

**Meeting of the Board of Management to be held  
on Tuesday 24 November 2020  
at 6pm via Microsoft Teams**

**AGENDA**

<b>1. Apologies</b>	<b>Lead person</b>	<b>To note</b>
<b>2. Declaration of interests</b>	<b>Derek Quinn</b>	<b>To note</b>
<b>3. Minute of meeting held on 27 October 2020</b>	<b>Derek Quinn</b>	<b>For approval</b>
<b>4. Matters arising from meeting on 27 October 2020</b>	<b>Derek Quinn</b>	<b>For approval</b>
<b>5. Quarter two operational performance :</b>		<b>For approval</b>
5.1 Quarterly performance report	<b>Charles Turner</b>	
5.2 Management Accounts	<b>John Russell</b>	
5.3 Loan Portfolio report	<b>John Russell</b>	
<b>6. Action and notes from Business Planning day</b>	<b>Charles Turner</b>	<b>For decisions</b>
<b>7. 2020 Tenant Satisfaction survey and results</b>	<b>Gary Naylor</b>	<b>For information</b>
<b>8. 2021/22 Budget and proposal for rent consultation</b>	<b>John Russell</b>	<b>For decision</b>
<b>9. Annual Assurance Statement</b>	<b>Charles Turner</b>	<b>For decision</b>
<b>10. Mobile working review</b>	<b>Gary Naylor</b>	<b>For decision</b>
<b>11. Abercromby Street lettings plan</b>	<b>Gary Naylor</b>	<b>For decision</b>
<b>12. Major Repairs procurement</b>	<b>Eleanor Derbyshire</b>	<b>For decision</b>
<b>13. Chief Executive's report</b>	<b>Charles Turner</b>	<b>For decision</b>
<b>14. Subsidiary Company draft minutes:-</b>	<b>Charles Turner</b>	
14.1 Staffing Sub-Committee, 16 November 2020		<b>For approval</b>
<b>15. Any other competent business</b>	<b>Derek Quinn</b>	
<b>16. Résumé of meeting</b>	<b>Derek Quinn</b>	<b>To note</b>
<b>17. Date of next meeting Tuesday 9 February 2021</b>		

## THENUE HOUSING ASSOCIATION LTD

**Minute of the Board of Management Meeting  
held on Tuesday 24 November 2020  
at 6.00pm remotely on Microsoft Teams**

**Present:** Derek Quinn (Chair), Jeanette Goode, Owen Stewart, Howard Mole, Maureen Dowden, Davie Keltie-Armstrong, Abdifatah Hayde, Florence O'Hale, Elizabeth Williamson

**Attending:** Gary Naylor, Charles Turner, Lynne McKenzie-Juetten, Sharon Craig-Mcleary, Eleanor Derbyshire, John Russell, Paola Doyle, Sheena Fergusson (Minute taker)

Derek Quinn welcomed the Board Members to the meeting and thanked the Executive Team and staff for preparing the papers especially Agenda Item 9, the report containing the hyperlinks. He was appreciative of all the hard work that had gone into the preparation of the papers and noted there was a lot for the Board to get through.

**1. APOLOGIES**

Apologies were received from Pauline Casey.

**NOTED**

**2. DECLARATIONS OF INTERESTS**

There were no declarations of interests noted.

**NOTED**

**3. MINUTE OF THE PREVIOUS MEETING HELD ON 27 OCTOBER 2020**

The minute of the previous meeting held on 27 October 2020 was approved as a correct and accurate record of the proceedings. The minute was proposed by Owen Stewart and seconded by David Keltie-Armstrong

**APPROVED**

**4. MATTERS ARISING FROM THE PREVIOUS MEETING HELD ON 27 OCTOBER 2020**

There were no matters arising from the previous meeting held on 27 October 2020.

**NOTED**

**5. QUARTER 2 OPERATIONAL PERFORMANCE**

**5.1 Quarterly Performance Report:** Charles Turner presented the report and advised the previous performance report included 8 'red' areas due to Covid-19 related issues and he was pleased to advise that the 'red' areas had been reduced to 4. Charles used charts to show the comparisons and where the decreases had been. There were several reasons for the decrease in 'red' areas and Charles highlighted a few to the committee. He advised there were some missed targets for reactive repairs but not a lot and customer satisfaction still remains within target. Given the ongoing pandemic, contractors' workers being on furlough and restrictions imposed on going into homes to carry out repairs, the performance has been good.

It is expected that there will be a higher financial surplus this year than originally budgeted for this is due to an expected reduction in the repairs programme overall and short term overhead savings as a result of staff working from home. Progress is being made on the gas checks and it is expected that the smoke detector contract will be completed by February 2021. The Board advised they liked the use of charts in the summary sheet and noted that there had been a good performance given staff have been working from home during the pandemic.

The Board asked about any concerns relating to the mental health of staff. Charles advised the Board there was nothing to be concerned about at the moment and any staff affected were being offered support and advised this took the form of counselling and meeting on a 1:1 basis. He also advised a wellbeing survey had been carried out, and that suggestions were in the process of being implemented. The Board asked that they would like the staff to be informed that the Board recognises and appreciates the efforts staff are making to keep the organisation running while working at home during this difficult time. The report was approved.

**APPROVED**

- 5.2 Management Accounts:** John Russell presented the management accounts and asked the Board to note the report. He advised an operating surplus had been generated but this had been due to the impact of the pandemic. The repairs costs, overheads and running costs had all reduced. On top of that furlough grant had been received. All of these have contributed to the surplus.

**NOTED**

- 5.3 Loan Portfolio Report:** John Russell advised the report is for information and breaks down the loans and whether they are fixed or variable. The report was noted.

**NOTED**

## **6. ACTION AND NOTES FROM THE BUSINESS PLANNING EVENT**

Charles advised the session held on 3 November 2020 was about looking forward but as there was no authority for those attending to make decisions, this report was a way of formalising items that emerged from the session. He advised there were two main decisions for the Board to make these were on Board Recruitment and Risk.

**Board Recruitment:** There are four vacant places on the Board and members with the following skills and experience would be required.

1. Social Enterprise;
2. Housing maintenance; asset management;
3. Legal;
4. Finance and Audit.

Prior to commencing recruitment the Board decided to extend an invite to the association's Chair of Audit & Risk Sub-Committee to join. This would fill the 'finance and audit' gap and overall the Board will benefit from the skills he would bring.

**DECIDED**

Charles Turner advised that advertising would be in various locations and publications to attract as many diverse applications as possible. Applications would be collected and presented to the Board to make a decision on appointments. Advertising would take place early 2021.

**APPROVED**

**Risk:** The Board were asked to convey what they expected from a facilitated session on risk. They advised they would need a session that takes a good look at the meaning of risk, resulting in a clear statement that specified their appetite for risk. An idea of how the business is going forward but also being made aware of the impacts, where there may be opportunities and also where caution is needed. An understanding of how objectives not met this year will impact and be achieved in the following year.

It was agreed that to start the process, the Executive Team are to risk assess what they consider are the main business objectives for 2021 and the Board will be able to consider this assessment. This approach could be done either within our outwith the 9<sup>th</sup> February Board meeting. There is therefore no requirement to hold this proposed session in January, especially as it would become too general, and would result in being more of a training session.

**AGREED**

## **7. 2020 TENANT SATISFACTION SURVEY AND RESULTS**

Gary Naylor advised the Board that the survey this year had to be carried out by telephone due to Covid-19 restrictions. For statistical accuracy, 1,100 tenants took part in the survey. He advised there had been a fall in satisfaction, 3% overall, and a fall in our key indicators. The teams have been working hard to deliver quality services over the last few months and given the challenges the team has faced due to the ongoing pandemic they should be pleased with their performance.

Some issues stood out, for example, tenants were disappointed that some planned repairs had been cut, there were also issues with bulk uplift and fly tipping. Some of these have now been addressed either by the Council resuming their services with the easing of restrictions or by holding performance meetings with the reactive repairs contractor. They are currently funding bulk uplift and are reviewing service options going forward. Estate Management inspections have also now resumed.

There were three priorities tenants highlighted and these were found to be the upgrading of properties, building affordable homes and improving maintenance of common areas. An action plan to deal with these priorities is being prepared and the teams will work through this.

83% of respondents that expressed a view rated the Association's response to the Covid-19 pandemic as good or very good. A huge effort was made to meet the needs of our residents throughout this period with regard to food delivery, advice and assistance or keeping in contact with those in need.

Gary advised that the areas where the greatest dissatisfaction had been highlighted have been identified and these are going to be looked at in detail to see what can be done to improve satisfaction. The Board thanked Gary for his report. They advised the figures and results are really very good considering the circumstances and we should be proud of what the staff and the organisation have achieved. The Board found the results encouraging and advised that next survey there will undoubtedly be a jump forward in levels of satisfaction.

**NOTED**

#### **8. 2021 BUDGET AND PROPOSALS FOR RENT CONSULTATION**

John Russell presented the budget to the Board to allow them to make an informed decision on the appropriate level of rent increase for the consultation with tenants. Feedback previously from tenants was That we should keep the rent increase as low as possible. The consultation process will run from November 2020 to January 2021 to allow feedback to the Board at the meeting on 9 February 2021. Draft budget projections for 2021/22 were presented in the report and are based on a rent increase for 2021/22 of 1.1%.

John went through the main areas of the report with the Board. Advising where savings had been made due to the pandemic. Office overheads were down as staff had been working from home, using electronic mail and had been printing fewer documents. He also made the Board aware of the impact of slippages in the development programme due to a contractor going into liquidation.

The Board agreed the budget was prudent and balanced. It met everyone's needs with not only a relatively low rent increase but also able to meet the needs of the business too. Efficiencies in the office overheads were noted and it was requested that efficiencies be reflected in the document as it would be useful to emphasise this to the tenants. The draft budget was noted and it was decided that the proposal to commence tenant consultation on the basis of a 1.1% is appropriate.

**APPROVED**

#### **9. ANNUAL ASSURANCE STATEMENT**

Charles Turner informed the Board that this is the second Annual Assurance statement That we has produced. It allows the Board to look at the evidence in place to support all of the regulatory standards. The Board were happy with the report stating it was excellent and that they are comfortable with the statement and all the evidence supplied. After discussion it was agreed that the actual statement should be made stronger, as compared to last year, there was a greater level of assurance. The wording should be changed in the first paragraph to say we are "confident there is substantive evidence" as well as the wording in the penultimate paragraph which should also reflect the confidence felt by the Board.

**APPROVED**

#### **10. MOBILE WORKING REVIEW**

Gary Naylor advised the 1<sup>st</sup> Touch system currently used for mobile working has not delivered what was expected. It was installed successfully but has not performed as well as

had been hoped with the fixes being expensive. Staff have found the product hard to work with. Discussions held with other organisations have found similar issues.

Having explored what products could be used, it was determined that there is only one real alternative, which is Pan Connect. The reason for this is their track record of being able to transfer data effectively to and from the main database. The benefits of using this system were highlighted to the Board.

The Board noted that although this system is more expensive initially, savings would start to be made after a couple of years. The Mobysoft system for highlighting bad debts which is currently used will no longer be needed as Pan Connect would be able to highlight these. It was agreed that the system should be purchased.

**APPROVED**

At this point the Chair advised that standing orders would need to be suspended as it was nearing 8 O'Clock. It was agreed that the remainder of the items could be dealt with within 15 minutes.

#### **11. ABERCROMBY STREET LETTINGS PLAN**

Sharon Craig-Mcleary highlighted the main points of the lettings plan to allow the Board to make an informed decision. She advised the Lettings Plan aims to ensure that a fair proportion of lets go to existing Calton tenants either over or under occupying. Applicants will also be selected from Homeless cases, from outside the Calton area and from the existing waiting list. The Board were invited to note the report and approve the draft Lettings Plan for staff to begin the letting process as soon as we have handover dates confirmed.

**APPROVED**

#### **12. MAJOR REPAIRS**

Eleanor Derbyshire informed the Board that the pandemic had caused delays in procurement for Major and Cyclical Repair programmes during 2020/21. She advised that the tender exercise for refurbishments works to 6 properties in the London Road area is completed with CCG providing the best tender. Authorisation is required from the Board to award the contract. Contracts for other works will be finalised during December and January, during which time there are no Board of Management meetings.

The Board decided:

1. To accept the tender submitted by CCG (Scotland) for London Road Buyback works as detailed in this report pending approval of Grant Funding noted in this report being received by GCC.
2. To authorise staff to instruct acceptance of the tender and progress the contract with CCG (Scotland);
3. To delegate authority to review/accept tenders to The Chair/Chief Executive for the following contracts:
  - Netherholm Windows Contract Phase 2.
  - Cyclical Close Cleaning Contract Services.

4. To delegate authority to review/accept tenders to The Chair/Chief Executive for any other tenders received prior to The Board of Management meeting in February 2021.

**APPROVED**

**13 CHIEF EXECUTIVES REPORT**

The Board approved three decisions to be made as follows:

1. Approve the next review of re-opening the associations office to the public should not be before 6th January 2021.
2. Approve the cancellation of 18 membership share certificates.
3. Delegate any urgent decisions to the Chairman as required up to the next Board meeting on 9th February 2021.

**APPROVED**

**14. SUBSIDIARY COMPANY DRAFT MINUTES**

**14.1 Staffing Sub-Committee, 16 November 2020**

The minutes of the Staffing Sub-Committee were approved as a correct record of the proceedings. They were proposed by Derek Quinn and seconded by Owen Stewart.

**15 ANY OTHER BUSINESS**

There was no other business.

**16. RESUME OF MEETING**

Board agreed the meeting went well especially due to the size of the agenda. It was noted the reports were very detailed and informative and apologies were given to Sharon and Eleanor for the limited time they had to present their reports.

**NOTED**

**17. DATE OF NEXT MEETING**

The next meeting will be held remotely on Tuesday 9 February 2021 at 6.00pm.

**NOTED**

Derek thanked everyone for participating in the meeting and wished everyone well over the Christmas and New Year period.

The meeting ended at 8.10pm

I certify that the above minute has been approved as a true and accurate record of the proceedings.

Derek Quinn



Chairperson

Date: 09 February 2021