

NOTE: This Minute is DRAFT until it is approved at the next available meeting.



MINUTE OF THE MANAGEMENT COMMITTEE MEETING OF LOREBURN HOUSING ASSOCIATION HELD ON TUESDAY 30th JUNE 2020 AT 10:30 (VIRTUAL MEETING)

Present: Russell Brown (Convener)
 Mike Jones (Secretary)
 Alison Coupe (Management Committee)
 Peter Ward (Management Committee)
 John Bury (Management Committee)

Lorraine Usher (Chief Executive)
 Gary Alison (Director of Finance)
 Bettina Hoppe (Interim Director of Property & Development)
 Sue Irving (Director of Housing Services)
 Moira Charters (Head of Innovation & Improvement)
 Elkie Astley (Head of People & Culture)
 Phillip Morrison-Gale (Head of Housing)
 Rebecca Wilson (Head of Governance & Assurance)*

*Minute Taker

Item	Minute	Action
1.	APOLOGIES	
1.1	Derek Rodgers, Robin Wishart, Patricia Caldwell, Peter Nelson, Jane Connechen.	
2.	DECLARATIONS OF INTEREST	
2.1	Mr Jones, Mr Ward and Ms Usher’s previously declared interests as members of DG Homes Board were noted.	
3.	APPROVAL OF PREVIOUS MINUTES	
3.1	The Minute of the Management Committee Meeting held on 28 th April 2020, on the proposition of Mr Jones and seconded by Mr Bury, was APPROVED.	
4.	MINUTES FOR NOTING	
4.1	The draft Minute of the Audit & Compliance Sub-committee Meeting held on 12 th May 2020 was NOTED.	

4.2	The draft Minute of the Health & Safety Executive Group held on 12 th May 2020 was NOTED.	
5.	MATTERS ARISING	
5.1	The Head of Governance and Assurance noted that updates on completed and outstanding actions are available within the Minute Action Log.	
6.	CONVENER'S VERBAL UPDATE	
6.1	The Convener advised that he has had a 1-2-1 with the Chief Executive as well as taking part in the weekly Gold Team Meetings for COVID-19 and noted that the team are working very well. The Convener attended the Aspirational Standards virtual meeting as well as undertaking the Chief Executive's Annual Appraisal with the Vice Convener.	
7.	CHIEF EXECUTIVE'S VERBAL UPDATE	
7.1	The Chief Executive advised that focus has been on internal matters since COVID-19 and the Business Continuity Plan being invoked with ongoing Gold Team Meetings. The Chief Executive acknowledged the work of Moira Charters as the Silver Team Lead and the conduit between the Gold and Silver Teams.	
7.2	The Chief Executive attended a virtual Housemark session with the Bank of England and the Scottish Housing Regulator and the conversations were largely related to the impact of COVID-19. A robust Business Resumption Plan is being progressed and is guided by the Scottish Government Route Map. The Chief Executive noted that this is not a linear return to previous ways of working and it will be a challenging process to ease out of lock down.	
7.3	The Chief Executive advised that the street naming proposals for Heathhall based upon current and passed Council leaders have been approved by LET.	
7.4	The results of the HIVE survey focused on homeworking have been compiled and circulated to LET to review. This survey prompted the highest return rate to date as well as the highest net promoter score which placed Loreburn in the 'excellent' category. The results highlighted that homeworking has increased satisfaction scores however did give insight into challenges and barriers including difficulties in separating home and work and the volume of work. The Chief Executive also advised that recent customer satisfaction scores are good and the investment in welfare calls is paying off. The Director of Housing Services advised that a wider customer satisfaction survey will be carried out in the summer and more regular surveys will be carried out moving forward. The Chief	

	Executive noted that the number of complaints has reduced and in June the number of compliments significantly outweighed the number of complaints.	
7.5	The Chief Executive provided an update on IHR shelved jobs and voids which will be scheduled as restrictions are eased. The Chief Executive advised that there may be changes to grant rates in the future and that there is a need to review working capital.	
8.	NOTIFIABLE EVENTS	
8.1	The Head of Governance and Assurance advised that there have not been any notifiable events since the last meeting.	
9.	<i>This item is confidential</i>	
10.	ANNUAL RETURN ON THE CHARTER	
10.1	The Head of Innovation and Improvement advised that the Regulator has streamlined the return with EESSH data now included in the body of the return.	
10.2	Indicators with a 5% variance are highlighted within the paper which notes 7 indicators with a negative variance and 3 with a positive variance.	
10.3	The Head of Innovation and Improvement noted that a number of factors have impacted on Indicators 3 and 4 and highlighted that this is the first year of In-House Repairs and the first year that all data is being provided by Loreburn rather than an external contractor. A truer picture will be available in 2021.	
10.4	The head of Innovation and Improvement advised that to address poor complaints handling, the Complaints Policy and Procedure have been reviewed and rewritten with training provided. Mary Gober Training has been rolled out and huddles have been introduced to share learnings and enhance performance across teams. The positive impact of these actions are already being demonstrated through performance improvement in Quarter 1 of 2020.	
10.5	The Head of Innovation and Improvement noted performance in 2020/21 will be impacted by COVID-19.	
10.6	The Head of Innovation and Improvement referred to the positive variances and noted that senior staff turnover and staff turnover are down highlighting that Loreburn is a great place to work and benefits of training and investment in staff are now being realised. It was noted that customer satisfaction figures are taken from the 3 year satisfaction survey and stated that more regular satisfaction surveys will be carried out going	

	forward to ensure that issues are addressed in a more timely manner.	
10.7	Members APPROVED the Annual Return on the Charter as included as Appendix 1.	
11.	<i>This item is confidential</i>	
12.	<i>This item is confidential</i>	
13.	PEOPLE & CULTURE STRATEGY	
13.1	The Head of People and Culture advised that the strategy had been developed by merging the Young People Strategy and the Talent Management Strategy. The Strategy highlights Loreburn’s ambitions and commitment to staff setting out how Loreburn will develop and encourage a culture based on the great values. The Strategy has been shared with the People & Culture Sub-Committee and their feedback has been incorporated. The strategy is being presented to Management Committee with support from the People & Culture Sub-Committee.	
13.2	Ms Coupe queried whether responses had been received from Members out-with People & Culture. The Head of People & Culture advised that comments had been received from Mr Ward with regards to strengthening accountability.	
13.3	Mr Ward noted that there was considerable ambition within the strategy but a limited detail in terms of plan. Mr Ward noted that the document reads slightly paternal and would like to see greater emphasis on what staff are going to do for themselves. Mr Ward raised a concern regarding the wording on Page 6 where the document refers to titles and levels of responsibility and asked for this to be reworded. The Chief Executive advised that the concept was taken from the Corporate Plan Working Group where it was acknowledged that not all staff want to progress up the management ladder however should be recognised for their skills and contribution; this was progressed through the Reward and Remuneration Task & Finish Group. The Chief Executive noted that this will be reworded however would like the sentiment to be retained. ACTION – Head of People & Culture to reword sentence on Page 6 regarding titles and levels of responsibility.	EA
13.4	Mr Ward noted that the tense varies within the ambitions and asked that this is reviewed. The Head of People & Culture advised that the document has been through ‘Plain English’ and will review the tenses. ACTION – Head of People & Culture to review tenses within ambitions section.	EA
13.5	Members APPROVED the People & Culture Strategy.	

14.	RISK MANAGEMENT STRATEGY	
14.1	The Director of Finance referred Members to the Report and drew attention to the golden rules concept and the thresholds required to mitigate risks.	
14.2	Mr Ward advised that the Strategy is too risk averse and comes across as trying to eliminate risk, when in order to move forward, risk cannot be eliminated but rather needs to be identified and managed. Mr Ward asked for the balance of the strategy to be altered to allow Loreburn to manage risk as opposed to avoid risk. Ms Coupe advised that there is no room for optimism within the strategy which seems to be barring innovation and would like to see the strategy be more upbeat.	
14.3	The Chief Executive noted that there will be times when risks should be taken and in order to be the kind of organisation we strive to be there will be a need to take risks. Members agreed that a Strategy is needed that safeguards the organisation whilst allowing room for innovation as well as failure and associated learnings.	
14.4	The Director of Finance advised that the Strategy can be updated and recirculated. ACTION – Director of Finance to update draft Strategy that will help shape a culture to incorporate learning from failures and promote ambition and innovation.	GA
14.5	Members DISCUSSED the Risk Management Strategy and agreed that a further draft will be circulated.	
15.	PROCUREMENT & VALUE FOR MONEY STRATEGY AND POLICY	
15.1	The Director of Finance advised that the Strategy is set out in terms of legislative requirements and the Policy reflects various routes to procure depending on type of purchase and value. Once approved training will be undertaken by staff who deal with procurement.	
15.2	Ms Coupe noted that matters such as health and wellbeing and the external environment do not seem to be addressed and queried if this would be addressed via the community benefits section. The Director of Finance advised that the community benefit matrix encompasses these aspects however noted it is difficult to include a prescriptive list due to the variation of contracts and scale etc. This can be included as part of the tender evaluation process which can set specific questions for suppliers. The Director of Finance also noted that the requirement for provision of the Living Wage is reflected in all tender documents. ACTION – Director of Finance to agree wording for narrative with Ms Coupe.	GA

15.3	Mr Ward noted that there is a lot of useful information within these documents however noted that if they are not simple and easy to read staff will not access this knowledge. This is a common issue with finance and technical documents and hard work is required to simplify them using diagrams or breaking them into smaller packages. The Director of Finance advised that the Procedure document was included within the Knowledge Library on MinutePad which includes a number of diagrams.	
15.4	The Chief Executive advised that there is a standard template for strategy documents and that this needs to be reviewed to look at how to simplify strategies by using diagrams and links to other pieces of work. ACTION – Chief Executive to take forward strategy template review with Head of Governance & Assurance and consider utilising Prescriptive Communicators.	LU/RW
15.5	Members APPROVED the Procurement & Value for Money Strategy and Policy subject to the presentation being reviewed and simplified at Management Team level.	
16.	ENVIRONMENTAL POLICY	
16.1	The Director of Finance advised that the biggest impact on the environment is the homes Loreburn build and maintain. The narrative was provided by a solicitor and the purpose of the policy is to update terms and conditions to provide to suppliers.	
16.2	Members APPROVED the Environmental Policy.	
17.	AGILE WORKING STRATEGY	
17.1	The Director of Finance noted that the world has changed so much from when this Strategy was first written and advised that this will be an evolving document.	
17.2	Members APPROVED the Agile Working Strategy and NOTED that this will be an evolving document.	
18.	WHISTLEBLOWING POLICY	
18.1	The Head of Governance and Assurance advised Members that the Policy has been reviewed in line with an Action from the Assurance Statement Action Plan and drew Members attention to the key changes as detailed within the report. The Head of Governance and Assurance advised that awareness of Whistleblowing and how and when to use the Policy will be raised amongst staff by an e-learning training module as well as discussion at upcoming team meetings.	
18.2	The Head of Governance and Assurance advised that comments have been received from Mr Ward regarding concerns that are raised anonymously. The Policy will be	

	<p>updated to highlight that when concerns are raised anonymously there will not be an opportunity to gather further information at investigation stage therefore original communications must be as detailed as possible. ACTION – Head of Governance & Assurance to add further detail regarding anonymous concerns.</p>	RW
18.3	Members APPROVED the Whistleblowing Policy.	
19.	MODEL RULES	
19.1	The Head of Governance & Assurance advised that the Annual Assurance Statement Action Plan highlighted that the Association must seek to adopt the most up to date version of the Model Rules.	
19.2	<p>The Head of Governance & Assurance noted the key changes to the Model Rules as detailed within the report:</p> <ul style="list-style-type: none"> - the creation of a discretionary power for the governing body to impose a leave of absence when there is a severe breach of the Code of Conduct being investigated - the creation of a discretionary power for governing body in rare circumstances to block a nomination to committee if it was not in the interest of the association or if there would be a conflict of interests in that person becoming a governing body member - optional provisions (within supporting guidance) where an association could – if it so wished –reserve places on the board for specific skill sets and appoint to those positions. 	
19.3	The Head of Governance & Assurance advised that the report recommends taking the optional provision and that it is proposed that the term ‘Convener’ is retained within Loreburn’s Rules to address concerns raised by Shareholders in 2018.	
19.4	The Head of Governance and Assurance noted it is proposed to reinstate Rule 55 regarding written resolutions in line with the Model Rules to follow the governance standards set by the SHR in the Model Rules.	
19.5	The Head of Governance and Assurance advised that guidance has been issued by the SFHA and Regulator regarding AGMs which is being constantly reviewed in light of the current situation and a risk assessment will be undertaken to assess whether it will be possible to hold a physical AGM. A Bill is currently being fast tracked through parliament which if passed would allow for AGMs to be held virtually even where this is not accounted for within existing constitutions up until 30 th September 2020.	

19.6	Further to the report the Head of Governance and Assurance advised that wording has now been provided by the Scottish Housing Regulator regarding the provision for virtual AGMs within the new Model Rules. Members are recommended to approve that this wording can be included within the Rules to allow for virtual AGMs in the future.
19.7	Mr Ward advised that Virtual AGMs would provide good opportunities to enhance attendance moving forward.
19.8	Members APPROVED the recommendation to Loreburn's Membership to adopt the SFHA Charitable Model Rules 2020 with amendments as included as Appendix 3.
19.9	Members APPROVED the insertion of approved wording regarding the provision for virtual AGMs/SGMs into the Model Rules to be recommended to Loreburn's Membership. <i>Suspension of Standing Orders</i>
20.	RISK REGISTER REPORT
20.1	Members NOTED the key risks identified within the report.
21.	BCP STAGE 2 RESPONSE PLAN
20.1	Members NOTED the Stage 2 response of the Business Continuity Plan in response to the COVID-19 Pandemic.
22.	QUARTER 4 PERFORMANCE REPORT
22.1	Members NOTED the key performance indicators, key milestone data and complaints analysis for Quarter 4.
23.	<i>This item is confidential</i>
24.	Task & Finish Group Framework
24.1	Members NOTED the implementation of the Task and Finish Group Framework.
25.	DOLLY PARTON'S IMAGINATION LIBRARY
25.1	Members NOTED the content of the report.
26.	Minute Action Log
26.1	Members NOTED the Minuet Action Log.
27.	ANY OTHER BUSINESS
27.1	The Head of Governance & Assurance advised that the annual signing of the Overarching Health & Safety Policy Statement

	<p>was due and noted minor changes to the document. Members AGREED the signing of the document. The document will be signed electronically.</p> <p><i>Close of Meeting: 12:08</i></p> <p>Date of Next Meeting: 25th August 2020.</p>	
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