



MARYHILL HOUSING ASSOCIATION LIMITED

**MINUTES OF THE BOARD MEETING
HELD ON THURSDAY 25 March 2024 AT 6.30 PM
HYBRID MEETING FROM 45 GARRICOH ROAD, GLASGOW, G20 8RG**

Board Members	In Person	Remote	Apols	Absent
[REDACTED]	✓			
[REDACTED]			✓	
[REDACTED]			✓	
[REDACTED]		✓		
[REDACTED]	✓			
[REDACTED]			✓	
[REDACTED]			✓	
[REDACTED]	✓			
[REDACTED]				✓
[REDACTED]	✓			
[REDACTED]	✓			
[REDACTED]		✓		
[REDACTED]	✓			
Leave of Absence				
none				

Officers	Items
[REDACTED] – CEO	1-11
[REDACTED] – Director of Operations	1-5, 7-11
[REDACTED] – Director of Resources	1-5, 7-11
[REDACTED] (AMcA) – Head of Development	1-5, 7-11
[REDACTED] – Head of Property	1-5, 7-11
[REDACTED] (SM) – Head of Community and Housing	1-5, 7-11
[REDACTED] (SMcP) – Performance & Governance Manager	1-5, 7-12
Observer	Items
none	

Item No.	Issue	Action By
1.	Welcome The Chair welcomed everyone to the meeting. Apologies were received from the following members [REDACTED]	

Required Reading

Item No.	Issue	Action By
	There were Declarations of Interest from all staff, with exception of BW, and from Board member [REDACTED] for Agenda item 6 EVH Pay Award.	
1A	<p>The Chair advised that before commencing with the agenda she wished to discuss with Board issues with regard to papers as a whole.</p> <p>The Chair advised that following discussion with BW and PI at the pre-meeting, concerns were raised with regards to the volume of papers being issued to Board, The Chair questioned whether any paper that is for Additional Reading should be removed from the meeting pack and instead be made available on request or located in a place where the members can access if they wish to read them.</p> <p>The Board discussed the possible different options for the papers and maybe there is an option that something can be set up within Decisions that will allow staff to store the Additional Reading papers there. BW advised that staff will look at the different options, and come back to Board with these for discussion. BW also suggested that it might be an idea to do this at a bitesize session before a Board meeting so that it is separate from the business of the meeting.</p> <p>RW advised Board that if the decision is to remove Additional Reading papers from the meeting pack then from a governance perspective it would be beneficial if officers develop some clear guidance on what makes a paper Required or Additional reading.</p> <p>The Board agreed for staff to look at the options available and come back to Board at a future meeting.</p>	<p>BW</p> <p>RW</p>
2.	Approval of Board Minutes – 26th February 2024	
	<p>The Chair advised that with regards to the Minutes from the meeting on 26th February 2024, that these be deferred to the next meeting for approval, due to the short turn-around from the previous meeting she was unable to review prior to these being issued.</p> <p>Board agreed the minutes are deferred to the meeting in April.</p>	RW
3.	Action Tracker	
	<p>The Chair advised that there are 18 actions being proposed for Closure.</p> <p>CD provided an update with regards to Item 4.19 from Board meeting on 4 December 2023 concerning the lifts at Glenavon.</p> <p>CD advised that an independent review of the lifts by Robin Primrose Partnership was commissioned. The review highlighted the following</p> <ul style="list-style-type: none"> • The lifts were refurbished in 2013, with the company who carried out the work are no longer in business. 	

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	<ul style="list-style-type: none"> • Replacing the components will be difficult with the system being obsolete. • Recommendations are to review the control systems in each of the blocks (2 per block) • No urgent health and safety issues were highlighted in the review. <p>It was proposed to close this action. Recommendations from the report would be considered in the context of the Association's 2024-25 Investment Programme and tracked through the health and safety action tracker.</p> <p>Board approved the closure of 19 actions, the original 18 proposed plus 4.19.</p>	<p>BW</p> <p>P&GM</p>
4.	Feedback from Training/Events	
	<p>The Chair advised that the Board away day took place on 9 March and went well with good engagement from Board members.</p> <p>The day was broken into two sessions with the morning spent with a governance expert with discussion on how the Board works together. A copy of the report is provided within the Governance Report later in the agenda.</p> <p>The afternoon session looked at the Corporate plan, KPIs for the coming year and financial plans.</p> <p>A member highlighted that it was a good day but were pushed for time in the afternoon to go through the items by staff.</p> <p>The Chair also advised that the Session on the 30-year Financial Plan held on 21 March 2024 was a very useful session but only three members attended.</p>	
5.	Corporate Business Plan and Budget	
	<p>The Chair introduced the Corporate Plan report and advised that Board should be familiar with the areas that are included within the report and the Plan.</p> <p>The Chair advised that all the recommendations for approval will be taken together at the end of discussions.</p> <p>BW and RW took the Board through the main areas of the Plan and Budget and the following areas were highlighted.</p> <ul style="list-style-type: none"> • Inclusion of the recommendations from the report from North Star from the Board away day • No changes to key performance indicators or key projects to be delivered in 2024-25. • For the budget, the assumptions have been updated to take into account the EVH proposed 6% salary increase • For the 30 year Financial Plan, in the process of implementing the new proposed salary increase, two errors were identified which meant that over the 30 year period the cash position of the Association reduced by £20m from the position reported to the Away Day. • As a result of the corrections to the 30 year plan, value for money savings have been put back into the plan for year 6 at £250k and year 8 	

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	<p>at £150k to bring the plan back to the performance level presented at the Away Day.</p> <ul style="list-style-type: none">• [REDACTED]• [REDACTED]• [REDACTED]■ [REDACTED] <p>The Board raised the following comments/queries</p> <ul style="list-style-type: none">• [REDACTED]• [REDACTED]■ [REDACTED]• Will we look at disposing of properties? There is the possibility that the cost to bring some properties up to standard may be too expensive? BW confirmed this will be considered as part of the Asset Management and Affordable Warmth Strategy.• The organisation needs to make sure that we are not spending money in the present on properties that will need to be spent again in the future.• Concern that the stock condition survey returns higher costs to bring properties up to the required standards. <p>The Chair reminded the Board of the recommendations for approval and asked if Board were happy to approve. The Board agreed approval of the following 15 recommendations:</p> <ul style="list-style-type: none">• Approved the 2024/25 Corporate Business Plan.• Approved the 2024/25 Annual Budget (Appendix Q) including 2024/25 Investment Plan (Appendix L).• Approved permanent staffing changes included within the 2024/25 Annual Budget of creating a permanent Senior Customer Experience Advisor post and regrading the existing IT Officer post.• Approved purchase of up to 30 properties during 2024/25 that meet the criteria in the Property Purchase and Sales Policy.	

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	<ul style="list-style-type: none"> • Approved the 2024/25 Risk map including long term risk horizon scanning (Appendix E). • Approved the 2024/25 Board strategic key performance and health and safety indicators (Appendices G1 and G2). • Approved the 2024/25 Governance effectiveness plan (Appendix H) • Approved the Audit Needs Assessment and the Other Third Lines of Defence Review 2024/27 (Appendix I). • Approved the 2024/25 BDO internal audit plan (Appendix J). • Approved the 2024/25 Policy Schedule (Appendix K) • Approved the 2024/25 Delivery Plan projects (Appendix N). • Approved the 2024/25 Growth Plan (Appendix O) • Approved the updated New Build Financial Assumptions (Appendix P). • Approved the 2024/25 medium- and long-term financial plans (Appendices S, T and U). • Approved the Maryhill Living Business Plan (Appendix X). 	
6.	<p>EVH 2024 Pay Award [redacted] and staff other than BW left the meeting.</p>	
	<p>[redacted]</p> <p>[redacted]</p> <p>[redacted]</p> <p>[redacted]</p> <p>[redacted]</p> <p>[redacted]</p> <p>[redacted]</p> <p>[redacted] staff returned to meeting.</p>	<p>BW</p> <p>Chair</p>
7.	<p>People Strategy</p>	
	<p>The Chair introduced the report and Strategy and advised that the Strategy will be put out for consultation with staff and the Union.</p> <p>The Chair asked the Board to consider if the proposed Strategy addresses significant People challenges for the organisation including attracting and retaining staff and working on equality and diversity.</p>	

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	<p>The Chair asked the Board to consider if the SWOT is robust and the actions are effective for achieving the desired outcomes.</p> <p>The Board raised the following comments/queries</p> <ul style="list-style-type: none"> • Looks like there is going to be a lot of work involved supporting line managers. Very detailed action plan. • Do we have enough resources to achieve the outcomes? BW advised that the HR Manager is CIPD qualified with an HR Officer and Assistant in place. • Is there a budget to recruit a Learning & Development team member to accelerate the work? BW advised that there is no plans for this at the moment, however, we do bring in HR specialists from time to time to help with specific tasks. BW confirmed officers would give consideration to this. • Changing a culture takes time. • The information is positive, comprehensive and moving us in the right direction. <p>The Board approved the draft People Strategy for consultation with staff and the Union Unite.</p> <p>The Board noted that any material changes in the People Strategy following consultation will return to the Board before the strategy is finalised.</p>	<p>BW</p> <p>HRM</p> <p>HRM</p>
<p>8.</p>	<p>Development Approvals</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <ul style="list-style-type: none"> • [Redacted] • [Redacted] 	

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	<ul style="list-style-type: none">[Redacted]	
9.	Write Offs and Write Backs	
	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <ul style="list-style-type: none">[Redacted] <ul style="list-style-type: none">[Redacted] <p>[Redacted]</p> <ul style="list-style-type: none">[Redacted] <p>[Redacted]</p> <ul style="list-style-type: none">[Redacted]	
10.	CEO Report	
	<p>The Chair introduced the report and advised the report included recommendations for approval for unbudgeted expenditure of up to £180k in 2023/24 and approval of the Annual Procurement Strategy for 2024/25.</p> <p>The following updates were provided to Board</p> <ul style="list-style-type: none">[Redacted] <ul style="list-style-type: none">[Redacted]	

Required Reading

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	<ul style="list-style-type: none"> • [REDACTED] • [REDACTED] <p>[REDACTED]</p> <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] <p>[REDACTED]</p> <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] <ul style="list-style-type: none"> • <u>Long Term Voids</u> - The number of voids over 17 days is now down to 17 from 30+ in December. Good progress being made. <p>The Board then:</p> <ul style="list-style-type: none"> • Retrospectively approved unbudgeted expenditure of up to £180k in the 2023/24 cyclical/reactive/voids budget, taking the total budget from £230k to £410k. • Approved the Annual Procurement Strategy 2024/25, shown at Appendix C 	
11.	Governance Report	
	<p>The Chair introduced the report and RW provided the following update.</p> <ul style="list-style-type: none"> • With regards to Board support, RW advised that SMcP is leaving the Association this week and therefore RW would be the contact for Board members in the interim. • [REDACTED] 	CD

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	<p>The Board then gave consideration to the proposal of one-to-one chats between Board members at the Performance & Governance Manager. It was agreed with ██████ leaving that this would be put in place once the new manager is in role.</p> <p>Board did feel that having the one-to-one support for new members is a good idea and that RW should take this forward in the interim.</p> <p>RW asked Board if they are happy for any non-essential items to be included in the Governance Report going forward, which will cut down on the number of emails being sent to members. Board agreed that this would be a good idea.</p> <p>The Board noted and approved the following</p> <ul style="list-style-type: none"> - Noted the Chairs Actions - Approved ██████ appointment to the Community Fund Panel - Noted that ██████ will attend the next Maryhill Living Board as an observer - Approved the proposed approach to providing support to Board members - Noted remaining items in report. 	<p>P&GM</p> <p>RW</p>
12.	<p>Meeting Review</p> <p>██████ left the meeting.</p>	
	<p>The Chair advised that there are two recommendations from North Star for how we approach the meeting review which were reflection of Board performance at the meeting and performance of Chair at the meeting.</p> <p><u>Board Performance at meeting</u></p> <p>Members advised that the opening statement from the Chair with regards to the papers was good and set a good standard for the meeting.</p> <p>There was good discussion around the Development report, however there was a lot of the People Strategy that seemed to be more operational than strategic.</p> <p>Concern was expressed about the comment from RW regarding what papers are for additional reading that maybe should be for required reading. The process for the papers needs to be agreed and to ensure good governance we are getting the correct information. It was discussed that there was the possibility that some information that should be required reading being shown as additional reading is being hidden which does not seem to be good governance.</p> <p>The staff will provide options for the papers and bring this back to Board.</p> <p>Members advised that their motivation was waning due to the amount of papers that are being provided with and the amount of staff time taken up with the preparation of these papers. Should be making sure there is no duplication of information especially if no longer relevant or up to date.</p>	

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	<p><u><i>Performance of the Chair</i></u></p> <p>Members felt that the Chair set a good tone for the meeting from the start and provided comfort with regards to the Development report was able to summarise the details.</p> <p>With the Chair asking the questions at the pre-meeting for items contained with the Agenda, gives officers time to get answers for the meeting, instead of having to investigate and come back at the next meeting with update.</p>	

Chair Signature _____

Date _____