



DRAFT MINUTES OF THE MANAGEMENT COMMITTEE MEETING

HELD ON WEDNESDAY 26 OCTOBER 2022 at 6.30p.m.

MEETING HELD IN THE COMMITTEE ROOM OF THE CO-OPERATIVE'S OFFICES

1. SEDERUNT

PRESENT: P. Waddell (Chairperson), D. Barnes, A. Cushingam, C. Cooper, C. Douglas, C. Harvey, B. Hartness, G McNaught

IN ATTENDANCE:

K. Mollins – Interim Director; A. Ali – Governance & Business Improvement Manager;
M. Finnie – Temporary Maintenance Manager

Apologies: J Gracey, D. Miller

Leave of absence: M. Davidson

2. MEETING OF THE MANAGEMENT COMMITTEE

a) 28 September 2022

i) Minute

A typo was pointed out on p3, where 'regulator' should be corrected to 'regular'. The minutes of the Management Committee meeting on 28 September 2022 were approved by D. Barnes and seconded by C. Harvey.

ii) Matters Arising:

- Section 6, Page 4 – Housing Management Quarterly Report
The Interim Director confirmed that factoring invoices have been issued and owners are concerned about cyclical and planned works, specifically vinyl replacement, where they were advised there would be a grant of 50%, and close lighting where there was no notification of works. The Director provided information to the Committee on the costs and completion dates.

The Co-operative is investigating the owners' concerns and will attend to this matter.
- Section 9, Page 7 – Committee Mini-Conference
The Interim Director asked for members to complete and return their evaluation forms.

b) 10 October 2022

i) Minute

The minutes of the Management Committee meeting on 10 October 2022 were approved by A. Cushingam and seconded by C. Harvey.

ii) Matters Arising:

- Publication of the Annual Assurance Statement (AAS)
The Interim Director confirmed that the AAS 2022 was uploaded to the SHR's portal on 12 October 2022 and thereafter published on the Co-operative's website

c) Master Tracker:

The Interim Director presented the progress report on the Master Tracker from the meeting in September 2022. He advised there had been good progress on key tasks on the Master Tracker.

The Interim Director referred to the review of fully mutual status and confirmed that a brief had been issued to TC Young for the session, which they could deliver at the end of November / early December.

The Committee raised the following comments and queries in relation to the master tracker:

- The Committee discussed dates for the session by TC Young and it was agreed this should be deferred to January 2023. The Interim Director will contact Lauren Little, Partner to make alternative arrangements.

There was no other business and Committee noted the content of the report.

3. DECLARATIONS OF INTEREST AND NOTIFIABLE EVENTS

It was noted that Committee and staff will declare an interest as follows:

Staff Members would leave the meeting for the confidential agenda item 14 as directed by the Chairperson.

Committee Members – no known interests to be declared.

The Interim Director advised Committee the notifiable event issued to Scottish Housing Regulator in September 2022 has been signed off by the Regulator.

4. MAINTENANCE TERM CONTRACT

The Maintenance Manager gave an update on the Maintenance Term Contract and advised the Committee on the following:

- A network of contractors has been used by the organisation to deliver the maintenance service since the contract ended with Turners on 30 Sep 22.
- Two matters were brought to the Committee's attention:
 - i. The contractors have been performing well although there have been days when they have felt stretched. Some high cost repairs works such as drain repairs and flooding which has absorbed most of the capacity the contractors had. The lesson learned is that we will need to ensure we have enough contractors to ensure we have sufficient capacity.
 - ii. The increased number of contractors used has increased the number of orders issued. This has a knock-on effect when it comes to invoicing as the volume has increased markedly and given that there are only three in the maintenance team it can be a challenge at times
- Prior to the festive break, an analysis will be completed by the maintenance manager of the work carried out by the new contractors in order to advise the Committee of how the service has been impacted by using a network of contractors rather than a prime contractor. The analysis is likely to cover: Costs, Performance and Satisfaction.

The Management Committee raised the following comments or questions on the Maintenance Term Contract:

- A Committee member enquired about service level from Gas Sure given the complaints received about their service. The Maintenance Manager advised that Gas Sure had transitioned from delivering a single trade heating contract to a multi trade service and their performance had been impacted by this. It can be challenging to get different trades to attend at the same time and customer service suffers when this does not happen. Regular meetings take place with Gas Sure to monitor and discuss any performance issues.
- Another Committee member asked if Gas Sure had the capacity to service the business, to which the Maintenance Manager responded that we needed to ensure that the organisation had capacity to service all trades. One of the challenges was to manage various contractor diaries and this is something the organisation was certainly moving closer to achieving.
- A question was asked about having sufficient cover over Christmas for the reactive maintenance. The maintenance manager clarified that the service delivered over the festive break would be an emergency repairs service only and we would liaise with Gas Sure to ensure that this was in place.

The Committee noted the content of the report.



5. CONFIDENTIAL ITEM

The Committee noted the content of the report.

M. Finnie left the meeting

6. REPORT ON MEMBERSHIP

The Governance & Business Improvement Manager presented the report and sought Committee approval for the memberships issued and cancelled.

- New Share – Member Numbers 1468
- Cancelled Share – Member Number 871

The Committee approved the report.

7. DATA GOVERNANCE REPORT - (APRIL – SEPTEMBER 2022)

The Governance & Business Improvement Manager presented her report on Data Governance and advised the following:

- As part of the GDPR section of the report, Committee were advised that a new Data Protection Officer (DPO) was appointed in April. A mini audit was carried out to ascertain where the organisation was in terms of GPDR compliance and to map out what the improvement areas were
- The report covered the key issues identified in the audit and the plan to address any weaknesses. Over the last six months, a lot of work had been done to improve compliance with GDPR and some of the highlights included:
 - all 'red' risk areas from the audit were now amber or green, showing improvement
 - Several policies were reviewed – Committee were issued with draft policies for data protection, Freedom of Information and Environmental Information Regulations in October
 - Training was delivered to Senior staff and Committee, with all staff due to receive training in November
 - A Review was completed of the new website for compliance with GDPR
- Based on the risks identified by the mini audit, three key focus areas for the next six months were:
 1. To start Data flow mapping
 2. To review data sharing agreements with third parties
 3. To Start work on Data protection impact assessments

In relation to complaints handling, The Governance and Business Improvement Manager outlined the organisation's performance and compliance with SPSO guidance, and also assured Committee that complaints resulted in learning and improvement, where relevant. The following points were highlighted:

- The average days taken to respond to complaints were within the SPSO's target timescales - 3 working days to respond at stage 1, and 16.5 working days at stage 2

- It was identified that staff training on complaints handling and recording would be beneficial and this was expected to take place over the coming months
- An overview was given of the reasons behind the 44 complaints and the remedial action or learning arising from those
- To ensure that the organisation continued to review and learn from complaints, senior staff meet on a monthly basis to discuss complaints and information about improvements and learning would be shared by publishing 'you said, we did' examples in newsletters

The Management Committee raised the following comments or questions on the Data Governance Report:

- A Committee member commented on the amount of work that had gone into improving GDPR compliance, with a number of non-compliant/weak areas identified in the mini audit now being amber or green

The Committee noted the content of the report.

8. STAFF SICKNESS REPORT (APRIL - SEPTEMBER 2022)

The Governance & Business Improvement Manager presented her report on Staff Sickness for the period April – September 2022 and highlighted the following to the Committee:

- The report provided an update to Committee on sickness absence in Quarters 1 and 2 and provided a level of assurance that sickness absence was being managed appropriately.
- Overall sickness fell by 100% in Q2, decreasing from 12% in Q1 to 6% in Q2. This reflects the effective absence management strategies and support offered to employees on sick leave.
- In Q1, sickness absence in the Governance & Finance team was quite high at 26%, however it more than halved in Q2 falling to 12%. Sickness levels fell across all teams in Q2 with the exception of the maintenance team where there was an increase.
- The Governance and Business Improvement Manager provided some statistics to give a deeper perspective to the headline figures on sickness include:
 - In Q1, 80% of sickness was short term, and in Q2 89% was short term
 - 44% of staff had no sickness in Q1 AND 52% had only one incident of sickness
 - In Q2, this improved with 64% having no sickness at all and 27% had only one sickness
- The year to date position from April to September was that sickness absence was at 9% however Committee was assured that sickness levels and the management of sickness continued to be an area of focus for the senior management team.
- Refresher training on absence management was organised for senior staff to ensure that a consistent approach is taken thorough out the organisation

The Management Committee raised the following comments or questions on the Staff Sickness Report:

- There was a question about any clear patterns identified in sickness absence, it was confirmed that there was no evident pattern to the sickness absence in Q1 and Q2.
- On a question about mental health and wellbeing of employees, the Governance and Business Improvement Manager advised that all employees have access to free counselling and Canada Life's wellbeing services (including a private GP service). She also confirmed that each employee is asked at their monthly progress meeting about anything they wished to discuss in relation to their health and wellbeing. A preventative and early intervention approach was taken by all managers in order to support employees.
- A Committee member commented that although the sickness absence levels were improving significantly, they would like to see a further improvement in absence over the next six months.

The Committee noted the content of the report.

9. COMMITTEE LEAVE OF ABSENCE

The Interim Director presented his report on a request from a Committee member for a leave of absence due to health reasons to January 2023 and if agreed he would return to the Committee in February 2023

The Management Committee approved the leave of absence request for the member to January 2023.

10. BUSINESS PLANNING DAY

The Interim Director presented the memo he had issued to all Committee and staff on the arrangements for the Business Planning Day on 11 November 2022. He advised the Committee that:

- The day would be facilitated by Brian Hutcheson, Class 1 Consulting
- The purpose of the day is to commence the development of the Business Plan 2023-26
- The format of the day and the business planning exercises to be undertaken to inform the vision, mission, strategic objectives and delivery plans
- The venue was the Corinthian, Ingram Street, Glasgow and arrangements on the day.
- The Gov & BI Manager will make arrangements for a Committee / Staff meal following the event at a local restaurant to the Corinthian

The Interim Director advised the Committee this was a key event and asked them to consider the award of 'loss of earning' to maximise attendance at the event

The Management Committee raised the following comments or questions on the Business Planning Day:

- The Committee discussed expenses and were agreeable this was a key event and loss of earnings should be provided. Members required to take leave from their employment were asked to submit a letter from their employer to claim their expenses.

The Committee noted the content of the report.

11. COMMITTEE PERFORMANCE REVIEWS 2022

The Interim Director advised the Committee that the annual Committee Performance Reviews were scheduled for December 2022. These would be undertaken by the Chairperson and the consultant, Stuart Eglinton.

The Interim Director advised the Committee of the following:

- Stuart Eglinton (SE) had prepared a draft template form for members to complete. This was circulated to all members at the meeting.
- He outlined a proposed timeline following discussion with SE and the Chairperson for each stage of the process:
 - The Committee Performance Review questionnaire is issue to all members
 - Committee return their completed forms
 - Committee Performance Reviews are held
 - SE to provide the report on the Committee Performance Reviews
 - The Interim Director to present the draft Committee Succession Plan 2023 to the MC.

The Management Committee raised the following comments or questions on the Committee Performance Reviews 2022:

- The Committee assessed the questionnaire and reviewed the time lines and ad agreed the following:
 - The questionnaire for the annual performance reviews was agreed and members should complete this by 16 November 2022.
 - Stuart Eglinton to be contacted to establish if he can arrange the performance reviews for w/b 21 November 2022.
- The Committee spoke about the format of the questionnaire and it is proposed that work be undertaken to develop a comprehensive questionnaire for completion every 3 years and an abbreviated version in intervening years.

The Committee noted the content of the report

A. Ali left the meeting

12. REPORT ON STAFFING MATTERS - CONFIDENTIAL

Confidential item.

13. CORRESPONDENCE

- i) Scottish Housing Regulator - Rent Matters
The Interim Director gave an overview of the SHR's correspondence to the sector, which covered the emergency legislation, consultation, annual assurance statement and business planning.
- ii) Scottish Government's correspondence on the Cost of living, which details the reasons for the rent restrictions and highlighting their on-going work with sector representatives i.e. SFHA, ALACHO and COSLA. A decision is expected on 14 January 2023 for 2023-24.

The Committee discussed the correspondence and the challenges this presents for the organisation with the rent consultation, potential salary increases above a rent freeze/ cap / levels.

The Committee were agreeable to the Interim Director's proposal that the Scottish Government's possible rent restrictions should be included in the Corporate Risk Register 2022-23. A Committee member also asked for this to include the impact of high inflation and interest rates.

The Committee noted the content of the correspondence.

K. Mollins left the meeting

14. CONFIDENTIAL BUSINESS

The Committee attended to confidential business

16. DATE OF NEXT COMMITTEE MEETING

Management Committee - Wednesday 30 November 2022 at 6.30p.m. to be held in the Committee room in the Co-operative's office