

MINUTES OF MEETING NO.697
QUEENS CROSS HOUSING ASSOCIATION BOARD OF MANAGEMENT
AT THE COURTYARD 2 WESTERCOMMON DRIVE
HELD ON 25 FEBRUARY 2025 AT 6.00 P.M.

John Dunn, Chibuzo Ehieze, Ian Elrick, Sadie Gordon, David Horner, John McIntyre, Matthew Millar (online via teams), Anne Ramsey.

Shona Stephen (Chief Executive), Heather Anderson (Director of Neighbourhood Services), Phil Daws (Director of Property and Placemaking), Donalda Hogg (Depute Director), Elizabeth Hood (Depute Director), Neil Manley (Director of Finance and Corporate Services), Alison McKay (Governance Advisor) – minutes, Fiona Smith (Head of Customer First)

ACTION

1.0 Housekeeping

1.1 Noted

2.0 Welcome and Apologies

2.1 Anne Ramsey, Vice Chair welcomed everyone to the meeting. Apologies received from Andrew Burns and Margaret Glass. Jeanne Dayton was welcomed as an observer.
The Board agreed to take a tabled report on close cleaning contract at item 8 and for item 6, to be taken first on the agenda.

3.0 Declarations of Interest

3.1 There were no new declarations.

4.0 23 Northpark Street/568 Maryhill Road Tender

4.1 The purpose of this report was for the Board to approve the acceptance of the Works tender received from CCG Scotland Ltd. in the sum of £1,591,103.16, for the delivery of 14 refurbished flats for social rent at 568 Maryhill Road and 23 Northpark Street. This report was presented by Niall McKinnon, Head of Development.

4.2 After discussion the Board approved the acceptance of the tender received from CCG Scotland Limited for the sum of £1,591,103.16.

5.0 Hamiltonhill Progress Report

5.1 The purpose of this report was for the Board to note the progress of the Hamiltonhill projects, in particular the Phase 1 housing moving towards completion and note that proposals have now been developed for Phase 2 works. This report was presented by Niall McKinnon, Head of Development.

5.2 The Board was advised that as a result of an incident on site, Urban Union is reviewing all health & safety procedures which is causing further delay. At the time of the meeting, the proposed timeframe for the first handover is beginning of April then every following week until end of July. The board noted that Phil and Niall have met with Urban Union to express concerns on slippage and that any overrun costs with delays would lie with Urban Union. The safety of tenants will be a priority as there will still be construction ongoing as tenants move into blocks. Neil Manley will check for any insurance implications.

Neil

5.3 The Board noted that an information drop in event will be held next week at Bardowie Hall from 3.30pm – 7.30pm.

6.0 Reviewing and demonstrating compliance with the SHR Regulatory Standards - Asset Management

6.1 The purpose of this session was to give assurance to the board by reviewing and demonstrating compliance with the Scottish Housing Regulator's (SHR) Regulatory Standards for Asset Management. This session was led by Phil Daws, Director of Property & Placemaking.

6.2 The Board noted that Asset Management is ensuring that current and future assets (houses, land, garages, shops etc.) fully support the organisation's objectives – working towards having the right assets, of the right quality, in the right place, at the right time and generating appropriate value to the business 30 year cash flow. The board discussed the information presented.

6.3 The board was assured by the approach being taken by the Association and is comfortable that the correct procedures are being followed. No actions were identified but noted that draft Asset Management Strategy is being worked on and is expected to be presented to the board in May for approval.

7.0 Q3 Performance 2024/2025

7.1 Key Performance Indicators

The purpose of this report was for the Board to note and discuss Q3 performance where there are 11 KPI's on target, 2 KPI flagged as amber (within 10% of target) and 1 KPI flagged as red (10% or more out with the agreed target). 3 KPI's had not been provided by the target deadline. This report was presented by Neil Manley, Director of Finance & Corporate Support.

7.1.1 Section 2 of the report highlighted 1 red KPI, Investment spends and 2 amber KPI's, staff sickness & tenant satisfaction, a detail explanation was provided in the report. Neil provided further detail on the finance covenant KPI, and the board asked for detail of the penalty due, should the interest cover fail to be met. It was noted that Shona and Neil are meeting with lenders, M&G next week when this will be discussed and an update provided at the next board meeting.

Neil

Elizabeth Hood, Depute Director noted work is being undertaken with our contractor on complaints and to improve the repairs KPI's.

7.1.2 Section 3 of the report provided an update on housing services. The board noted there were no issues with section 5 lets to report and we are fulfilling our obligation to assist Glasgow City Council with their homelessness duties whilst also housing applicants from other applicant groups, Shona advised the board that Glasgow City Council had written to thank the Association for its contribution in helping with this. The Board noted the average re letting period is 18 days which is positive.

7.1.4 Section 5 of the report was the Strategic Risk Register. Neil advised a refresh of the risk register will be carried out at the Board Business Planning Day in June as part of our business planning. This should be added to the action tracker.

Neil

7.2 **Complaints and Compliments Report**

- 7.2.1 The purpose of this report was for the Board to note Quarter 3 (Q3) complaints and compliments for the period 1 October – 31 December 2024. This report was provided by Elizabeth Hood, Depute Director
- 7.2.2 The board noted that Stage 1 complaints have increased by 7% compared to Q2, however Stage 2 complaints have decreased by 11%. The report provided key analysis on these complaints.
- 7.2.3 The board was provided with detail on two complaints from applicants who live out with our areas and noted these were due to allocations decisions.

7.3 **Management Accounts**

- 7.3.1 The purpose of this report was to provide the board with the quarterly financial information for the Association up to the end of Quarter 3 (Q3). The report consists of the narrative report and financial reporting appendices for the association and the subsidiaries, Queens Cross Factoring and Queens Cross Workspace. This report was presented by Neil Manley, Director of Finance & Corporate Support.
- 7.3.2 Neil highlighted the traffic light table on page 2 of the report showing a red KPI, £241,179 deficit against budgeted forecast surplus to Q3 of £1,000,067 being and adverse variance of £1,241,246 to the budget target. Neil explained that the income & expenditure variances are showing as green as they are both within the KPI tolerance level. It was noted that Income variance is mainly due to the delayed works at Hamiltonhill.
- 7.3.3 The positive financial position of QC Factoring & QC Workspace was noted in appendices 6 – 9.

8.0 **Non-Recoverable Rent Arrears**

- 8.1 The purpose of this report was for the Board to approve the write-off request for the period July – December 2024 as detailed in appendix 1 of this report. The value of the debt is £24,318.87. This report was presented by Elizabeth Hood, Depute Director.
- 8.2 The Board approved the write of £24,318.87.

9.0 **Close Cleaning Contract**

- 9.1 The purpose of this report was for the Board to approve the Close Cleaning Tender to CAS at the value of £1,033,860.00. This report was presented by Elizabeth Hood, Depute Director.
- 9.2 This report requires Board approval as the tender sum is over £1million and cannot be delegated for approval. It was noted that this is a joint tender with Maryhill Housing Association with a separate contract for each Association, but performance monitored jointly by both associations. The new close cleaning contract is due to start on 1 May 2025.
- 9.3 The Board noted that success of this contract is key to achieving our objectives as set out in the business plan and there will be a sure commitment by staff on making the contract work as tenants have confirmed that this is what is important to them during consultations.

Elizabeth

- 9.4 It was confirmed that although this is a joint tender, there two separate contracts and Donalda advised that the reason for this is that from a legal perspective the contract needs an owner.
- 9.5 The Board approved the Close Cleaning Tender to CAS at the value of £1,033,860.00

10.0 Good Governance Matters

- 10.1 The purpose of this report was to recommend that the Board:
- a) Approved the recommendation to adopt the model role descriptions (Appendices 1-4) and code of conduct (Appendix 5)
 - b) Discusses and notes the update on learning and development opportunities available to board members
 - c) Notes that the recruitment information event is scheduled to take place on Thursday 20 February.
 - d) Notes the annual performance reviews will take place in April/early May

This report was presented by Fiona Smith, Head of Customer First.

- 10.2 It was noted that this report has been presented to all subsidiary boards who agreed to support the proposal to adopt the model descriptions following approval from the Housing Association Board as parent. Copies of the model role descriptions along with SFHA guidance were provided in the board portal prior to the meeting. The Chairs of all 4 boards met on 14 January to review the role descriptions and code of conduct and support the recommendation to adopt the model role descriptions and code of conduct.
- 10.3 The Board approved adoption of the revised model role descriptions and code of conduct.
- 10.4 It was noted that induction of new and ongoing board member learning and development is very important to us and is also a regulatory requirement. We strive to provide learning opportunities to suit the availability of individual board members. There is a dedicated budget for board member learning and development budget has membership of a number of organisations providing different learning platforms Alison will be promoting learning opportunities over the next year along with the board portal which is available for members to share feedback and make recommendations on learning and development.
- 10.5 The Board noted the annual performance reviews which will take place in April/early May. Fiona highlighted the importance of members thinking about succession planning and identifying key priorities and key learning for both individuals and boards' Alison will be contacting members this week with proposed dates for the reviews.
- 10.6 The QC Group Boards recruitment event took place on Thursday 20 February which had a reasonable turn out and the Board noted any opportunity to engage with tenants can only be seen as positive. The Board were encouraged to think about key areas they should target during recruitment to make sure the balance is right on the board.
- 10.7 The Board noted the content of the report including learning & development opportunities, the upcoming annual performance reviews and the QC Group Board recruitment event.

All members

All members

All members

11. Update from Audit Committee

- 11.1 The purpose of this report was to provide the Board with a verbal update from the Audit Committee meeting held on 3 February 2025. This update was presented by John McIntyre, Audit Committee Chair.
- 11.2 This was a busy meeting with the following items covered:
- Review of audit commitments which gave reasonable assurance.
 - Review of responsive repairs which gave reasonable assurance. There was some discussion around rechargeable repairs.
 - Risk management policy & appetite.
 - Finalised audit strategy.
 - Approval from external auditors that there is no requirement to provide group accounts.
 - Plans in place for new systems.
- 11.3 Neil Manley advised there are a number of finance policies which require updating. Board approval is being requested to delegate the review of these policies to the Audit Committee as they contain a lot of detailed financial information, and the Audit Committee will then make a recommendation to the board on whether to approve or not and any changes. The policies will be added to the portal for all members to read should they want to. If this format works, it may be considered for other policies.
- 11.4 There were no questions on this report and the Board approved the finance policies being reviewed by the audit committee and uploaded to the portal.

Neil

12.0 Health and Safety

- 12.1 Phil Daws, Director of Property, Enterprise & Regeneration advised the Board that he is reviewing a number of policies and procedures on tenant based health & safety and there is a significant amount of work to be completed. An update will be brought to board at a later date.

Phil

13.0 New Membership Applications

- 13.1 There were no new membership applications.

14.0 Minute of Meeting No. 696

- 14.1 The minute of meeting no. 696 held on 28 January 2025 were reviewed for accuracy and matters arising. The minutes were proposed by Sadie Gordon and seconded by David Horner.

15.0 Action Tracker

- 15.1 The Board agreed the following items should be added to the action tracker:
- Asset Management Strategy – May 2025
 - Review of Risk Register – June 2025

16.0 AOB

- 16.1 Anne Ramsey highlighted a paper tabled providing feedback & thanks from recipients of the John Gray bursary scheme. Donations from QCHA, QC Factoring & QC Workspace are required to make the bursary scheme work and the Foundation is grateful for these donations.
- 16.2 John Dunn, Chibuzo Ehieze and Anne Ramsey attended the SFHA Governing Body Conference which took place in February. All found the conference interesting and would recommend to others .

16.3 Shona thanked the board members, Fiona and Alison for attending and running the board recruitment event.

17.0 Date and Time of Next Meeting

The meeting concluded at **8.15pm**

The next meeting is scheduled to take place on **Tuesday 25 March 2025 at 6pm**

I certify that the above minute has been approved as a true and accurate record of proceedings:

Chair: **Date:**