



NOTICE OF MEETING

The Meeting of the Full Management Committee will be held on Thursday the 25th of June 2020 at 19:00 hrs through the Association's on-line virtual meeting portal.

AGENDA

1.0 MANAGEMENT COMMITTEE

- 1.1 APOLOGIES
- 1.2 DECLARATIONS OF INTEREST
- 1.3 TRAINING
- 1.4 REGULATORY & STATUTORY RETURNS 2020 / 21
- 1.5 WHISTLEBLOWING, FRAUD & NOTIFIABLE EVENTS REGISTER 2020 / 21
- 1.6 HEALTH & SAFETY MATTERS

2.0 NEW MEMBERSHIP APPLICATIONS

3.0 DOCUMENTS FOR SIGNING AND USE OF SEAL

4.0 CORRESPONDENCE

5.0 MINUTES OF THE FULL MANAGEMENT COMMITTEE MEETING 28.05.20

- 5.1 APPROVAL OF MINUTES
- 5.2 MATTERS ARISING

6.0 MAINTENANCE & DEVELOPMENT REPORTS

- 6.1 MAINTENANCE SCHEME REPORT
- 6.2 DEVELOPMENT SCHEME REPORT

7.0 HOUSING MANAGEMENT REPORTS

- 7.1 TENANCY TERMINATION 2019 / 2020 SURVEY REPORT
- 7.2 SETTLING IN VISIT SATISFACTION SURVEY TO 31.03.20 REPORT
- 7.3 COVID-19 REPORT
- 7.4 NEXT STEPS PROGRAMME REPORT

8.0 CORPORATE GOVERNANCE REPORTS

- 8.1 BUSINESS PLAN UPDATE – LONG TERM FINANCIAL PROJECTIONS AND ASSUMPTIONS
- 8.2 SHR FIVE YEAR FINANCIAL PROJECTIONS RETURN
- 8.3 INTERNAL AUDIT PROGRAMME REVIEW
- 8.4 POLICY REVIEW REPORT
 - 8.4.1 Audit Policy
 - 8.4.2 Committee Member Expenses Policy
- 8.5 KEY PERFORMANCE INDICATORS UPDATE AND REVIEW
- 8.6 DIRECTOR APPRAISAL

9.0 DATE OF NEXT MEETING 30.07.20

10.0 A.O.C.B.

Distribution

1. Shields, Graeme (Chairman)	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	6. Jarvis, Anna-Maria	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	11. <i>Casual Vacancy</i>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2. Ballantyne, Mary	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	7. Parker, Morag	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	12. <i>Casual Vacancy</i>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3. Busby, Elaine	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	8. Porter, Josephine	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	13. <i>Casual Vacancy</i>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4. Colvin, Paul	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	9. Walker, Catriona	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	14. McKendrick, Mick (Co-optee)	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
5. Fleming, Anne	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	10. Wronowska, Agnieszka	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	15. Ryan, Isobel (Co-optee)	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>



MINUTES

Minutes of the Full Management Committee Meeting held on Tuesday the 25th of June 2020 at 19:00hrs through the Association's on-line virtual meeting portal.

Present

Shields, G (Chair)
Ballantyne, M
Colvin, P
Jarvis, A
McKendrick, M
Ryan, I
Walker, C
Wronowska, A

In Attendance

Forrest, C J (Director)
Bryce, L (Senior Property Services Officer)
Freeman, K (Secretary / Senior Housing Services Officer)

McCready, S (Wylie & Bisset, Internal Auditors)

1.0 MANAGEMENT COMMITTEE

1.1 APOLOGIES

Apologies for absence were received from J Porter and M Parker.

1.2 DECLARATIONS OF INTEREST

The Director declared an interest under Agenda Item No.8.6 and confirmed that he would step out of the meeting while this matter was discussed.

G Shields referred those present to the schedule of declared interests and those present confirmed that there were no other interests to declare or matters arising from the Agenda.

1.3 TRAINING

The Director confirmed that he would forward the latest on-line course schedule provided by SHARE following the meeting.

1.4 REGULATORY & STATUTORY RETURNS 2020 / 21

G Shields referred to the report and noted that all Returns that could be submitted had now been submitted. The Director confirmed that the Annual Financial Statements Return would be submitted once the Scottish Housing Regulator (SHR) had opened this up for submission on its portal.

The report was then noted by those present.

1.5 WHISTLEBLOWING, FRAUD & NOTIFIABLE EVENTS REGISTER 2020 /21

Those present noted that there were no matters to report.

1.6 HEALTH & SAFETY MATTERS

The Director confirmed that there were no specific matters to report at this time.

He confirmed arrangements for monitoring the well-being of one member of staff who was a lone-worker in the office and that advantage of the office closure was being taken to carry out essential repair works in the office atrium area.

2.0 NEW MEMBERSHIP APPLICATIONS

There were no new membership applications.

3.0 DOCUMENTS FOR SIGNING AND USE OF SEAL

There were no documents for signing or use of seal.



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4.0 CORRESPONDENCE

Scottish Housing Regulator

G Shields confirmed that an email had been received and that he expected a formal response to the Association at some point in July.

There were no other items of correspondence.

5.0 MINUTES OF THE FULL MANAGEMENT COMMITTEE MEETING 28.05.20

5.1 APPROVAL OF MINUTES

The Minutes were proposed by M McKendrick, seconded by I Ryan and unanimously approved by those present.

5.2 MATTERS ARISING

There were no matters arising.

At this point it was agreed that Agenda Item No. 8.3 be taken to accommodate S McCready of Wylie & Bisset.

8.0 CORPORATE GOVERNANCE REPORTS

8.3 INTERNAL AUDIT PROGRAMME REVIEW

S McCready presented the updated internal audit plan, timetable and content. He confirmed that additional items had been incorporated to reflect discussion at the meeting held in May including a review of Freedom of Information systems and Annual Return on the Charter (ARC) validation.

In response to a question from G Shields, he confirmed that most of the work could be carried out remotely if required although there were limitations to scope for checking physical controls in areas such as ICT where access to premises was not possible.

It was agreed that having had a review of the Business Plan in the last year by L Ewart and P McNeil, this would not be carried out until the next major review in two years' time.

The internal audit programme was then proposed by C Walker, seconded by A Jarvis and unanimously approved by those present.

At this point those present thanked S McCready for his attendance and he left the meeting.

6.0 MAINTENANCE & DEVELOPMENT REPORTS

6.1 MAINTENANCE SCHEME REPORT

G Shields referred to the report and the Senior Property Services Officer provided an update confirming that over the last week or so some outdoor maintenance works had re-commenced and that consultation on proposed stone repair works had also commenced.

Following consultation with tenants on appropriate social distancing and safety procedures, it had also been arranged for the window replacement project to commence at the end of July 2020.

She confirmed that electrical testing and smoke and heat detector installations were also now being carried out where tenants were able and willing to accommodate social distancing measures.



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6.0 MAINTENANCE & DEVELOPMENT REPORTS (Continued)

6.1 MAINTENANCE SCHEME REPORT (Continued)

The outcome of the tender for the annual gas safety testing / boiler replacement / quality control checks was noted and the appointments proposed by M Ballantyne, seconded by A Wronowska and unanimously approved by those present.

6.2 DEVELOPMENT SCHEME REPORT

G Shields noted that the contractor had re-commenced work on site in the previous week and the Senior Development Services Officer said that she understood that things were working well on site following the introduction of appropriate safe working procedures.

Those present then referred to the request for an additional housing unit within the fifteen unit new build scheme from Social Work Services. In considering the request those present considered the additional risks from delays as a result of a further Building Warrant approval and the potential exposure to voids and rent loss from allocation referrals.

There then followed lengthy discussion on the appropriateness of other units within the development and the potential impact on site progress if significant changes to existing designs were being made at this late stage. M Ballantyne also expressed concern over the impact on void levels as in her experience it could easily take between eight and ten weeks for referrals to be processed.

Due to the risk of further delays it was unanimously agreed that no further amendments should be made to the existing properties. However following further debate it was agreed that the Association should offer an additional unit for a referral closer to completion of the scheme if the existing layouts met client needs.

The report was then noted by those present.

7.0 HOUSING MANAGEMENT

7.1 TENANCY TERMINATION 2019 / 2020 SURVEY REPORT

G Shields referred to the report which was considered by those present. He noted that satisfaction levels were generally high but asked the Senior Housing Services Officer to explain a couple of the areas where satisfaction was slightly poorer.

The Senior Housing Services Officer referred to the areas of poorer satisfaction and explained that in one case there was no explanation for the dissatisfaction while in another it related to the standard of stair cleaning.

G Shields then asked for clarification on diagram one which showed the main reason for tenants choosing to move home and it was explained that in some cases tenants provided multiple answers to the question.

Following further discussion and consideration of the content of the report it was agreed that it did not give rise to any issues of concern and was noted by those present.

7.2 SETTling IN VISIT SATISFACTION SURVEY TO 31.03.20 REPORT

G Shields referred to the report.

M McKendrick queried the small percentage that felt the sign-up process could have been improved and asked if there had been any feedback in this area.

The Senior Housing Services Officer explained that this represented the view of one tenant who had expressed dissatisfaction with the length of time taken between receiving the offer of housing and actually signing up for the tenancy. However it was explained that the offer had been made following the receipt of a termination notice but that the tenant terminating their tenancy had then delayed the termination and the return of the keys to the property.



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7.0 HOUSING MANAGEMENT (Continued)**7.2 SETTLING IN VISIT SATISFACTION SURVEY TO 31.03.20 REPORT (Continued)**

The report was then noted as being very positive by those present and in the absence of any follow-up actions or recommendations the report was noted by those present.

7.3 COVID-19 REPORT

G Shields noted the significant increase in sums received from Universal Credit and Housing Benefit.

The Senior Housing Services Officer confirmed that this was the case and explained that he anticipated a further increase in the current month both in direct payments and in payments from tenants who were now starting to receive Universal Credit. He went on to explain that this reflected a substantial increase in the number of Universal Credit claimants registered over the last few months.

He went on to confirm that allocations were now beginning to increase with an increase in property turnover but that all properties currently available for let had now been allocated. Three properties were currently undergoing repair works but applicants had been identified and were likely to be allocated as soon as they became available for let.

M Ballantyne queried the nature of the complaints received relating to estate management and the Senior Housing Services Officer explained that these mainly related to refuse – leaving bagged refuse in closes or failing to properly bin refuse in bin areas.

The report was then noted by those present.

7.4 "NEXT STEPS" PROGRAMME REPORT

G Shields referred to the draft action plan and invited the Senior Housing Services Officer to provide an update on progress.

The Senior Housing Services Officer explained that the Association had now reached Stage 5 of the programme and that the draft action plan had been issued by the Tenants Information Service (TIS) for further discussion and approval by staff and committee.

G Shields noted the proposal to invite tenants to the Association's Management Committee meetings and queried the practicality of this for the foreseeable future in the current environment. He also raised the practicality of consultation generally in the current environment.

The Senior Housing Services Officer explained that there were no significant policy amendments being recommended at this time and in contrast to the previous year only limited areas requiring consultation over the course of the next six months. In any event, he confirmed consultation documents by post and through the Association's website remained unaffected by the pandemic.

The Director also reminded those present that part of the planned comprehensive resident satisfaction survey scheduled to be carried out in the current financial year would provide feedback on the levels and types of consultation preferred by tenants.

With respect to the draft action plan itself, the Director suggested that the only area where he might envisage difficulty was in allowing tenants to decide upon budgets for expenditure or expenditure priorities without accepting the implications for setting rent levels. He suggested this was particularly difficult where tenants were on full Housing Benefit or Universal Credit and did not have to pay directly for any additional services demanded.

With respect to the other items in the draft action plan he expressed no concerns regarding facilitating the recommendations and indeed suggested that many of the recommendations were already fulfilled by existing practice.

The Senior Housing Services Officer agreed that many of the requirements – particularly surrounding information and consultation – were already practiced.



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7.0 HOUSING MANAGEMENT (Continued)

7.4 "NEXT STEPS" PROGRAMME REPORT (Continued)

M Ballantyne agreed that looking through the draft action plan there were many areas already carried out by the Association. However she suggested that the Association might consider a launch event or some form of publicity supported by an open day to allow tenants to come along and ask about the draft action plan and contribute to it.

M Ballantyne also suggested that objective three should be made objective one to reflect the emphasis on tenant participation.

The Senior Housing Services Officer explained that the order could be changed as it was based upon the current tenant participation strategy which was effectively being superseded through this exercise.

Following further brief discussion it was agreed that the Director and Senior Housing Services Officer carry out a final review of the draft action plan and submit this to TIS to allow progression to the next stage of the implementation programme.

8.0 CORPORATE GOVERNANCE REPORTS

8.1 BUSINESS PLAN UPDATE – LONG TERM FINANCIAL PROJECTIONS AND ASSUMPTIONS

G Shields referred to the report and to the key assumptions underlying the Business Plan and asked the Director to provide a summary of the main changes to the assumptions following outcomes and experience since the initial plan approved in 2019.

The Director then referred to the updates to the development programme and explained that the timing of certain developments and the numbers of units had been updated to reflect the latest information available. Key changes had been the reduction in the number of units at the Yoker Primary School Site following the feasibility study and the removal of the five unit scheme at Sandholm Place due to uncertainty over planning approval.

Amendments to the planned maintenance programme included the inclusion of smoke and heat detector renewals as recommended by P McNeil of HRC, five-yearly electrical testing and ten-yearly renewal of Energy Performance Certification. Legionella testing had been removed following the removal of now redundant water tanks in communal loft areas.

The Director confirmed a prudent view of cost levels was applied as a general principle and gave the example of staff cost assumptions that in future years all staff members were in the pension scheme even though this was not currently the case. He had also assumed an increase in the past service deficit contribution although there was no certainty that this would necessarily be required.

He went on to confirm that component replacement costs had been updated. The main change to costs related to window replacement costs which were now significantly higher than previously budgeted based upon tender figures obtained in the last year.

A review of component life cycles had also been carried out following recommendations from P McNeil of HRC. The analysis had been included within the Business Plan and demonstrated that the business plan life cycles were generally shorter or in line with actual experience to date. The notable exception to this was in relation to window replacements. These had been carried out earlier than programmed for a large number of properties in order to meet energy efficiency standards and take advantage of available grant funding. This had the impact of shortening recorded life cycles for windows and did not therefore reflect the expected life of replacement windows in the existing housing stock. In overall terms it was agreed by those present that replacement life cycles in the Business Plan remained prudent compared to actual experience.

G Shields noted that the contingency sum for fabric repairs remained significantly higher than the fabric repairs identified by the most recent building surveys. The Director confirmed that a more prudent long-term amount had been incorporated within the Business Plan figures.



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8.0 CORPORATE GOVERNANCE REPORTS (Continued)**8.1 BUSINESS PLAN UPDATE – LONG TERM FINANCIAL PROJECTIONS AND ASSUMPTIONS (Continued)**

With respect to the impact of Covid-19, the Director confirmed that the figures built into the assumptions were sufficient to provide for a significant increase in rent bad debts. He acknowledged that there may be additional short-term cost implications to deal with Covid-19, he did not consider that these would be significant or material.

Those present then noted the impact of the revised assumptions on the projected income and expenditure, financial position and cash flows over the thirty year life of the Business Plan.

G Shields suggested that adopting more prudent assumptions was the right strategy and more appropriate than basing decisions upon overly optimistic financial targets that may not be achievable in the long run.

The revised Business Plan assumptions were then proposed for adoption by A Wronowska, seconded by I Ryan and unanimously approved by those present.

8.2 SHR FIVE YEAR FINANCIAL PROJECTIONS RETURN

G Shields referred to the projections and those present noted that they were based upon the first five years of the updated Business Plan projections with corresponding assumptions.

Following consideration of the content, submission of the Five Year Financial Projections Return was proposed by M McKendrick, seconded by A Wronowska and unanimously approved by those present.

8.4 POLICY REVIEW REPORT**8.4.1 Audit Policy**

G Shields referred to the draft policy and those present debated various elements of the content. It was recognised that this was a new policy that might merit further development over time. It was also agreed that the policy could be reviewed in advance of its formal review date if regulatory or legal changes required it to be amended.

The policy as drafted was then proposed by A Wronowska, seconded by M Ballantyne and unanimously approved by those present.

8.4.2 Committee Member Expenses Policy

G Shields referred to the policy and asked if the rates for travel were consistent with those of Employers in Voluntary Housing (EVH). The Director confirmed that travel rates were tied to the approved staff travel rates and these were linked to EVH approved rates.

A Wronowska asked when the overnight allowance had last been increased as she felt that it was no longer sufficient to cover expenses incurred in overnight stays. The Director confirmed that it had not increased for at least four years.

G Shields suggested that if committee members were finding that the allowance did not meet the cost of a meal at a conference venue then it should be increased accordingly. He did however raise the question of whether meals were not included in the cost of conferences. A Wronowska explained that this was not included when an overnight stay was required on the eve of a conference.

M McKendrick then proposed an increase to the overnight subsistence allowance from twenty-five pounds to thirty-five pounds this was seconded by A Wronowska. In the absence of any other amendments the policy was then unanimously approved by those present.

At this point G Shields moved Standing Orders as he anticipated the meeting was likely to run over two hours.



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8.0 CORPORATE GOVERNANCE REPORTS (Continued)

8.5 KEY PERFORMANCE INDICATORS UPDATE AND REVIEW

G Shields referred to the updated Key Performance Indicators (KPIs) and noted that a significant number of targets had already been set as they were based upon the approved budget for the current financial year.

The general approach of setting targets based upon achieving the first quartile for the national benchmarks in the latest available Charter statistics was agreed by those present. It was acknowledged that in some instances this would be setting ambitious targets while in other areas it represented less onerous targets compared to what had been achieved in previous years. However it was agreed that setting targets across all areas to be in the top quartile nationally should be the overall aim.

There then followed discussion on the number of KPIs within the report and whether these should be reviewed as recommended by L Ewart following her governance review. G Shields suggested that perhaps one or two of the strategic objectives be reviewed on a quarterly basis over the course of the current year. He suggested this would be a less onerous task than reviewing all of the KPIs for all of the objectives at once and those present agreed to this approach.

The Senior Housing Services Officer suggested that he could recommend some changes following changes to certain definitions within the Annual Return on the Charter (ARC). He felt that this might make some of the benchmarking clearer and more relevant when comparing with other organisations.

G Shields then asked those present to give some thought to the targets being used to measure compliance with strategic objectives over the next month with a view to reviewing the first set of targets at the next meeting.

At this point the Director declared an interest and left the meeting, the Senior Housing Services Officer and the Senior Property Services Officer also left the meeting at this point.

8.6 DIRECTOR APPRAISAL

G Shields referred to the appraisal procedure that had been formulated with the support of Olwyn Gaffney from SHARE.

M McKendrick asked if the appraisal form being used was a standard form and G Shields confirmed that it was based upon a model provided by SHARE.

G Shields acknowledged M Ballantyne's experience of formulating and conducting appraisal processes from her previous employment. She confirmed that while she felt the structure was fairly bare, it did form a good basis for the process and future development.

With respect to targets being set for the appraisal, those present agreed with the recommendation from SHARE that these be linked directly to the Association's six strategic objectives and associated KPIs.

G Shields suggested that the review of the KPIs was timely and that this should tie-in with the appraisal process. He felt that delivery of the Association's strategic objectives and associated KPIs were a good indicator of the Director's performance. He also suggested that using an external independent facilitator would also ensure that the process was sufficiently robust and address regulatory criticism of the previous process.

Following further discussion and debate, it was agreed that a report on the process and agreed target outcomes would be provided to the Management Committee at the conclusion of the process.



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9.0 DATE OF NEXT MEETING 30.07.20

Following discussion, it was agreed that the next meeting be scheduled for Thursday the 30th of July 2020.

10.0 A.O.C.B.

There being no other competent business the meeting closed at 21:20 hrs.

Proposed By _____

Seconded By _____