



Agenda Item No Bxx.19/20 Board Minutes

Board Meeting – Thursday 23 May 2019, 17:30 Village Hotel, Cardiff

1700-1730 – Board reflection on CCHA lessons learned report – Motivation suite

Present:

Nicola Somerville	Board chair
Janice Morgan	RC chair
Alex Stephenson	Board vice chair
Kevin Ward	Board member
Helen Taylor	ARC vice chair
Guy Stenson	ARC chair
Christian Cadwallader	Board member
Sheila Davies	Co-optee
James Tarrant	Co-optee

In Attendance:

Ceri Doyle	Chief executive officer (CEO)
Rob Lynbeck	Executive director of operations (EDofOps)
Tim Jackson	Executive director of finance and resource (EDofF&R)
Stephanie Bradley	Deputy director of finance and resource (DDofF&R)
Sharon Wilkins	Deputy director homes and communities (DDH&C)
Sharon Morden	Business transformation programme manager (BTPM)
Rachel George	Head of development and regeneration (HdofD&R)
Simon Andrews	Deputy director of property and place (DDofP&P)
Chris John	Business improvement and performance manager (BI&PM)
Joanna Fairley	Head of governance and compliance (HdofG&C)
Gill Sherman	Senior governance officer (SGO) minute shadowing
Debbie Hancock	Governance officer (GO) – minute clerk

AGENDA

ACTION

1. Welcome to board members

- 1.1 The board chair opened the meeting at 17:39 by welcoming and thanking those members who were able to attend the earlier reflection session to consider the CCHA lessons learned report.
- 1.2 Members confirmed they were content with the approach for the standard agenda items to be taken by exception, assuming they had been read, rather than by discussion.
- 1.3 The chair went on to explain the importance of this meeting for both NCH and the board, who would be asked to make some of the most important decisions for the future of the association and its residents.



The chair referred members to the three key items on the agenda for discussion, the integrated performance report, refinancing and board member remuneration.

- 1.4 The chair concluded by notifying members that Cathy Bryant had resigned with immediate effect, congratulating Cathy on her promotion which had caused a conflict of interest and advising that Cathy would be joining members for dinner.

2. B01.19/20 – Apologies for absence

- 2.1 Apologies were received and noted from Jayne Rose.

3. B02.19/20– Declarations of interest

- 3.1 Members noted the two declarations of interest:
- B11.19/20 – Written procedure 8 May 2019 – benchmarked salary for noting – Ceri Doyle
 - Kevin Ward declared an interest as Newport Live vice chair.

Resolution: The board noted the two declarations of interest.

4. B03.19/20 Minutes of the meeting held on 19 March 2019

- 4.1 Members approved the minutes of the last meeting held on 19 March 2019 as a true and accurate record.

Resolution: The board approved and the chair signed the minutes of the last meeting held on 19 March 2019 as a true record.

5. B04.19/20 – Matters Arising

- 5.1 Members noted the one ongoing, and four completed, matters arising.

Resolution: The board noted the one ongoing and four complete matters arising

6. B05.19/20 Minutes of the Audit & Risk Committee (ARC) meeting held on 26 March 2019

- 6.1 The board noted the minutes of the ARC meeting held on 26 March 2019. A member queried the membership of the scrutiny partnership, the deputy director of housing and communities (DDofH&C) responded that SP members had been recruited just over a year ago following the launch of the new resident engagement strategy (RES) in 2018. SP members were recruited based upon the skills identified to effectively deliver the outcomes of the SP terms of reference and had sought to mirror the board recruitment process.



- 6.2 Some SP members have been actively engaged in previous resident engagement activities but the current ARC SP lead is a newly engaged resident recruited via this process. Further recruitment will take place shortly, using the same process to seek the right experience, skills and diverse demographics to strengthen the effectiveness of the SP.

Resolution: The board noted the minutes of the last ARC meeting held on 26 March 2019.

7. B06.19/20 – Chair & CEO Overview

- 7.1 The chair asked for any comments or questions on the overview and thanked Janice Morgan for volunteering to review and provide feedback on the 2019/20 self-evaluation, asking for any other volunteers to notify the governance team.
- 7.2 The chair highlighted the late addition to the overview of the sponsorship of the fan zone at Rodney Parade on Saturday 25 May 2019 in support of Newport County AFC playoff final.
- 7.3 The chair concluded with the outcome of the affordable housing review, which was an interesting read with a number of recommendations to be reviewed.

Resolution: The board noted the chair & CEO overview.

8. B07.19/20 – Quarter 4 integrated performance report

- 8.1 The business information and performance manager (BI&PM) referred members to the first new format report and requested members review and note the performance for quarter four, in addition to providing feedback on the proposed approach and style.
- 8.2 Members commented on the new report which was condensed, easy to understand, with all the information in one place and linked to strategic objectives and clearly defined milestones.
- 8.3 Members went on to discuss the content of the report, querying how we knew the same 10% of tenants responded to survey questions each time, the BI&PM advised that each tenant had a unique reference number against their address which provided the statistic.
- 8.3 The chair went on to highlight the increase in resident satisfaction but acknowledged there was still work to be done and commented on the increase in bad debt in relation to universal credit (UC). The DDofH&C advised that information on the 18 month impact of full UC would be

DDofH&C



presented through a strategic risk review at the June 2019 ARC meeting. In response to a query on comparison with other organisations, the DDofH&C commented that direct comparison with others was difficult due to the phased rollout of UC across the country. The report to ARC would be circulated to members once available.

8.4 The chair went on to comment on the turnaround time of voids which had increased from 48 to 54 days. The executive director of operations (EDofOps) stated that performance up until March 2019 had not improved due to the backlog of voids in the system. The backlog has now been cleared, and there are currently 48 routine voids in the system, with turnaround time reducing to 34 days in April. Members noted the significant shift in performance and went on to discuss staff and residents being made aware of the level of voids and scale of improvement, the CEO confirmed that staff were informed via regular internal communications, adding a mass communication with residents on void performance was not scheduled at this time, as this was an association rather than resident focused improvement. Consideration of relevant communications to residents will be considered as part of the next Bridge Brief.

BTPM

8.5 Members discussed their concerns regarding the under spend on the development programme due to key sites being lost, alongside an improved movement in rent collected, versus arrears. The deputy director of finance and resources (DDofF&R) advised that the reconciliation of current stock at 5.2 reflected the change to the association's income.

8.6 The board concluded there were good news stories emerging from the performance report, which should be recognised, in particular the dramatic decrease in the call response time and call abandonment rate, which had been sustained consistently. Members concluded that they looked forward to the next quarter report, noted the report, and asked that staff be thanked for their efforts in improving performance.

**DDofH&C
BTM**

Resolutions: The board reviewed, provided feedback and noted the integrated performance report at quarter 4 of 2018/19.

9. B08.19.20 – Review of Modern Slavery Act 2015 - statement

9.1 The CEO referred members to the report and requested they note there had been one known indirect reported incident of modern slavery and human trafficking for the period 2018/19. The CEO highlighted appendix 1, the Modern Slavery Statement 2019-20 which would be



published on the association’s website following signing by the board chair and CEO.

- 9.2 Members discussed the one indirect reported incident and commented **HdofHR** on the need for an additional statement which provided assurance “that the association trained staff to identify risks to residents and escalated accordingly”. The CEO confirmed that staff were trained and members went on to note the statement, subject to the wording being changed.

Resolutions: The board noted the one indirect reported incident of modern slavery for 2018/19 and the intention to publish the reviewed and signed Modern Slavery Statement for 2019-20, subject to a statement added which provided assurance “that the association trained staff to identify risks to residents and escalated accordingly”

10. B09.19/20 – Review of WG lessons learned report - CCHA

10.1 Members were asked to consider the ARC recommended lessons learned report and provide feedback following a board member reflection session prior to the board. The ARC chair and vice chair recognised the value of the reflection session which allowed the board to step back and consider a range of broad matters. Members concluded that the lesson to be learnt from CCHA, necessitated appropriate reflective time to ensure that the board remained supportive whilst not becoming complacent.

10.2 The ARC chair concluded that the reflection session could be utilised as required, noting it allowed the board to better understand the relationship between the ARC and the board.

Resolution: The board following self-reflection, noted the lessons learned from the CCHA report, and had no further comments to add.

11. B10.19/20 – Any other non-confidential business

11.1 There being no any other business, the chair closed the non-confidential meeting at 18.06

The chair closed the non-confidential meeting at 18.06