

**MINUTES OF MEETING NO.641**  
**QUEENS CROSS HOUSING ASSOCIATION BOARD OF MANAGEMENT**  
**HELD ON TUESDAY 25 FEBRUARY 2020 AT 6.00 P.M.AT 45 FIRHILL ROAD**

Marilyn Clewes, Ian Elrick, Margaret Glass, David Horner, John McIntyre,

Rona Anderson (Director of Property, Enterprise and Regeneration), Elizabeth Hood (Depute Director), Donald Hogg (Head of Business Services) Neil Manley (Director of Finance and Corporate Support Services), Fiona Smith (Executive Office Manager), Louise Smith (Director of Neighbourhood Services), Adele Drennan (Governance Officer)

Margaret Brannan (Business Strategy Manager)

**ACTION**

**1. Housekeeping Arrangements**

Noted.

**2. Welcome and Apologies**

Marilyn welcomed everyone to Board Meeting 641. Margaret Brannan, Business Strategy Manager was in attendance for item 6 only.

Apologies received from Shona Stephen (Chief Executive), Andrew Burns, Sadie Gordon, Anne Ramsey, Robert Takenzire and Bronwyn Wyper.

**3. Declarations of Interest**

There were no new declarations.

**4. Q3 Performance 2019/ 20**

The purpose of this report was to provide the Board of Management with performance information for the third quarter of the financial year 2019/20. Strategic performance is measured through the monitoring of the Association's Business Plan, Key Performance Indicators (KPIs), complaints and management accounts. This report should facilitate effective monitoring and scrutiny by the Board.

This report covers key areas of performance:

- a) Q3 KPIs as at 31 December 2019 (Appendix 4.1);
- b) Q3 Complaints and Compliments Report as 31 December 2019 (Appendix 4.2);
- c) Q3 Resident Scrutiny Update (page 2, Item 6.0)
- d) Q3 Strategic Risk Register (Appendix 4.3);
- e) Q3 Management Accounts as at 31 December 2019 (Appendix 4.4).

**4.1 Key Performance Indicators – Quarter 3 (Appendix 4.1)**

- 4.1.1** There are seventeen quarterly KPIs reported and three annual indicators, making 20 KPIs in total for the reporting year. The KPI report format and content focusses on KPIs that are either red or amber. The Board discussed the report and noted that the trends were similar to the previous quarter and action is being taken to address areas where performance could be improved:

**4.2 Q3 Complaints and Compliments (Appendix 4.2)**

- 4.2.1** The Board noted that we received 80 complaints this quarter (81 in Q2). We received 11 compliments and examples of this feedback are given in section 8 of the report. Training and a refresh of complaints procedures is currently underway which may result in an increase in Q4.

**4.3 Q3 Residents Scrutiny Update**

The Board noted the activities of the Residents Task Force (RTF) during Q3.

**4.4 Strategic Risk Register (Appendix 4.3)**

The Board noted the Strategic Risk Register had been reviewed and updated by the Executive Management Team.

**Risk 1** – Universal Credit arrears continue to rise as tenants transfer to Universal Credit despite improved overall performance in arrears management.

**Risk 2** - Pensions discussed at Board Oct 19 and in Jan 2020 (deficit and future accruals) with revised forward scheme offer and assumptions. An Independent Pensions Advisor was brought in to provide advice and this was welcomed by staff.

**Risk 4** – Hamiltonhill - Framework used to procure developer – awaiting tender cost with options being priced and a Report is expected to be brought to the Board in March.

**Risk 6** – Older person's service funding from GHSCP confirmed for 2020/21 for our Intervention Service. The Board noted that this will allow us to develop and roll out the model Maximising Independence project (preventative agenda).

**Risk 10** - Re- accreditation secured for Cyber essentials Jan 2020. Regulations on card payments are becoming tighter and there is a requirement to evidence compliance to the Regulator. It was agreed that a report would be brought to the Board if there are any changes on our authority to collect rent payments as a result of the penetration testing being undertaken.

Neil

**4.5 Q3 Management Accounts (Appendix 4.4)**

4.5.1 Neil Manley presented the Q3 Management Accounts to the Board.

4.5.2 Neil highlighted to the members there was a **£2,365,127** surplus against the forecasted surplus of **£708,564** (a £1,656,563 favourable variance to the budget target). The income variance should be **£57,000** and not £28,933 as set out in the report. Although favourable it is expected that the void cyclical expenditure will be back to budget in Q4.

4.5.3 The financial position of the factoring subsidiary is detailed in Appendix 6 and shows a surplus to the end of Q3. The arrears position is also good and the subsidiary holds a healthy cash balance.

4.5.4 In Q3, the Workspace is showing a surplus and the financial results are shown in the attached Appendix 7.

4.5.5 In response to a member's question, it was confirmed that the wider action grants referred to on page 4 of the Management Accounts are received from Glasgow City Council and Scottish Government and used to fund Social Regeneration activities.

4.5.6 The Board noted our revised development programme and an update on the component replacement and investment programme and budget position detailed in appendices 8 and 9 of the report.

**5.0 Performance Framework 2020 - 2025**

The purpose of this report is to present the draft Performance Framework for 2020 – 2025 for discussion and approval. The Performance Framework describes the way performance is measured including the association's business plan, strategies, policies, service delivery and improvement plans, projects, service scrutiny, key performance indicators, targets and employee goals and competencies. The Performance Framework 2017-20 is coming to the end of its implementation period and is therefore

due for review. The Performance Framework is aligned with the association's business plan.

After discussion the Board: approved the Performance Framework for 2020-2025.

## **ACTION**

### **6.0 European Foundation of Quality Management Report**

The purpose of this Report was to update Board members on the Association's progress on the European Foundation for Quality Management (EFQM) *Committed to Excellence* (C2E) programme, to consider recommendations for the next stage of its development and note case study service improvements that have been made since its introduction. EFQM (European Foundation for Quality Management) focusses on continuous improvement and highlights good practice in an organisation, indicating areas for performance improvement. The scheme is run by Quality Scotland.

The Business Strategy Manager delivered a presentation to the Board which highlighted the three projects undertaken in 2018/19; Improving Customer Resolution at First Point of Contact, Giving Something Back and Implementation of Rentsense and summarised the learning from each project.

The Board considered specifically:

- a) The scheme's contribution to service improvements;
- b) Our approach to embedding the EFQM Excellence Model across the Association;
- c) Service improvements resulting from three projects submitted for our successful bid for EFQM Level 1 accreditation;
- d) Proposed application for EFQM, Level 2 (Assessment) in 2020/21.

The Board agreed the recommendations set out in section 1 of the report.

### **7.0 Cedar Investment Update – due to commercial sensitivity this report is not for publication**

### **8.0 Update on Roof Collapse at 21 Murano Place**

The purpose of this Report was to present an overview of the incident that occurred on Wednesday 29 January 2020 at 21 Murano Place, a 5 storey new-build block with 10 flats, all owned by the association. The Director of Property, Enterprise and Regeneration presented digital images of the roof design/structure for the Board's information. It was noted that the Board were happy with the approach that has been taken and that the £200 goodwill payment was reasonable. They also noted that tenants are given advice on contents insurance at sign up stage and that new tenants sign to confirm that they have been advised of the social housing scheme which is an affordable insurance package. The Board noted that despite the collapse causing parapet walls to flex, this was minimal and that the engineer had confirmed in the written report that there were no concerns re: the structure of the building.

The Board were advised that despite the best efforts of staff in their response to the incident, some tenants remain dissatisfied and may look to seek compensation for their inconvenience.

After discussion the Board:

- a) Approved the recommendations for increased inspections at 19 & 21 Murano Place
- b) Gave approval to carry out a procurement exercise for permanent roof structure
- c) Noted that the incident was reported to the Scottish Housing Regulator as a notifiable event.
- d) Noted that with reference to section 2.5 of the report the lift is now operational.
- e) Noted that there may be further repercussions which arise and that the Board will be kept up to date.

- f) Noted that it was anticipated the works are expected to be completed by June 2020.
- g) Noted that following the Board meeting a copy of the Board Report and Structural Engineer's Report will be provided to the Regulator.
- h) Noted that a Freedom of Information request has been received which includes a request for a copy of the Structural Engineer's Report.
- i) Wished to thank all staff involved for the swift action taken and their efforts to support the affected tenants following the incident.

## **ACTION**

### **9.0 Acquisition of Domestic Property at 15 Wilton Street**

The purpose of this Report was to present a proposal to purchase a property in line with the Association's Acquisition & Disposal Policy.

The property, at 15 Wilton Street, is a 5 Apt, Ground Floor, end-terrace house, which has a high level of demand. The property is in good condition with no maintenance issues. £150k grant funding has been received from Glasgow City Council with the stipulation that the property is first let to a Section 5 referral as there is significant demand for large family accommodation for homeless referrals. In response to a member's question, the Board noted that under current delegated authorities they require to approve any acquisitions over £100k however there are urgency procedures in place for this to be done via email if it could not wait until the next Board meeting. Delegated authorities are currently under review and a Report will be brought to the Board in March 2020.

After consideration the Board approved the acquisition of the property at 15 Wilton Street.

### **10.0 Board Member Recruitment**

The purpose of this Report was for the Board to consider and approve the recommendations to support recruitment to the QC Group.

There are currently a number of vacancies across all 4 boards and recruitment to these vacancies is required to ensure compliance with the SHR Standards of Governance and Financial Management. The Association must formally and actively plan to ensure orderly succession to boards including subsidiary boards. This is required to maintain an appropriate effective composition of members and to ensure sustainability of the boards. The Association (Parent) Board are responsible for all appointments however they can give approval for subsidiaries to make appointments as they see fit when all checks and interviews have been completed.

After consideration the Board agreed the recommendations as set out in section 1 of the Report subject to amendment of the advert to include information relating to the advantages and rewards to be gained as a Board member.

### **11.0 Health and Safety**

This is an opportunity to report on safety performance, funding requirements, safety failures and any other H&S related issues, to allow the board to give all such issues due consideration.

The Director of Property Services briefed the Board on an incident at River Clyde Homes when a staff member was stabbed by a member of the public. The incident has been discussed at the Health and Safety Committee and the Leadership Team members have been asked to add it to the agenda for discussion at team meetings. This is an opportunity to review staff safety and update employee's Role Based risk Assessment's (RBRA) as required.

The Executive Team has had a discussion re Coronavirus and agreed just to keep an eye on the situation, as there have been no cases in Scotland and just a handful down South. It has been agreed to monitor the situation closely and follow the guidance from Public Health Scotland.

## **ACTION**

### **12.0 New Membership Applications**

#### **12.1 Membership of Association**

12.1.1 There was one new Membership Application for consideration. It was confirmed that eligibility had been checked and the tenant had expressed an interest in joining the Community Involvement Group. The Board approved the Membership.

#### **12.2 Memberships of other organisations**

12.2.1 There were 3 corporate Memberships considered by the Board for:

- Renewal of GWSF Membership
- Renewal of Positive Action in Housing Membership
- SHARE Membership

The Board noted that SHARE membership allows access to their e-learning platform. A demonstration of this was provided to a selection of Board members who agreed that the e-learning would be highly beneficial, particularly to new Board members in their induction period and existing Board members for their ongoing learning and development.

The Board approved the Memberships.

### **13.0 Minutes of meeting 637**

The minutes of meeting 640 were agreed as an accurate account, proposed by Margaret Glass and seconded by John McIntyre.

### **14.0 Action Tracker**

There were no changes.

### **15.0 A.O.B**

Following a demonstration of the new Source Board Portal on 13 February the Board were advised that this can now be rolled out and Members were advised to contact Adele Drennan, Governance Officer to arrange a suitable date and time for them to come into the office and have this installed on their iPad. The Board congratulated Adele Drennan on her permanent appointment as a Governance Officer and wished Jade Holbein well on her appointment as a permanent Housing Officer with the Association.

### **16.0 Date and Time of Next Meeting**

The meeting concluded at 8.10pm. The next meeting will take place on Tuesday 31 March 2020.

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

Chair: .....

Date: .....