

**CORDALE HOUSING ASSOCIATION LTD**

**MINUTES OF THE MANAGEMENT COMMITTEE MEETING  
HELD ON 11<sup>th</sup> AUGUST 2020 AT 3pm  
BY VIDEO CONFERENCE**

<b>Present</b>	Margaret McCallion (Chair) Martin Walker Veronica Hamilton Lilian Peters Christopher Paton	
<b>Apologies</b>	Gary Wilson Stephen Kelly Graham Logan	
<b>In Attendance</b>	Leigh Grubb Tim Calderbank Kevin Nixon Gill Donoghue  Carol-Ann Burns	Director of Finance and Governance, Caledonia Director of Customer Service, Caledonia Regional Manager, Caledonia Strategy and Improvement Manager, Caledonia Governance Officer, Caledonia, Minutes
<b>Leave of absence</b>	Aileen Overend	

The members approved the application for Management Committee membership of Christopher Paton.

The Chair welcomed Christopher to the Management Committee and all attendees introduced themselves.

**63/20 Apologies**

Apologies were received from Stephen Kelly, Gary Wilson and Graham Logan.

**64/20 Declaration of Interest**

There were no declaration of interests.

**65/20 Minutes of Management Committee held on 30<sup>th</sup> June 2020**

The minutes were proposed by Martin Walker and seconded by Lilian Peters.

**66/20 Matters Arising**

The Director of Finance & Governance discussed the email that was sent to the Management Committee regarding the final ARC submission. The Director of Finance & Governance advised he did not receive any further questions regarding the amended figures and that the ARC had been submitted.

The Management Committee asked for the breakdown of the repairs data for Cordale. The Director of Customer Service advised he had this data for later on in the agenda but could provide the update at this item.

With the easing of lockdown all repairs have been released to contractors.

- Emergency repairs – 53 in July
- Emergency repairs – April to June - 143
- Non-emergency repairs – 184 in July (77 of these were on hold)
- Non-emergency repairs – April to June – 143 (non-emergency or urgent)

The Management Committee asked if there was still a backlog. The Director of Customer Service advised all repairs have been released to contactors who are working through the repairs and that tenants had been updated.

The Management Committee asked about the bad debt figure which had been included in the draft ARC and which had been queried at the previous meeting. The Director of Finance & Governance confirmed that a correction of these measures had been included in the audit trail of changes to the ARC which had been provided to the Management Committee.

## **67/20 Head of Front Line Services Report**

The Director of Customer Service presented the report on behalf of the Head of Frontline Services.

### **Social Landlord Statutory Obligations**

The Minister for Local Government, Housing and Planning (Kevin Stewart), wrote to all social landlords. The letter sets out that landlords should use best endeavours to meet the statutory timescales but where this is not possible additional information was provided for each of the standards.

The Director of Customer Services provide an update of the following;

- Fire and Carbon Monoxide Detector Standard
- Energy Efficiency Standard for Social Housing (EESH2)
- Scottish Housing Quality Standard (SHQS)
- Electrical Safety
- Business Continuity Plan Update
- Service Delivery/Performance
- Legal and Regulatory Requirements
- Delegated Authority
- Financial Implications
- General Points
- Management Committee Membership
- Shielding and Furlough
- Homologation of Urgent Decision

Route Map – Office Re-opening

It was indicated in Phase 3 of the Government's Route Map to easing lockdown measures that non-essential offices may start to re-open from 31<sup>st</sup> July. However, this has been revised and the Government is indicating that this may not happen until 11<sup>th</sup> September at the earliest.

The Management Committee asked if there was sufficient space at the Cordale office to accommodate staff as Bellsmyre and Kirkintilloch would remain closed. The Director of Customer Service advised a blended approach would be taken and staff numbers in the office would be reduced. The office would remain closed to customers until phase 4. Caledonia had gained useful insight on how to deliver services remotely from the experience of the flood at the Perth Office and the last few months of the pandemic.

The Management Committee discussed the issue of not having a post box at the office, the Regional Manager advised this was a secure by design feature when the office was built. The Asset Manager advised he would look into this as a retrofit of a letterbox would need to comply with not weakening the fire design of the building.

### Staff Welfare

Delivering Services and Remote Working: A suite of guidance has been developed for staff to assist with remote working including, guidance on the home office environment; managing productivity and engagement; flexible working; and COVID-19 related health and wellbeing advice.

Caledonia continues to recruit through the pandemic and have introduced virtual selection and induction practices.

The Management Committee asked if staff was provided with appropriate office furniture and PPE, the Director of Customer Service advised this has been provided.

The Director of Customer Service provided an update on the following;

- Absence Levels:
- Tenant Safety:
- Staff Safety:

Support/Welfare Issues: A recent "Giving Back" initiative resulted in over 1,000 children activity packs being issued to tenants throughout the Group. The Chair advised she had received positive feedback from this initiative.

### Waterside Update

Waterside View has been operating well with no incidents regarding staff, tenants or Health and Safety to report. PPE has been provided from Cordale to assist staff at Waterside View and the cost of this will be recuperated.

### Policy Review

#### Group Senior Officer Remuneration Policy

It was noted that this policy had been reviewed in accordance with the policy review timetable and to incorporate changes to the organisational structure. Additionally the reference to the Scottish Housing Regulator's (SHR) regulatory guidance had also been updated. The policy will be reported to the next Remuneration Committee, so the Committee can review and provide recommendations.

#### Learning and Development Policy

It was noted that a new Learning and Development Strategy had been developed to replace the Learning and Development Policy. The People Strategy approved by the Management Committee in February includes a commitment to have a Strategy in place by September and available for the Management Committee consideration in October.

The Management Committee **DISCUSSED** and **NOTED** the contents of the report

### **68/20 Management Accounts to 30<sup>th</sup> June 2020**

The Director of Finance & Governance presented the management accounts for the period ended 30<sup>th</sup> June 2020.

All key financial performance targets had been met and lenders' financial covenants have been comfortably achieved. The Director of Finance & Governance noted that the results were encouraging within the context of the coronavirus restrictions and that arrears in particular, and consequently the cost of our bad debt provision, was well within budget at this stage. The economic outlook remains uncertain however and we will continue to carefully monitor income receipts.

The Management Committee queried whether the Association had accessed the Government's support packages such as the Business loss retention scheme. The Director of Finance & Governance advised that an assessment had been made and applications made where the Association was likely to be eligible for relief. An insurance claim is also being pursued in respect of the necessary additional IT equipment which has been purchased by Caledonia.

The Management Committee discussed the actual and committed spend for cyclical maintenance which was currently ahead of budget. The Director of Finance & Governance advised that he was content that this was a timing issue, and did not indicate a likely overspend for the financial year.

The Management Committee **DISCUSSED** and **NOTED** the accounts and explanatory report.

### **69/20 SHR Five Year Financial Projections Return**

The Director of Finance & Governance sought approval of the submission of our annual Five Year Financial Projections (FYFP) return to the Scottish Housing Regulator.

There have been no material changes in the assumptions used in preparing this financial return, although the Management Committee noted that certain accounting calculations, most notably housing depreciation and the release of Housing

Association grant have been revised to more closely reflect the anticipated outturn for 2019/20.

The return calculates and presents a series of financial ratios common to all Associations. The values and assumptions used are those that have been previously approved in our five year rolling budget attached to the business plan. Management Committee members **NOTED** however that the financial capacity calculations within the return are prepared on a basis which is inconsistent with our lender's requirements for loan covenants.

The Management Committee discussed the other income increase. The Director of Finance & Governance advised the Dalquhurn development shared equity income would be recorded as other income and was offset by associated costs.

The Management Committee **AUTHORISED** the submission of this report to the Scottish Housing Regulator.

## 70/20

### **New Model Charitable Rules -2020 Version and Optional Amendments**

The Director of Finance & Governance provided the Management Committee with information on the Scottish Federation of Housing Association's (SFHA) New Model Charitable Rules for Housing Associations (2020 Version) and the optional amendments that can be made to these Rules

The Association's existing Rules are based on a model document developed by the SFHA in 2013. The SFHA has recommended that organisations seek to adopt the Model Rules 2020 (or an amended version of the Model) as soon as is practical.

To help inform the Management Committee's consideration of the new Rules, two documents have been appended to the report: a summary of the differences between the 2013 and 2020 models and a draft Cordale version of the 2020 model Rules (with changes to the model highlighted). The following versions of the document are also available in a sub-folder of the Rule Changes 2020 folder in the Group Document Library on Decision Time (with hard copies also available on request):

- 2020 Model Rules with changes to the 2013 version (compiled by the SFHA)
- Clean Cordale version of the 2020 Model Rules with all changes incorporated
- Copy of the existing Cordale Rules (2013 version)

Subject to Management Committee approval to adopt the new Model Rules, it is the intention to hold a Special General Meeting (SGM) immediately prior to the Annual General Meeting (AGM) on Tuesday 22<sup>nd</sup> September 2020 when the Cordale HA membership will be asked to approve adoption of the Model Rules 2020. The Management Committee was asked to **NOTE** that the Model Rules 2020 cannot be fully adopted by the Association until they are registered with the Financial Conduct Authority. The forthcoming AGM will therefore follow Cordale's current Rules.

The Management Committee clarified that a Special General Meeting (SGM) was required for the rule change. The Management Committee discussed the need to ensure full support is provided to members if they wish to participate in a virtual AGM/SGM. The Governance Officer confirmed this would be the case. The Management Committee discussed the desire for more local members to join the Management Committee.

The Management Committee discussed the rule changes in depth and requested additional time out with the meeting to discuss. The Director of Finance & Governance advised he would circulate guidance from Harper MacLeod on the optional amendment which permitted the direct appointment of Management Committee members.

The Management Committee **CONSIDERED** and **DISCUSSED** the content of this report and agreed to:

**APPROVE** the proposal to adopt the SFHA's Model Charitable Rules (Scotland) 2020 with the prescribed amendments detailed in the report.

**APPROVE** the optional amendments to:

- allow virtual attendance at General Meetings;
- reduce the maximum number of Management Committee Members from 15 to 12.

**CONSIDER** further whether any of the additional optional amendments should be adopted.

**71/20 Business Performance Report, Quarter 1 2020/21**

The Strategy & Innovation Manager presented the quarterly update on business performance as measured against identified organisational key performance indicators (KPI's) for 2020/21. Results are presented for the first quarter of the year, covering the period 1st April 2020 to 30<sup>th</sup> June 2020.

The Management Committee discussed tenant profiling and their concern to the amount of tenants without internet to access online services. The Strategy & Innovation Manager discussed tenant profiling and what analysis could be provided. A staggered approach would take place to ensure all tenants were supported with self-service.

The Management Committee **NOTED** the contents of the report.

**72/20 Development & Planned Maintenance Update**

***Confidential***

**Date of Next Meeting**

Management Committee Meeting – 8<sup>th</sup> September 2020. Pre-meeting at 2.00pm (TBC) with Management Committee meeting commencing at 3.00pm

Signed (Chair): \_\_\_\_\_

Date: \_\_\_\_\_