

## LEEDS FEDERATED HOUSING ASSOCIATION

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### MINUTES OF THE BOARD OF MANAGEMENT MEETING HELD ON WEDNESDAY 3<sup>rd</sup> OCTOBER 2018 at 6.00 pm

**Present:** Stuart Whyte (SW) Chair  
Sue Howlett (SH)  
Martin Warhurst (MWa)  
Shaid Mahmood (SM)  
Jaedon Green (JG)  
Kim Brear (KB)  
Claire Stone (CS)  
Robin Machell (RM)

**In attendance:**

Matthew Walker (MW) Chief Executive  
Stephen Blundell (SB) Director of Operations  
Jason Ridley (JR) Director of Finance and IT  
Jill Hellings (JH) Company Secretary  
Kate Gaskin (KG) Executive Assistant (Minutes)  
Megan Henderson (MH) HR Manager  
David Russell (DR) Observer – EMH Group  
Joanne Tilley (JT) Observer – EMH Group  
Chan Kataria (CK) Observer – EMH Group

<p><b>1</b></p> <p><b>2</b></p> <p><b>3</b></p>	<p><b>18.115 Post AGM Business</b> MW explained that a number of business matters must be transacted by the Board of Management at its first meeting following the AGM. He asked for agreement to appoint SW as Chair and <b>the Board gave approval.</b></p> <p><b>18.116</b> SW then took over and asked for agreement for CW to chair Operations Committee, MWa to chair Audit and Risk and SH to chair G&amp;R. <b>This was agreed by the Board</b></p> <p><b>18.117</b> MW asked for the Board to give permission for Helen Jaggar and John Williams to remain as shareholders now that they have stood down from the Board. <b>This was agreed.</b></p>	
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## **4 Items For Decision**

### **4.1) Asset Management Policy**

**18.118** SB explained this review is to make sure it still reflects current practices. There haven't been many fundamental changes although he acknowledged that Vision21 is looking at the Association's approach of delivering these services and there will be significant changes when that has finished. A longer debate will take place on this at Ops Committee in July.

**18.119** CS suggested that any issues from the forthcoming Green Paper are picked up by the Vision 21 review. JG referred to alignment between the Assets and customers and not letting budget be constraining factor where repairs are necessary recognising there would need to be some degree of caveat. SB noted the comments and timeframe for a wider review being picked up at Ops Committee in July.

**18.120 Board approved the updated Asset Management Policy.**

### **4.2) Option Appraisal – Sensitive matter**

### **4.3) Delegation to finance committee re loan facility – sensitive matter.**

## **5 Performance**

### **5.1) BSC Performance Update (August 2018) and BSC Changes**

**18.131** SB explained that the fundamental performance measures are all sound and performing to target. Things are where they should be for voids and arrears. There are some areas of underperformance but even these are making good progress.

**18.132** SB explained that he is proposing to add an additional measure to the scorecard for current tenant arrears. This will offer a clearer view of underlying debt by tracking arrears for all tenancies.

**18.133** CS asked about the risks as it should be more about tenant safety and housing safety. She also feels like some more detail on this should come to the Board even though it does go through the Operations Committee. She felt that there might be more detail behind complaints and she'd really like to understand what is behind the colours and ticks.

SB suggested that while a yearly report does come to Operations Committee, this could be increased to 6 monthly and this was agreed.

**18.134** KB made some comments in regards to the visibility of development as she doesn't feel that this report paints the true picture. From an external point of view, the Association is more aspirational than the report shows and we need to show this

**18.135** SW pointed out that the Governance Review had made recommendations around the creation of a Development Committee, but that further to that the point raised by KB would be discussed at the Chairs meeting in order to review whether anything further needs to be done to ensure the Board are properly informed about performance.

**18.136 The Board noted the current levels of performance.**

## **6 To Note**

### **6.1) Governance Update**

**18.137** JH explained that this was the latest legislative updates and use of the seal.

**18.138** MW gave a verbal update on new ways of working. He explained that as part of Homes England's aim to create a number of strategic partnerships, applications for Wave 2 are due to open later this month. Wave 2 is about affordable housing and with grant rates higher than are available under the more traditional funding sources within Homes England, and so is very much worth engaging in. Since the last meeting the Chair had approved Leeds Fed expressing an interest to the other Housing Associations involved in the JV in Leeds Fed being part of a joint Wave 2 bid.

**18.139 sensitive discussion**

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**18.141** There are some changes in regards to the FSO that JR drew the Boards attention to.

**18.142 The Board:**

- **approved the FSO changes**
- **noted the remainder of the report.**

### **6.2) Financial Performance for the period ending 31st August 2018**

**18.143** JR presented and advised there were a few things to mention. Overall, it is a good performance year to date.

**18.144 sensitive information**

**18.145 Board noted the financial results to 31st August 2018**

**6.3) Governance Review (Verbal update)**

**18.146** SH gave an update from the Governance and Remuneration meeting that was held earlier this evening. She confirmed that a three year review has been undertaken and this was done by an external consultant. This looked at key governance issues and also included observation of the Board. There have been 7 recommendations and of these, two needed further discussion and the report will come to Board in November. The report as a whole was very complimentary and Board can take reassurance from it.

**6.4) Stress testing and mitigation parameters for half year budget & business plan review**

**18.147** JR explained that this has already been to Audit Committee but it is important that the Board understand the type of scenarios to be tested and to give any thoughts on the assumptions and parameters the Association work with. He explained that the budget will be tested for a single shock effect and also the scenarios will be made more severe to see what it will take to break the business plan. MWa clarified that the auditors didn't feel that we were missing anything stress testing wise and that the stress testing will run with current mitigation plans.

**18.148** KB asked about capacity and how the Association will respond, in terms of how to manage change and how to respond in relation to this. She feels that we also need to be looking at how things will affect ground level day to day work. JR clarified that V21 is all about creating resilience and capacity. JR confirmed that a resilience plan already exists and agreed that they need to be linked together.

**18.149** JG suggested using 'playbook' approach which focusses on what happens with and without mitigations and build this into the stress testing. It was agreed this was a good strategy and will look at developing this and linking to the Board's 'Resilience Plan'

**18.150 The Board noted the report**

**6.5) Vision 21 Update**

**18.151** JR & SB presented the update. JR commented about engagement of staff and highlighted the section of the report which shows the staff involved and who is doing what throughout the programme. There is a high level of involvement with lots of

staff and he is confident that engagement is high and reassurance can be taken.

**18.152** SB highlighted the benefit realisations plan which is a critical element of VfM, the Association is building this up and evidencing the economies.

**18.153 sensitive information**

**18.154** CS asked about wider consultation with residents on the V21 programme? SB clarified that customer journey mapping is being carried out and discussions are under way about this including work with the challenger panel.

**18.155** KB commented that she is pleased to see that the programme is on track but feels a benefits realisation headline is really important and wants to see where this is headed, where it's going and what it delivers to the customers. She feels it's time that the Board started to see this. MW commented that this document is alive and all the benefits we want to generate are listed but it still needs to be quantified, more will be seen in the half year business plan. KB also thinks the softer side of things also needs to be demonstrated along with quantifiable side of things. The tangible and emotional side of things should be recognised also.

**18.156 Board noted the overall status and direction of the Vision 21 Programme**

**7) Board Minutes**

**7.1) 18.157 Minutes of the Board meeting held on the 25<sup>th</sup> July 2018 were approved as an accurate record**

**8) Matters Arising**

**8.1) 18.157 Matters Arising**  
All the actions have been followed up

**8.2) 18.158 Rolling Matters Arising 2018/19**  
Nothing to note

**9 Minutes For Information**

**9.1) 18.159 Draft Operations Committee 5<sup>th</sup> September 2018 were approved as an accurate record**

**9.2) 18.160 Draft Audit & Risk Committee 19<sup>th</sup> September 2018 were approved as an accurate record**

**9.3) 18.161 Draft Health and Safety Minutes 19<sup>th</sup> September 2018**

Included for information.

SW asked about item 3.2, incident in the car park, MW clarified that staff safety has been carefully considered and that the union is in agreement with the approach being taken. The incidents concerned haven't happened for a while and action will be taken if and when there is any reoccurrence.

**10 Risk Review of Board pack**

**18.162** It was confirmed that no risks need changing from any of these reports

**11 Any other business**

**18.163 sensitive information**

**18.164** SH raised that she saw a soft launch of My Account on the website and she thinks it's great, It looks good and is easy to use.

**12 Date of next meeting**

Board Meeting - Wednesday 28<sup>th</sup> November 2018 at 6.00 pm