

WESTMINSTER COMMUNITY HOMES LTD BOARD MINUTES

Tuesday 12th December 2023 at 9am

The House of St Barnabas, 1 Greek Street, Soho Square, London W1D 4NQ

Present -

James Green (JG) (Chair)
 Thomas Harding (TH) (Board Member)
 Olivia Harris (OH) (Board Member)
 Mark Davies (MD) (Chair designate)
 Victoria Elvidge (VE) (Board Member)
 Andy Whitley (AW) (Board Member)
 Gary Preston (GP) (Board Member)
 (All Board Members are nominated by Westminster City Council)

In Attendance-

Neil Tryner (NT) (Westminster Community Homes)
 Hannah Callender (HC) (Westminster Community Homes)
 Kim Wright (KW) (Westminster Community Homes)

Via Teams –

Daniel Hulme (DH) Westminster City Council
 Abbey Gough (AG) (Westminster City Council)

Apologies-

Boe Williams (BW) (Board Member)

No.	Item	Action
1.	<p>Introductions, Apologies and Declarations of Interest</p> <p><u>Introductions:</u> James Green (JG) WCC Director of Regeneration and Development Thomas Harding (TH) WCC Head of Responsible Economy Olivia Harris (OH) CEX of Dolphin Living Ltd Daniel Hulme (DH) Assistant Finance Manager to report finance items.</p> <p>No new declarations of interest were received.</p> <p><u>The Board welcomed new Board Members:</u> Mark Davies (MD) has spent 20 years in the housing sector as consultant and non-executive director.</p> <p>Victoria Elvidge (VE) is Magistrate and an ex-property lawyer, is on the Board of Lease.</p>	

	<p>Andy Whitley (AW) has accounting background. Now in corporate governance, supported housing for people with mental health issues.</p> <p>Gary Preston (GP) Dolphin Living Ltd.</p> <p><u>Apologies:</u> Boe Williams.</p>	
<p>2.</p>	<p>Minutes & Action List for Board Meeting on 20th September 2023</p>	
	<p>All actions are progressing well with a large proportion completed.</p> <p>Minutes of last meeting agreed.</p>	
<p>3.</p>	<p>Finance Update – P7 Financial Report</p>	
	<p>DH presented the finance Papers.</p> <p>Key points to highlight in the Monthly Management Accounts:</p> <ul style="list-style-type: none"> • Amortisation and depreciation are below the line deficit. • Introduced breakdown of notable variances. • Stock refresh currently showing as repairs overspend. • Discussion on service charge overspend to City Council, but that included our electricity costs which are higher than usual. <p>OH asked for clarification on Refresh costs and the timing of Capitalisation for specific property attributes. DH confirmed that the exercise will take place at year end.</p> <p><i>ACTION 1: DH to undertake capitalisation exercise on Refresh costs.</i></p> <p>It was agreed the Board have a separate discussion with DH and AG on WCH's approach to the reporting of management accounts. The purpose of the meeting would be for the Board to better understand finance reporting and outline requirements for WCH from WCC.</p> <p>a. Budget Assumptions DH set out the budget key assumptions.</p> <p>b. Cash flow Update Without the MOT Yard, WCH cashflow improves significantly. Cash balance as of 11 December is £4M.</p> <p>c. 30-Year Business Plan and Stress Testing WCH had identified that a 30-year business plan should be in place. DH introduced the paper and requested that the current Stress tests be reviewed by the Board and additional stress tests required and key</p>	<p>DH</p>

	<p>measures of success and hurdles for inclusion in the Business Plan. Board confirmed that we need to identify the key events which may lead to business failure as part of the risk review and that this would then inform future Stress Test modelling.</p> <p>ACTION 2: Revised Stress Tests to be undertaken following Board Away Day.</p> <p>GP would like to discuss some specific issues on the spreadsheet.</p> <p>ACTION 3: DH and GP to meet regarding specific queries in the model.</p> <p>The current service delivered by WCC to be reviewed and formalised in an SLA. The Board asked WCH to consider utilising external support.</p> <p>ACTION 4: Initial meeting between WCC and WCH to inform a future SLA</p>	<p>MD</p> <p>DH</p> <p>NT</p>
<p>4.</p>	<p>Chief Executive Update</p>	
	<p>1. Regeneration Areas Update NT outlined the current support from WCH to WCC on Church Street, Ebury and Corporate property schemes.</p> <p>2. Refresh NT gave update on refresh programme, aiming to ensure all homes meet DH standard, where applicable and not reliant in WCC to ensure all homes meet EPC C, all outstanding repairs are dealt with alongside issues of mould or damp.</p> <p>NT highlighted a small number of access issues are preventing works being undertaken and we are seeking enforcement action to gain access to inspect up to 40 homes.</p> <p>ACTION 7: HC to report progress on delivery of the programme at the next Board meeting and provide clarity on actual numbers of homes meeting DH and EPC C levels.</p> <p>3. Board Recruitment Update (Appendix A) NT updated the board that following the external recruitment process we have now received WCC approval. Awaiting feedback on elected member nomination from WCC.</p> <p>ACTION 8: NT to await updated position from WCC.</p>	<p>HC</p> <p>NT</p>

	<p>4. Shareholder Committee (Appendix B)</p> <p>NT introduced the report for information.</p> <p>5. Consumer Standards (Appendix C)</p> <p>NT introduced the assessment exercise undertaken to assess our current levels of compliance against the proposed new Consumer Standards expected to be introduced from April 2024. It was shared that we are able to evidence compliance in the majority of areas, but there is still work to be done to evidence full compliance. To support us we will engage Campbell Tickell to review our self-assessment. Will continue to work on compiling evidence and we will return to the Board for consideration and approval.</p> <p><i>ACTION 9: HC to report to the Board on further levels of compliance.</i></p> <p>6. Rent and Service Charge Increase 2024/25</p> <p>NTR outlined the proposal to set rent and service charge increases bases on Sept 2023 CPI plus 1% in line with the ret setting regime. Board approved a rent increase of 7.7%. Board approved full-service charge recovery.</p> <p><i>ACTION 10: HC to confirm WCC approach and to take the opportunity in the rent increase notification to inform tenants of the services they receive for their rent.</i></p> <p>7. Verbal Item</p> <p>NT gave a verbal update. Separate note to follow.</p> <p><i>ACTION 13: NT to provide note to Board re verbal item</i></p>	<p>HC</p> <p>HC</p> <p>NT</p>
<p>5.</p>	<p>Management Plan Progress</p>	
	<p>NT presented management plan which outlines progress of activity against the four agreed corporate priorities.</p> <p>As part of the Board Awayday in February the Board will consider the strategic priorities of the company to inform next year's management plan.</p> <p><i>ACTION 14: MD to incorporate a review of the current strategic priorities as part of the Strategy Development work in February.</i></p>	<p>MD</p>

<p>6.</p>	<p>Risk Register</p> <p>The revised Risk Register was presented, and inclusion of Sector Risk profile data and review of existing risk scores undertaken. Board discussion on the risk register led to a desire to ensure the Board are clear about the Strategic and Operational risks to WCH and this would be part of the Board Away Day in February.</p> <p>The outcome of which will lead to the adoption of a Risk Policy, Risk Tolerance Appetite and a revised Risk Register clarifying Inherent and Residual risks and Assurances and Controls of Risks.</p> <p>Olivia agreed to share a risk tolerance document to the Board. On the awayday in February we will review the strategic risks and set out an approach to risk mitigation and oversight.</p> <p><i>ACTION 15: Review Risk Register at Board away day in February</i></p>	<p>MD</p>
<p>7.</p>	<p>Governance Update</p> <p>c. Standing Orders</p> <p>Not approved as MD has comments to share after meeting.</p> <p><i>ACTION 16: MD to share comments on Standing Orders after the meeting.</i></p> <p>Group induction sessions with WCH team members were agreed and dates to be shared for January sessions with HC, DH and NT. A stock tour to be arranged for all Board members.</p> <p>Board strategy session confirmed for 21st February following the Board meeting.</p> <p>Finance SLA to be progressed with NT and MD in January.</p> <p><i>ACTION 17: Induction sessions for new Board members to be arranged.</i></p>	<p>MD</p> <p>KW</p>
<p>8.</p>	<p>Health and Safety Report Update</p>	
	<p>HC outlined that we are working with the H&S team to get more visibility of evidence of the compliance.</p> <p>The renewed SLA agreement will cover H&S compliance.</p>	

	<p>Board endorsed the current approach to request evidence of compliance against all servicing requirements.</p> <p>Board asked if there was something in place for properties to be checked after they have had a repair for mould and damp.</p> <p><i>ACTION 18: HC to follow up with Repairs re evidence of compliance.</i></p>	HC
9.	Key Performance Indicators P7 Update	
	<p>HC gave an overview of current KPI performance.</p> <p>Board members requested an update on the customer satisfaction data. HC confirmed that the deadline for this was 15th December.</p> <p><i>ACTION 19: HC to update KPI scorecard with revised data.</i></p>	HC
10.	Forward Meeting Plan	
	<p>Board approved the future meeting plan.</p> <p>Board members expressed their preference of holding future Board meetings on a Tuesday.</p> <p>WCH will make paper copies of Board papers available on the day of the meeting on request.</p>	KW
11.	AOB	
	<p>Board approved AW and GP as being existing employees of an RP.</p> <p>Board gave their thanks to James Green for his contributions to the Board over the past 6 years.</p>	
12.	Date of Next Meeting	
	<p>10am Wednesday 21st February 2024 Room 18.12, 18th Floor, Westminster City Hall</p>	

Minutes signed off:

WCH Chair

Date: