



**Minutes of GHA Board Meeting
held on Thursday 25 January 2024 at 6pm**

PRESENT: Mr G Maguire, Group Chair
Ms K Russell, Group Secretary
Mr S McLachlan, Member
Ms A Connelly, Member
Mr Z Khan, Member
Ms A Williamson, Member
Ms S Keast, Co-Optee

IN ATTENDANCE: Ms C Quinn, Group CEO (GCEO)
Ms KA Wallace, Director of Customer Services (DCS)
Ms N Salmon, Group Corporate Services/HR Team Leader
Ms L Edwards, Development Consultant

1.0 Apologies

1.1 The Group Chair advised that Mr C Quigley, Ms A Fraser and Ms F Cochran have submitted their apologies. Ms S Dingwall is on a leave of absence.

2.0 Declarations of Interest, Gifts and Hospitality

2.1 Ms A Williamson declared that she is a Director of the Water Row Company (WRC).

2.2 There were no declarations of gifts and hospitality.

3.0 Declaration of Receipt and Understanding

3.1 Members confirmed receipt and understanding of their papers.

4.0 Governing Body Matters & Minutes for Approval and Information

4.1 Draft Minutes of GHA Board Meeting 30 November 2023

4.1.1 The minutes of the GHA Board meeting held on 30 November 2023 were approved by Ms A Connelly and seconded by Mr S McLachlan as a true reflection of the meeting.

4.2 Matters Arising

- 4.2.1 In relation to the commercial units at Water Row, a Member noted that there was no one representing the WRC Board on the panel to assess the suitability of applicants who wish to become a leaseholder of one of the commercial units. Following discussion, Ms A Williamson agreed to join the panel.

Discussion points:

1. Process being adopted to assess applicants interested in leasing a commercial unit at Water Row.

Action notes:

For redaction:

5.0 Reports for Decision/Approval

5.1 Water Row Phase 1 Update Report

- 5.1.1 The Development Consultant presented the Water Row Phase 1 Update Report including the KPI's from Oct to Dec 2023 at Appendix 1 and Risk Register at Appendix 2 for information.
- 5.1.2 The Development Consultant turned to the cost report at section 4 and noted that she had met with the Group Chair, GCEO and DCS before today's Board meeting to provide the Group Chair with a detailed update in relation to costs. This meeting addressed the issues of inflation costs and misalignment with Glasgow City Council's (GCC) understanding of how additional grant will be assessed; contractor claim for additional costs and impact of lost rent.
- 5.1.3 The Development Consultant advised that an additional financial risk matrix will be provided as a separate Appendix to the Water Row Phase 1 Update report from February 2024 onwards. This will provide the Board with the current status and update of key financial issues and concerns.
- 5.1.4 The Development Consultant advised that since the last meeting in November 2023, one block containing 17 flats had been handed over in early December 2023 and feedback from tenants had been very positive.
- 5.1.5 The Development Consultant discussed the key performance indicators at section 15 of the report and noted that all parties were achieving the KPI targets.
- 5.1.6 The Group Chair advised that the Development Consultant is retiring on 30 April 2024 and asked Members if the Development Committee should reconvene to make decisions relating to Water Row etc. The Board unanimously approved the reintroduction of the Development Committee and agreed to review membership.

Discussion points:

1. Retirement of Development Consultant.
2. Show People site.

Action notes:

Following discussion, the Board noted and approved the Water Row Phase 1 Update report and agreed to reconvene the Development Committee following a review of Committee Membership.

For redaction:

At this point the Development Consultant left the meeting.

5.2 Group CEO Work Plan Priorities

5.2.1 The GCEO presented her priorities for 2024 covering the following areas:

- a) Group Staff Team Building
- b) Group Structure
- c) Ongoing Development of Group Boards
- d) Development of the Senior Management Team (SMT)
- e) Group Business Plans
- f) Water Row
- g) Home Team Growth
- h) Stock Condition Survey
- i) Planned Maintenance Programme
- j) Regulatory Standards of Governance and Financial Management
- k) Operational Priorities

5.2.2 The GCEO stated that traditionally, the CEO priorities for the year have been presented to the Board in January however, from 2025 they will be presented in the new financial year i.e. April each year.

Discussion points:

- 1. Home Team growth and potential opportunity.
- 2. Potential options re staffing for stock condition survey and scope of survey.
- 3. Environmental issues/concerns/aesthetics and green spaces.
- 4. Staff wellbeing – visibility and accessibility of EMT to staff out with the SMT.

Action notes:

Following discussion, Members noted and approved the GCEO Work Plan Priorities presentation.

For redaction:

5.3 Annual Review of Rents 2024/25

5.3.1 The DCS presented the Annual Review of Rents 2024/25 including Rent Consultation Presentation at Appendix 1 and Digital Consultation Survey report January 2024 in detail.

5.3.2 The DCS reminded the Board that this year the Association consulted with tenants on 6.25% or 6.5% increase. In addition, customers were also asked for their feedback regarding changing the payment date to 1st of the month and also whether to add the bulk uplift service provided by the Home Team to the rent charge.

- 5.3.3 The DCS highlighted the consultation results at section 2 of the report noting that the consultation document will be reviewed prior to next year's rent consultation. Consultation responses were received both digitally – 354 responses and by paper – 79 responses.
- 5.3.4 The DCS stated that 63.6% of the digital responses voted for a 6.25% rent increase and 36.4% voted for a 6.5% increase; 59.5% of the paper responses voted for a 6.25% rent increase and 40.5% voted for a 6.5% increase.
- 5.3.5 The GCEO advised the Board of the range of rent increases across RSL's as identified by the Glasgow West of Scotland Forum (GWSF) and included at agenda item 6.1. The GCEO compared the other RSL rent increases against the Associations proposed increase.
- 5.3.6 The DCS advised that in relation to the bulk uplift charge 66.7% of the digital responses voted 'Yes' the bulk uplift should continue and 33.3% voted 'No'; 58.2% of the paper responses voted 'Yes' the bulk uplift should continue, 38% voted 'No' and 3.8% left this section blank.
- 5.3.7 The DCS advised that 66.9% of the digital responses voted 'Yes' to changing the rent due date to the 1st of the month and 33.1% voted 'No'; 83.5% of the paper responses voted 'Yes' to changing rent due date to 1st of the month, 8.9% voted 'No' and 7.6% left this section blank.

Discussion points:

1. Bulk uplift, cycle and charges. The same charges will be passed on to owners following the review of factoring fees in June 2024.
2. Removed for confidentiality purposes.
3. Rent increases of other RSL's in the GWSF.
4. Rent increase rationale moving forward to allow the Association to have a reserve
5. Potential changes to be considered to the consultation process moving forward i.e. changing from annual to biennial, etc.

Action notes:

Following discussion, the Board noted the Annual Review of Rents 2024/25 report and approved a rent increase of 6.25%, introduction of the bulk uplift charge and the change in rent due date.

For redaction:

Discussion point 2.

- 5.4 Governance Report
- 5.4.1 The GCEO presented the monthly Governance report and highlighted the following areas in the report:
- a) Notifiable events as described in section 4 of the report noting that there are currently 3 open notifiable events.
 - b) Complaints as mentioned in section 5 of the report noting that there are no new live complaints with SPSO.
 - c) Governing Body membership noting that Ms S Dingwall remains on a leave of absence and the introduction of new subsidiary Board members as detailed in section 6 of the report.

- d) Governing Body appraisals and training as detailed in section 7 of the report noting the annual Board appraisals are in progress following which a training plan will be developed and presented to the Board for approval.
- e) Health and Safety as described in section 9 of the report noting that the internal Health and Safety Working Group will meet biannually. Arrangements are being made for ACS to carry out a Health and Safety Audit in October 2024.
- f) Freedom of Information (FOI) and Subject Access Requests (SAR) update as described in section 10 of the report noting there have been no new FOI or SAR. However, there is one ongoing FOI request, via the Scottish Information Commissioner, as reported in previous months and this is being managed by the Association's external Data Protection Officer.
- g) Removed for confidentiality purposes.
- h) Other governance matters as included in section 15 of the report concerning:
 - i. Temporary furnished flats (TFF) noting that the Association does not have any TFF's.
 - ii. Fire risk assessments in mixed tenure blocks noting the fire safety legislation in England has changed regarding door checks and the impact it has on fire risk assessment for mixed tenure blocks. The legislation has not been introduced in Scotland however, the Association's Property Services Manager is monitoring the situation and will consider the implication for the Association if/when it becomes law in Scotland.

Discussion points:

Action notes:
 Following discussion, the Board noted the Governance report and approved the new Shareholder application at section 13 of the report.

For redaction:
 5.4.1.g

5.5 Policy Report

5.5.1 The GCEO presented the Policy report and highlighted the following new policies:

- Revised Data Protection Policy
- Retention Policy & Schedule
- Information Security Incident & Data Breach Procedure
- Data Subject Rights Procedure
- Data Protection Impact Assessment Procedure

5.5.2 The GCEO advised that the following existing policies have been reviewed with no amendments:

- Sabbatical Policy
- Group Entitlement, Payment and Benefits Policy

5.5.3 The GCEO advised that the following existing policies have been reviewed with amendments as detailed in section 4.3 of the report:

- Rent Setting Policy
- Notifiable Event Policy

Discussion points:

Action notes:
Following discussion, the Board noted and approved the Policy report and recommendations at section 2 of the report.

For redaction:

5.6 Gas Servicing: Procurement of Contractor

5.6.1 The DCS reminded the Board that the contract for gas servicing and maintenance with was due for renewal and the Board had approved delegated authority in June 2023 for DCS to procure a contractor via the Public Contracts Scotland (PCS) website.

5.6.2 Removed for confidentiality purposes.

5.6.3 The DCS highlighted the due diligence checks that will take place prior to the start of the contract as detailed in section 5 of the report, namely:

- The contractor is of satisfactory financial standing.
- The contractor is suitably insured.
- The contractor pays the Scottish Living Wage.
- The contractor actively operates an appropriate Equal Opportunities Policy
- Two satisfactory and relevant references have been secured.
- The contractor has provided satisfactory evidence of their approach to H+S and risk management.
- All statements made in the stage 1 questionnaire of the preferred bidder have been verified such as ISO accreditation.
- There is no conflict of interest in the Association awarding work to the contractor in line with the regulations governing registered social landlords in Scotland.

Discussion points:
1. Community benefit contribution options.

Action notes:
Following discussion, the Board noted the Gas Servicing: Procurement of Contractor report and approved the appointment of James Frew.

For redaction:
5.6.2

5.7 Removed for confidentiality purposes

5.8 Customer Services Monthly Report

5.8.1 The DCS presented the previously distributed Customer Services report and Appendices and noted the fire risk assessments tenement blocks update at section 4 and discussed under agenda item 5.4.1.h. The DCS advised that fire risk assessment of tenement blocks has also been included in the Water Row action plan.

- 5.8.2 The DCS provided the Board with an update and approximate timeline regarding the window replacement programme within the conservation area as noted at section 5 and Appendix 3 of the report, the timeline covers all actions from planning application through to installation. The Association is working with DO Architects to apply for an exemption from the SG9 requirements to use timber. DO Architects intend to start surveying properties week commencing 29 January 2024 and submit the planning application week commencing 12 February 2024. The Association has asked for letters of support from affected customers and elected members.
- 5.8.3 Removed for confidentiality purposes.
- 5.8.4 The DCS referred to the former tenant bad debts and former tenant credits at section 7 of the report and explained the background to both and actions taken by the Association. Following discussion, the Board approved the write offs
- 5.8.5 The DCS advised that GCC Community Casework Team is piloting a new section 5 homeless referral process with the Association in light of previous data regarding poor sustainability issues as mentioned in section 7 of the report. The DCS went on to explain the process in full as detailed in section 7 of the report including measures such as matching suitable applicants to a property and longer-term support via the Flexible Homelessness Outreach Support Service. The pilot process has been developed following job shadowing between the Community Casework Team and the Association's Customer Services Team.
- 5.8.6 The DCS advised that the Customer Services Team is piloting the introduction of customer engagement indicators to establish engagement plans with customers as detailed in section 8 of the report. The DCS went on to describe the information that the Team will review in order to create the engagement plans including referral routes, longest tenures and those customers who the Association has had little or limited engagement with in 10 years. Those customers with little engagement will be visited in February 2024 to establish if any support is required.

Discussion points:

1. Timber windows – costs to install and letters of support to GCC planning department regarding replacement windows.
2. Section 5 sustainability issues.

Action notes:

Following discussion, the Board noted the Customer Services Monthly report and approved the former tenant bad debts and former tenants' credits write offs.

For redaction:

5.8.3

- 5.9 Water Row Company – Staffing Structure
- 5.9.1 The DCS presented the WRC Staffing Structure report and noted the 7 permanent posts currently in the staff structure as included at section 4.4 of the report and the changes to the posts as highlighted at section 5.2 of the report.
- 5.9.2 The DCS mentioned that due to some staff movement which has created vacancies, instead of filling these vacancies the WRC have reviewed the structure and has proposed redistributing the work previously carried out by the vacant posts.
- 5.9.3 Removed for confidentiality purposes.

- 5.9.4 The DCS advised that the proposed structure will be for an initial 6 months period to determine if it is fit for purpose.

Discussion points:

Action notes:

Following discussion, the Board noted the Water Row Company Staffing Structure report and approved the changes to the staffing structure.

For redaction:

5.9.3

- 5.10 Removed for confidentiality purposes

- 5.11 Disposal of Assets by Way of Lease

- 5.11.1 The DCS presented the previously distributed Disposal of Assets by Way of Lease report and noted that approval is sought to dispose of 0/1, 26 Clifford Street to Intermarine UK

- 5.11.2 The DCS stated that the property still remains the asset of the Association however, is disposed from use by the Association.

- 5.11.3 The DCS advised that this is considered a notifiable event as described in section 3 of the report and the SHR will be informed.

Discussion points:

Action notes:

Following discussion, the Board noted the Disposal of Assets by Way of Lease report and approved the recommendations at section 2 of the report.

For redaction:

6. Reports for Discussion/Information

- 6.1 GWSF Rent Increase Survey for April 2024 – 5th Results Edition 15/01/2024

- 6.1.1 The GCEO presented the previously distributed GWSF Rent Increase Survey for April 2024 – 5th Results Edition 15/01/2024 for information and noted that it was discussed in full during agenda item 5.3.

Discussion points:

Action notes:

Following discussion, Members noted the GWSF Rent Increase Survey for April 2024 – 5th Results Edition 15/01/2024 report.

For redaction:

6.2 Financial Management Report for the 9 months to December 2023

6.2.1 The GCEO discussed the previously distributed Financial Management Report for the 9 months to December 2023 for information including the following Appendices:

- Appendix 1: Statement of Financial Position.
- Appendix 2: Statement of Comprehensive Income.
- Appendix 3: Office Overhead Breakdown.
- Appendix 4: Key Finance Performance Indicators.
- Appendix 5: Statement of Cash Flow.

6.2.2 Removed for confidentiality purposes.

6.2.3 Removed for confidentiality purposes.

6.2.4 Removed for confidentiality purposes.

6.2.5 Removed for confidentiality purposes.

6.2.6 Removed for confidentiality purposes.

6.2.7 Removed for confidentiality purposes.

6.2.8 Removed for confidentiality purposes.

6.2.9 Removed for confidentiality purposes.

Discussion points:

Action notes:

Following discussion, Members noted and approved the Financial Management Report for the 9 months to December 2023 report.

For redaction:

6.2.2 – 6.2.9

6.3 HR Update 1 October to 31 December 2023

6.3.1 The GCEO presented the HR Update 1 October to 31 December 2023 report for information and highlighted the recruitment campaigns since the last reports.

6.3.2 The GCEO advised that in relation to sick absence, 7 employees have been on long term sick in the period, 5 have returned to work, one has left the organisation and the other remains absent however is looking to return to work. Once long-term sick absence has been discounted from the analysis, the other sick absence rate is 2.99% which is low compared to the rest of the sector.

6.3.3 The GCEO advised that the overall number of leavers in the financial year is 10 and discussed the reasons for their departure.

6.3.4 Removed for confidentiality purposes.

6.3.5 Removed for confidentiality purposes.

6.3.6 Removed for confidentiality purposes.

6.3.7 Removed for confidentiality purposes.

Discussion points:

1. Reasons for the long-term sick absences and support provided to staff.
2. Reasons for staff leaving the organisation.
3. Unfair dismissal of former employee.

Action notes:

Following discussion, Members noted and approved the HR Update 1 October to 31 December 2023 report

For redaction:

6.3.4 – 6.3.7

6.4 Water Row Company Update January 2024

6.4.1 The DCS presented the previously distributed Water Row Company Update January 2024 report and discussed the expected handover dates at section 5.1 of the report noting the dates range from 27 February to 9 April 2024.

6.4.2 The DCS advised that block 1A was handed over in December 2023 and went on to discuss the lessons learned during the handover/letting process as detailed in section 6.2 of the report.

6.4.3 The DCS provided an update on the commercial units as described in section 7 of the report noting that there are a number of interested parties.

Discussion points:

Action notes:

Following discussion, Members noted and approved the Water Row Company Update January 2024 report.

For redaction:

6.5 Refuse Issues in Glasgow January 2024

6.5.1 The GCEO presented the previously distributed Refuse Issues in Glasgow January 2024 report from Glasgow West of Scotland Forum (GWSF) and highlighted the refuse issues throughout the city.

6.5.2 The GCEO described the issues that the Home Team are experiencing supporting GCC in the collection and disposal of refuse.

Discussion points:

Action notes:

Following discussion, Members noted and approved the Refuse Issues in Glasgow January 2024 report.

For redaction:

7.0 Any Other Competent Business

7.1 The GCEO presented the new Group logo which been designed for use when dealing with Group information/policies etc. and requested the Board's approval to use the new logo. The Board unanimously agreed.

Discussion points:

Action notes:
Following discussion, the Board unanimously approved the new Group logo.

For redaction:

8. Date of Next Meeting

8.1 The date of the next full Board meeting is Thursday 29 February 2024 at 6.00pm.

CHAIRPERSON'S SIGNATURE:



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