

## CLYDESDALE HOUSING ASSOCIATION LIMITED

Minute of the Management Committee meeting held via Video Conferencing on Wednesday 16<sup>th</sup> June 2021 at 18:00

Present: Pauline Sandford, Chairperson  
Maggie Botham, Vice Chairperson  
Carmena Nixon, Secretary  
Susanne Crayton, Treasurer  
Agne Zasinaite  
Brian McNally  
Brian Moore  
Catherine McClymont  
John Malone  
Ken Greenshields  
Ruth McElhinney  
A quorum was achieved.

In Attendance: The Chief Executive Officer (CEO)  
The Depute Chief Executive (DCE)  
Technical Services Manager (TSM)  
Gillian Anderson, Observer  
Elizabeth Miller, Corporate Services Officer (CSO) minute

The Vice Chairperson welcomed everyone to the meeting and introduced Gillian Anderson.

### 1. Apologies

Apologies were received from Jacqueline McCutcheon and Hazel Galbraith.

Mary Clarke is on a leave of absence.

### Agreement on Items for A.O.C.B

The Vice Chairperson asked Committee if they had any items they wished to discuss under AOCB. Committee advised they had no items to discuss under AOCB.

### 2. Approval of Previous Meeting Minutes

The minutes of the Committee meeting held on 26<sup>th</sup> May 2021 were checked for accuracy and were approved by the Management Committee.

The CEO left the meeting at 18:02 due to technical difficulties.

### 3. Matters Arising

- a. Page 6, Agenda Item 15, Customer Feedback Software Proposal – The DCE advised Committee that after speaking to the software company she can confirm that there will be no text costs to the tenants. She told Committee that she had been in contact with Clyde Valley Housing Association and Elderpark Housing Association who currently use the software. She advised that both Housing Associations were very pleased with the software and that they had no issues setting it up and they did not feel the setting up process was labour intensive.

### 4. Management Committee Candidate Introduction

The Vice Chairperson introduced Gillian Anderson to Committee and invited her to introduce herself to them. Gillian gave Committee details of her work history, the charities she has been involved with and those she is currently involved with. She also made Committee aware of her reasons for wanting to become a Management Committee member at CHA.

### 5. Conflicts of Interests

There were no conflicts of interests.

### 6. Actions from Previous Meetings

The Vice Chairperson asked the DCE to present the report. The DCE gave Committee an overview of the report and advised she had no further updates to report.

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| i) Committee considered the Actions from Previous Meetings Report and agreed progress was satisfactory. |
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### 7. Health & Safety Update

The Vice Chairperson invited the DCE to present the verbal report. The DCE told Committee that she had no updates on Health and Safety.

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| i) Committee considered the Health & Safety Update and agreed progress was satisfactory |
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### 8. Strategy:

#### 8.1 2019/2022 Business Plan Progress

The Vice Chairperson asked the DCE to present the report. The DCE gave Committee details of the progress made against the Strategic Objectives contained in the 2019/2022 Business Plan.

- i) Committee considered the progress made against each Strategic Objective from the 2019/2022 Business Plan and agreed progress was satisfactory.
- ii) Committee agreed to amend Strategic Objective 4 to: Develop ICT Strategy by 8 December 2021 in order to align it with the 2022/25 Business Planning timetable.

## 8.2 Risk Management Report

The Vice Chairperson asked the DCE to present the report to Committee. The DCE told Committee that the Risk Maps and Risk Management Logs present the detail of CHA's risks, arrangements for managing those risks and updates on developments with these were indicated in bold font. Committee discussed:

The CEO returned to the meeting at 18:19

- Strategic Risk Map, 12 a) Uncertain impact of Brexit on economy & supply chains – The CEO gave Committee an overview of the steps the Association are currently taking to mitigate the impact Brexit may have on CHA's supply chains and prices. He gave them examples of the work currently being carried out by the TSM and CHA's consultants on this matter. The CEO also advised Committee that the Long-Term Financial Plan is currently being reviewed by the Management Team for presentation to Committee in late-June.

- i) Committee considered the report and agreed that CHA's arrangements for risk management are acceptable and do not require further improvement.

## 8.3 2022/2025 Business Planning

The Vice Chairperson invited the CEO to present the report to Committee. The CEO advised Committee that they had expressed interest in introducing independent facilitation to the business planning process mainly at Stage 2 where Committee and Staff collaborate on developing the vision, common values and strategy themes.

He advised that this was an opportunity to include space for creative thinking and to generate new ideas that we can select the best from. The CEO advised he had discussed CHA's requirements with Mulholland Housing Consultancy (MHC) who have provided a quote for their services at the event.

The CEO asked Committee for their views on the quote from MHC and to confirm a date for the event. Committee discussed:

- How CHA estimates future demand for housing – the CEO advised that this information should be available from South Lanarkshire Council's housing strategy documentation.

- The date of the next tenant satisfaction survey – the CEO advised this will take place in the next financial year.
- The stock condition survey – the CEO told Committee that in 2019-20 CHA carried out a 65% survey of its stock. In 2020-21, due to COVID restrictions, very little further stock condition surveys took place. The CEO made Committee aware that the TSM and her team were currently working on the 2021-22 survey and would keep Committee updated on progress.
- It was agreed that the event should involve all Committee and staff members.
- It was agreed that Mulholland Housing Consultancy should facilitate the event.
- A date for the business planning event – it was agreed that the CEO would send a Doodle Poll to Committee members to determine if the 4<sup>th</sup> or 11<sup>th</sup> September 2021 were suitable dates for the Business Planning event.

- i) Committee considered and agreed the proposals for a facilitated business planning event for staff and Committee.
- ii) Committee agreed to respond to a doodle poll to determine the best date for the business planning event.

## 9. Governance

### 9.1 Regulatory Requirements Action Plan Update

The Vice Chairperson asked the CEO to present the report to Committee. The CEO told Committee that on the 25<sup>th</sup> November 2020 Foster Evans from Mulholland Housing Consultancy (MHC), presented a report to Committee that concluded CHA was fully compliant with the Scottish Housing Regulator's (SHR) Regulatory Requirements. He advised that this view was based on a review of CHA's Action Plan and an evaluation of supporting evidence which validated compliance claims.

At this time Committee concluded that it had sufficient internal and external assurance that CHA had reached a level of compliance whereby it was comfortable issuing an Annual Assurance Statement to the SHR stating that CHA was fully compliant with the Regulatory Requirements. The CEO told Committee that MHC's report highlighted the need for CHA to:

- Continue to treat tenant safety as a priority and in 2021 to increase external assurance in this area for the Management Committee;
- Continue to annually self-assess against the SHR Regulatory Requirements;
- Report any areas of material non-compliance that occur between Annual Assurance Statements to the SHR via the Notifiable Events process.

The CEO gave Committee an update on the Annual Assurance Statement action plan progress detailing the activities completed and the further planned activities remaining.

- i) Committee considered the report and agreed progress against the Regulatory Requirements Action Plan was satisfactory.

## 9.2 Committee Succession Planning

The Chairperson gave Committee an overview of the recent Management Committee recruitment process. She advised Committee that as a result of the process a preferred candidate was identified and invited to attend the 16 June 2021 Committee Meeting as an observer. She told Committee that if the preferred candidate was appointed, this will return the Management Committee to full capacity with 15 members. The Vice-Chair and Treasurer confirmed that the calibre of candidate was high and that the HR support provided on the day of candidate meetings by Eamonn Connolly of EVH was worthwhile.

The Chairperson advised Committee that during the recent Committee appraisals they were asked to consider their interest in a future Office Bearer role. As reported by Olwyn Gaffney of SHARE in May, three Committee Members expressed an interest in finding out more about the role of Office Bearers. She further advised that it is proposed that a meeting between the current Office Bearers and the three Committee Members be arranged to discuss the role and requirements of each position, as well as training that would be provided ahead of and after appointment – this meeting can also examine the options and timings for succeeding current Office Bearers.

The Treasurer and Secretary both advised Committee that they would step down from office earlier than the 2024 AGM if other Committee Members were interested in succeeding them. Committee discussed:

- A date for the current Office Bearers and the three Committee Members to meet – It was agreed that the meeting should take place on Tuesday 6<sup>th</sup> July 2021.

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| <ul style="list-style-type: none"><li>i) Committee considered the report and agreed Clydesdale Housing Association's succession planning arrangements are satisfactory.</li><li>ii) Committee considered and agreed that the proposal for current Office Bearers to meet with those Committee Members who have expressed interest in finding out more about these roles should proceed.</li></ul> |
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## 9.3 Committee Training Summary

The Vice Chairperson asked the CSO to present the report to Committee. The CSO told Committee that the report was to follow up on the Appraisals Outcome Report that was presented to Committee by Olwyn Gaffney from SHARE on 26th May 2021. The CSO advised Committee that they were now being asked to discuss and agree the Management Committee Collective 2021-22 Learning and Development plan in order that these activities can be progressed. Committee discussed:

- Severance Policy – It was agreed that the CEO would bring the Severance Policy to the first Management Committee meeting after the AGM for collective discussion. It was also agreed that if individual Management Committee members wished to discuss it further, they could arrange a one-to-one session with the CEO.
- Individual Learning – The CEO made Committee aware of the individual learning opportunities available on both EVH and SFHA's websites and that they can access housing information via the SFHA's daily newsletter. He also made

Committee aware of the resources available to them on the secure area of CHA's website.

- Future training events – Committee agreed that the training plan will evolve and develop over the course of the year.

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| <ul style="list-style-type: none"><li>i) Committee considered and agreed the collective training to be included in the 2021-22 Management Committee Learning &amp; Development Plan, how the training is to be delivered and dates for the agreed training.</li><li>ii) Committee members agreed to update their Individual Learning Statements to reflect the training activity they have undertaken and to review their Individual Learning Statements and identify any further training required.</li></ul> |
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#### 9.4 Exercise of Delegated Authority

The Vice Chairperson asked the CEO to present the report to Committee. The CEO advised Committee that the Association's Standing Orders require that the CEO present a quarterly report to the Management Committee regarding the exercise of the Scheme of Delegated Authority.

He gave Committee a summary of the content of Appendix 1 that follows the structure of the Scheme of Delegated Authority as contained within the Standing Orders. The CEO advised that CHA continues to show high levels of adherence to the Scheme of Delegated Authority.

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| <ul style="list-style-type: none"><li>i) Committee considered the report and the attached Appendix that detailed the levels of adherence to the Scheme of Delegated Authority contained in CHA's Standing Orders.</li><li>ii) Committee agreed the reported level of compliance against the Scheme of Delegated Authority was satisfactory.</li></ul> |
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The CEO declared an interest in item 9.5 and left the meeting at 18:56.

#### 9.5 CEO Annual Appraisal

The Vice Chairperson asked the Chairperson to present the report to Committee. The Chairperson gave Committee an overview of the report. She advised that the CEO's appraisal is now due and the Association's policy states that the CEO's appraisal will be carried out by the Office Bearers. She made Committee aware that the Office Bearers will receive refresher training in this area approximately one week in advance of the CEO's appraisal meeting. She asked that Committee Members interested in finding out more about the role of Office Bearers are welcome to participate in this training session and that they should intimate that interest to her as soon as possible.

The Chairperson told Committee that following the CEO's appraisal, Committee will receive a report advising on the outcome, this will be presented at the Committee meeting scheduled to take place on Wednesday 25<sup>th</sup> August 2021. Committee discussed:

- Committee Members interested in finding out more about the role of Office Bearers attending the training. – It was agreed that the 3 Committee members should attend the training scheduled to take place on Wednesday 7<sup>th</sup> July 2021 at 6pm. The Chairperson told Committee that they should contact the CSO if they wish to attend.

- i) Committee considered the report.
- ii) Committee Members agreed to advise the Vice Chairperson or CSO of their interest in participating in the CEO appraisal training session.

The CEO returned to the meeting at 19:00

## 10. Staff

### 10.1 Staffing Sub-Committee

The Vice Chairperson invited the CEO to present the report to Committee. The CEO told Committee that he was looking to convene a Staffing Sub-Committee to discuss:

- Management Team succession planning
- Corporate Services staffing requirements
- Longer-term Technical Services staffing requirements

He gave Committee a summary of the Staffing Sub-Committee Terms of Reference and asked for volunteers to join the Sub-Committee. Committee Discussed:

- The number of meetings – The CEO advised this would be up to the Staffing Sub-Committee to decide, but his estimate is that two meetings should be sufficient.
- Committee members joining the Sub-Committee – The CEO advised that Jacqueline McCutcheon expressed an interest in joining the Sub-Committee. After discussion it was agreed that the following Committee members would make up the Staffing Sub-Committee:
  - Jacqueline McCutcheon
  - Pauline Sandford
  - Agne Zasinaite
  - Maggie Botham
  - Susanne Crayton
- The Chairperson of the Sub-Committee – The CEO advised that the Chairperson would be elected at the first meeting of the Sub-Committee.
- The date of the first meeting – It was agreed that the first meeting will take place on Wednesday the 16<sup>th</sup> September 2021 at 6pm.
- The date the Sub-Committee will report back to the Management Committee – It was agreed that the Staffing Sub-Committee will report to the Management Committee at the meeting scheduled to take place in November 2021.

- i) Committee agreed to convene a meeting of the Staffing Sub-Committee.
- ii) Committee selected five Committee Members with relevant skills and knowledge to serve on the Staffing Sub-Committee.

- iii) Committee agreed a deadline of November 2021 for the Staffing Sub-Committee to meet and report its recommendations to the Management Committee.

## 10.2 Technical Services Resources.

The Vice Chairperson invited the TSM to present the report to Committee. The TSM gave Committee an overview of the current status within the Technical Services Team. She gave Committee details of the challenges the Technical Services Team are currently experiencing and the impact this is having on tenant feedback results.

The TSM gave Committee details of the TS team structure and their current and future workload including:

- The planned and cyclical works that are due to be carried out in the current and the next financial year
- Void inspections
- Tenant safety compliance
- EESSH
- Tenant's expectations
- Reporting and monitoring
- Impact of staffing changes and staffing levels on TSM workload

The TSM advised that to meet current and future challenges and keep services running and maintain tenant satisfaction levels the Association would need to recruit an additional Technical Services Officer and, potentially, an additional Technical Services Assistant. The TSM has had discussions with the CEO in relation to this and he is fully supportive of the proposal, however, the costs would need to be fully analysed in the long-term financial plans to see how it affects the cash flow over 30 years.

The TSM advised that if Committee approved the proposal, the recruitment process for the two temporary Technical Services Officer post would start immediately. She advised it is not the intention to seek candidates from EVH, but rather a full recruitment process with advertising should take place. She advised that posts would be advertised both internally and externally.

The TSM made Committee aware that it is recommended that the recruitment of the temporary posts be delegated to the CEO and TSM in line with the current Recruitment and Selection Policy. She advised the exact cost of recruitment of the post is unknown at this stage however there is a sum of £1,500 in the advertising budget which will offset some of the additional costs. It is proposed to advertise in the local press, S1 jobs and any other portals that are deemed appropriate.

The TSM gave Committee details of the salary costs and details of the 2021-22 salary budget. Committee discussed:



- Temporary recruitment posts – the TSM told Committee that advertising for temporary staff limits the number of people applying as it is unlikely that someone would leave a permanent post for a temporary post.
- Job flexibility (part time/job share posts) – the TSM advised that her preference would be two full time posts.
- Support for the TSM – the TSM advised she is very well supported.

The CEO told Committee that he would like to thank the TSM for all her hard work and efforts. He advised that the level of commitment she has shown CHA during the pandemic has been exceptional and that she had regularly gone the extra mile for CHA's service users and her colleagues. He made Committee aware that she had led her team through a difficult time demonstrating great leadership, care and support. Committee members also expressed their gratitude to the TSM.

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| <ul style="list-style-type: none"> <li>i)</li> <li>ii)</li> </ul> | <p>Committee considered and agreed there is sufficient information to consider the proposal.</p> <p>Committee were satisfied with the content of the report and granted delegated authority to the Technical Services Manager and Chief Executive to recruit the two temporary Technical Services Posts as outlined in the report.</p> |
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The Vice Chairperson thanked Gillian Anderson for attending the meeting. Gillian Anderson left the meeting at 19:20

## 11.

### 11.1 Application for Membership

The Vice Chairperson presented the report to Committee. She gave Committee an overview of the report and advised she had nothing further to add.

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| <ul style="list-style-type: none"> <li>i)</li> <li>ii)</li> </ul> | <p>Committee considered the report and the application for membership by Gillian Anderson.</p> <p>Committee agreed the application for membership by Gillian Anderson was successful.</p> |
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### 11.2 New Appointment to Management Committee

The Vice Chairperson asked Committee for their views and opinions on the appointment of Gillian Anderson to Management Committee.

The Chairperson and Treasurer gave Committee details of the recruitment process and interviews that had taken place. They advised Committee that during the interview Gillian had shown great enthusiasm, skills and knowledge of the housing sector and Governance matters. The Chairperson and Treasurer advised that they believed Gillian would be an asset to Committee.

The Vice Chairperson asked Committee if they agreed to the appointment of Gillian Anderson to the Management Committee of Clydesdale Housing Association.

Committee agreed to the appointment of Gillian Anderson to the casual Management Committee vacancy that currently exists. It was agreed that the CEO would advise Gillian of the Committee's decision.

**12. AOCB**

There was no AOCB to discuss.

The Vice Chairperson thanked everyone for attending and the meeting ended at 19:30.