



**Minutes of the Management Committee Meeting
Held on Thursday, 27th February 2020 at 6.00 pm
in Cadder Housing Association, Community Centre**

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

In Attendance: K Mollins (Director),
G. Casey (Finance & Corporate Services Management - FCSM),
J. McShane (Customer Services Manager - CSM)
S. McPhee (Corporate Services Officer - CSO)

1. Apologies

Apologies were received from the following members

- E Doherty
- K Bowie
- V Davies

2. Declaration of Interest

The following Declaration of Interests were declared

- C McGraw declared an interest with Indigo House
- All Staff – Agenda Item 9h) – Confidential Item.

3. Meeting of the Management Committee held on 5th December 2020

a) Minutes

The minutes were approved by G O'Donnell and seconded by C McGraw as a true and accurate record of the meeting.

b) Matters Arising

There were no matters arising.

i) Action List

The Director provided the following updates on the Action List

- Page 10 – Performance – the Customer Services Team Leader is currently preparing a report on the Estate Caretaking service and this will be presented at the next Management Committee Meeting in March.
- Page 11 – The Induction for new committee member no longer required as member as tendered her resignation from the Committee.
- Page 11 – Community Centre Flooring – no further progress has been made regarding the flooring. The Director still pursuing.
- Page 13 – New Build Development Fencing – Still awaiting costs from McTaggart for the replacement of the fencing.

4. Minutes of Community Centre Sub-Committee meeting held on 12th December 2019 / 15th January 2020

a) Minutes

For information only.

5. Minutes of the Audit & Staffing Sub-Committee meeting held on 12th December 2019

a) Minutes

For information only.

Amendment to the Declaration of Interest to note C Graw declared an interest in Wylie & Bissett and TIAA,

6. Performance

a) Annual Return on the Charter – Quarter 3

The CSO presented the quarterly report to the 31st December 2019 and advised that there are some areas where improvements are needed including Rent Collected and Gross Rent Arrears. The CSO also highlighted that the percentage of offers refused continues to be an issue despite the efforts of the Housing Services staff to reduce the number of refusals against a property.

The CSO advised Committee that the next report to be presented will be the final one of the year and will include the annual submission for the Annual Return on the Charter in May 2020.

The Committee raised the following comments / queries

- Previously we had looked at setting up a show flat for potential new applicants, would it be useful to look at this again to try and alleviate the problem with the refusal of offers? The CSM advised that he could look at this again, however there would be the cost for setting this up and the lost rent for not having the property available in the letting pool.
- Are paint packages offered to new tenants? The CSM confirmed that they are made available to some new tenants but the Association are looking at making this available to all new tenants.
- Are applicants who refuse an offer removed from the housing list? The CSM advised that after three offers applicants are suspended and applicant reviewed.
- It would possibly be worthwhile looking at using social media when there are empty properties and showing these on e.g. Instagram so applicants can get an idea of what the properties look like.
- Is there a problem with anti-social behaviour within Cadder? The CSM advised that there are no major issues and that the Association has been complimented on by Police Scotland on how we deal with any cases.
- With regards to the complaint's information on the report, going forward it would be useful to include the figures for complaints upheld and not upheld. The CSO confirmed that this will be included in the report going forward.
- Can the Committee be provided with more information on the reasons for the low collection of rent through the year and also the gross rent arrears, so we have a clearer picture of the reasons. The CSM advised that he will be meeting with the CSO to look into these areas in more detail.

The Committee noted the content of the report.

7. Customer Services

a) Rent, Management Fee & Service Charge Increase 2020-21

The CSM presented the report on the outcome of the consultation on the proposed increases for 2020-21 and highlighted the following

- Change to RPI therefore the proposed rent increase figures change
- No change to the proposals for the increase for owners
- Poor response to the various avenues used for the consultation
- The CSM responded personally to each tenant and owner who did respond

The Committee raised the following comments / queries

- As there was a poor return on the consultation, would it be an option to include this within resident satisfaction survey? The CSM advised that this could be something that would be an option. The Director

confirmed that the next survey is required to be completed by February 2021 so it could be looked at to bring the survey forward to include the consultation.

- Can we look at setting the month we use RPI? The FCSM advised that this could be done.
- Could the close cleaning increase of 20% be split over two years rather than in one? The FCSM advised that we need to increase over one year to ensure that costs are being covered. The CSM advised Committee that staff have contacted other RSLs who provide this service and compared to others we are one of the lowest.
- Would it be possible to include in the next resident satisfaction survey if residents still want the close cleaning service? The Director advised that this could be an option.

The Committee approved the following annual increases for 2020-21

Area	Proposed Increase Levels
Annual Rent Increase	Increase by 3.2% (4.2% for new build units)
Annual Management Fee (Tenement Owners)	Increase by 2.3% (from £113.80 to £116.47 per annum)
Annual Management Fee (Cottage Owners)	Increase by 2.3% (from £21.32 to £21.81 per annum)
Annual Estate Management Fee (Tenement Owners)	Increase by 2.1% (from £144.70 to £147.69 per annum)
Annual Estate Management Fee (Cottage Owners)	Increase by 0.4% (from £75.72 to £76.04 per annum)
Close Cleaning (Annual Charge)	Increase by 20.1% (from £77.53 to £93.10 per annum)

8. Finance & Corporate Services

a) Management Accounts to 31st December 2019

The FCSM presented the quarterly accounts to the 31st December 2019 and highlighted the surplus of £402,686 compared to the budgeted amount and the Association maintains good cash reserves of £2.8m. the FCSM also highlighted there is an underspend in the Management Costs however there will be payments made before the end of the financial year for work carried

out by consultants. The Association also continues to comply with the covenants.

The Committee raised the following comments / queries

- Page 57 point 2.2.2 (i) last point can the wording be amended from committee to governance work.
- Page 58 – the overspend of the re-active repairs budget of £90k will this be a trend going forward? The FCSM advised Committee that this figure was high due to stock being written off and issues with the management of the stock.
- Were the issues with stock management being investigated by the previous maintenance manager?
- Has stock gone missing? The FCSM advised that job lines were not being completed properly and some were not being processed. There have also been some inaccuracies with reporting. The issue of line not been completed was reported in the first quarter. Also some of the issues were previously reported by TIAA in their audit report on materials.

The Director advised that the Customer Services Team leader is temporarily overseeing the maintenance team and will be carry out a stock take tomorrow prior to the main stock take being carried. Previously the staff in the trade team were advised to carry out works without job lines which caused issues.

Committee noted the content of the report.

b) **Annual Budget 2020-21**

The FCSM advised that since the original draft report and budget was prepared, additional information has been received in relation to additional costs of £130k. Incorporating the additional costs received the previous day would lead to a breach of the RBS loan covenant.

The FCSM advised that the Association requires to make savings of approximately £150K for the coming year to maintain the headroom of £100k on the RBS covenant. If the Associations wishes, however, it can still comply with the covenant terms with a lower headroom limit. For example, a minimum of £50k headroom, £100k savings will be required to be made.

There are some areas of the budget from the current year that will be carried forward to 2020-21 due to work not being carried out as planned and this is for the gutters cleaning, smoke alarms and window screens.

The Committee raised the following comments / queries

- Do you think that £50k headroom is a reasonable amount? The FCSM advised that the covenants could be complied with cost controls in place. It was also highlighted that the covenants vary between lenders.

- With the budget requiring to be re-done, it might be useful to have Paul McNeill of HRC attend with Committee and the FCSM to look at budgets. This would be a separate night. Committee agreed this would be a good idea and agreed for Thursday 19th March 2020 at 6pm.

S McPhee, J McShane, G Casey left the meeting.

The Director and Management Committee had private discussion regarding budget savings.

S McPhee, J McShane, G Casey returned to the meeting.

The Committee has requested that a budget achieving the headroom of £100k be looked at by the FCSM and also potential options that can be considered for a lower headroom for £50k be presented also at the next meeting on the 19th March 2020.

J McShane and G Casey left the meeting

9. Governance / Wider Role

- c) Governance Policies
 - i) Whistle Blowing
 - ii) Dignity at Work
 - iii) Unacceptable Behaviour Policy

The Director presented the draft policies and advised Committee that the changes include amendments to wording, legislation and how situations will be managed.

The Committee approved the policies for implementation.

- d) Loss of Earnings

Committee raised the issue of loss of earnings for members when attending essential committee events and asked for clarification on what payments should be made. Whether members should be paid for the time at the event only, paid for a full day if they are unable to get time off from work just for the event or half day payment.

The Director recognised that the members are voluntary and are therefore required to take time off work to attend Committee events.

It was agreed that prior to an event taking place, it would be agreed what loss of earnings payments will be made to members ahead of the event so Committee members are clear of what payments they will receive.

e) Report on Culture Review

The Committee attended to the Director's report on the Culture Review at their meeting on 20 February 2020.

f) Trade Team Best Value Assessment / Business Plan

The Director presented his report on the procurement of a consultant / company to undertake the best value assessment, which had been tendered on the Scottish Government's procurement website, Public Contracts Scotland.

The Director advised the recommendation was to appoint ARK Consultancy who were the only tenderer for the commission, although they had a high-quality score with relevant experience and a fee bid which was seen by the Director and Finance & Corporate Services Manager as competitive.

The Committee raised the following queries and questions in relation to the tender for the Trade Team best value / business plan.

- There was discussion on the timing of the reports. The Director advised that Ark Consultancy's tender submission indicated that both reports (best value / business plan) were to be provided on 18 May 2020. He will discuss this with Ark as there needs to be clear separation between the reports to enable the Committee to assess the best value report and make an informed decision on the business plan or otherwise. He will discuss this with Ark at their pre-start meeting.
- Would we be taking references on Ark Consultancy. The Director advised he would normally have taken references prior to the report to the Committee. He asked Committee to consider the appointment of Ark Consultancy subject to references.

The Committee approved the appointment of Ark Consultancy for the Trade Team Best Value / Business Plan commission subject to positive references.

g) Schedule of Meetings

Committee noted the updated schedule of meetings.

h) Confidential item

10. A.O.C.B.

a) Share Membership Applications

The CSO presented the report on four new members

O Okonofua

A Fox

P Bizigira

P Jakubczak

Committee approved the new members. The CSO will issue certificates to the members.

11. Date of Next Meeting

Management Committee

- **Thursday 28th May 2020 at 6.00 p.m.**

Sub-Committees

- Audit & Staffing Sub-Committee - Thursday, 11th June 2020 at 5.00 p.m.
- Cadder Community Centre Sub-Committee – Thursday 11th June 2020 at 6.30p.m.

Locations of meetings - Corporate Meeting Room, Cadder
Community Centre, 110 Tresta Road

[REDACTED]

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