

**Willowacre Trust Board  
Hybrid Meeting via Microsoft Teams and Camlachie Boardroom  
Minutes  
Tuesday 19<sup>th</sup> November 2024**

<p><b>Present (In Person):</b> Elaine Davidson (Chair), Angela Devine, Scott Aitken, Robert Campbell</p> <p><b>Present (Online):</b> Shayron Young, Chris Milborrow, Lauren Grant (until 5.00 pm)</p> <p><b>In Attendance (In Person):</b> Valerie Wilson (Director of Finance), Susan Speirs (Senior Corporate Services Assistant)</p> <p><b>In Attendance (Online):</b> Jennifer Cairns (Director of Corporate Services), Linda Allan (Community &amp; Support Services Manager)</p>	
<p><b>Appointment of Office Bearers</b> Elaine Davidson requires to stand down as Chair as she has served two 3-year terms.</p> <p>Angela Devine was elected as Chair. A Vice-Chair will be appointed in due course.</p>	
<p><b>Apologies</b> Apologies were received from Brian Gannon.</p>	
<p><b>Disclosure of Interests</b> Elaine Davidson and Robert Campbell declared an interest in West of Scotland Housing Association.</p> <p>Angela Devine advised that her organisation uses the services of T C Young.</p>	
<p><b>1. Approval of Minutes</b> The minutes of the previous meeting of 20<sup>th</sup> August 2024 were approved as a true and accurate record. They were proposed by Elaine Davidson and seconded by Robert Campbell.</p>	<b>Approved</b>
<p><b>2. Matters Arising</b> The Board noted the matters arising.</p>	<b>Noted</b>
<p><b>3. Community &amp; Support Services Review</b> The Director of Housing &amp; Community Services presented this report.</p> <p>He advised that part of the business planning process was to review the Community &amp; Support Services team. The Community</p>	

& Support Services team has grown over a number of years and through funding projects we now have 29 staff in the current structure.

The review was carried out between April and October this year. It considered various aspects of the Community & Support Services team to establish what works well and what areas need to be addressed to support the effective delivery of services to our tenants and communities. Meetings were held with all staff in the team to obtain their views.

The Director of Housing & Community Services advised that we have received excellent feedback from tenants and communities on the services that we provide. He also advised that we currently receive about £400,000 to £500,000 in grant funding each year.

All the gaps and shortcomings that have come out of the review have been brought together in an action plan. There are just over 70 actions.

The Director of Housing & Community Services outlined the proposed new structure and stated that it was much slimmer than the previous structure and costs less to provide and explained why. The new structure means that there is more resource targeted to front line so that the Community Services Manager and other managers have greater capacity and reduced requirement to personally provide cover for absence.

The Director of Housing & Community Services advised that if the Board were happy to go forward with this then we would need delegated authority for the Corporate Management Team to move this forward. A working group would be set up to deal with this.

Chris Milborrow advised that this was a very comprehensive report. Following the very positive feedback we had received about the handyperson service he asked if we should be doing more about this.

The Director of Housing & Community Services advised that we need to look at this service again in 18 months to see if we have got it right. We currently have three staff at present and we may be able to take on apprentices. We are looking at growth opportunities.

Chris Milborrow asked what investment would be required to implement the changes and if there are risks associated with this.

The Director of Housing & Community Services advised that the biggest outlay is on staffing costs, which was previously explained, and the remainder would be on the IT side but the Director of

<p>Corporate Services has already confirmed these requirements can be met from this year's budget.</p> <p>Elaine Davidson advised that it was a very good report and will take time to get it implemented.</p> <p>The Board noted the findings from the review and approved the proposal to consult with and then implement as necessary the restructure of the Community &amp; Support Services.</p>	<p><b>Noted &amp; Approved</b></p>
<p><b>4. Intragroup Agreement and Group Scheme of Delegation</b> The Director of Corporate Services presented this report.</p> <p>She advised that as part of the review of the Group Scheme of Delegation our solicitors had suggested that Intragroup Agreements should be developed for both subsidiaries to sit alongside their constitutions.</p> <p>She advised that there are no changes to how Willowacre Trust Board operates or their responsibilities. The constitution does not change.</p> <p>The Group Scheme of Delegation has been revised to show where authority lies within each group. The majority of the updates to the scheme are with Westscot Living. The main updates to the Willowacre Trust section are in respect of the employment matters.</p> <p>The Director of Housing &amp; Community Services asked if the blank sections in the Scheme of Delegation still had to be updated or if it was someone else's responsibility e.g. there was nothing in the CMT section with regard to dismissal of staff. The Director of Corporate Services advised that this sits with the CEO.</p> <p>The Board noted the contents of this report, and the updates to the Group Scheme of Delegation. The Board approved the draft Intragroup Agreement.</p>	<p><b>Noted &amp; Approved</b></p>
<p><b>5. Operational Report</b> The Community &amp; Support Services Manager presented this report and that it covers the period from July to September 2024.</p> <p>She advised that a new Community &amp; Support Services Assistant has been appointed for six months. This post has been fully funded by Jobs and Business Glasgow.</p> <p>The two Social Work students are due to end their placements at the end of December. A new handy person started with us in October. Two new Retirement Assistants have also been employed.</p>	

<p>The Community &amp; Support Services Manager advised that a lot of wellbeing groups have been held at the hub at Ashley Street recently and these have been very popular.</p> <p>There were 59 tenancy sustainment referrals in this quarter and the number of issues continues to be higher. 67 food parcels were delivered this quarter and this has increased from the last quarter.</p> <p>16 starter packs were delivered this quarter. We have entered into a new partnership with Starter Packs Glasgow where we can purchase the packs and have them delivered direct to tenants living in Glasgow. This has freed up staff time as we only have to source and deliver packs outwith Glasgow.</p> <p>The number of referrals for energy advice continues to rise and we have received 114 in this quarter.</p> <p>There have also been 33 referrals for money advice.</p> <p>The Board noted the contents of this report.</p>	<p><b>Noted</b></p>
<p><b>6. Development Report</b> The Community &amp; Support Services Manager presented this report.</p> <p>She advised that the community work at the Charing Cross Hub has started to pay off as more people are becoming involved in groups. Plans are currently being drafted to reconfigure the space at the Hub which will result in more user friendly community space.</p> <p>Work is currently ongoing to refit the Cowlairs Community Flat so that we can provide both housing and community services.</p> <p>The Board noted the rest of this report.</p>	<p><b>Noted</b></p>
<p><b>7. WSHA Update Report</b> The Director of Housing &amp; Community Services presented this report which provides the Board with an update on key WSHA activities.</p> <p>The Board noted the contents of this report.</p>	<p><b>Noted</b></p>
<p><b>8. WT Business Plan Update</b> The Director of Housing &amp; Community Services presented this report.</p> <p>He advised that a lot of progress has been made with this plan. 69% of the actions have been completed or are in progress.</p>	

With regard to the action on exploring funding opportunities to upgrade the Barrowfield Community Centre he explained that a feasibility study had been carried out. £1.9 m of investment is needed to upgrade the building and we currently rely on external funding to carry out these works.

There is currently a lease between WSHA and WT and we have asked our solicitors to look at this to see if more responsibility can come back to WSHA. For the Community Centre. This will be advantageous to WT. A further update will be provided on this in due course.

The Board noted the contents of this report.

**Noted**

**9. Risk Management Report**

The Director of Corporate Services presented this report which gives an update on each of the strategic risks.

With regard to “unable to manage our financial position” this risk continues to be high despite recent funding successes. There are no proposed changes to this risk score.

There has been no change to the score for “fail to build on maintain the confidence, satisfaction and trust of our tenants and communities”.

There has been no change to the score for “fail to identify or maximise opportunities, partnership and collaboration”.

With regard to “fail to have effective governance arrangements in place”, we have recruited two new board members in the last couple of months but have also lost two members. We therefore need to recruit two more board members and this will be done in January. It is proposed that the score for this risk is increased from unlikely to possible.

There is no change to the score for “fail to embed the organisation’s culture, vision and values”.

The Director of Corporate Services advised that there are no high level operational risks to report at present.

The Board noted the contents of the report and approved the proposed change to the risk score.

**Noted & Approved**

**10. Governance Update**

The Director of Corporate Services presented this report.

<p>She advised that the report provides an update on the recent appraisals that were carried out on the Board. There had been a really positive feedback on governance, values and support.</p> <p>Induction training will be provided to new board members.</p> <p>We currently have seven members on the Board and we need to recruit two new members. It is proposed that we start the recruitment process in January.</p> <p>The Board noted the contents of the report and approved the proposed Board Annual Review Actions and also the proposed actions for the Board recruitment.</p>	<p><b>Noted &amp; Approved</b></p>
<p><b>11. Management Accounts</b></p> <p>The Director of Finance presented the management accounts for the period up to 30 September 2024.</p> <p>She advised that there is a small surplus of £2,300. Both the income and the expenditure are below budget and this is due to the timing of the grant funding.</p> <p>The cash figure is up from £309,000 to £369,000 and this is due to money being collected from debtors.</p> <p>She advised that the Trust is in a sound position and is not expecting any issues in the second part of the year.</p> <p>The Director of Housing &amp; Community Services stated that it was nice to see a healthier cash position.</p> <p>The Board noted the management accounts for the six months to 30 September 2024.</p>	<p><b>Noted</b></p>
<p><b>AOCB</b></p> <p>There was no other business.</p> <p>Angela Devine thanked all the team of Willowacre Trust for their hard work and all the reporting.</p>	
<p><b>Review of Meeting</b></p> <p>Everyone present was happy with how the meeting had gone.</p> <p>The meeting ended at 17.20 pm.</p>	
<p><b>Date of Next Meeting</b></p> <p>The date of the next meeting will be Tuesday 18<sup>th</sup> February 2025.</p>	

