

CLYDESDALE HOUSING ASSOCIATION LIMITED

Minute of the Management Committee meeting held via Video Conferencing on Wednesday 9th February 2022 at 18:00

Present: Maggie Botham, Chairperson
Hazel Galbraith, Vice Chairperson
Pauline Sandford, Vice Chair Mentor
Agne Zasinaite
Brian McNally
Brian Moore
Catherine McClymont
Gillian Anderson
Jacqueline McCutcheon
John Malone, Treasurer
Ken Greenshields
Lesley McDonald
A quorum was achieved.

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

The Chairperson welcomed everyone to the meeting.

The CEO advised Committee that a request for a leave of absence had been received from Carmena Nixon on personal grounds. Committee approved a leave of absence for Carmena Nixon for a 3-month period.

1. Apologies

Apologies were received from Ruth McElhinney and Susanne Crayton.

2. Approval of Previous Meeting Minutes & Matters Arising

The minute of the Committee meeting held on 26 January 2022 was checked for accuracy and was approved by the Management Committee.

Matters Arising

Page 2, Item 9, Future Development Programme – The CEO gave Committee an update on discussions they have had with Biggar Community Groups.

Page 5, Item 8, 5., Referral from the Staffing Sub-Committee: 2022/25 Business Plan Workforce Planning – The TSM told Committee that [REDACTED] had been offered and accepted the permanent post of Technical Services Assistant.

3. Conflicts of Interest

Conflicts of interests were noted by:

- Eileen Wilson, Agenda Item 5 – Referral from the Staffing Sub-Committee: 2022/25 Business Plan Workforce Planning
- Vick Rogers, Agenda Item 5 – Referral from the Staffing Sub-Committee: 2022/25 Business Plan Workforce Planning

4. Notifiable Events

The Committee Chairperson asked the CEO to present the report to Committee. The CEO gave Committee a verbal update. They advised that the only Notifiable Event to be reported to the SHR is the planned retirement of the Depute Chief Executive in December 2022. They advised that the SHR would be notified on conclusion of the Management Committee's decision regarding the 2022/25 Business Plan Workforce Planning proposals that were being discussed at Agenda Item 5 at the meeting.

- | |
|---|
| i) Committee considered the report and agreed the actions of the Association are satisfactory in relation to Notifiable Events. |
|---|

5. Referral from the Staffing Sub-Committee: 2022/25 Business Plan Workforce Planning

The Chairperson asked Committee if they had any items they wished to discuss with the FM or TSM before they left the meeting. Committee discussed:

- Page 10, Appendix 4, 2022/2023 Salary Budget & Pages 1 to 3, Appendix 2, Additional Financial Information Requested by Committee - The FM explained in detail the format and content of each spreadsheet.
- If the costs for 2022/2023 will exceed the amounts noted in the report – The FM advised that the report details the costs based on the current staff structure for 2021-22 and the proposed staff structure for 2022-2023. They advised that the salary costs do not include other potential costs such as long-term absence cover. The FM explained that the salary costs for 2022-2023 show the new posts at top of the salary grade. As successful candidates usually start at the bottom of the salary grade the FM advised it is unlikely that the 2022/2023 salary costs will exceed those stated in the report.

The FM and TSM left the meeting at 18:20.

The Chairperson asked Committee for their views on the proposals. Committee discussed:

- That the role of DCE could not be justified in cost or workload terms as a stand-alone post at CHA. To retain the DCE position therefore, the specific duties of the DCE require to be added to a managerial position already within the staff structure. This would operate in a similar way to how the current DCE performs these duties in addition to leading the Housing Management Team.

- The CEO highlighted that retaining the DCE post offers a contingency in the event of long-term absence by the CEO and would also provide an internal candidate option to Committee should the CEO leave their post.
- Committee acknowledged that, in reaching the recommendation to appoint the TSM as Interim DCE, the Sub-Committee reviewed the SFHA guidance on Senior Staff Succession Planning and CIPD's Succession planning factsheet.
- Committee also acknowledged that the CEO had sought the views of its assurance consultant, Mulholland Housing Consultancy (MHC), on the content of the report dated 9 February 2022 and proposed process before referring the report and recommendations to the Management Committee for consideration. In response, MHC had advised the CEO that the report was clear and that the approach was sensible.
- The CEO advised that, as well as an opportunity to develop one of CHA's people, to appoint the TSM as Interim DCE would provide recognition to them for their contribution to CHA and utilise an already very capable skillset.
- Committee acknowledged that if the TSM is appointed to the position of Interim DCE:
 - The CEO and Interim DCE will develop a personal development plan for building the additional knowledge and skills required for the post.
 - That the TSM has also committed to pursuing a diploma in Corporate Governance once new staff members in the Technical Services Team have settled in and the heating replacement programme is making solid progress – this is anticipated in 2023/24. The CEO confirmed that this personal development plan would be reviewed quarterly by the CEO and Interim DCE.
 - That a review of the TSM's performance as Interim DCE would be carried out in March 2024 and an outcome report presented to Management Committee for consideration thereafter.
 - That the suspension of the provision within the Association's Recruitment Policy requiring the external advertisement of temporary posts with contract periods in excess of a year would be required in this case. Committee were satisfied that this was appropriate given the benefits of having the DCE post and the inability to justify the post as a stand-alone position.
- Committee agreed that they were satisfied with the additional financial information provided by the Management Team.
- The Staffing Sub-Committee Chair highlighted section of the report relating to the labour shortage in technical services positions in the RSL sector. They reminded Committee that CHA had also encountered difficulties in recruiting technical services staff since the beginning of the pandemic – this resulted in managerial time and expenditure on open recruitment and the eventual use of agencies to recruit temporary staff when open recruitment failed. With assurances from the Management Team that internal candidates are capable of performing in the TSO post, they reiterated their support for the internal recruitment path and considered this to be a cost-effective approach consistent with CHA's commitment to value for money.

- With reference to the timeline of events leading up to the report being presented to Management Committee, the CEO advised that Committee had been made aware of the staffing issues within the Technical Services Team starting with Maternity leave cover needs. Committee were then made aware of workload issues resulting from implementing the Association's investment programme and continuing to ensure that it meets regulatory and statutory compliance responsibilities.

The CEO highlighted discussions that took place at the Business Planning event held on Saturday the 4th of September 2021, when the need to increase staff resources in Technical Services was identified as part of the SWOT Analysis.

Thereafter, due to the DCE's planned retirement in December 2022, staff resourcing issues within Technical Services Team and to accommodate the 2022-2025 Business Plan objectives, Committee agreed to convene the Staffing Sub-Committee to develop workforce planning proposals.

On the 15th of November 2021, the Staffing Sub-Committee agreed to bring forward their workforce planning recommendations to Management Committee at the next meeting scheduled to take place on Wednesday the 26th of January 2022.

- The work conducted by the Staffing Sub-Committee – The CEO advised that the Staffing Sub-Committee remit can be found within the Association's Standing Orders. The Staffing Sub-Committee report on their activities at the next meeting of the Management Committee. The CEO advised that there may be a case for the Staffing Sub-Committee to meet annually to monitor and review future workforce needs.

- | |
|--|
| <ul style="list-style-type: none"> i) Committee considered the report and additional financial information attached to the report and determined the appropriate level of 2022/25 Business Plan – Workforce Planning for the Association. |
|--|

<p>Committee approved with the following Staffing Sub-Committee recommendations for CHA's workforce planning</p> <ul style="list-style-type: none"> i) That a Notifiable Event be submitted to the Scottish Housing Regulator in early 2022 concerning the Depute Chief Executive's intention to retire in December 2022 - agreed at the meeting on the 26th of January 2022. ii) That the Technical Services Manager be promoted to the role of Interim Depute Chief Executive (EVH Grade SM 9 to 11) from 1 November 2022, then reviewed by the Staffing Sub-Committee no later than 31 March 2024. iii) That the Finance Manager's contracted hours of work be increased from an average of 21 hours to 28 hours per week, effective from 1 April 2022. iv) That a Housing Manager (EVH Grade SM 4 to 6) be openly recruited in accordance with a timescale that would allow for an effective handover period of Housing Management responsibilities by the Depute Chief Executive.

- | | |
|-------|--|
| v) | That the Staffing Sub-Committee appoint the Chair of the Staffing Sub-Committee to serve with CHA's Chairperson and Chief Executive on the recruitment panel for the Housing Manager post. |
| vi) | That the permanent post of a second Technical Services Officer (EVH Grade PA 22 to 25) be recruited from internal candidates. |
| vii) | That the permanent post of a second Technical Services Assistant (EVH Grade PA 17 to 20) be recruited from internal candidates - agreed at the meeting on 26 January 2022. |
| viii) | That the part-time post of Corporate Services Assistant (Hub) be changed to a full-time post and that the recruitment timescale be dependent on the successful conclusion of recommendation vi). |

The FM and TSM returned to the meeting at 18:42.

The Chairperson announced a comfort break at 18:45 and asked attendees to return at 18:50.

6. Budget & Rent Setting Consultation

The Chairperson asked the DCE to present the report to Committee. The DCE gave Committee an overview of the report. They made them aware of the number of tenants who had responded to the consultation and the results of the consultation. They then passed the item over to Committee to make a final decision on the rent increase. Committee discussed:

- The rent increase options - Committee discussed Agenda Item 9 of the meeting that took place on the 10th of November 2021 (2022/23 Draft Budget & Rent Review) and the decisions they made following that discussion.
- The current economic climate – Committee looked at the current economic climate and the challenges CHA tenants are facing. They discussed how each proposal will impact on tenant's income.
- Energy price increases – Committee gave an assurance that they understood the financial hardship most people will encounter because of the impending energy price increases. They praised the work being carried out by staff in securing grant funding to help tenants with energy costs.
- The Association's rent policy – Committee discussed the impact of implementing a rent increase lower than CPI + 1% and the challenges the Association may encounter as a result. Committee agreed that in future the Association may not be able to facilitate a lower than CPI + 1% increase as it may impact on the services the Association provide and the Association's future financial viability.

At the end of the discussion's the Chairperson asked Committee Members to vote on their preferred option. It was noted that all Committee members opted for a 2% rent increase for 2022-23.

- | | |
|-----|--|
| i) | Committee considered the information contained in the Report. |
| ii) | Committee having considered the consultation results agreed to apply a 2% rent increase for 2022 2023. |

7. Proposed Budget & Rent Setting for the year to 31 March 2023

7.1 – 7.9 Finance Manager’s Report

The Chairperson invited the FM to present the report. The FM gave Committee an overview of the information presented in Agenda Items 7.1- 7.9. The FM covered all the relevant points in the reports and asked Committee for their views, questions, and opinions. Committee discussed:

- Item 7.9, Efficiency – The FM gave Committee further details of voids, bad debts, and staff costs as a percentage of income receivable.

- i) Committee discussed and agreed a rent increase of 2% the year ending 31 March 2023
 - ii) Committee approved the budget for the year to 31 March 2023

8. AOCB

There was no AOCB to discuss.

The Chairperson thanked everyone for attending and the meeting ended at 19:05.