

LEEDS FEDERATED HOUSING ASSOCIATION

MINUTES OF THE BOARD OF MANAGEMENT MEETING HELD ON TUESDAY 15th June 2021 at 4.00pm (via Zoom)

Present: Stuart Whyte (SW) Chair
Martin Warhurst (MWa)
Claire Stone (CS)
Kim Brear (KB)
Jaedon Green (JG)
Robin Machell (RM)
Innocent Moyo (IM)
Dedra Obeng Kwakye (DO)

In attendance:

Matthew Walker (MW) Chief Executive
Stephen Blundell (SB) Director of Operations
Jason Ridley (JR) Director of Finance and IT
Megan Henderson (MH) Head of Corporate Services
Kirsty Morgan (KM) Head of Finance
Lukas Bisek (LB) Head of IT
Kate Suggitt (KS) Executive Assistant (Minutes)
Steve Dungworth (Observer & Board member incumbent)

<p>1 Conflicts of Interest There were none declared</p>	
<p>2 Apologies Shaid Mahmood</p>	
<p>3 Risk Review of Board Pack 21.001 MW confirmed that this is in line with decisions made at the Board away day and that all the papers are within the risk appetite that was set by the Board. 21.002 Board noted the paper</p>	
<p>4 Items for Decision 4.1 Chairs Action – Affordable Homes Programme Bid 21.003 SB explained that there was a detailed discussion in regards to this at the Development Committee and that owing to the timing of the deadline, the bid was submitted under Chair's Action and he is now asking for ratification of this. 21.004 Board ratified:</p>	

<p>- The submission by Leeds Federated of a bid to Homes England (working as part of the Accent Strategic Partnership) for funding over the period 2021-2026.</p> <p>4.2 Equality & Diversity Policy 21.005 MH explained that the paper itself had been uploaded onto Connect and Board were happy with this process. The policy which at this time remains materially unchanged while a full review is undertaken is intended to give clarity on the Associations approach to Equality, Diversity and Inclusion under the Equality Act.</p> <p>21.006 Board approved the Equality and Diversity Policy and noted the ongoing review and discussions.</p> <p>4.3 Bribery, fraud / money laundering and Probity Policies 21.007 MH explained that Bribery, Fraud and Money Laundering, Whistleblowing and Probity policies are all interlinked and normally considered together. Due to an internal audit recommendation, the Board have already reviewed the Whistleblowing policy and so the remaining policies have come to this meeting for approval.</p> <p>21.008 JG raised a comment in regards to the risk of identity theft / take-over fraud, MH agreed with this and confirmed a sentence will be added to cover this.</p> <p>21.009 CS asked if training is carried out on this subject and if this is tracked. MH confirmed training was carried out but that she and KM are doing some more work into this area to confirm it is fully embedded.</p> <p>21.010 Board approved the:</p> <ul style="list-style-type: none"> - Bribery, Fraud and Money Laundering Policy - Probity Policy <p>4.4 Asset Management Update 21.011 SB explained that this is a very significant year as a new stock condition survey is due in 2021/22. SB also confirmed that Savills will produce a strategic report on the financial implications of the survey results which will be presented to the Board in November and will also feed into discussions at the January away-day. He confirmed that the Association has compliance with the RoSH Home Standard (Decent Homes Standard).</p> <p>21.012 JG would like to see an accumulated value of all the disposals for information.</p>	<p>MH</p>
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21.013 CS and KB raised an issue in regards to fuel poverty and how this will all link to the zero carbon agenda. It was agreed that all these things need to be considered as part of the strategy.

21.014 IM made a suggestion about engaging with the recently appointed Mayor of Leeds on this issue as it will be high in her agenda also. MW confirmed that this is being undertaken by the WYHP that Leeds Fed is a part of.

21.015 Board approved:

- **An increase in the 2021/22 cap on the disposal of properties from the list of 381 as these become void, from the 10 agreed on 30th March 2021 to a total of 25.**

21.016 Board ratified:

- **A further eight disposals undertaken in 2021/22, these being within the cap agreed on 30th March 2021.**

4.5 Development Policy

21.017 SV confirmed that the purpose of this item was for Board to approve the reviewed and updated Development Policy which has already been to LT and the Development committee.

21.018 Board approved the Development Policy 2021/26 (Version 5.0).

4.6 In House Contractor Benefits Review

(with presentation from Steve Preston, APS MD)

21.019 SB introduced this and gave the background to the development of APS. Board approved the creation of an in-house contractor based on a business case developed in consultation with an external specialist. APS was created as a unit within LFHA, initially to deliver three planned maintenance work streams.

21.020 There was an IHC sub group which has since been stepped down with the agreement that updates for APS will continue through the Ops Committee. SB confirmed the works programme has been delivered with some component savings, analysis of the costs shows a saving against budget in 20/21, although this is lower than the business case projection. Satisfaction also isn't where it was hoped it would be but SB also recognises the difficulties encountered by the pandemic.

21.021 JG highlighted that there are is a 6:1 ratio in regards to compliments to complaints which is fantastic. He also highlighted that longer term there is likely to be increased satisfaction due to the quality of the initial works.

21.022 CS also commented that APS will help to future proof the business and she is also happy to see the alignment with LFHA values which you wouldn't get from external contractors.

21.023 The Board:

- **noted the performance of Arthington Property Services in its first year of operations**
- **approved the continued development and expansion of Arthington Property Services through the addition of additional planned maintenance work streams via the Corporate Investment Group, where this can be shown to offer value for money**
- **noted that work has commenced to assess the business case for the in-sourcing of responsive repairs and void maintenance, and that this will be the subject of future Board discussion.**

4.7 Balanced Scorecard Update

21.024 SB explained that rent arrears targets are normally set following the year end results for the previous year. These targets were therefore marked as 'tbc' in the balanced scorecard section of the papers approved by Board in the March meeting. This paper now sets out these KPI's and targets for 2021/22.

21.025 JG highlighted that when the figures are put together you can't see the breakdown in them. It is not clear if it is a lot of people with small debts or a few people with large debts. He would like to structure the KPI's to make it more insightful. SB confirmed the individual KPI's do exist and accepted it would be useful for Board to see the breakdown

21.026 Board approved the adoption of the KPI definitions and targets detailed in Section 2, for inclusion in the strategic scorecard.

5 Performance

5.1 Performance update

21.027 SB explained that this paper summarises performance across the organisation for April 2021. Broadly speaking, it's a very positive position. There are 2 areas below target which are:

- Development which has 6 properties remaining unsold for more than five months, from a total of 18 available for sale
- Complaints Performance. This is below target and there were 8 cases out of 23 still overdue at the end of the month. This is partly due to the move to the new Origin2 system. He confirmed work is being done on this and he personally will resolve complaints if this isn't successful

21.028 Board noted current levels of performance and actions identified to address areas of underperformance.

5.2 2020-21 Financial Performance including year-end treasury review

21.029 KM introduced and explained this is the income and expenditure results for the period to 31st March 2021, reported against the revised budget. First tranche sales proceeds are £253k ahead of the revised budget and the net surplus for the Association is £5.4m, which is £3.5m ahead of budget

21.030 She confirmed that the Association is complying with all treasury covenants and are close to securing the new bLEND facility.

21.031 Board noted the financial results and treasury activities to 31st March 2021

6 To Note

6.1 Chief Executives Report

21.032 MW confirmed that changes to the format of the papers is due to LT deliberately trying to simplify papers and provide information in a more succinct manner. Feedback is very welcome in terms of how this is received.

21.033 MW confirmed that instead of making nominations to housing awards, it was decided to hold a staff party to thank staff for all the work other the last year or so. This was booked in for July but has been pushed back to September with the recent increases in Covid infections.

21.034 Board noted the report

6.2 Annual Assessment against Regulatory Standards and NHF Code of Governance 2020-21

21.035 MH confirmed that this has been undertaken on Clearview and that the Association is compliant apart from one exception.

21.036 Board noted we are compliant with the RSH's regulatory standards and NHF Code of Governance with the exception of one Board Member who was asked to remain in post to provide consistency of Leadership at Board during the Covid19 pandemic.

6.3 Board Effectiveness Questionnaire Survey 2021

21.037 MH thanked all Board members for completing the survey. The results indicated a 'strongly agree' or 'agree' but she highlighted 3 areas for Board to discuss and comment on.

21.038 In regards to “the customer voice”, SW suggested waiting for the first report to come back from the new customer engagement manager to see what information comes from that and which areas are still lacking. CS also suggested that a road mapping exercise might be useful to identify where we are already hearing the voice from.

21.039 JG highlighted that the customer voice needs to come to Board, currently Operations Committee get visibility but it needs to come to the Board too and maybe the CE manager needs to have some time to deliver information to the Board

21.040 SB confirmed he is meeting with Louise to discuss the draft paper later this week and will use this initial report to devise a plan from. He also acknowledged that the role of the customer is becoming increasingly important and should be at the heart of everything that we do.

21.041 In regards to external Board Development MW highlighted that he and KB had discussed this and suggested the idea of having an additional Board away weekend, in summer time. The potential for Board development session could be held in this additional time.

21.042 Board members discussed the results of the Board effectiveness survey and confirmed what actions or additions they would like in response to comments made.

21.043 Board members agree that the option of external Board development to support constructive challenge should be furthered at this time.

6.4 Origin 2 Demonstration

21.044 SB introduced and confirmed this was the major project of the digital world work stream within the Vision 21 programme. It was designed with input from customers and developed in-house with full testing being carried out by staff. He confirmed it now gives a 360 degree view which will allow LFHA to deliver better value for money and provide a solid base for future enhancements. Gail Morris gave the board a demonstration of the new system. The Board commented on how user friendly it is and how it will improve customer services due to increased efficiencies and speed of processes.

21.045 LB confirmed that there are more complex, intricate areas of the system which haven't been shown to them. There will also be a further two module updates to come.

7 Board Minutes

7.1 Minutes of the Board meeting held on the 30 March 2021

	21.046 These were approved as an accurate record	
8	Matters Arising	
8.1	Matters arising 21.047 These have all been actioned	
8.2	Matters arising rolling agenda 20/21 21.048 There were none to note	
9	Minutes for Information	
9.1	Draft Operations Committee 12 May 2020 21.048 These were noted	
9.2	Closed Session Minutes of Board on 31 March 2021 (circulated separately) 21.049 These were approved as an accurate record	
9.3	Draft LFPS Board meeting minutes 31 March 2021 21.050 These were noted	
9.4	Draft Development Committee minutes 12 May 2020 21.051 These were noted	
10	Any other business	
11	Date of next meeting – 20 July at 16:00 (Venue & time tbc)	