



Minutes of the Management Board meeting held on Tuesday 26 June 2018 at 6.00pm in Drumchapel Housing Co-operative's office, 4 Kinclaven Avenue, Glasgow, G15 7SP

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**Ag3**

**Present:** Joan McFarlane  
Cllr Elspeth Kerr  
Margaret Bowie  
Fiona Russell  
Alana Durnin  
Helen Eakin  
Tanith Diggory

**In attendance:** Caroline Shepherd, Director  
Pauline Burke, Depute Director  
Duncan McKnight, Technical Manager  
Fettes McDonald, FMD Financial Services  
Linda Ewart, Governance Alliance Standard  
Jacqueline McGoran, Finance Officer  
Caroline Meiklejohn, Housing Officer  
Colin Henderson, Maintenance Officer  
Stephen Watt, Minute taker

Chair J McFarlane welcomed Linda Ewart from Governance Alliance Standard, along with staff members J McGoran, C Meiklejohn and C Henderson to the Management Board meeting.

## **1. Apologies**

1.1 Apologies were received from P McBride.

## **2. Declarations of interest**

2.1 There were no declarations of interest.

### **3. Minute of the previous meeting**

- 3.1 The minute of the meeting on 29 May 2018 was proposed by F Russell and seconded by Cllr E Kerr.

### **4. Matters arising**

- 4.1 There were no matters arising.

### **5. Director's report**

#### **5.1 Board Appraisals**

- 5.1.1 L Ewart thanked the Board for inviting her to discuss the annual reviews that she had been engaged to undertake. She outlined the rationale for conducting the annual appraisals and spoke about the approach she intended to take. She added that the main themes will be gathered in a separate report.

- 5.1.2 There was also a discussion on the "nine-year" interviews and it was agreed that any required interviews (of which there are likely to be two this year) would be progressed as an addendum to the main interviews. This has worked well with other RSLs and avoids some Board members having to attend two meetings.

- 5.1.3 Members were happy with L Ewart's proposed programme and approach and steps will now be taken to conduct the one-to-one interviews over the course of the next month or so – the meetings involving a "nine-year" assessment will need to be completed in advance of the AGM.

#### **5.2 Report on "nine-year" rule**

- 5.2.1 C Shepherd advised all that two of the Board members due to stand down under the "one third" rule have more than nine years' continuous service on the Board and will therefore require to undergo an assessment.

- 5.2.2 The Board noted the "nine-year" rule update.

#### **5.3 Five-year financial projections**

- 5.3.1 J McGoran informed the Board that the five-year financial projections are required to be submitted to the Regulator by 30 June 2018. An update from the paper was provided to all attending.

5.3.2 It was noted that management costs increase this year, but then decrease in 2019/20 – this is attributable to maternity cover.

5.3.3 The Board approved the five-year financial projections for submission to the Regulator.

#### **5.4 Loan portfolio return**

5.4.1 The annual loan portfolio return was presented by J McGoran.

5.4.2 The Board approved the loan portfolio return for submission to the Regulator.

#### **5.5 Treasury Management report**

5.5.1 F McDonald presented the treasury management report.

5.5.2 Debt remains relatively low and there is nothing of particular note expected in the next twelve months. The report reflects the positive position which the organisation is currently in.

5.5.3 The Board approved the treasury management report.

**F McDonald left the meeting.**

#### **5.6 Review of business plan and asset management plan**

5.6.1 C Shepherd informed all that both revised documents will be brought to the Management Board meeting on 7 August 2018.

5.6.2 The documents will take account of the comments made by the Regulator on the current plans and will be updated to take account of the sustainability policy. There will be continued focus on the challenges facing tenants on low income, particularly Universal Credit, and the impact this could have on the Co-operative (for example, higher rent arrears). There was a discussion on the difficulties being experienced by many of our tenants, for example as a result of the Government's welfare reforms, zero-hour contracts, and the Board acknowledged this.

#### **5.7 GDPR - update**

5.7.1 C Shepherd advised the Board that we continue to take steps to help ensure that the Co-operative is GDPR compliant.

5.7.2 The organisation RGDP have been appointed to provide Data Protection Officer services and staff training has been organised for 28 June.

## **5.8 Internal audit – procurement update**

5.8.1 C Shepherd advised the Board that five returns have been received from the six requests issued for internal audit services, and that a recommendation will be brought to the Board on 7 August 2018.

5.8.2 The Board noted the internal audit update.

## **5.9 Finance services – procurement update**

5.9.1 C Shepherd advised the Board that Cernach HA (from whom the Co-operative buys finance services) is due to retender this service in the coming months – FMD's contract expires at the end of August and, depending on the time taken to complete the procurement, we may have to agree an extension into September.

5.9.2 The Board noted the procurement of financial services update

## **6. Depute Director's report**

### **6.1 Annual Statistical Review – benchmarking group**

6.1.1 P Burke presented the scorecard for indicators which highlighted two items in red: C23 former tenant arrears write-offs and 29 Rent – value for money.

6.1.2 The Board noted the Annual Statistical Review update.

### **6.2 Key performance indicators 2018/19 - discussion**

6.2.1 P Burke presented the recommended targets for the service delivery KPIs – these had been developed in consultation with staff.

6.2.2 A brief discussion ensued regarding the time taken to re-let voids; the effect new builds have on our own processes, and if Section 5 referrals for the homeless take longer.

6.2.3 The Board approved the KPIs for 2018/19 and these will now be incorporated into the revised business plan.

**C Meiklejohn left the meeting.**

### **6.3 Key performance indicators – reporting frequency**

6.3.1 Referring to the proposal outlined in the papers, it was suggested that KPI reporting is aligned with the quarterly management accounts and reported quarterly rather than monthly, with any particular issues/concerns reported on an exceptions basis. This was approved by the Board.

### **6.4 Planned maintenance - procurement**

6.4.1 D McKnight informed the Board that an initial meeting with CCG (Scotland) Ltd concerning the second phase of the planned maintenance had taken place and that in comparison with other contractors, prove to show good value for money. We have therefore requested a price for Phase 2 and are waiting on this.

6.4.2 An outline programme will be developed for use should we appointed CCG. It is estimated to take six weeks.

6.4.3 The Board noted the planned maintenance update.

**C Henderson left the meeting.**

### **6.5 Former tenant credit write off – quarter 1**

6.5.1 P Burke sought approval from the Board to write off a former tenant's credit balance of £2,176.77. Housing Officers have exhausted all methods of reaching the tenant to return the money without success. It was also highlighted that an error on the page appears where historical credits are referred to incorrectly.

6.5.2 The Board approved the former tenant credit write off.

## **7. Policy review**

7.1 There were no policy reviews this month scheduled to take place this month.

## **8. Governance**

### **8.1 Membership report**

8.1.1 There are four Share Certificates to be issued to new tenants. These were to be signed by the Secretary and two Board members at the end of the meeting.

## 8.2 Ethical conduct and notifiable events

8.2.1 There was nothing to report.

## 9. Audit, Risk and Staffing sub-Committee

9.1 There has been no sub-Committee meetings during the period.

## 10. Any other competent business

10.1 C Shepherd informed the Board that the painting of the office was only partially finished and an unexpected stretch in staff resources has made it difficult for staff to complete in-house. We therefore sought three quotes to complete the work and these range from £6,900 to over £10,000. As this is unbudgeted expenditure, staff are seeking approval from the Board to accept the lowest quotation and instruct the work. This was agreed.

10.2 A potential notifiable event could happen if Board Membership drops to (or is like to drop to) seven or lower. At present, we have nine Board members and C Shepherd reiterated the need to keep sight of this.

10.3 A Durnin has expressed an interest to represent the Co-operative Ltd at the forthcoming SFHA elections to Board where there is a vacancy in the Glasgow constituency. The Board agreed to this in principle so long as there are no issues given that A Durnin is a co-optee. C Shepherd will seek advice.

**Action – C Shepherd**

10.4 S Watt informed the Board that the Summer Fun Day is agreed to take place on Wednesday 1 August 2018 between 3pm and 6pm. Any Board members who are able to offer assistance should advise S Watt.

**Action – S Watt**

10.5 C Shepherd advised that the SFHA Governance Conference is due to take place on 7 and 8 September 2018 at the Radisson Blu Hotel in Glasgow. Any Board members interested in attending one or both days are asked to contact S Watt in the near future to be registered.

**Action – S Watt**

## 11. Date of next meeting

11.1 The next meeting will take place on Tuesday 7 August 2018 at 6.00pm in the Co-operative's office.

**The meeting closed at 8.00pm.**