



**PEAKS & PLAINS**  
Housing Trust

**Minutes of the Trust's Board Meeting held on 17 January 2017, 6.00pm at Ropewalks, Macclesfield**

<b>Present</b>	John Hudson	JH	Chairman
	Tom Agar	TA	Board Member
	Alison Light	AL	Board Member
	Kate Lindley	KL	Board Member
	Gordon Richardson	GR	Board Member
	Matthew Cunningham	MC	Board Member
	Paul Findlow	PF	Board member
	Tim Pinder	TP	Chief Executive
	Greg van Enk-Bones	GvEB	Director of Resources
	Pauline Gosling	PG	Governance Officer
	Nigel Bennett	NB	Assistant Director of Development (item 6 only)

**Apologies for Absence**

There were no apologies for absence.

**Declarations Of Interest**

PF declared a non pecuniary interest that he is a member of the Local Government Pension Fund committee

**1. Minutes of the Meeting Held 22 November 2016**

The minutes of the meeting held 22 November 2016 were reviewed.

**The Board Decided:**

**592)** That the minutes of the meeting held on 22 November 2016 be agreed as a true and accurate record and be signed off by the Chairman.

JH recapped on joint session held with the Challenge Group in December and requested that defining our customer service ethos and delivery be the subject of a future Board discussion meeting.

### 3. Rent Variation and Key Business Plan Assumptions

Board received a report giving an indication of the assumptions which will be used to build business plan to be brought for approval in March.

GvEB outlined the assumptions in the appendix to the report and invited questions from Board.

**594)** To approve the broad assumptions for the 2017/18 budgets and agree development assumptions for future years' business plan.

### 5. Performance Report

Board received the performance report to November which now includes a new snap shot front cover giving an overview of performance at a glance.

GvEB highlighted the main points in the report:  
Customer areas are showing a dip in satisfaction

Rent collection is bearing up well although the team are giving warnings of target not being met but not to a degree that should cause concern.

Empty property performance is still very strong.

Gas safety is still at 100%.

New homes starts are lagging due to delays in services for gas, water, electricity. The November forecast predicts being back in line this month.

Completions are on target and Net growth is predicted to be beyond the target by year end.

Unsold Shared Ownership - no risk presenting.

Customer section - delays in planned repairs had caused a dip in both planned and in responsive repairs satisfaction – we are predicting to be back to target by now.

Self sufficient customers is on target – following discussion at a previous meeting around setting a more challenging target, the team Involved suggest that a target of 99% can be reached by March 2018 . It is felt that it will be stretch to achieve half that progress 6 months early so a stretch target of 97% has been inserted for now for Board's approval.

Diversity of income is on target – the forecast for future years need updating to reflect the Wellbeing contract income. The next report will include some improved commentary to explain where the income is coming from.

In relation to repairs, TA commented that realistically the target could be down for Dec and questioned whether we should we be informing tenants. GvEB explained that customers affected had been contacted and that the satisfaction rate is forecast to improve.

JH summed up by stating that this is good evidence of a performance indicator doing exactly what it is meant to do and that when things are not going as they should the Board could be confident that management are acting to rectify poor performance. He was also encouraged by figures on sold shared ownership.

## **The Board Decided:**

596) To note the performance dashboard to November 2016.

## **7. Review of Corporate Risk and Risk Management Policy**

GvEB introduced the report which has 2 recommendations - reviewing the risk map and approving the risk management policy.

There is some more work to do assessing the new risks identified by the HCA in their latest Sector Risk Profile. GvEB stated that scoring based on a detailed assessment can be brought back to board in March but for now we have made a judgement, there are no urgent issues arising from the Sector Risk Profile.

The top risks shown in the appendix are new development and Inflation. New development in the HCAs terms includes managing a bigger programme, reliance on sales revenues, the risks of financing and delivering, understanding the sales market and having the appropriate skills to do what is different from rental market.

This would include the specific risk of contractor failure and this is also covered elsewhere in the risk register under counterparty risk where we would consider funders, insurers, pension providers and all kinds of contractors that carry a risk. GvEB stated that Board need to fully understand the potential circumstances in which they or the counter party has an option to vary or break a contract, which is why, for example with the escrow agreement and the community benefit society we take appropriate legal and financial advice.

The Risk Management Policy keeps the same basic structure as it underwent a complete rewrite only last year. The Golden Rules have been incorporated into the risk appetite statement and responsibilities have been reviewed.

JH asked, in relation to contractors becoming insolvent/reputational risk and financial consequences etc. – have we gone through a process of looking at whether these could reoccur and should it not be on the list.

GvEB confirmed that we have covered it in 2 areas. New development is allocated to NB who monitors what the HCA mean by development; it is also on operational risks register.

JH said he was sure its being dealt with operationally but given that we've been bitten twice we it is beholding of us to be clear that we are looking at how can we mitigate against this and also take into account joint ventures..

GvEB explained that in the 2 cases referred to we didn't lose out because we had mitigation in place. He went on to explain counter party risk and the HCA's expectations.

Discussion took place around the mitigation of financial and reputational risk.

JH summed up by stating that because it has happened we need to be seen to have an effective response to the consequences.

## **The Board Decided:**

- 598.i) To approve the strategic risk register / map.
- 598.ii) To approve the risk management policy.

9. **CEX Briefing on Cultural Change**

TP gave a presentation to bring Board up to date the work that has been taking place so far on culture change at the Trust alongside the work to relocate all staff onto the second floor.

The presentation expanded on the approach being used based on the Lencioni model included in his book “the five disfunctions of a team”

JH said he was hugely supportive of the work being undertaken and is sure it is going to help deliver our ambitions as a board. He informed Board that he attended a staff briefing recently which set the scene really well.

GR commented that he has been through similar process of opening up the office which has completely transformed way he and colleagues work and it has worked really well.

**The Board Decided:**

- 599) To note the update on work being carried out on culture change at the Trust.

10. **Any Other Business**

JH referred to the Board member reviews that took place earlier in year and the training and development needs that came out of them. One of the development needs that came out collectively was to gain more understanding around urban regeneration and placemaking. As a result of this we have engaged with Cheshire East’s new Executive Director of Place and have invited him to come along to our next development session on 21<sup>st</sup> February to have a broader discussion around that theme.

Board members were also informed of a free conference on urban regeneration being held in Liverpool on 22<sup>nd</sup> /23<sup>rd</sup> March and asked to let PG know if they would like to attend.

The meeting closed at 20:45

Signed.....

Date.....