



**BOARD OF MANAGEMENT  
TUESDAY 7<sup>TH</sup> MAY 2019  
6.00-8.15pm  
BOARDROOM, STONEGATE WAY**

**Board members**

<b>Present:</b>	Kate Pearlman-Shaw (Chair)	KPS
	Jayne Wynick (Vice Chair)	JW
	Adam Baxter	AB
	Daniel Myers	DM
	Paula Kelly	PK
	Robert Sandler	RS
	Michelle Anderson-Dore	MA-D
	Mark Manning	MM

**Executive**

<b>Team (EMT) present:</b>	Mark Grandfield (CEO)	MG
	Craig Simons (Dir of Operations)	CS
	Harjinder Sandhu (Dir of Finance and Resources)	HS

**In**

<b>Attendance:</b>	Charlene Lyons (Charlene Lyons Consultancy)	CL
	Susan Portland (minutes)	SP

<b>Apologies:</b>	Lisa Baker	LB
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Agenda item	Minutes	Action
1.	<p><b><u>Welcome and apologies</u></b></p> <p>KPS welcomed everyone to tonight's meeting, and gave apologies from LB. KPS explained that tonight was likely to be quite a lengthy meeting.</p> <p>Firstly, KPS wished to announce that she will be stepping down as Chair at this year's AGM.</p>	

	KPS handed over to CL to discuss her Appraisal Report as the first item (within agenda item 5).	
2.	<b><u>Declaration of Interest</u></b> None declared.	
3.	<b><u>Minutes of the previous meeting – 18.3.19</u></b> RS <b>proposed</b> and MA-D <b>seconded</b> the previous minutes.	
4.	<b><u>Matters arising</u></b> All updates as listed within the comments section of the report. KPS informed that JW has expressed an interest in becoming Chair following KPS's departure after the AGM, and MM has expressed an interest in becoming Vice-Chair. This would be subject however to being voted for at the AGM. <b>KPS and JW will speak to everyone prior to the next Board meeting regarding Board structure. KPS asked that anyone interested in being nominated for Chair or Vice in the meantime to make themselves known.</b>  CS raised that both the Etz Chaim and BHH Synagogues know about our interest and are willing to work together if necessary. CS is liaising further with Simon Nabarro.	<b>KPS/JW</b>  <b>ALL</b>
5.	<b><u>Board Review/Appraisal Report</u></b> CL gave out a paper, within which she had placed all the key points arising out of the appraisal interviews, into various sub-categories. CL explained each of the points within each category and asked for comments. Various points were raised including the level of trust that tenants have in the organisation being not the same as it used to, and how can this be improved. A discussion followed on how the tenants feel they do not have a strong enough voice and the organisation needs to be more positive and more tenant focussed. The organisation should also think about how to communicate to tenants, using the right tone and empathy.  Various other comments were raised including the venue for Board meetings, how Board papers are distributed and who to, having a much clearer Board and sub-Board member succession plan, whether it would be worth having a specialist Board paper website such as docu-sign, and a more robust induction and training schedule.  <b>CL will send a full report to MG following this meeting.</b> KPS thanked CL and she subsequently left the meeting.	<b>CL</b>

6.	<p><b><u>Chair's report – confidential</u></b></p> <p>KPS gave an update.</p>	
7.	<p><b><u>Development Update</u></b></p> <p>MG explained that his report was for approval and contained a summary of recommendations as shown.</p> <p><u>Recommendation 1</u></p> <p>KPS asked whether Board agreed to note the findings of the public consultation. CS referred to a powerpoint presentation and talked through each of the slides, explaining each stage of the consultation process, who was consulted and when.</p> <p>Board noted that more design work is to be done about the external of the buildings and the number of parking spaces could be an issue.</p> <p>Board <b>noted</b> the findings of the public consultation.</p> <p><b>MM suggested making a note of the items that will definitely change following consultation.</b> This will ensure we give the tenants the message that 'you said, we did'.</p> <p><u>Recommendation 2</u></p> <p>MG spoke of the 3 recommendations outlined in his report. Board <b>agreed</b> to the first recommendation and to proceed with the project.</p> <p><u>Recommendation 3</u></p> <p>KPS referred to Appendix E and asked whether Board had any objections to anything contained within the table. Board <b>noted</b> the Project Risk Register.</p> <p><u>Recommendation 4</u></p> <p>DM explained this was discussed at last week's Finance Audit &amp; Risk meeting and the group had recommended the setting up a Development Company. Board <b>agreed</b> to set up the Development Company subject to suitable legal advice being received.</p> <p>KPS referred to the Development Task &amp; Finish Group minutes and asked whether Board had any issues or comments. No comments raised and Board <b>noted</b> the minutes.</p> <p>MG raised that he has found out via Leeds City Council that major alterations are planned for King Lane and referred to the 2 plans in Appendix B. This could affect our plans as the development is close to the boundary of King Lane. MG has a meeting tomorrow with Leeds City Council at which it will be decided whether the development plans can stay as is or will require to be altered. CS added that we do have the</p>	CS

	support of local Councillors. The outcome of this will be discussed at the next task and finish group. <b>JW asked that a date be set up for the next task and finish group.</b>	<b>MG</b>
8.	<p><b><u>Burton House Update</u></b></p> <p>KPS raised that there have been a string of complaints made resulting from the decision by the Board to increase management charges. KPS would like a discussion about how to progress with this given that the tenants are of the mindset that this was the wrong decision, and 4 of the 11 residents have refused to pay the increased charges. The paper presented has given all the history leading up to this point, with 4 possible options of how to proceed from here. KPS asked Board for ideas on which of the 4 options was the best way forwards. Board discussed the purpose of the decision had not been explained properly to the tenants. The rationale for the decision had been explained but not in a way that was logical for the tenants to agree with. KPS felt that we should pause and have a re-think about how to deal with this. MA-D suggested that we still go ahead with the original decision, but to possibly spread the increases out over a longer period. After further discussions with no final decisions made, <b>KPS asked that MA-D work with the Exec Team to re-word the message to shared owners and that consultation on potential options be held.</b></p>	<b>EMT/ MA-D</b>
9.	<p><b><u>Fundraising</u></b></p> <p>MG referred to the paper with the proposal to re-visit the possibility of raising funds via alternative means. Previously, the option to fundraise had been quashed so as not to cause conflict with the Welfare Board. However, it has recently come to light that people are still thinking that LJHA and the Welfare Board are a joint organisation and are leaving money to the Welfare Board thinking they are donating to us also. <b>KPS asked that MG's paper makes it more specific as to the who, how and why we are targeting, and to take out the comment about 'wealthy individuals'. KPS asked Board members to send any comments to MG who will bring this back to the July meeting.</b></p>	<b>ALL</b>
10.	<p><b><u>2018/19 Financial Outturn</u></b></p> <p>HS referred to his paper which is an overview of the finance performance of the Association for the year up to 31 March 2019. This has been taken to Finance Audit &amp; Risk and was noted by the committee so has been brought here for information. HS explained the appendices attached with his</p>	

	paper. <b>HS will discuss valuation models further with MM.</b>	<b>HS</b>
11.	<p><b><u>Stress Testing</u></b></p> <p>HS talked through a presentation which he explained had been agreed at Finance Audit &amp; Risk and here at tonight's Board for information and comment. HS has built up a strategic 30-year business plan model and has put together a number of scenarios in which to stress test the organisation's liquidity over time at each stage.</p> <p>Board felt reassured by this HS's presentation.</p>	
12.	<p><b><u>Minutes of the sub-Board meetings</u></b></p> <p><b>a) Operations sub-Board – 2.4.19</b> Nothing to note other than already documented within the minutes.</p> <p><b>b) Finance Audit &amp; Risk – 2.5.19</b> No meetings released as yet.</p>	
13.	<p><b><u>Any Other Business</u></b></p> <p>JW reminded that nothing has yet been finalised about how to recognise Board members or staff who have signed or have reached a significant milestone.</p> <p>Also, <b>JW wished to remind about Housing Shabbat this Saturday and the Harrogate Shabbat the following Saturday. JW asked that these be re-circulated.</b></p> <p>JW raised that the Smaller Housing Conference in London in November. <b>JW asked SP to circulate the information to everyone.</b></p>	<p><b>SP</b></p> <p><b>SP</b></p>
14.	<p><b><u>Date of next meeting</u></b></p> <p>15<sup>th</sup> July 2019</p>	