

MINUTES of the Management Committee Meeting held on Tuesday 26th March 2024 Location – 65 Golspie Street, Govan, Glasgow, G51 3AX and Zoom

Item	Agenda Item				
1.0	Apologies				
	Committee present Maureen McDonald (Chair) Ann McEachan Veronica McLaughlin Duncan Smith Kirsty Wilson Eileen McCallum Melanie Gilmour Kirsty Stoddart (Virtual) Craig Reid (Virtual) Douglas Muir (Virtual) Janice Shields (Vice Chair) (Virtual – part meeting)	In Attendance Gary Dalziel (CEO) Kerry Clayton (GCM Aidan McGuiness (DHCS) Donna Gentles (Minutes) Helen Sutherland (Observer)	Apologies	Special Leave	

The CEO welcomed Helen Sutherland who has attended the meeting as an observer. Helen will commence employment with the association at the beginning of May 2024 as the new DFCS

The Management Committee welcomed Helen and Helen gave a brief overview of her previous experience relevant to the role.

It was noted that Janice Shields would join the meeting later.

2.0 Declaration of Interest

The CEO highlighted in the absence of Janice Shields at this point of the meeting that an interest has previously been declared due to the organisation where Janice Shields is employed also working with the JR Group on a project.

3.0	Minutes for Approval		
	Minutes of Previous Management Committee Meeting held on Tuesday 27th February 2024	The Minutes were agreed as a true record of the meeting subject to amendments highlighted at meeting for actions to be amended due to administration error.	Signed by Chairperson:
			Signed By CEO:
		Proposed: Douglas Muir	
		Seconded: Ann McEachan	
		Post meeting note: Actions updated after the meeting as agreed.	
	Matters Arising	The following matters arising were discus	ssed as not otherwise on the agenda.
		The CEO confirmed that the association is now corporate members of SHARE as agreed at Management Committee of 27 th February 2024.	
		The CEO discussed that in the absence of the DMS, the Lifts and Legionella Audit will be brought to the next Management Committee Meeting in April 2024.	

		It was noted that there was an error on the minute at agenda item 6.1 with an action listed that was not agreed and proposed to remove. The CEO provided an update of the Audit, Finance and Risk sub-committee and it was noted that Craig Reid will be the new Convenor.
4.0	Governance	
4.1	Governance Report	The CEO provided a brief overview of the Governance Report. The purpose of this report is to advise the Committee any specific areas in relation to governance not reported as single agenda items. CEO Appraisal
		The CEO advised annual appraisal of the CEO was carried out on Thursday 22 nd February 2024 by the Chair and Duncan Smith, supported by Freya Lees of North Star consultancy. Key points highlighted were: a successful year overall for the association with positive feedback on the achievements against objectives, current staffing issues in the Leadership Team and the gaps created have had a direct impact on the CEO with increasing pressures and as such, a follow up report should be carried out in 3 months' time to check on the progress with Leadership staffing and the ongoing workload of the CEO to ensure adequate support is in place. The CEO added, the resource gap will begin to be address through the Staffing report which will be discussed as a confidential matter at the end of the meeting. SHR Draft Engagement plan 2024/25 (Confidential) Highlighting the confidentially at this time until published by SHR, The CEO advised the associations draft Engagement Plan has been received by SHR following their Annual Risk Assessment and advises the association is 'Complaint' with all regulatory requirements. The CEO advised this means no submissions other than the standard are required to be made.

		EVH Salary Negotiations
		[REDACTED – CONFIDENTIAL INFORMATION]
		Internal Audit
		The CEO summarised the tender process that had been undertaken for the Internal Audit contract to ensure an ongoing programme as the current contract was due to expire. The CEO thanked the GCM for producing the tender document and advised Committee 3 submissions had been received. These were independently scored by the CEO and GCM to produce overall scores based on quality and pricing criteria set out in the document. The CEO informed committee the scoring had been close and asked the GCM for any comments on this. The GCM evaluated the methodology for the winning tender had been more robust and resulted in the slightly higher score.
		The CEO sought approval for TIAA to be appointed the Internal Auditor for the next 3 years with potential for a 1 year plus 1 year extension based on the above summary.
		Committee collectively agreed the recommendation to award the contract to TIAA.
4.2	Assurance Report 2023/26	The GCM sought approval for the recommended compliance level, action plan and summary review and talked through the detailed report provided to Committee to support the submission of the AAS, briefly explaining the associations adopted process to review and provide evidence, make a recommendation on compliance levels and review effectiveness of previously implemented actions. The CGM explained this report focuses on reviewing evidence for Tenant and Service User Redress and highlighted this would become, Listening and responding to tenants and service users once the revised Regulatory Framework is implemented on 1 st April 2024.
		The GCM advised there had been excellent progress made in how the association meets this part of the Framework since the initial review, with all actions from the previous action plan implemented. The next step would be to have an internal audit of complaints handling carried

		out and elements of this is being covered under the current Customer Care audit which in underway and may be sufficient to provide another level of assurance via the internal audit findings. The GCM reported there were no issues of non-material compliance identified and as such the recommendation for compliance level is 'complaint with improvements required' on the basis handling of complaints, especially at Stage 2 is an area for development and training for the Management Team has still to take place. Committee approved the recommendations from the Assurance Report Proposed by: Ann McEachan Seconded by: Kirsty Stoddart	
5.0	CEO Report		
		The CEO informed Committee a bulletin from H&S Housing Compliance UK had been issued to all members to alert them to a boiler recall notice issued from IDEAL, with the bulletin stating this should be reported to SHR as a Notifiable Event (NE) should any association find they have any boilers of the particular made / model. Given that this affected only one property within the association the CEO was of the view that it potentially didn't fall under the scope of the notifiable events guidance and contacted SHR for further clarification. SHR confirmed this would not constitute a NE and asked that we confirm that we were satisfied that we had taken all necessary steps and to advise when the works had been concluded to remedy.	
6.0	Reports for Decision / Approval		
6.1	30 Year Financial Plan March 2024	The CEO sought approval for the 30 Year Financial Plan and provided Committee with comprehensive overview of the detailed report provided which provides evidence based assumptions on the short, medium and long term financial position of the association. The CEO emphasised the robustness of the plan and the level of assurance provided on the associations positive financial position and healthy cashflow over the period of the plan. Highlighting the plan has been developed by an external financial consultant HRC Consultants, with the CEO working closely on the development of the plan, highlighting the rationale for	

this being a particularly beneficial exercise and approach at this time as outlined within the report.

The CEO summarised the key points for Committees scrutiny:

- Limitations of a 30 Year Financial Plan due to factors including the longer term assumptions, internal business plans and the wider external environment all being subject to continuous change there is a requirement to regularly review a thirty year financial plan.
- Rent increase for the next 10 years has been assumed at inflation plus 1% then
 inflation only with the CEO highlighting this is based upon the recognition that below
 inflation increases in recent years will need to be countered.
- [REDACTED CONFIDENTIAL INFORMATION]
- Other assumptions included in the plan relate to bank base rate, RPI / CPI and inflation, as well as things like bad debts and voids
- The cashflow position remains positive throughout the 30 years, with the lowest balance being circa £1.9 million as a result of repaying the Allia loan in 2026/27 coupled with a requirement to borrow private finance in this year.
- Emphasis given to the changing operating environment and unknowns at the time of producing the plan such as costs to meet Net Zero targets or potential staff structure to ensure delivery of services
- Compliance with covenants maintained throughout the life cycle of the 30 Year Financial Plan.

In addition, the CEO reminded Committee of the volatility of any 30 year plan which can be impacted greatly by uncontrollable external factors in the economy at any time, which results in the plan being refreshed annually to ensure its continued validity.

The CEO invited Helen Sutherland to make any observations on the plan given Helen will be in post as the new DFCS by May and the vast experience and financial expertise she will be

		bringing. Helen, endorsed the assumptions made, stating they were reasonable and as would be expected at this time based on economic factors, concluding there was a positive financial position throughout the life cycle of the plan. The CEO outlined some of the sensitivity analysis carried out on the 30 year plan with the key ones to note which would bring significant financial strain and the potential for cashflow issues on the association being inflation only rent increases in years 1 to 10 or the event of significant	
		additional costs to meet any Net Zero obligations.	
		Committee commented it would have been beneficial to have had these sensitivities contained within the full report however the CEO advised that this wasn't feasible due to timing around completion of the report and had only been received within previous few days. The CEO advised that they will be added to Decision Time for full transparency and to support the verbal overview given.	
		Committee further observed it would be beneficial to ensure these assumptions are taken account of when reviewing the rent increase decisions for 2025/26 given the long term impacts of any below inflation rent increases on the plan over the life cycle.	
		Proposed by: Duncan Smith Seconded by: Veronica McLaughlin	
6.2	Development Appraisal	The CEO sought approval from Committee to progress with the recommendations contained within the report to progress with entering into a contract with JR Group for the design and construction of 43 affordable homes at Nimmo Drive, subject to an acceptable offer of grant funding being received from GCC and to delegate authority to the CEO to sign any associated construction contracts, and approve payments within the total cost of the development.	
		The CEO presented the detailed report which had been produced in consultation with the Development Consultant from Trust Housing and HRC Financial Consultants, which should provide adequate assurance that all development and financial risks have been fully considered to support the decision making process, together with the various reports provided over the last 2 years.	

The following key points were emphasised:

- The proposal is financially viable based on all of the above and subject to the required level of grant being provided by Glasgow City Council
- Demand for housing in the area is high, with the need recognised as part of Glasgow's LHS
- The site is in the heart of the community and the design / impact this will have on the community are very positive

[REDACTED – CONFIDENTIAL INFORMATION] An overview of the split between HAG and the association's financial contribution was provided to the Management Committee outlining how this fitted within the 30 year financial appraisal carried out on the proposed development.

Committee commented the level of HAG funding presented a very financially sound development option for the association should It be approved within the required timeframe.

Janice Shields joined the meeting at 18:58pm

A detailed discussion on the property size / types, building standards, rent per unit and allocations process for the new properties took place. With Committee scrutinising the proposal in detail and giving due consideration to all aspects of the proposal. The discussion moved on to consider any associated risks with the development, in terms or progressing or otherwise. Committee concluded the risk of not progressing was greater in terms of impact upon the local community than the proportionate risk associated with the purchase of the site before funding has been fully agreed. Consideration was given to the associations overall risk appetite and the open risk appetite set against the development of new homes to inform the decision.

		Committee queried if the proposed design of the development had gone through the Housing and Maintenance Sub-committee. The CEO advised it had not and had been through several iterations over the last few years due to planning requirements. The CEO concluded it may be useful to look at having a presentation delivered to the Management Committee at the next meeting. Committee collectively approved the recommendations to: • enter into a building contact with JR Group • Progress with the development, subject to approval of funding and, • Delegate authority to the CEO to sign construction contracts and approve payments in relation to development costs and purchase of the industrial unit	
6.3	Standing Orders Policy	The CEO sought approval for the Standing Orders policy, advising the purpose of the policy is to provide a framework for the Management Committee to define the effective and proper conduct of Elderpark Housing's business. The CEO invited contribution from the GCM, who had supported the review. The GCM advised she had been part of the SFHA working group who had produced guidance on things to consider when reviewing this policy, stating the vast majority of the good practice findings were already contained and main additions made included: detail on minutes, declaration of interests and leave of absence. Committee Approved the Standing Orders Policy Proposed by: Janice Shields Seconded by: Kirsty Stoddart	
6.4	Arrears Write-Off Report 2023/24	The DHCS sought approval for the figures contained within the write–off report provided to Committee and a 7% increase to factoring charges for the year 2024/25. A brief overview of actions taken to recover or refund monies prior to requesting these balances be written off was provided. The DHCS stated write-off values for former tenancy arrears of £23, 650, tenant credit balances of £20,920, re-chargeable repairs of £2,288, factoring arrears of £1,414 and factoring credit balance of £1,863.	

		Committee queried the reason for the credit balance write-off being so high and praised the good performance in keeping former tenancy debt to a minimum. The DHCS advised the high credit balances had mainly resulted from HB or UC overpayments which may be invoiced for in the future. Committee approved the Write-off balances and a 7% increase to factoring fees for 2024/25. Proposed by: Ann McEachan Seconded by: Douglas Muir	
6.5	High Level Departmental Staffing	The CEO advised as stated at the outset of the meeting, this was a confidential item and requested all staff in attendance leave the meeting. The DHCS, GCM, CSA and Helen Sutherland left the meeting at 7.45pm. [REDACTED – PERSONAL DATA AND CONFIDENTIAL INFORMATION]	
7.0	Reports for Discussion	[REDACTED TERSONAL DATA AND CONTIDENTIAL INTONVIATION]	
7.1	Complaints Handling Q3 2032/24	The CGM summarised the detailed report provided to Committee, informing the purpose of the report is to demonstrate performance in this area and comply with reporting requirements for SHR and SPSO. Key findings from the report were highlighted as: • Increased volume of complaints being logged which may be attributed to training and ease of recording within Rubixx • Stage 1 performance overall in target at 4.81 days to respond • Stage 2 performance remains over target and training on investigation handling still to be carried out but auditing in place to support improvement • Majority of complaints relate to repairs: failure to attend / communication	

8.0 8.1 9.0 10.0 10.1	Training Training A.O.C.B Date of Next Meeting Date of Next Meeting	Committee noted the report EVH conference – committee to speak with Corporate Services to book a space Tuesday 30 th April 2024 at 6pm
		The GCM concluded learning outcomes had demonstrated a need to increase internal communication between Customer Services and other departments, in particular Maintenance to support effective contractor management which has been escalated to the CEO. Further learning outcomes on the availability of Housing officers while working from home has resulted in the implementation of use of an interview room to contact them via telephone should this be the customers requirement. There was brief discussion on how learning outcomes are used and the GCM explained the process for identifying trends and or picking to key learning from even a small number with similar themes to ensure the association is striving to provide a first class customer service shaped by feedback. Committee commented they felt this improvement was really positive measure and felt it was very reasonable staff be available to customers at the end of the phone while having the benefits of working from home to minimise any impact upon service delivery.

Approvals

Item	Agenda Item	Proposed (P) & Seconded (S) by	Lead Officer
No			
3.1	Draft Minutes of meeting Tuesday 27 th February 2024	Proposed: Douglas Muir	CEO
		Seconded: Ann McEachan	
4.0	Internal Audit Tender	Collectively Approved	CEO
4.2	Assurance Report - TS	Proposed: Ann McEachan	GCM
		Seconded: Kirsty Stoddart	
6.1	30 Year Financial Plan March 2024	Proposed: Duncan Smith	CEO
		Seconded: Veronica McLaughlin	
6.2	New Build Development Appraisal	Collectively Approved	CEO
6.3	Standing Orders Policy	Proposed: Janice Shields	CEO
		Seconded: Kirsty Stoddart	
6.4	Write-off Report	Proposed: Ann McEachan	DHCS
		Seconded: Douglas Muir	

Additional Actions from Meeting

Item	Agenda Item	Action Required	Lead Officer / Date
No			to be Actioned by
3.1	Minutes of the Management Committee meeting held 2024	Minutes to be redacted and published	GCM
4.0	Governance Report	[REDACTED – CONFIDENTIAL INFORMATION]	CEO
4.2	Assurance Report	Stage 2 Complaints training for Management Team	GCM
6.1	30 Year Plan assumptions	Assumptions report to be published on Decision Time	CEO
6.3	Standing Orders policy	To be circulated to key employees and published to Decision Time / website	GCM
6.4	Write-off Report	Balance to be written-off within rent accounts	DHCS
6.4	Factor Fee Increase	Notification of 7% increase to be issued to factored properties	DHCS