

**CALEDONIA HOUSING ASSOCIATION LTD
MINUTES OF THE MANAGEMENT BOARD MEETING
HELD ON TUESDAY 26 MAY 2020 VIA VIDEO CONFERENCING**

Present: Penny Coburn Chair
Alan Nairn Vice Chair
Helen Archibald (from Item 58.20)
Mary Clark
Graham Logan
Veronica Lynch
Alex McDougall
Andrew Richmond

Special Leave of Absence Ian Gray

In Attendance: Julie Cosgrove Chief Executive
Leigh Grubb Director of Finance & Governance
Tim Calderbank Director of Customer Services
Andrew Kilpatrick Director of Assets
Barry Johnstone Director of People
Garry Savage Director of Strategy & Innovation
Jenny Dalton Governance Officer (Minutes)

54.20 Apologies

Apologies were **NOTED** from Lindsay Darroch and Martin Harkness.

55.20 Declaration of Interest

There were no declarations of interest.

ITEMS for DISCUSSION and/or APPROVAL

56.20 Minutes of the Management Board Meeting held on Tuesday 28 April 2020

The Board agreed that the minutes of this meeting were a true and accurate record and they were **APPROVED** by the Management Board.

57.20 Matters Arising

There were no matters arising that were not dealt with elsewhere on the Agenda. However Alex McDougall asked whether the Association had heard further from the YMCA with regards to the proposed development of their church building in Perth. The Chief Executive advised that she had recently been contacted by the YMCA and would provide an update in her report to the June Management Board meeting.

58.20 Chief Executive's Report

Business Continuity Update

The report provided an update on service delivery and performance, staff welfare, health and safety and financial implications arising from the COVID-19 pandemic and resulting lockdown.

With regards to regulatory requirements, the Chief Executive advised that the deadline for submitting audited annual accounts to the Scottish Housing Regulator (SHR) had been extended by three months to the end of December 2020. She also advised that the two annual gas services that would not be completed on time due to the tenants self-isolating, had been reported to SHR as part of the monthly Business Continuity Update. No response had been received from SHR to date.

Andrew Richmond queried whether any additional safety measures could be put in place in the properties where annual gas servicing had not been carried out within the timescale. The Director of Assets (DoA) advised that all properties with gas boilers were fitted with both carbon monoxide detectors and smoke detectors, as required by law. It was unlikely that there were any further measures that could be undertaken, however he would check to ensure this was the case.

Board members noted that a staff survey had been undertaken to determine how staff were coping with the current arrangements and asked whether the results had identified any issues. The Chief Executive advised that she had recently conducted a live Q&A on the Group's workplace platform and staff had two major concerns. Those were safety in returning to an office environment, and childcare issues around the return to the workplace if schools were not open and older relatives were unable to look after children. The Director of People (DoP) commented that 72% of staff had participated in the survey (an increase in engagement from the previous survey) and the exercise would assist learning on the revised working arrangements. It would also enable feedback on any future changes staff would wish to see implemented. The DoP explained that the survey findings would be analysed by teams, and tailored reports would be shared with line managers to help them support and develop their teams.

Transition Planning

In advance of the impending changes to lockdown restrictions, the Executive Management Team (EMT) had been undertaking work to assist with planning the resumption of services. Consideration was being given to what tasks could not be done remotely and which staff, if any, needed to return to an office environment.

The Scottish Government's emphasis remained on continuing to work from home if possible with the advice for those returning to workplaces being that the number of people should be kept to a minimum and that social distancing guidelines had to be followed. The EMT was working with the Group's Health & Safety Consultants, Ellis Whittam, to look at what measures would have to be put in place within the Group's offices and other work environments to ensure the guidelines were adhered to.

Following a query from the Board members, the DoA advised that Stage 1 of the Scottish Government's Route Map allowed the construction industry to begin planning and pre-start site preparations and that the Development Team was currently working on pre-start proposals for the Group's development contracts. However no work would start on site until further guidance was issued from the Scottish Government.

Board Member Recruitment

Seven applications had been received and the closing date had been set for Friday 29 May 2020. The Chief Executive advised that the exact number of vacancies on the Board would be known once the Chair had completed the Board members evaluation process.

Homologation of Urgent Decision

Management Board members **HOMOLOGATED** the decision made by the Chair and Vice Chair outlined in the report.

Policy Review

Board members **NOTED** that the Group Mutual Exchange Policy had been reviewed and that no amendments were required.

59.20 Annual Complaints Handling Report – 1 April 2019 to 31 March 2020

The Director of Finance and Governance (DoFG) highlighted that the number of complaints received in the last reporting year had decreased by 22.7% over 2018/19. A significant number of the complaints received in 2018/19 were due to the poor performance of the previous ground maintenance contractors, however this contract had been retendered.

Response times and escalation to Stage 2 complaints statistics were disappointing. However the Group would be working to improve these as part of the Complaints Handling Review Project that had recently been launched. The aim of this Project is to improve customer experience and enhance future service standards.

Board members queried whether the Group had the resources to undertake this project given that there were a number of other related projects currently in progress. The DoFG explained the review was necessary to ensure compliance with new Scottish Public Services Ombudsman (SPSO) model complaints handling procedures that would come into effect on 1 April 2021.

Board members requested that in future statistical reports of this nature clearly set out the relevant KPI and performance targets at the outset to provide context for assessing performance.

60.20 Business Plan 2019-2024 Quarter 4 Update

The Director of Strategy & Innovation (DoSI) advised that 56 of the 75 actions (75%) for the year 2019/20 had been completed. Unfortunately only 4 of the 15 actions (27%) due to be completed in Quarter 4 had achieved that target.

The DoSI explained that it was intended to review the format of the report to make it easier for Board Members to monitor progress.

61.20 Business Performance Indicator Review

The DoSI presented this report and began by apologising for the inaccuracies in the information contained within Appendix 1. He advised that the report contained information and proposals relating to the annual review of the Business Performance Scorecard, including the key performance indicators (KPIs) and associated targets proposed for 2020/21. Among the proposals being made was to reduce the number of KPIs reported to governing bodies, moving the information on financial indicators to the quarterly management accounts, and reducing the number of health and safety indicators reported on by considering some of these at the Health, Safety and Wellbeing Committee and at departmental level. A bi-annual people report would be presented to the governing bodies to provide further measurement data in the context of health, wellbeing and engagement. It was felt that these proposals would streamline and re-focus the information provided to members.

Board members questioned whether the revised approach would be sufficient to monitor performance and whether the financial KPI's should remain in the Business Performance report. It was **AGREED** that once the 2019/20 Quarter 4 Business Performance figures had been considered at the June Board meeting, members would provide further comment to the DoSI to enable him to finalise the scorecard for the first quarter of 2020/21.

62.20 Bellsmyre Transfer of Engagement Update

Special General Meetings

The DoSI advised that since this report had been issued, the Group had been made aware of new legislation that would allow Annual General Meetings (AGMs) and Special General Meetings (SGMs) to be held remotely. The Bill containing this legislation was due to be considered again by Parliament on 3 June 2020 and would apply to meetings due to be held between 26 March 2020 and 30 September 2020.

The SHR had been notified of our proposal to hold both Bellsmyre's SGMs using proxy voting and they had requested clarification on how we would ensure all members had the ability to vote and how members could raise any queries. The DoSI suggested that the proposed legislation to allow virtual meetings, if passed by Parliament, would address the points raised by SHR.

The DoSI advised that he would provide Board members with an update on Bellsmyre Management Committee's thoughts on this issue following their meeting on Wednesday 27 May 2020. A further update on the legislation would be provided following its consideration by Parliament on 3 June 2020.

The Board asked that the DoSI contact the Group's solicitors, Harper McLeod, to determine how voting could be completed electronically including authentication of electronic voting.

Bellsmyre Scenario Planning

Board members **NOTED** the information provided with regards to the potential impact of the COVID-19 outbreak on the Bellsmyre regeneration programme.

63.20 Development & Planned Maintenance Update

Tenant Health & Safety

The DoA updated Board members on the indicator relating to management actions arising from Fire Risk Assessments that had not been included in the Compliance Statements reported to them in April. It was noted that 50% of the actions had been completed and a large number of non-urgent improvements had been built in to the Fire Risk Assessment capital programme. Four items were not completed and 38 needed to be checked on site. All of these items would be progressed as soon as possible once lockdown restrictions were lifted.

Planned Maintenance Programme 2020/21

The DoA referred to the proposed phasing of the planned maintenance programme for 2020/21 as outlined in his report. He advised that the programme would be reviewed over the course of the year with a view to adding additional projects as and when the receipt of rental income became more certain. The Management Board would be kept advised on progress.

Items for INFORMATION

64.20 – Draft Minutes of Bellsmyre and Cordale April 2020 Management Committee Meetings 65.20

The draft minutes were **NOTED**.

66.20 Any Other Competent Business

Graham Logan advised that following consideration of an internal audit report on cyber security at last week's Audit & Risk Management Committee (ARMC) meeting, the Committee members had discussed whether the Group governing bodies should be actively reviewing cyber security by making it a standing item on the Board meeting agendas or whether it should be delegated to the ARMC. The ARMC had agreed that the issue should be raised at this Management Board meeting for clarification.

Following discussion, it was **AGREED** that the DoSI would present a report to the June Management Board meeting outlining the potential consequences of cyber-attacks, the number of cyber-attacks the Group had encountered and what actions were being taken to reduce the risk of such attacks. Following this, it was **AGREED** that review of cyber security should be delegated to the ARMC and become a standing item on its Agenda.

Date of Next Meeting

It was **NOTED** that the next Management Board meeting would be held on Tuesday 16 June 2020. (Post meeting this was changed to 23 June 2020)

Chair's Signature