

MINUTES OF MEETING NO.662
QUEENS CROSS HOUSING ASSOCIATION BOARD OF MANAGEMENT
HELD ON TUESDAY 30 NOVEMBER 2021 AT 6.00 P.M. via ZOOM

Andrew Burns, Ian Elrick, Margaret Glass, Sadie Gordon, David Horner, Matthew Millar, Anne Ramsey, Bronwyn Wyper.

Shona Stephen (Chief Executive), Neil Manley (Director of Finance and Corporate Support), Rona Anderson (Director of Property, Enterprise and Regeneration), Elizabeth Hood (Depute Director), Louise Smith (Head of Housing & Housing Support), Fiona Smith (Executive Office Manager), Adele Drennan (Governance Officer), Nick Ronan (Development Manager – item 4 only).

ACTION**1.0 Welcome and Apologies**

- 1.1 Andrew welcomed everyone to the meeting. The Board agreed to consider an additional agenda item (4a) in relation to a possible bid on a property which was considered time critical.

Apologies received from John McIntyre.

2.0 Declarations of Interest

- 2.1 There were no new declarations.

3.0 Q2 Performance Reports

The purpose of this report is to provide the Board of Management with performance information for the second quarter of the financial year 2021/22. Strategic performance is measured through the monitoring of the Association's Business Plan, Key Performance Indicators (KPIs), complaints and management accounts. This report covers key areas of performance for Q2 as of 30 September:

- KPIs (Appendix 3.1)
- Complaints and Compliments Report (Appendix 3.2)
- Resident Scrutiny Update
- Strategic Risk Register (Appendix 3.3)
- Management Accounts (Appendix 3.4)

3.1 Key Performance Indicators – Quarter 2 (Appendix 3.1)

Appendix 3.1 shows our current performance against KPIs for Q2 and for the Year to Date (YTD). There are eighteen quarterly KPIs reported and one annual indicator, making 19 KPIs in total for the reporting year. The Board discussed the report and noted that action is being taken to address areas where performance could be improved:

- CS1: Staff sickness absence
- Fin 3: Expenditure (variance to budget)
- HSG 1: Average property re-let time
- HSG 4: Void rent loss
- IV 2: Investment – spend profile based on projection

3.2 Q2 Complaints & Compliments (Appendix 3.2)

- 3.2.1 We received 140 complaints this quarter (72 in Q1) and 36 compliments. Appendix 3.2 provided a breakdown of complaints by service area, category, and method. The Board noted that we have seen an increase in the number of complaints being recorded due to changes in our reporting. Our Customer Contact Centre are now recording

expressions of dissatisfaction where customers are unhappy but do not wish to make a formal complaint. This will help to ensure that we pick up on any recurring issues or themes and allow us to address and learn from these at an earlier stage.

3.3 Strategic Risk Register (Appendix 3.3)

- 3.3.1 The Board and Executive Team held a risk review session linked to the new business plan in October as part of the Association's risk management process. The Strategic Risk Register arising from that session was attached as Appendix 3.3. The Board noted the intention is to look at sustainability and being carbon neutral in the next quarter to allow us to look at plans for the year ahead.

**Shona /
Rona**

3.4 Q2 Management Accounts (Appendix 3.4)

- 3.4.1 The purpose of this report was to present the quarterly financial information for the Association up to the end of Quarter 2 2021/22 (30 Sept 2021).
- 3.4.2 The Board noted that there was a £1,570,331 surplus against forecast surplus of £764,951 (a £805,360 favourable variance to the budget target). This was a significantly better surplus than we had anticipated at this point in the budget and the Director of Finance and Corporate Support explained the number of underlying factors driving this. The Board noted the income and expenditure position and the detailed narrative which was set out at section 3 of the report.
- 3.4.7 The Board noted the report.

4.0 Burnbank Gardens New Build – Commercially sensitive report

- 4.1 The purpose of this report was to provide an update on the progress made in delivering the Burnbank Gardens New Build project, and the efforts being made to bring works cost to a level where Housing Association Grant approval can be secured. The Board noted the report and progress made to date.

4a Napiershall Street Bid

- 4a.1 The Board agreed to consider the Napiershall Street Bid as an additional agenda item as this last-minute opportunity was time critical and could not wait until the next Board meeting in January 2022. The Board were invited to approve the submission of a bid in principle, subject to further information and detailed proposals being provided in advance of the bid being submitted.
- 4a.2 The Chief Executive advised that City Property have advertised the disposal of the former school at 39 Napiershall Street in October 2021 and invited bids from developers interested in acquiring the site. The disposal of the site presents us with an opportunity to submit a bid for an attractive site in the heart of our area of operation, with the potential to add additional properties to our stock. The deadline for the submission of bids is 9 December 2021.
- 4a.4 Following a discussion, the Board
- a) Approved the bid in principle
 - b) Noted that a detailed report would follow in due course (via email and in the portal) in advance of the bid being submitted.
 - c) Noted that a further update would be brought to the Board at the next meeting in January 2022.

Rona

The Development Manager left the meeting at 7pm.

5.0 EDI Strategy 2021-2025 for approval

- 5.1 The purpose of this report was for the Board to consider and approve the Equality, Diversity and Inclusion (EDI) Strategy 2021-25 (Appendix 1).
- 5.2 In May 2021 the Association's Equality, Diversity and Inclusion (EDI) working group began the first phase of a research and consultation process, taking a collaborative approach to the development of the new strategy. The research process ran from June to August with a final report submitted by independent research company, IBP, in September 2021. The research was used to create a consultation document. Both full and summary versions were made available to internal and external stakeholders, online, by email and in print, for a period of just under three weeks, from 28 October to 16 November.
- 5.3 It's proposed that the Board approve the new strategy as a true reflection of stakeholder feedback and recognising its key role in delivering the Association's business plan, Choose to Live Here, Choose to Work Here 2020-25.
- 5.4 Following a short discussion, the Board approved the Equality, Diversity and Inclusion (EDI) Strategy 2021-25 (Appendix 1).

6.0 2022-25 Tenant Participation Strategy & Presentation

- 6.1 The purpose of this report was for the Board to approve the Tenant Participation Strategy 2022-25 & Action Plan and note the outcomes from Year 3 of the current strategy which expires in 2021.
- 6.2 The Board noted that the Tenant Participation Strategy 2021-25 is one of the key documents which underpins our Business Plan 2020-25. This strategy has very strong overlaps with the Equality & Diversity Strategy; Customer First Strategy; Digital Business Strategy; People Strategy. It links in and informs other services, plans and strategies. This approach helps us to improve and deliver better value for money services by making the most of existing resources.
- 6.3 A summary of the achievements over the past 3 years was detailed in the new strategy document (Appendix 1) and an outcome report on the final year of the 2018-21 Strategy was also attached for noting (Appendix 4).
- 6.4 The Board noted that the new strategy will continue to build on the achievements of the previous one and the aims of the new strategy were set out at section 3 of the report. To achieve these outcomes, we have developed a Tenant Participation Action Plan (Appendix 2) which will be regularly monitored by the Tenant Participation Working Group (TPWG).
- 6.5 The Board:
- a) Noted the outcomes from Year 3 of the current strategy which expires in 2021.
 - b) Approved the Tenant Participation Strategy 2022-2025 and Action Plan

7.0 Amendment to 2022/23 Meeting Schedule

- 7.1 The purpose of this report was for the Board to consider and approve changes to the 2022/23 meeting schedule.
- 7.2 Due to the availability of its members and to ensure that a quorum can be achieved at meetings, the Audit Committee have agreed to meet on Mondays instead of

Wednesday's each quarter going forward. The new dates were updated in the meeting schedule which was attached as Appendix 1.

- 7.3 The Governance Officer advised that the deadline for the next ARC submission had been confirmed as 31 May 2022. To allow the Board sufficient time to consider and approve the ARC, and to ensure that the submission can be made before the deadline, it was proposed that the May Board meeting be brought forward by one week to 24 May 2022.

- 7.4 The Board:
- a) Noted the changes to the dates for future Audit Committee Meetings in 2022/23.
 - b) Agreed that the May Board Meeting be brought forward by one week to 24 May 2022.

8.0 Health and Safety

- 8.1 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.

- 8.2 The Board noted that we have now completed our procurement for an independent consultant for health and safety. Jim Tassel was awarded the contract for a 3-year period with the option to extend this for a further 2 years. The total cost for the 3-year contract was £24,600.

9.0 New Membership Applications

- 9.1 There were no new membership applications to be considered.

10.0 Minute of Meeting No. 661 held on 26 October 2021

- 10.1 The minutes of meeting no. 661 held on 26 October 2021 were reviewed for accuracy and matters arising.
- 10.2 A typo was identified on Page 3 at section 6.3 and it was agreed that the first sentence should read, "household incomes are falling..."
- 10.3 Subject to the correction noted at 10.2 of this minute, the previous minutes were agreed as an accurate account, proposed by Anne Ramsey and seconded by Bronwyn Wyper.

11.0 Action Tracker

- 11.1 There was only one item on the tracker (ref: AT 2020/21:04) with an update expected in January 2022.

12.0 AOB

12.1 Update following Audit Committee Meeting – 1 November

The Executive Office Manager confirmed that a meeting of the Audit Committee took place on 1 November 2021. The Chair of the Audit Committee would normally have been invited to update the Board on the outcome of the meeting however as he had submitted his apologies, the other Committee Members were invited to provide an update. It was confirmed that 2 internal audit reports were considered by the Committee, and both were found to be satisfactory. A copy of the meeting minutes together with the reports can be found in the Board portal.

12.2 Office Bearer Appointments – QCCF and QCF

The Executive Office Manager advised that the Office Bearer appointments for the Community Foundation Board were made at its last meeting on 16 November. Sadie Gordon was appointed as Chair, and Derek Iggo as Vice Chair. Cathie Corbett was re-appointed as Chair of the Factoring Board when it met on 18 November. The Board noted that All QC Group appointments have now been finalised following on from the Association's 2021 Annual General Meeting.

12.3 Charity Law Training

The Board were reminded that Charity Law Training has been scheduled to take place on Thursday 20 January at 6pm. The session was mandatory for Board Members of the 3 charities within the QC Group to attend and further information regarding the format would follow in the new year.

12.4 QC Group Boards Recruitment Event

A date has now been set for the QC Group Board Recruitment event which will take place on Thursday 24 February at 6pm in the Courtyard. We are keen to have as many Board Members in attendance as possible to share their experience and benefits of participating with potential candidates. Board Members were asked to mark the date in their diaries and await further information regarding the format which would follow in the new year.

13.0 Date and Time of Next Meeting

The meeting concluded at 7:30pm.

The next meeting is scheduled to take place on Tuesday 25 January 2022 at 6pm.

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

Chair: **Date:**