

MINUTES of the Management Committee Meeting held on 22nd February 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 Douglas Muir Lindsay Roches Janice Shields Kirsty Wilson Duncan Smith (Co-optee) Karen Fee</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>Kirsty Stoddart Maureen McKinnon (Co-optee)</p>	<p>Leave of Absence</p> <p>Janet Evans (Chair)</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 25th January 2022	<p>The Minutes were agreed as a true record.</p> <p>Proposed by: Janice Shields</p> <p>Seconded by: Douglas Muir</p>	<p>Signed by Chairperson: [REDACTED – PERSONAL DATA]</p> <p>Signed by CEO: [REDACTED – PERSONAL DATA]</p>
3.2	Matters Arising	<p>Updates were provided on the following actions from the previous minutes that are not otherwise on the agenda:</p> <ul style="list-style-type: none"> • [REDACTED – CONFIDENTIAL AND COMMERCIAL INFORMATION] • There hasn't been any notes of interest in the temporary position of Vice-Chair. Within the rules there is no requirement but Committee had been keen to have one in place. The Chair stated it would be helpful for when the annual review process takes place. Maureen McDonald expressed an interest and this was noted by the GCM and all members offered the opportunity to note an interest prior to the next committee meeting at the end of March. • Rubixx has now been publicised and has resulted in other RSL's making contact with them • The internal recruitment process for the Finance Assistant post has been completed with the existing part-time Corporate Services Administrator being offered the position. • EISR response has been circulated • Completed Actions removed from the Assurance Action Plan and outstanding actions document loaded to Decision Time while retaining the master for audit purposes • Tenant Participation and Engagement Strategy summary document in progress • Code of Conduct Employees – circulated and signed by most staff • Summary Business Plan in progress 	
4.0	Governance		

4.1	Notifiable Events	<p>The CEO advised that following recent information provided by the Fire Engineer a verbal update would be provided on the current position with the Fire Safety Notifiable Event that was submitted to SHR last year.</p> <p>[REDACTED – CONFIDENTIAL AND COMMERCIAL INFORMATION]</p> <p>A detailed discussion took place on the need to have the fire stops replaced as a matter of urgency and any potential benefits to also replacing the panels while the cladding is off to do the necessary work. Committee agreed more information would be required on the cost of replacing the panels as spending money when there was no requirement to do so may not provide best value for money when considering the compliance levels that could be achieved with the two options.</p> <p>Committee asked if SHR have been notified of the development. The CEO advised the report has just been received and SHR will be notified of this development following the meeting. The CEO further advised we are awaiting a report for another property following a disruptive survey.</p> <p>Committee noted the current position.</p>
4.2	Regulatory Returns	Nothing to report.
4.3	Governance Report	<p>The CEO reported the sole content of the report this month was to seek members to join the Staffing Sub-committee. This Sub-committee has not met in a considerable time so the meeting intended to be held in April would be the first following the AGM in September of last year so this would give an opportunity for anyone who had joined but not expressed interest in this Sub-committee before the chance to do so.</p> <p>The CEO advised the purpose of the meeting was to commence discussing around 18 HR policies and the Terms and Conditions that EVH have reviewed over the last few months. Committee highlighted the difficulties that could arise from approving 18 policies at the same time due to the three yearly cycle and suggested it may be more beneficial to review these over two or even three meetings. The GCM advised consideration had been given to this when looking at the review timetable and agreed spreading over at</p>

		<p>least two meetings would be best. The CEO advised the first meeting will be set up in April and potentially a further one after this.</p> <p>The CEO asked if any members in attendance would like to join the Staffing Sub-committee. The following members advised they would become members:</p> <ul style="list-style-type: none"> • Janice Shields • Duncan Smith • Kirsty Wilson <p>The CEO asked the GCM to arrange the initial meeting and check with those not in attendance if they wished to join.</p>
4.4	KPI Q3 Report	<p>The CEO provided an overview of the detail report previously circulated and advised the purpose of the KPI framework is to provide Committee with a system to monitor how the association is performing in key areas. The CEO highlighted that under the current circumstances performance remains reasonably good although the impact can be seen in some indicators namely the length of time for non-emergency repairs and re-let days.</p> <p>Some other areas highlighted included: staff sickness which has been impacted by some long term sickness, complaints where work is ongoing to improve how we record and report, repairs satisfaction where there was no data for the quarter due to a Capita upgrade and CX Feedback surveys not being issued as a result. The CEO expressed dissatisfaction at the survey issue not being picked up sooner and advised this has been discussed with those involved.</p>

		<p>Committee queried what training has taken place for staff on complaints and the CEO advised all staff have received training from SPSO but there is now a requirement to do an in-house session which will be more in depth and relate to how recording will be done on Rubixx.</p> <p>Committee asked what the missing data for quarter 4 would mean for ARC reporting. The CEO advised that the guidance does not yet allow for electronic surveys to inform this and we are about to undertake a large scale face to face survey which will provide the annual data required to report in the ARC.</p> <p>There was a detailed discussion on benchmarking and various sources to enable this including making best use of CX Feedback, Housemark, SHN and data available via SHR’s website. The GCM advised work in ongoing to set up our performance reporting in the Housemark portal and this will provide monthly, quarterly an annual reports on the KPI’s and it is envisaged this will be invaluable in benchmarking performance.</p> <p>Committee agreed that overall performance remains stable and reasonable in the context of the difficulties being faced by the association.</p> <p>Committee noted the performance report.</p>
5.0	Health and Safety	
5.1	Health and Safety Report February 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 LD2 compliance, COVID-19 and accidents, incidents or near misses.</p> <p>The DMS advised an incident has been recorded due to a Committee member being stuck in the lift for a brief period. The DMS had been on hand at the time and used the override key to open the door and provide a safe exit. Further stating the lift contractor attended the following morning and the lift is now operational.</p>

		<p>The DMS advised on the near miss reported stating that masonry had fallen, landing on the path below. The MO have inspected from ground level to ensure no further masonry is at risk of falling. This however flags up an area which needs to be surveyed using scaffolding.</p> <p>There was a detailed discussion on utilising drones for the survey but concluded this would not be suitable as the sandstone will need physically inspected. The discussion included consideration on potential costs which have not been budgeted for. The DMS advised the approach would be to start surveying the blocks that were sandblasted and gather data as well as linking this in with the gutter replacement programme so both could be done at the same time reducing costs for erecting scaffolding.</p> <p>The DMS provided an update on the office opening reporting this had been delayed and the Senior Management Team were due to have another meeting to discuss this and their intention to hold a staff meeting to gauge staff feelings on the opening, how this will work in practice and the 7th March set as the date. The CEO highlighted around 50% of staff are in the office most of the time and doesn't think there is a need to formalise hybrid working at this time as enough staff presence for this to take shape naturally.</p> <p>The DMS talked through the final aspect of the report on LD2 compliance, advising the deadline for compliance was 1st February 2022 and at this time the association still has 81 properties which are not fully compliant. The DMS further advised SHR have indicated should full compliance be achieved by 31st March then the ARC submission would state compliance as there is a degree of understanding the difficulties in achieving the target due to COVID-19. Legal advice has now confirmed forced access can be used to gain entry and upgrade the remaining properties and this is the course of action now being taken.</p> <p>There was a detailed discussion on efforts that have been made to co-ordinate contractors to carry out LD2, EICR and gas checks at the same time which was proving very difficult but it was stressed by the DMS all attempts are being made to ensure all safety checks are completed within timescales.</p>
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		Committee noted the report.
6.0	Other Reports for Decision / Approval	
6.1	Development Report	[REDACTED – CONFIDENTIAL INFORMATION]
6.2	Rent Increase Consultation Results	<p>The DHCS apologised for the timing of the paper being added citing the survey results having to be collated following the consultation period as the reason. The DHCS provided an overview of the feedback received via CX Feedback after being issued to 1146 tenants. The DHCS highlighted response rates had been very good with 316 tenants providing feedback and sought approval for a rent increase of 3.5%</p> <p>The DHCS advised on the breakdown of responses and highlighted the comments provided within the report taken from CX Feedback before inviting comments from Committee.</p> <p>Committee considered the comments provided and sought assurance that all tenants who had taken the time to respond would be contacted to discuss their concerns and be signposted to support should this be required. The DHCS confirmed that this would be a priority and would pick this up the Maintenance Services Manager as some of the comments relate to repair issues as well as affordability.</p> <p>Committee discussed at length the difficulties faced by tenants while considering the financial implications of anything less than the proposed 3.5% increase. Agreeing this is what is required to deliver on the business plan and emphasising communication is vital to demonstrate why this increase is needed.</p> <p>Committee collectively approved a rent increase of 3.5%.</p>
6.3	Write-off Report	The DHCS sought approval to write-off a balance of £38k relating to debt attached to former tenancies which cannot be recovered for various reasons outlined in the report. The DHCS advised a debt collecting agenda which had been used previously are no longer acting for the association as the process was not cost effective for them due to the limited debt that can be recovered in these circumstances.

		<p>Committee approved the write-off balance.</p> <p>Proposed: Lindsay Roches Seconded: Kirsty Wilson</p>
6.4	Risk Register	<p>The GCM sought approval of the revised Risk Register for 2022 which has been scrutinised by the Audit, Finance and Risk Sub-committee. The GCM provided the rational for bringing the register to Committee for approval when the Sub-committee Terms of Reference set out the authority for this sits with the Sub-committee. Explaining this course of action has been agreed in this instance due to the significant changes made it was felt all Committee should have the chance to comment before formal approval is given.</p> <p>The GCM highlighted as set out in the detailed report following on from discussion over the last 9 months at Sub-committee and with the Senior Management Team the CEO and GCM had worked on the new content and format. Taking in to account SHR's expectations in relation to risk, ensuring the risk focuses for 2022 are embedded within the risks as well as using the guiding principles for risk management from the Charities and Risk Management Guidance. The GCM stated the risk identified are now fully aligned to the associations strategic objectives and the overall number reduced to make monitoring more manageable and effective.</p> <p>Committee agreed the new format and content are aligned to the objectives. However felt there are still a large number of risks to be monitoring regularly. The CEO advised the intention is where a risk has been deemed significant it will be reviewed quarterly, moderate 6 monthly and low annually and it may be that the overall number of risks on the register will reduce as it's is further scrutinised by the Sub-committee. Emphasising the need for Committee to have full oversight and the requirement to review risks continuously. Further commenting the register will also be reviewed monthly by the GCM to feed into monthly meetings between the Senior Management team.</p> <p>Committee approved the Risk Register 2022.</p>

		Proposed: Douglas Muir	Seconded: Lindsay Roches
7.0 Other Reports for Information			
7.1	Annual Budget and Cashflow Scenario Impact 2022/23	<p>The DFCS advised this report has been brought for information following a request from the Audit, Finance and Risk Sub-committee when approving the Budget and Cashflow for 2022/23.</p> <p>The DFCS explained the report sets out 5 scenarios progressing to a worst case scenario position.</p> <p>Committee considered the various scenarios and asked if the information used in the calculations was based on Market information. The DFCS advised it was from the Bank of England although some costs such as materials was very much guess work as this is an unknown factor. Committee highlighted it was comforting to note interest cover and gearing cover remain within % coverings and all covenants would still be met.</p> <p>Committee noted the report.</p>	
8.0 Chief Executive's Report			
		<p>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.</p> <p>Business Planning Strategy Day</p> <p>The CEO outlined a proposal for a strategy event which would be held in a hotel and run over 2 days covering progress against the business plan, future objectives, risk appetite, external environment review and some training sessions. The CEO highlighted this is not something the association would normally propose due to the costs attached but felt with the significant changes to the Committee over the last 2 years and the inability to build relationships while meeting remotely felt there may be merit in this type of event for this year.</p>	

Committee agreed an opportunity to come together properly would be beneficial in terms of teams building they also felt a full 2 days was a lot to ask of members and staff who would need to attend. There was discussion on other options such as holding one day and the other following on later and this them removing the requirement to stay overnight and keep costs to a minimum in light of the rent increase that has just been approved.

Committee **collectively approved** planning a strategy day with evening meal (and further day if required at a later date).

Staff Retiral

The CEO discussed the number of long serving staff members who have retired throughout the pandemic and the inability to celebrate these key events it was felt holding a retiral event would be a way of recognising the dedication and loyalty displayed through the long service to the association.

In addition to this many new staff have joined and not been able to integrate fully into teams or get to know their colleagues. The CEO advised a staff and Committee event has been budgeted for and suggested using approximately £2k to provide an evening meal.

Committee felt it appropriate that the significant contributions made by a number of long serving staff who had retired in last two years be recognised by the association but also agreed this should be for staff only and a joint event could potentially be held at a later date between current staff and management committee.

Committee **collectively approved** the retiral event.

[REDACTED – CONFIDENTIAL INFORMATION]

End of Defects Period – Hills Trust Office

		<p>The CEO provided a very brief update on the heating and roller shutter, advising Committee the contractor will be on site to replace the boiler starting over the Easter weekend with a programme of 7-10 days for completion. The CEO advised the roller shutter is operational at this time however a further 12 months defects cover has been sought due to the complication experience so far.</p> <p>Committee noted the current position.</p> <p>MSP Equalities Response</p> <p>The CEO advised a response had been received following the associations response to the original enquiry and advised the full response was in the report. There was a brief discussion on equalities and the requirements around data collection.</p> <p>Committee noted the response.</p>
9.0	Training	
		The GCM provided a brief update to advised GDPR training has taken place for all staff and FOISA training will take place in April. The GCM
10.0	AOCB	
		The CEO advised renewal of membership with GWSF was due at a cost of £5k stating the benefits that come from this membership.
7.0	Date of Next Meeting	Tuesday 29 th March 2022 at 6pm

Item No	Agenda Item	Proposed (P) & Seconded (S) by	Lead Officer
3.1	Minutes of the Meeting held on 25 th January 2022	Janice Shields and Douglas Muir	CEO
6.1	Development Report – approval to tender for Development Consultant	Collectively approved	CEO
6.2	Rent increase of 3.5%	Collectively approved	DHCS
6.3	Write-off bad debt	Lindsay Roches and Kirsty Wilson	DHCS
6.4	Risk Register 2022	Douglas Muir and Lindsay Roches	GCM
8.0	Chief Executive Report – Business Planning day and meal	Collectively approved	CEO
8.0	Chief Executives Report – Staff Retiral – £2k budget for meal	Collectively approved	CEO
8.0	Chief Executive Report – COP26	Collectively approved	CEO

Item No	Agenda Item	Action Required	Lead Officer / Date to be Actioned by
4.1	Notifiable Event	Notify SHR of latest development from most recent report received	CEO – 28/02/2022
4.3	Governance Report	Schedule Staffing Sub-committee meeting to review HR policies	GCM – 29/03/2022
6.2	Rent Consultation Feedback Report	Contact all tenants who have provided negative feedback in survey results	DHCS -
6.2	Rent Consultation Feedback Report	Ensure sensitive communication of rent increase provided to tenants	DHCS – 01/03/2022