

Meeting Minutes

Board Meeting

Thursday 13 June 2019 at 10.00am in Leving House, Livingston

Present:	Frances Wood (Chair) Beverley Graham Bob Hartness Bob McDougall Dougie Taylor Grant Carson Janice Flanagan Jean Hamilton Jill Pritchard Jim Watt Stan Rae Stuart Dow**	In attendance:	Isla Gray* Sharon Brady-Wardrope* Michelle Proust (Minutes)
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* Excluding Private/Reserved Business items 4360, 4361 and 4362

** Excluding item 4372 onwards

4339 WELCOME AND APPOLOGIES

Frances Wood welcomed everyone to the meeting.

Apologies had been received from Chris Baird.
Susie Fitton??.

4340 DECLARATION OF INTERESTS

There were no declarations of interests.

PRIVATE/RESERVED BUSINESS

The following five items were considered private/reserved business and separate confidential minutes produced. With the exception of Michelle Proust (present for all items) and Isla Gray and Sharon Brady-Wardrope (who were present for item 4363 only), no other staff were present during consideration of the following items:

4360 CONFIDENTIAL MINUTES OF THE MEETING HELD ON 18 APRIL 2019

4361 CONFIDENTIAL MATTERS ARISING

4361.1 Conveners Meeting, 1 May 2019 - Update

4362 UNCONFIRMED MINUTES OF THE EMPLOYMENT SUB-COMMITTEE MEETING HELD ON 21 MAY 2019

4363 CUSTOMER SERVICE TEAM REVIEW

Isla Gray and Sharon Brady-Wardrope were invited to join the meeting for discussion on item 4363.

ITEMS FOR DEBATE/DECISION/APPROVAL

Staff members Lorraine Utterson, Fiona Hoffie, Elaine Whyte and Emma Wilson were welcomed into the meeting.

4364 APPROVAL OF THE MINUTES FROM THE MEETING HELD ON 18 APRIL 2019

The minutes were approved as an accurate record of the meeting.

Moved: Bob Hartness

Seconded: Stan Rae

4365 MATTERS ARISING

4365.1 Board Training Schedule – Review Update

Michelle Proust provided a verbal update that work was progressing to review the format and method of delivery for Board Member Training Sessions. This review would be held in conjunction with a review of the timings of Board meetings, and members would be canvassed on various options in due course.

The Board noted the update.

4365.2 Board Portal

Fiona Hoffie provided a verbal update advising the Board that the original project to implement a Board Portal for use across all Link and subsidiary Boards had encountered unforeseen complications. A provider had been identified, however, during the appointment process that provider was bought over by a larger organisation who could no longer guarantee long-term product support for the product Link wished to procure.

With the lack of product support in mind, the decision was taken not to proceed with the procurement of that product.

The decision has now been taken to pilot the use of SharePoint for the provision of Board papers and other information to Link and subsidiary Boards. It is anticipated that staff training, and construction of the Board SharePoint site will occur over the summer, with roll out of Board Pilot's starting shortly thereafter.

Board members raised some concerns about the suitability and functionality of SharePoint as a Board Portal. Based on previous using SharePoint, some Board members noted the following concerns:

- Consideration to the Broadband capabilities of the end users domestic network. Slow connection to SharePoint spaces, inability to access/download documents can be an issue.
- Board members want a Portal that will enable online collaboration and have an annotation function. Does SharePoint offer this?
- Security – can access to confidential documents be tailored to limit individual access.
- Is SharePoint a stop-gap solution? Will a bespoke Portal follow at some point in the future?
- Are the improvements SharePoint will offer over the current Extranet tangible?

The Board noted the update, and the comments and concerns raised would be reported to the Technology Project Board.

4366 AUDIT SUB-COMMITTEE: ITEMS FOR BOARD APPROVAL OR NOTE

Frances Wood introduced the following eight items which, following scrutiny at the Audit Sub-Committee on 15 May 2019, were now presented to the Board for approval, homologation or note.

4366.1 UNCONFIRMED MINUTES OF AUDIT SUB-COMMITTEE MEETING HELD ON 15 MAY 2019

The Board noted the previously circulated unconfirmed minutes of the most recent meeting of the Audit Sub-Committee. The minutes informed the Board of the discussion and decisions taken at that meeting, and Bob McDougal – Convener of the Audit Sub-Committee – confirmed that the minutes were an accurate record of the decisions taken by the Committee on that date.

4366.2 ARC HOMOLOGATION

Decision:

The Board homologated the ARC submission as presented.

4366.3 SHR LOAN PORTFOLIO RETURN

Decision:

The Board approved the Loan Portfolio Return.

4366.4 SHR 5 YEAR FINANCIAL PROJECTION RETURN

Decision:

The Board approved the SHR 5 Year Financial Projection Return.

4366.5 INTERIM MANAGEMENT ACCOUNTS

Decision:

The Board approved the Management Accounts for the period ending 31 March 2019.

4366.6 RISK REGISTER 2019-2020

The Board considered the previously circulated Risk Register. Minor amendments that were required to the formatting of the document were noted. The numbering of risks and the colour coding would be reviewed and corrected where required.

Decision:

With the above amendments in mind the Board approved the Risk Register 2019-20 and the updated document would be made available on the Extranet.

4366.7 ANNUAL TREASURY MANAGEMENT STRATEGY REPORT

Decision:

The Board approved the Annual Treasury Management Strategy Report.

4366.8 LOAN COVENANT COMPLIANCE

The Board noted the previously circulated quarterly Loan Covenant Compliance Report 2018/19 – Quarter 4, which had been reviewed by the Audit Committee in May.

ANNUAL HR REPORT

During consideration of the previously circulated Annual HR Report, Board members suggested that future reports should be inclusive of information relating to Board members. This comment would be fed back to HR for incorporation in the next Annual HR Report for Horizon, with the suggestion that it may be worth exploring whether other Boards would appreciate the incorporation of this detail in their own reports.

In consideration of Equality and Diversity Information contained within the report, the Board would welcome a more proactive approach to encouraging individuals with a disability into the organisation's workforce.

It was noted in discussion that within the Wheatly Group several work experience posts are restricted to applicants with disabilities. This affords individuals with disabilities the opportunity to develop skills and confidence in the workplace, increasing their employment opportunities at the end of their placement. The Board considered this to be a positive example of tackling poor levels of employment of people with disabilities.

It was recognised that there are low levels of employment of individuals with disabilities across the Link Group. It was suggested that options and strategies to tackle these low levels of employment should be considered by the Group as a whole and that the comments from the Horizon Board could be fed back to the Director of HR for consideration.

With the above comments and actions in mind, the Board noted the Annual HR Report 2018-19.

4368 POLICY REVIEW/APPROVALS:

Two policies had been previously circulated for review and approval:

4368.1 EQUALITY AND DIVERSITY POLICY

Decision: The Board approved the Equality, Diversity and Inclusion Policy which was approved by the Link Group Board at its meeting on 21 May 2019.

4368.2 GRIEVANCE POLICY

A small number of amendments were requested during consideration of the Grievance Policy:

1. Update the flowchart on p12 of the policy to reflect more accurately the stages at which the Chair of the Board would be involved in proceedings. If the Chair is involved at Stage 2, they would not then be involved at Stage 5.

2. Isla Gray would further clarify the narrative around grievance procedures against the Chair. Specific clarification would be provided on regarding the appointment of an independent investigator.
3. Whole policy to be reviewed for numbering/formatting and for correct terminology for Horizon's organisational and reporting structure.

Decision:

With the above amendments in mind, the Board approved the adoption of the Link Group's Grievance Policy, adjusted to reflect the organisational structure of Horizon.

4369 ASSET MANAGEMENT REPORT

The Board noted the previously circulated Asset Management Report. Emma Wilson highlighted key achievements and challenges as set out within the report and, in response to Board members questions, confirmed that detailed records are kept of which of Horizons properties have ben subject to adaptations, and provided some additional information regarding the quality and costs relating to bathroom finishes.

The Board noted the Asset Management Report.

4370 HOUSING AND COMMUNITES REPORT

The Board noted the performance information and other activity carried out within the last quarter in the Housing Services Department.

4371 CARE AND REPAIR SERVICES REPORT

In addition to the information contained within the previously circulated report, Isla Gray provided a verbal update for Board members. Isla advised the Board that a meeting had now been held with the Contracts Manager, North Lanarkshire Council, and confirmation had been provided that the Council would be looking to procure Care and Repair services in the area again, and that this would be on a 3yr plus 1yr plus 1yr basis. Indictive timeframes would see the tender process being carried out over the summer. Horizon would be submitting a bid for the contract.

Board members commended the work that Horizon carry out around supporting hospital discharge, and work would be carried out to explore ways in which to support and promote these services further.

The Board indicated their support for submitting a bid from the North Lanarkshire Care & Repair contract, noting the contents of the Care and Repair Services Report, and the information provided in the verbal update by Isla Gray.

PROPOSED FORMAT OF BI-ANNUAL SERVICES REPORT

The Board considered the previously circulated template for Bi-annual Services Reports.

During the discussion the Board expressed their desire to ensure that any future reporting structure would be providing suitable opportunity for scrutiny and due diligence.

It was noted that the proposed new format for bi-annual services reports and the information provided within the new style report would be supplemented by information that is already reported to the Board in other ways including the KPI Report, Management Accounts and Risk Reports. The proposed new format seeks to streamline reporting, avoiding duplication, enabling the Board to maintain a strategic focus to its scrutiny.

To provide the Board with a flavour of what the proposed new format would deliver in terms of information and opportunity for enquiry, it was agreed that a Bi-annual Services Report would be completed and presented to the Board for consideration at its October meeting, and a decision on whether to adopt the new format formally would be taken at that time.

It was further agreed that a topic for consideration at the Board Strategic Away-Day in November might focus on how the Board assure themselves of that the quality and quantity of the information coming to Board is adequate and appropriate, and that the culture in Horizon as a work place matches the vision and values of the organisation.

RENT STRUCTURE REVIEW – CONSULTATION UPDATE

The Board considered the previously circulated report and, as the time remaining for the meeting was limited, requested that this item - including additional sensitivity analysis reports - be brought back to the Board for detailed consideration in August. This would allow for focused consideration and maintain a timeframe that could allow for implementation in April 2020.

In addition to the report already circulated, supporting documents would be added to the Extranet for Board members to consider and review prior to the August Board meeting:

- Indigo House report that was previously considered by the Board in December 2018.
- Sensitivity analysis results, as they become available.

Decision: In the interim, to enable work towards the rent restructure to progress, the Board agreed the following:

- The Board noted the outcomes and recommendations for those attributes to be included/excluded from Horizon's rent structure.

- The Board approved the exclusion of additional WC/bathrooms to all properties.
- In August the Board would provide a steer on their preferred approach to the pooling of adaptation costs.

4374 ACCESS OWNERSHIP PURCHASE

During consideration of the previously circulated report Board members were keen to see the success stories around Access Ownership being more widely promoted. Grant Carson also suggested that the Disabled Persons Housing Service Fife would appreciate being included in any training on Access Ownership that is being delivered by Horizon.

Decision: The Board noted the Link Group purchase of three properties under their Access Ownership budget which Horizon will manage once the purchases are complete.

The Board approved the purchase of 50.48% share of a property in East Renfrewshire for an investment of £89,700 under the Access Ownership scheme where Occupancy Charge will be £32 higher than the Local Housing Allowance.

ITEMS FOR PERFORMANCE AND RISK MANAGEMENT

4375 KPI REPORT Q4

The Board noted the Quarter 4 performance information against the KPI targets approved in the Business Plan for 2018-19.

4376 CONSOLIDATED DECLARATIONS OF INTERESTS REPORT

The Board noted the previously circulated report.

Frances further declared her position as an Ordinary (Housing) Member, First Tier Tribunal for Scotland, Housing and Property Chamber.

Grant Carson further declared his position as Vice-Chair of The Big Lottery in Scotland.

An updated version of the Consolidated Declarations of Interest would be added to the Board Extranet, for information.

ITEMS FOR NOTE

4377 DIRECTORS ESTATES TOUR 11 JULY 2019 - UPDATE

The Board noted the location of the next Board meeting as being, The Boardroom, Ron Davey Enterprise Centre, 10 Vulcan St, Glasgow G21 4BP.

The route of the Estates Tour was noted as being:

- Myreside Gate, Carntyne
- Denmark Street, Possilpark
- Gilhill Street, Maryhill
- Rashilee Drive, Erskin

Apologies for the meeting were provided by:

- Beverley Graham
- Jill Pritchard
- Janice Flanagan
- Grant Carson
- Stuart Dow

Jean Hamilton confirmed that she would be attending the Board meeting, but would be unable to participate in the Estates Tour.

4378 MATCH ME PROJECT REPORT

This item would be considered at the Board meeting on 11 July 2019.

4379 ANY OTHER BUSINESS

4379.1 Code of Conduct

Those Board members present affirmed their commitment to the Code of Conduct for Governing Body Members, and signed declarations to this effect.

Copies of the Code of Conduct, including Declaration Forms, would be provided to those Board members not present, for completion and return.

Date of the next meeting

The date of the next meeting is Thursday 11 July 2019 at 10:00 a.m. in The Boardroom, Ron Davey Enterprise Centre, 10 Vulcan St, Glasgow G21 4BP