

**MINUTE OF THE MANAGEMENT COMMITTEE MEETING OF
LOREBURN HOUSING ASSOCIATION HELD ON TUESDAY 26
MARCH 2024 AT 17:30 p.m.
(virtual)**

Present: Russell Brown (Convener)
Jane Connechen (Vice Convener)
Lynsey Brydson
Paul Buchanan
Alan Sandey
Mark Wilkinson

Kirsteen McGinn (Chief Executive)
Elkie Astley (Director of Corporate Services)
Tony McInnes (Director of Finance)
Rebecca Wilson (Head of Governance & Assurance)
Nina Brunton (Business Manager – Communications & Culture)

Lorna Shaw, Research Resource

Kim Thomas (Minute Taker)

Item	Minute	Action
1.	APOLOGIES	
1.1.	Apologies were received from Ms Gill, Mr Nelson and Mr Turnbull.	
2.	DECLARATION OF INTEREST	
2.1.	Declaration of interests from Mr Buchanan as Chair of the Audit and Compliance Committee, Ms Connechen as Chair of the People and Culture Committee, Mr McInnes and Ms McGinn as board members of D&G Homes and Mr Wilkinson as member of the Data Lab on the opportunity to potentially discuss common issues with three organisations were NOTED.	
3.	APPROVAL OF PREVIOUS MINUTE	
3.1.	The Minute of the Management Committee meeting of 13 February 2024 on the proposal of Mr Buchanan and seconded by Ms Brydson was APPROVED.	

<p>4.</p> <p>4.1.</p> <p>4.2.</p>	<p>MATTERS ARISING</p> <p>There were no matters arising from the Minutes of 13 February 2024.</p> <p>Minute Action Log</p> <p>Management Committee members NOTED the Minute Action Log.</p>	
<p>5.</p> <p>5.1.</p> <p>5.2.</p>	<p>Health and Safety Executive Group 15 February 2024</p> <p>Management Committee members NOTED the Minutes of the Health and Safety Executive Group meeting of 15 February 2024.</p> <p>Audit and Compliance Sub-Committee 20 February 2024</p> <p>Management Committee members NOTED the Minutes of the Audit and Compliance Sub-Committee meeting of 20 February 2024.</p>	
<p>6.</p> <p>6.1.</p>	<p>CONVENER'S VERBAL UPDATE</p> <p>The Convener has had two update meetings with the Chief Executive and commented that the Strategy Day held on 15 March was a significant day for Management Committee members with a lot of detailed information and discussion having taken place.</p>	

<p>7.</p> <p>7.1.</p> <p>7.2.</p> <p>7.3.</p> <p>7.4.</p> <p>7.5.</p> <p>7.6.</p> <p>7.7.</p>	<p>CHIEF EXECUTIVE'S VERBAL UPDATE</p> <p>The Chief Executive first of all thanked Management Committee members for their attendance at the recent Strategy Day, where the Head of Governance & Assurance collated the Minutes. LET can provide any further clarification that Management Committee members may have.</p> <p>There is a report later on in this agenda to discuss The Garrick project.</p> <p>Housing Excellence Plan – the Chief Executive has had a positive meeting with managers and is starting to make progress on this.</p> <p>The Staff Day is on 17 April and all Management Committee members are invited to meet the staff.</p> <p>Recruitment – the Chief Executive has met with the recruitment consultants who confirmed there have been 18 notes of interest for the post of Director of Operations.</p> <p>The Chief Executive was interviewed by Border TV about the housing situation in Dumfries and Galloway and highlighted the issues and challenges facing the housing sector.</p> <p>Finally, a reminder, for everyone to keep their cameras on during the Teams Meeting.</p>	
<p>8.</p> <p>8.1.</p>	<p>NOTIFIABLE EVENTS</p> <p>The Head of Governance and Assurance informed Management Committee members that there were no new Notifiable Events since the last Management Committee meeting.</p>	
<p>It was agreed to take Item 9 The Garrick before Item 14 Development Programme</p>		
<p><i>For Discussion</i></p>		

<p>10.</p>	<p>TENANT SATISFACTION SURVEY</p> <p><i>Lorna Shaw from Research Resource and Nina Brunton joined the meeting at this point</i></p> <p>Ms Shaw and Ms Brunton updated Management Committee members on the results of the recent Tenant Satisfaction Survey and gave a brief presentation on findings:</p> <ul style="list-style-type: none"> • 992 interviews were carried out between 27/10/23 and 25/1/24 with sample representative by geography, property size and heating type; • Comparison to previous Satisfaction survey results: 2023 73.6% (2020 - 88%; Scottish average 2021 - 89%; ARC 2022/23 – 86.7%); • Reasons – these were generally positive, no issues, no complaints. Common comments were around repairs and maintenance; • Keeping tenants informed – dip in satisfaction – 2023 79.29%; • Participation – 66.46% (2020 - 80%) satisfied with the opportunities given to participate in LHA decision making process; • Repairs service of repair carried out – 2023 - 80.09% (2020 86%). Speed in getting repairs done – timescales are key 48% took too long. Resolution of repairs – not completed on first visit; • Quality of home – 72% (2020 - 88%; Scottish average 84.16%). We have seen a decrease since COVID. In the West 60% were satisfied with 25% dissatisfied. Reasons given – kitchens, bathrooms, doors and windows and then resolving repairs issues; • Management of the neighbourhood – 72.23% (2020 - 82%; Scottish average - 84.30%). Reasons - behaviour of others and improvements in communication; • VfM rent – 75.54% (2020 - 82%; Scottish average - 81.79%). Reasons - improvement of quality of homes; • Preferred source of information - 52% email, 35% text, 33% newsletter, strong difference in preferences in age groups; • Contact methods – 28% email, 20% direct contact with NO, 14% text message; • Office closure – 91% of those surveyed stated this did not cause any difficulties; 	
-------------------	--	--

<p>10.1. 10.2.</p>	<ul style="list-style-type: none"> • Affordability – 46% stated it was easy to afford rent payments; • 34% find easy to afford electricity/gas bills; • Satisfaction levels have dropped on average by 10%, the highest reduction is 16% Satisfied with Housing Quality and the lowest of 6% Rent being VFM and Satisfaction with the Repairs Service; • Tenants want to see more visibility of how we are investing in our existing stock as opposed to what investment is being made in developing new homes. We have agreed that our Mission will be to improve the quality of our existing stock; • Our 7 key ARC indicators have reduced and LET have begun to examine what we can do to seek improvements <p>Management Committee members comments/discussions:</p> <ul style="list-style-type: none"> • It would be good to know if there was any correlation between the newer houses to our older stock, from a particular estate or housing that are dissatisfied with the repairs. Ms Shaw to come back on this point; • Concern was raised about LHA's percentage dropping from the Scottish average figure • The ARC is submitted in May and the most up to date figures will be published in September. <p>The Convener thanked Ms Shaw and Ms Brunton for the work they have carried out on the Tenant Satisfaction Survey.</p> <p>Management Committee members: DISCUSSED the Tenant Satisfaction Survey results; and NOTED the work started on the Improvement Action Plan.</p>	
	<p><i>Lorna Shaw from Research Resource and Nina Brunton left the meeting at this point</i></p>	
<p>For Approval</p>		

<p>11.</p>	<p>STRATEGIC PERFORMANCE INDICATORS</p> <p>The Director of Corporate Services provided information for the year 2024/25 on LET's proposed SPI Targets and Corporate Milestones:</p> <p>Key additions/changes</p> <p>Asset:</p> <ul style="list-style-type: none"> • Increase in the number of SPIs to allow Management Committee to have a better oversight of the compliance works; • Damp and mould contacts have been added to the SPI reporting and throughout time will appear as an ARC indicator; • Aids and Adaptions satisfaction has been introduced. Since collation began 163 responses with 87% of tenants being satisfied with the works undertaken. The proposed target is 90%; • There is an expected change in how EESSH is recorded. <p>Corporate Services:</p> <ul style="list-style-type: none"> • The Number of Customers Satisfied with their Complaints has been reduced to 75%; • Total Staff turnover to be reduced to 17% • Senior Staff turnover to be reduced to 12% • Staff Satisfaction to be increased to 90% • Health and Safety and Governance targets to remain unaltered. <p>Development:</p> <ul style="list-style-type: none"> • The target for New Homes achieving completion within 2.5% of tender costs to be set at 32; • 6 Passivhaus properties to be complete; • Customers Satisfied with the Quality of their new home is set at a score of 8+100% after end of year defects inspection. <p>Housing:</p> <ul style="list-style-type: none"> • Percentage of Tenants Satisfied with the Quality of their home to be decreased to 95%; • Increase the number of Notices issued due to rent arrears to less than 70 due to the imminent move from Housing Benefit to Universal Credit; • Gross and Current Rent Arrears to be raised to 7% and 5.5%; <ul style="list-style-type: none"> • An additional – Tenancy Sustainment from Section 5 homeless allocations IHR: 	
------------	---	--

11.1.	<ul style="list-style-type: none"> • Number of days for Non-Emergency repairs to stay at 12 days <p>Management Committee members DISCUSSED the Strategic Performance Indicators and the Annual Milestones and AGREED the proposed changes and additions to the SPIs.</p>	
<p>12.</p> <p>12.1.</p> <p>12.2.</p> <p>12.3.</p>	<p>2024-25 BUDGET AND 30-YEAR BUSINESS PLAN ASSUMPTIONS</p> <p>The Director of Finance presented Management Committee members with the proposed Budget for 2024-25, the assumptions for the 30-year Business Plan and stress testing scenarios used to review the Business Plan.</p> <p>Management Committee members:</p> <p>APPROVED the 2024/25 Budget;</p> <p>APPROVED the long-term planning assumptions provided by DTP for the 30-year Business Plan, and</p> <p>APPROVED the Stress Testing Scenarios to be used in reviewing the 30-year Business Plan.</p>	
<p>13.</p> <p>13.1.</p> <p>13.2.</p>	<p>BUSINESS PLAN</p> <p>The Director of Finance presented Management Committee members with the prepared 30-year Business Plan based on the agreed assumptions, updated commentaries to capture progress and the current position in relation to the Corporate Plan.</p> <p>Management Committee members:</p> <p>APPROVED the 30-year Business Plan; and</p> <p>APPROVED the use of the Plan in preparing the 5-year Financial Plan required by the SHR.</p>	
<p>9.</p> <p>9.1.</p>	<p>THE GARRICK</p> <p><i>Graham Robertson, Head of Development joined the meeting at this point</i></p> <p>The Head of Development gave Management Committee members an update of this project.</p> <p>Management Committee members:</p> <p>NOTED the progress update of the Garrick project;</p>	

<p>14.</p> <p>14.1</p>	<p>DEVELOPMENT PROGRAMME</p> <p>The Head of Development provided an update on projects up to 15 March 2024.</p> <p>Management Committee members NOTED the on-site new build programme update.</p>	
<p>15.</p>	<p>HUNTINGDON – this item is confidential</p>	
<p>16.</p>	<p>ROSEBANK FARM – this item is confidential</p>	
<p>17.</p> <p>17.1.</p> <p>17.2.</p> <p>17.3</p>	<p>POLICY APPROVALS</p> <p>The Head of Governance and Assurance presented two Policies for Management Committee to approve:</p> <p>Travel and Subsistence Policy</p> <p>Management Committee members: REVIEWED the information provided and the draft Policy and APPROVED its adoption from 1 April 2024.</p> <p>Menopause Policy: LHA implemented the Menopause Workplace Guidance in 2019 and this has been developed further into a Policy, Procedure and Resource Pack.</p> <p>As part of the launch of this policy it is also recommended that LHA signs the national Menopause Workplace Pledge.</p> <p>Management Committee members: NOTED the information on Menopause at Work; and APPROVED the proposed Menopause Policy which includes LHA signed the Menopause Workplace Pledge.</p>	

<p>18.</p>	<p>IHR OPERATING MODEL <i>Billy Coupland, Head of Repairs joined the meeting at this point</i></p> <p>The Head of Repairs asked Management Committee members to evaluate and consider permanent adoption of a 34 hour, working week for the IHR operatives:</p> <ul style="list-style-type: none"> • Key highlights from the plot are that there has been an improvement in retention with no leavers, improved health and wellbeing of our operatives • The 34-hour week has been trialled since July 2023 with all operatives working reduced hours, with a work pattern of 8:00-17:00 operating on a rota basis • Overall, there has been an increase in operatives' productivity with an average of 93% • Tenant satisfaction has not been below our target of 94% since May 2023 • The number of complaints received has not increased • Absence rates have stabilised in the first 2 months of Q4 • No resignations have been received • 100% of the operatives indicated they were satisfied with LHA as an employer and 40% were explicit about the 34-hour working week • There have been no issues identified in relation to standby cover, the pilot has strengthened the out of hours service • Productivity – the Head of Repairs is proposing 92% as a minimum level but hoping to get this up to 94%. • The Director of Corporate Services reemphasised the task of the pilot was to look at retention levels and this has certainly been done in terms of staff morale within the team • Management Committee members confirmed that this pilot had an impact on staff on a personal level and shows that the organisation is well thought of cared for, it is good to see this progression • The Chief Executive confirmed that the team are doing an excellent job 	
<p>18.1.</p>	<p>Management Committee members CONSIDERED the findings of the pilot and APPROVED a permanent adoption of the 34 hour working week for the IHR operatives.</p>	
	<p><i>Billy Coupland left the meeting at this point. Management Committee members AGREED to suspend Standing Orders.</i></p>	

19.	SHAREHOLDER APPLICATIONS – this item is confidential	
20.	<p>MANAGEMENT COMMITTEE RECRUITMENT AND SUCCESSION PLANNING</p> <p>The Head of Governance and Assurance provided an update on recruitment for new members and succession planning for office bearer positions.</p> <ul style="list-style-type: none"> • The upcoming recruitment for new members would have a particular focus on succession planning for office bearer positions • Following discussions Mr Sandey has expressed an interest in the role of Convener as Mr Brown is due to stand down from this post in May 2024 • In order to have a smooth transition it is proposed that Mr Sandey be appointed Vice Convener so that he can shadow the Convener over the next couple of months. Ms Connechen is happy to stand down from this role • The role of the Vice Convener will become available from 30 May 2024 and all elected members will be invited to express an interest in this role, <p>Management Committee members:</p> <p>20.1. NOTED the update on recruitment;</p> <p>20.2. CONSIDERED and APPROVED the appointment of Mr Sandey as Vice Convener from 27 March 2024; and</p> <p>20.3. CONSIDERED and APPROVED the appointment of Mr Sandey as Convener from 30 May 2024.</p>	
For Noting		
21.	CORPORATE RISK REGISTER	
21.1.	Management Committee members NOTED the key risks identified	
22.	POLICY FRAMEWORK UPDATE	
22.1.	Management Committee members NOTED the Policy Framework update; and	
22.2.	NOTED to contact the Head of Governance and Assurance for any further information on ongoing or upcoming reviews.	
For Discussion		

23.	<p>TENANT VOICE</p> <p>LHA's Spring newsletter has just been issued. Tenant satisfaction communication has been carried out. The Tenant Scrutiny Group have a list of topics to look at.</p>	
24.	<p>ANY OTHER COMPETENT BUSINESS</p> <p>There was no any other competent business.</p>	
25.	<p>DATE OF NEXT MEETING</p> <p>Tuesday 21 May 2024 17:30 (virtual)</p>	All