



**Minutes of the Management Committee Meeting
Held on Thursday 28 May 2020 at 3.30 pm
in Cadder Housing Association, Community Centre**

Present: L Brown, H McNab, L Thomson, E Doherty, C McGraw,
J Flynn, K Bowie, G O'Donnell

In Attendance: K Mollins (Director),
G. Casey (Finance & Corporate Services Management - FCSM),
J Kelly (Customer Services Team Leader – CSTL)
S McPhee (Corporate Services Officer – CSO)

1. Apologies

Apologies were received from the following members

- S MacKenzie

2. Declaration of Interest

The following Declaration of Interests were declared

- All Staff – Agenda Item 9b) – Business Impact of Coronavirus
- All Staff – Agenda Item 9e) – Confidential Item.

3. Meeting of the Management Committee held on 26th March 2020

a) Minutes

Minutes approved by H McNab and seconded G O'Donnell as a true and accurate record of the meeting.

b) Matters Arising

i) Action List

The Director advised on the following

Best Value Assessment – Trade Team

ARK Consultancy had commenced the best value review, where they had held meetings with the trade team, maintenance staff and management and had been provided with key documents. The best value report will be presented to the Management Committee in August 2020.

Community Centre Flooring

He has contact Jon Scordia, Architect, Cooper Cromar for an update on the dispute of the final account between Turner Townsend and Clark Contracts. He has also asked if the flooring can be progressed as the community centre is closed due to Covid 19.

Tresta Road Development

There had been no response from McTaggarts and his feeling they have moved on from the development following the end of the defect liability period. He also highlighted these works still had to be costed and there was no provision in the annual budget 2020-21. It was agreed this matter would-be put-on hold.

Rent Collection / Arrears

He had discussed the rent collection and arrears position with the Customer Services Manager. The shortfall in income relates to the ARC calculation where income is off-set by credits based on the technical guidance. The Director stated he is discussing monitoring arrangements with the Customer Services Manager.

4. Meeting of the Management Committee held on 19th March 2020

- a) Minutes approved by L Thomson and seconded J Flynn by as a true and accurate record of the meeting.
- b) Matters Arising

Amendment to the minute to add the apologies for E Doherty to the meeting.

5. Meeting of the Audit & Staffing Sub Committee held on 12th March 2020

- a) Minutes for information

6. Performance

a) Business Plan

The Director presented his report on the progress of the work programme to achieve the strategic aims in the business plan. He highlighted the following:

- There had been good progress in quarter 4 against the governance improvement plan, development of strategic documents e.g. corporate risk register, UC impact assessment and review of estate caretaking. Overall, it had been a productive year.
- Some slippages in the work programme:
 - Review of the Model Rules - A report was prepared for May's meeting
 - Procurement - Good progress with procurement of contracts i.e ICT, Legal Services and RSS. Back-up Contractors contract put on hold until the outcome of the TT Best Value Assessment.
 - Business Plan deferred to take account of IHG's Strategy Report - The Director highlighted the options either for a rewrite of the plan or to start afresh with a full review of the Business Plan commencing in October 2020 for 2021-24. The Chairperson advised the Committee Karen Anderson would present the Strategy Report to the Review of Business Sub-Committee on week beginning 8 June, thereafter it would be presented to the Management Committee in June 2020.

b) Risk Management

The Director presented the Corporate Risk Register 2019-20, which listed the key risks affecting the business and the controls to mitigate these. In addition, there were individual action plans for the highest scoring risks. He confirmed there had been good progress against the controls in welfare reform, viability of the community centre, tenant safety and legionella, governance and financial management arrangements

The Committee raised the following queries and questions with the Corporate Risk Register

- A member welcomed the good progress to attend to controls throughout the Register:
- Has there been any response from Land and Environmental Services in relation to the car parking in Cadder? The Director advised that no response has been received since they were contacted in November. The Director confirmed he had discussed

this with the Customer Services Manager and he will take this forward as an estate management issue.

c) Customer Services

The CSTL advised that the report for the quarter covers the Estate Caretaking Service and Trade Team only. The following areas were highlighted

- Good progress has been made on the installation of the smoke alarms; however, we are waiting on confirmation if an extension for the completion of installation of smoke alarms has been approved by the Scottish Government
- Secured a work placement through SCVO for 2 ½ days per week to help the estate caretakers
- Planned works have currently been put on hold due to the current situation with the coronavirus.
- All emergencies were completed on time with the exception of gas due to issues with Frews / Gas Sure.

Committee raised the following comments / queries:

- How has Frews being performing? The CSTL advised that when lockdown came into force Frews suspended gas servicing even though this was still a legal requirement. We were able to source another company to carry out the servicing until this was sorted out with Frews. The CSTL will discuss performance at the next contract liaison meeting with Frews.
- Would it be an option to train our in-house plumber to carry out the gas servicing? The Director advised that there several reasons this was not practicable i.e. volume of work to cover the salary, cover for out of hours gas repairs and health & safety
- There were 93 voids during the year, what were the reasons for not having the correct budget in place for these? The CSTL advised it was due to the unforeseen delay in handover of the properties in the new build development which then crossed over two financial years.
- The fire safety inspections have now been completed, what is the plan for using the information received? The CSTL advised that the work required to be carried out has been put into a plan of works, which were of a minor nature and these are being actioned.
- Were lofts inspected as part of safety inspections? The CSTL confirmed that they were checked and the Director reaffirmed this had previously been undertaken in-house.
- There is £20k of stock write-off during the year, has there been investigation into reasons? The CSTL outlined the reasons for the stock position i.e. lack of leadership due to management vacancies,

poor direction by temporary management staff – advising staff to undertake work without lines and the quality of the stock takes and range of materials in store. The CSTL confirmed she has addressed these issues with the trade team.

- How often are stock takes carried out? The CSTL advised that these are carried out on a quarterly basis. She also confirmed that the internal auditors were in attendance at the stock take carried out in March 2020.
- Are staff provided with Job lines for work? The CSTL advised that there was a period when there was a temporary TSO some jobs were done without job lines, but this no longer happens and no work is carried out without a job line.
- What has been put in place to stop this kind of thing happening again in the future? The CSTL advised that new practices have now been put in place which were prepared with the assistance of Dougie Gold.
- Concerns were raised previously about stock being unaccounted for. When was this first flagged as an issue financially? The FCSM advised that the maintenance manager at the time was tasked with carrying out an investigation which was during quarter 1 and with adjustments being put in place financially during quarter 2.
- Can staff give assurances that lessons have been learned? The CSTL confirmed new procedures were in place and improvements should be seen at the end of quarter 1 for the new year. It was agreed the stock take value and any variances would be incorporated into the Customer Services (Maintenance) quarterly reports
- Can the performance information for repairs going forward be split into trade team and external contractors? The CSTL confirmed this will be included in future reports.

d) ARC Performance – Quarter 4

The CSO presented the quarter 4 report for the ARC performance. The CSO highlighted that there were improvements in staff attendance, average time to complete non-emergency repairs and repairs completed right first time.

e) Complaints January to March 2020

The CSO presented the quarter 4 report for the complaints received by the Association advising that only 10 complaints were received for the quarter of which 80% were maintenance related and all complaints were responded to on time.

Committee noted the content of each Performance report presented

9. Governance / Wider Role

d) Annual Report on the Charter 2019-20

The CSO presented the annual report for the ARC return for 2019-20. The CSO highlighted that there were some areas that work needs to be done to improve performance.

Due to the current Coronavirus situation the return is due by 31st July 2020, however, the Association are in a position to submit the return as normal by 31st May 2020.

The Chairperson highlighted that in recent years there had been some amendments to the ARC post submission to the SHR and she sought assurances the ARC submission was in accordance with technical guidance. The CSO confirmed the ARC had been completed in accordance with technical guidance.

Committee approved the submission of the ARC 2019-20.

7. Customer Services

a) Policies

i) Aids & Adaptations

The CSTL presented the new Aids & Adaptations Policy which outlines the objectives and standards for delivery.

Committee raised the following comments / queries

- At what point are applicants refused? The CSTL advised that no application has been refused to date by the Association and any applications received have been pre-approved by the Occupational Therapist.
- Can we expand on 'TSO' to put full description? The CSTL advised that this will be updated throughout the policy to show 'Technical Services Officer'

Committee approved the new Aids & Adaptations Policy for implementation.

ii) Asbestos Policy

The CSTL presented the draft Asbestos Policy and it will ensure that the Association maintains a policy in line with current regulations and manages asbestos containing materials within current stock.

The CSTL advised Committee that the Management Plan for Asbestos has been removed from the policy as this is a live working document and this will be updated annually out with the review of the policy.

Committee approved the updated Asbestos Policy for implementation.

iii) Anti-Social Behaviour (Review)

The CSTL presented the Customer Services Manager's review of the Anti-Social Behaviour policy which has been updated to reflect relevant areas within the Housing (Scotland) Act 2014. The CSTL advised that procedures for dealing with each category of Anti-social behaviour have been prepared and issued to relevant staff and discussed and team meetings.

Committee raised the following comments / queries

- It was disappointing to see that no customer consultation was carried out during the review of the policy. The CSTL suggested that going forward the Association could look at setting up focus groups for individual issues. The Director advised that a report on Customer Engagement in the absence of a scrutiny panel is to be presented to the Management Committee.

Committee approved the reviewed Anti-Social Behaviour Policy for implementation.

J Kelly left the meeting

8. Finance & Corporate Services

a) Management Accounts to 31st March 2020

The FCSM presented the Management Accounts to 31st March 2020 and advised that there is an overall surplus of £470,129 compared to the budgeted figure of £212,384, cash reserves of £2.9 m which includes the compensation payment for late delivery of the new build properties and retention of funding for the flooring issues within the community centre.

Committee raised the following comments / queries

- There were 14 bathrooms completed out with the planned installations. Why was there no provision within the budget for all 14 bathrooms? There were a number of properties where tenants refused access and the Association had to wait until the properties became voids.
- Has the 14 bathrooms been deducted from the outstanding 40 bathrooms for no-access? The F&CSM advised that this should be the case, therefore on 26 properties remain without the new bathrooms.

The FCSM advised that the auditors, Wylie & Bisset are working towards completing the audit and final accounts for June Management Committee meeting. The FCSM also advised that the SHR has extended the return date for financial returns.

The 30 Year Plan submission date has been extended to 30th September 2020.

There has been a knock-on effect for the budget review which will be presented to Committee at the meeting in August 2020.

Committee noted the contents of the Management Accounts to 31st March 2020.

G Casey left the meeting

9. Governance /Wider Role

c) Model Rules

The Director presented his report on the Model Rules, which required to be updated to reflect the new Regulatory Framework published in February 2019. He advised the Committee the SFHA had undertaken the review as custodians of the Model Rules in conjunction with TC Young Solicitors and these had been agreed with the SHR, FCA and OSCR.

The Director outlined the following:

- Proposed changes in the Model Rules as listed in section 2.5
- Next Steps, which included consultation with shareholders, report to the Committee in August, convening a special general meeting and registration of the new Rules.
- Report and review process were checked with TC Young.

The Committee raised the following queries / comments

- Arrangements for the consultation. The Director confirmed the consultation will be issued to shareholders in week ending 5 June 2020.

The Committee were agreeable to the proposed changes to inform consultation with Shareholders.

S McPhee Left the meeting

d) Business Impact of Coronavirus

The Director presented his report on the business impact of the Covid 19 to:

- Provide Committee with progress on our work and activities to mitigate Covid-19
- Seek agreement for Covid 19 to be added to the Corporate Risk Register
- Extend furlough arrangements for staff in roles affected by Covid 19

The Director highlighted the following:

- Furlough Leave, where 14 staff had been furloughed and current vacancies in the association, where there was a saving of £65k to May 2020. He highlighted 2 staff had been brought out of furlough for key work.
- Service
 - Repairs Service through the trade team, ohe contractors and others had been excellent. The report shows details of completed repairs for emergency / non-emergency, also some issues with our gas contractor and sector issues with contractors.
 - Estate Caretaking where they had clear priorities to match their reduced resources. They had recommenced close cleaning fortnightly.
 - Income Maximisation, through arrears and void management. He clarified the arrears figure was £127k.
 - where there was reduced income off-set by technical arrears. He highlighted
- Annual Budget 2020-21 will be reviewed and presented to the Committee in August 2020 to reflect major changes associated with Covid 19. Key assumptions were listed in the report.
- The financial position has been affected, although still compliance with loan covenants.

- Other considerations i.e. notifiable events, governance arrangements and key areas affected by Covid 19 – community centre and major repair programme

The Director provided the Committee with the Regulator's dashboard of sector performance and highlighted the Association's favourable position in staff absence / furlough arrangements.

The Committee raised the following queries / comments

- Homeworking and management of working arrangements. The Director will in conjunction with the SST attend to the Committee's comments.
- Furlough and timescales and guidance to extend this arrangement – The Director advised that the proposed extension to July reflected the Government's extension of the Job Retention Scheme, whilst the uncertainty of the timescale to return to 'normal' working arrangements. This timescale could be extended or staff could be brought out of furlough with one week's notice.
- How staff were coping. The Director advised that staff working from home are keen to get back to the office and staff furloughed are keen to return to work. Through Gravitare we had undertaken a short survey of staff to hear their views on current arrangements and their thoughts challenges and preferences for working arrangements going forward.

The Management Committee discussed the recommendations in the report and decided on the following:

- Covid-19 to be added to the Corporate Risk Register with the controls as listed in section 5.1 of the report;
- To extend the period of furlough to 31 July 2020;
- To suspend kitchen installations in the planned major repairs programme to January 2021; and
- To close the community centre to January 2021.

The Chairperson asked the Director to prepare a report to the Management Committee in June 2020 on the implications of the suspension of kitchen installation programme to at least January 2021 and the possible date for re-opening the community centre in January 2021.

- e) Decisions by the Management Committee between March 2020 and May 2020

The Chairperson presented the draft minutes of Committee decisions as listed

- Allocation of Housing to a relevant person on 24 April
- Procurement of HR Tender on 27 April
- Staff Furlough Arrangements on 1 May

The Management Committee and members either Office Bearers or on the Audit & Staffing sub-Committee approved the minute. The Chairperson asked the Chairperson of the above to sign off the draft minute.

f) Confidential Item.

The Management Committee discussed confidential business.

10. A.O.C.B.

There was no other business

11. Date of Next Meeting

The date of the next meeting was noted as 25 June 2020 at 6pm.

