilton Jill Pritchard Stuart Dow Stan Rae | Isla Gray Elaine Whyte* Fiona HOFFIE* Lorraine Utterson* Sharon Brady-Wardrope* Andrew Perry** Agnes O'Brien** Michelle Proust (Minutes) |
| * Excluding Private/Reserved items 4220 to 4222 ** Item 4223 only ***Items 4218 to 4228 only | |

4218 WELCOME & APOLOGIES

Apologies were received from Chris Baird, Grant Carson, Susie Fitton and Dougie Taylor.

Frances Wood welcomed everyone to the meeting, with special welcome extended to Anna Evans, Interim Managing Director (Strategy), who was attending her first meeting of the Board.

4219 DECLARATIONS OF INTEREST

Jill Pritchard declared her interest in relation to her membership of Link Property Board.

There were no other declarations of interest.

PRIVATE/RESERVED BUSINESS:

The following three items were considered as confidential business and a separate minute prepared. Isla Gray and Michelle Proust were the only members of staff present.

4220 CONFIDENTIAL MINUTES OF THE PREVIOUS MEETING HELD ON 19 APRIL 2018

4221 MATTERS ARISING FROM THE CONFIDENTIAL MINUTES OF THE PREVIOUS MEETING HELD ON 19 APRIL 2018

4221.1 INTERIM MANAGING DIRECTOR ARRANGEMENTS

4221.2 LINK GROUP OPTIONS APPRAISAL – WORKING GROUP
OUTCOME

4221.3 COST OF LIVING AWARD

4222 UNCONFIRMED MINUTE OF THE EMPLOYMENT SUB COMMITTEE HELD ON 12 APRIL 2018

BUSINESS MATTERS

Staff, and Andrew Perry and Agnes O'Brien - members of the Residents Improvement Group (RIG) - were welcomed into the meeting. A minute's silence was observed for victims of Grenfell.

4223 RIG REPORT – SCRUTINY OF THE LETTINGS STANDARD

The Board welcomed Andrew Perry (RIG) and Agnes O'Brien (RIG), who joined the meeting for this item. RIG members were attending the meeting to present and discuss the previously circulated Horizon's RIG report on Scrutiny of The Lettings Standard.

The Board and RIG members had the opportunity to watch the recently produced short video 'Residents Improvement Group: An overview', and Andrew and Agnes further provided the Board with insight into why they and other members of RIG have engaged with the group. RIG members also acknowledged the support received from Lynda Johnstone (Tenants' Information Service) in the formation and working of the group.

The Board thanked the RIG for their time and efforts in compiling a detailed report. They welcomed their acknowledgement of areas of success and good practice as well as the practical recommendations for improvement. Board members noted that staff would now produce an Action Plan in response to the report, and that this would be presented to the Board for information in August.

In relation to the Action Plan, Board members suggested that the RIG be invited to a future meeting of the Board where, together with Board members, there could be a review of the outcomes of the action plan and an opportunity to consider what had been achieved, what was still to be achieved, and what learning had come from both the RIG scrutiny report and the implementation of the plan.

Andrew and Agnes were thanked for attending and for their contributions to the report and the meeting.

Andrew Perry and Agnes O'Brien left the meeting.

4224 APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 19 April 2018 were approved as an accurate record of the meeting.

Moved: Bob McDougall
Seconded: Jill Pritchard

4225 MATTERS ARISING

There were no matters arising that were not already covered on the agenda for the meeting.

ITEMS FOR DEBATE/DECISION

4226 ANNUAL HR REPORT

Members considered the previously circulated report, with the following details and suggestion noted:

- North Lanarkshire Care & Repair service had 12 active volunteers in 2017-18.
- In regard to equality and diversity information gathered at time of application, less than 4% of applicants to posts at Horizon identified as disabled. None were appointed. Low numbers of applications from those who identify as disabled has been recognised as a group wide issue and will be reviewed across the group as part of the group wide recruitment policy review due to take place later this year.
- The narrative at '6.1 – Key Performance Indicators' would be expanded for future reports to include the detail of those organisations that are included in the peer group comparison, and additional detail providing a comparison across the Link group would be beneficial.

With the above comments in mind, the Board noted the information contained within the report.

4227 DRAFT ASSET MANAGEMENT STRATEGY

During the Board's consideration of the previously circulated draft Asset Management strategy, the following feedback was provided;

- Appendix 2 – Asset Performance Action Plan: some actions are missing timescales.
- Useful to have detail on how the overall non-financial performance grade is weighted. Future presentations to include this.
- On consideration of the % of wheelchair accessible properties, incorporate improving upon this into the stock improvement plan.
- Financial plans and a programme would be useful to incorporate.
- Expand the narrative around future finding of adaptations.
- Include planned maintenance.
- Ensure strict version control in light of the fact this will be a live document.

In response to Board members' questions the following additional information was provided:

- Consideration is being given to any significance to the low performance scores for a number of properties which sit within other landlords' estates. The tenant satisfaction survey is due to be refreshed, and responses may provide more detail on whether this is still an issue, and if so why.
- Budgetary considerations will be presented to the Board via the regular budget reporting process.
- The refresh of the tenant satisfaction survey will be incorporated into the final version of the Asset Management Strategy, as such it will contain more detail and an updated delivery plan.
- ESH 2032 target – Horizon will be working to maximise attainment.
- In regard to the changes in fire safety legislation, it was noted that an allowance for upgrading was incorporated into the 30 year financial plan, and that this was being reviewed in light of legislation coming forward and the need to implement this earlier than expected.

Board members were invited to submit any further feedback to the Asset Manager, Sharon Brady-Wardrope, by email or phone.

The Board thanked staff for the work involved and noted the draft Asset Management Strategy.

4228 CARE AND REPAIR: WEST LOTHIAN

The Board received a verbal report on the current position of the Care and Repair: West Lothian Contract from Isla Gray.

Isla provided members with background on Horizon's efforts to have a dialogue with West Lothian Council (WLC) regarding the upcoming end to, and tender process for, the contract for Care and Repair West Lothian services.

A verbal update was given by WLC to the Services Development Manager on 22 May that the Council intended to procure a one year service through the Quick Quotes system, of one FTE joiner and 0.5 FTE admin post. Horizon currently employs 6 individuals as part of the Care and Repair West Lothian contract. No further information has been forthcoming on how the structure of that service will look, and Horizon has not been party to any consultation process that may have taken place prior to this decision being taken.

Prior to her departure, Julia Fitzpatrick, former Managing Director of Horizon, issued a letter to the Chief Executive Officer of West Lothian Council requesting information and evidence regarding the decision making process around this. His response did not include all the information requested, in particular the Equalities Impact Assessment and an FOI is being considered to obtain this.

Enquiries have been made regarding the Council's exit strategy for the current contract, and Isla Gray and Aileen Carson are meeting with the contract advisors on Wednesday 20 June where they will be seeking action around the exit strategy.

Staff are being kept informed of the situation, but formal consultation will depend on the information provided by the Council as to their intentions for procurement. Julia Fitzpatrick, Isla Gray and Aileen Carson met with all staff members impacted by the ending of the contract, and commend staff on their resilience and commitment in the face of such difficult news.

The Board discussed the impact of these events upon staff, the range of skills held by all members of the current care and repair team, a desire not to lose quality skilled staff members, and a range of suggestions around Horizon's capacity to deliver similar or different services and business options.

Decision:

The Board agreed to delegate authority to the Employment Sub-Committee to review and approve any recommendations regarding consultation with the staff team on redundancy and any proposals for alternative options.

Bob Hartness, who had another engagement to attend, left the meeting

4229 AUDIT SUB-COMMITTEE REPORT AND RECOMMENDATIONS

The following items were previously considered and recommended at the Audit Committee meeting on 16 May 2018.

4229.1 ARC HOMOLOGATION

Decision:

The Board homologated the ARC submission as presented.

4229.2 SHR LOAN PORTFOLIO RETURN

Decision:

The Board approved the Loan Portfolio Return.

4229.3 SHR 5 YEAR FINACIAL PROJECTION RETURN

Decision:

The Board approved the SHR 5 Year Financial Projection Return.

4229.4 INTERIM MANAGEMENT ACCOUNTS

Decision:

The Board approved the Management Accounts for the period ending 31 March 2018.

4229.5 TREASURY MANAGEMENT POLICY

The Board noted that the items of clarity had been resolved following the Audit Committee review of the policy.

Decision:

The Board approved the updated Treasury Management Policy.

4229.6 RISK REGISTER REVIEW

Decision:

The Board approved the Risk Register, and remit this to the Audit Sub Committee for further and regular scrutiny.

4230 KPI REPORT Q4

The Board considered the previously circulated report. As a point of clarity, it was requested that the columns titled 'Overall Cumulative Totals' be re-titled to 'Year To Date Totals'.

With the above request in mind, the Board noted the performance achieved in Quarter 4 2017-18.

4231 CODE OF CONDUCT FOR GOVERNING BODY MEMBERS

The Board considered the proposed revisions to the Code of Conduct for Governing Body Members, which reflect changes to the SFHA Model Code.

It was requested that the wording under 'Protocol for Dealing with a Breach of the Code of Conduct', at section 4.9, be amended to state that the governing body requires the member to take a leave of absence when they are a subject of a complaint whilst any investigation is carried out.

Board members confirmed their awareness of their responsibilities as laid out in the Code. The statement of acceptance of the terms of the Code would be circulated to all Board members for signature and return to Horizon Corporate Services.

Decision:

With the above amendment in mind the Board;

- approved the updated Code of Conduct for Governing Members, which now reflected the changes to the SFHA Model Code.
- The annual endorsement/recommitment by the Board of the Code of Conduct, as required by the Model Code, would be incorporated into the Annual Work Plan for the Board

4232 APPLICATION FOR MEMBERSHIP – MRS MARGARET CROAL

The Board considered the previously circulated application for membership.

Decision:

The Board approved the application for membership from Mrs Margaret Croal.

ITEMS FOR PERFORMANCE AND RISK MANAGEMENT MONITORING

4233 ANNUAL COMPLAINTS AND CUSTOMER FEEDBACK REPORT AND ANALYSIS

Members considered the previously circulated paper, and noted the content of the report.

4234 ALLOCATION POLICY – EVALUATION AND OUTCOMES 2017/18 REPORT

The Board noted the previously circulated report.

4235 CONSOLIDATED DECLARATION OF INTEREST (MANAGEMENT & BOARD)

In its consideration of the previously circulated report, the Board noted that one outstanding return was being chased, and an update report would be provided under matters arising at the next meeting of the Board in July.

Board members indicated their interest in having the option to make next year's returns online, as Survey Monkey or similar.

The report on the annual return of declarations of interest from Board and Senior Staff members of the Association was noted.

ITEMS FOR NOTE

4236 LOAN COVENANT COMPLIANCE QUARTER 4

The Board noted the previously circulated quarterly Loan Covenant Compliance Report 2017/18 – Quarter 4, which had been reviewed by the Audit Committee in May.

4237 UNCONFIRMED MINUTES OF THE AUDIT SUB-COMMITTEE HELD ON 16 MAY 2018

The Board noted the unconfirmed minute of the Audit Sub-Committee.

4238 AOB

4238.1 WEST LOTHIAN DEVELOPMENT ALLIANCE

The Board noted that WLC had requested that WLDA draft a Homes for West Lothian Partnership Agreement. Horizon has responded to consultation on this with input that the agreement should contain objectives that incorporate Health and Wellbeing outcomes, that the governance framework should include the IJB, and that objectives should be included around inclusive design.

4238.2 BOARD MEMBER ATTENDANCE AT CONFERENCES AND EVENTS

Janice Flanagan and Jill Pritchard provided brief updates on the value of attending the recent SFHA Annual Conference.



A report template would be drafted to enable Board members to feedback on their experiences of, and the value of, conferences and events they attend.

Date of the next meeting

The date of the next meeting is Thursday 12 July 2018 at 10:30 a.m. in Wallace Court Care Home, 191 Main Rd, Elderslie, Johnstone PA5 9ES.

Signed:

Date:.....



Action Register

Board Meeting

14 June 2018 at 10.00am in the Wallace Suite, Leving House

| No | Item | Who | When | Update |
|------------|---|------------------|----------|----------------------------|
| 4220. | Confidential Minute Scan signed copy to file. | FH | 22/0618 | Complete |
| 4221 | Confidential Matters Arising | | | |
| 4221. 1 | INTERIM MD ARRANGEMENTS Circulate Anna Evans contact details to Board and Management Team | FH | 22/06/18 | Complete |
| 4221. 2 | LINK GROUP OPTIONS APPRAISAL Add minutes of Link Group Options Appraisal Working Group to Extranet. | FH | 22/06/18 | |
| 4221. 2 | LINK GROUP OPTIONS APPRAISAL Following meeting with Link group CEO, and Anna's review of Responsibilities Agreement, Frances to write to LG CEO and Chair stating Horizons wish to proceed with recruitment of MD. | IG/ AE/ FW | | Main Agenda item August |
| 4222 | Confidential Employment Sub Committee Minute Update minute to include AOB item regarding salary approval for Project Officer position. | IG | 26/06/18 | |
| 4223 | RIG Report – Scrutiny of the Lettings Standard Present Action Plan to August Board meeting. Invite RIG to future Board meeting to review outcomes of the Action Plan. | EW IG | | Main Agenda item August |

| No | Item | Who | When | Update |
|--------|---|-----|----------|---|
| 4231 | <p>Code of Conduct for Governing Body Members</p> <p>Amend wording of the Code as per Board recommendation.</p> <p>Circulate declaration forms to all Board members for signature and return</p> | FH | 26/06/18 | Complete |
| | | FH | 26/06/18 | Forms circulated, returns being consolidated. |
| 4238.2 | <p>Board Member Attendance at Conference</p> <p>Produce a report template to aid Board members reporting back on conference and event attendance.</p> | FH | 26/06/18 | In progress |