



MARYHILL HOUSING ASSOCIATION LIMITED

MINUTES OF THE BOARD MEETING HELD ON THURSDAY 24th NOVEMBER AT 6.30 PM HYBRID MEETING FROM 45 GARRICOH ROAD, GLASGOW, G20 8RG

Board Members	In Person	Remote	Apols	Absent
Lindsay Forrest (LF) - Chair	✓			
Paul Imrie (PI) – Vice Chair	✓			
Caitlyn Maccabe (CM)			✓	
Isabella McTaggart (IM)	✓			
Jenny Crowe (JC)	✓			
Tim Holmes (TH)		✓		
Valerie Wilson (VW)	✓			
Raphael Rickson (RR)			✓	
Viola McDade (VM)	✓			
Leave of Absence	Caitlyn MacCabe (CM)			

Officers	Items
Bryony Willett (BW) – CEO	1-5, 7-11
Jennifer Simon (JS) – Director of Operations	Apols
Rebecca Wilson (RW) – Director of Resources	1-5, 7-11
Debbie Watt (DW) – Performance & Governance Manager	1-5, 7-12
Alistair McArthur (AMcA) - Head of Development	Apols
Karen Fee (KF) - Head of Finance	1-5, 7-11
Carol Bain (CB) – Head of Property	1-5, 7-11
Observer	Items

Item No.	Issue	Action By
1.	Welcome	
1.1	The Board were welcomed to the meeting by RW. The Board approved PI as Chair in LF's absence.	
1.2	Apologies were noted for RR. CM continues to be on a leave of absence. Staff apologies were always noted for JS and AMcA.	
1.3	Declarations of interest were declared by LF and VW relating to agenda item 6. Both would be asked to leave when this item was being discussed.	
2.	Approval of Board Minutes – 27th October 2022	
2.1	The Board approved the minutes of the Board meeting held on 27 th October 2022.	
3.	Action Tracker	
3.1	A Board member queried whether action points 7.7 – 7.11 should be closed as these would be discussed at the Board Away day. The Board agreed that these action points should be closed on the action tracker.	DW

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3.2	The Board approved the seventeen items proposed for closure as set out in the action tracker and the action points detailed in 3.1.	
4.	Audit and Risk Committee Update	
4.1	The Chair of the Audit and Risk Committee provided a verbal update on the approvals and actions resulting from the meeting held on 10 th November 2022.	
4.2	The Committee approved the appointment of VW as Chair of the Audit and Risk Committee.	
4.3	Good progress was made with 21 actions in the meeting action tracker approved for closure.	
4.4	<p>The Committee approved:</p> <ul style="list-style-type: none"> - the internal audit report and management responses on IT Systems which had been discussed at the inquorate meeting held on 16 June 2022. - the internal report for Contract Management and management responses. - approved to postpone the remote working audit to January 2023. 	
4.5	The Committee noted that the reactive repairs audit would be brought forward to November 2022.	
4.6	The Committee approved the financial results for the year to 30 September 2022.	
4.7	The Committee discussed action being taken to address Factoring Bad Debt and tenant arrears.	
4.8	The Committee also fed back that they liked the new Investment report as they thought it was clear and concise.	
4.9	The Committee approved the strategic risk register inclusive of changes.	
4.10	<p>RW explained that it had been decided not to change the risk rating for the SDM Housing Management system. However, there were some red flags that the Committee should be aware of which were:</p> <ul style="list-style-type: none"> • Fees had increased by 75%. • Support seemed less responsive. • Key members of staff were leaving SDM. 	
4.11	<p>The Committee approved:</p> <ul style="list-style-type: none"> - The commencement of discussions with RBS to extend the £24m RCF for up to a further 10 years. - The commencement of discussions with RBS to adjust covenant wording to address potential loan covenant breaches in 2023/24. - The closure of 6 items on the Treasury Strategy Action Tracker. 	

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4.12	The Committee discussed action points around budget training and void management training which Officers confirmed had been completed.	
4.13	The Committee also asked about the data cleansing project. DW explained that new options for carrying out the data cleanse were being explored as it had been identified that staff workloads were a barrier to this work being completed. Options would be brought to the next Committee meeting.	
4.14	The Committee approved the Business Case Audit and management responses. This audit received strong assurance with 7 recommendations.	
4.15	The Committee approved the Organisational Health and Safety Audit and management responses. This audit received 13 recommendations, 5 of which had already been closed.	
5.	Feedback from Training/ Events	
5.1	Board members had attended a Partnership Working Session delivered by BW and attended the Code of Conduct update session which was delivered by Officers before the October Board meeting which they had found helpful.	
5.2	The Chair and Vice-Chair had met with BW to complete their quarterly review.	
5.3	The Staffing Panel Chair had attended The Art of Pay Negotiations event which was run by EVH on 27 th October 2022. They thought that this had been informative.	
6.	EVH Pay Award	
6.1	VW and Officers left the meeting.	
6.2	The Board considered the proposed pay award for staff for April 2023. They considered the proposed award in the context of affordability for the Association, current business plan assumptions, the cost of living crisis and the rent increase options. The Board approved a response in support of the proposal.	
7.	Equality, Diversity, and Inclusion Policies	
7.1	BW introduced the report and provided a summary of the recommended approvals.	
7.2	The Board approved the proposed Equality, Diversity, and Inclusion Policy – Customers.	
7.3	The Board approved the proposed Equality, Diversity, and Inclusion Policy – Staff.	
8.	Low Rise Electric Heating Replacement Proposal	
8.1	CB introduced the report and summarised the recommended approvals.	
8.2	The Board noted that the Scottish Government had confirmed that the High Heat Retention (HHR) costs could be eligible for Theme 2 funding under the Social Housing Net Zero Heat Fund and that if HHR was approved at tonight's	

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8.3	<p>meeting that officers would proceed to make a funding application by the end of November 2022.</p> <p>The Board highlighted their concerns around the grant funding as it was not known if this would be approved. CB confirmed that there would be nothing to lose in applying for the funding as the budget has been set without it. It would be a positive outcome if this was approved.</p>	
8.4	<p>The Board noted that the alternative option of air source heat pumps was considered but was not recommended due to constraints of siting the units internally and externally at these addresses. This was also because of the likelihood of increased energy costs for customers due to the metering complexity.</p>	
8.5	<p>The Board noted that the addition of battery storage as part of the HHR option was not recommended due to the additional costs involved and the unresolved questions around the feasibility of implementing this emerging technology in our properties.</p>	
8.6	<p>The Board approved High Heat Retention storage heaters (HHR) as the replacement heating solution for the deck access properties on the Cumlodden Estate, and the low rise, flatted properties at Skirsa Court.</p>	
8.7	<p>CB informed the Board that tele-switches which are used for older electric meters would be switched off in 2024 which meant that power companies would be required to replace all meters with smart meters. This would result in Air Source Heat Pumps becoming an option again but not in time for this project.</p>	
8.8	<p>LF joined the meeting.</p>	
8.9	<p>A discussion took place regarding the heating options for Cadder Place as gas is available to these properties. The Board agreed that HHR would be the best option as this is more sustainable and meets Net Zero targets.</p>	
8.10	<p>The Board approved HHR as the replacement heating solution for Cadder Place.</p>	
9.	Assurance	
9.1	<p>BW introduced the report and explained the slides in the presentation showed our overall assurance to the Regulatory Framework and our own internal standards. Officers had issued the individual assurance papers along with the related slide following feedback from Board members. The Board confirmed that the changes were an improvement and the information flowed better.</p>	
9.2	<p>BW provided an update on the quarter 2 Performance Report.</p>	
9.3	<p>A Board member queried whether we should be acting quicker when managing abandonments to avoid arrears building for these cases. BW confirmed that there is a prescribed process for managing abandonments rather than court action which meant abandonments could be completed more</p>	

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	quickly than rent arrears action. In practice, the two routes were often pursued in tandem.	
9.4	A Board member asked if Glasgow City Council (GCC) could be held liable for rent arrears of Section 5 referrals whose tenancies fail. BW explained that this would not be possible as the tenancy is held by the customer and not GCC.	
9.5	A Board member highlighted concern that only 61% of staff completed the recent pulse survey. A discussion took place around the process that was taken to ensure that responses were confidential and that there had not been a high response from the Neighbourhood Team.	
9.6	CB provided an update on the quarter 2 Investment Programme.	
9.7	No comments or queries were raised by the Board.	
9.8	DW provided an update on the quarter 2 Complaints Report.	
9.9	The Board asked if the report could include the response rate for the customer complaint satisfaction survey. DW confirmed that this would be included in the report for quarter 3.	DW
9.10	RW provided an update on the risk register and risk management.	
9.11	A Board member queried why the risk rating for Board Effectiveness had reduced and RW explained that due to RP retiring from the Board, this meant that there were now more tenant Board members than independent members, therefore, we were no longer in breach of our rules.	
9.12	RW provided an update on compliance with the Charter and Regulatory Standards and KF provided an update with compliance with internal standards for Financial Management.	
9.13	No comments or queries were raised by the Board.	
9.14	The Board approved the 3 outturn adjustments over £100k.	
9.15	BW provided an update on the Development Programme and summarised the changes to the report format.	
9.16	The Board agreed that they liked the new format as it showed how far out the dates are sliding for each development.	
9.17	TH left the meeting as he had connectivity issues.	
9.18	A Board member asked whether the Association would claim liquidated and ascertained damages (LADs) from contractors should there be a delay in completion of a project. BW confirmed that where this is part of the contract, we would seek to claim LADs and this would form part of the end of contract (final account) negotiations.	

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9.19	BW provided an update of the quarter 2 Health & Safety Performance Report.	
9.20	The Board requested an update on the performance of the electrical contractor. BW confirmed that the contractor was being formally managed as per the contract management framework. They had shown improvement which is monitored monthly via Key Performance Indicators.	
9.21	The Board approved the Assurance ratings set out in Appendix A of the Assurance Report.	
10.	CEO Report	
10.1	BW introduced the report.	
10.2	RW advised that an additional approval was being sought to increase the grading of the IT and Business Transformation Manager post from grade 8 to grade 9. Details of this had been emailed to Board members on 22 nd November 2022.	
10.3	The Board approved to regrade the post of IT and Business Transformation Manager to grade 9.	
10.4	RW provided an update on the current situation relating to our Housing management software, SDM and a summary of the SFHA round table that had been attended by staff.	
10.5	The Board approved the changes to the 2022-23 Delivery programme.	
10.6	A Board member noted the results of the staff pulse survey results and BW confirmed that this would be discussed in more detail at the Board Away day on 26 th November 2022.	BW
10.7	A Board member asked that where our repairs contractor and/ or Maryhill Housing get no access to a property to carry out repairs, whether the job is cancelled, and the tenant notified to re-report the repair if this is still required. Officers confirmed this would be the procedure that would be followed.	
10.8	A Board member also asked whether Factored Owners would be charged for associated technical consultant fees such as engineers, architects etc. Officers confirmed that these charges would be applied.	
10.9	The Board approved the amendments to the Factoring Written Statement of Service.	
10.10	The Board approved the changed to the Board health and safety key performance indicators.	
10.11	The Board approved the amendment to the Entitlement, Payments, and Benefits Policy in respect of enabling salary advances to staff facing financial hardship.	

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11.	Governance Report	
11.1	RW introduced the report.	
11.2	The Board approved the appointment of VW as Audit and Risk Chair.	
11.3	RW summarised the reasons why changes were required for invoice approval levels and that this would ensure that contract and invoice approval levels were aligned.	
11.4	The Board approved the amendment to the Standing Orders for invoice approval levels.	
11.5	A Board member queried if the Regulator was awaiting any further information on the notifiable events relating to the potential CO poisoning and EICRs as these remained open. BW confirmed that the Regulator would keep these open until all internal audit actions had been closed.	
11.6	The Board thanked CB and KF for all their work throughout their time at Maryhill Housing and wished them luck for the future.	
12.	Meeting Review	
12.1	Board thought that it was good to receive more feedback on the approvals and actions from the Audit and Risk meeting.	
12.2	Board thought that there were a lot of assurance papers but appreciated that this was required to ensure they were kept up to date and informed.	
12.3	The Board appreciated the changes to the papers and thought these were well laid out.	