

**MINUTES OF MEETING NO.655**  
**QUEENS CROSS HOUSING ASSOCIATION BOARD OF MANAGEMENT**  
**HELD ON TUESDAY 27 APRIL 2021 AT 6.00 P.M. via ZOOM**

Andrew Burns, Marilyn Clewes, Ian Elrick, Margaret Glass, Sadie Gordon, David Horner, John McIntyre, Matthew Millar, Anne Ramsey, Robert Takenzire, Bronwyn Wyper.

Shona Stephen (Chief Executive), Neil Manley (Director of Finance and Corporate Support), Rona Anderson (Director of Property, Enterprise and Regeneration), Donalda Hogg (Head of Business Services), Elizabeth Hood (Depute Director), Louise Smith (Head of Housing & Housing Support), Fiona Smith (Executive Office Manager), Adele Drennan (Governance Officer).

Niall McKinnon, Head of Development – Items 2 & 3 only.

Matthew Kromtit – observer.

**ACTION**

**1.0 Welcome and Apologies**

1.1 Marilyn welcomed everyone to the meeting and introduced Matthew Kromtit who was attending the meeting as an observer.

There were no apologies.

**2.0 Declarations of Interest**

2.1 There were no new declarations.

**3.0 Health & Safety Update**

Due to commercial sensitivity, this report is not for publication.

**4.0 Update on Hamiltonhill Proposals**

Due to commercial sensitivity, this report is not for publication.

**5.0 VFM & Procurement Strategy and Annual Procurement Report**

5.1 The purpose of this report was for the Board to discuss and approve the Value for Money and Procurement Strategy and Annual Procurement Report and authorise their publication.

5.2 The Strategy has been reviewed and updated to reflect how the Association will approach procurement of works, goods and services in the year ahead to meet compliance and Value for Money objectives. The Annual Report also provides an account of how we have performed in delivering last year's Strategy.

5.3 The Board discussed page 12 of the VFM and Procurement Strategy and the table which outlines our approach to procurement in 2021/22. The Board noted that strategic aim 1 has been amended to include quality of service and strategic aim 4 now refers to the living wage accreditation.

5.4 The Board reviewed Appendix 1 to the VFM and Procurement Strategy and noted that procurements delayed this year due to Covid-19 have been highlighted.

5.5 The Annual Procurement Report provides an account of how we have performed in delivering on last years' strategy, and it makes clear that Covid has had a significant impact on procurement in 2020/21, particularly relating to our development and investment plans and the number of procurements which have been delayed. The Board

discussed section 2 of the Annual Procurement Report and noted that we had no regulated work procurements at all in the last year (unregulated procurement is work under £2m in value), and although we did procure work, there was nothing over £2m in value which is highly unusual. The Board discussed the table at 6.1 of the strategy and were reassured that we anticipate being able to catch up on all delayed procurement in the next 2 years to get ourselves back on track.

5.6 The Director of Property, Enterprise and Regeneration advised that our anti-fraud approach is not stated specifically in the strategy as this is clearly stated in the procurement regulations and the process that suppliers need to go through to confirm they've never had any issues of fraud in their organisation or indeed Directors with previous issues/convictions etc.

5.7 Following a lengthy discussion, the Board approved the Value for Money & Procurement Strategy and Annual Procurement Report, and authorised their publication subject to:

- a) Our statement on the positive, social and environmental impact being further strengthened to refer specifically to climate change and reducing our carbon footprint.
- b) The number of unregulated procurements being added to the table at section 4.4 of the Annual Procurement Report.

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## **6.0 Lettings Plan 2021/22**

6.1 The purpose of this report was to present the 2021/22 Lettings Plan for approval and for the Board to note the outcomes of the 2020/21 Lettings Plan (including progress with Section 5 lets) and the progress on the development of the Choice-Based Letting (CBL) system.

### **6.2 Allocation Outcomes For 2020/21**

6.2.1 Over the past few years the Housing and Property teams have worked hard to get back on track and in 2019/20 our re-let performance was 12.5 days. Unfortunately, lockdown meant that all RSL's were required to suspend letting and this has severely impacted on our turnaround.

6.2.2 Prior to lockdown, Glasgow was already dealing with a legacy of homeless issues and the impact of lockdown exacerbated the situation. Shortly after Covid-19 struck, GCC approached all RSLs in August 2020 and requested that we provide 90% of all our lets (net of transfers/Wellbeing lets) to homeless applicants. Whilst data was showing that demand from homeless applicants was overwhelming, in reality most RSLs were having difficulty getting sufficient referrals from GCC to meet the supply of voids they had available and as a result, no RSL achieved the 90% target. The Board noted referred to the table at section 3.2 of the report which showed that we managed to let 65% of properties to Section 5 referrals and this was still considered to be a great achievement.

6.2.3 We also had a higher number of Wellbeing lets in the Young Persons and Older Persons services. Unfortunately, the turnover in the older persons service was due to a higher than average death rate. As part of our goal to prevent homelessness, we worked with GCC to rehouse as many young people into the Wellbeing Service which again gave a higher than average let rate this year but in this case for positive reasons.

### **6.3 Letting Plan 2021/22**

6.3.1 The letting plan for 2021/22 was set out at section 4 of the report and has been set based on the Council's request for 60% of lets from all RSL's across the city to be allocated to Section 5 referrals. The remaining 40% is based on anticipated turnover of houses and based on last years' demand, these are expected to come from other groups.

## 6.4 **Choice Based Letting Update**

6.4.1 A project group has been set up with the Developer and we are meeting weekly working through the Project Plan. The CBL is on schedule to be complete by June 2021 with a 'go live' date in September. A test system is in the process of being developed and, once available, a demonstration will be given to the Board showing the customers' journey when applying for housing with QCHA.

6.4.2 We are planning to contact applicants on a phased basis from June. Applicants will be invited to re-apply for housing using the new system and staff will provide a help desk and be available to answer any queries and offer assistance if and when required. We will be liaising with the Council separately about a process for Homeless applicants. We are planning that they will have the ability to bid for properties / or be direct matched if they fail to bid.

6.4.3 Following a discussion, the Board:

- a) Noted the outcomes of the Letting Plan for 2020/21.
- b) Noted the progress on the development of the CBL system.
- c) Approved the Lettings Plan for 2021/22.

## 7.0 **QCF & QCW Business Plans - Presentations**

7.1 QC Factoring & Workspace work with the Housing Association (Parent) Board to ensure the success of the QC Group. They are responsible for shaping their own organisation's activities in a way which is consistent with and supportive of the Group's strategy and objectives and this includes devising Business Plans that will contribute to the promotion of their objects and the achievement of the Group's overall objectives.

### 7.2 **QC Factoring Business Plan 2020-25**

7.2.1 The Head of Business Services delivered a presentation which provided some background and context to the Factory Company, its links to QCHA and the ambitions and strategic aims of the Factoring company set out in the draft 2020-25 Business Plan.

7.2.2 As part of the QC Group, QC Factoring follows the same process as QCHA in relation to its Business Planning by consulting with customers, staff and Board Members, and we have a shared vision and values.

7.2.3 The ambitions of the Factoring company over the next 5 years include:

- To be the factor of choice in our area, a factor that is trusted by its customers and the wider community.
- Improving the quality and range of services we offer to maximise our impact within the community we serve.
- Demonstrably improve the lives of people who live in our neighbourhoods.

This can be achieved by delivering on the 3 strategic aims which are:

- To develop the company as a viable, responsible and well-respected business
- Work with customers to establish and maintain safe, accessible and attractive neighbourhoods
- To engage with our customers more effectively to have 'happy' customers.

### 7.3 **QC Workspace Business Plan 2020-25**

7.3.1 The Head of Business Services delivered a presentation which provided some background and context to the Workspace Company and the ambitions and strategic aims of the Workspace company set out in the 2020-25 Business Plan.

- 7.3.2 As part of the QC Group, QC Workspace follows the same process as QCHA in relation to its Business Planning and we have a shared vision and values. Their mission is to challenge inequality by stimulating local economic growth and they plan to do this over the next 5 years by developing their service, building on their reputation, investing in assets and to engage with their customers and business networks to maximise community impact.
- 7.3.3 The Head of Business Services highlighted the challenges and opportunities for the Workspace company over the course of the next 5 years and outlined the key objectives in relation to service development, asset management and community impact.
- 7.4 The Board:
- a) Thanked the Head of Business Services for the insightful presentations and were very pleased with the progress of both subsidiaries and their Business Plans for 2020-25.
  - b) Noted that copies of both presentations and Business Plans for QC Factoring and Workspace were available in the portal.

## **8.0 New Membership Applications**

8.1 There was 1 new Membership Application to be considered by the Board. It was noted that the eligibility had been checked and the tenant had indicated an interest in joining the Board / CIG which will be followed up by the Governance Officer.

- 8.1.1 The Board:
- a) Approved the Membership Application.
  - b) Thanked the Executive Office Manager and Governance Officer for all their work in recruiting and retaining Board/Committee Members over what has been a very challenging 12-month period.

## **8.2 Membership of Other Organisations**

- 8.2.1 The Board noted that two memberships had recently been renewed in relation to:
- Glasgow Council for the Voluntary Sector (GCVS)
  - SHARE

## **9.0 Minute of Meeting No. 654**

- 9.1 The Minute of meeting no. 654 which took place on 30 March 2021 were reviewed for accuracy and matters arising.
- 9.2 The Chief Executive provided a brief update in relation to the EDI Report (item 5). The Board noted that the agenda is in early stages and everyone is keen to get started. A recent meeting had taken place and there is now a programme in place which Andrew Burns will be attending as Board EDI Champion. A further update/report will be brought back to the Board in due course.
- 9.3 The Board Representative for the Young Persons Panel confirmed that the first meeting of the Panel is scheduled for 28 April and a further update will be provided in due course.
- 9.4 The Board agreed the minute as an accurate account, proposed by Anne Ramsey and seconded by Margaret Glass.

## **10. Action Tracker**

- 10.1 There were no changes made to the action tracker.

**Shona /  
Andrew**

**11.0 A.O.B**

**11.1 Community Foundation Update**

The Executive Office Manager advised the Board that following Bridget McGeechan's sudden passing in February 2021, Sadie Gordon as Vice Chair of the Community Foundation Board, has now taken on the role of acting Chair for the Community Foundation Board. There are only a couple of meetings left until the AGM when the Office Bearer roles will be reviewed again however it was important that an acting Chair was appointed until that time.

The Board thanked Sadie for taking on this role and formally noted the temporary appointment.

**11.2 GOSHA Update**

Anne Ramsey advised that she had now completed her Governance of Scottish Housing Associations (GOSHA) qualification and her portfolio had now gone for internal and external verification. Anne is hopeful that the accreditation will be confirmed in advance of the AGM and the Board offered their congratulations to Anne.

**11.3 Board Observer**

The Board thanked Matthew Kromtit for attending the meeting as an observer and noted that the Governance Officer will follow up with him next week to discuss the options open to him and possible next steps.

**12.0 Date and Time of Next Meeting**

The meeting concluded at 7.45pm.

The next meeting is scheduled to take place on Tuesday 25 May 2021 at 6pm.

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

**Chair:** ..... **Date:** .....