

**Minutes of Management Committee Meeting – Thursday 30th March 2023
In Southside House at 6.00pm**

Action

Present: Alex Cameron (AC), Munir Choudry (MC), Betty Macneill (BM), Iain Dyer (ID), Surjit Chowdhary (SC), Alison Devlin (AD), Shirley Robison (SR), Liz Ely (LE), Margaret McIntyre (MM), Ruth McCluskey (RM)

In attendance: Paul McVey (PM), Norma Taylor (NT), Mandy Wright (MW), Donna Reilly (DR), Des Phee (DP), Aileen Radford (AR), Alison Smith – Allan Park Consultants (AS).

**Item 1:
Apologies &
Attendance
Record** AC welcomed everyone to the meeting, and noted that Alison Smith is in attendance, both on an observational capacity and also to have some time with the Committee to discuss matters pertaining to their vision for the Management Committee.

Apologies received from Elisa Campanaro and Jonah Chireka.

**Item 2:
Conflicts of
Interest** No conflicts of interest for noting.

**Item 3:
Minutes of
meetings** **Management Committee Meeting – 23.02.2023**
Committee approved the minutes – proposed by MM and seconded by RM

**Item 4:
Matters
Arising
Schedule** **Minutes redacted in relation to confidential information**
Compensation & Discretionary Awards Policy – PM advised that further work is required on this as the important thing is to ensure we have a robust Disturbance Policy either as separate or as part of the Compensation one.

Orchard/MRI System Review – NT liaising with MR and our Internal Auditors are carrying out a post implementation review. The Association will also seek an independent review to look at lessons learned.

DR

**Item 5:
Group Final
Budget** MW advised that this is now the budget being presented is the final version which has no major changes to note from the previous draft, other than that noted below.

Insurance Renewal – this has increased from £595k to £828k. The increase for all stock is 409% and for SFARS alone is 45%.

Capital Expenditure – this one change to this budget is in respect of 640 Pollokshaws Road. The decrease in the budget is due to the

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site start delay. The £2.6m reduction will be deferred to 2024/25 when the project timetable requires it.

Surplus – this has reduced and is now getting closer to our margins moving forward.

SFARS Budget – this was approved by the SFARS Board at their last meeting. The changes are an uplift in the factoring management fee of 10% and an increase to mid-market rent of 3%. SR advised that she had raised a number of queries direct with MW prior to the meeting.

MC asked about the management liability (overheads) insurance increase from £18k to £47k and was there a competitive tendering process. MW advised that the Association has a broker who carries out the tendering process. The increase is due to claims in employment matters.

AC commented that within the housing sector there is a monopoly market for insurers and some associations are not able to secure policies. While no increase is positive news, the level of increase and fact that the Association has secured a policy is positive in itself.

Committee approved the final budget – proposed by MC and seconded by BM.

**Item 6:
Procurement
Strategy**

DR advised that this is an annual strategy that requires to be published and submitted to the Regulator. It relates to contracts which have a value equal or greater than £5m.

Page 5 of the report details the projected spend in 2023/24.

Committee approved the Procurement Strategy – proposed by RM and seconded by AC.

**Item 7:
Former
Tenant Write-
offs**

PF advised that the report details the proposed former tenant write-offs that are deemed irrecoverable.

The caseload was identified as 187 cases totalling £173,826.63. Six abandoned properties with high arrears are included in this total. 116 cases are being pursued through the arrears procedure. The balance of £69,961.76 is recommended for write off.

MM asked if there was no way to recover any of these monies. PF advised that the team follow a process to try and recover the money and the Association is also look at a debt collection service for the future.

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RM asked why some of the money is written as a credit. MW explained that these are balances that the Association hasn't been able to return – e.g. rent owed back to a tenant.

SR asked if the patches are set geographically. PF commented that there is a bit of a mixture as 4 patches have now been reduced to 3.

*SR noted that the rent arrears policy is dated 2017 which is now seriously overdue for update. PF will look into this and have it resolved.

PF

****Post meeting update: Rent policy referenced within report SHA Rent Management Policy was revised and approved by Management Committee in April 2022****

Committee approved the former tenant write-offs – proposed by MC and seconded by SC.

**Item 8:
Strategy &
Development
Funding Plan
2023 – 2028**

DR advised that this is an annual report for Glasgow City Council and is dated 2023/24 to 2027/28.

All projects are in the current Business Plan apart from the two gap sites in Pollokshields which were subject to fires in 2021.

DR commented that all projects will be brought to Committee for formal approval.

The SDFP has been approved by the Leadership Team and must be submitted to the Council by 21st April 2023.

BM queried why there was only two properties in the former police station in Craigie Street. DR advised that the site is very small. The Association owns the rest of the site (20 properties).

MC noted that the site at 640 Pollokshaws Road has 5 disabled spaces. Are there any for the Mossbank Church site? DR commented that the requirement for grant is 10% of spaces, so probably 3 spaces for the site on Mossbank Boulevard (URC Church).

There was a discussion on the planning application for Mossbank Church and DR advised that it was withdrawn due to parking. The plans will be re-submitted.

DR

Committee approved the SDFP – proposed by MM and seconded by RM.

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**Item 9:
Policies for
Approval**

Anti-Bribery Policy

DP advised that this policy is an update of an existing policy which was last reviewed in 2016.

The report notes the summary of changes at 2.1.

The policy was approved by Committee – proposed by ID and seconded by SR.

Fraud Policy

DP commented that this policy was identified through the Annual Assurance Statement process. This is a new policy which sets out the Association's principles in relation to protecting the organisation, its assets and the public funds SHA receives against fraud and other criminal financial activity.

DP advised that this policy is to mitigate any frauds e.g. finance, cyber security. MW commented that the Association's financial internal controls are tight and there have been external attempts in the past.

NT noted that the Association is currently procuring training for staff in relation to cyber security and IT.

SR asked if there would be training for committee, perhaps by our external auditor. DP commented that this would link with other policies and he will look at training.

DP

Policy approved by Committee – proposed by MM and seconded by AD.

Procurement Policy

DR advised that this policy was due for renewal in August this year, however the policy has been updated to reflect updated thresholds under the 2015 Regulations which changed in January 2022. These thresholds, under the Regulations, are now to be inclusive of VAT.

Committee approved the policy – proposed by BM and seconded by AC.

**Item 10:
Review of
Standing
Orders,
Remits,
Scheme of
Delegated
Authority and
Financial
Regulations**

PM advised that the Financial Regulations will be brought to the April meeting.

MW

PM commented that it is his intention to carry out a Governance Review later in the year to ensure that the Association is fully compliant and structured in the best way it can be.

SR commented she has spoken to DP prior to the meeting regarding the point of Vice Chair of the main committee being Chair of the

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Staffing Sub-Committee. This is in the Staffing Sub-Committee remit but has not been amended in the Standing Orders.

PM proposed that this is altered to ensure that the Vice-Chair is not automatically the Chair of the Staffing Sub, as this was the original intention. Also noted that all changes are tracked in red with Remits and Role descriptions being self-explanatory.

SR agreed that a Governance Review would be useful to provide us with more confidence regarding compliance. PM agreed that a review will be helpful.

SR also feels that more delegation to the Leadership Team in the future would be helpful and this could be caught during the review process.

Committee approved the revision to the Standing Orders, Scheme of Delegated Authority, Committee Remits and Role Descriptions – proposed by MM and seconded by RM.

**Item 11:
Tender
Report –
Common
Mechanical
Ventilation
Systems
Upgrades**

5 & 15 Queensland Court & Gardens and 150 Berryknowes Avenue:

DR advised that this is a planned maintenance project for Queensland Court and Gardens and Berryknowes Avenue. Only one tender was returned and this reflects the specialist nature of the works.

DR recommends that Committee accepts the tender which will allow a start date in May 2023 with completion early 2024.

DR also noted that Net Zero Funding is being sought for Berryknowes Avenue and if this is successful, the address will be removed from the costs noted in the tender.

MM asked if the company has been used by the Association before. DR will check this out. ***(Post Meeting Note – DR confirms that we have used this company before – in the T84's)***

DR

MC asked if one tender is sufficient. DR explained that the tender was issued to four contractors, however only one was returned. It was on the Public Contracts Scotland website.

MC asked how long the fans have been in operation. DR advised 30 years.

Committee approved the tender from The Ventilation Experts – proposed by SR and seconded by MC.

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**Item 12:
Corporate
Risk Register** DP advised that this was presented to the Audit Committee in March and was approved. The Leadership Team also review this on a monthly basis.

The key changes which came from the Audit Committee are:

Risk 1 – data breach. IT failures, cyber-attack. Substantial assurance provided by recent Internal Audit and other mitigating actions in place should reasonably be able to reduce the net likelihood – decrease Net Risk Score to 23.

Risk 8 – reduced demand due to stock type leads to voids and lost income, threatening business plan – agreed to increase net risk score to 12.

Risk 9 – Information management process in relation to GDPR – increase Gross Risk score to 20 and Net Risk Score to 16.

Risk 10 – Regulatory Status change caused by compliance failure leads to lack of funder confidence – increase current Net Risk score to 9.

Appendix 2 notes inflation still an issue – February CPI now at 10.4%. Insurance policy has captured in emerging risks.

Committee approved the Corporate Risk Register – proposed by ID and seconded by MM.

**Item 13:
Tender
Report – 640
Pollokshaws
Road**

This report relates to the former Arnold Clark site at 640 Pollokshaws Road.

Site acquisition 10th March 2023. Agreed a tender with AS Homes for 50 units. ****Minutes redacted in relation to commercially sensitive information****. AS Homes will start demolition week commencing 17th April 2023 with a site start for the construction works projected for July 2023. The works will last approximately 22 months and complete in April 2025.

The project generates a surplus from year 16 onwards.

MM asked who will pay for the demolition works. DR advised that this would be the Association. ****Minutes redacted in relation to commercially sensitive information****

SR noted that the figures are now £220k per unit. This is a lot of money and is everything based on the current Business Plan. DR commented that all assumptions are on the current Business Plan and in terms of Value for Money, it is fair. PM noted that when discussing the Business Plan each development was looked at individually.

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Committee approved the tender costs submitted by AS Homes for the Design & Build of 50 new homes – proposed by MC and seconded by RM.

**Item 14:
Chief
Executive's
Report**

Governing Body Appraisals – tender awarded to Allan Park Consultant. Timetable is being worked on at present and questionnaires will be issued to each member imminently.

PM advised that the tender was solely for the Management Committee and in the past we have carried out SFARS Board appraisals. Would this be useful? RM feels this is valuable for SFARS and a worthwhile exercise. PM will discuss further with AS from Allan Park.

PM

PM also noted that the Staffing Sub-Committee may wish to discuss the CEO appraisal. SR will discuss this at the next meeting.

SR

Reactive & Void Maintenance Contract – meeting held today with the Repairs Team. City Building have been notified that the Association will be looking to procure a new contract. The preference is to procure 2 separate frameworks – 1 for voids and 1 for reactive maintenance. There will be 'Meet the Buyer' events organised to attract local SME's. There will be 2 geographic areas and 3 main trades covering electrical, joiner and plumber.

Glasgow Care & Repair – ***Minutes redacted in relation commercially sensitive information***

Shields Road Office – now open three days a week, with decent footfall.

Queensland Community Park – works ongoing and progress being made.

SHR Engagement Plan – event attended on 23rd March to discuss the Draft Local Housing Strategy. Comments are being fed through GWSF.

Fatality in House Fire Invergyle Drive – waiting on the fire report. Staff did try and get in to help. Committee should note that all the health & safety is up to date. Minimal damage outwith the property. MC wanted to note his and the Associations' sympathies with the family of the deceased.

Dampness and Mould Work – NT working with staff gathering evidence and will establish a working group. Mould kits and education for staff and tenants will be ongoing. A database will be created to identify trends.

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Networking – PM has been visiting neighbouring associations which has been useful. Some of the discussions have been around shared services and benchmarking etc.

Cardonald Larder – this is going very well and is proving popular. PM noted that this is a service for everyone. The food is bought through wholesale deals and donations. It hasn't been officially launched yet. The Larder has contacted the association to advise that staff can use it. PM noted that any staff working in any business in the area is also able to use the service. Committee are happy for staff to use.

**Item 15:
Governance
Matters** Nothing to report.

**Item 16:
Relationship
with other
bodies** *EVH* – BM attended the recent meeting where the discussions were focussed on the Imagination Library which aims to supply books to children aged 0-5. PM advised that the Association is currently looking to set up soon with funding from the community chest and possibly contractors.

Pollokshields Community Council- MC attended the last meeting and the main report was from community police who are working closely with the local schools and this is seeing an improvement in the area.

PF advised that there is now a staff member attending the Pollokshields Area Partnership.

**Item 17:
SHR
Guidance
Notes etc** **Notifiable Event**
DP advised of Notifiable Event no. 30418 which relates to the fire at Invergyle Drive.

**Item 18:
Any other
competent
business** ****Minutes redacted in relation to commercially sensitive information****

Appraisal Questions: - Alison Smith (Allan Park)

AS observed the meeting and would like to know what kind of Committee the members want to be and what would that look like?

Committee gave various answers:

- Community based housing association with a strong tenant membership.
- The association is of a size where it has to be professionally minded and have a good mix
- Respect and listen to others views, accepting all points of view
- Self-accountability

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- Are we viable and making money?
- How can we develop our strategy for the future?
- Good relationships with staff
- Ensure all affairs are conducted within the Regulatory Standards
- Need to work collaboratively.
- A lot of changes, especially with a new CEO, are happening.

AS thanked everyone for their input and will take on board all the points made.

Questionnaires will be issued soon to each member and individual meetings arranged for May.

Confidential Session – Paul McVey

See separate minute

**Item 19:
Date of next
meeting**

The next meeting will take place on Thursday 27th April 2023 at 6.00pm.

Training Session on Grievances at 5.00pm.