

Minutes of the Management Board meeting held on Tuesday 2 March 2021 at 6.00pm using ZOOM Video Communications.

Ag3

Present: Joan McFarlane (Chair)
Tiffany Harvey
Helen Eakin
Elspeth Kerr
David Riddell
Josephine Barnshaw
Andrew Loen

In attendance: Pauline Burke, Interim Director
Sharon Flynn, Temp. Depute Director
Duncan McKnight, Technical Manager
Jackie McGoran, Senior Finance Officer
Stephen Watt, Corporate Services Assistant
Stuart Eglinton (SE Training) from 6.00-6.30pm

In light of the current coronavirus situation and Government guidelines, Board and staff agreed that the meeting would be via Zoom video communication.

1. Apologies

- 1.1 Apologies were received from M Bowie, P McBride, T Diggory and D O'Hara.
- 1.2 The Chair welcomed SE Training's Stuart Eglinton. Board Member A Loen was also welcomed back after special leave.
- 1.3 The Chair advised the Board that there was one guest speaker at the meeting to cover item 5.1 and this item will be taken first.

2. Declaration of interest

- 2.1 There were no declarations of interest.

3. Minute of the previous meeting

- 3.1 The minute of the meeting on 26 January 2021 was proposed by T Harvey and seconded by D Riddell. These minutes will be signed at the first available date due to Covid-19 restrictions.

Action – S Watt

- 3.2 The minute of the Elections meeting on 10 September 2020 was proposed by H Eakin and seconded by J McFarlane.

4. Matters arising

- 4.1 The Director informed the Board that member T Diggory had discussed resigning for personal reasons. As a valued member, the Board agreed to approach T Diggory with a view to a leave of absence being granted. The Chair will return with an outcome at the next Board meeting.

Action – J McFarlane

5. Acting Director's report

5.1 Board Effectiveness Review

- 5.1.1 S Eglinton from SE Training presented the findings from the Board Appraisal and Effectiveness review that had been conducted with Board members. Members completed a detailed questionnaire followed up with one-to-one interviews. Nine members completed the appraisal questionnaires, one member was unable to attend the one to one interview due to illness.

- 5.1.2 The questionnaire was designed to compare the board's skills, knowledge and experience against the expectations of the Scottish Housing Regulator and to inform the board's training and support plans. The appraisal process also explored various other issues including the effectiveness of the co-op's performance management, the role of the board, the quality of support received from the co-op's staff, succession planning, etc.

- 5.1.3 The findings from Stuart were very positive and very encouraging observations about the Board members individually and collectively. It is clear from the report that the Board is considered to be very effective and as would be expected, there are some recommendations that will form an action plan for Board to work through including that a decision will be taken in the next two months on how the annual Strategy Day will progress.

- 5.1.4 The Board noted the Board Effectiveness Review and thanked Stuart for the comprehensive report and presentation.

S Eglinton left the meeting at 6.30pm.

5.2 Final Budget 2021/22

- 5.2.1 J McGoran presented the final budget to the Board for review, comment and approval. It was noted that the net effect of adjustments to the initial draft budget presented in December 2020 result in a decrease of the budgeted surplus by £49,585 with final surplus now forecast at £263,250 for 2021/22.
- 5.2.2 The Board were informed that planned major capital works were changed (as approved at the previous Board meeting) and are now £397,887 with the £37,262 reduction reflected through cash.
- 5.2.3 The opening cash balance has increased by £515,717 to justify net underspends in expenditure and capital works anticipated for 2020/21.
- 5.2.4 Referring to the body of the report, J McGoran discussed the key items and highlighted no issues with meeting covenants based on final budget and invited any questions from the Board.
- 5.2.5 The Board approved the final budget for 2021/22.

5.3 Management Accounts to December 2020

- 5.3.1 J McGoran presented the Management accounts to December 2020 for review and comment. The total comprehensive income for the year stands at £469,373 v budgeted surplus of £299,534 resulting in a favourable variance of £169,839.
- 5.3.2 Operating costs continue to show positive variances which is largely attributed to the reduction or postponement of services/programmes due to lockdown measures imposed by the government. Cost centres showing any overspends as detailed in the financial statements were highlighted and discussed with Board.
- 5.3.3 Although liquid cash balances and working capital remain high and the Co-operative's financial position remains robust, the impact of Covid-19 and associated restrictions continue to be monitored for potential impacts on the Co-operative's finances.
- 5.3.4 Questions were invited. The Board approved the third quarter Management accounts.

5.4 Insurance Renewal Report 2021/22

- 5.4.1 J McGoran presented the annual insurance cover for 2021/22 which is due for renewal and invited review and comments. Main areas of cover with the

amounts covered were presented at Appendix 1 and renewal comparisons provided in the summary at item 4.3.

5.4.2 Board approved the renewal of the annual insurance cover for 2021/22 under the terms outlined within item 4 of the report and based on the renewal costs provided.

5.5 Meeting Schedule 2021/22 – Board and Sub Committee

5.5.1 P Burke presented the proposed meeting schedule for 2021/22.

5.5.2 The Annual General Meeting (AGM) was scheduled for 25 August.

5.5.3 The DRUMCOG training schedule for the next four months had been previously agreed.

5.5.4 The annual Strategy Day (mentioned at Ag 5.1.2) will likely take place towards the end of May to allow time for strategic objectives to be agreed in time for the Board meeting in June 2021. P Burke will begin preparations into finding a facilitator who is available to host the event.

Action – P Burke

5.5.5 The Board approved the Meeting Schedule.

5.6 Board Workplan

5.6.1 P Burke presented the Board Workplan for the next twelve months.

5.6.2 The Board approved the workplan.

5.7 Policy Review Workplan

5.7.1 P Burke presented the policy review schedule for 2021/22. This has been incorporated into the draft workplan which is discussed at item 5.6.

5.7.2 The Board approved the Policy review workplan.

5.8 Management Team Report

5.8.1 P Burke referred to the Management Team report and the ongoing position with Covid-19 restrictions as directed by the Scottish Government.

- 5.8.2 The Scottish Government provided an update on lockdown restrictions on 23 February 2021. The latest review indicates that mainland Scotland will resume the tiered lockdown system by late-April 2021.
- 5.8.3 S Flynn informed the Board that a funding bid placed with Glasgow City Council for £5,000, to assist with the ongoing response to the Covid-19 pandemic, had been successful. This will aid the Co-operative in providing support to tenants in crisis and was welcomed by the Board.
- 5.8.4 Board were informed that a significant price increase to the Welfare Rights Service will take effect from 1 March 2021. This will be discussed at a future scheduled DRUMCOG meeting and proposals brought to a future Board meeting.
- 5.8.5 J McGoran referred to the finance actions in the Management Team report and assured the Board that any negative impact to the Co-operative's finances will be brought immediately to their attention for taking decisions.
- 5.8.6 Board noted the Management Team report and update.

6. Temporary Depute Director's report

6.1 Feasibility Study write-off report

- 6.1.1 D McKnight presented the Board with the details of a feasibility study conducted in 2015/16 which was fully funded through Housing Association Grant (HAG) by Glasgow City Council.
- 6.1.2 At the time of the study, the cost of improvement works and absence of grant funding, made the project unviable and due to enhanced occupancy levels and improved stock performance, focus moved to meeting tenants' priorities via the provision of planned improvement programmes.
- 6.1.3 Questions were invited from the Board and the future requirements of the properties were discussed in relation to EESSH2. D McKnight informed Board that further enhancements will be developed to meet individual property requirements and will be informed by sector thinking, Government strategy, Local Heat and Energy Efficiency Strategies (LHEES), together with advances in technology.
- 6.1.4 The Board approved the recommendation to abort the project for housing properties under construction and write off the cost of £13,740 associated with the feasibility study, together with the corresponding HAG of £13,740.

6.2 Maintenance Spend report

6.2.1 D McKnight presented a report on maintenance expenditure to 31 December 2020 and highlighted key variations within cost centres. Positive variances existed across all categories relating to the impact of Covid-19 and the associated suspension/interruption of services. Due to the on-going restrictions, it was anticipated that some positive variations relating to underspends would be incurred at year-end.

6.2.2 Board noted the maintenance spend update.

6.3 Bad debt write-off report – quarter 4

6.3.1 The Depute Director presented the report and Board were invited to write off former tenant rent arrears totalling £1,175.57 for Quarter 4 on the basis that all recovery routes had been exhausted. A former tenant credit write-off totalling -£1,306.13 for this quarter was also recommended.

6.3.2 The Board noted the report and approved the recommendations to write off the former tenant arrears of £1,175.57 and credit of -£1,306.13.

6.4 Performance exception report

6.4.1 The Deputy Director highlighted the increase in rent arrears that has taken place over 2020/21 as an exception to performance, however, remains within the established target. Attention was drawn to the challenges experienced by Housing Officers and implications arising from the Governments position on enforcing legal action.

6.4.2 The Board noted the performance exception report.

7. Policy review

7.1 Policy Review report

7.1.1 The following policies were presented for approval:

- Pet Policy
- Estate Management Policy
- Tenant Participation and Action Plan
- Racial Harassment Policy
- Tenancy Changes
- Health and Safety Control Manual

7.1.2 It was highlighted that despite a range of consultation methods being progressed, tenant engagement had proved challenging. It was agreed that a Working Group would be established to consider how feedback/engagement could be increased.

Action – D McKnight

7.1.3 The Board were invited to postpone the review date for the Sustainability policy as key guidance documents are currently in development and will influence our future approach.

7.1.4 The Board approved the policies and agreed to postpone the review date of the Sustainability policy.

8. Governance

8.1 Membership Report

8.1.1 There were 17 prospective members brought to this meeting and 5 Share Certificates which were approved by the Board.

8.2 Ethical Conduct and Notifiable Events

8.2.1 The notifiable events report was presented to the Board.

8.2.2 No further notifiable events were submitted to the Scottish Housing Regulator due to Covid-19 restrictions in place remaining the same.

8.2.3 The Board noted the notifiable events update.

9. Audit, Risk and Staffing sub-Committee

9.1 The Board noted the minutes from the meeting on 5 November 2020.

All staff left the meeting at 7.37pm

9.2 Recommendations from the meeting on 4 February 2021

9.2.1 The Board approved the recommendations from the Audit, Risk and Staffing sub-Committee regarding item 2.1 of the report.

All staff returned to the meeting at 7.41pm

10. Any Other Competent Business

10.1 There were no other business items of note.

11. Date of next meeting

11.1 The next Board meeting will take place on Tuesday 13 April 2021 at 6.00pm using ZOOM Video Communications.

The meeting closed at 7.43pm.