Minutes of the Board meeting
held on 30th January 2025 at 6pm
in the Cadder Community Hub

Prepared on 04th February 2025

Board Member	Attended	In Person or Online	Apologies
Kristina Bowie (KB) - Chair	x	In person	
Jamila Flynn (JF)	x	In person	
Robert Wright (RW)		In person	x
Stephanie Harverson (SH)	x	In person	
Mark Fisher (MF)	x	Online	
Ross Kirkwood (RK)	x	Online	
Kenny Wiggins (KW)	x	In person	
Julie Smillie (JS)	x	Online	
Gordon Anderson (GA)	x	In person	
Joyce Orr (JO)	x	In person	

In Attendance	
Pamela Milne (PM)	Chief Executive Officer
Charlie Wood (CW)	Head of Asset Management
Thomas McIlvaney (TM)	Head of Housing
Lauren McClure (LM)	Governance and Corporate Services Officer (Minutes)
Douglas Westwater (DW)	Community Enterprise

Agenda Item	Description	Action By	Target
1.	**Apologies**		
	Apologies received from R. Wright.		
2.	**Chairs Welcome - Meeting Format**		
	Chair welcomed everyone to the meeting, both online and in person.		
3.	**Declaration of Interests**		

Agenda Item	Description	Action By	Target
	No declaration of interests.		
4.	**Minutes for Previous Meetings**		
4.1	Minutes of the Previous Board Meeting held on 28th November 2024. PM highlighted comments made on Decision Time and advised that amendments have been made. PM confirmed that going forward, meeting minutes will outline if Board members attend in person or online via Microsoft Teams. PM advised change of incorrect date on the minute. PM raised discussion around the use of exact target dates in meeting minutes. Board agree to start using more specific 'week ending' target dates going forward. Chair encouraged Board to move discussion along and revisit previous meeting minute approval later in the agenda. JF sought clarification who can view replies to comments made on Decision Time. JO confirmed that issue of not been able to see CW replies to their comments has been rectified. PM opened discussion on volume of comments made on Decision Time. JO outlined that they will continue to leave comments and questions where appropriate in order to be an effective Board member. JS highlighted difficulty following the meeting online due to poor sound quality. KW suggested Association purchase a spider speaker to avoid this issue in the future. PM agreed they are happy to look into this.	LM PM	30/01/25 27/02/25
4.1.1	Approval & Signing Chair suggests Board revisit minutes for approval and signing later in the meeting.		
4.1.2	Matters Arising This item will be taken later in the meeting.		
5.	**Action Tracker**		
	PM welcomed comments from Board on the Action Tracker and advised that several items will be complete following this meeting.		

Agenda Item	Description	Action By	Target
	JO highlighted comments they made on Decision Time with regards to target dates. GA Arrived 18:12 KB opened discussion around current university student on placement at Cadder HA. PM explained to Board that a meeting took place with Glasgow University to discuss this placement, which began in December 2024. PM explained that Cadder HA do not have the resources to meet the university's expectations of taking the student to community engagement meetings and other group meetings. PM highlighted the time and effort being put in by themselves and the Senior Housing Officer and feels they aren't receiving enough back in return to make the process valuable for the Association. KW asked what kind of degree the student is doing. PM confirmed it is a post graduate degree. MF left meeting at 18:24 and returned 18:25. KW asked what course the student is doing, PM confirmed it is Community Development. [redacted] KW suggested ending the placement at this stage however still being open to future placements [redacted] RK suggested that the Association cannot keep focusing resources on this with little benefit. JF suggests that students on this course may typically be going into centres which are in a different position to Cadder's Community Hub and would be better suited. **Board approved Action Tracker and ending the placement.**		
6.	**Finance Reports**		
6.1	Community Hub Business Plan		

Agenda Item	Description	Action By	Target
	MF left meeting at 18:30. JS asked Board if there has been an option to bring in an external resource to do a specialist Option Appraisal to go alongside the Business Plan? This could include a community consultation to find out what local people want, speak with stakeholders and funders regarding possible funding. JS suggested this could relieve Association staff of some duties they have taken on with regards to the Community Hub. PM confirmed that a Feasibility Study took place in August 2023, conducted by [redacted] who then produced a Business Plan. JS highlighted that this was subsequently rejected by SHR due to their concerns. PM acknowledges point made by JS that a similar study could be undertaken again if Board agree. JS suggested they believe this would be valuable given the uncertainty surrounding the future of the Community Hub. PM agreed and discussed the financial viability of the centre, in particular associated staff costs. PM advised Board that they are working with Community Links on a Lottery funding application. MF returned to meeting at 18:33. JS highlighted ideal scenario where an external organisation is a tenant in the Hub and they become responsible for day-to-day running of the Hub and their own funding. PM explained that they have spoken with lawyers regarding the creation of a subsidiary company for the Community Hub however they felt this wasn't required at the time. PM repeated that they are happy to look into this type of study again should Board wish and agreed it would be good business practice to review again. KB discussed the previous set up of staff hired by the Association. JS highlights that they were not looking at this as an option but a set up where this is external. MF left meeting at 18:38.		

Agenda Item	Description	Action By	Target
	SH explained the Association were close to a similar agreement previously however the external organisation pulled out after extensive work had been carried out. PM to contact JS to discuss the similar work they are involved in. **Board approve Community Hub Business Plan and agree to carry out a new feasibility study.** JS highlighted that they were looking for staff recommendations on what they'd like to happen as they are currently involved day-to day however Board currently doesn't have sight of this. MF returned at 18:40 JS reminded Board that the costs associated with the Community Hub is tenant's money so have to be able to demonstrate value for money. JS asked if Association is aware of the number of tenants currently using the Hub. PM explained efforts by Cadder HA and Kindness to encourage Cadder residents to attend various events/services at the Hub however very low uptake. MF left meeting at 18:45. JS asked for SMT to discuss the direction for the Community Hub and bring this to Board for approval. RK highlighted that there is no quick resolution and that have to consider the non-monetary value and the value to the community. KW asked for overview of timeline for applying for the Lottery funding. PM explained timeline and process for applying for Lottery funding, which includes a visit and application form, and if successful would result in staffing resources and hopes to meet with them by March 2025 and submit the application after around April/May. GA suggested that SHR are expecting to receive the Business Plan and it should still be sent to them to demonstrate the plan going forward and suggested the assumptions are tested. KW agreed Board should submit the Business Plan to SHR and bring someone in to revalidate the assumptions on an ongoing basis and move forward with the Lottery funding application.	PM SMT PM	27/02/25 24/04/25 27/03/25

Agenda Item	Description	Action By	Target
	Board discussed importance of continuous review of the Business Plan. DW joined meeting at 18:49 JO asked for review period to be included in the Community Hub Business Plan. GA highlighted the importance of governance overview of the Hub Business Plan. JO asked for review periods to be amended to change 6-month reviews to quarterly and every 2 years to annually. **Board agree to review in March 2025 and PM to provide timeline of funding application and progress on organising external validation.** **PM to send Community Hub Business Plan to SHR.** DW left meeting at 18:52.	PM PM PM	07/02/25 27/03/25 07/02/25
6.2	Proposed Increase for Rent, Management Fee and Service Charge TM introduced report on proposed increase for Rent, Management Fee and Service charge for 2025-2026 and outlined the proposed increase of 3.2% for Rent and Factoring charges. TM highlighted the low response rate to both the rent and factoring surveys and highlighted that steps will be taken with the hope to increase participation next year. TM explained that most responses to the consultation were negative and highlighted the cost of living as a theme that ran throughout responses. TM confirmed the Housing Management team will contact all individuals who left a comment on the consultation. JF suggested that the timing of the consultation may have negatively impacted response rates as it was during the Christmas period. GA explained that the timing of the consultation is standard across most associations.		

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	KB outlined that some associations explain to residents exactly what their proposed increase would mean for residents, for example a certain number of new kitchens and bathrooms. JO highlighted that many RSLs never gave residents options for the proposed increase and only consulted on one figure. JO outlined that other associations used different approaches, such as phoning customers, to gather feedback. KW asked CW what they are seeing in terms of costs increasing. CW explained that from what they have seen, costs are continuing to rise as they have done for last few years. CW highlighted that budget assumptions of just under a 4% rise in costs. JO suggested that from an outside perspective, it doesn't look good to agree to an increase that got such negative feedback however as a business the Association requires the increase. JF opened discussion around some of the negative comments made which related to services provided by Glasgow City Council for example rather than the Association. KW discussed new laws around pavement parking in Glasgow which the Association should be aware of going forward. JO highlighted the lack of parking in relation to size of the Community Hub as a barrier. **Board agreed Proposed Increase for Rent, Management Fee and Service Charge.** JF highlighted potential barriers faced by residents meaning they are unable to complete the consultation in the written format it was issued, for example sight issues or English not as a first language. RK asked if RW submitted any comments along with their apologies. PM confirmed RW had not submitted any comments.		
7.	**Governance & Compliance Reports**		
7.1	Business Plan 2025-28		

Agenda Item	Description	Action By	Target

	PM introduced report on the Business Plan 2025 – 2028. Following a successful Business Planning Day and the Strategic Objectives being approved at November's Board meeting.
	
	PM outlined discussion around the Association's Vision, Mission and Values which took place at the Business Planning Day.
	
	PM suggested:
	• the Vision remains unchanged - ''Making a positive difference to your home and community.''
	• Adopt Group 2's Vision Statement - ''Providing safe, affordable homes in a community where people choose to live.''
	• Use the word CADDER and branch off the values from here
	  ○ C – compassionate
	  ○ A – approachable
	  ○ D – dedicated
	  ○ D – diverse
	  ○ E – engaged
	  ○ R – responsive
	
	JS left meeting at 19:10.
	
	Board approve the Vision, Mission and Values for the Business Plan 2025 – 2028.
	
	PM advised they recognise that there is a lot included in the proposed action plans.
	
	TM highlighted that some of the Housing Management deliverables are carried over from the previous Business Plan, others came from discussions with the team.
	
	KW asked if there are any deliverables included in the Business Plan that concern TM.
	
	TM highlighted the factoring review as an area of concern due to the large volume of work associated with this.
	
	RK left the meeting at 19:15
	
	PM advised they have approached lawyers as the first step of the factoring review, for example to discuss title deeds and legal requirements with a meeting taking place next week.
		PM	07/02/25

Agenda Item	Description	Action By	Target
	KW asked how costs are split among owners, PM explained this is where title deeds come in. TM highlighted the deliverable relating to introducing SDM MyHome portal, as one they are keen to achieve and asked if any Board members currently use this? RK returned to the meeting at 19:20. CW explained that all of the maintenance deliverables from the previous Business Plan were complete. Therefore, is using the new Business Plan as an opportunity to reinvigorate the team. It is an opportunity to look at how to bring value to customers and create a more customer focused approach. GA reminded SMT that it is a 3-year Business Plan and deliverables don't need to be complete within Year 1 and should be prioritised. KW suggested an intern could be advantageous to help embed lean thinking and SMART approaches. KW offered their assistance with organising this if required. KB asked about the regular actions days with staff and customers mentioned in the Business Plan. TM explained that 1 day a month, staff and customers meet to walk around the estate therefore is keen to do more of this type of work. CW brought attention to their deliverable relating to the National Efficiency targets and how we potentially plan to meet NetZero. JO highlighted uncertainty around NetZero. **Board agreed for SMT to review Business Plan deliverables timelines.**	SMT	27/03/25
	JO highlighted changes required to the section which details who is responsible for each deliverable column – board v operational. JO raised concern about the number of policies being out of date and highlighted that they are internal control. Then, opened discussion around compliance. PM confirmed auditors have reviewed policies during audits and advised that governance and financial policies are in date as they were prioritised and reviewed by the previous policy sub group. KW asked what policies are out of date.		

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	PM confirmed it is mainly Housing Management and HR policies which are out of date and confirmed that the website hosts previous policies however some have since been reviewed and approved but not amended on the website. GA suggested that certain policies can be out of date but still be fit for purpose. CW highlighted one Maintenance policy that is incorrectly coded on the policy schedule and is in date. GA highlighted that the focus should be on reviewing policies to ensure they are fit for purpose rather than updating each one. JO highlighted that EVH produce model policies, in particular HR policies. KW suggested creating a detailed plan for reviewing policies. PM agreed a new plan is required. RK suggested a quick internal audit to prioritise and give comfort for the future. KW said put in place an improvement plan. KB suggested using regulatory v statutory changes as a way to prioritise workload. GA recommended adopting the EVH HR model policies as a way to quickly bring several policies up to date. PM agreed with this approach. JO highlighted policies relating to tenant safety must be priority. PM confirmed that tenant safety polices were prioritised by the policy sub group and therefore are up to date. JO suggested a review of all policies to decide if they are all needed, some may not be required anymore and this would be a good way to reduce the work required. PM agreed staff will prioritise which policies should be reviewed first and will look at EVH model policies. KW recommended a visual aid in the office for staff to physically tick off a policy once it is complete to help with the perception of such a large task. Secondly, KW recommended using EVH and any other resources.	SMT	27/03/25

Agenda Item	Description	Action By	Target
	JO reminded SMT to take a feasible approach to the task. **Board agreed to the review of the timeline of some deliverables and leads for deliverables.**		
7.2	Asset Management Strategy CW introduced the draft Asset Management Strategy for 2025 – 2028. CW highlighted this document is a key component of the Association's business planning process and is in line with SHR guidance. CW brought Board's attention to section 4.2 of the report to highlight that the Vision, Mission and Values within the Asset Management Strategy are the previous ones and will be updated following approval of new Vision, Mission and Values at this meeting. CW confirmed they responded to JO comments on Decision Time. JO discussed importance of realistic targets. KW regarding table, CW confirmed it is based on stock condition survey. CW outlined Hub Manager, which shows capacity and planning have information for around 70% of the stock. Amendments to Draft Asset Management Strategy following Board Meeting on 30th January 2025: (page 4) 3.2 – Objective to be added to Strategy (page 4) - Link to SHR Integral Asset Management document to be added. (page 5) – Statement refers to same document as above, link will be added (page 6) – Section will be re-worded for clarity (page 8) – Numbers will be added to the table against each property type (page 10) – the last paragraph will be removed, and the remaining section will be reworded. **Board approved draft Asset Management Strategy 2025 - 2028 with points raised on Decision Time.**		
7.3	Board Appraisal Action Plan PM introduced the Board Appraisal Action Plan and confirmed they will discuss the training linked to the Action Plan at Any		

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	Other Business and confirmed they received the individual training plans on 30th January 2025. PM agreed with JO that some actions could be combined and aligned. CW left at 19:56 KB highlighted that they felt the appraisal felt repetitive at the times. GA discussed the value of the length of the report v content. PM to contact JO regarding a Board Appraisal Tender Document. KW asked how often Board appraisals should be carried out, PM confirms every year. KW highlights importance of Board training. GA left the meeting at 19:59. PM to discuss training at later point in the meeting based on Board appraisal report and individual training document. **Board approved the Board Appraisal Action Plan with agreed changes.**	PM	27/02/25
7.4	Chief Executive Officer's Report LM, CW and TM left meeting at 20:00. GA returned to meeting at 20.04 PM updated Board on current staffing position and reasons for temporary staff leaving the Association. PM informed Board that the ICT contract was being tendered with a closing date of 14th February 2025. PM confirmed that following the Board meeting in November 2024 all relevant documents were submitted to the SHR. [redacted] **Board noted the contents of the Chief Executive Officer's report.**		
7.5	Share Membership Application		

Agenda Item	Description	Action By	Target
	LM returned to meeting at 20:22. PM introduced and summarised proposed Share Membership Application, confirming payment has been received and have receipt of payment. **Board approve Share Membership Application.** JO asked that for future Share Membership Applications, Board receive confirmation that it has been paid on the Share certificate and the signed receipt. Also suggested looking into required signatures for Share Membership Applications.		
7.6	Approval of Commitment to Spend Report PM confirmed they can bring this report to February's meeting, with no changes to the Financial Regulations as these were approved in 2023. JO highlighted that related policies provided with the papers were out of date, to be amended up to date version exists.	PM LM	27/02/25 14/02/25
8	**Community Hub Reports**		
8.1	Cadder Community Hub Update Report PM confirmed this was discussed earlier on in the meeting.		
9	**Any Other Business**		
	Board discussed options for Decision Time training, it was agreed that LM would contact Decision Time to get a new date for training and communicate this to Board. JO offered to assist any Board members who require help with Decision Time. PM asked Board to take away the training plan they provided. [redacted] Minutes from previous Board meeting 28th November 2024 to be brought to February meeting. **Standing Orders suspended at 20:30**. **Meeting closed at 20:40.**	LM LM PM	07/02/25 07/02/25 27/02/25

Agenda Item	Description	Action By	Target
10	**Date of Next Meeting**		
	Meeting 27th February 2025		

Signed: ____________________

Date: ____________________