

**CASSILTOUN HOUSING ASSOCIATION**

**MINUTE OF MEETING OF BOARD OF MANAGEMENT  
HELD ON WEDNESDAY 28<sup>TH</sup> APRIL 2021 AT 6.00 PM  
VIRTUAL ZOOM MEETING**

**Present:** George Kelly Anne M Stuart MBE  
Teresa McGowan Evelyn Ferguson  
Kim McKee Chris O'Brien  
William Craig

**In Attendance:** Clair Malpas Chief Executive Officer  
Gamal Haddou Director of Finance & IT  
Paula Brownlie Corporate Services Manager

**1a. WELCOME, INTRODUCTIONS, SEDERUNT & APOLOGIES**

George Kelly, Chairperson welcomed everyone to the meeting.

*Item redacted as contains sensitive information.*

Richard Sullivan was on leave of absence.

The Board were reminded that they were to speak through the Chair and to raise their hand if they wanted to ask a question.

Apologies were received from Barbara Dusik and Julie McNeil.

**1b. QUORUM**

As per the Association's Rules, the Quorum for the Board of Management Meeting stands at 4 members. Today's meeting is therefore quorate.

**2. CONFLICT OF INTEREST (PERMANENT REGISTER)**

None

**3a. MINUTE OF MEETING HELD ON 24<sup>TH</sup> MARCH 2021**

The minute of meeting held on 24<sup>th</sup> March 2021 where noted and approved on the motion of Anna Stuart MBE and seconded by Teresa McGowan.

**3b. MATTERS ARISING FROM MINUTE OF MEETING HELD ON 24<sup>TH</sup> MARCH 2021**

**Page 3, Action list from meeting held on 24<sup>th</sup> February 2021:** The Chief Executive Officer informed the Board that we had received 140 applications for the post of Apprentice with

Crudens. We had shortlisted to 8 applications which were then passed to Crudens to interview. We also advertised for the post of unskilled labourer for Crudens and we received one application that was forwarded to Crudens. Teresa McGowan enquired as to how the post was advertised. The post had been advertised via our social media avenues.

**Page 4, Chair's Report: Item redacted as contains sensitive information.**

**3c. ACTION LIST FROM MINUTE OF MEETING HELD ON 24<sup>TH</sup> MARCH 2021**

Chief Executive Officer gave an update against the action list from meeting held on 24<sup>th</sup> March 2021.

	<b>Details</b>	<b>Person Responsible</b>	<b>Regulatory Standard</b>	<b>Status</b>
1.	Richard Sullivan – leave of absence grant. CSM to write to RS on behalf of the Chair	CSM		Completed
2.	Procurement Report approved. Send to Scottish Govt and put on Website. Policy Register to be updated	CSM		Completed
3.	Sustainable Procurement Strategy approved pending minor amendments to dates in Appendices. Send to Scottish Govt and put on Website. Policy Register to be updated	Laura Edwards CSM		Completed
4.	<b>Redacted as commercially sensitive</b>	Laura Edwards/CEO		With TC Young
5.	Financial Regulations Policy approved – policy register to be updated	CSM		Completed
6.	Treasury Management Policy approved – policy register to be updated	CSM		Completed
7.	Factoring Debit and Credit Write offs - approved	HM(P)		Completed
8.	Former Tenant Write-offs – approved	HM(S)		Completed
9.	Court Actions – approved	HM(S)		Completed

10.	<i>redacted as commercially sensitive</i>	HM(P)		Completed
11.	Complaints Handling Procedures – approved	HM(S)		Training to be organised with staff team
12.	Friends of Castlemilk Park – CHA support their letter to the Council re Ballantay Burn overflowing	CEO		Letter send by FoCP
13.	Board training – finance to be added to the list of topics	CSM		Completed

***Redacted as commercially sensitive.***

The Chief Executive also confirmed that training with staff on the Complaints Handling procedures will be carried out once the ARC had been completed.

#### 4. **CHAIRS REPORT**

The Chair reported.

##### **Tuesday 6th April**

The Chair and Vice Chair carried out the Chief Executive Officer's annual appraisal. The completed Appraisal Form forms part of the agenda, item no 10 and the Chair indicated that he had hoped all the Board Member had read it to see the outstanding performance of the Chief Executive Officer during what was a very, challenging year for her both professionally and personally.

##### **Thursday 15th April**

Attended the Regeneration sub-committee meeting.

##### **Friday 16th April**

Attended with Nursery Manager and Corporate Services Manager interviews for temporary Senior Child Development Officer. ***Redacted as contains sensitive information***

##### **Thursday 22nd April**

Attended first part of the Staffing sub-committee meeting. Had to leave early due to personal reasons.

##### **Tuesday 27th April**

Attended SFHA bitesize webinar on Domestic Violence. It was a very interesting webinar why was facilitated by Alistair McKendrick of T C Young. Alistair ran through the Scottish Parliaments 2018 Domestic Abuse Bill. Police Scotland state that 80,000 cases of Domestic abuse are reported every year. It was a very in-depth presentation which will soon be available online.

**The Chair's report was noted.**

**5. CHIEF EXECUTIVE'S BI MONTHLY REPORT**

The Chief Executive Officer presented the above report previously circulated with the agenda.

**SHR's Regulatory Framework and Assurance Improvement Plan:** Our first Assurance Workshop took place with staff and board members. Appendix 1 of the Plan highlighted areas in yellow that have now been completed. The areas highlighted in green will form part of the Assurance Improvement Action Plan. These areas are non material.

The Chief Executive sought the Board's approval to delegate authority to her to review all policies to ensure that a paragraph is inserted, where applicable, if a matter is a notifiable event.

***The Board noted and approved the Assurance Improvement Plan as well as delegating authority to amend policies to make reference to notifiable events.***

**Business Continuity Plan – COVID 19:** A provisional plan for restarting services is as follows:

- 26th April:- non-essential repairs can be processed and investment work can be instructed
- 3rd May:- appointments can be made for essential purposes at tenant's door steps; repairs team can go into homes for pre inspections. No app
- 17<sup>th</sup> May:- allow appointments for essential matters in the office

William Craig enquired if the staff are happy with the proposed changes. The Chief Executive confirmed that staff were consulted at the Staff Meeting today and are happy with the above proposals.

It should be noted that there is still a requirement for social distancing and the Scottish Government guidelines are still to work from home when you are able.

We will not be able to accommodate the whole staff team in the office so some staff will still be working from home and others in the office on a rota basis. This is due to the fact that there is still a requirement for 2-meter distancing in an 'office' environment.

The Chief Executive confirmed that speaking to other Chief Executive's in the sector, they have confirmed that they will not be having staff return to the office until the Autumn. Kim McKee also confirmed that her understanding of the sector is that there is no rush to go back to normal opening hours. She reiterated that we need to manage staff returning to the office and to allow for them to readjust from home working to returning to the office. The vaccination programme will help manage this process. The Chief Executive also confirmed that she encouraged staff to order Lateral Flow tests to give them reassurance when returning to the office. We cannot instruct staff to do these tests.

The arrangements will be kept under review and during Q2 we will talk to staff and tenants about our plans for future service provision.

**Returns to SHR:** Monthly returns are being submitted to the SHR. From 1<sup>st</sup> April, the return changed from a monthly to a quarterly return.

The Chief Executive outlined some benchmarking information from the returns to the SHR (April 2020 – February 2021)

Staff Absence  
Gross Rent Arrears  
Voids

During the last period our rent arrears had decreased. We have no concerns when benchmarking with other RSLs.

**Housing Development:** Castlemilk Drive is on site and making good progress.

**SHR Update – Engagement Plan and Risks:** As the Board are aware the Regulator published their Engagement plans on 31st March 2021 and Cassiltoun were assessed as being Compliant with the Regulatory Framework including the Standards of Governance and Financial Management. The Chief Executive Officer outlined some of the Engagement Plans of other RSLs.

On 31<sup>st</sup> March 2021, the SHR also published its outcome of the annual risk assessment. This highlighted that the main risks that the SHR will focus on this year are:

- Homelessness
- Tenant and resident safety
- Financial Health of RSL's
- Governance of RSL's

**Subsidiary Updates:** Copies of the Subsidiary Board Minutes were circulated to the Board for their information.

**Subsidiary Standing Orders & Delegated Authority:** *The Board approved both Standing Orders and Delegated Authority in principle pending feedback from the Association's solicitors.*

**Cassiltoun Trust and Cassiltoun Stables Nursery Board Members and Chairpersons:** The Board had approved the Board Members complement of both subsidiaries at their meeting held on 19<sup>th</sup> September 2020. The Chairperson of both subsidiaries is Anna Stuart MBE. *The Board noted and approved the Chairperson of both subsidiaries. The Board noted and approved the contents of the Chief Executive's Bi Monthly Report.*

## 6. TRAFFIC LIGHT REVIEW OF OBJECTIVES 2020/21

Chief Executive Officer presented the above report previously circulated with the agenda.

The Board are aware that the operational objectives are regularly monitored by Sub Committees, Senior Management Team and by the Board throughout the year.

The Traffic Light Report provides the Board with additional assurance on "How" the Association is performing against the various objectives and targets set each year. Seven objectives are amber due to COVID-19 and six are deferred to 2021-22 due to COVID.

*The Board noted and unanimously approved the contents of the Traffic Light Review of Objectives 2020-21.*

## 7a. CASSILTOUN HOUSING ASSOCIATION BUSINESS PLAN

The Chief Executive Officer presented the CHA Business Plan previously circulated with the agenda.

The Chairperson had highlighted a few typing errors in the last two pages of the Business Plan. These changes have been made.

The Chief Executive highlighted the areas that have been updated and reviewed:-

Strategic and Operational Objectives

Board structure and membership

Stock Levels (takes into account new stock in Barlia)

Staff Team

PEST and SWOT

Rent Benchmarking

Director of Finance & IT updated all the financial pages.

Stress Testing (parameters highlighted by the Board)

Sector Benchmarking (Information from SHR Website)

Succession planning

Staff Structure

The Appendices were not attached to the Business Plan but are available at request from the office.

***After discussion, the Board unanimously approved the Cassiltoun Housing Association Business Plan.***

#### **7b. CASSILTOUN STABLES NURSERY BUSINESS PLAN**

The Chief Executive Officer presented the Cassiltoun Stables Nursery Business Plan previously circulated with the agenda.

Cassiltoun Stables Nursery Board had previously approved the processes that form part of their Business Plan at their meeting held on 11<sup>th</sup> February 2021.

The Director of Finance & IT confirmed that as the nursery is at full capacity and that the numbers had not dramatically changed, the financial projections that were presented in last year's Business Plan will roll into this year's Business Plan.

***The Board unanimously approved the Cassiltoun Stables Nursery Business Plan.***

#### **7c. CASSILTOUN TRUST BUSINESS PLAN**

The Chief Executive Officer presented the Cassiltoun Trust Business Plan previously circulated with the agenda.

The Business Plan had been approved by the Cassiltoun Trust Board at their meeting on 3<sup>rd</sup> March 2021.

Cassiltoun Trust's financial projections will need to be revised but we await the results of the Stock Condition survey before this is completed.

***The Board unanimously approved the Cassiltoun Trust Business Plan.***

## **8. PROCUREMENT OF KEYHOLDING COMPANY**

The Chief Executive Officer presented the above report previously circulated with the agenda.

***Redacted as contains commercially sensitive information***

## **9. MANAGEMENT ACCOUNTS – MARCH 2021**

The Director of Finance & IT presented the March 2021 Management Accounts and not the February 2021 as the agenda had indicated.

The Accounts are the 8<sup>th</sup> and final set for this financial year. On approval of the Board, the accounts will be submitted within 30 days of each quarter end.

March was a slightly different period compared to the previous 11 months. There was a spike in activities. We had the highest month for cash coming £96,000 more than the two months of April and May last year. In addition, it was the highest month for development work, HAG grant coming in and maintenance spend and for treasury activity for another £1m drawn down of CAF Loan. In January and February, we had a spike in void loss, the reason why the voids are higher than the forecast because there was a split as void loss was not constant throughout the year. February was five times the amount of loss as July last year.

We had to take £46k out of grant income (creditor) because costs related to that were not undertaken. The year was one of our best for grant income but if we don't undertake the work, we can't show the income. We have to match cost with income.

Reactive maintenance renewables were very high as we reached the end of the year and the spike in March resulted in a further £40k incurred over the forecast.

When looking at the business running costs, compared to September we were spot on at £3,355 as forecasted. As at February, we were different. Within this are three large variances being wider role activities and the consultancy and development rows.

In terms of treasury activities and loan financing, £1m was borrowed on the CAF facility. As at today, there is £3m left and this will be borrowed within the next 3 months. As a result of the monies not being borrowed in the year, we have managed to save £93k in lower interest costs.

In March, Castlemilk Drive activity went up to £1.1m but it reflects the fact that Crudens and the Quantity Surveyor wanted to have two valuations going through. The finance team were able to process the payment almost immediately with the cash going out the door. The overall cash flows were agreed with our Development Consultant at a meeting in October, however small increases in Castlemilk Drive's future spend increased by £19k plus an extra £30k of HAG likely to have to return.

Compared to this same time last year, rental income is an inflationary increase. However, a direct like for like comparison cannot be made due to Barlia 3 and number of days. Equally

the overall surplus is not directly comparable but instead individual rows are. Such as estate maintenance, other income or salaries.

March saw a very large increase of cash received being its highest of the year by far. Therefore arrears decreased in the month by £40k from what was expected and puts the percentage below 4% for the first time since May.

The bank balance increases to £4.5m. Pages 14-16 of the Management Accounts, shows the cashflow actual movements and projections for this year plus into the next two years. Major repairs shows half of the budget being spent and rental income increased by £16k per month from Barlia properties although we really would expect to see cash income levels at £374k per month (£380k from April) if we are to see a dent in the arrears.

Key Performance Indicators have been met apart from the Accuracy of maintenance forecasts due to the major repairs programme being put on hold.

With the late minute changes to things that we have identified in the last few days, there is the potential scope for Audit changes to be higher than they have been before. We are also awaiting pension valuations when they are published in a few weeks time.

Anna Stuart MBE enquired what the £19k extra spending was for in Castlemilk Drive. Director of Finance & IT confirmed that Laura Edwards, in her Castlemilk Drive projections from what was given in October last year forecasts an extra spend of £19k. The Chief Executive intimated that she would speak to Laura Edwards to confirm what these costs were for.

***Redacted as contains sensitive information.***

***After discussion, the Board unanimously approved the Management Accounts for March 2021.***

#### **10. CHIEF EXECUTIVE OFFICER'S APPRAISAL – APRIL 2021**

The Chairperson informed the Board that he and the Vice Chairperson had carried out the Chief Executive's Officer's annual appraisal on 15th April 2021 and was circulated for the Board's attention with the agenda. As previously reported, Chairperson intimated that the Appraisal had gone well and that the Chief Executive had worked well during the last year.

**The Board noted the contents of the CEO's appraisal.**

#### **11. SMT AND HOUSING MANAGER'S SMART PLANS**

The Chief Executive Officer presented the Senior Management Team and Housing Manager's SMART Plans for 2021/22. As the Director of Operations is currently on sick leave, her SMART Plan will be completed on her return to work.

***The Board noted and unanimously approved the SMT's and Housing Manager 's SMART Plans for 2021/22.***

#### **12. COMPLAINTS REGISTER**

Corporate Services Manager presented the Complaints Register which had been previously circulated with the agenda.



The report details all complaints received from 1st April – 31st March 2021, ie 48 at Stage 1 and 12 at Stage 2.

***The Board unanimously approved the contents of the Complaints Register for the period 1st April 2020 - 31st March 2021.***

The Corporate Services Manager confirmed that the next Complaints Report will be formatted differently to give the Board more information with regards to complaints. We will also include benchmarking information in the report.

### 13. **CORPORATE/HR REPORT**

Corporate Services Manager presented the Corporate/HR Report previously circulated with the agenda.

Absence figure for the last quarter stood at 0.73% End of Year absence figure stood at 1.40% compared to 1.34% in March 2020.

The report also highlights that a member of staff had tested positive with COVID and was required to self isolate.

Board training is progressing well. Corporate Services Manager is populating the training schedule with dates

Recruitment & Selection Training: 19<sup>th</sup> May at 6.30 pm

Procurement: 2<sup>nd</sup> June at 6.30 pm

Notifiable Events, Code of Conduct etc: 8<sup>th</sup> June at 6.30 pm

If Board Members see any training opportunities, or wish to attend any training that is circulated, please let Paula or Karen know.

Teresa McGowan enquired if we could benchmark board attendance with other Housing Associations. Corporate Services Manager to liaise with Corporate/HR Network to ascertain if they would release this statistic.

***After discussion, the Board unanimously approved the contents of the Corporate/HR Report.***

### 14. **GDPR/FOI**

**Quarterly Return to Scottish Information Commissioner:** Quarterly Return statistics were circulated with the agenda. For the last quarter there were 12 SAR requests and 0 FOI requests.

***The Board unanimously approved the contents of the Quarterly Return to the Scottish Information Commissioner. The return will be sent to the Scottish Information Commissioner.***

15. **OPERATION SERVICE AGREEMENTS WITH CASSILTOUN STABLES NURSERY AND CASSILTOUN TRUST**

The Operations Service Agreements for 1 April 2021 – 31 March 2022 with Cassiltoun Stables Nursery and Cassiltoun Trust were previously circulated with the agenda.

***The Board unanimously approved the Operation Service Agreements for both subsidiaries for 1 April 2021 – 31 March 2022.***

16. **CORRESPONDENCE**

**Thank you card from Debbie MacKenzie:** Thanked the Board

**Glasgow City Health & Social Care Partnership:** A letter asking for 60% of lets, net of transfers to be allocated to homeless lets.

***After discussion, the Board unanimously agreed to keep to our 30% of allocations to homelessness.***

17. **NEW MEMBERSHIP APPLICATIONS**

None

18. **USE OF SEAL**

Used on one occasion - Sale for strip of land on Castlemilk Drive to Crudens

19. **ENTITLEMENTS, PAYMENTS & BENEFITS REGISTER**

None

20. **NOTIFIABLE EVENTS**

The Chief Executive informed the Board that there is one notifiable event at present: -

1. Ongoing operational issues regarding COVID which the SHR have indicated that they would wish to remain live.
2. Private and Confidential matter

21. **SUBSIDIARY & SUB-COMMITTEE DECISIONS & MINUTES MADE BETWEEN 25<sup>TH</sup> MARCH 2021 – 28<sup>TH</sup> APRIL 2021**

Regeneration Sub Committee Meeting – 15th April 2021

- Handover of Completed Buildings Policy – approved
- Community Development Strategy – Approved

### Staffing Sub Committee – 22<sup>nd</sup> April 2021

- Noted and approved the removal of on call allowance to the relevant staff if the Board of Management approve to appoint a Keyholding Company. The Staffing Sub Committee unanimously approved to consult with the staff on SM Grade to have their Job Description updated to deal with Emergency Callouts in line with the Business Continuity Plan
- The Staffing Sub Committee noted and approved the Timetable for the next pay award agreement.
- Policies noted and approved
  - Lone Working - revised
  - Stress - revised
  - Staff Appraisal - revised
  - Training & Development - revised
  - Recruitment of Ex-offenders - revised
  - The Secure Handling, Use, Storage, Retention and Destruction Of Disclosure Information – Revised
- First Aider – approved to enrol Amanda McDermott to become a First Aider. Once completed and certified, Amanda will receive a First Aid Allowance
- Jay Hutton, Assistant Handyperson – delegated authority to CEO to extend Jay’s post for a further 6 months if he continues to perform well
- Staff structure review – approved to be presented to Staffing Sub Committee in July 2021

The Chairperson asked if the Staffing Sub Committee could be moved back to 1.30 pm instead of 2.00 pm. ***The Board unanimously approved this request.***

### 22. HEALTH & SAFETY/HWL

***HWL:*** Continuing to work through the Action Plan.

***H&S:*** At the Staffing Meeting held today, no staff had raised any issues regarding H&S. All staff were happy with the phased return from lockdown and are happy that the Association are being cautious when asking staff to return to work.

H&S Committee will meet on 17<sup>th</sup> May 2021 at 2pm.

### 22a. **H&S Landlord Manual**

H&S Policy Statement – ***The Board unanimously approved the H&S Policy Statement***

Roles and Responsibilities - ***The Board unanimously approved the H&S Policy Statement***

**Corporate Services Manager to circulate to Board Members to sign off.**

### 23. AOCB

**Cassiltoun Trust:** Anna Stuart MBE enquired if we are doing anything to celebrate Cassiltoun Trust being 21. Chief Executive to action.

**Grass Cutting:** Anna Stuart MBE raised the issue of the new contractor with regards to Grass Cutting. Teresa McGowan intimated that they should be clearing up after the cut and not to use a blower to blow the grass onto the street. Chief Executive to liaise with Housing Manager (Property).

**Group Board Appraisals:** Corporate Services Manager informed the Board that Board appraisals will be carried out in the month of May and that she will be in touch to arrange a date and time suitable to meet with the Chairperson.

**24. DATE AND TIME OF NEXT MEETING**

Wednesday 26<sup>th</sup> May 2021 at 6.00 pm

There being no further business the meeting concluded at 19.30 pm

Signature:  
**Chair of Board of Management**

Date:

***Copies of all reports mentioned within these minutes and any sub-committee reports/ minutes are available on request.***