



## DUNEDIN CANMORE HOUSING LIMITED

### MEETING OF BOARD OF DIRECTORS

8 New Mart Road

At 17.30 on 24 March 2022

Present: Mary Mulligan (Chair), Mark Keane, Helen Howden, Bryan Pitbladdo, Jack Cadell, Jane Menzies, Anne McGovern, Jill Cronin and Alastair Murray.

In Attendance: Steven Henderson (Group Director of Finance), Hazel Young (Managing Director, Dunedin Canmore), Stephen Wright (Deputy Group Company Secretary), Alex Lamb (Head of Housing), Chris Cameron (Finance Manager), Emma Thomson (Head of Care (East)) and Morgan English (Assistant Company Secretary).

#### 1. Apologies of absence

Apologies for absence were received from Ruth Kynoch. The Chair declared that a quorum was present.

#### 2. Declarations of Interest

The Board noted the standing declarations of interest. No new declarations of interest were made.

#### 3. Minute of Meeting held on 10 February 2022 and Matters Arising

**Decided: The Board approved the minute of 10 February 2022.**

#### 4. East of Scotland partnership

The Board received a report on progress with the proposal to form a single East of Scotland organisation by way of receiving a stock transfer from West Lothian Housing Partnership. In considering the report the Board was informed about the consultation with our Customer Voices. Highlights from the consultation were:

- 98% said keeping rents affordable was important
- 97% said investment was important and would like to see this is upgrades to kitchens, bathrooms and widows
- 85% said new builds were important
- 80% supported the name change

The Board discussed in depth the themes arising from the consultation including the importance of maintaining a high standard of service. The Board also considered the proposed new name for consultation with tenants. During the discussion, Bryan Pitbladdo stated that he would prefer to retain the existing name.

## **Decided: The Board**

- 1) Noted the progress to date;**
- 2) Noted the outcomes of the tenant consultation in Dunedin Canmore;**
- 3) Approved, subject to positive feedback from tenants, that the new East of Scotland partnership should adopt the name Wheatley Homes East; and**
- 4) Noted that an update on progress and proposals for an East of Scotland strategy will be brought to the next meeting and strategy workshop.**

### **5. Care activity update**

The Board was provided with an update on (i) care activity within our housing stock and (ii) the management service that Wheatley Care will provide at our retirement housing complexes from June 2022.

The Board considered the update which detailed: the response to the pandemic; reconfiguration and redesign that would see houses in multiple occupancy and shared living services decommissioned with occupants offered new accommodation; Dunedin Harbour; partnership working; performance; and retirement housing. The Board welcomed the progress at Dunedin Harbour, such as the continued installation of fire compartmentation measures throughout the building. The Board also welcomed the proposed implementation of the LivingWell model that will be introduced to our retirement housing as Wheatley Care take provision from the management service from June 2022.

The Board noted the progress of decommissioning Logie Road Care Home and asked to be kept updated on this.

**Decided: Board noted the report.**

### **6. New operating model update**

The Board received an update on the progress of our new operating model and proposed next steps as we emerge from Covid restrictions.

The Board discussed the report and in particular were pleased with the progress of our Customer First Centre, with the grade of service rising to 88% of calls being answered within 30 seconds from week commencing the 14<sup>th</sup> February. It was also noted that the Customer First Centre has also seen improvements to calls being resolved at the first point of contact, which has allowed Housing Officer time to be freed up to spend more time in their communities.

The Board considered progress with our online services such as through the broadening digital engagement forums through community Facebook pages and the development of our 'Book it, track it, rate it' repairs app.

The Board also discussed the development of our new engagement structures and were encouraged by the recruitment of our Customer Voices and the increase in diversity of age ranges. This was largely achieved through promoting more digital engagement activities which likely helped us attract more customers in lower age bands than we have been able to previously.

**Decided: The Board noted the contents of the report.**

## **7. Home Safe Building Compliance update**

The Board considered a report which provided an update on our building compliance work streams following remobilisation post pandemic.

The Board welcomed the increase in compliance work as restrictions have lessened and the offer of our 'one and done' approach to minimise inconveniences to our customers whilst assuring safety of our homes. The Board also discussed the use of forced entry as a last resort to complete our compliance checks and noted in particular the performance for gas safety (100%) and smoke and heat detectors (100%):

**Decided: The Board noted the report and agreed the proposed approach to compliance related works.**

## **8. 2022/23 Budget**

The Board scrutinised the proposed 2022/23 budget which reflected the challenging economic climate. Key points from the budget included:

- The 2022/23 budget reports an operating surplus of £13,237k, and a statutory surplus of £6,748k, both £249k lower than financial projections, due to a proposed increase to insurance premiums
- Budgeted revenue repairs and maintenance expenditure of £4,639k is £639k lower than 2021/22 forecast as we anticipate spend to return closer to historic levels following a period of increased demand after the relaxation of covid-19 restrictions.
- Within investment expenditure, the budget reflects total capital investment of £36,792k across our existing properties, new build development programme and other capital expenditure

**Decided: The Board approved the draft 2022/23 budget.**

## **9. Energy costs: supporting our customers**

The Board received a report which outlined the early interventions and steps we are taking to support our customers with increasing energy costs.

The Board considered the proactive efforts made with customers through our Fuel Advice Team who offer advice and guidance to customers, making sure they are on the right tariffs and are accessing all funds available to them. The Board discussed the challenges our customers face due to rising energy costs and the support initiatives we are developing such as through the Wheatley Foundation and our Energy Crisis Fund.

The Board welcomed the measures and the work that had been done so far, and requested an update later in the year.

**Decided: The Board noted the measures we are taking to support customers facing hardship due to the energy crisis.**

#### **10. A New Deal for Tenants – draft Rented Sector Strategy consultation**

The Board considered a report which summarised the Scottish Government's draft strategy for the rented sector in Scotland. The Board considered the report and consultation, noting that this focussed on enhancing tenants' rights across all rented sectors, including social and private (PRS).

The Board welcomed the proposals to raise standards in the PRS however recognised that this may push some out of the market and put pressure on the social rented sector.

**Decided: The Board considered the draft proposals set out in the consultation.**

#### **11. Finance report**

The Board was provided with an overview of the management accounts for the period to 28 February 2022 including the latest forecast for 2021/22. The Board scrutinised the accounts which key points included the operating expenditure of £465k adverse to budget driven by higher repairs and maintenance costs which are £579k over budget due to a continued demand for reactive repairs. Additionally, net capital expenditure is £14,436k for the year to date, £346k higher than budget.

The Board was satisfied that the business model was secure and impact from repairs, grant funding and delayed rental income were all due to timing.

**Decided: The Board noted the finance report for the period to 28 February 2022 at Appendix 1.**

#### **12. Governance update**

The Board received an update on our strategic governance review which included the new Dunedin Canmore Terms of Reference; succession planning and broadening of Board diversity indicators as part of this; the proposal for the strategy workshop to include a risk workshop; and the new Board report template.

**Decided: The Board**

- 1) Provided feedback on and agreed to recommend to the Group Board the proposed Board Terms of Reference;**
- 2) Noted the Board diversity indicators to be factored into our 3 year succession plan;**
- 3) Noted the revised Board reporting template; and**
- 4) Agreed that we incorporate the risk review into our wider strategy workshop in May.**

**16. AOCB**

No other business.

**I certify that the above minute has been approved as a true and accurate reflection of the proceedings.**

**Signed:** \_\_\_\_\_  
**Chair**

## Actions

No	Action	Lead	Status / due
Item 6 (Nov 2021)	Review of partnership with Wheatley and tenant commitments	HY	Strategy workshop
Item 5 (March 2022)	Update on progress at Logie Road	LH	Ongoing
Item 9 (March 2022)	Update on energy costs measures	LH	2022/23