

**MINUTE OF THE MANAGEMENT COMMITTEE MEETING OF LOREBURN HOUSING ASSOCIATION HELD ON TUESDAY 26 JANUARY 2021 AT 17:30 (VIRTUAL MEETING)**

**Present:** Russell Brown (Convener)  
 Peter Ward (Vice Convener)  
 Mike Jones (Secretary)  
 Robin Wishart (Management Committee)  
 Jane Connechen (Management Committee)  
 Alison Coupe (Management Committee)  
 Peter Nelson (Management Committee)  
 Campbell McCaig (Management Committee)

Lorraine Usher (Chief Executive)  
 Gary Alison (Director of Finance & Corporate Services)  
 Bettina Hoppe (Director of Property & Development)  
 Moira Charters (Head of Innovation & Improvement)  
 Graham Irving (Head of Development)  
 Nina Brunton (Service Development Lead)  
 Carole Garner (Health, Safety & Environment Co-ordinator)  
 Murrin Bissett (Team Manager – Cyclical Compliance)  
 Rebecca Wilson (Head of Governance & Assurance)\*

\*Minute Taker

Item	Minute	Action
<b>1.</b>	<b>APOLOGIES</b>	
1.1	Sue Irving (Director of Housing Services)	
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>	
2.1	The previously declared interest of Mr Jones, Mr Wishart, Mr Ward and Ms Usher as Members of DG Homes Board were noted.	
2.2	The interest of Mr McCaig as a tenant Member was noted with regard to Agenda Item 12 (declaration confirmed during Item 12 discussion).	
<b>3.</b>	<b>APPROVAL OF PREVIOUS MINUTES</b>	
3.1	The Minute of the Management Committee Meeting held on 24 November 2020, on the proposition of Ms Coupe and seconded by Mr Ward, was APPROVED.	

<b>4.</b>	<b>MINUTES FOR NOTING</b>	
4.1	The Minute of the Audit & Compliance Sub-committee meeting held on 10 November 2020 was NOTED.	
4.2	The Minute of the People & Culture Sub-committee meeting held on 25 November 2020 was NOTED.	
<b>5.</b>	<b>MINUTE ACTION LOG</b>	
5.1	Members NOTED the Minute Action Log.	
<b>6.</b>	<b>MATTERS ARISING</b>	
6.1	The Convener asked for an update regarding mid-market rent funding. The Chief Executive directed Members to the update provided within the Minute Action Log.	
6.2	Mr Wishart noted that whilst there is support for mid-market rent there is a fundamental issue regarding the financial model which puts a cap on the amount that can be borrowed. Mr Wishart noted that this is a particular problem for those operating out with cities and called for this matter to be raised with partners and the Scottish Federation of Housing Associations and the Scottish Housing Regulator. The Chief Executive advised that there is support in terms of Dumfries relating to the Town Centre Regeneration Fund from Jamie Little (Strategic Housing Manager). The Chief Executive noted that there have been discussions with partners previously about the grant rates available for different projects that support specific local and national government objectives such as energy efficient homes and housing for older people. <b>ACTION-</b> Chief Executive and Head of Governance & Assurance to raise matter with SFHA and Housemark.	LU/RW
<b>7.</b>	<b>CONVENER'S VERBAL UPDATE</b>	
7.1	The Convener advised Members of attendance at an online presentation by Energiesprong detailing how they are delivering energy efficient homes as well as attending a virtual Health & Safety training session for Management Committee. The Convener noted that he had the privilege of attending the first Loreburn Great Golden Awards on Teams.	
7.2	The Convener advised that a scheduled third meeting with South of Scotland Enterprise regarding Passiv Haus was postponed and has been rearranged. The Convener noted that it is critical to continue to build partnerships and working relationships to follow up on the initial commitment to the project.	
<b>8.</b>	<b>CHIEF EXECUTIVE'S VERBAL UPDATE</b>	

8.1	The Chief Executive noted the success of the virtual staff awards held on 11 December and thanked the People & Culture Sub-Committee for selecting prize winners. It was noted that there was a number of motivational comments during and following the awards ceremony and that winners were truly touched by the recognition from colleagues who had nominated them.	
8.2	The Chief Executive advised Members of invitations to speak at 3 national conferences including as a keynote speaker at the Chartered Institute of Housing Conference, as an inspirational female leader at SHARE and as an innovator at a Disruptive Innovators event. These events help promote Loreburn on a national stage.	
8.3	The Chief Executive attended a positive meeting with the Strategic Housing Manager at Dumfries and Galloway Council who is supportive of Loreburn's ambitions and of Loreburn being central to the next forum. This will provide excellent local promotion.	
8.4	The Chief Executive met with the Department for Work and Pensions and the Economic Lead from Dumfries and Galloway Council to establish the Garrick project as a young people's employment hub in light of the challenges facing young people in the current climate.	
8.5	The Chief Executive has been invited to dial into Amazon HQ in Seattle for an executive masterclass with top business strategists at Amazon to discuss the impacts of the Covid pandemic on the operational environment, innovation and resilience in people and systems.	
8.6	The Chief Executive circulated the proposed agenda for February Strategy Day and noted that a presentation on the organisation structure will be included. The Chief Executive will work with the Head of Governance & Assurance and the Director of Finance & Corporate Services to shape the event.	
<b>9.</b>	<b>NOTIFIABLE EVENTS – this item is confidential</b>	
<b>11.</b>	<b>AGILE WORKING</b>	
11.1	The Service Development Lead shared a PowerPoint presentation with Members.	
11.2	Members APPROVED move to agile working and the associated transition plan (Agile Working Transition Plan) subject to an improved framework for monitoring success/outcomes and effectiveness and assurance that some form of physical presence will be maintained.	

	Members AGREED that should there be indication that agile working is not successful it will be revisited in the future.	
<b>10.</b>	<b>QUARTER 3 PERFORMANCE</b>	
10.1	The Head of Innovation & Improvement drew Members attention to the report and noted that reporting is by exception. Members were advised of an amendment to the figures regarding tenancy sustainment which was noted at 79.64% (15 tenancies) which should read 85.19% (12 tenancies). It was noted that this indicator is still 6% off target however this is less than the 12% previously quoted within the report. The Head of Innovation & Improvement noted that there were 9 indicators with a negative variance as detailed in report and that there were 7 indicators showing a favourably increase around satisfaction, emergency repairs, complaints, section 5 referrals, gas checks and satisfaction for repairs.	
10.2	The Head of Innovation & Improvement advised that complaints continue to follow a downward trend with 66 complaints in Q3 compared to 113 for the same period last year. The number of compliments received was also up 22 on the same period last year. The average response rate remained below 3.3 days and there was an improvement in complaint satisfaction which was just 2% off target. The number of upheld complaints decreased by 50. The Head of Innovation & Improvement noted that performance in Q3 has been very positive however there remain a number of areas for improvement that will be the focus in Q4.	
10.3	Ms Coupe noted that it is very promising to see improvement in performance which is getting better despite the difficulties experienced. Ms Coupe passed on congratulations to staff.	
10.4	Members NOTED the Quarter 3 Strategic Performance Indicators (Appendix 1), the complaints analysis and the Key Milestone Data (Appendix 2).	
<b>12.</b>	<b>RENT SETTING, BUDGET ASSUMPTIONS AND BUSINESS PLAN SCENARIOS – This item is confidential.</b>	
<b>13.</b>	<b>QUARTER 3 MANAGEMENT ACCOUNTS</b>	
13.1	The Director of Finance & Corporate Services provided high level details on the Management Accounts. It was noted that income continues to be hit by delays in the development programme this year and next year. The Director of Finance & Corporate Services advised that there are only 13 voids which is a real positive. In relation to rent collection it was noted that there was the usual Christmas peak in arrears which is starting to come down. There has been an increase in Universal Credit claimants by 88 over last 9 months and	

<p>13.2</p> <p>13.3</p>	<p>there are still issues around technical arrears and catch-up of payments which are being progressed. The Director of Finance &amp; Corporate Services noted movement between revenue and capital costs due to impact of COVID restrictions on the programme and noted potential for planned and cyclical expenditure delays.</p> <p>The Director of Finance &amp; Corporate Services noted the increase in management costs and provided assurance that management costs will be reducing noting additional costs such as the purchase of PPE and securing loans.</p> <p>Members APPROVED the accounts to 31<sup>st</sup> December 2020.</p>	
<p>14.</p>	<p><b>QUARTER 3 DEVELOPMENT REPORT – This item is confidential.</b></p>	
<p>15.</p> <p>15.1</p> <p>15.2</p> <p>15.3</p>	<p><b>TENDER AWARD - DOOR ENTRY SYSTEMS</b></p> <p>The Team Manager – Cyclical Compliance advised that the contract is for a period of 2.5 years with the potential for extension and is based on quality and price. Members were advised that customers will be consulted and there are two systems to choose from. The Team Manager – Cyclical Compliance advised that there is no impact on current financial projections as the contract is covered within the budget.</p> <p>Mr Ward referred to ongoing costs and noted that if Loreburn are committed to whole life costings then systems should be specified which provide the best value based on whole life costing. The Team Manager – Cyclical Compliance advised that the GSM system does not have any further associated costs however it is proposed to give customers choice as they may not have a mobile phone. It was noted that GSM systems have been trialled in 2 sites with positive feedback and noted that customers will be provided with the pros and cons of each system during the consultation. Mr Ward noted that there is an issue of ongoing repair costs. The Chief Executive advised that there has been a commitment to the management of ongoing service charge costs and noted that this will need to form part of the consultation including identifying tenants who do not have a smart phone and balancing this out with future proofing in the consultation. <b>ACTION</b> - Team Manager – Cyclical Compliance to develop sophisticated consultation process to address ongoing maintenance costs and consider provision of smart phones or tablets to promote GSM system.</p> <p>Members APPROVED awarding the Door Entry System Replacements as per costs in 3.5 subject to sophisticated consultation process and further consideration of ongoing maintenance costs.</p>	<p>MB</p>

	<i>Suspension of Standing Orders.</i>	
<b>16.</b>	<b>PROCUREMENT PROJECT PLANS</b>	
16.1	The Team Manager – Cyclical Compliance advised that the report contains two procurement project plans.	
16.2	Member APPROVED the Project Plans as attached as Appendices 1 and 2.	
16.3	Members APPROVED delegated authority for the Heads of Services/Executive Team to award if the value is within the agreed budget parameters (+10%).	
16.4	Members APPROVED the use of external consultant as outlined at 2.2. of the report.	
<b>17.</b>	<b>HEALTH &amp; SAFETY STRATEGY</b>	
17.1	The Health, Safety & Environment Co-ordinator noted that the draft strategy was circulated in advance and advised that amendments were made as detailed within the report. The Health, Safety & Environment Co-ordinator advised that the past 5 years have been spent building the foundations for a safe place to work and safe communities for customers and to align health & safety with Loreburn’s strategic objectives. The strategy will help strengthen Loreburn’s position with statutory compliance and commitment to staff and customers.	
17.2	Mr Ward thanked the Health, Safety & Environment Co-ordinator for taking the feedback/comments on board and noted that the Action Plan could be smarter and would like to see this more timed and more precise. The Health, Safety & Environment Co-ordinator advised that the Action Plan will be extracted for each year of the strategy and dates will be put against each item for monitoring of progress.	
17.3	Mr Jones queried how progress will be measured in terms of the difference between the current position and three years’ time in terms of how to quantify what is different and how much money has been spent. The Health, Safety & Environment Co-ordinator advised that what has been done so far is to put the foundations in place however noted that there is still room for improvement with the Action Plan showing what needs to be done to make these improvements and can be monitored to see what has been achieved. Mr Jones noted that this needs to be measurable. The Chief Executive advised that measurement can be explored further noting the significant investment. <b>ACTION</b> – Chief Executive, Director of Finance & Corporate Services and The Health, Safety & Environment Co-ordinator to review Action Plan, propose success/outcome monitoring indicators, distance travelled and costs and circulate via email.	LU/GA/CG

17.4	The Convener queried whether the Strategy has been considered by the external Health & Safety Consultant. It was confirmed that Intelia Consulting Ltd have been involved in the preparation of the draft strategy.	
17.5	Members APPROVED the Health & Safety Strategy 2021-2025.	
17.6	Ms Coupe noted how important health & safety is and how much it has progressed in a short space of time whilst building in-house expertise under the Health, Safety & Environment Co-ordinator. The Convener passed on thanks to the Health, Safety & Environment Co-ordinator for all the work that has been put into health & safety.	
<b>18.</b>	<b>ASSET MANAGEMENT STRATEGY</b>	
18.1	The Director of Property & Development noted that the draft strategy was circulated for comment and thanked Members who have provided feedback which will be incorporated into the strategy. It was noted that any further comments should be provided by email to the Director of Property & Development by 28 January.	
18.2	A further draft will be circulated to Members out-with the meeting. <b>ACTION</b> – Director of Property & Development to develop updated strategy based on feedback from Members and circulate via e-mail.	BH
<b>19.</b>	<b>SHAREHOLDER APPLICATION</b>	
19.1	The Convener advised that a shareholder application for a tenant has been included for Members consideration.	
19.2	Members APPROVED the shareholder application.	
<b>20.</b>	<b>DG HOMES RECRUITMENT</b>	
20.1	Mr Wishart advised that there is nothing further to add to the report and that Members are asked to approve the appointment as detailed within the report.	
20.2	Members APPROVED Leslie Ballantine be appointed as a Director of Dumfries & Galloway Homes Limited.	
<b>21.</b>	<b>CORPORATE RISK REGISTER</b>	
21.1	Members NOTED the key risks identified within the report and Appendix 1.	
<b>22.</b>	<b>HOUSING SERVICES REVIEW</b>	

22.1	Members NOTED the update on the Housing Services review.	
<b>23.</b>	<b>HOUSING DEMAND REPORT</b>	
23.1	Members NOTED the demand information to 31 <sup>st</sup> December 2020 and the limitations of the data.	
<b>24.</b>	<b>LHA SWOT ANALYSIS</b>	
24.1	Members NOTED the approach being adopted by the Executive Team.	
<b>25.</b>	<b>ANY OTHER BUSINESS</b>	
25.1	The Convener noted that John Dowson has resigned from the Management Committee. The Convener noted thanks to Mr Dowson for his time on the committee and advised that Mr Dowson was enthusiastic about what Loreburn was doing. The Convener noted that Members wished Mr Dowson all the best.	
25.2	The Convener noted that two people have expressed interest in joining the management committee and this is being followed up.  <i>Close of Meeting.</i>	
	Date of Next Meeting: 9 February 2021 (Strategy Day)	