

## Board Minutes

Name of Meeting	Board of Management	Date of Meeting	8 August 2011
Venue of Meeting	Scott Street, Motherwell	Time of Meeting	5.15 pm

### 1. Sederunt

B Dickie, J McBride, C Boyd, H Layden, T Campbell, J Dunlop, J Gormley, C Cumming, V Shield, L Scott

#### In Attendance

T Barclay, N Owens, S MacKenzie, S MacDonald, C Sanderson (minutes)

### 2. Apologies

2.1 G Houston

### 3. Declaration of Interest

3.1 None

### 4. Minutes of Previous Meeting

4.1 The Board approved the minutes of the meeting held on 23 May 2011, on a proposal by C Boyd, seconded by T Campbell.

### 5. Matters Arising

#### 5.1 Item 7 – Business Plan

5.1.1 S MacDonald advised that following the submission of the Business Plan to the Lending Syndicate in May 2011 it was requested that this be reset to the 2010 profile, as per the current loan deal. It was noted that these changes were minimal and would be carried out and presented to the Finance Committee on 18 August 2011 to allow the revised version to be resubmitted. A final version will be provided at the Board in October 2011.

## 5.2 Item 9.4 – Regulatory Statement

- 5.2.1 T Barclay updated that the meeting on 1 July 2011 with Janet Dickie (Regulation Manager) and Elizabeth Mackie (SHR Financial Analyst) went very well. The group had a very productive discussion including input from the Leadership team.
- 5.2.2 T Barclay advised that although the Business Plan Presentation was part of the meeting, final versions of the Business Plan will be forwarded to the Scottish Housing Regulator for review.

## 6. **Committee Reports**

### 6.1 Operations Committee

- 6.1.1 S MacKenzie presented the Operations Committee paper and updated on item 6, the Scottish Social Housing Charter (SSHC). He advised that the SSHC will describe how good landlords should work and challenge others to match these standards. The criteria contained in the Charter will be measurable and must be capable of being monitored by self-assessment.

The draft SSHC has been received by Clyde Valley and our response is now required. This will be brought to the October Board meeting for approval before submission to Scottish Government.

- 6.1.2 The Board noted the minutes of the Operations Committee meeting of 4 April 2011.

### 6.2 Finance Committee

- 6.2.1 The Board noted the minutes of the Finance Committee meeting of 17 February 2011 and the Management Accounts to 31 March 2011.

## 7. **Annual General Meeting**

- 7.1 N Owens outlined the above report detailing the arrangements for the Association's Annual General Meeting scheduled for Monday 19 September 2011 at 6.00pm.
- 7.2 All Share members must be given notice of the AGM fourteen days in advance therefore all documentation will be posted no later than Friday 2 September.
- 7.3 In accordance with the Association's rules, one third of the Board (those whom have served longest since their last election) must stand down at the AGM although they can offer themselves for re-election without the need for a nomination. This rule would therefore apply to Campbell Boyd and John Dunlop and both offered themselves for re-election.
- 7.4 It was requested that Board members intimate their intentions as soon as possible to ensure maximum attendance and to allow a quorum.
- 7.5 The Board noted the contents of the report and approved the arrangements for the upcoming AGM including the resolutions in relation to the appointment of Auditors on a proposal by H Layden, seconded by J Gormley.

## **8. Disclosure of Interest**

- 8.1 N Owens advised that in line with the Association's Policy and Procedure on Schedule 7 and Disclosure of Interest, all staff members are required to make known any interest they have in a third party organisation or any matter which may present a conflict of interest.
- 8.2 This information is collected annually and the latest report was attached for consideration. The Board noted the contents and approved any actions applicable on a proposal by C Boyd, seconded by H Layden.

## **9. Performance Management Framework**

- 9.1 N Owens presented the revised Performance Management Framework policy which has been reviewed and updated in line with the Clyde Valley Corporate Plan.
- 9.2 The Corporate Plan now includes areas around risk, activity plans and key performance indicators and the Performance Management Framework sets out how Clyde Valley will manage, report and review these areas to ensure we continue to deliver a first class service and continue to evolve and improve as a business.
- 9.3 The board approved the revised Performance Management Framework policy on a proposal by C Boyd, seconded by T Campbell.

## **10.0 Risk Management Strategy and Risk Register**

- 10.1 N Owens presented the updated Risk Management Strategy and Risk Register which now complements the Groups recently approved Corporate Plan for 2011-2016.
- 10.2 The Risk Management Strategy dictates the mechanisms for managing, monitoring and reporting risk within the group and the Risk Register details all business risks and outlines the action taken to mitigate these risks.
- 10.3 It was advised that each staff member is responsible for considering risk as part of the development of their own Individual Activity Plan; and Directors are responsible for considering the risks on each Service Activity Plans. These risks are then embedded in the Risk Register and allocated a scoring of high, medium or low, with quarterly reports to Sub Committees as part of a performance pack, comprising Service Activity Plans, Risk Register and Key Performance Indicators.
- 10.4 The Board approved the revised Risk Management Strategy and Risk Register on a proposal by C Boyd, seconded by T Campbell.

## **11. Key Performance Indicators (KPI's)**

- 11.1 N Owens explained that in keeping with the Group's Performance Management Framework, the Association is required to monitor the organisation's performance across a number of key indicators.
- 11.2 The proposed KPI table for 2011/12 was enclosed for review. N Owens advised that KPI's would be reported quarterly at sub-committees along with Service Activity Plans and the Risk Register.

- 11.3 It was enquired to what level all staff were involved in the compilation and monitoring of documents and it was advised that the process had been fully re-engineered to ensure full staff engagement. It was advised that all staff compile their own individual activity plans that link back to the overarching corporate plan. Staff are responsible for updating their plan and these are discussed at monthly one-2-one sessions.
- 11.4 The Board approved the proposed KPI's, targets, reporting format and schedule for 2011/12 on a proposal by C Boyd, seconded by T Campbell.

## **12 Annual Performance Statistical Return (APSR)**

- 12.1 N Owens presented a summary of the Associations APSR report that was submitted to Scottish Housing Regulator in June. The report detailed key results and showed areas where performance has improved or declined. It was advised that both Leadership and Management teams will then use this information to identify areas of good practice and areas for improvement.
- 12.2 C Cumming enquired about the drop in the number of share members and it was advised that this was a result of applying the Associations Rules in relation to non-attendance or no apologies being received. It was noted that this was good practice for the Association to ensure that their membership was as active and engaged as possible.
- 12.3 The Board noted the contents of the report.

## **13. Customer Feedback 2010/11**

- 13.1 N Owens presented the Customer Feedback cumulative results for the year 1 April 2010 to 31 March 2011.
- 13.2 The Customer Feedback survey is conducted by an independent consultant and the information received is discussed by the Customer Care Working Group to identify areas for improvement. It was noted that overall results were excellent, however some areas around quality of repairs, time taken to undertake repairs and being kept up to date were highlighted by customers as areas of dissatisfaction.
- 13.3 B Dickie commented on the dissatisfaction with the quality of repair work being carried out. S MacKenzie advised that we have a good working relationship with our contractors and any issues brought to their attention were taken seriously and open to discussion.
- 13.4 S MacKenzie also commented that this report was a valuable tool in providing us with "real time" feedback and identifying areas we need to improve on.
- 13.5 The Board noted the contents of the report.

## **14. Standing Items**

- 14.1 Membership applications
- 14.1.1 No membership applications had been received.

14.2 Section 66 Consent and Disposals

14.2 There were no Consents or Disposals to be approved

14.3 Repossessions Update

14.3.1 The above reports were outlined to the Board to consider the repossession of the properties summarised in Appendix 1, subject to decree being granted by the court. The Board approved this action on a proposal by C Cumming, seconded by C Boyd.

14.4 Write Off Reports

14.4.1 The Association's Bad Debts & Provision for Doubtful Debts Policy sets out the framework for writing off bad debts. The CVHA and CVPS Write Off Reports were included and approval to write off was requested.

14.4.2 In addition, a recent exercise carried out highlighted a significant number of credit balances of over 5 years old accumulated from former tenants. These balances could be from rent paid in advance or housing benefit overpayments made by the local authority that have never been recovered.

14.4.3 These credit balances have been brought to the attention of the Group Accountant and approval to write off was requested.

14.4.4 Both write offs for bad debts and credit balances were approved on a proposal by J Dunlop, seconded by C Cumming.

The rest of the agenda was deemed confidential.

*With no further business the meeting closed and the Chair thanked Members for their contribution.*