



BOARD MEETING
TUESDAY 5TH OCTOBER 2021 – 4:30PM
SARACEN HOUSE / MICROSOFT TEAMS



Scottish Housing News
For the latest news, events and jobs in the housing sector

2001-2021

[Subscribe for free](#)

[NEWS](#)

[BLOGS](#)

[JOBS](#)

[TENDERS](#)

[EVENTS](#)

ng homes appoints John Devine as new CEO



New ng homes CEO John Devine with chairperson John Thorburn and former CEO Robert Tamburrini

John Devine, former deputy CEO (regeneration) at ng homes, is to take on the role of CEO this month as Robert Tamburrini retires after 28 years of service.



AGENDA

Meeting: Board Meeting **Invitees** Board

Location: Saracen House

Date Tuesday 5 October 2021

Time 4.30pm

Please submit any apologies to Cheryl Murray

Email: cmurray@nghomes.net

Telephone: 0141 630 4324


	Agenda	Paper	Lead Officer	Page Number
1.	Apologies			
2.	Declaration of Interest and Attendance			1
3.	Board 2021/22			
a.	Declaration of Interest, Code of Conduct and Members Declaration (forms to be returned)	Previously sent out	PA to CEO	
b.	i) Independent Board Members	Verbal	Chair	
	ii) Election of Office Bearers	Verbal	Members	
c.	Confirmation of Sub-Committees, Subsidiaries and Delegates	Verbal	CEO	
4.	Minutes			
a.	Minutes of Board Meeting on 27 July 2021	Yes		3
	i) Matters Arising			
b.	Minutes of the Special Board Meeting on 31 August 2021	Yes		13
	i) Matters Arising			
c.	Minutes of the Audit Sub-Committee on 22 July 2021	Yes		19
d.	Minutes of the Audit Sub-Committee on the 9 September 2021	Yes		27
e.	Minutes of the ng2 Board Meeting on 10 August 2021	Yes		31
f.	Minutes of the Staffing Sub-Committee on 24 August 2021	Yes		41
g.	Minutes of the Area Committee Meeting on 26 August 2021	Yes		47
h.	Minutes of the Regeneration Sub-Committee on 7 September 2021	Yes		55

5.	Chief Executive's Update			
a.	GCC Visit	Verbal	CEO	
b.	SHR Engagement Meeting	Verbal	CEO	
c.	Patrick Harvie Visit	Verbal	CEO	
d.	Impact of Covid/Brexit on contractor costs	Verbal	CEO	
e.	Board Strategy Day	Verbal	CEO	
6.	Chairs' Remarks			
7.	For Approval			
a.	Management Accounts to 31 July 2021	Yes	BH	67
b.	Notifiable Events	Yes	LC	75
c.	Membership Applications	Yes	TS	77
8.	For Noting			
a.	Governance Update	Yes	TS	81
b.	Planning for a safe re-opening of our offices and safe return to the workplace for staff	Yes	TS	127
c.	Review of Independence Agreements	Yes	BH	129
9.	Delegates Feedback			
10.	AOCB			

Enclosures

- Note on position of Chair, Vice Chair and Secretary
 - Notes on role of the Chair, Vice Chair and Secretary
 - Office Bearer Elections
- Membership of Board, Sub-Committees, Subsidiaries and Representatives list as at 28 September 2021
- Governance Calendar for 2022/23
- EVH Monthly Report – August
- [Click here](#) to view TRF article on green heat - Green-minded Glasgow seeks to heat homes from river and air - BY SONIA ELKS 9 SEPTEMBER 2021

Key for Colour Coding in Reports

-  Highlighting Good Performance
-  Requires Close Monitoring
-  Requires Urgent Attention

'NORTH GLASGOW HOUSING ASSOCIATION LIMITED BOARD ATTENDANCE 2020-21

	06.10	09.11 Special	24.11	12.12 Special	26.01. 2021 Special	02.02	30.03	06.04	27.04	25.05	29.06	27.07	31.08 Special
I Cross	P	P	P	P	P	P	P	A	P	P	A	P	P
C Rossine	P	P	P	P	P	P	P	P	P	P	P	P	P
M Thomson	P	P	P	P	P	P	P	P	P	P	P	P	P
J Thorburn	P	P	P	P	P	P	P	P	P	P	P	P	P
Cllr A Gow	P	P	P	P	P	P	P	A*	P	P	A*	A*	A*
R Porter	P	P	P	P	P	P							
J Berrington	P	P	P	P	P	P	P	P	P	P	A	P	P
R Maguire	A	A	A*	A*	A*	A*							
G Satti	P	P	P	P	P	P	P	P	P	P	P	P	P
J MacLeod	P	P	P	P	P	A	P	P	P	P	A	P	P
P Nelson								P	P	P	P	P	P
M Bradley								P	A				
% Total	90%	90%	90%	90%	90%	80%	100%	80%	90%	100%	56%	89%	89%

P	-	PRESENT	X	-	ABSENT
A	-	APOLOGIES	A*	-	LEAVE OF ABSENCE GRANTED

TARGET ATTENDANCE - 80%

AVERAGE ATTENDANCE - 87%



Board Meeting Minutes

Meeting: Board Meeting **Location:** Microsoft Teams

Date: 27 July 2021 **Time:** 4.30pm

Attendees: J Thorburn JT (Chair), C Rossine CR, J Macleod JM
I Cross IC, M Thomson MT, J Berrington JB, G Satti GS, P Nelson

Apologies: A Gow AG, R Tamburrini (CEO)

In Attendance: J Devine (DCEO Regen) JD, T Sweeney (DCS) TS, L Cooper (DHS) LC,
B Hartness (DCEO FIN) BH, [REDACTED] Wylie & Bisset (Audit) Ltd (left
5pm)

Minute Taker: A Whiteford AW (SCSO)

	Agenda	Action	Date
1.	Apologies		
	As above.		
2.	Declaration of Interest and Attendance		
	None.		
3.	Minutes		
a.	Minutes of the Board meeting on 30 March 2021		
	Board AGREED the minutes were an accurate record of the meeting. Proposed J Berrington Seconded C Rossine		
b.	Minutes of the Special Board Meeting on 29 June 2021		
	Board AGREED the minutes were an accurate record of the meeting. Proposed M Thomson Seconded C Rossine		
c.	Regeneration Sub-Committee Minutes of 11 May 2021		

	Noted.		
d.	Staffing Sub-Committee Minutes of 20 May 2021		
	Noted.		
e.	ng2 Minutes of 8 June 2021		
	<p>Noted.</p> <p>Matters Arising:</p> <p>JD referred to Glasgow City Council withdrawing their assisted garden maintenance service and the possibility that an additional list of addresses may be transferred to ng2 for inclusion within the contract. A number of complaints have been received by ng homes from people who formerly received the Council grass cutting service. JD is currently working through the figures and will provide a report. JD asked that this be delegated to JT and GS to agree.</p> <p>Proposed P Nelson Seconded C Rossine</p>		
f.	ng Property Minutes of 16 June 2021		
	Noted.		
g.	Audit Sub-Committee Minutes of 17 June 2021		
	Noted.		
h.	Area Committee Meeting Minutes of 1 July 2021		
	Noted.		
4.	Chief Executive's Update		
	<p>The CEO had submitted apologies for the meeting, however the Chair gave congratulations on his behalf to JD on being appointed to the position of CEO due to RT's retirement. JD thanked him and said he was looking forward to working with everyone in his new post and would be meeting with the Chair, Vice Chair and CEO the next morning.</p>		
5.	For Approval		
a.	Management Accounts to 31 May 2021		

	<p>BH presented the report showing income and expenditure and balance sheet for the period to 31st May 2021 together with cash flow and accompanying notes. BH commented that we will are still under the effects of the pandemic and have underspent on planned maintenance by £2.3m but hopefully we will catch up with this over the course of the year. Overall there has been net positive movement of £677k over and an actual surplus for the period of £163k.</p> <p>Board APPROVED the Management Accounts for the period to 31 May 2021.</p> <p>Proposed G Satti Seconded M Thomson</p>		
b.	Review of Annual Accounts		
	<p>BH referred to report and highlighted that he had previously informed the Board that there would be a substantial difference between the management accounts and the statutory accounts due to adjustments for the pension scheme. Wylie & Bisset have provided a clean audit report and this is contained within the financial statements.</p> <p>JD/BH to discuss new capital equipment for ng2 as the Chancellor has raised the tax allowance on spending to 130% for 2 years from 31.3.21 which is much higher than normal and has a cash flow benefit. This and Gift Aid for ng2 will be looked into and taken to the next ng2 Board meeting.</p> <p>Members APPROVED:</p> <ul style="list-style-type: none"> • The annual financial statements for NGHA for the year to 31 March 2021. • The remitting of the statutory accounts of NG2, NGPS and DSGL back to the boards of those companies with approval to sign. 	JD/BH	ng2 Board

	<ul style="list-style-type: none"> Agreement of recommendation to the AGM that Wylie & Bisset is re-appointed as external auditors. <p>Proposed J Berrington Seconded C Rossine</p>		
c.	Audit Findings Report		
	<p>BH introduced [REDACTED] from Wylie & Bisset, external auditors, who provided the ng group audit findings report together with short form reports for each of the subsidiaries. [REDACTED] provided key highlights and informed the Board that they have issued a clean, unqualified audit opinion as at March 2021 and have no new recommendations for improvement for the Association. He commented that this constitutes 2 years of a clean bill of health which is probably quite rare and is testament to the good systems and controls in place at ng homes. Chair thanked [REDACTED] for attending the meeting.</p> <p>Board APPROVED the audit findings report as produced by the external auditors and recommended signing of the letters of representation.</p> <p>Proposed P Nelson Seconded G Satti</p>		
d.	FCA Return 2021		
	<p>BH referred to report regarding the annual return to the Financial Conduct Authority (FCA). The return confirms standard details regarding the Association as a Community Benefit Society. It confirms the membership of the Board of the Association and details of the financial results for the year and balance sheet position.</p> <p>The Board APPROVED the submission of the annual return to FCA.</p> <p>Proposed A Gow Seconded G Satti</p>		

e.	OSCR Return		
	<p>BH referred to report regarding the annual return to the Office of the Scottish Charity Regulator (OSCR). The return is a short document and confirms standard details regarding the Association. It also confirms the turnover of the Association calculated on the basis applying to charities including grants received.</p> <p>Board APPROVED the submission of the annual return to OSCR.</p> <p>Proposed J Berrington Seconded J MacLeod</p>		
f.	Loan Portfolio Return		
	<p>BH referred to the report regarding the Loan Portfolio Return which confirms standard details regarding the Association's loans and interest rates being paid. The return has to be submitted to the SHR by 31 August.</p> <p>Board APPROVED the loan portfolio return and its submission to the Regulator.</p> <p>Proposed C Rossine Seconded G Satti</p>		
g.	Strategic Risk Register Review		
	<p>Board reviewed the revised Strategic Risk Register which was taken to the Audit Committee on the 17th June for consideration in relation to any possible amendments which were required. This register is reviewed every year to cover the main strategic risks and sits outside the operational risk registers.</p> <p>BH asked the Board if there was anything they thought should be included and a short discussion took place on costs and risks.</p> <p>Chair requested that any changes to risks in the period being reported on should be included in the report in future.</p>	DRs	ongoing

	<p>Board APPROVED the changes as detailed in the report.</p> <p>Proposed J Berrington Seconded I Cross</p>		
h.	Customer Care Policy		
	<p>LC highlighted the changes to the above policy which had been brought forward for review as a result of changes in internal procedures.</p> <p>Members APPROVED the revised policy.</p> <p>Proposed J Berrington Seconded C Rossine</p>		
i.	Declaration of Interest Policy		
	<p>TS explained the changes which had been made to the policy as a result of the review being brought forward in line with the revised policy calendar.</p> <p>Chair commented that he thought that the section in the report linking the policy into the relevant SHR's Governance Standards should be incorporated into all reports relating to other policies in future.</p> <p>Board APPROVED the revised policy.</p> <p>Proposed M Thomson Seconded IC</p>	All	ongoing
j.	Openness, Accountability and Confidentiality Policy		
	<p>TS highlighted the minor changes made as a result of the review of the above policy and added one more change to be made after taking advice from data protection advisor.</p> <p>The revised Policy was approved subject to the wording at 4.2 being amended to read: <i>We will make the Register of Shareholding Members available for inspection by the public.</i></p>		

	Proposed J Berrington Seconded P Nelson		
6.	For Ratification		
a.	Urgent Decision Meeting on 26 May 2021		
	Board RATIFIED the decision that Board Members John Thorburn and Paul Nelson join the ng2 Board with effect from 26 May 2021. Proposed I Cross Seconded M Thomson		
7.	For Noting		
a.	Governance Update		
	Members NOTED the report providing an update on governance related matters from 14 May to 30 June including the current position on applications to join the Board and reducing the minimum age of Board members to 16. Board AGREED to reduce the minimum age to 16 and that this should be restricted to one 16/17 year old per household. TS asked if there were any objections to this change being made in the new Rules which will be taken to and SGM for approval after the AGM on 14 th September 2021. No objections were received. Proposed G Satti Seconded J Berrington		
b.	Planning for a Safe Return to the Workplace		
	Members NOTED the report providing information on the current position in relation to COVID 19 and the re-opening of non-essential offices.		
c.	Rule 68		
	Board NOTED report regarding the requirement to comply with Rules 62-67 and that the requirements had been met.		

d.	Notifiable Events		
	Board NOTED that there had been no notifiable events reported to the Scottish Housing Regulator since the last Board meeting.		
e.	Complaints and Compliments Q1		
	Members NOTED report providing information on complaints received during the period 1 st April to 30 th June 2021.		
f.	KPIs		
	Board NOTED overall good performance in relating to Key Performance Indicators for April to June 2021.		
8.	Delegates Feedback		
	Members NOTED report provided by CR re the EVH meeting on 5 th July 2021. CR informed the Board that EVH are running free monthly Mindfulness Sessions and if any Board member would like to attend they should contact JT or CR or apply via the EVH Website.		
9.	Chair's Remarks		
	<p>Chair welcomed JD on behalf of the Board in relation to his appointment as the next CEO. Chair thanked those Board members who took part in the recruitment process. RT will be available to provide a month's handover to JD. JD again thanked the Chair for his kind remarks and said that he looked forward to working with everyone in his new role.</p> <p>Chair commented on some events which were taking place in Springburn Park on 31st July.</p> <p>Chair reported that he had received a communication regarding the work at the MSFs and the Carron Estate and would get an update this week on it.</p>		

	JD referred to proposed work with GCU and Robertson Trust re photovoltaic community power at Barloch St. We are on the shortlist and will know on 16 th August whether this can go ahead. The project will fit in with the work on the MSFs.		
10.	AOCB		
a.	Membership Applications		
	Board APPROVED membership application as detailed in the report.		
b.	Investors In People Gold Award		
	TS informed the Board that since the last meeting ng homes has been awarded IIP Gold. TS has received the certificate and will provide a report to the Board on this.	TS	Board Meeting
c.	Inconvenience Payments in Planned Maintenance		
	LC tabled report in relation to the above policy which has been brought forward for review due to the requirement to update some areas. LC highlighted that the payment to be provided to tenants for the District Heating Programme has been changed from one month's rent to the equivalent value of a rewire payment. This is due to new radiators being installed in different locations from the contractors original plans. These changes affect all of the blocks to some extent. Where possible radiators have been replaced in the same position , however some radiators have been re-located to accommodate tenants laminate/ flooring and other concerns. These amended radiator positions will require additional rooms to be redecorated in most homes. JD/LC to discuss further. Proposed C Rossine Seconded J Berrington	JD/LC	



Board Meeting Minutes

Meeting: Special Board Meeting **Location:** Microsoft Teams
Date: 31 August 2021 **Time:** 4.30pm

Attendees: J Thorburn JT (Chair), C Rossine CR, J Macleod JM
 I Cross IC, M Thomson MT, J Berrington JB, G Satti GS, P Nelson

Apologies: A Gow

In Attendance: R Tamburrini (CEO), J Devine (DCEO Regen) JD, T Sweeney (DCS) TS,
 L Cooper (DHS) LC, B Hartness (DCEO FIN) BH

Minute Taker: C Murray CM (PA)

	Agenda	Action	Date
1.	Apologies		
	As above.		
2.	Declaration of Interest and Attendance		
	None.		
3.	For Approval		
a.	Governance Framework Report		
	<p>TS reminded members on the process for signing off the Assurance Statement 2020 where [REDACTED] assessed the Associations compliance against the Regulatory Compliance. Although the Association was found complaint for all 40 guiding standards [REDACTED] highlighted 8 priority areas to ensure ongoing compliance.</p> <p>TS drew Members attention to the report which showed what has happened in the past 12months in each of these 8 priority areas. The appendix is a 1 page pictorial snapshot of everything achieved.</p>		

	<p>TS advised that the report was put together with contribution from each Director and hoped it showed Members the complexity of the work that has gone into each area.</p> <p>TS went onto summarise the key work that has gone into Board and Governance as detailed in the report. TS advised that, if Members agree, the report would be sent to [REDACTED] to carry out another audit of the Associations compliance in preparation for the 2021 Assurance Statement.</p> <p>TS introduced each Director in turn who took Members through each section of the report and drew attention to particular areas of work that has been done.</p> <p>LC advised that at the time of writing the report the Residents Improvement Group was scheduled for August 2021 and confirmed it did take place.</p> <p>LC advised that [REDACTED] have confirmed they do not want replacement properties for the Balgrayhill Decks which are planned for demolition. CEO commented that rental should be maximised where possible but it is important not to rush tenants out and to be mindful of circumstances of vulnerable tenants. LC will meet with [REDACTED] and will provide an update to the Board.</p> <p>As part of a discussion around equality and diversity, Member asked if ng homes would make a donation to PAiH following the Afghan refugee crisis. CEO agreed to discuss it further.</p> <p>LC commented that the Association could rent properties to Afghan refugees as they did during the Syrian situation. The tenancies could then be flipped to become our tenants. There were no objections.</p> <p>Member sent the lead officers questions in advance of the meeting which were answered in writing:</p> <p>Member: Can someone please advise, what is the Tenants Consultation Register, and how does the Board make use of the</p>	<p>LC</p> <p>CEO</p>	
--	--	------------------------------------	--

	<p>information, if any?</p> <p>LC answered "the consultation register is a register where we hold tenant and owners details that have indicated an interest in being consulted in the associations decision making. This could be for a rent increase, a policy, or to be on a focus group or the Resident Improvement Group. The register will note what the individual would be interested in taking part in and how they would like to be consulted – e.g phone, via email, in person. This way, we have a 'bank' of tenants and owners that we can go to when we are updating policies or rents. We expect that this consultation register will grow over the next few months as we increase our engagement again."</p> <p>Member: Rent Restructuring; will the consultations need to be completed throughout 2022, in time to inform the Board for the rent increase decision for 2023 / 24? What is the process & deadline for these consultations ? Will there be the creation of a sub committee to have an ongoing " handle " on these developments leading to a FULL board review & approval ?</p> <p>LC answered "yes, we will consult with our tenants during 2022 for the rent increase/restructure for 2023/24. We have still to finalise a timeline and consultation plan for this. The Housing Services Committee will be used to discuss and agree the timeline and plan and will be kept updated throughout the process. Then, the board will review and make a final decision."</p> <p>CEO reminded Members that they can submit questions in advance of a meeting and officers will answer those points at the meeting.</p> <p>Members APPROVED the contents of the report.</p> <p>Proposed J Berrington Seconded C Rossine</p> <p>CEO suggested Board Members receive reports on progress within the eight key areas more regularly.</p> <p>Proposed C Rossine Seconded J Berrington</p>		
--	---	--	--

b.	Board Succession Planning Policy		
	<p>TS presented the Board with the Board Succession Planning Policy and highlighted the reasons for and importance of the policy. TS drew Members attention to the appendix which summarises the key actions/events throughout the year.</p> <p>Member commented on point 7.3 of the policy and asked if it would be possible to have a shadowing programme where a Board Member could shadow a staff member for the day as part of Board development and to get an understanding of day-to-day operational activities and for staff to get to know Board Members. This has been suggested in the past and there were difficulties around GDPR, confidentiality and possibly insurance related issues. CEO commented that Members should take a more strategic direction. Chair asked the officers to consider the request in more detail and to come back with an explanation on whether it would be feasible.</p> <p>A discussion took place around the importance of raising the profile of Board Members amongst staff and within the community. TS suggested talking to staff about how to achieve that. CEO suggested resurrecting the individual Board Member profiles in each edition of North News. This would also be a good way to attract new Board Members. Chair commented that due to the Covid-19 pandemic activities within the community had to be cancelled which will have affected the profile of Board Members within the community as Members would always have a presence at these activities.</p> <p>Members APPROVED the adoption of the Board Succession Planning Policy.</p> <p>Proposer J Berrington Seconded M Thomson</p> <p>CEO suggested, over the next 12months, officers look at presenting a policy or strategy for staff succession planning.</p>	<p>All</p> <p>TS</p>	<p>Next meeting</p>

c.	Gifts, Hospitality and Donations		
	Members APPROVED the Gifts, Hospitality and Donations Report. Proposed C Rossine Seconded I Cross		
d.i	Housing Services Committee		
	LC presented the report requesting approval to change the Area Committee to the Housing Services Committee. LC drew Members attention to the list of items noted in the report to be taken to the new committee and commented that the list is not exhaustive and will evolve over time. The group will be made up of all Board Members and Members will be have input into how it is run as it is important that Members are able to lead and direct the RSL to achieve good outcomes for its tenants and other service users (Standard 1). Members APPROVED the change from the Area Committee to the Housing Services Committee. Proposed G Satti Seconded C Rossine		
d.ii	Residents Improvement Group		
	LC presented the report advising Members of progress of the development of the Residents Improvement Group. Members considered the report and APPROVED the creation of the Residents Improvement Group. Proposed M Thomson Seconded P Nelson		
4.	For Noting		
a.	Annual general Meeting (AGM) and Special General Meeting (SGM)		
	Members NOTED the report providing Members with an update on the plans for the upcoming general meetings scheduled to take place on 14 September 2021.		
b.	CEO Remarks		
	RT reflected on almost three decades of acting as CEO. He thanked the five Chairs he worked closely with and said he preferred to look forward to the challenges facing the movement and ng homes in future. He also thanked all the staff he had worked closely with.		
c.	Arka Next Steps		

	<p>Members NOTED the draft presentations for each of the 3 projects:</p> <ul style="list-style-type: none"> • Project 1 – Saracen Street Tenements Business Case • Project 2 – North Possilpark Development Opportunity • Project 3 – Balgrayhill Deck Access – Springburn North Renewal Project 		
--	---	--	--

'NORTH GLASGOW HOUSING ASSOCIATION LIMITED AUDIT SUB-COMMITTEE ATTENDANCE 2020-21

	13.10	17.11	16.02.21	17.06	22.07	09.09		
I Cross	P	P	P	A	P	P		
M Thomson	P	P	A	P	P	A		
J Berrington	P	P	P	P	P	P		
R Porter	P	A	P	P				
J Thorburn	P	P	P	P	P	P		
Catherine Rossine					P	A		
Paul Nelson					P	P		
Gino Satti					P	P		
% Total	100%	80%	80%	80%	100%	71%		

P - PRESENT

A - APOLOGIES

X - ABSCENT

A* - LEAVE OF ABSENCE

AVERAGE ATTENDANCE -

73%

TARGET ATTENDANCE -

80%

Audit Sub-Committee Minutes

Minutes

Meeting:	Audit Sub Meeting	Location:	Conference call
Date:	22 July 2021	Time:	16.30pm
Attendees:	J Berrington – JB – Chair J Thorburn – JT G Satti – GS C Rossine – CR		M Thomson –MT I Cross – IC P Nelson – PN
Apologies:	None		
In Attendance:	Robert Hartness –RH (DCEO) Karin Sherriff – KS (HOF)		

Agenda Item		Action	Date
1.	Apologies		
	None		
2.	Disclosure of Interest and Attendance		
	No interests disclosed. Chair welcomed GS, CR and PN to their first audit sub-committee meeting.		
3.	Minutes of Meeting – 17th June 2021		
	Noted that Richard Porter was not at the last meeting. Other than that minutes were approved as a true and accurate record. Proposed: MT Seconded JT i) Matters Arising Noted that this was a special meeting for approval of the financial statements of the Association and subsidiaries. At next meeting would return to normal sequence of reports.		
4.	Statutory accounts NGHHA – Year to 31 March 2021		
	HOF referred to report covering the year to 31 March 2021 for the statutory accounts of the Association.		

	<p>The management accounts had a deficit of £495k. After the management accounts were completed, the year-end adjustments revised the surplus after actuarial adjustments to a deficit of £3.538m.</p> <p>The adjustments relating to this difference fall into actuarial and non-actuarial adjustments. The actuarial movements on the SPF and SHAP schemes amounted to a net debit of £2.866m to the Income and expenditure account together with a £109k debit to the pension service cost.</p> <p>Other adjustments of £68k arose from in depth review of the accruals and other liabilities that takes place every year.</p> <p>Board report included wide depth of statistics and reports on the activities in the year. Balance sheet position was good and cash balances were still high. Loan balances increased with GBSH bond and loan from Energy Savings Trust. Ratios were all in an acceptable position for the lenders.</p> <p>The external auditors had completed their audit and reviewed the financial statements. They have included a clean audit report within the financial statements and that the accounts disclosure meets the necessary legislative requirements.</p> <p>After discussion the statutory accounts were recommended for approval to the Board and that Wylie & Bisset is reappointed as auditors.</p> <p>Approved CR Seconded JT</p>		
5.	Statutory accounts – NG 2 – year to 31 March 2021		
	<p>DCEOF referred to the accounts for the year to 31 March 2021. The turnover in the year ended at £2.49m which was well down from £3.43m in the previous period. The effects of the Covid lockdown closed down all activities for a time and then reduced them for the rest of the year. Gross profit down from £649k to £451k. Overheads decreased from £567k to £496k with most of decrease relating to decreased motor</p>		

	<p>expenses and depreciation. Other income of £211k due to furlough was received.</p> <p>The profit of £167k before tax was less than the management accounts total of £174k. Adjustments to stock and additional accruals were the main differences. There is a net tax charge of £23k with £37k payable to HMRC at the due date. The balance is due to a decrease in the deferred tax liability with less capital allowances being claimed than depreciation charged this year. After a gift aid payment of £50k a profit after tax of £94k was achieved.</p> <p>The balance sheet position is improving with the profits being made. Fixed assets have moved from £221k to £139k in the year. Low levels of investment in motor vehicles and plant occurred during the year. At the year end the Association owed ng2 a net balance of £399k compared to £299k owed by the Association at March 2020. The profits are being left in NG2 to increase the reserves and improve the financial independence of the company. Capital and reserves increased from £685k to £780k. We will review whether further gift aid payment should be made within nine months of the year end.</p> <p>The external auditors had completed their audit and reviewed the financial statements. They have included a clean audit report within the financial statements and that the accounts disclosure meets the necessary legislative requirements.</p> <p>After discussion the statutory accounts were recommended for approval to the Board and the board of Ng2.</p> <p>Approved: PN Seconded MT</p>		
6.	Statutory accounts - NGPS – year to 31 March 2021		
	<p>HOF referred to the accounts for the year to 31 March 2021. The turnover in the year moved from £532k down to £454k. Operating costs were down from £328k to £241k mostly due to the lower levels of planned maintenance charged out. This was primarily due to the Covid lockdown and unable to do repairs and planned works. The</p>		

	<p>administrative expenses costs for the period are higher than last period's costs at £198k against £194k for the year to March 2020.</p> <p>The management accounts of the company for the year to 31 March 2021 were reviewed by the audit committee on the 17th of June. The statutory accounts have the same results as the management accounts. A net profit after tax of £12,111 was made for the year after £2,841 of corporation tax.</p> <p>Balances due from factored owners have moved from £154k at March 2020 down to £136k at March 2021. Balance owed from the Association to NGPS has moved from £177k at 2020 to £201k at 2021. Overall net assets position of NGPS has increased from just over £183k to almost £195k. The level of reserves allows the company to operate with a greater degree of financial stability.</p> <p>The external auditors had completed their audit and reviewed the financial statements. They have included a clean audit report within the financial statements and that the accounts disclosure meets the necessary legislative requirements.</p> <p>After discussion the statutory accounts were recommended for approval to the Board and the board of NGPS.</p> <p>Approved IC Seconded JT</p>		
7.	Statutory accounts –DSGL – year to 31 March 2021		
	<p>DCEO referred to the accounts for the year to 31 March 2021. The turnover in the year was £20k from property rental income. After £7.7k of overheads and £0.6k of interest there was a profit before tax of £11,716. After tax of £3,079 a net profit of £8,637 was made. The balance sheet was solvent with reserves of £43k at the year end.</p> <p>The external auditors had completed their audit and reviewed the financial statements. They have included a clean audit report within the financial statements and that the accounts disclosure meets the necessary legislative requirements.</p>		

	<p>After discussion the statutory accounts were recommended for approval to the Board and the board of DSGL.</p> <p>Approved MT Seconded CR</p>		
8.	Audit findings report and letter of representation		
	<p>DCEO referred to the audit findings report which highlighted certain areas and points which arose during the audit and preparation for such that the auditor wishes to bring to the Associations attention. Also includes the standard letters of representation that are signed every year.</p> <p>There was zero control issues highlighted across the four companies this year.</p> <p>Auditors had confirmed that all their work had a positive resolution and that Wylie & Bisset were happy with the work carried out on the financial statements with thanks to the finance team. Wylie & Bisset has included clean audit reports within the financial statements.</p> <p>A response will be made from the Association back to the auditors.</p> <p>Approved JT Seconded MT</p>		
9.	Internal audit tender		
	<p>The audit tendering process was advertised in the Housing News for four weeks. The response from this was returns from BDO, The Internal Audit Association (TIAA) and Quinn Internal Audit. Marking was undertaken on a 40% price/60% quality standard. The successful bid was done by Quinn Internal Audit for a period of the next three years.</p> <p>Approved JT Seconded MT</p>		
10.	Bad debt report		
	<p>KS referred to the bad debt report for the period 1 to 30 June 2021 which included rent write offs in total of £5k with £4k already provided for so leaving a net charge of £1k. Factoring write off of £nil.</p>		

	Committee noted the report.		
11.	AOCB		
	No other points rose.		
12.	Date of Next Meeting		
	Date of next scheduled Audit Sub-Committee meeting – 9th September 2021, for June management accounts and other reports.		



Audit Sub-Committee Minutes

Minutes

Meeting:	Audit Sub Meeting	Location:	Microsoft Teams
Date:	9 September 2021	Time:	4.30pm
Attendees:	J Berrington – JB P Nelson – PN		G Satti – GS I Cross – IC
Apologies:	M Thomson –MT C Rossine – CR		J Thorburn – JT
In Attendance:	R Hartness –RH (DCEOF) K Sherriff – KS (HOF)		

Agenda Item		Action	Date
1.	Apologies		
	As above.		
2.	Disclosure of Interest and Attendance		
	No interests disclosed.		
3.	Minutes of Meeting –22nd July 2021		
	Minutes were approved as a true and accurate record. Proposed GS Seconded IC i) <u>Matters Arising</u> None		
4.	Management accounts NGHHA – period to 30th June 2021		
	KS gave summary of report for period to 30 th June 2021. Deficit of £114k for the period with majority of positive variance over budget arising from underspends on planned maintenance and cyclical repairs. Main negative variance due to lower level of capitalisation of planned maintenance spend. Bank balances moving down from £36.2m to £33.6m. Loans moving downwards from £43.1m to £42.9m.		

	Approved PN Seconded IC		
5.	Management accounts – NG 2 – period to 30 June 2021		
	<p>RH referred to report covering the period to 30 June 2021 detailing Income and Expenditure of the company and the balance sheet position.</p> <p>The income from activities amounted to £845k with £259k of direct costs and £420k of wages with a profit of £392k. All these numbers are substantially down on the comparative period in previous year. Other income of £31k from the furlough scheme then produced a gross profit of £197k. Overheads of £107k for the period then left a net profit of £90k before tax. Balance sheet position of reserves of £869k.</p> <p>Proposed IC Seconded GS</p>		
6.	Management accounts - NGPS – period to 30 June 2021		
	<p>KS referred to report covering the period to 30 June 2021 detailing Income and Expenditure of the company and the balance sheet position. Noted that:</p> <ul style="list-style-type: none"> ○ Factoring income of £119k in the period. ○ Gross profit of £48k with £46k of salaries and overheads leaving £2k profit for the period before tax. Tax charge of £355 left £1,515 profit after tax. ○ Level of share capital and reserves at period end £196k. Intercompany balance £196k owed by the Association to NGPS. ○ Gross arrears level including the December factoring run at £179k. <p>After discussion the management accounts were recommended for approval to the Board and the Board of NGPS.</p> <p>Proposed PN Seconded IC</p>		
7.	Management accounts –DSGL – period to 30 June 2021		
	<p>RH referred to the management accounts for the period to 30 June 2021. The turnover in the period was £20.</p>		

	<p>Overheads amounted to £1,979, interest charged from NGHHA amounted to £147 and corporation tax charge of £759 leading to a profit after tax of £2,115.</p> <p>After discussion the management accounts were recommended for approval to the Board and the Board of DSGL.</p> <p>Proposed GS Seconded IC</p>		
8.	Risk Register review		
	<p>Risk registers for Investment presented to the Committee.</p> <p>Comment made on:</p> <ul style="list-style-type: none"> - Price increases, material and labour shortages may need commented on - Need to update responsibilities for who will take on responsibility from JD. <p>Committee noted the report and risk registers.</p>		
9.	Loans Report – 30 June 2021		
	<p>RH referred to report providing details of the loan portfolio as at 30 June 2021 and the rates of interest currently being paid. Loans amounted to £42.9m at end of quarter. Loans ended the quarter at 77.1% fixed and 22.9% variable. Average interest rate 3.16% and loan covenant ratios being met.</p> <p>Committee noted report and that the loan portfolio is within the Association's borrowing limits.</p>		
10.	Investment Report – 30 June 2021		
	<p>KS referred to report providing details of investments made and interest received for the quarter to 30 June 2021. Total of £20K was received in the quarter.</p> <p>Ongoing review of interest rates and accounts to ensure we get a good return and that institution is financially secure.</p> <p>Committee noted the report.</p>		

11.	Bad debt report		
	KS referred to the bad debt report for the period July 2021. There was no bad debt write offs in the month. Committee noted the report.		
12.	AOCB		
	No matters raised.		
13.	Date of Next Meeting		
	Date of next scheduled Audit Sub-Committee Meeting – 12 th November 2021.		

'NORTH GLASGOW HOUSING ASSOCIATION LIMITED ng2 BOARD ATTENDANCE 2020-21

	22.09	26.11	09.02. 21	08.06	10.08					
M Thomson	P	P	P	P	P					
I Cross	P	P	P	P	P					
J Berrington	A	A	A	P	P					
G Satti	P	P	P	P	P					
R Porter	P	A	A							
J Thorbrn					P					
P Nelson					A					
J Devine	P	P	P	P	P					
B Hartness	P	P	P	P	P					
% Total	86%	71%	71%	100%	88%					

P	-	PRESENT	X	-	ABSENT
A	-	APOLOGIES	A*	-	LEAVE OF ABSENCE GRANTED

TARGET ATTENDANCE - 80%

AVERAGE ATTENDANCE - 82%



ng2 Board Minutes

Meeting:	ng2 Board meeting	Location:	Microsoft Teams
Date:	Tuesday 10 August 2021	Time:	4:30pm
Attendees:	G Satti	GS	Chair
	Margaret Thomson	MT	Vice Chair
	Isabella Cross	IC	
	Jim Berrington	JB	
	John Thorburn	JT	
Apologies:	Paul Nelson	PN	
In Attendance:	John Devine	JD	DCEO - Regeneration
	Bob Hartness	RH	DCEO – Finance
	Diane Waugh	DW	Corporate Services Manager
	Olivia Friary	OF	HR Officer
	David McIntyre	DM	Senior Operations Supervisor
Minute Taker:	Joanne Bradley	JPB	OS

	Agenda	Action	Date
1.	Apologies		
	Paul Nelson passed on his apologies to the Board as he was unable to attend.		
2.	Disclosure of Interest and Attendance		
	None		
3.	Minutes of Board Meeting on 8th June 2021		
	Vehicles JD updated the Board that the 3 vehicles expected to arrive in August / September 2021 have been delayed due to continued supply chain issues. A further update will be presented to the Board at the next meeting. The previous minutes were adopted as correct: Proposed MT Seconded IC	JD	Next Meeting



	For Approval		
4.	Reports for Approval		
a.	Management Accounts to June 2021		
	<p>RH highlighted that this set of account was very different, with turnover almost having doubled and the low level of salaries due to delays in recruitment of garden maintenance operatives.</p> <p>Income due to furlough funds was £31k for the period compared to £164k for the previous period, as the furlough scheme is being wound up and employees return to work.</p> <p>Gross profit was £197k in comparison to £139k for FY20-21 and also the year FY19-20.</p> <p>Vehicle expenses are once more at a higher level due to purchase of new vehicles, full depreciation of previously purchased fleet.</p> <p>Plant/machinery and vehicle purchase are increasing, with another £100k for 3 vans pending while we await delivery of the vehicles. There is currently an increased Capital Allowance in place, translating to approximately 130% tax relief on Capital expenditure.</p> <p>The balance sheet continues to be in a healthy position and reserves continue to be at a significantly higher level than is required.</p> <p>RH reminded the board of the discussions surrounding Gift Aid at the previous meeting and highlighted that any decisions relating to the financial year FY20-21 must be made within 9 months of the end of the reporting period. He clarified that the purpose of the Reserves and that this purpose dictated a requirement of around £500k. Reserves now total £869k, an increase of £139k on the previous year and so there is room to increase the Gift Aid donation to the Association while retaining required reserves. It</p>		



	<p>was agreed that a decision would be made on for approval and action at the next meeting.</p> <p>The Board approved in principle an increased Gift Aid donation to the Association, reducing current reserves.</p> <p>The Management Accounts for the period were approved by the Board.</p> <p>Proposed JT Seconded JB</p>		
b.	Statutory Accounts to 31 March 2021		
	<p>RH reminded the Board that the Statutory Accounts had been audited, and that they had been approved at the last meeting. The Accounts have now been finalised and signed off.</p> <p>The Management Accounts were approved</p> <p>Proposed JT Seconded JB</p>		
c.	External Auditors 2021		
	<p>RH stated that there were no comments by the auditors to be presented to the Board and that no Regulator submission or response was required.</p> <p>It was clarified to the Board that the Independence Agreement was unchanged from that previously provided to the Regulator</p> <p>The Board noted the contents of this report as no approval as required. It was requested and agreed that this be presented in future as a paper for Noting.</p>	RH/JPB	Ongoing
d.	ng2 Business Plan		
	<p>RH reminded the Board that the Business Plan for FY21-22 is very late due to the pandemic.</p> <p>The Business Plan for FY22-23 is also in progress as there is a requirement by the Regulator for financial projections to be signed off as viable by our external auditor, one year in advance. It was agreed that it would be prudent to wait for the FY22-23</p>		



	<p>plan for this sign-off, as current circumstances are still changeable, and so financial projections should be based at more normal levels compared to those during the pandemic, including Corporation Tax payment level and Capital Allowances which are currently worth approximately £250k.</p> <p>The plan demonstrates enhancement of the Garden Maintenance contract in order to boost income.</p> <p>The Board noted the contents of this report as no approval as required. It was requested and agreed that this be presented in future as a paper for Noting.</p>	RH/JPB	Ongoing
e.	Risk Register		
	<p>The risk register is under review on an ongoing basis and updated as required by RH/PN/JT/DM/JB.</p> <p>DM highlighted that availability of all group members regularly presents scheduling issues and so it was agreed that a recurring meeting be sent out as a placeholder, to try to work around this issue, as members would have to actively withdraw from a prearranged meeting. It was agreed that 3-4 group members would be accepted as a quorum in order to progress the review meetings. GS requested that people be flexible in their diary dates for this review.</p> <p>JD requested that a cover paper be presented with the risk register in future to summarise any changes made to the document in the period.</p> <p>JD reminded the group that the initial meeting for each year should provide a complete review and that the regular meetings should be for monitoring and review purposes. It had not been possible to schedule this meeting during the reporting period and this would be set at a later date and all findings and mitigations will be presented to the Board for approval.</p> <p>The next review meeting was set for 11/8/21</p>	<p>RH/PN/JT/DM/JB</p> <p>RH/PN/JT/DM/JB</p> <p>DM</p>	<p>Next Meeting</p> <p>Ongoing</p> <p>Ongoing</p>



	Proposed	JT	Seconded	JB		
f.	Internal Recruitment					
	<p>The Board were asked to approve the additional £3.5k spend in order to promote an existing operative to Assistant Estate Services Supervisor to prevent disruption to supervision process when existing supervisors are absent for any reason.</p> <p>The post would be for an initial term of 6 months</p> <p>It was agreed that this seemed to be justified and the Board approved the request.</p>					
	Proposed	JT	Seconded	IC		
5.	For Ratification					
a.	Payments and Benefits Case Number 137					
	<p>Approval was sought from the Board to offer [REDACTED] a temporary post following recruitment for 4 permanent Estate Service Operatives (ESOs).</p> <p>[REDACTED] current employee of ng2 however , it was confirmed that [REDACTED] was not involved in the recruitment process and that the correct procedures had been followed.</p> <p>Ratification had already taken place at an Urgent Decision Meeting on 2nd July 2021 where the paper was signed by JD and GS and so the contents of this paper were duly noted by the Board</p>					
b.	Payments and Benefits Case Number 138					
	<p>Approval was sought from the Board to offer [REDACTED] a temporary post following recruitment for 4 permanent Estate Service Operatives (ESOs).</p>					



	<p>████████████████████ a current employee of ng2 however it was confirmed that ██████████ was not involved in the recruitment process and that the correct procedures had been followed.</p> <p>Ratification had already taken place at a meeting at Ron Davey Enterprise Centre on 29th July 2021 where the paper was signed by JD and GS and so the contents of this paper were duly noted by the Board</p>		
6.	For Noting		
a.	ng2 Operations Report		
	<p>The landscaping contract continues to be ng2's largest contract and seasonal operatives have been recruited to deliver this service.</p> <p>Glasgow City Council have now withdrawn their assisted garden maintenance service so this is already generating additional complaints as well as MP/Councillor enquiries. DM has already visited a number of properties to inform them that they aren't on ng2's list. The Association have provided an additional list to ng2 however it has been agreed that this list will not be implemented until 1/4/2022, subsequent to Board approval. In the interim our gardeners have carried out one-off cuts at weekends as a goodwill gesture. LC and RH are preparing a paper for the main board, including addresses and finances, to propose addition to the contract.</p> <p>MF and JD will meet with Keep Scotland Beautiful to drive support.</p> <p>The Board confirmed that they had read and noted the contents of the report and Appendix 1.</p>		
b.	Staffing Report		
	Ng2's current sickness rate for the period continues to be well below the target of 3%, at 1.04%.		



	<p>_____</p> <p>_____</p> <p>_____</p> <p>The Board noted the contents of the report.</p>		
c.	Health & Safety Report		
	<p>Health and Safety continues to be high priority for ng2 and staff are encouraged to report all incidents. No reportable incidents have occurred in the period and no days have been lost due to accidents at work.</p> <p>The Board agreed that social distancing measures should remain in place until further notice.</p> <p>Approval was sought from the Board to appoint a consultant to assist with H&S documentation, equating to approximately £5 per annum.</p> <p>The Board approved setting aside of £5k budget for this purpose.</p> <p>The Board confirmed that they had read and noted the contents of the report.</p>		
7.	AOCB		
	<p>Vanguard</p> <p>JD confirmed that the outcomes of the Vanguard report remains on hold for the time being however that will be revisited with a view to implementing by 1/4/2022</p> <p>ng2 Progress</p> <p>The company was incorporated on 10/9/2010 and so JD will review budgets and progress and report to Board.</p> <p>Long Service Award</p> <p>_____</p> <p>_____</p>		



	<p>██</p> <p>██</p> <p>Proposed MT Seconded IC</p> <p>There being no other competent business, the Chair thanked all for their attendance and closed the meeting.</p>		
8.	Date of next meeting		
	Date of next meeting was confirmed as Tuesday 16 th November 2021 at 4.30pm		

'NORTH GLASGOW HOUSING ASSOCIATION LIMITED STAFFING SUB COMMITTEE
ATTENDANCE 2020-21

	23.09	12.11	24.02. 21	20.05	24.08		
J Thorburn	P	P	P	P	P		
C Rossine	P	P	P	P	P		
R Porter	P	P	P				
J Berrington	A	P	P	A	P		
G Satti	P	P	P	P	A		
% Total	80%	100%	100%	75%	75%		

P - PRESENT

A - APOLOGIES

X - ABSENT

A* - LEAVE OF ABSENCE GRANTED

TARGET ATTENDANCE - 80%

AVERAGE ATTENDANCE - 87%



Meeting:	Staffing Sub-Committee	Location:	Microsoft Teams
Date:	24 August 2021	Time:	4.30pm
Attendees:	J Thorburn – JT – Chair C Rossine – CR – Vice Chair J Berrington – JB		
Apologies:	G Satti – GS		
In Attendance:	T Sweeney - TS (DCS) D Waugh – DW (CSM) O Friary – OF (HRO)		
Minute Taker:	C Murray - CM (PA)		

ng homes is a trading name of North Glasgow Housing Association Ltd.

	<p>proposed changes to the Risk Register and would be discussed at the next meeting.</p> <p>Members APPROVED the Corporate Services Risk Register.</p> <p>Proposed C Rossine Seconded J Berrington</p>		
5.	Reports for Noting		
a.	Confidential Organisational Action Plan		
	Members discussed and NOTED the report.		
b.	COVID-Secure Workplace Update		
	Members NOTED the report providing an update on providing a COVID secure workplace.		
c.	Staff Recruitment, Leavers & Trainees Update		
	<p>Members NOTED the report providing an update in regard to staff recruitment, leavers and our PATH trainee during the period 1 April – 30 June 2021.</p> <p>Members commended [REDACTED] for completing [REDACTED] Diploma especially during the Covid-19 pandemic.</p>		
d.	Staff Attendance: Sickness Absence		
	Members had a discussion regarding the end of furlough. Members NOTED the report detailing staff sickness absence for the period 1 April – 30 June 2021.		
e.	Staff Learning and Development		
	Members NOTED the report providing details of staff learning and development activities and events that have been delivered/attended during the period 1 April – 30 June 2021.		
f.	Company Health Plan Update: Simplyhealth		
	DW advised of a delay in getting the report from Simplyhealth and suggested changing the reporting period from 3 months to 6 months. Members AGREED and NOTED the report.		

g.	Employee Engagement		
	Members NOTED the report providing an update on progress to date in relation to further developing our approach to employee engagement which is linked to our strategic priority "creating a positive culture".		
6.	AOCB		
	None. Meeting concluded at 5:06pm		
7.	Date of next meeting – Thursday 25 November 2021		

'NORTH GLASGOW HOUSING ASSOCIATION LIMITED AREA COMMITTEE ATTENDANCE 2020-21

	05.11	03.12	04.02. 21	11.03	06.05	01.07	26.08	
James Berrington (Chair)	P	P	P	P	P	P	P	
Cathie Munro	X	A*	A*					
Hugh Corrigan	X	X	A*	P	P	P	P	
Irene Munro	A	P	A	A	P	P	P	
Frank Spence	X	P	P	X	P	P	X	
Margaret Thomson	P	P	P	P	P	P	P	
Isabella Cross	P	P	P	P	P	A	A	
Catherine Rossine	P	A	A	P	P	P	P	
% Total	50%	63%	50%	71%	100%	86%	71%	

P - PRESENT

A - APOLOGIES

X - ABSENT

A* - LEAVE OF ABSENCE GRANTED

AVERAGE ATTENDANCE - 69%

TARGET ATTENDANCE - 80%

Area Committee Meeting Minutes

Meeting: Area Committee **Location:** Microsoft Teams

Date: Thursday 26 August 2021 **Time:** 4:30pm

Attendees: J Berrington – Chair
C Rossine – CR
H Corrigan – HC
M Thomson – MT
I Munro –IM
I Cross – IC

Apologies: F Spence

In Attendance: L Cooper – LC (DHS), L Leslie – LL (HM), D Cowan – DC (MM), C Baird – CB (IM) – left after item 4

Minute Taker: C Murray – CM (PA)

	Agenda	Action	Date
1.	Apologies		
	As above.		
2.	Declaration of Interest and Attendance		
	None.		
3.	Minutes of Area Committee on 1 July 2021		
	<p>The Committee AGREED that the minutes were an accurate record of the meeting.</p> <p>Proposed M Thomson Seconded C Rossine</p> <p><u>Matters Arising</u></p> <p>Item 12 – DC advised that he had contacted City Building and was informed there had been a problem with calls across the city and the issue raised should be a one-off instance.</p>		
4.	Investment Report		
	CB referred to report which gives an update on progress with current planned maintenance projects. CB said it was important to mention that Covid-19 and Brexit has resulted in increased		

	<p>costs of approx. 30-40% and that a report is going to the Regeneration Sub-Committee on the matter.</p> <p>CB confirmed that health and safety responsibilities remain in place and ng homes continue to work alongside ACS and contractors to ensure these are maintained. CB drew Members attention to some specific projects mentioned in the report. Firstly, the external cladding in Lenzie Terrace has been completed, is safe and secure and looks a lot better. CB also confirmed the insurance money had been received.</p> <p>CB went onto say that due to the long lead time on delivery of the replacement fire doors, the Association went ahead and placed the order and continues to liaise with the [REDACTED]</p> <p>CB advised that unfortunately COVID and Brexit has had a negative affect on the Construction Industry. Projects are being affected by lack of labour and lack of materials as well as material costs being increased between 30 & 40%. City Building who are the Principle Contractor on our Midton St roofing contract have had difficulties appointing their sub-contractors for this project and sourcing the required materials. The Association continue to monitor the situation with City Building and have asked the [REDACTED] to carry out weekly inspections when the work restarts.</p> <p>CB moved onto the St. Monance Wall project and relayed the detail included within the report.</p> <p>CB also drew attention to the progress of the backcourts at Closeburn Street and Broomfield Place.</p> <p>CB advised that the report states the work on the Carron Estate Balconies should start week commencing 6 September however it will now be a week later – week commencing 13 September.</p> <p>CB reported 62% complete on the ongoing works at the multi-</p>		
--	---	--	--

	storey flats. Area Committee NOTED the report.		
5.	Homeless Report		
	LL presented the report updating Members on the homelessness activity for April 2021 – June 2021. Members NOTED the report.		
6.	Neighbourhood Report		
	LL reported on the activity in the Multi Storey Flats, Possilpark and Springburn Neighbourhoods for April, May and June 2021. LL drew Members attention to the average year to date number of days to let for each area which are well within the 25 day target. LL mentioned the split across the neighbourhoods for terminations and commented that there were no major cause for concern and Housing Officers continue to have conversations with those terminating their tenancy to identify if there are any learning points for the Association. LL relayed the rent arrear figures for the reporting period and commented that many tenants have reduced salaries due to being furloughed or losing their jobs. The Association continue to refer to our [REDACTED]. Members NOTED the report.		
7.	Universal Credit		
	LL provided the Area Committee with an update on Universal Credit from 1 April 2021 – 30 June 2021. At the end of June 2021, there were 1366 tenants in receipt of Universal Credit, an increase of 69 cases from the last quarter. 45.9% of cases are in rent arrears. LL assured Members that Rent Officers continue to push for UC payments to be made directly to the Association. Members NOTED the report.		

8.	Key Performance Indicators		
	<p>LC gave an update to the Area Committee on performance against the Scottish Social Housing Charter indicators for year-to-date 20/21.</p> <p>LC reported the figures for voids and lets which were discussed with LL in item 6 – Neighbourhood Report.</p> <p>LC drew Members attention to the gross rent arrears figures and reminded Members that this years target was increased to 5.5%. LC commented that with the number of people on furlough and the increase of UC claims the arrears figure is expected to rise however staff will continue to work to mitigate this.</p> <p>LC pointed out a typo in the report and that the year to date figure of the average timescale to complete non-emergency repairs should be 5.14 days not hours.</p> <p>LC reminded Members that the 9 properties that went out of date last year for a renewed gas certificate were down to people isolating through covid and could not be helped. These have since been done. So far this year 100% of properties requiring a renewed gas certificate has been accomplished.</p> <p>Members discussed the areas of improvement. LC assured Members that the Association will continue to be mindful of covid and will continue to prioritise keeping tenants and contractors safe.</p> <p>Members NOTED the report.</p>		
9.	Money Advice Report		
	<p>LC gave an update to the Area Committee on activity on the Money Advice Service provided by GEMAP (Greater Easterhouse Money Advice Project) at ng homes. The report covers activity from 1 April – 30 June 2021.</p> <p>LC commented that due to working from home GEMAP have</p>		

	<p>bene forced to have appointments via telephone rather than in person. An improvement has developed as a result of this – of an appointment is missed GEMAP can simply move on and call anyone on the waitlist for an appointment rather than lose the slot completely.</p> <p>Members NOTED the report.</p>		
10.	Repairs Report		
	<p>DC presented the report advising Members on key repairs during the reporting period 1 April – 30 June 2021.</p> <p>Members NOTED the report.</p>		
11.	Risk Register		
	<p>Members discussed increasing the likelihood of contractors performance (Repairs/ng2) from a 3 to a 4 indicating that their performance is likely to decrease. DC advised that the Association continue to issue customer satisfaction surveys after jobs are complete and if it looked as though a contractors performance was slipping the Association would deal with it. Members AGREED that DC had given comfort and that the Risk Register should remain as it is.</p> <p>Proposed C Rossine Seconded M Thomson</p>		
12.	AOCB		
	<p>Tenancy Issues (P&C) - Additional paper sent separately.</p> <p>Members APPROVED the recommendations detailed in the report.</p> <p>Proposed H Corrigan Seconded C Rossine</p> <p>LC advised that the Adaptations Policy is still being worked on and would be carried forward for approval to the Housing Services Committee.</p> <p>LC advised that a report requesting approval to launch the Housing Services Committee is going to the Special Board</p>		

	<p>meeting on 31 August. Pending approval, the Housing Services Committee will replace the Area Committee. As previously advised, only Board Members will sit on the Housing Services Committee and Members of the Area Committee who are not Board Members will move onto Residents Improvement Group. LC recommended one final Area Committee meeting at the end of September to round things off and details would be shared once confirmed. There were no additional comments or questions from Members.</p> <p>The meeting concluded at 5:40pm</p>		
13.	Date of Next Meeting – to be confirmed		

'NORTH GLASGOW HOUSING ASSOCIATION LIMITED REGENERATION SUB- COMMITTEE ATTENDANCE 2020-21

	03.11	09.02. 21	11.05	7.09						
M Thomson	P	P	P	P						
I Cross	P	P	P	P						
R Porter	P	P								
J Berrington	P	A	A	P						
G Satti	P	P	P	P						
R Maguire	X	A								
C Rossine				A						
J Thorburn				A						
P Nelson				P						
% Total	83%	67%	75%	71%						

P	-	PRESENT	X	-	ABSENT
A	-	APOLOGIES	A*	-	LEAVE OF ABSENCE GRANTED

TARGET ATTENDANCE - 80%

AVERAGE ATTENDANCE - 80%



Regeneration Sub-Committee Meeting Minutes

Meeting:	Regeneration Sub-Committee	Location:	The Ron Davey Centre, 10 Vulcan Street, G21 4BP / Microsoft Teams
Date:	Tuesday 7 September 2021	Time:	4.30 pm
Attendees:	G Satti – GS - Chair I Cross – IC M Thomson – MT Paul Nelson – PN J Berrington – JB		
Apologies:	C Rossine – CR John Thorburn – JT		
In Attendance:	J Devine (CEO) M Fraser (HOR) - MF A Bell (HOI) - AB B Hartness (DCEO) – BH		
	[REDACTED] (Keep Scotland Beautiful) – item 4(b)		
	[REDACTED] (Keep Scotland Beautiful) – item 4(b)		
Minute Taker:	C Murray – PA - CM		

	Agenda	Action	Date
1.	Apologies		
	As above		
2.	Declaration of Interest and Attendance		
	None		
3.	Minutes of Meeting – 11 May 2021		
a.	Members AGREED the minutes were an accurate record of the meeting. Proposed M Thomson Seconded I Cross		

	<p><u>Matters arising</u></p> <p>Item 5(g) – JD advised that the allocation of funds has been actioned. A meeting has still to be set up with Glasgow City Council. JD/MF will report back following this meeting.</p>	MF	By the next meeting
4.	Presentations		
a.	Digital Connectivity		
	This presentation was postponed. A date will be agreed to reconvene, and [REDACTED] will be invited back to present to Members.	MF	TBC
b.	Keep Scotland Beautiful		
	<p>JD gave some background to the presentation and introduced [REDACTED] [REDACTED] from Keep Scotland Beautiful</p> <p>[REDACTED] Together both presented to Members a brief background to Keep Scotland Beautiful and the hope to build on its history with ng homes. Keep Scotland Beautiful will work with ng homes to help combat climate change, reduce litter and waste and protect and enhance the places we care for.</p> <p>They described what the award is and that it is about the management of the stock, customers' expectations and about raising the customers' experience. [REDACTED] explained the process that is gone through when assessing the stock, the Association's policies and procedures and that recommendations would be made. There are 4 levels awarded – bronze, silver, gold and platinum.</p> <p>[REDACTED] went on to explain what is involved in the climate emergency training that the Association hope to filter down to all staff and that it allows organisations to explore how they can play their part to help Scotland achieve net zero carbon emissions.</p> <p>Member asked if factored blocks will be part of the Keep Scotland Beautiful relationship. Colin said that it would be entirely up to ng homes which properties are chosen to be assessed.</p> <p>JD commented that if Covid-19 hadn't hit when it did this initiative</p>		

	<p>would have come to Members sooner. With COP26 coming up sustainability is currently a hot topic at all meetings. The relationship with Keep Scotland Beautiful is intended to be a strategic one. JD went on to say that other partners will be brought to the table.</p> <p>Chair thanked [REDACTED] for their time and advised that the Association would be in touch. [REDACTED] left the meeting. Chair proposed Members consider item 5(l) at this time.</p>		
5.	Reports for Approval		
a.	Investment Risk Register		
	<p>AB presented the report seeking approval of the current Investment Risk Register and advised that no changes have been made to the Investment Risk Register since the last approval. AB advised that all reports presented at all Board and Sub-Committee meetings include a section on risk and mitigation.</p> <p>Members APPROVED the Investment Risk Register within the overall consolidated Risk Register.</p> <p>Proposed J Berrington Seconded P Nelson</p>		
b.	Electrical Policy		
	<p>AB presented the report seeking approval of the new electrical safety policy. Members considered and APPROVED the Policy for the Management of Electrical Safety.</p> <p>Proposed M Thomson Seconded I Cross</p>		
c.	Energy Provider - Multi-Storey Flats		
	<p>BH presented the report reminding Members that given the decision to install air source heat pumps into the six multi-storey blocks at Balgrayhill, Viewpoint, Wellfield and later the Carron Scheme, the Association will become an energy supplier for the output of the system.</p> <p>Members debated the suggested level of 10p per kwh and whether a window of flexibility is required.</p>		

	<p>JD asked BH to expand further on the comment within the report that "On the basis of the initial projections if the usage slips to about 70% then we would not be recovering the costs associated with installing and running the system.". BH explained that the system can run at various levels and until usage has gone through a full cycle (12 months and all four seasons) to then be analysed (approx. 6 months) the Association won't know the projected level of profitability.</p> <p>GM explained that a tenants group will be set up to decide where the Association should get the energy from.</p> <p>Member asked if the system can be adapted to also provide air conditioning. BH confirmed that it could not.</p> <p>Members APPROVED:</p> <ul style="list-style-type: none"> • ng homes becoming an energy provider • ng homes registering with Heat Trust. • ng homes increasing the domestic tariff rate to 10p per kwh. <p>Proposed J Berrington Seconder P Nelson</p>		
d.	Negotiated Tender – Phase 2 CCTV Upgrade		
	<p>AB presented the report seeking approval of the tender for Phase 2 of the CCTV upgrade works at Wellfield, Carron, Abbeyfield and Broadholm Concierge Stations.</p> <p>JD commented that approximately 2 years ago, 88 cameras were brought back online but there has been no significant investment in the CCTV. This investment would bring the cameras up to standard and in line with GDPR. [REDACTED] [REDACTED] [REDACTED]</p> <p>Members APPROVED the acceptance of DMI Fire & Security Ltd's tender, in the sum of £114,700.00 plus VAT of £22,940.00 equating to £137,640.00 for Phase 2 of the CCTV upgrade works.</p>		

	Proposed P Nelson Seconded J Berrington		
e.	Cost Overrun - Keppochhill Road		
	<p>AB presented the report seeking approval of the cost overrun at Keppochhill Road new build development.</p> <p>AB advised that funding from a local authority/local government does not allow for a contingency fund.</p> <p>AB said that the term “cost overrun” sounds negative and explained that it is a contractual expression used within the industry. AB assured Members that it does not mean costs are running away with themselves and in fact costs are being managed well and in fact only 2% of the original contract cost (given covid) as a cost overrun is acceptable.</p> <p>Chair commented he was heartened to see the alternative flooring to lifts for cognitive impairments. JD commented that the build is to Glasgow City Council Silver Standard and as it is ng homes’ first MMR it is important we get off to a good start.</p> <p>Members APPROVED the total contract cost overrun in the sum of £73,338.61 (excluding VAT) and as shown below:</p> <ul style="list-style-type: none"> • Additional Project Costs - £68,392.98 • Additional Consultants Fees and Insurance Premium - £4,945.63 <p>Proposed I Cross Seconded J Berrington</p>		
f.	Additional Costs - Multi-Storey Flats Round 1		
	<p>GM presented the report seeking approval of a retrospective and anticipated cost overrun on the MSF Round 1 contract and echoed AB’s explanation of a cost overrun in the previous item</p> <p>GM summarised some of the reasons for the cost overrun with most being minor but explained that with 596 properties even small items</p>		

	<p>will begin to add up and as AB mentioned earlier, with government funding there is no contingency fund allowed. GM went on to say that there had been some flooding which resulted in fitting pumped showers to reduce risks of water leaks. Water leaks are a notifiable event that can incur high costs and can impact tenants with the possibility of decants. GM said we are trying to accommodate tenants where it is fair and reasonable to do so to minimise the impact on them.</p> <p>Chair asked that given the project is now 62% complete and with Covid-19 restrictions lifting would it be possible for a site visit. JD said this could be organised in pairs via GM and the Chair.</p> <p>GM advised that he only found an out an hour ago during a monthly progress report, that the Scottish Government are allowed to visit the site for the first time and will be doing so on 17 September 2021. GM went on to say that there will also be a ministerial visit in November.</p> <p>Members APPROVED:</p> <ul style="list-style-type: none"> • Retrospective contract variation spend to date of £215,769.42 inc VAT • Anticipated variation spend to end of contract of £143,846.28 inc VAT <p>Proposed J Berrington Seconded M Thomson</p>	GM/ Chair	
g.	Planned Maintenance Programme Review		
	<p>AB presented the report seeking approval of a review of the current planned maintenance programme. Members considered and APPROVED the review of the planned Investment Programme for 2021/2022.</p> <p>Proposed P Nelson Seconded I Cross</p> <p>JD commented that during the second phase it was negotiated that the contractor absorbed the additional costs brought on by the</p>		

	Covid-19 pandemic and that credit was due to the officers working on this. The Association continues to look at savings and efficiencies as an ongoing process.		
h.	Tender Approval – Air Conditioning Maintenance & Reactive Repairs Contract		
	<p>AB presented the report seeking approval to appoint a contractor to the Air Conditioning Maintenance and Reactive Repairs Measured Term Contract.</p> <p>Members considered the report. PN asked what effect the air conditioning units would have on CO2 emissions. AB advised that she is not an Engineer but that the air conditioning units are not for residential use but are within plant rooms, control centres, etc and are required to keep the equipment cool. JD suggested discussing with Keep Scotland Beautiful.</p> <p>Members APPROVED the appointment of ECG Building Maintenance Ltd. (ECG Facilities Services) to a 5 year Air Conditioning Maintenance and Reactive Repairs Contract in the sum of £47,563.50 plus VAT of £9,512.70 amounting to £57,076.20</p> <p>Proposed J Berrington Seconded P Nelson</p>		
i.	Tender Call Off - Carbeth House Fire Doors		
	<p>AB presented the report seeking approval to accept the tender for the fire door replacement works at Carbeth House. JD commented on the amount of papers for approval tonight and that it was down to the effects of covid-19 delaying so much that the Association is now catching up in a lot of areas.</p> <p>Member asked if ng2 could do this work. JD said that this is out with ng2s remit. JD also pointed out that as the same manufacturer is being used the Association would receive a rebate.</p> <p>Members APPROVED the acceptance of Easy Heat Ltd's tender in the sum of £92,761.93 inclusive of VAT.</p> <p>Proposed P Nelson Seconded J Berrington</p>		

j.	Negotiated Tender – Balcony Upgrades Carron Place		
	<p>AB presented the report seeking approval of the tender for the balcony upgrades at Carron Place. Member asked if the work would definitely be starting on the 13 September 2021. AB said a pre-start meeting would take place w/c 13 September. The Chair reminded Members that going forward, work would still be dependent on the restrictions of the pandemic.</p> <p>Members APPROVED the acceptance of ng2's tender for the balcony upgrade works at Carron Place in the sum of £82,971.45 excluding VAT.</p> <p>Proposed M Thomson Seconded J Berrington</p>		
k.	Tender Call off - Essential Environmental Works		
	<p>AB presented the report seeking approval of a tender for essential environmental works. Members considered and APPROVED the appointment of Allied Construction Services (Scotland) Ltd to carry out the essential health and safety backcourt repairs in the sum of £28,382.64 (inclusive of VAT) .</p> <p>Proposed J Berrington Seconded P Nelson</p>		
l.	Keep Scotland Beautiful		
	<p>Following on from the presentation at item 4(b) MF presented the report seeking approval to utilise KSB funds from the previous year and a further allocation of funds for another year. JD commented that ng2 would be included in the initiative. JD commented that a timeline would be brought back to the Committee.</p> <p>Members APPROVED the utilisation of funds from the previous year and the allocation of £28k for a further year.</p> <p>Proposed J Berrington Seconded P Nelson</p>		
6.	Reports for Noting		
a.	Compliance Report		
	Members NOTED report updating them on progress with Compliance report.		

b.	Development Report		
	Members NOTED report updating them on progress with the Development Report and Keppochhill newbuild progress update.		
c.	Investment Report		
	Members NOTED report providing an update on progress with current planned maintenance projects.		
d.	Multi Storey Flats Major Works Report – Round 1 Funding		
	Members NOTED the report updating Members on the multi-storey flats major works project across 6x multi storey (24/25 storeys high) blocks flats at Balgrayhill Road, Edgefauld Road, Croftbank Street and Viewpoint Place.		
e.	Multi Storey Flats Major Works Report – Round 2 Funding		
	Members NOTED the report providing an update on the multi-storey flats major works project across 7x multi-storey blocks in the Carron Estate.		
f.	Procurement Report		
	Members NOTED the report updating Members on progress against early action priorities for all Technical Procurements.		
g.	Regeneration Report		
	Members NOTED report providing an update on Regeneration Activities.		
7.	GDPR update		
	None.		
8.	AOCB		
	<p>The Chair advised there would be a paper prepared at a later date on the vulnerable person strategy and challenging poverty week.</p> <p>JD advised that in future there will be a standing Agenda item for training of sub-committee members. Members to discuss any requests for either formal or informal training.</p> <p>JD referred to an email from PAiH requesting support for the emergency fund in response to the Afghan refugee crisis. There has been a verbal request from a Member for the Association to donate £2k with a caveat that Members may need to consider donating</p>	<p>CM</p> <p>MF</p>	

	<p>more at a later date as things progress.</p> <p>Proposer J Berrington Seconded M Thomson</p> <p>JD advised that Glasgow City Council's Planning Department will not lift the planning condition requiring that the reclaimed statues from Springburn Halls be integrated into the new build development at Keppochhill Road. JD asked that the committee delegate authority to himself along with the Chair to start community discussions regarding the relocation of the statues.</p> <p>Proposed P Nelson Seconded M Thomson</p> <p>MF advised Members of some early brief discussions with the Lord Provost regarding championing electric buses in the city. More information will be brought back to Members at a later date.</p> <p>Meeting concluded at 6.30pm</p>	<p>JD/ Chair</p> <p>MF</p>	
9.	Date of Next Meeting Tuesday 9 November 2021		

**Board Meeting****For Approval**

To: Board
From: DCEO – Finance

SUBJECT: MANAGEMENT ACCOUNTS – PERIOD TO 31 JULY 2021 **DATE 5 October 2021**

1.	Introduction		
	Below are income and expenditure and balance sheet for the period to 31 st July 2021 together with cash flow and accompanying notes. It should not need emphasis that this continues to be an unusual period. Even with lockdown ended there is still impediments to normal business.		
2.	Risk and other issues		
	The management accounts are reviewed on a regular basis by the management team, Audit Committee and Board, ensuring close monitoring of financial position of the organisation. This is a key element of budgetary control and monitoring		
	There are no applicable effects on sustainability or equality and diversity issues.		
3.	Comparison against budget		
	The Management Accounts cover the period to 31st July 2021 and compares the Income and Expenditure of the Association against the budget.		
		Effect - £k	Comment
	Planned maintenance	2,891	Majority of costs incurred were centred on the multis project and minimal level of works on other areas. Delay in expenditure while waiting on start of Carron contract.
	Other variances	<u>985</u>	
	Total positive variances	<u>3,876</u>	
		Effect - £k	
	Planned maintenance capitalisation	2,668	As reduced planned maintenance spend then reduced capitalisation in period.

	Other negative variances	<u>409</u>
	Total negative variances	<u>3,077</u>
	Total positive variances	3,876
	Total negative variances	<u>(3,077)</u>
	Net movement	799
	Projected deficit for period	<u>(924)</u>
	Actual deficit for period	<u>(125)</u>
	<p>Ratios for lender are in an acceptable position. Interest cover of 1.21 (after transfer from designated reserve) against a required ratio of 1.1 and the ratio of secured assets to loan value at 2.29 against a required ratio of 1.0.</p> <p>Turning to the balance sheet the significant factors within the period included:</p> <ul style="list-style-type: none"> Property expenditure of £3.63m, other assets expenditure of £67k and depreciation of £1.6m leading to a net increase in fixed assets of £2.1m. This includes the expenditure on property acquisitions, property improvements, adaptations and computer equipment. Bank balances moved downwards from £36.2m to £32.5m with negative cash flow of £2.7m. Loans decreased by £327k with the normal repayments made in the period. Now loans of £42.78m outstanding. 	
4.	Recommendation	
	Board Members are asked to APPROVE the Management Accounts for the period to 31 st July 2021.	

NORTH GLASGOW HOUSING ASSOCIATION LTD.

MANAGEMENT ACCOUNTS FOR PERIOD ENDED

31/07/21

INCOME AND EXPENDITURE

Year to 31/3/21	Jul-21 Actual	Apr - July 21			CUMMULATIVE TO DATE			ANNUAL BUDGET
		Actual	Budget	Variance	Actual	Budget	Variance	
Income								
24,835,166 Rental Income	2,117,574	8,471,177	8,347,685	123,492	8,471,177	8,347,685	123,492	24,773,743
-440,408 Voids	-28,636	-109,121	-146,084	36,963	-109,121	-146,084	36,963	-437,041
38,381 Service Income	3,533	14,178	13,239	939	14,178	13,239	939	40,496
24,433,139	2,092,471	8,376,234	8,214,839	161,395	8,376,234	8,214,839	161,395	24,377,199
0 Factoring Income	15,952	135,100	156,435	-21,335	135,100	156,435	-21,335	625,739
555,085 Grant release/received	30,000	143,117	188,496	-45,379	143,117	188,496	-45,379	565,488
24,988,224 Net Income	2,138,423	8,654,451	8,559,770	94,681	8,654,451	8,559,770	94,681	25,568,426
Expenditure								
1,859,479 Day to Day	239,424	720,172	626,562	-93,610	720,172	626,562	-93,610	1,861,900
888,969 Cyclical	134,182	501,880	916,268	414,388	501,880	916,268	414,388	2,845,270
1,177,828 Void Maintenance	83,438	362,337	233,333	-129,004	362,337	233,333	-129,004	700,000
394,547 Bad Dbts-Rents	10,000	73,147	153,333	80,186	73,147	153,333	80,186	460,000
0 Bad Dbts-services	0	0	0	0	0	0	0	0
15,273,257 Planned maintenance	1,404,907	4,041,938	6,932,467	2,890,529	4,041,938	6,932,467	2,890,529	20,797,402
-8,730,819 Capitalised to balance sheet	-1,034,468	-2,094,696	-4,762,589	-2,667,893	-2,094,696	-4,762,589	-2,667,893	-14,287,768
687,365 Other Property Costs	41,592	240,925	305,333	64,408	240,925	305,333	64,408	916,000
4,034,380 Depreciation	380,000	1,520,000	1,550,000	30,000	1,520,000	1,550,000	30,000	4,650,000
1,876,166 Service Costs	172,385	560,053	523,698	-36,355	560,053	523,698	-36,355	1,577,274
-185,460 Factoring Expenditure	14,315	85,102	104,224	19,122	85,102	104,224	19,122	422,672
5,509,577 Salaries	429,178	1,689,399	1,772,691	83,292	1,689,399	1,772,691	83,292	5,318,072
1,935,252 Overheads	172,392	621,328	651,567	30,239	621,328	651,567	30,239	1,954,700
24,720,541 Total Expenditure	2,047,345	8,321,585	9,006,886	685,301	8,321,585	9,006,886	685,301	27,215,522
267,683 Surplus from Ordinary Activities	91,078	332,866	-447,116	779,982	332,866	-447,116	779,982	-1,647,096
0 Development Income	0	0	0	0	0	0	0	0
0 Development Expenditure	0	0	0	0	0	0	0	0
0 Development Surplus	0	0	0	0	0	0	0	0
737,595 Other Income	21,214	155,120	232,720	-77,600	155,120	232,720	-77,600	691,387
615,451 Other Expenditure	15,093	194,407	271,333	76,926	194,407	271,333	76,926	814,000
389,828 Net Surplus	97,199	293,579	-485,729	779,308	293,579	-485,729	779,308	-1,769,709
1,207,444 Loan Interest	137,161	467,577	462,859	-4,718	467,577	462,859	-4,718	1,388,577
98,552 Interest received	5,252	25,160	25,000	160	25,160	25,000	160	75,000
41,296 Other finance charges	0	0	0	0	0	0	0	0
46,769 Property and fixed asset sa	23,500	23,503	0	23,503	23,503	0	23,503	0
2,816,381 Pension adj/corp tax/gift aic	0	0	0	0	0	0	0	0
-3,529,972 Net Surplus after interest	-11,210	-125,335	-923,588	798,253	-125,335	-923,588	798,253	-3,083,286
1,000,000 Trans from Designated Res	75,000	225,000	0	225,000	225,000	0	225,000	0
0 Trans to Designated Reser	0	0	0	0	0	0	0	0
-2,529,972 Net result after Transfer	63,790	99,665	-923,588	1,023,253	99,665	-923,588	1,023,253	-3,083,286

NORTH GLASGOW HOUSING ASSOCIATION LTD.

MANAGEMENT ACCOUNTS FOR PERIOD ENDED

31-Jul-21

INCOME AND EXPENDITURE

ANALYSIS OF DIRECT EMPLOYEE & ADMINISTRATION COSTS

2021	Jul-21 Actual	<----- Actual	Apr - July 21 Budget	Variance	CUMMULATIVE TO DATE Actual	Budget	Variance	ANNUAL BUDGET
4,687,932 Salaries	370,706	1,459,780	1559700	99,920	1,459,780	1,559,700	99,920	4,679,101
821,645 Pensions	58,472	229,619	212990	-16,629	229,619	212,990	-16,629	638,971
5,509,577 Total Direct Employee	429,178	1,689,399	1772691	83,292	1,689,399	1,772,691	83,292	5,318,072
98,465 Heat & Light	3,909	15,836	16667	831	15,836	16,667	831	50,000
228,151 Depreciation	20,000	80,000	66667	-13,333	80,000	66,667	-13,333	200,000
12,571 Office & General	516	3,422	13333	9,911	3,422	13,333	9,911	40,000
59,851 Cleaning and Materials	4,431	23,522	28333	4,811	23,522	28,333	4,811	85,000
75,007 Subscriptions	4,901	21,652	25000	3,348	21,652	25,000	3,348	75,000
7,695 Photocopier costs	0	1,990	6667	4,677	1,990	6,667	4,677	20,000
41,759 Postage & Stationery	1,525	10,214	20000	9,786	10,214	20,000	9,786	60,000
0 Office Repairs & maintenar	-3,056	11,548	10000	-1,548	11,548	10,000	-1,548	30,000
204,629 Rent, Rates, Insurance	16,540	96,075	66667	-29,408	96,075	66,667	-29,408	200,000
136,269 Telephone & internet	10,974	43,524	43333	-191	43,524	43,333	-191	130,000
17,190 Audit & Accountancy	520	4,335	10000	5,665	4,335	10,000	5,665	30,000
32,031 Equipment Maintenance	1,582	6,329	18333	12,004	6,329	18,333	12,004	55,000
40,680 Legal Fees	2,016	8,670	10000	1,330	8,670	10,000	1,330	30,000
16,209 Leasing Contracts	579	4,631	6667	2,036	4,631	6,667	2,036	20,000
4,247 Promotions, publicity & anr	0	4,434	10000	5,566	4,434	10,000	5,566	30,000
120,967 Consultants	14,139	32,695	46667	13,972	32,695	46,667	13,972	140,000
414,229 Computer Support	33,275	125,857	106667	-19,190	125,857	106,667	-19,190	320,000
223,589 Computer - License & acce	40,353	66,343	60400	-5,943	66,343	60,400	-5,943	181,200
0 Office Landscape Maintene	0	0	2500	2,500	0	2,500	2,500	7,500
1,733,539 Total Office Overheads	152,204	561,077	567900	6,823	561,077	567,900	6,823	1,703,700
5,496 Recruitment advertising & c	9,931	12,124	6667	-5,457	12,124	6,667	-5,457	20,000
15,699 Staff Training	2,305	17,211	20000	2,789	17,211	20,000	2,789	60,000
0 Staff life cover	0	0	4000	4,000	0	4,000	4,000	12,000
3,358 Staff uniforms	363	1,629	2000	371	1,629	2,000	371	6,000
0 Temporary Staff	0	0	1667	1,667	0	1,667	1,667	5,000
3,015 Conferences & Seminars	0	45	8333	8,288	45	8,333	8,288	25,000
10,938 Travel & Subsistence	75	953	8333	7,380	953	8,333	7,380	25,000
141,910 Health & Safety	3,608	22,966	23333	367	22,966	23,333	367	70,000
180,416 Total Staff Overhead Cos	16,282	54,928	74333	19,405	54,928	74,333	19,405	223,000
13,162 Training	0	520	2667	2,147	520	2,667	2,147	8,000
1,286 Travel Expenses	0	13	1333	1,320	13	1,333	1,320	4,000
3,420 Expenses to Committee	256	1,140	2000	860	1,140	2,000	860	6,000
3,429 Conferences	3,650	3,650	3333	-317	3,650	3,333	-317	10,000
21,297 Total Committee Costs	3,906	5,323	9333	4,010	5,323	9,333	4,010	28,000
Total Direct Employee & Administration Costs	601,570	2,310,727	2424257	113,530	2,310,727	2,424,257	113,530	7,272,772

**NORTH GLASGOW HOUSING ASSOCIATION LIMITED
MANAGEMENT ACCOUNTS FOR THE PERIOD TO
BALANCE SHEET**

31-Jul-21

Previous
year
totals

FIXED ASSETS

ACTUAL

131,350,817 Housing Properties
-25,094,890 Depreciation

134,984,736
-26,614,890

106,255,927

108,369,846

Less:
0 Housing Association Grant

0

106,255,927 Net Value

108,369,846

1,394,695 Other Fixed Assets
1,300 Investments

1,381,210
300

107,651,922 **TOTAL FIXED ASSETS**

109,751,356

CURRENT ASSETS

287,768 Stock & WIP
36,166,311 Cash and Other Short Term Investments
513,240 Rent Arrears
1,509,226 Other Current Assets

458,089
32,516,950
352,202
1,487,375

38,476,545 **TOTAL CURRENT ASSETS**

34,814,616

CURRENT LIABILITIES

2,154,506 Short Term Loans and Current Loan Capital Repayments
0 Bank Overdrafts
4,749,794 Other Current Liabilities
2,816 Pension liability under one year

2,154,506
0
4,162,722
2,816

6,907,116 **TOTAL CURRENT LIABILITIES**

6,320,044

31,569,429 **NET CURRENT ASSETS**

28,494,572

139,221,351 **TOTAL ASSETS LESS CURRENT LIABILITIES**

138,245,928

CREDITORS DUE AFTER ONE YEAR

40,951,913 Long Term Loans
4,481,312 Pension liability
16,416,502 Deferred income
61,849,727

40,625,037
4,313,567
16,061,043
60,999,647

77,371,624 **NET ASSETS**

77,246,281

RESERVES

20,211,168 Designated reserves
14,885,518 Revenue
42,274,810 Revaluation reserve
77,371,496 **TOTAL RESERVES**

19,986,168
14,985,183
42,274,810
77,246,161

128 **SHARE CAPITAL**

120

77,371,624

77,246,281

cashflow

NORTH GLASGOW HOUSING ASSOCIATION LIMITED
MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31-Jul-21
CASHFLOW

YEAR TO

31/03/2021

0

OPERATING ACTIVITIES

ACTUAL

382,204	Operating surplus for period	293,579
4,034,380	depreciation - properties	1,520,000
228,151	Depreciation - fixtures	80,000
-351,385	Amortisation of capital grants	-120,000
46,769	Gain on sale of fixed assets	23,503
	Other finance charges	
-380,474	Decrease/(Increase)in Debtors	182,889
-144,929	Decrease/(Increase)in stock	-170,321
12,090,293	(Decrease)/Increase in Creditors	-990,276
	share capital cancelled	

<u>15,905,008</u> Net Cash In/(Out)flow From Operating Activities	<u>819,374</u>
---	----------------

INVESTING ACTIVITIES

0	Grants Received	0
-13,410,851	Acquisition and Construction Of Properties	-3,633,919
-357,047	Acquisition of Other Fixed Assets	-66,515
-6,553	Procceds on disposal of properties	0

0 Investment in Activities	1,000
----------------------------	-------

<u>-13,774,451</u> Net Cash In/(Out)flow From Investing Activities	<u>-3,699,434</u>
--	-------------------

2,130,557	-2,880,060
-----------	------------

FINANCING

18,400,000	Loans Received	1
-1,857,508	Less: Loans Repaid	-326,877
98,552	Interest Received	25,160
-1,207,444	Interest Paid	-467,577
-14	Share capital issued	-8

<u>15,433,586</u> Net cash In/(Out)flow From Financing	<u>-769,301</u>
--	-----------------

<u>17,564,143</u> Increase/(Decrease) in Cash and Cash Equivalents	<u>-3,649,361</u>
--	-------------------

17,564,144 Movement in Cash & Bank	-3,649,361
0 Movement in Bank overdrafts	0

<u>17,564,144</u> Increase/(Decrease) in Cash and Cash Equivalents	<u>-3,649,361</u>
--	-------------------

18,602,167 Opening cash balance	36,166,311
---------------------------------	------------

<u>36,166,311</u>	<u>32,516,950</u>
-------------------	-------------------

North Glasgow Housing Association Limited

Nationwide Ratios

All information contained in these ratios are taken from the annual accounts except for current figures which is management accounts

	Jul-21	2021	2020	2019
Share capital	120	128	142	144
Reserves	77,246,161	77,371,496	80,909,091	78,222,768
HAG	16,061,043	16,416,502	5,510,078	3,654,930
Net worth	93307324	93788126	86419311	81877842
Current assets	34,814,616	38,476,545	20,386,998	19,869,107
Current liabilities	6,320,044	6,907,116	5,210,813	4,285,090
Borrowings old facility	14,656,231	14,925,590	15,613,605	16,268,124
Borrowings new facility	948,489	972,680	1,042,196	1,108,002
Number of charged properties - original loan	1192	1192	1192	1192
Value per property	24955	24955	24955	24955
Total value	29746000	29746000	29746000	29746000
Number of charged properties (A) - New loan	71	71	71	71
Value per property	25606	25606	25606	25606
Total value - Category A	1818000	1818000	1818000	1818000
NB properties (B) new loan EUV	124	124	124	124
Value per property	41468	41468	41468	41468
Total value - Category B EUV	5142000	5142000	5142000	5142000
Total A + B	6960000	6960000	6960000	6960000
C Operating surplus	293,579	382,204	951,115	1,371,368
D Profit on sale of fixed assets	23,503	46,769	8,535	38,631
E Interest Receivable	25160	98552	120858	116652
F Interest Payable	-467577	-1207444	-908340	-1088873
K Other Finance Charges	0	-41296	-104203	-85337
L Pension movement	0	-2,816,381	2,618,358	-1,146,288
G Surplus before tax	-125335	-3537596	2686323	-793847
H transfer from designated reserves	225,000	1,000,000	0	500,000
I transfer (to) designated reserves				
J Surplus after reserve transfer	99665	-2537596	2686323	-793847
Lenders definition of annual surplus (G+F+H+K+L)	567242	1527525	1080508	2026651
Interest Cover Ratio - required ratio >1.1 unless year with agreed deficit				
Annual surplus/interest payable	1.21	1.27	1.19	1.86
Quick ratio	5.51	5.57	3.91	4.64
Borrowings to Net Worth - Nationwide	16.72	16.95	19.27	21.22
Charged value to Borrowings (CVB) - original loan EUV	2.030	1.993	1.905	1.828
CVB - original loan - EUV with sales	2.844	2.793	2.669	2.562
CVB new loan - EUV	7.338	7.155	6.678	6.282
CVB - EUV combined total both loans	2.29	2.25	2.145	2.056



Board Meeting

For Approval

To: Board
From: Director of Housing Services

SUBJECT: NOTIFIABLE EVENTS

DATE 5 October 2021

1.	Introduction
	This report is to update the board on notifiable events that have been reported to the Scottish Housing Regulator since the last meeting.
2.	Notifiable Events
	<p>There was one notifiable event reported to the Scottish Housing Regulator on 15th September 2021.</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
3.	Recommendation
	Members are asked to note this notifiable event reported to the Scottish Housing Regulator.

**Board Meeting****For Approval**

To: Board
From: Director of Corporate Services

SUBJECT: ASSOCIATION MEMBERSHIP

DATE 5 October 2021

1. Introduction					
	<p>Tenants and residents of the local area, who are aged 16 or over can become a member of ng homes. Members will hold one share in the Association and their names will be entered in the Register of Members referred to in Association's Rules. Currently we have 137 members/shareholders.</p> <p>For £1 you get:</p> <ul style="list-style-type: none">✓ Membership of the Association✓ A vote in the election of the Board✓ And if aged 18 or over, can stand for election				
2. Applications Received					
	<p>We have received 17 new Membership Applications.</p>				
	Name	Address	Tenant/ Owner	Ethnic Origin	Interested in joining:
1.					Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
2.					Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
3.					Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
4.					Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
5.					Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>

6.	[REDACTED]	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
7.	[REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
8.	[REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
9.	[REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
10.	[REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
11.	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> 12. Area Focus Group <input checked="" type="checkbox"/>
12.	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
13.	[REDACTED]	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>

4 applications appeared to have changed their address on the form. Legal advice from Solicitor, [REDACTED] at BTO was:

"applicants should be asked to clarify where 2 addresses are shown on a form (even if one is crossed out) – specifically, they need to confirm which of the 2 addresses on the form is their main place of residence, because the Association requires all its members to live within its area of operation and put that address in their register – so it needs to be accurate. You could note to applicants that, at present, the Board might reject the application because the form does not clearly state the residence by disclosing 2 addresses (even if one is crossed out). It may also be the case that the Membership Policy provides

the Association with the option to clarify points on an application (or an incomplete application) prior to the application being considered by the Board."

We have emailed and written to all 4 applicants asking them to clarify their main place of residence and to date have not had a reply. A blank membership form and a freepost envelope was included.

	Name	Address	Tenant/ Owner	Ethnic Origin	Interested in joining:
14.	██████	██████ ██████	██████ ██████	██████	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
15.	██████	██████ ██████	██████ ██████	██████	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
16.	██████	██████ ██████	██████	██████	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>
17.	██████	██████ ██████	██████	██████	Management Board <input checked="" type="checkbox"/> Area Committee <input checked="" type="checkbox"/> Area Focus Group <input checked="" type="checkbox"/>

The Board must give due consideration to Membership Applications no's 14-17 above due to the lack of clarity of the address provided on the application form.

3. Risk

This report follows the due process for approval of Association membership applications and failure to do so would mean that we are not following our policy.

4. Recommendation

Members are asked to APPROVE the above membership applications.

Board Meeting For Noting

To: Board
From: Director of Corporate Services

SUBJECT: GOVERNANCE UPDATE

DATE: 5 October 2021

1.	Introduction
	This report provides an update on governance related matters from 1 July to 22 September 2021.
2.	SFHA COVID-19 Updates
	<p>The SFHA continue to produce their briefings to help members through the COVID-19 crisis. Their briefings on practical governance advice have been included in past reports. All of the briefings are available at https://www.sfha.co.uk/COVID-19-Briefings</p> <p>The briefing notes are listed below together with the dates they were published/updated, please click on the specific area of work below to go directly to that section:</p> <ul style="list-style-type: none"> • Service delivery – published 23 March 2020, final version published 10 June 2020 • Health and safety – published 25 March 2020, current version published 15 July 2020 • Practical governance advice – published 26 March 2020, current version published 19 August 2020 • Care and support – published 27 March 2020, current version published 20 October 2020 • Social Security and Universal Credit – published 31 March 2020 • Freedom of Information – published 30 March 2020, current version published 22 June 2020 • Combating Isolation – published 3 April 2020 • The Coronavirus (Scotland) Act: Extension of Notice Periods – published 9 April 2020 • Humanitarian Community Resilience – published 16 April 2020 • Finance – published 27 April 2020, current version published 9 July 2020 <p>The SFHA team will update the briefings as circumstances change and more information becomes available. SFHA advise that the briefings are based on what members are telling</p>

	<p>them that they want. SFHA ask if you would like a new briefing or have any feedback on the published briefings, to please contact enquiries@sfha.co.uk.</p> <p>In addition to the above, SFHA, the Housing Support and Enabling Unit and their members have produced a guide to support social landlords with restarting sheltered housing services which were paused during the lockdown phase of the coronavirus (COVID-19) pandemic; Guide to Managing Sheltered Housing Services – published 13 August 2020 and ongoing briefings from February 2021. In addition, as previously reported, the Social Housing Resilience Group has produced the Managing services guide to support member organisations to manage services which have been disrupted due to the coronavirus (Covid-19) pandemic and this is covered in section 3 below.</p>
3.	<p>Social Housing Resilience Group Update</p> <p>The Social Housing Resilience Group (SHRG) comprises: Scottish Federation of Housing Associations Scottish Government, Public Health Scotland, Scottish Housing Regulator, Wheatley Group, Chartered Institute of Housing Scotland, Glasgow and West of Scotland Forum of Housing Associations, Association of Local Authority Chief Housing Officers, and Convention of Scottish Local Authorities (COSLA).</p> <p>It was convened by SFHA in response to the coronavirus outbreak. The SHRG aims to deal with the significant challenges the outbreak is causing so that social landlords can continue to provide the support their tenants and communities need. Issues identified by social landlords are fed directly into the group in order to find solutions and provide support. The group have now produced Version 11 of the Guide to Managing Services – 14 July 2021 and a copy of this is attached to this report for members.</p> <p>Please note that previous versions of this guide, published throughout 2020, were titled <i>Guide to Restarting Services</i>.</p> <p>This guide covers the following topics:</p> <ul style="list-style-type: none"> • services provided from housing offices • the resumption and management of services delivered to tenants in their homes. <p>Version 11 updated on 14 July 2021 includes the following revisions:</p> <ul style="list-style-type: none"> • Updates on indicative timetable for easing restrictions (p4-5) • Update on the use of face coverings (p5) • Update to Level 0 restrictions within the Protection Level Framework (p38)

	The SHRG Guide to Managing Services has not yet been updated since Version 11 as they await further information from the Scottish Government.
4.	Scottish Housing Regulator News / Publications
	<p>As previously reported, a comprehensive archive of news and publications is available on the SHR's website www.housingregulator.gov.scot The sections for news and publications are clear and easily accessible. The SHR now has specific Coronavirus (Covid-19) related news / articles. You can access the SHRs Coronavirus latest news and information through their website. During the period covered by this report no new Coronavirus (Covid-19) related news / articles were published.</p> <p>The SHR has updated a whole raft of previously published information, guidance and advice for RSL's and Governing Bodies. These updates are available on the SHR's website at https://www.housingregulator.gov.scot/publications?p=3&s=10</p> <p>There are also links to speeches and other information.</p> <p>Other SHR news and publications can be accessed at the links below:</p> <p>https://www.housingregulator.gov.scot/about-us/news</p> <p>https://www.housingregulator.gov.scot/publications</p> <p>For ease of reference your search for publications can be filtered by date range and publication type which includes the following categories:</p> <ul style="list-style-type: none"> • Advice for landlords • Statutory guidance for landlords • National Reports • Consultations • Forms and questionnaires • Speeches and presentations • Corporate Publications • Archived Reports • Information for tenants
5.	The Office of the Scottish Charity Regulator (OSCR)
	The OSCR website; www.oscr.org.uk provides access to a comprehensive suite of information for charities. This includes news, updates, reports and guidance documents and links to videos and information on webinars that are planned.

6.

Board attendance at training / conferences

Board members remain committed to keeping their skills and knowledge up to date and continue to embrace the opportunities that technology has provided by taking part in remote training events and webinars. The table below provides details of training/webinars attended by members during the period covered by this report.

Training course / Webinar	No of Board members attending	Date	Training Provider
Housing Charter Consultation	1	13/7/21	TIS (online)
Implementing Scotland's Housing to 2040 Strategy	1	31/8/21	Holyrood
SFHA Strategy – Shaping our future together	1	1/9/21	SFHA
SFHA West Finance Forum	1	2/9/21	SFHA
Housing 2021 Conference	2	7/9/21 – 9/9/21	CIH
SFHA Virtual Energy Conference	1	21/9/21	SFHA

The total cost of Board member training for the above was £2,366

SHARE's website www.share.org.uk is a useful resource where you can access information on their latest news, planned training, networks and events. Other training and learning opportunities are provided by a range of organisations including SFHA, EVH and CIH that continue to offer training, webinars and awareness sessions.

If members are interested in any of the courses, webinars or events advertised or have any specific training requirements please contact Tony Sweeney or Cheryl Murray to discuss sourcing the appropriate course and making any necessary arrangements.

7.	Annual General Meeting and Special General Meeting
	<p>The Association's Annual General Meeting (AGM) and our Special General Meeting (SGM) were both held on 14 September 2021 at Saracen House, Possilpark.</p> <p>The AGM was well attended, and all the business was covered including the feedback from [REDACTED] Wylie Bissett (external auditors). The Chair gave special mention to the upcoming retirement of Chief Executive, Robert Tamburrini and he thanked Robert on behalf of the Board for his dedication, hard work and commitment to the Association and the North Glasgow community during the last 28 years.</p> <p>The SGM was held directly after the Annual General meeting. The purpose of the meeting was to allow the Association's Members to consider and approve the revised Rules of the Association. These were developed in line with the 2020 Model Rules produced by SFHA and TC Young. The Association was supported by [REDACTED] a solicitor at BTO throughout the review process and [REDACTED] was present at the SGM to guide members through the revised Rules and she provided Members with the opportunity to ask any questions or seek any clarity they required. The revised Rules were approved unanimously and have subsequently been forwarded to the FCA (Financial Conduct Authority) for registration. This process generally takes around 4 weeks. Following this the revised Rules will be adopted by the Association.</p>
8.	Board Succession Planning; Board Recruitment
	<p>As previously reported, the advert for voluntary management Board members closed on Friday 25 June 2021. There was a high level of interest in the role with 16 expressions of interest initially received and 9 people then progressing to the next level by providing a CV and/or supporting statement to allow the Board to consider their applications. A Board Panel then met to shortlist the candidates and invited 4 applicants to interview. The interviews took place on 2 September 2021 and all 4 applicants had a positive interview. The Association's Rules currently allow the appointment of 3 Independent Board Members however this will increase to 5 once the revised Rules, approved by the Association's Members at the SGM on 14 September 2021, are fully registered by the Financial Conduct Authority (FCA). All 4 applicants will be recommended to join the Board as Independent Board members during the current session. In addition to the above, the Association also had two nominations for Community Board members for election to the Board, one related to a member who had been filling a casual vacancy during the 2020/21 Board session and one was a new nomination. Both were duly elected to the Association's Board as Community Board members.</p>
9.	Ombudsman/ First Tier Tribunal Complaints
	<p>Scottish Public Services Ombudsman</p> <p>There were no tenant complaints investigated by the Scottish Public Services Ombudsman.</p>

	First Tier Tribunal Complaints There were no First Tier Tribunal complaints to report
10.	Recommendation
	Members are asked to note the contents of this report.

Social Housing Resilience Group

Guide to Managing Services

Version 11 – July 2021

Previous versions of this document were released under the title *Guide to Restarting Services*

This guide, produced by the Social Housing Resilience Group (SHRG), is a resource to support social landlords with managing services which have been disrupted because of the coronavirus (Covid-19) pandemic. This guide covers:



services provided from
housing offices



the resumption and
management of services
delivered to tenants
in their homes

The Social Housing Resilience Group (SHRG) was convened by SFHA in response to the coronavirus outbreak. The SHRG aims to deal with the significant challenges the outbreak is causing so that social landlords can continue to provide the support their tenants and communities need. Issues identified by social landlords are fed directly into the group in order to find solutions and provide support.

The Social Housing Resilience Group comprises:

- Scottish Federation of Housing Associations
- Scottish Government
- Public Health Scotland
- Scottish Housing Regulator
- Wheatley Group
- Chartered Institute of Housing Scotland
- Glasgow and West of Scotland Forum of Housing Associations
- Association of Local Authority Chief Housing Officers
- Convention of Scottish Local Authorities (CoSLA).

Guide to Managing Services

Contents

3	Introduction		
4	<u>Background</u>		
5	Housing Offices		
6	<u>Housing Office</u> Re-opening Checklist		
14	<u>Staff Journey Map (Accessing the office or workplace)</u>		
18	<u>Customer Journey Map (Office visits)</u>		
19	<u>Services to Tenants in Their Homes</u>		
22	<u>Resuming Tenant Services Checklist</u>		
30	<u>Customer/Staff Journey Map (Home visits)</u>		
34		<u>Appendix A – User journey templates</u>	
38		<u>Appendix B: Scottish Government Protection Level Framework (selected activities)</u>	
38		<u>Appendix C: Scottish Secure Tenancies and use of electronic signatures'</u>	

Introduction

This briefing note is a resource to support social landlords with restarting and managing services which have been disrupted during the coronavirus (Covid-19) pandemic. The document is a practical briefing note and does not replace any existing guidance for the social housing sector in Scotland, however it aims to summarise existing advice on the principles involved in re-starting services as part of the national recovery process.

This guide covers:

- the re-opening of housing offices and provision of services therein
- the resumption and management of services delivered to tenants in their homes.

The information contained in this document is therefore not exhaustive and does not apply to specific settings such as care homes or sheltered housing (please refer to [Guide to Restarting Sheltered Housing Services](#)). The section on tenant services also covers occupied properties rather than visits relating to voids and allocations (please refer to the **ALACHO/Public Health Scotland guidance on voids** and the **Scottish Government guidance on allocations**).

The SHRG will be exploring key priorities relating to resumption and redesign of services including letting homes, financial and housing support for tenants, care and support, and building new homes. Online spaces for sharing practice and ideas, as well as developing new approaches to key services within the social housing sector, are also being developed (e.g. [Open Space](#)). Please get in touch with **Stacey Dingwall**, **SFHA Senior Policy Manager**, on sdingwall@spha.co.uk if you would like to contribute to any of this work.

Background

The information contained in this briefing note should be considered alongside the most up to date guidance from the Scottish Government. As outlined in the [safer work places statement](#), the Scottish Government expects employers to act responsibly in the transition from the current lockdown measures and respect the principles of the current emergency legislation. Local authorities and Police Scotland have been granted powers to take action where organisations are failing to meet the requirements of safe physical distancing. Measures to protect employees are also required under existing law such as The Health and Safety at Work Act 1974.

The [Scottish Government's Strategic Framework](#) (updated June 2021) provides a phased approach to easing the restrictions which have been put in place in response to the pandemic. This includes COVID-19 protection levels which can be applied nationally or locally depending on prevalence of the virus across Scotland. The Scottish Government has stated that decisions will be evidence led and based on meeting particular criteria such as those set by the World Health Organisation (WHO).

Reviews will be conducted regularly in order to monitor progress however following the [indicative timetable](#) for easing restriction published in March 2021, revised dates have now been provided:

19 July:

- the whole of Scotland will move to a modified version of level 0 if all necessary vaccination and harm reduction measures are met
- physical distancing for indoor public places will reduce to 1m

9 August:

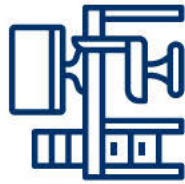
- all major COVID-19 restrictions will be lifted if the necessary conditions on vaccination and harm reduction continue
- all physical distancing regulations lifted

It should also be noted that the proposed dates and protection levels may be different to those applied elsewhere in the UK and while some of the guidance referenced in this document currently applies only to England, these have been included to assist with planning and developing practical measures.

With regard to the key topics of this briefing note, the Scottish Government illustrated how the protection level framework can be applied to particular businesses (see [Appendix C](#)). Some roles within the social housing sector will involve a combination of office-based and site-based working and the two sections of this document should therefore be considered together rather than in isolation. There are also some key issues and barriers which apply to both elements and indeed wider aspects of managing services within the social housing sector. For example, the ongoing requirements for physical distancing and hygiene will be applicable to all staff and have implications for the overall organisation. Changes to transportation, childcare provisions and the test and protect system will also have had an impact on staff. In responding to all of these changes, employers will need to consider the particular need of individuals and those with protected characteristics in order to ensure an equalities based approach in all decision making. Further guidance on how to support staff can be found in the [fair work statement](#) published by the Scottish Government and STUC.

Part one

Housing Offices



The [Strategic Framework](#) confirms that for protection levels 1 to 4, working from home should remain the default position, for those who can, and non-essential offices should remain closed until relevant guidance is agreed. It was initially proposed that a phased return for office staff may be possible following the transition to level 0 however the Scottish Government's announcement on 13 July 2021 confirms that this will now be postponed. Preparatory work for re-opening offices, including activities such as conducting checks on the premises, updating risk assessments and making changes to facilitate any new safety procedures, has also been permitted.

Further details on the protection level framework can be found in [Appendix C](#). Even at protection level 0, control measures and appropriate hygiene regimes will still be required, and remote working will still be advised where possible.

Given the further extensions to the expected dates for re-opening of offices for non-essential business, the Social Housing Resilience Group wishes to provide further advice on housing offices and, in particular, on what activities may be classed as 'essential' rather than 'non-essential'.

While social housing providers will make their own decisions with regard to the re-opening of offices, recognising local circumstances (including any [local protection levels](#) in place), the services to be provided and the number of staff required to perform essential tasks, the SHRG proposes that in considering the timing of the reopening of local housing offices, social landlords will want to consider which services and activities are essential, as long as the current Public Health guidance on physical distancing and hygiene are implemented.

These services may include:

- Lettings activity
- Tenancy sustainment and homelessness prevention work with existing tenants, including arrears-related work and welfare rights work
- Dealing with anti-social behaviour
- Supporting the delivery of essential services by tradespeople (see page 18).

Please note that this is not an exhaustive list and the resumption of any such activities will require appropriate risk assessments and health and safety measures as outlined in the rest of this guide.

It should also be noted that following the Scottish Government [announcement](#) on 15 October 2020, the wearing of face coverings is now mandatory in communal workplace areas, such as corridors, canteens and social spaces.

It was also confirmed on 13 July 2021 that the mandatory wearing of face coverings in certain settings will remain in place for the time being.

Any reopening of offices to support the provision of services which are considered essential by landlords does not necessarily mean that the office should be opened to visitors. The timing of reopening offices to visitors is a separate matter and, like determining which services are essential, is for each landlord to decide.

Housing Office Re-opening Checklist

Plans for reopening an office, both for staff and for the general public (where applicable), is likely to include the following key considerations:

1. Is the level of office re-opening in line with the guidance of the Scottish Government's proposed route map?
2. What are the risks of re-opening an office and how can these risks be managed?
3. Which members of staff should return to working in the office?
4. How can the physical office be modified to accommodate physical distancing requirements?
5. What measures are needed to ensure effective hygiene protocols?
6. What additional measures are needed for re-opening an office to the general public?

1. Is the level of office re-opening in line with the guidance of the Scottish Government's proposed route map and any local level restrictions?

- Housing providers should refer to the most up to date guidance and ensure that any decision to open offices are in line with the Scottish Government guidance.
- Please refer to [appendix B](#) for the latest timetable for easing restrictions

2. What are the risks of re-opening an office and how can these risks be managed?

Each stage of re-opening will require a full Covid-19 risk assessment which should involve the following:

- Identifying which activities and services need to be delivered in the office on an essential basis
- Identifying which activities or scenarios could result in transmission of the virus
- Identifying who could be at risk
- Assessing how likely it is that someone could be exposed to the virus
- Removing certain activities or scenarios or controlling the risk

Ideas to consider:

- ➔ Consult with your staff as part of the risk assessment process and reassure them that you understand people will have varying personal circumstances to consider and that you are working to the most up to date guidance and the principles of the fair work statement
- ➔ Share the results of the risk assessment with your staff and on your website
- ➔ If the workplace has been closed for some time, consider any additional measures which may be required prior to re-opening (e.g. additional cleaning, inspection of heating and ventilation systems and equipment safety checks)

Useful links and examples:

- The **Scottish Government** has now provided [general guidance for safer work places](#) (updated June 2021) which covers business premises which are not already covered by sectoral guidance, including general offices. This includes specific guidance on [risk assessments](#)
- The **Health and Safety Executive** have provided [general guidance on managing risks](#) in the workplace including risks assessment templates and examples.
- **IOSH** have also produced more specific [guidance on producing a Covid-19 risk assessment](#) as part of any plans to return to work safely.
- **Unite** have also developed [advice for risk assessments and procedures](#) in the context of the current pandemic
- **Supporting Social Employers (EVH)** have also provided some information on [Covid-19 Risk Management](#) which is available to their members. This includes information on Permitted Works and Industry Guidance (including a section on offices and contact centres), Safe Working Procedures and Risk Assessment and H&S Management and Administration.
- The **SVCO** website includes a section on [Risks and Regulation](#) and updates to their information on [Essential Services and Premises](#). **NCVO** has also provided a [risk register template](#).
- The **Federation of Small Businesses** has also provided general [guidance on conducting risk assessments](#) as part of the transition from lockdown and a [Health and Safety Checklist](#)
- Other examples of Covid-19 risk assessments in office environments have been provided by [CIPD](#), [HANDS HQ](#) and [Safewell](#)
- The **Scottish Government** has also provided [guidance on individual risk assessment for the workplace](#)

3. Which members of staff should return to working in the office?

Things to consider:

- What will be the purpose of the office (e.g. what tasks will be performed there)?
- Can you define a set of overall principles to underpin decision making (e.g. minimising use of public transport, limit the number of staff working simultaneously, prioritise essential tasks)?
- Which staff can continue to work safely and effectively from home and how suitable are existing home working environments (e.g. space, equipment and privacy)?
- Which staff are vulnerable or shielding?
- Which staff have family members who are vulnerable or shielding?
- Which staff have care duties or have experienced changes to childcare needs?
- What are the transport options available to staff (e.g. which staff drive, walk or cycle to work and which rely on public transport)?
- What are the individual preferences amongst staff (e.g. anxiety about returning to office or personal circumstances)?
- How will you support staff who show symptoms or test positive for Covid-19? How will this information be captured and are there any confidentiality issues to consider?
- How will you support staff who are contacted by NHS contact tracers and asked to isolate

as part of the Test and Protect system?

- Are there any additional training requirements for staff based on new protocols or changes to working practices?
- Do staff who have previously been furloughed require any additional support in their return to work?
- Is there a need to recruit any new employees or temporary workers (and associated training/induction) to cover staff absence or a backlog of tasks?
- How can staggered or flexible working hours for staff be accommodated?
- How can a cohesive workforce and effective team working be fostered when staff are working in different environments and/or different work schedules?

Ideas/proposed measures:

- Agree a simple set of principles for working in the office, developed based on consultation with staff, in order to inform the overall plan for re-opening the office (e.g. maintain physical distancing, use own equipment and follow hygiene protocols)
- Develop a staff profile based on personal circumstances, care duties, transport options, and home working arrangements and use this to develop flexible working arrangements in line with individual requirements

- Continually engage with staff in order to explain and agree any changes in working arrangements within the office and continue to monitor the impacts through ongoing consultation
- Encourage continued remote working where it is possible to do so
- Provide the additional equipment needed for employees to work safely and effectively at home (e.g. laptops, mobile phones, and video conferencing equipment)
- Help staff who are vulnerable, or live with someone who is vulnerable, and those who have care duties to work from home either in their current role or an alternative role
- Stagger arrival and departure times so those who do have to access the office are not using entry/exit points at the same time
- Conduct virtual team meetings on a regular basis in order to connect those who are working in different environments and/or different work schedules
- Develop communication and training materials for staff prior to their return to the workplace. This should include any new workplace guidance and new Covid-19 procedures, including management of self-isolation and sickness absence
- Provide active travel facilities to encourage staff to walk or cycle to their place of work (e.g. bicycle storage)

Useful links and examples:

- The **Scottish Government** has provided a [fair work statement](#) alongside more specific [guidance for businesses](#) and guidance on [returning to work safely](#)
- The **Scottish Government** [general guidance for safer work places](#) (updated on June 2021) also includes specific advice on [workforce planning and support](#)
- The **Scottish Government** has also published [guidance on homeworking](#) (updated April 2021) which includes a detailed checklist and recent additions around longer term plans for [homeworking after the Covid-19 crisis](#)
- **ACAS** have also provided general advice on [returning to the workplace](#) for employees and employers
- **Scottish Enterprise** have produced workplace innovation guides including advice on how to [optimise team performance](#) in the context of the current pandemic

- The **Construction Industry Coronavirus (CICV)** Forum has published guidance for employers on [Returning from Furlough](#). This includes a return to work letter template and employee questionnaire
- In relation to Covid-19 testing for staff, the **Scottish Government** have provided [advice for employers](#) (updated February 2021) in relation to the test and protect contact tracing system alongside general information on [getting tested](#)
- **NHS Inform** also includes some specific [guidance on shielding](#) (updated June 2021) while the Scottish Government gives specific advice on the [employment rights of those who are shielding](#) (updated June 2021)
- The **Fair Work Convention** have published a [Vision & Framework for Fair Work in Scotland](#)
- The **Scottish Government** has also provided specific guidance on [returning to work safely for micro and small businesses](#) and [guidance for call centres and customer contacts centres](#) (updated June 2021)



Key workers

Information on which members of staff may be considered as key workers for the purpose of school closures can be found in our previous [Service Delivery briefing](#) (p19-21). This also contains a suggested framework to support RSLs in their decision making on key worker status.

Vaccinations

For information on Covid-19 vaccines, Public Health Scotland have produced a [resource](#) for partners and stakeholders within the Third Sector, Local Government and the NHS who support populations eligible for COVID-19 vaccination. The purpose of these web pages is to help this workforce be fully informed about COVID-19 vaccination and be an aid to conversation about the vaccine.

4. How can the physical office be modified to accommodate physical distancing where required?

Things to consider:

- How many members of staff can safely work simultaneously in the existing office space while maintaining a safe physical distance (where required)?
- What is the minimum number of staff required to compete particular tasks?
- Can the physical office layout be adapted to facilitate physical distancing?
- Where are the most appropriate areas to install signage/markers to facilitate physical distancing?
- Are there any tasks where staff have to directly pass things to each other (e.g. office supplies, paperwork)?
- What is the volume of the air space and level of airflow in each room?
- How will each room be ventilated and what is the duration of occupation in each room?
- Are there any rooms where a safe physical distance cannot be achieved (e.g. interview rooms) and can these rooms be re-purposed?
- Are there any lifts or shared access points?
- Are there any communal facilities such as kitchens, canteens or break rooms?

- Are there any available options for smaller offices and outposts for service delivery if appropriate?
- Are there any available options for collaborative and innovative working spaces?

Ideas/proposed measures:

- Stagger start times through flexible working and rota/shift systems
- Reduce the number of people each person has contact with by using fixed teams or a partnering system
- Install new signage at key locations to remind staff of physical distancing and hygiene requirements
- Use tape or paint to mark out safe distances on the floor
- Set-up a one-way traffic system through the office and at entry/exit points if possible
- Remove shared workstations/hot desks and allocate a specific workstation to each member of staff
- Convert unused meeting rooms/conference rooms/interview rooms into workspaces
- Provide room labels on doors with details of the maximum number of occupants permitted at one time
- Stagger break times and make use of outdoor space for breaks where possible
- Use screens or barriers to separate people from each other
- Use back-to-back or side-to-side working whenever possible
- Provide signage in car parks to ensure those travelling to work by car maintain physical distancing
- Provide signage on lifts to indicate that these should only be used for essential purposes or on a one person per lift basis where possible
- Set-up drop-off points or transfer zones for deliveries and mail
- Develop an alternative staff clock-in system which avoids use of a shared pen and paper system
- Restrict non-business deliveries (e.g. avoid staff directing personal deliveries to their workplace)

Useful links and examples:

- The Health and Safety Executive have produced guidance on [working safely during the coronavirus outbreak](#)
- The UK Government has provided specific guidance on [working safely in office and contact centres](#) (updated 1 Jan 2021)
- NHS Inform have produced general guidance on [physical distancing](#) (updated June 2021)
- The Scottish Government have produced on [creating and maintaining safer workplaces](#) (updated May 2021)
- The Scottish Government [general guidance for safer work places](#) (updated June 2021) also includes an [operational guide and checklist](#) with specific advice on physical distancing (including workstations, common areas, meetings travel etc.)

- The World Health Organisation have provided considerations of [public health and social measures in the workplace](#) in the context of Covid-19
- Unite have prepared a Covid-19 checklist in appendix 4 of their of [procedural infection controls and facilities](#) for the workplace
- Scottish Enterprise have published an article on [Getting back to work – How to Thrive in a post-Covid-19 world](#) which includes a return to work checklist. They have also produce an innovation guide on how to [prepare and adapt your workplace](#).

5. What measures are needed to ensure effective hygiene protocols?

Things to consider:

- How can staff be encouraged to follow the guidance on hand washing and hygiene protocols?
- Are there any areas of the office which may require an enhanced cleaning regime (e.g. busy areas and objects or surfaces which are regularly touched)?
- What are the existing cleaning arrangements for the office including availability of cleaning staff/contractors and frequency of cleaning regimes?
- If the organisation employs their own cleaning staff, what are the arrangements for their health and safety and the supply of appropriate cleaning materials and PPE?
- What existing waste facilities are available and how often is waste collected? Does this need to be increased?
- What guidance should be provided on the use of workspaces? (e.g. keeping desks clear and removing personal items at the end of each shift)
- What guidance should be provided on the use and cleaning of toilets and other communal facilities such as kitchens and canteens?

<ul style="list-style-type: none"> • What guidance should be provided on how to handle goods, merchandise and materials? • What guidance should be provided on the cleaning of work equipment including IT equipment and company vehicles? • What guidance should be provided on the use of face coverings and PPE in the workplace? • Where will PPE be stored and how will it be accessed? • How will used PPE be disposed? 	<p>Ideas/proposed measures:</p> <ul style="list-style-type: none"> → Use signs and posters to increase awareness of good handwashing techniques → Provide regular prompts to staff reminding them to avoid touching their face and to cough/sneeze into their arm → Provide cleaning products such as hand sanitiser around the workplace, in addition to washing facilities, and make sure that these remain well stocked → Provide hand drying facilities – either paper towels or electrical dryers → Develop a detailed cleaning schedule outlining the frequency and level of cleaning required in each area and who is responsible for the cleaning → Adopt 'clean as you use' systems for shared facilities and equipment to keep up with cleaning requirements → Ensure any crockery and cutlery in shared kitchen areas is cleaned with warm, general purpose detergent and dried thoroughly before being stored for re-use → Encourage staff to stay on-site during working hours rather than going to other premises during breaks 	<ul style="list-style-type: none"> → If staff have to use security devices such as keypads to enter the business through controlled areas, you should either seek alternatives or implement cleaning and diversification arrangements → Limit the use of high touch items such as printers and whiteboards → Ensure good ventilation throughout the office and keep windows open where appropriate → Check that any ventilation or air conditioning systems that normally use a recirculation mode are set up to run on full outside air where this is possible → Develop a process for decontamination if a member of staff is suspected or a known case of Covid-19 is reported → Develop a process to ensure staff know what to do if someone feels unwell whilst at work → Advise staff of the current guidance on PPE which states that workplaces should not encourage the precautionary use of PPE to protect against Covid-19 outside clinical settings → Advise staff on the latest information on the use of face coverings in the workplace
--	--	--

Useful links and examples:

- Health Protection Scotland have provided some useful resources in relation to [hand hygiene](#) and [guidance for non-healthcare settings](#) (updated 31 December 2020) along with a poster for [key messages in the workplace](#)
- The Scottish Government [general guidance for safer work places](#) (updated June 2021) also includes specific advice on [cleaning the workplace](#), [before re-opening](#), [enhanced hygiene](#) and [keeping the workplace clean](#)
- The **Scottish Government** has published advice on the [public use of face coverings](#) (updated June 2021) . Face coverings are also now mandatory in some environments including communal workspaces such as corridors and canteens (see full guidance on the use of [face coverings in the workplace](#)). Employers should support staff who wish to wear a face covering in their workplace even where this is not required by law.
- The **UK Government** has provided specific

[guidance on Covid-19 decontamination in non-healthcare settings](#)

- The **World Health Organisation** has produced interim [guidance on the cleaning and disinfection of environmental surfaces](#) in the context of Covid-19 which includes a section on non-healthcare settings
- **Unite** have also outlined some examples of [procedural infection controls and facilities](#) for the workplace
- **IOSH** have prepared a [workplace hygiene factsheet](#) which includes a caution/care checklist
- **CIBSE** have published some best practice advice [on ventilation and the use HVAC](#) equipment in order to reduce the risk of Covid-19 transmission

Staff Journey Map

(Accessing the office or workplace)

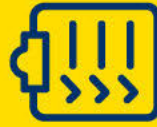
The template below provides an example of the staff journey when accessing their office or workplace. The aim of this is to support the design of new procedures for staff. This is an indicative example only and details should be adapted to suit the protocols of each organisation.

Journey Map Template

Please refer to [Appendix B](#) for an additional service user design template which could be used to explore the journey map for more specific groups.



Prior to office re-opening



- ✓ Manager consults with staff member and discusses their personal circumstances, home working/travel arrangements and preferences
- ✓ Staff member is encouraged to work from home where possible

- ✓ If it is deemed suitable that this member of staff returns to working in the office, manager consults on new working practices and revised risk assessments
- ✓ Manager provides staff member with training on new procedures and working practices

Travelling to the office



- ✓ Staff member does not travel to work if they or any member of their household is showing signs of Covid-19 or has received a positive test result

- ✓ Staff member travels to work preferably using an active travel method and starts work at an off-peak time
- ✓ Staff member adheres to the physical distancing and hygiene requirements when travelling the office

Entering the office



- ✓ Staff member arrives at the office and accesses the building with a key
- ✓ Staff member is reminded of physical distancing and hygiene requirements upon entry via signage, a tannoy system or a

member of staff

- ✓ Staff member is provided with access to hand sanitiser upon entering the building
- ✓ Staff member signs in with their own pen/clock in system

During working hours



- ✓ Staff member works at designated workstation (maintaining a safe physical distance from all others)
- ✓ When moving around the office, staff member follows the one-way system and maintains physical distancing as guided by floor markers

- ✓ Staff member maintains good hygiene practices, including the wearing of face coverings where necessary, and washes hands regularly
- ✓ Staff member adheres to clean as you use system and cleans shared items after use

Leaving the office



- ✓ Staff member clears workstation and removes all personal belongings at the end of the day

- ✓ Staff member exits the building following the one-way system and maintaining a safe physical distance from all others

Following the office visit



- ✓ Staff member informs their manager if they develop symptoms and arranges to be tested
- ✓ If staff member tests positive, they should isolate and follow the guidance of NHS contact tracers

- ✓ NHS contact tracers will contact the member of staff if any close contacts develop symptoms/test positive

6. What additional measures are needed for re-opening an office to the general public?

Things to consider:

- Which services require in-person contact with customers or visitors compared to those which can still take place remotely?
- What are the options for holding remote or virtual appointments?
- Can appointments be held in another location other than the office (e.g. an outdoor space, a public place, a community facility or the premises of a partner organisation)?
- Which parts of the office will be open to the general public (e.g. reception, meeting rooms)?
- What are the current systems for managing access to public spaces such as public reception areas, meeting/interview rooms and toilet facilities as well as those outside of the building such as car parks?
- What is the maximum number of customers/visitors that can reasonably follow the physical distancing guidance based on the overall floor space and likely busy/bottleneck areas?
- What will public opening times be and will these be aligned with new staff rotas/flexible working arrangements, the availability of public transport and the opening times of nearby premises?

Ideas/proposed measures:

- Are there any shared working spaces or shared access systems in multi-tenant sites which may need to be co-ordinated with other landlords or tenants?
 - Are there any public areas which may require an enhanced cleaning regime (e.g. busy areas and objects or surfaces which are regularly touched)?
 - What are the existing cleaning arrangements for public areas including the availability of cleaning staff/contractors and frequency of cleaning regimes? Do these need to be modified?
 - What existing waste facilities are available in the public areas and how often is waste collected? Does this need to be increased?
 - How will clear communication on the physical distancing and hygiene members in place be provided to customers visiting the office (including those with visual impairments, disabilities or where English is a second language)?
 - How can new or existing communication channels be used to notify tenants of re-opening dates, proposed opening hours and new measures which have been put in place to protect staff and customers?
 - What protocols are in place for handling customer payments?
 - How will customer/visitors to the office be logged?
- Develop a process for conducting virtual appointments such as telephone or video call with customers
 - Continue to conduct video conference meetings with external partners rather than hosting large meetings in the office
 - Schedule staggered customer visits through pre-allocated appointments and use the appointment booking process as an opportunity to share information on new protocols with visitors before they come to the office
 - Limit the number of people who are permitted to occupy each public space at a time
 - Establish host responsibilities to manage queuing and access systems and provide any necessary training for people who act as hosts for visitors
 - Install signage at key locations or use a tannoy system to remind customers of physical distancing and hygiene requirements
 - Use outside premises for queuing where available
 - Use tape or paint to mark out safe distances on the floor (internally and externally) to facilitate a queuing system for customers

- ➔ Set-up a one-way traffic system through the public areas and at entry/exit points if possible
- ➔ Use screens or barriers to separate people from each other (e.g. a screen at the reception desk to separate staff and customers)
- ➔ If a public car park is available, provide signage to remind customers of physical distancing and hygiene requirements
- ➔ Provide signage on lifts to indicate that these should only be used for essential purposes or on a one person per lift basis where possible
- ➔ Provide cleaning products such as hand sanitiser in public areas
- ➔ Develop a detailed cleaning schedule outlining the frequency and level of cleaning required in each of the public areas
- ➔ Provide posters with specific instructions on effective cleaning protocols in public areas
- ➔ Adopt a cashless or contactless payment system for customers where possible
- ➔ Adopt a process for supporting staff who have been contacted by NHS contact tracers and asked to isolate as part of the Test and Protect strategy
- ➔ Develop an alternative visitor log which avoids use of a shared pen and paper system

Useful links and examples:

- Near Me offers a video conferencing platform which is now available to all social landlords, both local authority and housing associations, regardless of the organisation's size. A public services license has been secured, and as such, there will be no license costs to housing providers until at least 2023. Further information can be found [here](#).
- SCVO have provided examples of [new service delivery models and digital tools](#) which can be used to support remote appointments rather than in-home visits
- The UK Government has provided specific guidance on [working safely in offices and contact centres](#) (updated May 2021)
- The Scottish Government has also provided [guidance for customers](#), which although aimed at the retail sector, offers information which may be applicable to those accessing housing related customer services. Related documents include [guidance for the retail sector](#) and guidance on the [public use of face coverings](#).
- Health Protection Scotland have provided some advice on what to do if a case of Covid-19 has recently attended the office in [their guidance for non-healthcare settings](#) including the recommended cleaning procedures

Customer Journey Map (Office visits)

The template that follows provides an example of a customer journey when visiting their local housing office. The aim of this is to support the design of the customer experience during such a visit. This is an indicative example only and details should be adapted to suit the protocols of each organisation. Please refer to [Appendix B](#) for an additional service user design template which could be used to explore the journey map for more specific groups.

Prior to office visit



- ✓ Customer receives notification of office re-opening via letter, email or social media
- ✓ Customer contacts housing staff/office to arrange an appointment – staff member assesses whether an office appointment is required and books a time slot
- ✓ Staff member reminds customer to adhere to the physical distancing and hygiene requirements when visiting the office and to re-schedule their appointment if they or any members of their household develop symptoms prior to the visit

Entering the office



- ✓ Customer arrives at the office and is directed into the building or to the outdoor queuing system depending on the access controls and number of occupants already in the building
- ✓ Customer is reminded of physical distancing and hygiene requirements upon entry via signage, a tannoy system or a member of staff
- ✓ Customer puts on face covering
- ✓ Customer is provided with access to hand sanitizer upon entering the building

During the office visit



- ✓ Customer enters the one-way queuing system or waits in designated area (maintaining a safe physical distance from all others) until called to the reception desk by a member of staff
- ✓ Staff provide the customer with desired service while maintaining physical distancing (or with an appropriate barrier or screen in place)
- ✓ Customer exits the building following the one-way system and maintaining a safe physical distance from all others

Following the office visit



- ✓ Customer should wash their hands or use hand sanitiser
- ✓ Customer should book a test if they develop symptoms and follow the advice of NHS contact tracers if they test positive

Part two

Services to Tenants in their Homes



The [Strategic Framework](#) confirms that construction is defined as essential work under for protection levels 0 to 4. While tradespeople can work in other people's homes under all protection levels, for areas in level 4, this work should be restricted to essential goods and services only.

Levels 0 to 3: Tradespeople can continue to work in other people's homes providing they follow guidance on working safely. Tradespeople who deliver goods or services to homes and businesses can travel between all levels for work purposes.

Level 4: Tradespeople should only go into a house in a level 4 area to carry out or deliver essential work or services. As outlined in the guidance on [businesses and workplaces that must close and can remain open at protection level 4](#), essential services are those which "fundamentally underpin, sustain and safeguard households".

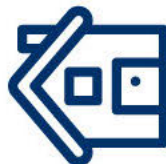
For social landlords, essential work may include:

- utility engineers and telecoms workers (e.g. electricity, gas, solid fuel, water, broadband) for the purpose of safety checks, repairs, maintenance and installations (where those cannot be delayed or there is a risk to continuity of supply)
- urgent repairs and maintenance – time critical repairs and maintenance that threaten the household's health and safety
- pest control
- delivery, installation and repair of key household furniture and appliances such as washing machine, refrigerator, cooker etc.
- provision of health, medical and veterinary care to household occupants including animals e.g. to prevent a health or welfare issue arising or address a current health or welfare issue
- services in support of a home move
- domestic cleaner providing services in support of a clean and safe living environment for people in vulnerable circumstance, living with a disability and as a result of that vulnerable circumstance or disability are unable to clean their own home

All visits by tradespeople will still be subject to risk assessments, physical distancing and hygiene measures.

Further details can be found in the guidance on [local protection levels](#) and [general guidance for safer workplaces](#). The Scottish Government has also provided [specific guidance on 'work in other people's homes'](#).

In terms of other support related home visits to tenants, the overall routemap indicates that there will be a gradual resumption of key support services in the community and greater direct contact for social work and support services with at risk groups and families. The [Strategic Framework](#) and [guidance on local protection levels](#) provide further information on which activities may be permitted across the different protection levels. This indicates that in [level 4](#) areas, support services should be conducted remotely where possible, and where this is not possible, limited to essential support services only. Further details can also be found in the guidance on the [health and wellbeing support services](#).



Please note that this section is focussed on services to existing tenants rather than those relating to allocations or development activity. Further guidance on these topics can however be found in the following documents:

- Updated **Scottish Government guidance on moving home** (updated June 2021)
- **Scottish Government/CosLA** have produced [guidance on allocations](#) (updated 14 December 2020) in social housing
- **ALACHO and Public Health Scotland** have produced [guidance on safe working in void properties during the Covid 19 outbreak](#) (due to be updated June 2021)

- The **SHRG** have also contributed to [new guidance on domestic violence](#) published by **Scottish Women's Aid (SWA)** and the **Chartered Institute of Housing Scotland (CIHS)** which provides further advice on homelessness provisions and allocating or transferring tenancies
- The **Scottish Government** have provided information on the impacts of Covid-19 on the [affordable housing supply programme](#)
- A note on **electronic signatures for Scottish Secure Tenancies** has also been produced by the SHRG and can be found in [Appendix C](#) of this document. This should be used for information purposes only and does not constitute legal advice.

Resuming Tenant Services Checklist

Plans for resuming services to existing tenants in their homes, will require consideration of the following:

1. Is resuming a particular service in line with the guidance of the Scottish Government's proposed route map?
2. What are the risks of resuming tenant services and how can these risks be managed?
3. Which members of staff and contractors should be visiting tenants in their homes?
4. How can working practices be modified to accommodate physical distancing requirements when visiting tenants?
5. What measures are needed to ensure effective hygiene protocols?
6. What additional measures are needed to communicate with and protect tenants as part of resuming services and home visits?

1. Is resuming a particular service in line with the guidance of the Scottish Government's proposed route map and any local level restrictions?

- Housing providers should refer to the most up to date guidance and ensure that any decision to resume services are in line with the Scottish Government guidance
- Please refer to [appendix B](#) for the latest timetable for easing restrictions

2. What are the risks of resuming tenant services and how can these risks be managed?

Each stage of resuming services will require a full risk Covid-19 assessment which should involve the following:

- Identifying which activities or scenarios could result in transmission of the virus
- Identifying who could be at risk
- Assessing how likely it is that someone could be exposed to the virus
- Removing certain activities or scenarios or controlling the risk

Ideas/proposed measures:

- ➔ Consult with your staff and tenants as part of the risk assessment process to understand their views on in-home visits
- ➔ Share the results of the risk assessment with your staff, tenants and on your website
- ➔ If certain services have been suspended for some time, consider any additional measures which may be required (e.g. review of backlog, additional staff/training requirements, additional safety checks)

Useful links and examples:

(in addition to those provided as part of the Housing Offices section)

- The **Health and Safety Executive** has provided information on [RIDDOR reporting of Covid-19 in cases](#) of occupational exposure
- The **UK Government** has produced guidance on [working safely in other people's homes](#). (The information is also detailed in [this publication](#) which contains an [example compliance notice](#) which can be shared with staff and member of the public.)
- The advice on [Covid-19 Risk Management](#) which **Supporting Social Employers (EVH)** have provided to their members also includes information on Landlord Compliance and Work in Domestic Homes,

Construction, Occupational Driving, Gas Safety Checks and Asbestos works.

- **MSAFE** have published [advice on Covid-19 risk control for tradespeople](#) working in occupied homes alongside a tool for reviewing [Covid-19 Site Operating Procedures](#)
- Other examples of **Covid-19 risk assessments** relating to working in peoples homes, including essential repairs or maintenance, have been provided by [HANDS HQ](#)
- **CICV** have produced a [pre-work checklist and health and safety guide](#) alongside practical advice on [work to be carried out in people's homes](#) alongside a broader [safe return and restart guide](#) for the construction industry

3. Which members of staff and contractors should be visiting tenants in their homes?

Things to consider:

- What types of services require in-home visits and which members of staff (or external contractors) are absolutely necessary to deliver these particular services?
- Which staff can continue to offer tenant services safely and effectively from home and how suitable are existing homework environments (e.g. space, equipment and privacy)?
- Which staff are vulnerable or shielding?
- Which staff have family members who vulnerable or shielding?
- Which staff have care duties or have experienced changes to childcare needs due part-time school model?
- Staff transport options – which staff drive, walk or cycle to work and which rely on public transport?
- Which staff make use of company vehicles for visits to tenants?
- What are the individual preferences amongst staff and tenants (e.g. anxiety about working in tenant's homes, personal circumstances)?

- How will you support staff who show symptoms or test positive for Covid-19? How will this information be captured and are there any confidentiality issues to consider?
- How will you support staff who are contacted by NHS contract tracers and asked to isolate as part of the Test and Protect system?
- Are there any additional training requirements for staff/contractors based on new protocols or changes to working practices when visiting tenants and properties?
- Is there a need for any new employees or temporary workers (and associated training/induction) to cover staff absence or a backlog of tasks?
- Where applicable, do external contractors have sufficient availability and capacity to deliver services to tenants?

Ideas/proposed measures:

- Consult with staff in order to explain and agree any changes in working arrangements when providing visits to tenants in their homes and continue to monitor the impacts through ongoing engagement
- Encourage continued remote working where it is possible to do so (e.g. staff to provide tenant services via phone or video)

- Provide additional equipment needed for employees to work safely and effectively at home (e.g. laptops, mobile phones, video conferencing equipment)
- Help staff who are vulnerable, or live with someone who is vulnerable, and those who have care duties to work from home, either in their current role or an alternative role
- Offer staff who are clinically vulnerable (but not in the shielding group) and who cannot work at home the safest available on-site roles, enabling them to stay a safe distance away from others
- Stagger arrival and departure times so those who do have to access the office are not using entry/exit points at the same time
- Avoid sharing work vehicles
- Develop communication and training materials for staff who will be visiting tenants and properties prior to the resumption of these services. This should include any new workplace guidance and new Covid-19 procedures, including management of self-isolation and sickness absence

Useful links and examples:

(in addition to those provided as part of the Housing Offices section)

- **Health Protection Scotland** have provided some guidance on frontline outreach and visiting support services and essential maintenance in people's homes as part of their [guidance on non-healthcare settings](#) (updated on 31 December 2020)
- The **UK Government** has produced guidance on [working safely in other people's homes](#) as well as specific guidance on the use of [work vehicles](#)



Key workers

Information on which members of staff may be considered as key workers for the purpose of school closures can be found in our previous [Service Delivery briefing](#) (p19-21). This also contains a suggested framework to support RSLs in their decision making on key worker status.

Vaccinations

For information on Covid-19 vaccines, Public Health Scotland have produced a [resource](#) is for partners and stakeholders within the Third Sector, Local Government and the NHS who support populations eligible for COVID-19 vaccination. The purpose of these web pages is to help this workforce be fully informed about COVID-19 vaccination and be an aid to conversation about the vaccine.

4. How can working practices be modified to accommodate physical distancing (where required) when visiting tenants?

Things to consider:

- Is a home visit required or are there any services which could be delivered remotely or in an alternative setting?
- What is the minimum number of staff/contractors required to complete particular tasks and what is the expected duration of each activity?
- How many staff can safely work simultaneously on specific tasks while maintaining a safe physical distance?
- How can existing tenant/property visit protocols be adapted to facilitate physical distancing?
- Is face to face contact with the tenant required (e.g. for a support related visit)?
- If the visit is relating to a repair or maintenance, can the tenant(s) remain in a separate room to where the work is being completed?
- Are there any circumstances where staff and external contractors may have to work together to deliver a service to a tenant?
- Are there any busy areas in the property or building (e.g. stairs and corridors)?
- Are there any areas where staff have to directly pass things to each other or to tenants (e.g. tools, paperwork, ID)?

- What are the PPE requirements for particular tasks and job roles? Is this PPE available?
- Availability and protocols for any external contractors who may be visiting tenants or properties?
- Are there any available options for collaborative and innovative working practices?
- What is the volume of air space including the level of airflow and the duration of occupation in each room where staff are being asked to work? Can the windows be left open in the proposed work area?
- How will the property be accessed? Are there any lifts/shared access points?

Ideas/proposed measures:

- Find digital or remote alternatives to physical, in-home work where possible such as video or phone consultation
- Where tenant visits involve external contractors, agree shared protocols and review external contractor's risks assessments prior to commencing work
- Reduce the number of people each person has contact with by using fixed teams or a partnering system
- Where tasks require multiple visits to a particular property, allocate the same staff/contractors to each property
- Match staff/contractors to households which are local to them to minimise travel distances

- Use tape or paint to mark out safe distances on the floor where two members of staff are working in the same area
- Where physical distancing is not possible, use other methods such as:
 - keeping the activity time involved as short as possible
 - screens or barriers to separate people from each other
 - back-to-back or side-to-side working whenever possible
 - Provide staff with appropriate PPE where required
- Where possible, stagger break times, make use of outdoor space for breaks and ask staff/contractors to bring their own food and drink
- Assign tools and work equipment to particular individuals and avoid sharing where possible
- Where items do need to be shared, develop contactless procedures for exchanging items such as paperwork, keys, tools and materials by setting up drop-off points or transfer zones
- Hold meetings outdoors or in well-ventilated rooms whenever possible
- Provide signage on lifts in multi-storey flats to indicate that these should only be used for essential purposes or on a one person per lift basis where possible

Useful links and examples:

(in addition to those provided as part of the Housing Offices section)

- **Kingdom Housing Association** have been using [augmented reality](#) to minimise the need for staff to visit tenant properties. The technology allows a trades operative to be virtually present in a tenant's home, to review any repairs or problems in real time using video technology on a mobile phone or tablet. They can then offer support and advice by having their hand superimposed on the scene in the tenant's home. This project has been supported through a partnership between housing consultancy **DtL Creative** and Swedish-based **XMReality**
- The **Health and Safety Executive** have produced [guidance for gas engineers](#) who may be visiting properties for emergency repairs or as part of gas safety checks. This includes some example scenarios where dealing with clinically vulnerable tenants or households who are isolating

5. What measures are needed to ensure effective hygiene protocols?

Things to consider:

- How can staff, contractors and tenants be encouraged to follow the guidance on hand washing and hygiene protocols?
- Are there any cases where staff/contractors may need to move between different properties and locations to complete their work?
- Are there any items which may require an enhanced cleaning regime (e.g. tools, equipment and shared vehicles)?
- Are there any items which need to be exchanged between staff and tenants (e.g. paperwork and ID)?
- How will signatures be obtained for legal documents?
- What are the existing cleaning arrangements including availability of cleaning staff/contractors and frequency of cleaning regimes in areas used by those providing services to tenants (e.g. storage facilities, changing rooms, toilets)?
- How will waste be disposed when working in tenant properties?
- What guidance should be provided on the use of shared tools and equipment?

- What guidance should be provided on the use and cleaning toilets and other communal facilities such as kitchens and canteens?
- What guidance should be provided on how to handle goods, merchandise and materials?
- What guidance should be provided on cleaning of work equipment including IT equipment and company vehicles?
- What guidance should be provided on the use of face coverings and PPE in the workplace?
- Where will PPE be stored and how will it be accessed?
- How will used PPE be disposed?

Ideas/proposed measures:

- Provide staff/contractors who are working in tenant's homes with regular reminders of the required hand washing and hygiene protocols and provide hand sanitiser to be used in cases where washing facilities are unavailable
- Develop a contactless procedure for exchanging documents and obtaining electronic signatures where possible
- Adopt 'clean as you use' systems for shared facilities, vehicles and equipment to keep up with cleaning requirements
- Develop a detailed cleaning schedule outlining the frequency and level of cleaning required for each piece of equipment and who is responsible for the cleaning
- Where staff/workers are working in a tenant's home, keep work areas tidy and adopt frequent cleaning of objects and surfaces that are touched regularly in order prevent transmission through contaminated surfaces
- Collect materials in bulk to reduce the frequency of needing to visit shops to buy or collect materials
- Remove all waste and belongings from the work area at the end of a shift and at the end of a job
- Advise staff of the current guidance on PPE which states that where staff/contractors are working in roles which already require PPE to be used for particular tasks they should continue to do so. However workplaces should not encourage the precautionary use of PPE to protect against Covid-19 outside clinical settings unless this is deemed necessary by a risk assessment (e.g. as part of Phase 4 of the construction sector restart plan)
- Adopt a process for supporting staff who have been contacted by NHS contact tracers and asked to isolate as part of the Test and Protect strategy

Useful links and examples:

- (in addition to those provided as part of the Housing Offices section)
- The **Health and Safety Executive** have produce guidance on [the use of PPE in non-healthcare settings](#) in the context of Covid-19 as well more general information of the use of [PPE in the workplace](#)
- The **Scottish Government** [general guidance for safer work places](#) (updated June 2021) also includes specific advice on [PPE](#)
- Health and social care providers (e.g. sheltered housing and supported accommodation) should continue to use the **local PPE hubs** and the **PPE Social Care Triage system** (further information can be found [here](#))
- **Health Protection Scotland** have provide some advice on what to do if a member of staff becomes a first responder to a suspected Covid-19 case in their [guidance for non-healthcare settings](#) (updated 31 Dec 2020) including the recommended cleaning procedures



Securing PPE

Please note that a new service, delivered by the **Scottish Government** and **Lyreco**, has been developed to support organisations in non-healthcare settings secure the appropriate PPE for delivering essential services. If you would like to register for access to this supply route, please reply to enquiries@spha.co.uk. Your details will then be forwarded to the Scottish Government, and we will also issue a supplier form for you to engage with Lyreco.

The Scottish Government also published a [Personal Protective Equipment \(PPE\) - action plan](#) on 28 October 2020. The plan's scope includes health and social care settings and other workplaces where Covid-19 could put people at risk and they therefore need to wear masks, gloves and/or gowns to combat it.

6. What additional measures are needed to communicate with and protect tenants as part of resuming services and home visits?

Things to consider:

- How will you consult with tenants about proposed changes to home visits and how will tenants be informed about the resumption of services?
- If there is a backlog of requests (e.g. for non-emergency repairs)? How will this be prioritised and how will this system be communicated to tenants?
- How will you identify vulnerable tenants and the level of additional support that may be required?
- If an in-home visit is required, what is the process for notifying tenants about maintaining a safe distance and hygiene procedures prior to the visit?
- How will staff check whether the tenants are isolating or shielding prior to the visit?
- How can you assure tenants that home visits will be safe any staff/contractors who visit their home will adhere to the most up to date guidance and follow physical distancing and hygiene measures?

- Will there be a consistent point of contact for tenants to support them if they are anxious about in-home visits or need any follow-up assistance after the visit?
- How will you communicate with tenants to who don't have English as their first language and others who may struggle with written and verbal communication?
- Will there be any circumstances where physical distancing requirements cannot be followed? (e.g. emergency situations such as fires or an accident)
- Will home visits be required as a response to anti-social behaviour reports?

Ideas/proposed measures:

- ➔ Develop 'virtual tenant groups' or conduct remote surveys to consult with tenants
- ➔ Provide general advice on physical distancing and hygiene protocols to all tenants via posters, letters, emails, text or other communication methods using simple messaging to explain guidelines (e.g. images and clear language) with consideration of groups for which English may not be their first language
- ➔ Consider using wider media channels such as websites and social media as well as TV and local radio to communicate with tenants

➔ Issue written guidance to all tenants on what can and cannot be expected during any home visits including the requirements for physical distancing, hygiene and any other new protocols which they need to follow alongside a reassurance of the health and safety measures which have been put in place. This could include the following:

- Advise tenants that a safe physical distance is kept from those working, if possible
- Advise tenants to follow all hygiene advice during the visit (e.g. washing hands and coughing or sneezing into elbow)
- Advise tenants to leave all internal doors open to minimise contact with door handles
- Advise tenants that in an emergency, for example, an accident, fire, or break-in, people do not have to maintain physical distancing if it would be unsafe
- Advise tenants that all staff/external contractors have been fully trained on the new protocols
- Advise tenants that appropriate risk assessments have been connected for all home visits

- ➔ Where an in-home visit is required, discuss the working environment and practices with householders and clients in advance (e.g. by telephone or video call) to confirm how the work will be carried out, if a physical visit is needed
- ➔ When booking appointments, remind the tenants of the new protocols and ensure they have understood any written guidance issued

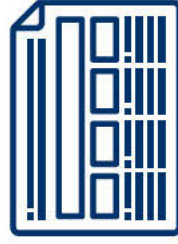
Useful links and examples:
(in addition to those provided as part of the Housing Offices section)

- The [NHS Inform communication toolkit](#) (updated May 2021) contains various resources for sharing important coronavirus (Covid-19) information, such as advice on symptoms and hygiene, with staff and tenants (this includes leaflets, posters and video content as well which are available in multiple languages and alternative formats such as audio, easy read and British Sign Language)
- [ScotPHO](#) have produced a [Covid-19 Community Vulnerability map tool](#) based on demographic, social and clinical indicators relevant either directly to Covid-19 or to socio-economic factors that are likely to modify the impacts of the pandemic and efforts to delay it. This could be used to identify particularly vulnerable datazones and areas where tenants may require additional support.

- Working with the [SHRG](#), the [Scottish Government](#) has published specific non-statutory guidance on physical distancing and hygiene requirements in [multi-storey and high-density flats](#). This includes examples of signage and letters to tenants which could be used to make them aware of any new protocols
- Dutch housing association [Qlinker](#) currently uses digital technology to deliver [remote customer services](#) to current and prospective tenants using the Qlinker app for all – from finding a new (or different) home, signing their contract, paying their rent and asking for maintenance or repairs.
- Some housing associations have prepared guidelines on home visits, such as this example by [Sanctuary Housing](#), which outlines the steps which have been taken to keep tenants safe

Customer/Staff Journey Map (Home visits)

The template on the following page provides an example of a customer journey when receiving a visiting from a member of staff or a contractor. The aim of this is to support the design of the customer experience during such a visit. This is an indicative example only and details should be adapted to suit the protocols of each organisation.



Journey Map Template




Please refer to [Appendix B](#) for an additional service user design template which could be used to explore the journey map for more specific groups.

Customer	Staff/contractor
<p>Prior to home visit</p> <ul style="list-style-type: none"> ✓ Customer receives notification of services resuming via letter, email or social media ✓ Customer contacts housing staff to arrange a visit ✓ Staff member ask some screening questions and assesses whether an in-home visit is required ✓ If a visit is required, staff member reminds the customer to adhere to the physical distancing and hygiene requirements during the visit and to re-schedule their appointment if they or any members of their household develop symptoms prior to the visit 	<ul style="list-style-type: none"> ✓ Staff member/contractor is provided training on new working practices including physical distancing and hygiene requirements ✓ Staff member/contractor reviews risk assessment for the particular visit ✓ Staff member ensures they have appropriate PPE for the visit (e.g. hand sanitiser or PPE specific to repair/maintenance job) ✓ If staff member or any members of their household develop symptoms prior to the visit they should contact their manager and arrange to be tested. Another member of staff should complete the visit instead
<p>Entering the home</p> <ul style="list-style-type: none"> ✓ Customer reviews staff member(s)/contractor(s) ID while maintaining distance ✓ Customer confirms that no-one is the household is displaying Covid-19 symptoms, isolating or shielding ✓ Customer provides staff member/contractor access to the property including access to handwashing facilities where possible 	<ul style="list-style-type: none"> ✓ Staff member(s)/contractor(s) arrives at the home and shows ID/confirm appointment while maintaining distance ✓ Staff member(s)/contractor(s) confirms with tenant that no-one is the household is displaying Covid-19 symptoms, isolating or shielding ✓ Staff member enters the property and washes hand (where possible) or uses hand sanitiser
















Customer	Staff/contractor
<p>During the home visit</p> <p>This section could vary depending on the type of visit</p> <p>Repair/maintenance visit:</p> <ul style="list-style-type: none"> ✓ Customer remains at a safe physical distance from staff/contractors and ideally in a separate room to where the work is being carried out <p>Advice/support visit:</p> <ul style="list-style-type: none"> ✓ Customer always remains a safe physical distance away from staff/contractors and within a well-ventilated room (or outdoors where possible) 	<p>This section could vary depending on the type of visit</p> <p>Repair/maintenance visit:</p> <ul style="list-style-type: none"> ✓ Staff member(s)/contractor(s) completes designated task or required service while maintaining physical distancing (or with an appropriate barrier or screen in place) ✓ Where applicable, staff member(s)/contractor(s) dispose of any waste and clean working area in line with hygiene protocols <p>Advice/support visit:</p> <ul style="list-style-type: none"> ✓ Staff member remains at a safe physical distance from staff/contractors and within a well-ventilated room (or outdoors where possible)
<p>Following the home visit</p> <ul style="list-style-type: none"> ✓ Customer should wash their hands or use hand sanitiser ✓ Customer should book a test and isolate if they develop symptoms and following the advice of NHS contact tracers if they test positive 	<ul style="list-style-type: none"> ✓ Staff member/contractor follows RIDDOR reporting procedures in the event of any occupational exposure ✓ Staff member/contractor informs the manager if they develop symptoms and arranges to be tested ✓ If staff member tests positive, they should isolate and follow the guidance of NHS contact tracers

Appendices




Appendix A: User journey – staff

	Before work/travel	Arriving	At work activities	At work activities	Leaving
Draw or describe what this person does or will do					
How do they feel?	   _____				
What are the painful points in the journey?					
What are the opportunities to improve the journey?					

Appendix A: User journey – staff example

	Before work/travel	Arriving	At work activities	At work activities	Leaving
Draw or describe what this person does or will do	Jamie is keen to get back to work for his mental well being and because his internet connection isn't reliable. Jamie has to drop his toddler off at the child-minder before coming to work. The child-minder is taking only certain children on certain days.	He avoids the lift by climbing four flights of stairs. He arrives off peak but it is difficult to arrive at an exact time to avoid colleagues as it takes such a long time to find a parking space. He usually takes the train but is avoiding public transport.	Sitting apart from colleagues feels isolating. Things which make life easy at the office are not available to him for example no one is using the printer, if he uses the kettle he must disinfect all surfaces before and after.	Some meetings are taking place outside, including walking meetings, which is refreshing way of working. However, not great for note taking or the Scottish weather.	Jamie must leave earlier than usual to avoid peak travel. He also must build in time to clean his desk and tidy his materials.
How do they feel?	  	  	  	  	  
What are the painful points in the journey?	busy, multi-tasking	rushed, frustrated	still isolated, inefficient	intrigued, inspired	less productive
		parking	physical distancing and hygiene impede social and practical aspects of the office	practical limits of outdoor meetings	time being lost
What are the opportunities to improve the journey?	support Jamie to improve his internet connection at home	employer suggests cycle to work scheme, provides cycle parking, access to showers	consider physical ways to socialise at a safe distance	suggest voice recording notes and provide staff with headphones to listen back	balance at home working with office working

Appendix A: User journey – customer

	How do they hear about the service?	How do they access the service?	How do they experience the service?	How does the service develop for them?	How does the service conclude?
Draw or describe what this person does or will do					
How do they feel?	 -----				
	 -----				
	 -----				

What are the painful points in the journey?					
What are the opportunities to improve the journey?					

Appendix A: User journey – customer example

	How do they hear about the service?	How do they access the service?	How do they experience the service?	How does the service develop for them?	How does the service conclude?
Draw or describe what this person does or will do	Charlie gets a letter saying housing offices will be open for appointments for some services. She does not have a computer so is pleased she will be able to attend to address an ongoing problem and get information.	She calls to arrange an appointment. It takes a few attempts to get through. On the phone, they try to resolve the issue but decide it would be better to meet in person.	Charlie is surprised that she has to queue at the office as she has made an appointment. For health reason, she finds it difficult to stand for a long period. No one is outside to speak to.	Charlie finds it difficult to hear through the plastic screen. She is tired from standing. The staff member is helpful and understanding. They resolve the problem and she is given a number to call about this issue in future.	Overall Charlie is pleased she has been able to resolve the problem and it has relieved anxiety. She has also benefited from seeing someone in person after a long period at home.
How do they feel?	☹️	✖️	✖️	✖️	✖️
	☹️				
	☹️		✖️		
What are the painful points in the journey?	no computer access	telephone lines are busy	having to stand; was not clear she might have to wait	plastic screen impedes communication; no where to sit due to hygiene concerns	
What are the opportunities to improve the journey?	introduce to digital inclusion services	explain what will happen at the appointment	consider how people with a disability will use the service; how are people identified to skip the queue	consider communication in instance of hearing or sight difficulties	take opportunity to check in with customer on their wellbeing and sign post relevant services

Appendix B: Scottish Government Protection Level Framework (selected activities)

Please refer to the Scottish Government's [Strategic Framework](#) update and [COVID-19 local protection levels](#).

	Level 4	Level 3	Level 2	Level 1	Level 0
Proposed dates (see timetable for easing restrictions)	See current COVID-19 protection levels				All of Scotland to move to a modified version of level 0 by 19 July
Going to work/working from home	Work from home where possible				Work from home where possible (A gradual return to offices is expected to take place beyond level 0)
In-home work (e.g. repairs and decoration)	Essential maintenance, upkeep or repairs only			Permitted	
Support Services	Services can operate in line with guidance, where they are essential for people's wellbeing – i.e. where participants' health (including their mental health) and wellbeing would be significantly impacted by non-attendance			Support services can continue to operate in line with guidance	

Note: All restrictions will be kept under review in the event of new information, such as a new variant of concern, to ensure that they remain proportionate and necessary to address the ongoing public health emergency. This table is for reference purposes only and may be adjusted. Regulations in relation to each level will be published on [legislation.gov.uk](https://www.legislation.gov.uk) and relevant public health advice (such as physical distancing and enhanced hygiene measures) applies.

Appendix C: Note for Social Housing Resilience Group – Scottish Secure Tenancies and use of electronic signatures

Note: This information note has been produced by the Social Housing Resilience Group. Please note that this is for information purposes only and does not constitute legal advice.

Scottish Secure Tenancies and use of electronic signatures

The model Scottish Secure Tenancy (SST) agreement sets out that an SST is signed initially on a weekly/fortnightly/monthly basis, continues monthly thereafter, and are, therefore leases of less than a year in length.

Extract from Model Scottish Secure Tenancy agreement

The tenancy will start on [This Agreement will take effect from] (the entry date), this is regardless of the date on which this Agreement is signed.

This Agreement will continue from the entry date until and after that on a [weekly/fortnightly/four weekly/calendar monthly] basis.

As an SST is in place from the date of entry, continuing on a weekly/fortnightly/four weekly/calendar monthly thereafter, a simple electronic signature (for example typing a signature, or scanning a copy of a signature) can be used.

Where an SST is signed using a simple electronic signature they wouldn't be self-proving (legally presumed to have been signed by the parties who appear to have signed).

SSTs signed using electronic signatures are legally binding. Landlords may encounter issues when raising court proceedings, as the parties could argue that they are not the individuals who signed the agreement, but in normal circumstances it should not be difficult for landlords to prove otherwise.

More information on use of electronic signatures can be found on the Law Society of Scotland's website [here](#).

The Requirements of Writing (Scotland) Act 1995 requires tenancies for longer than a year to be in writing and they must also meet the requirements set out in Regulation 2 of the Electronic Documents (Scotland) Regulations 2014, which requires an electronic document to be signed using an 'advanced electronic signature'.

While landlords are likely to wish to continue resuming personal, face to face contact when signing up tenants, as we continue to move through phases of recovery, they are also keen to modernise business processes where this is appropriate.

The sign up process itself is a key element in ensuring tenants understand important information about their tenancy agreement such as their responsibility to pay rent and observe their tenancy conditions and can help ensure that they get the support and help they need to sustain a successful tenancy from the outset.

The Social Housing Resilience Group comprises:



Chartered
Institute of
Housing
Scotland



Scottish Government
Riaghaltas na h-Alba
gov.scot



Wheatley
Group



Scottish Housing
Regulator



ALACHO
ASSOCIATION OF LOCAL AUTHORITY CHIEF HOUSING OFFICERS



Glasgow and West of Scotland
Forum of Housing Associations

For further information please contact:
enquiries@sfha.co.uk



Board Meeting For Noting

To: Board
From: Director of Corporate Services

SUBJECT: **PLANNING FOR A SAFE RETURN TO THE WORKPLACE** **DATE** 5 October 2021

1.	Introduction
	<p>As members are aware there has recently been a steep rise in the number of Covid-19 infections in Scotland and across the UK. The NHS in Scotland is nearing a pressure point and the Army have now been drafted in to support the ambulance service. The First Minister and others in the Scottish Government and Health officials are voicing concern over the situation and in particular the prevalence of the Delta variant. Given all of the above, there are concerns that there may be a return to some form of restrictions e.g. a reintroduction of the previous 'levels' for different areas. Obviously, this has given rise to some uncertainty about what the future holds. It was in light of all of this that we decided to reschedule our next "Safe Return to the workplace" meeting to October in the hope that the picture would be a bit clearer to enable us to plan the way ahead.</p> <p>It is vital that we keep our tenants and other customers up to date with changes in relation to our services being affected by the pandemic and we will use our website and all our other communication channels to do this in a timely manner. The Covid-19 Update message in the recent issue of North News reflected, at the time it went to print, our hope to be in a position for all staff to be returning to the offices (initially on a 3/2 split rota basis) and for customer visits to start albeit on an appointment only basis from early October. Unfortunately, for the reasons outlined above this is no longer the case. However, whilst the offices are not yet open to visitors, it is important to highlight that all our essential services are being delivered successfully with communication channels with tenants and other customers being well used, in addition to this staff are utilizing technology and other methods to meet with customers where required.</p> <p>Safety and caution remain our watchwords and in the short term we are proposing no change to the procedures, protocols and working practices that we currently have in place, so the status quo prevails. At our recent meeting with the SHR held on 21 September, we provided them with an outline of the work that we have done so far and our plan at this time. The</p>

	<p>SHR was reassured that we have taken all appropriate measures and were happy with our proposed approach going forward.</p> <p>Our next 'Safe return to the workplace' meeting will now take place during October when we will be able to consider all the related issues and our planned approach going forward. Any decisions will be discussed with the Chairperson and communicated to tenants and staff ensuring everyone is fully informed and have sufficient notice of any change. As previously reported, we will continue to follow all Scottish Government guidance and take a responsible, measured and common-sense approach in this regard.</p>
2.	Recommendation
	Board members are asked to note the contents of this report.



Board Meeting For Noting

To: Board
From: DCEO – Finance

SUBJECT: INDEPENDENCE AGREEMENTS REVIEW DATE 5 October 2021

1.	Introduction
	This Report updates the Board on a review of the independence agreements between the Association and the subsidiaries.
2.	Group Governance
	<p>In August 2015 Board received a Report on group governance, including an assessment of our group arrangements against Scottish Housing Regulator's (SHR) updated group structure guidance. This resulted in up dated independence agreements being put in place with the above subsidiaries. It is now five years since that report, and it is time to consider whether the agreements need any amendment.</p> <p>Updated Independence Agreements</p> <p>The agreements were reviewed by solicitors TC Young, to take account of SHR's guidance. The changes included:</p> <ul style="list-style-type: none">• removal of requirement for ng2 to obtain ng homes' approval to recruiting staff• clause that subsidiary staff recruitment, management and remuneration to be per relevant group policies, business plan and budget, and with approval of group CEO.• Group CEO to act as senior officer of group and can investigate e.g. staff misconduct within subsidiary in line with group policies• Group CEO can attend all subsidiary Board meetings• greater clarity that parent to monitor delivery of subsidiary business plan and budget via reporting mechanisms to be determined by parent <p>Since 2015 there has been an update to the group structure guidance in February 2019. The update did not include any new items that impacted significantly on the group structure that we have. Various items from the guidance are worth repeating:</p> <ul style="list-style-type: none">- That each of the subsidiaries have a different chairperson from that of the parent.- That the group has in place a comprehensive intra group agreement that defines all aspects of the parent/subsidiary relationship.- That an appropriate code of conduct is signed by all governing Board members and staff within all organisations within the group.

	<ul style="list-style-type: none"> - The Board of a non RSL subsidiary should include some members who are not members of the parent body's Board. - That SHR has the power to ask for any inquiries or documentation that relates to any connected bodies that are related to the group (including subsidiaries) for information relating to the social landlord. <p>A copy of the agreement with ng2 is attached as an example of the agreement. The section related to the Scottish Housing Regulator was altered last year to remove the address. This year there is not any changes required.</p> <p>Board should note the items highlighted above.</p>
3.	Recommendation
	Board is requested to note the contents of the report.

INDEPENDENCE AGREEMENT
BETWEEN
NORTH GLASGOW HOUSING ASSOCIATION LIMITED
AND
NG2 LIMITED



7 West George Street, Glasgow G2 1BA
Telephone: 0141 221 5562
Facsimile: 0141 221 5024
DX GW78 Glasgow
69 George Street, Edinburgh, EH2 2JG
Telephone: 0131 220 7660
Facsimile: 0131 220 7661
DX ED112 Edinburgh
Email: mail@tcyoung.co.uk
Ref MEE

THIS AGREEMENT

BETWEEN

- 1 North Glasgow Housing Association Limited, a registered society registered under the Co-operative and Community Benefit Societies Act 2014, (Registered Number 1865R(S)), a registered charity (Scottish Charity Number SC030635) and having its registered office at Ned Donaldson House, 50 Reidhouse Street, Glasgow G21 4LS (the "Parent").
- 2 NG2 Limited incorporated under the Companies Acts (Company Number SC381740), and having its registered office at Ned Donaldson House, 50 Reidhouse Street, Glasgow G21 4LS (the "Subsidiary").

The purpose of this Agreement is to record the relationship between the Parent and the Subsidiary, the responsibility of the Parent for setting policies and strategies for the Group and controlling its operation, and the framework within which the Subsidiary is to operate. This framework is to include policies and standards in key areas, including equal opportunities and health and safety.

1 DEFINITIONS & INTERPRETATION

1.1 Definitions

In this Independence Agreement, unless the context otherwise requires:-

"Agreement" means this agreement;

"Budget" means the Subsidiary's budget from time to time determined in accordance with the provisions of clause 7;

"Business Plan" means the Subsidiary's financial plan from time to time determined in accordance with the provision of clause 7;

"Competent Authority" means, any body with a statutory regulatory authority over either Party;

"Group" means the Parties and any other entity which is a subsidiary of either Party;

"Group Business Plan" means the Group's business and financial plan from time to time set for the Group by the Parent;

"Group Chief Executive" means the most senior executive officer of the Group;

"Group Members" means those organisations that are part of the Group;

"Group Policies" means those policies adopted by the Parent and notified to all Group Members from time to time to apply to all Group Members;

"Group Standing Orders" means the Standing Orders (including Financial Regulations) adopted by the Parent to apply to all Group Members;

"Group Strategy" means the strategic objectives adopted by the Parent for the Group;

"Parent Board" means the board of management of the Parent;

"Party" means the Parent and the Subsidiary respectively;

“Regulator” means The Scottish Housing Regulator, or any successor body carrying out the same or similar regulatory functions in respect of Registered Social Landlords;

“Services” means any services to be provided by one Party to another in terms of this Agreement and any relevant cost sharing service agreement;

“Subsidiary Board” means the board of management of the Subsidiary; and

“Subsidiary Constitution” means the articles of association of the Subsidiary in the form approved by the Parent as amended from time to time in accordance with the terms of this Agreement.

1.2 Words denoting the singular shall include the plural and vice versa, words denoting the masculine gender shall include the feminine gender and vice versa and words denoting persons shall include corporations.

1.3 Reference to any statutory provisions or instruments shall be deemed to include reference to any such provisions or instruments as from time to time amended, varied, replaced, extended or re-enacted and to any orders, regulations or other subordinate legislation under such provisions or instruments.

1.4 Reference to a clause or a schedule shall be deemed to be references to a clause or a schedule to this Agreement and references to a sub-clause shall be deemed to be references to a sub-clause of the clause in which the reference appears.

1.5 In this Agreement, clause headings are included for ease of reference only and shall not affect this Agreement or the interpretation hereof

2. Group objectives

2.1 Each Party agrees and undertakes to carry on its business in accordance with the objectives set out from time to time in the Group Strategy.

3. Responsibilities of Parent and Subsidiary

3.1 The Parent is responsible for the following functions:

3.1.1 developing group strategy including the culture and values of the Group; Group business planning, monitoring performance and treasury management;

3.1.2 approval of the Group's overall budgets and capital programmes;

3.1.3 regular review of Group governance arrangements;

3.1.4 the setting and review of the Group Business Plan, Group Policies and Group Standing Orders;

3.1.5 providing central and corporate functions as determined by the Parent from time to time; and

3.1.6 monitoring the compliance by the Subsidiary with the provisions of this Agreement and in the event of non-compliance taking such action as is appropriate.

3.2 The Subsidiary is responsible for the following functions:

3.2.1 carrying out all acts necessary or desirable to ensure that its business is carried out in accordance with the Subsidiary Constitution, and the requirements of any Competent

Authority, and ensuring that its business objectives are furthered in such manner as the Subsidiary Board considers most appropriate, subject always to the provisions of this Agreement;

- 3.2.2 running all operational, management and day to day aspects of its business, within the context of the Group Strategy, Business Plan, Budget and Group Policies and Group Standing Orders;
 - 3.2.3 reporting to the Parent Board as required in terms of this Agreement; and
 - 3.2.4 taking action on internal and external audit findings.
- 3.3 It is further agreed that the Subsidiary Board shall have the right to manage its business in accordance with the objects set out in the Subsidiary Constitution and in its best interests, subject always to acting in accordance with Group Policies, the provisions of this Agreement, the Business Plan and Budget, legal and regulatory requirements and the Group Strategy and Group Business Plan set in accordance with the terms of this Agreement.

4. Parent undertakings

- 4.1 The Parent confirms that the Subsidiary shall have the right to manage the day to day operational business of the Subsidiary as provided for in this Agreement. The Parent will co-operate with and assist the Subsidiary as follows:
- 4.1.1 by providing such advice as is required by the Subsidiary, including advice on performance expectations and good professional standards;
 - 4.1.2 by implementing and complying with any relevant Group Policies;
 - 4.1.3 by appointing internal and external auditors for the Group;
 - 4.1.4 by complying with all reasonable requests of the Regulator;
 - 4.1.5 by providing such advice and assistance as the Subsidiary may require in the preparation of its Business Plan, Budget, financial reports and cash flows within the terms of any cost sharing service agreement; and
 - 4.1.6 by operating in accordance with the Group Standing Orders
- 4.2 Notwithstanding that the Parent has the absolute constitutional right to appoint or remove any person on the Subsidiary Board, the Parent confirms that it shall only exercise that right where, having regard to the Group's interests, the Parent is satisfied that in the circumstances exercise of such right is required. Circumstances in which the Parent would consider exercising such step in rights would include, but are not limited to:
- 4.2.1 Where the Parent considers that the Subsidiary:
 - 4.2.1.1 has failed in any material respect to operate within and adhere to the Subsidiary's approved Budget or Business Plan or to be in a position where the Subsidiary either is, or is likely to become, unable to meet its debts as they fall due; or
 - 4.2.1.2 has failed to comply in any material respect with any Group Policy applicable to the Subsidiary or the terms of this Agreement and such failure has or would in the opinion of the Parent be likely to have a material adverse effect

upon the business, assets, reputation and / or operations of the Group or any Group Member; or

4.2.1.3 has brought the Group or any Group Member into disrepute or has acted in a manner which is materially prejudicial to any part of the Group or any Group Member; or

4.2.1.4 has failed to comply in any material respect with its constitution or responsibilities as set out in this Agreement; or

4.2.1.5 is insolvent or any enforcement action is being taken against it, or has been threatened, by any third party; or

4.2.1.6 is likely to be unable to meet its contractual obligations as they fall due and/or the Parent has concerns as to its long term financial viability; or

4.2.1.7 has been the subject of an adverse (in the Parent's reasonable opinion) supervisory or regulatory report from a Competent Authority or where a Competent Authority has taken regulatory action against the Subsidiary or any member of the Subsidiary Board.

5. Subsidiary undertakings

5.1 The Subsidiary hereby undertakes that:

5.1.1 it shall ensure that appointments to and the overall composition of the Subsidiary Board shall at all times be in accordance with the requirements set out in any Group Policies, or shall be as otherwise agreed in writing with the Parent;

5.1.2 it shall obtain the approval of the Parent Board prior to appointing a Chair to the Subsidiary Board;

5.1.3 the Subsidiary Board shall not exercise any removal and appointment powers (set out in the Subsidiary Constitution) in respect of the Subsidiary Board members without the prior written consent of the Parent;

5.1.4 it shall comply with all requests of any Competent Authority;

5.1.5 it shall comply with all reasonable advice from the Parent in relation to probity and management;

5.1.6 it shall comply with Group Policies and Group Standing Orders;

5.1.7 it shall conduct its business and only enter into financial commitments in accordance with its Business Plan and Budget;

5.1.8 it shall attend liaison meetings with the Parent, as required, and providing such relevant information as may be requested by the Parent;

5.1.9 it shall report to the Parent in such form as the Parent shall from time to time require;

5.1.10 it shall provide the Parent with copy board reports and papers circulated to Subsidiary Board members (at the time of circulation to such board members) and minutes of meetings of the Subsidiary Board and of all sub-committees promptly following those meetings;

- 5.1.11 it shall permit the Group Chief Executive or his or her nominee to attend all Subsidiary Board and sub-committee meetings;
- 5.1.12 it shall appoint the Group's auditors as its auditors;
- 5.1.13 it shall respect confidentiality and only disclose any confidential information pertaining to the Group with the prior written agreement of the Parent (except where required to do so by any law or regulation or by any court of Competent Authority);
- 5.1.14 it shall provide copies to the Parent of all communications with any Competent Authority promptly;
- 5.1.15 it shall only contract as itself and shall not attempt to commit the Parent, or any other Group Member, as an agent or otherwise, in any contractual arrangement; and
- 5.1.16 it shall comply with the reasonable requests of the Parent to contribute to specific areas of the Group business at particular times.

6. Group Policies

- 6.1 The Parent shall have the right to designate which policies shall be applied as Group Policies and therefore be applicable to all Subsidiaries.
- 6.2 The Subsidiary shall have the right to set its own operational policies and amend these from time to time subject to such policies complying with legal and regulatory requirements the Subsidiary Constitution and the obligations of the Subsidiary in terms of this Agreement.

7. Business Plans

- 7.1 The Subsidiary remains responsible for the development, review and adoption of a draft Business Plan and draft Budget which must be consistent with the current Group Business Plan and Group Strategy. The Subsidiary's Business Plan and Budget requires to be approved by the Parent and the Parent will monitor the delivery of the Business Plan and Budget by way of reporting mechanisms to be determined by the Parent.
- 7.2 The Subsidiary shall provide to the Parent its draft Business Plan and Budget by a date set by the Parent each year and the Parent shall, as soon as reasonably practicable after receipt of the said drafts, confirm to the Subsidiary whether it has any issues of concern with such drafts. In the event of there being issues of concern, the Parent and the Subsidiary will use all reasonable endeavours to work together to agree a revised Business Plan and Budget as soon as reasonably practicable. Until approved by the Parent, the draft Business Plan and Budget shall not become the Business Plan and Budget for the purposes of this Agreement, and the preceding year's business plan and budget shall continue to have effect unless and only to the extent that the Parties agree otherwise.
- 7.3 The Subsidiary agrees and undertakes to carry on its business and only to enter into commitments as envisaged by the Business Plan and Budget.

8. Group services

- 8.1 Where Services are to be provided by the Parent in accordance with the Group Business Plan, Group Strategy and the Business Plan, the Parties shall enter into a cost sharing service agreement recording the agreed services to be provided and other relevant provisions in connection therewith.

9. Staffing

- 9.1 All staff recruitment, management and remuneration by the Subsidiary shall be carried out in accordance with relevant Group Policies, Business Plan and Budget and with the approval of the Group Chief Executive.
- 9.2 The Subsidiary agrees that the Group Chief Executive will act as senior officer for the Group and will be entitled at any time to investigate any acts, omissions or conduct on the part of any member of the Subsidiary's staff in accordance with its Group Policies.

10. Variations

- 10.1 The Parties shall review the operation of this Agreement from time to time as determined by the Parent.
- 10.2 In the event of a variation of this Agreement being agreed, the same shall be recorded in a supplemental agreement between the Parties.

11. Resolution of disputes

- 11.1 It is the intention of the Parties that all disputes should be resolved by discussion between the Parties and that each agrees to act in good faith and use its reasonable endeavours to apply the terms of this Agreement without the necessity for implementing the dispute resolution procedures of this clause 11.
- 11.2 In the event that the implementation of this dispute resolution procedure becomes necessary, each Party agrees that its Chair and another member of its management board shall meet with a view to resolving any issues of concern and that those persons present at such meeting shall use their best reasonable endeavours to resolve the dispute.
- 11.3 In the event that no resolution can be reached following the process described above, the Parent shall reserve the right to rule on the dispute which ruling shall be binding on the Subsidiary.

12. Governing law

- 12.1 This Agreement shall be governed by and construed in accordance with Scottish Law.

13 Notices

Every notice, request or other communication shall:-

- 13.1 be in writing delivered personally or by prepaid first class letter or by fax or by electronic mail;
- 13.2 be deemed to have been received, in the case of a letter when delivered personally or 48 hours after it has been sent by first class post or in the case of a fax or electronic mail on receipt of a legible copy by the recipient provided that any letter or message by electronic mail which arrives after business hours or on a day which is not a Business Day shall be deemed to have been served at the opening of business on the next Business Day; and
- 13.3 be sent;
- (a) to the Parent at its address stated above marked for the attention of its Chair;
 - (b) to the Subsidiary at the address stated above and marked for the attention of its Chair;

or (in each case) to such other address or fax number or electronic mail address and/or marked for the attention of such other person in Scotland, as may be notified in writing by the relevant party to the other party by not less than 15 days' notice.

IN WITNESS WHEREOF:-

<p>Signed for and on behalf of North Glasgow Housing Association Limited Board Member/Authorised Signatory Name..... Date..... Place of signing.....</p>	<p>In the presence of:- Name..... Address.....</p>
<p>Signed for and on behalf of NG2 Limited Director/Authorised Signatory Name..... Date..... Place of signing.....</p>	<p>In the presence of:- Name..... Address.....</p>



ng homes' SGM on Tuesday 14th September 2021

ng homes
Ned Donaldson House
50 Reidhouse Street
Springburn
Glasgow
G21 4LS
Tel: 0141 560 6000

Email: info@nghomes.net

ng homes
Saracen House
139 Saracen Street
Possilpark
Glasgow
G22 5AZ
Tel: 0141 336 1300

Web: www.nghomes.net

ng homes
is a trading name of North Glasgow Housing Association Ltd.
Registered as a charity in Scotland No. SC 030635
VAT Reg No. 816 9766 81
Financial Services Authority No. 1865RS
Scottish Housing Regulator No. HCB 187

Twitter: [@ng_homes](https://twitter.com/ng_homes)