

MINUTES of the Management Committee Meeting held on 25th January 2022 at 6pm
Location – 65 Golspie Street, Govan, Glasgow, G51 3EW and Zoom

Item	Agenda Item			
1.0	Welcome & Apologies –			
	<p>Committee Present</p> <p>John Kane (Acting Chair) Maureen McDonald (Secretary) Ann McEachan Maureen McKinnon (Co-optee) Douglas Muir Lindsay Roches Janice Shields Kirsty Stoddart Kirsty Wilson Duncan Smith (Co-optee) Karen Fee Stephen Williamson</p>	<p>In Attendance</p> <p>Gary Dalziel (CEO) James McGeough (DFCS) Kerry Clayton (GCM) David Adam (DMS) Aidan McGuinness (DHCS)</p>	<p>Apologies</p> <p>Janet Evans (Chair)</p>	<p>Special Leave</p>

2.0	Declaration of Interest		
There were no Declaration of Interests.			
3.0	Minutes		
3.1	Minutes of Previous Management Committee Meeting held on 30th November 2021	The Minutes were agreed as a true record. Proposed by: Ann McEachran Seconded by: Douglas Muir	Signed by Chairperson: [REDACTED – PERSONAL DATA] Signed by CEO: [REDACTED – PERSONAL DATA]
3.2	Matters Arising	Updates were provided on the following actions from the previous minutes that are not otherwise on the agenda: <ul style="list-style-type: none"> • [REDACTED – CONFIDENTIAL AND COMMERCIAL INFORMATION] • The CEO advised that there had been no response so far to the MSP enquiry of equalities relating to allocations • The induction session for new members took place last week and the remainder of the induction process will be implemented over the coming months. 	
3.3	Draft Minutes of the Audit, Finance and Risk Sub-committee held on 23 rd November 2021	There were no queries arising from the draft minutes provided for information.	
3.4	Draft Minutes of the Housing and Maintenance Sub-committee held on 18 th November 2021	There were no queries arising from the draft minutes provided for information.	
4.0	Governance		
4.1	Notifiable Events	Nothing to report.	
4.2	Regulatory Returns – FOI Q3 2021/22 Submission	The GCM summarised the report, explaining the requirements to record and submit information to ICO on a quarterly bases regarding the volume and type of requests being received. The CGM highlighted	

		<p>the additions to the report following discussions at the previous meeting; the inclusion of a brief background to the request, confirmation it was responded to within timescales and the submission deadline met.</p> <p>Committee questioned the request being processed as a request for access to environmental information in terms of the EISRs. The CGM advised the external DPO had been engaged to draft the reply and the advice was that an exemption in relation to FOISA had been applied to allow it to be processed under EISRs and had provided very detailed explanations to this in the response letter.</p> <p>A Committee Member asked if it would be possible to see the response and the CEO advised the GCM would circulate this to Committee for information.</p> <p>Committee noted the report.</p>
4.3	Governance Report	<p>The CEO reported the sole content of the report this month was to seek approval for a 'leave of absence' for the Chair, Janet Evans for a period of up to 6 months. The CEO briefly explained the rationale for the request and the desire for the Chair to remain on the Committee but not having adequate time due to [REDACTED – PERSONAL DATA], granting a 'leave of absence' was the most appropriate course of action at this time.</p> <p>The CEO advised the Vice-chair will take on the role of the Chair for the duration of the 'leave of absence' and although no requirement to do so would potentially allow for another member if interested to take on the temporary role of Vice-chair. If Committee feel this would be beneficial notes of interest can be taken of the next month with the intention to appoint at the February meeting should this be the route Committee would prefer.</p> <p>There was a brief discussion on the benefits of this in terms of succession planning for Committee and it being a good opportunity for anyone who may wish to be an Officer Bearer in the future as well as providing support for the Vice-chair as they step in to the role of the Chair.</p> <p>Committee approved a 'leave of absence' for a period of up to 6 months for the Chair.</p>

		<p>Proposed: Douglas Muir Seconded: Maureen McDonald</p>
4.4	Assurance Master Action Plan 2021/22 Progress Update Q3	<p>The CGM briefly summarised the report highlighting the recommendations to approve the revised target dates and approve removing the completed actions to streamline the report and ensure a focus on the outstanding actions only. The GCM advised Committees previous comments on the actions being enhancements as opposed to any material action had been taken into account when revising the dates and they should now be more achievable.</p> <p>Committee agreed new dates where more achievable and asked that when removing the completed actions from the Master Action Plan that a record be maintained for audit purposes. The GCM advised that a full audit trail from the start of the process to date has been maintained and the action plan as it is retained and added to Decision Time which allows Committee to easily track progress.</p> <p>Committee approved the revised target dates and removal of completed actions for the action plan.</p> <p>Proposed: Ann McEachran Seconded: Kirsty Wilson</p>
5.0	Health and Safety	
5.1	Health and Safety Report January 2022	<p>The DMS informed Committee the report was to provide adequate information on health and safety issues to ensure Committee are kept informed on relevant issues between meetings. The key focus this month is on COVID-19 as there are no accidents, incidents or near misses to report.</p> <p>The DMS stated the office opening had been delayed beyond the intended date of 10th January due to the Omicron variant and the high number of cases. The intention is now to aim for the 3rd March 2022. The DMS confirmed the COVID-19 risk assessment has been revised as planned and now on Version 5, this will be subject to further revision between now and March. Other risk assessments have also been revised in relation to home visits and vulnerable tenants and staff and void inspections. The DMS further advised the response plan is still to be fully revised as this was proving difficult due to the ever shifting environment, citing the changes to isolation rules as an example. The DMS concluded with a brief update on the findings from the staff survey on returning to the office.</p>

		<p>There was a lengthy discussion on staff returning to the office and the possibility of hybrid working options. Committee expressed very clearly any flexible working must not impact upon service delivery and the needs of the business should be what drives working arrangements.</p> <p>Committee queried the position on a Flexible Working policy. The CEO advised this is due for review to take the current environment into account. Committee stated the policy must be very clear on what working from home can be utilised for. The DMS added that there are health and safety considerations too as if staff cannot satisfy DSE requirements with a home set up on a permanent bases they cannot work from home.</p> <p>A discussion took place on the expectations of tenants and previous discussions on a ‘soft opening’ approach. Committee commented tenants want more face to face interaction in a safe way and felt it would be beneficial to open as soon as the association is able. Committee further observed although there is risk to opening, there are also risk to not opening.</p> <p>The discussion concluded with agreement that the Management Committee’s preference was to seek a return to opening the office and the CEO with lead responsibility for day to day operations will discuss with senior management team and colleagues and look at re-opening at an appropriate time taking into account any relevant guidance in effect.</p> <p>Committee noted the report.</p>
6.0	Other Reports for Decision / Approval	
6.1	Rent Increase Consultation	The DHCS sought approval to consult tenants on a proposed rent increase of 3.5%. Talking through the report the DHCS explained the impact last year’s increase of 0.5% had on future cashflow projections, stating that across the 30 year financial plan this reduced cashflow projections by approximately

		<p>£4million. Providing further context the DHCS advised inflation is currently at a 10 year high which is resulting in increases in living costs for tenants and operating costs for the association.</p> <p>The DHCS provided detail on how the rent increase is applied to refurbished properties with the intention to reduce the gap between new build rental and traditional tenement rents. An overview was also provided on the usage of the SFHA Rent and Affordability Toolkit which looks at rent as a percentage of income, confirming the associations rents largely fall within the affordable percentage.</p> <p>The DHCS drew attention to the financial implications and the negative cashflow position being forecast for the 2022/23 budget, emphasising all covenants are still satisfied with the various scenarios set out in the report while stressing the association cannot maintain below inflation rent increases as this negative cashflow reduces longer term cash balances which could be unsustainable.</p> <p>Committee queried consulting on only one option, highlighting they felt providing options and showing how this will be reinvested was potentially beneficial. The CEO advised consideration has been given to providing options but as this is the best possible option that can be offered there was no real merit and this was the best course of action to be transparent with tenants while aligning with the Business Plan.</p> <p>An extensive discussion took place with Committee giving careful consideration to the impact the proposed increase will have on tenants on low incomes who are already finding the cost of living very challenging, the impact upon the association’s financial position and ability to deliver on investment and community plans. Committee suggested there will be few RSL’s who increase by less than 3.5% and concluded taken in conjunction with last year’s low increase there is still 2% less in the Business Plan and as such this is the minimum required increase for this year.</p> <p>Committee collectively approved to consult on a rent increase of 3.5%.</p>
6.2	Tenant Engagement and Participation Strategy	<p>The DHCS talked through the strategy seeking approval to adopt and implement. The DHCS explained the methodology used in developing the document which made use of CX Feedback to carry out surveys. It was advised the empathy map interviews to feed into service journey maps had not taken place due to COVID-19 restrictions but they are part of the strategy and will be utilised in future. The</p>

		<p>DHCS stated there has been some staff involvement which is anticipated will improve as knowledge around service design principles increases and there is intention to make use of workshops and community events as soon as COVID-19 restrictions allow.</p> <p>The DHCS summarised the survey findings drawing attention to satisfaction percentages being lower than when asked the same questions face-to-face and the rationale for this. The DHCS further highlighted the large response to questions in the survey on expressions of interest to join an Registered Tenants Organisation (RTO) or the Management Committee which will all be followed up by the Corporate Services team.</p> <p>The DHCS concluded the report stating a summary document will be produced and circulated to the survey participants via CX Feedback, this will also be included in the Newsletter and published in the website.</p> <p>Committee expressed concern around the report stating there is no risk attached other than not meeting legal obligations, stating there are risks attached to not fully implementing the strategy and emphasising the importance of following up and providing feedback to those who participate and being able to demonstrate meaningful changes to service based on these opinions. The DHCS agreed the risk section should have considered all risks attached to the implementation of a complex strategy and also added the methods have been tested on some services.</p> <p>Committee suggested the action plan for implementation was ambitious and would be better stretched out over the life span of the Business Plan.</p> <p>Committee approved the Tenant Engagement and Participation Strategy.</p> <p>Proposed: Duncan Smith Seconded: Douglas Muir</p>
6.3	ICT Strategy	<p>The DFCS advised the strategy has been subject to scrutiny by the Audit, Finance and Risk Sub-committee and is on the agenda here for formal approval to allow implementation. The DMS</p>

		<p>highlighted staff consultation had taken place at the request of the Sub-committee. There had been little feedback but any received was positive.</p> <p>Committee approved the ICT Strategy.</p> <p>Proposed: John Kane Seconded: Kirsty Wilson</p>
6.4	Code of Conduct Employees Policy	<p>The GCM sought approval for the Code of Conduct Employees Policy explaining the amendments to the previous policy are restricted to changes in the language used throughout the policy. This had been updated to use 'I' instead of 'they' and the intention of this is to ensure staff take full ownership when they are signing and agreeing to uphold the Code.</p> <p>Committee approved the Code of Conduct Employees Policy.</p> <p>Proposed: Janice Shields Seconded: Karen Fee</p>
6.5	Factor Fee Review January 2022	<p>The DFCS talked through the report which recommends the level of factoring fee for the year ending 31st March 2023 be increased by 3.5% subject to a consultation process with owners. The DFCS provide the background detail on previous agreements to adopt a 2 tier factoring charge whereby flats and houses are charged at different rates and highlighting the need for the factoring service to at least break even to ensure any past deficits are made up.</p> <p>Committee approved the 3.5% increase to factoring charges.</p> <p>Proposed: Maureen McDonald Seconded: Ann McEachran</p>
7.0 Other Reports for Information		
7.1		[REDACTED – CONFIDENTIAL AND COMMERCIAL INFORMATION]

8.0 Chief Executive's Report

The CEO advised he would talk through the key elements of the detailed report which sets out to keep the Committee informed on key activities.

Staffing update

The CEO provided an update on progress against previous approvals and sought **approval** on internal recruitment and the addition of new posts.

The CEO confirmed the following updates within the Maintenance team; the newly appointed Maintenance Services Manager is now in post, [REDACTED – PERSONAL DATA]

Updates within Housing Management and Customer services were as follows:

- the recruitment process for the Community Regeneration Officer post is underway
- following committee agreement in September the Customer Services Officer job description has been revised and regraded with the change taking place in February or March 2022
- as agreed previously it remains the intention to provide a 'pathway' for the Customer Services Advisors to progress into Housing and Maintenance roles and discussions are ongoing on how this should take place, particularly in relation to managing the vacancy arising through [REDACTED – PERSONAL DATA]. The association will seek to recruit a Modern Apprentice utilising the £5k funding provided by Glasgow City Council to supplement the team.

Updates with Finance and Corporate services are:

- a [REDACTED – PERSONAL DATA] and one of the Corporate Services Administrators is currently providing assisting in the Finance team. The CEO advised that he will seek to conduct an internal recruitment exercise for this part-time Finance Administrator vacancy.
- Approval was sought for the recruitment of a Graduate Finance Officer in recognition of potential succession planning requirements within the team in the medium term. The costs of this post would be in the region of £30k per annum with the university fees paid through funding.

The CEO advised that the last two years has been a challenging period staffing wise with significant movement through retiral, changes in the structure and a recognition of the requirements to meet our strategic objectives. He advised that following the changes noted above would hope for a period of stability within the organisation.

Committee **noted** the progress made on staffing and **approved** internal recruitment process for p/t Finance Administrator, addition of a part funded Modern Apprentice and a Graduate Finance Officer.

Proposed: Karen Fee **Seconded:** Duncan Smith

[REDACTED – CONFIDENTIAL AND COMMERCIAL INFORMATION]

End of Defects – Hills Trust Office

The CEO provided a very brief update on the outstanding office defects and the anticipated conclusion of these matters in the near future. The CEO advised the contractor has admitted liability for the boiler not being of an adequate size to heat the building and as such will cover the costs to have this replaced. The CEO asserted the belief the shutter is not fit for purpose and the contractor will make one final attempt to resolve the re-occurring issues, if this fails an alternative option is to be explored.

Committee **noted** the current position.

Draft Business Plan

The CEO sought **approval** from Committee on the format of the Business Plan to allow an accessible summary document to be prepared for publication.

Committee **collectively approved** the summary.

		<p>EVH Membership Renewal</p> <p>The CEO sought approval to renew the association’s annual membership with EVH at a cost of £4,343.</p> <p>Committee approved the renewal.</p> <p>Proposed: Maureen McDonald Seconded: Lindsay Roches</p>
9.0	Training	
		The GCM advised Committee that SHARE have taken the decision to hold the annual conference virtually and asked that anyone already book that now no longer wished to attend contact the CSA who would cancel the booking or if anyone still wanted to book a place they should also contact the CSA who will arrange this.
10.0	AOCB	
		Nothing raised.
7.0	Date of Next Meeting	Tuesday 22 nd February 2022 at 6pm

Approvals

Item No	Agenda Item	Proposed (P) & Seconded (S) by	Lead Officer
3.1	Minutes of the Meeting held on 30 th November 2021	Ann McEachan and Douglas Muir	CEO
4.4	Assurance Action Plan Q3 Progress Report	Ann McEachan and Kirsty Wilson	GCM
6.1	Rent Increase Consultation	Collectively approved	DHCS

6.2	Tenant Participation and Engagement Strategy	Duncan Smith and Douglas Muir	DHCS
6.3	ICT Strategy	John Kane and Kirsty Wilson	DFCS
6.4	Code of Conduct Employees Policy	Janice Shields and Karen Fee	GCM
8.0	Chief Executive's Report – Staffing Update	Karen Fee and Duncan Smith	CEO
8.0	Chief Executives Report – Summary Business Plan	Collectively approved	CEO

Additional Actions from Meeting

Item No	Agenda Item	Action Required	Lead Officer / Date to be Actioned by
4.2	FOI Q2 Report	Circulate response to EISRs	GCM – 22/02/2022
4.4	Assurance action Plan Progress Report Q3	Remove completed actions from Master action Plan and add a copy with completed and outstanding actions to Decision Time	GCM – 22/02/2022

6.1	Rent Increase Consultation	Carry out consultation with tenants / report findings	DHCS – 22/02/2022
6.2	Tenant Participation and Engagement Strategy	Accessible summary document to be designed for publication	DHCS / GCM – 28/02/2022
6.2	Tenant Participation and Engagement Strategy	Revise implementation plan to stretch over the life span of the Business Plan	DHCS
6.4	Code of Conduct Employees Policy	Circulate to staff for signing / publish on website	GCM – 01/03/2022
8.0	Chief Executives Report	Accessible summary Business Plan to be designed	GCM – 22/02/2022