**MINUTES OF MEETING NO.700**

**QUEENS CROSS HOUSING ASSOCIATION BOARD OF MANAGEMENT**

**472 MARYHILL ROAD**

**HELD ON 27 MAY 2025 AT 6.00 P.M.**

Andrew Burns, John Dunn, Chibuzo Ehieze, Ian Elrick, Margaret Glass, John McIntyre, Anne Ramsey.

Shona Stephen (Chief Executive), Neil Manley (Director of Finance & Corporate Support), Pil Daws (Director of Property & Placemaking), Elizabeth Hood (Depute Director of Neighbourhood Services), Heather Anderson (Director of Neighbourhood Services), Fiona Smith (Head of Customer First), Alison McKay (Governance Advisor).

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|  |  | ACTION |
| **1.0** | HOUSEKEEPING |  |
| 1.1 | Housekeeping noted. |  |
| **2.0** | WELCOME AND APOLOGIES |  |
| 2.1 | Andrew welcomed everyone to the meeting. Apologies noted from Sadie Gordon, Matt Millar and David Horner. |  |
| **3.0** | DECLARATIONS OF INTEREST |  |
| 3.1 | None |  |
| **4.0** | SCOTTISH HOUSING REGULATOR (SHR) ANNUAL RETURNS |  |
| 4.1 | The purpose of this report was to seek approval to sign off the Scottish Housing Regulator (SHR) Annual returns including: Annual return on Charter (ARC), Annual stock return, five- year financial projections, loan portfolio. The deadline to upload to the SHR poral is 31 May This report was presented by Neil Manley, Director of Finance & Corporate Support. |  |
| 4.2 | There were no questions, and the board gave approval for Neil as Company Secretary to sign and submit these returns. |  |
| **5.0** | 2024-2025 Q4 PERFORMANCE REPORT |  |
| 5.0.1 | The purpose of this report was for the Board to note and discuss Q4 performance. This report was presented by Neil Manley, Director of Finance & Corporate Support. Appendix 5.1 provided background into each KPI. |  |
| **5.1** | KPI’s |  |
| 5.1.1 | The Board noted KPI’s were set out at section 2.2 of the report with a detailed narrative at Appendix 5. |  |
| **5.2** | **COMPLAINTS AND COMPLIMENTS REPORT** |  |
| 5.2.1 | The Board noted the number of complaints overall has remained the same this quarter. |  |
| 5.2.2 | It was noted that the repairs figures are based on a full year of repairs. The Association is working with the contractor to improve areas of dissatisfaction but overall performance is very good.  Analysis of complaints is being undertaken and it is anticipated that the introduction of a new customer feedback system will allow real time customer feedback to allow the feedback process to be easier and allow us the respond instantly and drive up tenant satisfaction scores The board noted Q4 is always one of the busiest times for repairs therefore more pressures are put on resources and service deliver y can be impacted. The Board noted the number of complaints compared to total repairs completed evidences the service is very good with a high level of satisfaction. |  |
| **5.3** | **STRATEGIC RISK REGISTER** |  |
| 5.3.1 | It was noted that the Board will review the strategic risk register at the Board business planning day on 13 June. |  |
| **5.4** | **MANAGEMENT ACCOUNTS** |  |
| 5.4.1 | The Board noted that the accounts form part of the quarterly finance information provided to the board. These month 12 figures are draft as annual accruals and adjustments continue as part of the annual audit and year end process. |  |
| 5.4.2 | There was a discussion on the expenditure variance**- £375k adverse (-1.4%),** an overspend to the phased revenue budget. |  |
| 5.4.3 | The Board noted the financial position of the factoring subsidiary was not available at the time of writing and will follow. |  |
| 5.4.4 | The Board discussed the loan covenant on Appendix 4 which shows the covenant has been met by a larger margin more than expected. Neil noted that this is as a result of lower investment spend and that the margin will be tighter than reported when accruals are taken into consideration. |  |
| **5.5** | **HAMILTONHILL** |  |
| 5.5.1 | Phil Daws, Director of Property, Enterprise & Regeneration provided a brief update on the progress for the Hamiltonhill project. |  |
| 5.5.2 | Urban Union (UU) had provided handover dates at the start of May giving 8 weeks’ notice for some blocks. Disappointingly there have been delays and there is a meeting with Urban Union next week when the position should be clearer. |  |
| **6.0** | ASSET MANAGEMENT STRATEGY |  |
| 6.1 | A presentation on the draft Asset Management Strategy was delivered to the Board by Phil Daws, Director of Property, Enterprise and Regeneration. |  |
| 6.2 | The board noted that a stock condition survey of was undertaken by Langmuir & Hay in 2024. This was based upon an overall 13% sample internal survey and 35% sample external survey and that 71% of our stock was built in 1965 or later meaning 25% of the QCHA stock is 61 years or older which is not unusual within social housing stock. 38% of the QCHA stock is constituted as high rise. The proposed investment plan for the next 3 years was shared. |  |
| 6.3 | An asset management framework has been produced, and a complete review will be undertaken to ensure that going forward the correct information is being collected and can be easily analysed. This information will detail and classify each property from the following perspectives:   * General Property Indicators (eg size/ construction type/ location/ age) * Investment Performance (eg component costs) * Tenant & Resident Safety (eg risk ratings/ compliance costs) * Mixed Tenure Performance (eg minority ownership/ owner cost recovery) * Service Performance (eg void rent loss/ management costs/ reactive/ cyclical costs) * Financial Performance (eg NPV) * Customer Performance (eg turnover/ demand/ accessibility/ satisfaction rating) * Place Performance (eg environmental costs/PLACE standard) * Energy Performance (eg EPC rating/ heating system/ net zero costs) |  |
| 6.4 | The Board noted the pivotal role that technology will have in the service delivery in the future. To ensure that an enhanced service delivery results from this technology, a Strategic Systems Group has been established. This cross-department group will look at all aspects of technology and their role in assisting in delivering our operational objectives. The main areas to be investigated were noted on page 21 of the draft Asset Management Strategy. |  |
| 6.5 | At the time of writing this strategy, the anticipated future energy efficiency standard for social housing, called Social Housing Net Zero Standard (SHNZS), has still to be issued therefore we are currently unsure on the standards required to meet. |  |
| 6.6 | The Board noted that work is being carried out to understand how the communal systems work and prepare for the future. |  |
| **7.0** | LETTING PLAN 2025/2026 AND ALLOCATIONS OUTCOMES 2024/2025 |  |
| 7.1 | The purpose of this report was for the Board to approve the letting plan for 2025/26 and note the allocation outcomes for 2024/25. This report was presented by Elizabeth Hood, Depute Director. |  |
| 7.2 | The Board discussed section 3 of the report which detailed the allocations outcomes for 2024/2025. 3.1 detailed the key outcomes for the last year. The Board noted on 31st March 2025, there were 7,223 live applicants on Find My Home, an increase of 1,832 since 31st March 2024. An average of 35 new applications every week, compared to an average of 30 per week last year. The demand for social housing continues to increase rapidly and we had lower turnover in 24/25 than the year before, meaning that we are able to house a lower proportion of our applicants. Although turnover is lower than anticipated this is in line with peers within the sector. |  |
| 7.3 | Section 4 laid out the lettings plan for 2025/2026. Glasgow City Council have yet to give notice of the percentage of lets for Section Five referrals this year. We anticipate that they will request a similar or higher figure from last year. |  |
| 7.4 | The Board considered the report and approved the letting plan for 2025/2026. |  |
| **8.0** | ASSURANCE REVIEW OF INTERNAL AUDIT |  |
| 8.1 | The purpose of this report was for the board to seek assurance on the current Internal Audit Function as part of its agreed approach to reviewing and demonstrating compliance with the Scottish Housing Regulator’s (SHR) Regulatory Standards. (January 2023). This discussion was led by Neil Manley, Director of Finance & Corporate Support. |  |
| 8.2 | The question for the Boards was do they feel that they get sufficient assurance as a board? |  |

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| 8.3 | John McIntyre, Chair of the Audit Committee, advised that work has been ongoing to ensure implementation dates on the TIAA follow up reviews are met, and inviting the lead officer along to attend the Audit Committee has resulted insignificant improvements with several outstanding actions now completed. The Committee has also requested a quarterly update, to give assurance to the Audit Committee the progress is being made, rather than wait for the annul update. |  |
| 8.3 | Fiona Smith, Head of Customer First advised that the internal audit guide (SFHA model ) which is in the portal should be noted as an action as it is due for review. | **FS** |
| 8.4 | The Board discussed succession planning for the audit committee and agreed that recruiting a member financially qualified should be a priority. The Board agreed they would want to recruit at least one member this year and ideally another one the following year or the next. This should be considered when recruiting independent members. The Board agreed for the Audit Committee terms of reference to be amended stating that a minimum of one member of the board have recent finance or internal/external audit experience. This is as result of the retirement of Ian Elrick which will leave John McIntyre as the only member of the audit committee financially qualified. | **AM** |
| **9.0** | ANNUAL PROCUREMENT REPORT |  |
| 9.1 | The purpose of this report is to present all planned procurement activity, that would qualify as regulated procurement and is a requirement under Section 15 of the Procurement Reform (Scotland) Act 2014). This report was available in the board portal and noted. |  |
| **10.0** | ASSURANCE OF LIFT DUTY OF CARE |  |
| 10.1 | The purpose of this report was to provide the Board with assurance on recent TIAA Assurance Review Duty Of Care (Electrical Safety and Lift Maintenance) This report was presented by Phil Daws, Director of Property, Enterprise & Regeneration. |  |
| 10.2 | The board was provided with detail information on the lift and EICR programmes and it was confirmed that all lifts are to be assessed. The Board was advised that a further update would be provided to the Audit Committee on 5 August and it will be raised with the Leadership Team for members to ensure the context of findings in Assurance reports, are clearly clarified with the Auditor prior to signing off. |  |
| 11. | NEIGHBOURHOOD PLANNING UPDATE |  |
| 11.1 | The purpose of this report was for the Board is asked to note the progress of our Neighbourhood Plans and the next steps for developing and building on this new approach to customer engagement. This report was presented by Heather Anderson, Director of Neighbourhood Services. |  |
| 11.2 | A report was presented to Board in September 2024 outlining a new approach to engaging with local communities and improving the quality of our neighbourhoods through Neighbourhood Planning. It was important to recognise that each of our four neighbourhoods had its own key priorities. Since September, consultation has taken place with residents from each neighbourhood, staff, and external stakeholders, to develop a 2025/26 Neighbourhood Plan for each area. A copy of each of the plans can be found here <https://www.qcha.org.uk/my-qc-home/neighbourhood-plans-for-202526> . It was noted that useful feedback and other suggestions for taking forward into next years plans has been received from residents. We have provided commitment to tenants that quarterly updates will be provided through focus magazine, text, on the website and that Housing Officers will carry out neighbourhood inspections which tenants will be invited to join. Quarterly updates will be provided to the Board as part of the 2025 – 2030 business plan. The Social Regeneration Manager has been given responsibility of overseeing the actions and will provide regular updates to the Executive Team The Board noted that it is important to build trust with tenants and deliver on what we say will be done. |  |
| 12. | NW PARTNERS |  |
| 12.1 | The purpose of this report was forthe Board to:   * approve the overarching Partnership Plan and the Annual Project Plan 2025/26 for the North West Partners activities agreed between QCHA and MHA. (Attached as appendix 1). * note that the progress on delivery of the 2025/26 Annual Project Plan will be monitored by the North West Partners Steering Group * approve the remit (attached as appendix 2) for the NW Partners Steering Group.  This report was presented by Shona Stephen, Chief Executive Officer. |  |
| 12.2 | The Minute of Agreement was signed by both Chairs at the joint Board member event on 9th April and Board members also considered and discussed the proposed projects for the period 2025-2030. At a joint meeting of MHA and QCHA managers on 1st May, further consideration was given to the proposed projects including the feedback from the 9th April event to produce the final project plan. |  |
| 12.3 | The Board was invited to approve the steering group action plan and remit as laid out in appendices 1 and 2. The Board had no questions and approved the action plan and steering group remit. And noted that the first meeting of the steering group will take place on 10th June. |  |
| **13.0** | UPDATE FROM AUDIT COMMITTEE |  |
| 13.1 | The purpose of this report was to provide the Board with a verbal update from the Audit committee meeting on 6 May 2025. The minutes are available in the board portal.This report was provided by John McIntyre, Chair of the Audit Committee. At their meeting on 6 May 2025 the committee received a good update from David Dick, IT Manager, a follow up report from TIAA setting out action points. The committee also reviewed the annual planning memorandum for the external audit which was agreed. |  |
| **14.0** | **UPDATE FROM RENUMERATION COMMITTEE** |  |
| 14.1 | The purpose of this report was to provide the Board with an update from the Renumeration Committee meeting on 7 May 2025. This report was provided by Andrew Burns, Chair. |  |
| 14.1 | Andrew provided a summary of the Renumeration Committee remit, reviewing senior leadership pay award and completing the annual CEO performance appraisal. The performance appraisal includes a review of the previous year’s performance which had met expected standards, setting objectives for the following year and ensuring continuous professional development. |  |
| 14.2 | The annual CEO appraisal was carried out by Office Bearers and supported by an external and independent consultant, Philippa Bonella. A report on the process was provided to the committee by Philippa. Office Bearers noted that they found the support provided in carrying out the review very helpful. |  |
| 14.3 | The committee recommended that senior staff members not already at the top of the scale move up an increment as objectives had been met. |  |
| **11.0** | **HEALTH AND SAFETY** |  |
| 11.1 | The annual Health & Safety report from Jim Tassell, external consultant was available on the Board portal. This report was presented by Phil Daws, Director of Property, Enterprise & Regeneration. |  |
| 11.2 | The Board noted that page 6 of the report summarised the number of priority 1, 2 & 3 recommendations which the H&S committee will allocate to individuals at its meeting on 17 June. |  |
| 11.3 | The report provided assurance on Health and Safety matters Board and had no further questions on this report. |  |
| **14.0** | MINUTE OF MEETING NO. 699 |  |
| 14.1 | The minute of meeting no 699 was reviewed for accuracy and matters arising. |  |
| 14.2 | The minute was proposed by John Dunn and seconded by Anne Ramsey. |  |
| **15.0** | ACTION TRACKER |  |
| 15.1 | Noted |  |
| **16.0** | **AOB** |  |
| 16.1 | Fiona Smith, Head of customer first provided a verbal update on recruitment and succession planning for the boards. The Board noted that we are still speaking to potential candidates from the recruitment event. It was agreed that we should increase awareness amongst staff that we are community- based housing association and actively seeking tenants to sit on the board. Work is ongoing with the Association’s new Learning and Development Officer to include the history of the sector and the Association into a corporate induction. | **Fiona** |
| **17.0** | DATE AND TIME OF NEXT MEETING The meeting concluded at **8.30pm**.  The next meeting is scheduled to take place on Tuesday 26 August at 5pm  QC Group Business Planning Day – Friday 13 June |  |
|  | I certify that the above minute has been approved as a true and accurate record of proceedings:Chair: ………………………………….. Date: …………………………………… |  |