



**Minutes of the Board meeting
held on Thursday 25th November 2021 at 6pm
in the Community Centre and via Zoom**

Committee Member	Attended	Apologies
Linda Brown (LB) (<i>Chair</i>)	x	
Gerry O'Donnell (GO'D)	x (Zoom)	
Jamila Flynn (JF)	x	
Kristina Bowie (KB)		x
Elizabeth Doherty (ED)		x
Claire McGraw (CM)	x	
Stewart MacKenzie (SM)	x	
Helen McNab (HM)	x	
Stephanie Harverson (SH)		x
Thomas Mellor (TM)		x
Maisie O'Brien (MO'B)	x	
Tope Falade (TF)	x	

In Attendance	
Pamela Milne (PM)	Chief Executive
Lesley Carnegie (LC)	Business Improvement Manager
David Edgar (DE)	Housing Manager
Charlie Wood (CW)	Asset Manager
Fettes McDonald (FMD)	FMD Financial Services
Stuart Eglinton (SE)	SE Training

Agenda Item	Description	Action By
1.	Outcome of Board Review process	
1.1	Board members met with Stuart Eglinton prior to the main Board meeting to complete this year's Board Review process. Staff then joined the meeting.	
2.	Welcome	
2.1	LB welcomed everyone to the meeting. Apologies were noted from KB, ED, SH and TM. There were no declarations of interest.	
3.	Approval of previous minutes	
3.1	Board approved the minutes of the meeting held on 26 th October 2021. These were proposed by HM and seconded by CM.	

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3.2	GO'D joined the meeting via Zoom at this point.	
4.	Action Tracker	
4.1	Board members asked about the project to create a new reception area in the Association's office. It was noted that this was not on the Action Tracker because it had never been discussed at a Board meeting. As this had now been raised, it would be added to the Tracker with updates then provided at future meetings.	PM
4.2	Board then approved the updates to the Action Tracker, including those actions now closed as complete.	
	GOVERNANCE	
5.	Quarter 2 Business Plan and Risk updates	
5.1	PM introduced this item, which provided an update on the Association's risk register and Business Plan action plan.	PM
5.2	Board members requested that where dates have slipped on the Business Plan action plan the original date be scored out in the Completion Date column, and the new date noted underneath. Board members also asked that wherever consultants were referred to these should be named for clarity.	
5.3	Board noted the risk in relation to stock held at the Balmore Unit and the plan to vacate this unit. CW advised that the repairs and void contractor had recently visited the unit, and the Association would be looking to have them purchase the stock where possible.	
5.4	GO'D left the meeting at this point.	
5.5	Board noted the contents of these reports.	
6.	Protocol for Dealing with Breaches of the Board Member Code of Conduct	
6.1	LC presented a revised Protocol for Dealing with Breaches of the Board Member Code of Conduct, which adopted the revised SFHA Model Protocol with no amendments proposed.	
6.2	Board approved adoption of the new Protocol for Dealing with Breaches of the Board Member Code of Conduct.	
	OPERATIONAL	
7.	Housing Management Quarter 2 Performance	
7.1	DE presented an update on housing management performance, highlighting key achievements and areas of concern.	

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7.2	It was noted that void performance remained outwith target. CW advised that the contractor had brought in a new Branch Manager to focus on administration and the back office, and that this had already resulted in a slight improvement over the last three weeks. The Association was also looking to appoint a back-up contractor for voids.	DE
7.3	Even with these actions it was noted that performance levels are likely to remain challenging as Quarter 3 would see a number of properties that have been sitting empty for some time being let and therefore included in the re-let time.	
7.4	It was noted that the targets for financial inclusion may be too high as these were carried forward from the previous year when there were two officers in post. As there was now only one officer the target would need to be revisited. This would be undertaken as part of the Business Planning work, with new KPIs and targets in place from 1 st April 2022.	
7.5	Board noted the report.	
8.	Repairs & Maintenance Quarter 2 Performance	
8.1	CW presented an update on repairs and maintenance performance, noting that during Quarter 1 work had been carried out by the in-house trade team, with this changing to an external contractor for Quarter 2.	
8.2	TF left the meeting at this point.	
8.3	It was noted that there had been teething problems with the new repairs contract but this was now being addressed by the new Branch Manager and through regular contract management meetings.	
8.4	CW advised that while cyclical and planned maintenance performance had been added to the report, very little progress had been made in these programmes in the year to date. It was noted that work would be starting in December and January to progress the various programmes listed. CW advised that health and safety compliance was also an important focus. Board acknowledged the difficult situation that CW had inherited and advised that support was available in the short term to help him progress the different areas needing attention.	
8.5	Board members noted that the targets in the report had been set for 2020/21 and had not been revisited for the current financial year. Despite this it was still useful to see the performance reports coming to Board again, so that progress could be monitored.	
8.6	Board members asked whether the 6-hour emergency repair target had been reduced to 4 hours in the new contract. CW confirmed that the contractual target was still set at 6 hours. Board noted that they may wish to consider renegotiating this in future, depending on performance levels achieved and comparisons to sector benchmarks.	

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8.7	Board noted that including satisfaction with repairs in the KPI report would give a more complete picture of the service. This would be added as part of the Business Planning work now underway.	CW
8.8	Board noted the report.	
9.	Complaints Quarter 2 Performance	
9.1	LC presented the report on complaints performance for Quarter 2. Complaints response times were positive, with 91% of complaints responded to on time in the year to date. The highest categories of complaints in Quarter 2 were estate management and reactive repairs. Action was already underway to address the areas of dissatisfaction, as set out in the Learning from Complaints section of the report.	CW
9.2	In relation to close cleaning complaints, CW advised that the new contractor for the deep clean of 45 closes previously approved by Board was now in place. Work was underway with a completion date of 3 rd December agreed. DE confirmed that lots of positive feedback had already been received from residents.	
9.3	Board noted that the challenge would be in ensuring the in-house team kept up this standard. CW advised that new cleaning products had been purchased for the team, and that inspections were being carried out regularly to ensure the standard was as required. KPIs would also soon be added to the repairs and maintenance performance report in relation to the Estates Team.	
9.4	Board requested that before and after photos of the closes be shared with them and publicised.	
9.5	Board proposed that the target for complaints responded to on time be changed to 100%. This would be undertaken as part of the Business Planning work.	
9.6	Board noted the report.	
10.	Property Leasing Policy	
10.1	DE introduced this item, noting that it followed on from the discussion at the previous Board meeting around leasing properties to Afghan refugees. A new Property Leasing Policy was now being presented for approval.	
10.2	It was proposed that a maximum of three properties be leased to the Refugee Team. These properties would be three apartment homes as they were more difficult to let. DE advised that there had been slight delays with the Home Office but families were now expected to arrive in January.	

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10.3	Board approved the Association's Property Leasing Policy.	DE
10.4	Board approved the Association leasing up to three properties to Glasgow City Council's Refugee Team.	
10.5	Board approved the proposed rent for leased properties.	
	CORPORATE	
11.	Management Accounts to 30th September 2021	
11.1	FMD presented the management accounts to the 30 th September, noting that there was a surplus of just over £360k. The detail of the main variances was included in the covering report.	FMD
11.2	Board members noted that the void loss budget was underspent, which seemed at odds with the KPI report showing poor re-let times. DE confirmed that this was a timing issue and that spend against this budget would increase in Quarters 3 and 4 as more long-term voids were let.	
11.3	Board members asked how much headroom was left before any covenants were breached. FMD confirmed that there was still ample headroom. FMD agreed to confirm the actual amount and report this back to Board.	
11.4	Board members noted that grant income was underspent. PM advised that there was some work to do to get behind these figures, to ensure that the right amounts had been claimed and that all grant requirements had been met. It was agreed that these reconciliations would be carried out and more information on grant spend and any refunds reported back to Board in the next management accounts paper.	FMD
11.5	Board approved the Management Accounts to 30 th September 2021.	
12.	Authorised Signatories & Credit Cards	
12.1	PM introduced this item, proposing changes to the Association's authorised signatories for its bank accounts and requesting that credit cards be put in place for senior managers. The paper also asked for approval of authorised signatories and inputters for the HARP system with Glasgow City Council (used when claiming grants for adaptations, buy backs etc).	
12.2	Board members asked if this was the first time the Association had corporate credit cards. PM advised that these had been in place before but for staff who had now left the organisation. The new cards would be restricted to the four senior managers.	
12.3	Board members asked if a credit card procedure was in place to control use of the cards. PM advised that a procedure was already in place and	

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	would be reviewed for the new cards. PM noted that the cards may also be mentioned in the Financial Regulations so these may also need to be updated. Any revised documents would be brought back to Board by the end of March 2022.	PM/LC
12.4	Board approved the changes to the authorised signatories and delegated authority to PM to sign and submit the relevant forms.	PM
13.	Complaints Policy and SPSO updates	
13.1	LC introduced this item explaining that the Complaints Policy was being updated to incorporate changes from the Scottish Public Services Ombudsman. These changes had already come into effect so revised procedures had already been rolled out with full training provided for staff in October.	
13.2	Board approved the updated Complaints Policy.	
	ANY OTHER BUSINESS / FOR INFORMATION ONLY	
14.	Christmas office closure	
14.1	PM advised that the Association normally closes over Christmas and this was being proposed again this year. Board agreed the office closure.	
15.	Date of next meeting	
15.1	It was noted that the next Board meeting would be 20 th January 2022. A Business Planning Away Day was also scheduled for 3 rd December 2021.	
15.2	It was also noted that the Audit & HR Committee originally scheduled for December would not go ahead. The upcoming audit on Major Repairs had been delayed due to the timing not being aligned with the stock condition survey work. The Audit Programme would be revisited and another audit scheduled instead. The Committee meeting would therefore be likely to take place in January or February.	
15.3	Board members were advised that equalities training would take place in the evening of Tuesday 25 th January and an invite would be sent soon.	