



**Cardiff Community Housing Association
Board Meeting Minutes**

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| Meeting Date | 3 rd November 2021 | |
| Meeting Time | 17:00 – 19:00 | |
| Meeting Venue | Virtually via Microsoft Teams | |
| Present | <p>Mike Owen Scott Rooks Michelle Wade Didi Ketter Amina Yusuf Vinita Nawathe Joga Singh Janet Beauchamp</p> <p>CCHA Staff Hayley Selway Brian Pickett Liz Evans Jonathan Jones Daniel Lewis Naveeda Morgan Vicki Miller Samantha Williams</p> | <p>Chair Board Member Board Member Board Member Board Member Board Member Board Member</p> <p>Chief Executive Deputy Chief Executive Corporate Director – People & Places Corporate Director – Assets and Property Head of Governance Head of Finance Head of Housing and Communities Senior Governance Officer (minutes)</p> |
| Agenda item ref. | Minutes of discussions held | Actions |
| B65.21/22 | Apologies for absence | |
| | Apologies for absence were received from Board Members, Emma Britton and Fadhili Maghiya. | |
| B66.21/22 | Declarations of interest | |
| | MO declared an interest that Keith Edwards who is supporting the service charge review, item B72.21/22, is a personal friend. | |
| B67.21/22 | Minutes of previous meeting | |
| | BP raised the previous discussions on the pension and confirmed that due to the decision made at Board, we no longer feel it is necessary to engage an independent firm to advise staff. | |
| | The minutes of the previous meeting were approved as an accurate record. | |
| B68.21/22 | Action Log | |
| | Action 168: HS noted the deferment of this action and the importance of getting it right. MO noted that it has been a difficult year given the pandemic, to look at our use of the community centres. He advised that he feels, we should allow some time for matters to settle and usage to increase before this is reviewed by Board. HS noted that as part of the review we will challenge ourselves as a community anchor organization whilst considering the costs to tenants. | |
| | The Board noted the action log. | |



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| B69.21/22 | Board Work Plan 21/22: 6 month progress update | |
| | <p>DL noted the report and confirmed that we are meeting the terms of reference and reserved matters. He highlighted items in red which will be fitted into a meeting later in the year or as a decision between meeting. MO queried the date of the next Board away day. DL confirmed that it is on 8th December. MO asked if this away day will be in person. HS advised that we hope to be able to hold an in person away day in the CMC@Loudoun dependent on restrictions. DL confirmed that we will plan ahead with a risk assessment and will ensure we have a plan B should more restrictions be brought in.</p> <p>The Board noted progress with the 2021/22 work plan.</p> | |
| B70.21/22 | CEO Coronavirus update | |
| | <p>HS noted the business continuity meetings continuing to take place, predominately after Welsh Government (WG) announcements. She noted that at the last meeting the team received a presentation of current trends which showed a continual increase in deaths and cases across the whole of UK. She confirmed however, that cases are decreasing in Cardiff and in Wales, although deaths here are still increasing. She noted changes to guidance on self-isolation which we have implemented and further expanded in relation to household positive cases to assure staff.</p> <p>REDACTED</p> | |
| B71.21/22 | Emerging Assurance Areas | |
| | <p>HS noted that we are keeping a watching brief on the cost of materials and the impact on our contractors. REDACTED</p> | |
| B72.21/22 | REDACTED | |
| | <p>REDACTED</p> <p>KB left the meeting at 17.42.</p> | |
| B73.21/22 | REDACTED | |
| | <p>REDACTED</p> | |
| B74.21/22 | REDACTED | |
| | <p>REDACTED</p> | |
| B75.21/22 | KPI Monitoring | |
| | <p>DL presented the report. He highlighted the 12-month trends and link into other reports that have come to Board over the past year. He noted that we are seeing a slight decrease in complaints which will be covered further on the agenda. He highlighted satisfaction and advised that we have netted off estates' satisfaction. He confirmed that satisfaction globally is 60pc but when we net off estate services it is at the highest it has been for some time. He noted our repairs service satisfaction which shows our internal M Team performing better than our external contractors. He confirmed that having estates feedback has allowed us to feedback to contractors and REDACTED. He noted that our net promoter score has dipped but we are</p> | |



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| | <p>aware of this is due to estate services; however, we are again performing well with our internal repairs team.</p> <p>DL noted the backlog of routine repairs which has decreased. He confirmed that this has impacted our performance, but it has not affected our emergency services. He noted that other associations are also continuing to work through a backlog of repairs also. He advised that we continue to monitor the potentially unprecedented time with the economy, loss of the Universal Credit top up and increasing inflation causing household pressures. He confirmed that we do not feel there is any material risk at present.</p> <p>REDACTED</p> <p>The Board approved the KPI Performance Report Q1 2021/22.</p> | |
| B76.21/22 | Risk and Assurance | |
| | <p>DL presented the report and noted its review by the Audit and Risk Committee (ARC). He highlighted that our biggest emerging risk in relation to pensions has been mitigated, subject to meeting timescales, due to the Board's decision at the October meeting. He noted the difficult economic environment and business continuity with contractors. He highlighted WG's flexibility with contractors and confirmed that we will keep this as a watching brief. He noted inflation and increasing costs for households and materials.</p> <p>REDACTED</p> <p>MW noted that ARC had a good deep dive into the risk register at the last meeting and spent a lot of time discussing the pension risk. She noted Board's decision on the pension. She highlighted discussions ARC had on supply chain pressures and increasing costs of materials and how this could impact development. She noted that the Committee also discussed how they get assurance on this. She highlighted the Covid-19 risk and the Committee's discussion on areas we need to continue to maintain.</p> <p>The Board approved the Risk and Assurance Report, September 2021.</p> | |
| B77.21/22 | Quarterly Financial Reporting | |
| | <p>NM presented the quarter two management accounts and confirmed that we had a surplus of £668K which is £380K more than was budgeted. She drew attention to the reasons for this as set out in the report. She outlined that the top reasons for the increase surplus are income being higher than budgeted, primarily due to our bad debt provision being lower than expected and rent for new development coming in sooner than expected.</p> <p>NM drew attention to the savings on employee expenditure which relates to a number of posts being unfilled and some delays in recruitment in some areas. She highlighted areas of large overspend for major works and consultant costs. She detailed the reasons for the overspend and advised that moving forward we will have a major works team to support these works and stop properties from being void for a long period of time. She advised that depreciation is slightly lower than budget and further outlined the</p> | |



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| | <p>reasons for this. She confirmed that some expenditure differences are due to timing or they will remain under budget. She noted potential interest rate increases and confirmed that the effect for us will be minimal due to the amount of fixed borrowing we have in place. She also noted the buffer in place for interest rate increases. She noted our Schooner Wharf development and confirmed that there are no further apartments to sell.</p> <p>The Board approved the Q2 2021/22 Management Accounts.</p> | |
| <p>B78.21/22</p> | <p>2021/22 Financial Forecast</p> | |
| | <p>NM presented the report and confirmed that a there will be a further update to come back in quarter three. She highlighted the review of budgets with budget holders across the business. She advised that overall we are expecting a budget improvement of £577K. She highlighted table one of the report and gave further details on the budget we do not anticipate fully utilising. She highlighted some of our unfilled vacancies budget which is in part being utilised in other budgets. She gave some examples. REDACTED NM noted that we have seen additional colleagues joining the defined benefit pension scheme however, we still anticipate making a saving on this budget.</p> <p>NM highlighted depreciation, advising that this is not cash, but there are some savings in comparison to budget. She noted the estates spend and confirmed that we are expecting an overspend of circa £126K. REDACTED. She iterated that estates services is a working progress. She noted that when the budgets were originally set there were many estimates, but we now have actual information with some assumptions built in which makes our projections more accurate. She confirmed that all covenants are compliant in quarter two and in our projections.</p> <p>NM took the Board through capital expenditure and the increases in expenditure that we have either made or are expecting. She highlighted that we are expecting an additional £340K spend for planned maintenance and a small increase for ICT costs. She noted other areas where we anticipate further spend. MW noted the additional surplus of £577K and asked if the capital overspend is incorporated into this. NM confirmed that the capital overspend is not included as the £577K surplus relates to our Income and Expenditure (I&E) account whereas the capital expenditure is on the Balance Sheet. She confirmed that the £577K surplus will not be additional cash in, but the additional £340K on capital expenditure will be cash spent. MW asked, given that the I&E is looking positive, if we can bring any spend forward. BP confirmed that we are pleased with the projections so far but are hesitant to bring any capital spend forward as we are still quite early in the year. He also noted that originally our surplus was due to be lower than last year, so this additional surplus will put us in a more robust position. MW noted the conservative approach and commented that she feels we have a responsibility to consider the amount of profit we retain and put back into the business to benefit tenants. She asked if there is more we can do to help our tenants, however, is supportive if we want to take a prudent approach with where we are in the cycle.</p> | |



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| | <p>JB noted the increase on spend for kitchens and doors and asked if we have the capacity and supplies to deliver this. JJ confirmed that the spend on doors, has either already been spent or is in progress. He advised that this spend used to be in I&E accounts and we are now capitalising this spend where needed. He drew attention to our contract with REDACTED and confirmed that we feel it will be too difficult to mobilise a planned contractor in three months to increase the amount of planned works. He noted that we need to get this right first time.</p> <p>VN noted agreement with taking a prudent approach and doing things right first time. She noted the uncertainty to date and potential uncertainty moving forward. She commented that if we are completing what we set out to do this year and are doing it efficiently this is a positive position to be in. She stated that she feels there is enough uncertainty therefore, having sufficient cash available to us is important. BP noted that we are a developing organisation and need to be mindful that lenders look at our profits when we go out for future debt funding.</p> <p>MO noted the additional capital expenditure and asked if this will have a positive effect on the business plan. JJ advised that most of this expenditure has come from responsive maintenance and major works. REDACTED</p> <p>The Board approved the quarter two 2021/22 financial forecast.</p> | |
| B79.21/22 | Board & Committee effectiveness: Six-month update report | |
| | <p>DL presented the update report and highlighted progress to date. He noted the additional items added and suggested training. He drew attention to the items suggested for discussion in the Boards reflection session later on the agenda.</p> <p>The Board noted the six-month update on the Board and Committee effectiveness action plan and approved the proposed training programme.</p> | |
| B80.21/22 | REDACTED | |
| | REDACTED | |
| B81.21/22 | Use of Seal | |
| | The Board noted the Use of Seal. | |
| B82.21/22 | ARC Chairs Report – 29.9.21 | |
| | <p>MW presented her report and noted the Board’s previous discussions on pensions and risk. She highlighted the report ARC received on external wall systems and fire prevention from the Property Team which they had requested. She confirmed that we wanted to ensure that we are not exposing tenants to risk in terms of cladding and other fire safety. She confirmed that it was a very good piece of work and asked all to get in touch if they have any questions.</p> <p>The Board noted the report.</p> | |
| B83.21/22 | DC Chairs Report – 8.10.21 | |
| | SR presented his report. He advised that Gareth Davies, Development Director, is reviewing the Development Strategy as it was agreed by Board | |



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| | <p>before his appointment. He confirmed that the Committee had a good discussion on the new development viability model and an update on all opportunities we are looking at, which is very encouraging. REDACTED</p> <p>The Board noted the report.</p> | |
| B84.21/22 | Review of meeting and reflections | |
| | <p>MO asked all for their feedback on the meeting. BP noted that it was positive to see no major issues being reported. JS commented that it was a good meeting and it was positive too see that there are not too many issues which is a good reflection that the Executive are doing their job well. He confirmed that as always, he feels there is opportunity to raise issues if there are any. AY confirmed that she feels comfortable raising issues and the hard work being undertaken shows within the reports. DK gave thanks to all for their hard work.</p> <p>HS noted the reports and that we continue to ensure that we are transparent where there are issues, and she hopes Members are assured that we have a plan in place to address them. She drew attention to issues we are aware of in relation to REDACTED, repairs and complaints.</p> | |
| B64.21/22 | Any other business | |
| | <p>It was noted that the following decisions between meetings that were approved prior to the meeting:</p> <p>DM13.21/22: REDACTED</p> <p>There was no other business.</p> <p>The meeting closed at 18.55.</p> | |
| Date of next meeting: 2nd February 2021, 5pm | | |

Signed:

Chair

Date: