



**Agenda Item No B5-2.20/21
Non-Confidential Board Minutes**

24 March 2020 - Non-confidential board commenced at 18:02

Present:

Members:

Nicola Somerville	Board chair
Janice Morgan	Board member
Kevin Ward	Board member
James Tarrant	Board member
Guy Stenson	Board member
Christian Cadwallader	Board member
Chris Sutton	Board co-optee

In Attendance:

Ceri Doyle	Chief executive (CEO)
Rob Lynbeck	Executive director of operations (EDofOps)
Tim Jackson	Executive director of finance & resources (EDofF&R)
Matthew Davies	Executive director of development (EDofD)
Stephanie Bradley	Deputy director of finance & resources (DDofF&R)
Joanna Fairley	Head of governance and compliance (HdofG&C)
Chris John	Strategy and business intelligence manager (B&SIM) – for item B117.19/20 only
Gill Sherman	Governance & strategy team leader (G&STL)/minute clerk

AGENDA ITEM

ACTION

8. Welcome non-confidential board

8.1 The chair opened the non-confidential meeting at 18:02.

9. B117.19/20 – New strategic vision 2020+

9.1 The S&BIM joined the meeting at 18:02 and referred members to the covering report which set out resident and staff engagement that had informed the development of the draft strategy, and the plans in place for ongoing engagement. The S&BIM concluded, before taking questions, that the priorities were aligned with the association’s three principles of resident satisfaction, value for money and growth.

9.2 A member commented that the strategic vision for 2025 was informed by where we are now and asked to be mindful that this was a draft, and may alter, particularly in light of the current emergency.

9.3 The CEO responded that of the priorities, three were core business, providing quality homes, continuing to build new homes, and being as efficient as possible. The CEO continued the current situation had



enabled the association to focus on the provision of core services, which was being managed through a reduced number of colleagues. The CEO added that not all colleagues could be re-purposed in other areas of the association, although re-purposing some colleagues on a phone triage service for repairs had provided lots of insight, that may influence future service delivery models.

- 9.4 The CEO concluded that it was the social purpose element of the priorities that she believed would most change going forward. The current situation had required the association to focus on what essential services were provided, and there may be difficult decisions in respect of delivering core services with less colleagues in the future, although this may change.
- 9.5 The chair commented that the draft vision provided strategy strength, and foundation, leading to an agile and adaptive association to meet changing needs. The chair continued that the message from Welsh Government (WG), was to focus on two key areas across the whole of Wales: health and the economy. The chair continued that the manner in which the document had been written set the association up to deliver on those two key strategic priorities for Wales whilst also including other boarder activities.
- 9.6 A member asked whether the association had data on the 55+ group of residents with disabilities. The CEO responded that currently a full record of residents with special requirements was not held but work on the data integrity programme (DIP) had identified a need to enhance records. The CEO continued that currently, the association had identified 700 residents with special requirements, and individual contact had been made by leafleting to determine what support they require, and where feasible, updating the association's database.
- 9.7 The member felt it was important that this information was captured, not just for the current circumstances but for the future. The EDofOps confirmed that some information had been gained through previous resident engagement, and the database continued to be populated as information became available.
- 9.8 Members went on to discuss the timing of the draft vision, how they liked the ambition and the way it was presented, how it set the right tone for the association, was a good framework and a robust strategy for the future. Members also went on to agree the strategy content and direction was right.



- 9.9 The CEO suggested that re-purposing colleagues, who were currently unable to conduct their substantive role, into work on the delivery of the strategy and mapping current/existing end to end processes, could be undertaken to achieve a more thorough strategy review and revision exercise. S&BIM
- 9.10 The CEO commented that the planned work for the summer on communications, consultation and engagement with colleagues and stakeholders would go ahead but greater creativity was required in respect of resident engagement, particularly with those who were not digitally enabled, and the timetable for engagement may then slip as a consequence.
- 9.11 The board approved the draft strategic vision 2025.

Resolutions:

1. **The board approved the draft strategy vision 2025 priorities.**
 2. **The board noted the arrangements for engagement on the draft strategy with key stakeholders.**
- 10. B118.19/20 - Any other non-confidential business**
- 10.1 The EDofOps reminded members that they had received recent communications to colleagues which explained the new operating model under the current emergency and went on to give an overview of the current situation to provide members with further assurance that the association continued to deliver on essential services.
- 10.2 The EDofOps continued that the business recovery team (BRT) met every day and updated any developments on the business continuity plan (BCP), along with updating the incident log, which is a record of all decisions taken during this period. The EDofOps explained that the BCP was split into three categories:
- Green – minimising contact between colleagues – on Tuesday 17 March 2020
 - Amber – Restrict all but essential F2F contact – emergency repairs only – Thursday 19 March 2020 onwards
 - Red – Civil contingency plan begins.
- 10.3 The EDofOps assured members that all managers and trades colleagues had been briefed and the following command structure had been put in place for the wellbeing of colleagues and business continuity:



- 0900 roll call every working day - each team manager makes contact with every member of staff to determine how they and their family are.
 - 1000 roll call to assimilate information captured and at 1030 the BRT identify where a shift of resources is required across the association to continue providing core services.
- 10.4 The EDofOps continued that calls for @195 were being answered and the association was delivering on core handling, emergency repairs, compliance checks, cleaning of communal areas, limited rounds of estate service, and the pressure points around fly tipping, along with maintaining the work stream on health and wellbeing for individuals seeking support.
- 10.5 The EDofOps concluded that resources were focused on the six key workstreams and further planning was underway should the association move to red status.
- 10.6 The chair asked members for their comments, which were not open for debate but for points of clarification. A member commented that the BCP was strong in the delivery area, but wondered whether any changes to policy, eg supporting rent holidays, would be recommended to board for approval. The EDofOps responded that the association had taken a considered approach and would look at 'rent holidays', and how such proposals would impact on the association, and the range of additional support available to tenants on an individual basis.
- 10.7 The CEO commented that the concept of 'rent holidays' was already in place, with residents who are unable to pay their rent receiving up to five weeks' grace when transitioning onto Universal Credit (UC), assessed on an individual basis. The CEO also highlighted the current hardship fund, which could be increased and used following the five-week grace period.
- 10.8 The CEO also commented on recent legislation in respect of no evictions into homelessness during this crisis, as opposed to no evictions due to rent arrears. The CEO continued that close working with the Police would be required for any cases of ASB.
- 10.9 The CEO responded to a query on rent arrears stating that 75% of residents were already on housing benefit and UC. Those that become unemployed or are unable to trade will be eligible for UC, and will receive the ongoing support the association offers to those on this benefit. The chair thanked the EDofOps for the update, which provided assurance to the board and more vulnerable residents.



- 10.10 The CEO stated that the leadership team and the association had gone above and beyond, working long hours to ensure the new arrangements were successfully embedded across the association and sustainable for the next six months. The CEO concluded that planning to de-escalate would be required and was grateful to and proud of all colleagues for their fabulous response.
- 10.11 A member asked that thanks also be relayed to staff who communicated by letter to the 55+ group, keeping them updated. The chair asked that the board's thanks and appreciation be communicated to all staff. **Comms team**
- 10.12 There being no any other non-confidential business, the chair closed the non-confidential meeting at 18:31 thanking members.

Date of next meeting 19 May 2020