



**Agenda Item No B3.17/18**  
**Board Minutes**

Board Meeting – Wednesday 8 March 2017 at 1630, Nexus House, Newport

Present:

**Members:**

|                   |  |
|-------------------|--|
| Jane Mudd         | Chair  |
| Nicola Somerville | Vice Chair & Chair of Remuneration Committee |
| Chris England     | Chair of Audit & Risk Committee              |
| Cissie Beal       |  |
| Peter Gillon      |  |
| Suzanne Porretta  |  |
| Eddie Groves      |  |
| John Harry        |  |
| Jayne Rose        | Vice Chair of Audit & Risk Committee         |
| Sally Mlewa       |  |

**In Attendance:**

|                |  |
|----------------|--|
| Rob Lynbeck    | Executive Director of Operations (EDofOps)         |
| Tim Jackson    | Executive Director of Finance & Resource (EDofF&R) |
| Andrew Sheen   | Interim Head of Finance (IHdofF)                   |
| Rachel George  | Head of Development and Regeneration (HdofD&R)     |
| Chris John     | Business Improvement Manager (BIM)                 |
| Joanna Fairley | Governance Manager (GM)                            |
| Gill Sherman   | Governance Officer (Minute Clerk) (GO)             |

**Observers:**

|                 |   |
|-----------------|---|
| Mal Doyle       | Interim Head of Maintenance (IHdofM)      |
| Emma Pearson    | Health & Safety Business Partner (H&S BP) |
| Jonathan Conway | Resident Engagement Manager (REM)         |

**Board Academy Observers**

Janice Morgan  
John Hill  
Veronica Jolley  
Keith Wood  
Neil Upham  
Margaret Roberts  
Ceinwen Booth



- | <b>AGENDA ITEM</b>   | <b>ACTION</b> |
|--|---------------|
| <b>1. Welcome to Board Members and Observers</b>   |               |
| 1.1 The Board Chair opened the meeting at 16:37 and welcomed Board Members, Board Academy Observers and Officers.  |               |
| <b>2. B116.16/17 – Apologies</b>   |               |
| 2.1 Apologies were received and noted from Iain Logue, Cathy Bryant, Val Delahaye, and Ceri Doyle.   |               |
| <b>3. B117.16/17 – Declarations of Interest</b>  |               |
| 3.1 Declarations of interest were received from the Executive Director of Finance & Resource (EDoF&R), the Executive Director of Operations (EDoOps) declaring an interest in Agenda Item B133.16/17.  |               |
| <b>4. B118.16/17 – Minutes of the meeting held on 7 February 2017 and matters arising</b>  |               |
| 4.1 The minutes of the previous meeting were agreed as a true record and the Board Chair advised Members she had received, from a Board Member, comments on the minutes of the last meeting which she had noted and confirmed would be filed with the signed minutes.            |               |
| 4.2 The Board Chair referred Members to Matters Arising noting that all but three matters arising were complete and asked Members for comments. A Member asked in reference to B102.16/17 when setting dates for Board Workshops, Members be given as much notice as possible.   | GM/GO         |
| <b>Resolution: The Board approved the minutes of the 7 February 2017 meeting as a true record and that the comments received from a Member had been noted.</b>   |               |
| <b>5. B119.16/17 – Share Membership</b>  |               |
| 5.1 The Governance Manager (GM) asked Board to note the 1,507 current Share Members and that <b>NO</b> Share Membership applications had been received since the last Board meeting on 7 February 2017.  |               |
| <b>Resolution: The Board noted the current Share Membership and that NO Share Membership applications had been received since 7 February 2017 Board.</b>   |               |
| <b>6. B120.16/17 – Chair’s Report</b>  |               |
| 6.1 <b>PAC</b><br>The CEO and Chair had given evidence to the Committee on 13 February 2017. Members noted that the Committee continued to hear evidence from the sector and stakeholders and that recordings of the hearings could be accessed on the Senedd website. The Chair |               |



confirmed she would keep the Board updated on outcomes of the Inquiry.

- 6.2 The Board Chair thanked Jayne Rose (VC ARC), who represented NCH on Wednesday 28 February 2017 at the Youf Gang event in Shaftesbury and invited Jayne to update Members. The ARC VC gave a summary of the projects currently being undertaken and concluded that Members' involvement with the group and its activities would be welcomed.
- 6.3 The Board Chair asked the Board Vice Chair (BVC), who had attended the CHC Chair/Vice Chair Network and CHC Governance Conference on the following day (1 March 2017) to update the Board on the event. The BVC updated Members on workshops relating to risk, performance, regulator's role and co-regulation concluding that the workshop standard was very high and well communicated.
- 6.4 The Board Chair reported that the first four 1 to 1 meetings with Board Members took place on Friday 3 March 2017 and thanked Members for completing the self-assessment questionnaires. Members noted the next round of 1 to 1s were scheduled for Friday 17 March 2017 and those who had not yet completed their questionnaires were reminded to do so prior to their 1 to 1.
- 6.5 The Board Chair thanked Members for attending and supporting the two recent Board Workshops on Key Performance Indicators (KPIs) on 16 February 2017 and the Treasury Strategy and Policy on 28 February 2017. The Board Chair concluded that feedback from both workshops had been positive and thanked the officers for their presentations.
- 6.6 The Board Chair concluded her briefing by informing Members of a Regulation meeting arranged for 21 March 2017 with Carol Kay, Head of Regulation Strategy and Ian Hibble, Regulation Manager to discuss and explore potential improvements to the regulatory framework and understanding how the process could be enhanced for all stakeholders following evidence given by the Chair and CEO to the PAC, that the regulatory framework did not meet the needs of residents.

## 7. **B120.16/17 – Chief Executive's overview**

### 7.1 **Media and Reputation:**

The EDofOps confirmed he had met with the Argus Editor and reached an agreement for the Argus to undertake a series of features highlighting the major regeneration works the Association, as the regeneration vehicle for the city, was undertaking. Members noted the



first feature would be a double page spread on Pill, followed by Glen Court, Ringland and other projects.

7.2 The EDofOps continued that Members would be aware of a number of press stories recently published in the run up to local elections as housing was, understandably, a political and topical issue. The EDofOps assured Members that staff had been briefed by the Communications team on Purdah.

## 8. **B121.16/17 – Strategy & Policy Framework**

8.1 The Board Chair invited the Business Improvement Manager (BIM) to deliver the annual update to Members. The BIM reminded Members of approval given at the 8 March 2016 meeting, to undertake a policy rationalisation programme to reduce the current 94 policies held by the Association. The BIM continued that a newly formed Policy Review Group would manage the rationalisation of policies on completion of the Restructure and implementation of the new customer experience approach, which was anticipated would deliver a significant reduction in the number of policies at the next annual report.

8.2 The BIM reported that Senior Managers continued to maintain operational/technical policies which had seen no legislative changes requiring policy updates. Members noted that the Health & Safety Business Partner (H&S BP) was undertaking a full policy review and the new Corporate Health & Safety Policy would be submitted to Board for approval during 2017/18.

8.3 The BIM concluded that the Association's current policies were up to date and aligned to operating practices, and confirmed a separate review in respect of the Audit & Risk Committee (ARC) policy delegations would commence later in 2017. The BIM requested Members to note the current position.

8.4 A Board Member stated that it was useful to remember the position the Association started from in respect of policies and to note the significant achievement in, not only the reduction of policies, but ensuring they were fit for purpose. The Board Chair thanked the BIM for his report and asked Members to note the current position.

**Sally Mlewa arrived at 16:54.**

**Resolution: The Board noted the current position of the Strategy & Policy Framework.**



## 9. B122.16/17 – Corporate Plan 3

- 9.1 The BIM presented the report on Corporate Plan 3 (CP3) which had been reviewed at the 7 February 2017 Board. The BIM handed over to the ARC VC as Board lead.
- 9.2 The ARC VC thanked Members for their discussion and comments from the last meeting and presented the final draft for approval. She continued that three areas of CP3 had been revised:
- Resident Engagement – which now referenced the activity to re-energise resident challenge to enable it to play a full role in supporting service improvement.
  - Regeneration measures – revised to capture the delivery of programmes on time, cost and quality.
  - Regeneration measures – the narrative had been updated to reflect new development activities as an element within an effective asset management approach and aligned to other objectives including the regeneration of existing communities and the provision of homes to meet the needs of Newport.
- 9.3 The ARC VC concluded that she believed the CP3 was an effective plan which captured both the business as usual priorities as well as the Association's growth and efficiency objectives in line with 2020 Vision. The Board Chair thanked the BIM and ARC VC for their report and asked Members for comments and questions.
- 9.4 A Board Member asked how CP3 would be monitored and reported to Board. The BIM responded that CP3 would be monitored quarterly by the Leadership team and would form part of the Association's Performance Proforma quarterly. A Board Member queried in what form the Leadership team would review the CP3 and the BIM reported that quarterly performance data would provide an in-depth analysis in Quarter 3 which would inform CP4 and CP5 going forward.
- 9.5 The Board Member continued that whilst many of the measures were operational, there was a need to understand where additional assurance was required and questioned whether annual reporting against CP3 was sufficient. The BIM stated that proposals on reporting performance against the CP3 would come back to Board in May 2017 under the paper on KPI reporting. The Member requested an overview of performance against CP3 at Board either quarterly or twice yearly, staggering performance progress throughout the year rather than annually. The BIM confirmed that this would be presented to Board in more detail under the KPI report being presented in May. BIM



- 9.6 The BVC asked for clarification on Page 27 of the “deliver dynamic BIM performance monitoring”, the BIM responded this referred to the use of live data.
- 9.7 The Board Chair thanked the ARC VC and the BIM for their work and asked Members to approve the CP3 2017/18.

**Resolution: The Board approved the final draft Corporate Plan 3 – 2017/18**

**10. B123.16/17 – Any Other Non-Confidential Business**

- 10.1 A Member wished to congratulate the Communications team for their excellent work on Facebook in respect of the stories about the Association’s apprentices, during the Apprenticeship Week.
- 10.2 The Board Chair wished to congratulate David Roberts for reaching the final of the CHC Rising Star and expressed continued good luck from the Board in April 2017.
- 10.3 There being no any other business the Board Chair closed the meeting at 17:05 thanking the Board Academy Observers for their attendance and asking observers and guests to leave prior to the confidential element of the Board.

**Observers and Guests leave prior to Confidential Board**