

**MINUTES OF THE MEETING OF
MANAGEMENT COMMITTEE HELD ON
WEDNESDAY 20 AUGUST 2025 AT 6.30PM
HYBRID MEETING**

MEMBERS PRESENT: Audrey Flannagan (Acting Chair)
Cheryl Miller
Ghazala Hakeem
Elnimiery Khalifa (Khalifa)
Mujeeb Ur-Rehman
Barbara Roberston

IN ATTENDANCE: John Quinn, Director
Alan McDonald, Head of Development & Property Services (HDPS)
Alison Kevan, Head of Corporate Services & HR (HCSHR)
David Robb, Head of Finance & IT (HFIT)
Claire McGraw, Head of Tenancy Services (HTS)
Nicki Bruce, Minutes

It was noted Jacqueline Donnelly is attending tonight's meeting as an observer.

1) Apologies

Keith Kintrea, Iain Doherty and Paul Callander

Leave of Absence: Elizabeth Klein

2) Declarations of Interest

None

3) Minutes of Management Committee held on 25 June 2025

The minutes were proposed by Mujeeb Ur-Rehman and seconded by Cheryl Miller.

4) Standing Items

4.1 Notifiable Events Update

The three updates in the report were noted:

- 200 Butterbiggin Road – The HDPS has spoken to the SHR Regulation Manager and they are content with the progress, process and finances of the project. The scaffolding should be removed by the end of the week. Discussions are taking place

with the architect regarding the suppression system as it requires bulky trunking to tenants homes. The fire doors have been completed.

- Notification of Potential Unresolved Breach of Covenant with Lender
- Retirement of Chief Officer

4.2 Recruitment of Chief Officer

The HCSHR advised the Director is retiring at the end of December this year and the SHR were notified on 1 July 2025. Correspondence between the SHR and the Association's Chair is included in the report and the last communication was on the 23 July. Aspen People were appointed to assist with the recruitment process which is proceeding. It is hoped the post will be recruited by the end of October/early November, with the successful candidate in place by, at the latest the end of January.

Should there be a time lag between the retiral of the current chief officer and the start of a new one, the responsibilities will be covered by the Senior Management Team as is the case when the current chief officer is on holiday. The Committee agreed to this.

The retirement date of the Director was queried and advised it is the 31 December 2025. It was noted it is standard practice at this level for the outgoing post holder to meet with their replacement prior to retirement.

The HCSHR highlighted section 6 of the report relating to recruitment support and advised the successful company have a great deal of experience in recruiting for this type of role and offer an excellent service.

The process involves sifting of applications, stage 1 interviews, psychometric testing, followed by stage 2 interviews. The Office Bearers are carrying out the recruitment process on behalf of the Association.

The Management Committee approved the following recommendations made in the report:

- ***Committee are asked to reaffirm their agreement to the recruitment of a Chief Executive in accordance with regulatory guidance on business planning and in particular the Regulator's recent communication (Appendix 1).*** ***Approved***
- ***Committee are asked to note the process completed to date.*** ***Approved***
- ***Committee are asked to approve the recruitment process proposed by Aspen People and agreed by Office Bearers.*** ***Approved***
- ***Committee are asked to approve the change of job titles as outlined in 6.6 in the report. Director changed to Chief Executive and Heads of Department to Director of Department.*** ***Approved***

4.3 Submission of Returns

The HFIT advised the Annual Financial Statement has been submitted to the Scottish Housing Regulator.

4.4 Health & Safety

The next update will be presented at the October Management Committee meeting.

5) Governance Matters

The Director advised John Mulholland Consultancy was appointed to review the Association's Business Plan, Governance and Options Appraisal.

5.1 Governance Review

Some positive comments from the review report were highlighted in the Director's report which include the Association's strong Business Plan and high quality Asset Strategy. These plans note a particular desire to improve the environment for the benefit tenants and the wider community. The review highlights the Association is using a comprehensive system in terms of compliance and the Senior Management Team (SMT) worked well on this.

The Review looked at the strategic objective of the business and how the Association is working towards these. Other objectives include: Tenancy Services developing further their relationships with tenants; the Association being a community anchor and the role of the Trust within this; the Association's finances, with £16 million having been invested.

The business planning review also included an options appraisal given the forthcoming changes to the senior management of the Association. One of the options involved in the process of the appraisal is to consider merging with another Association, but early in the process it was clear there is no need or desire to change and this is reflected in the Business Plan.

5.2 Management Committee Annual Appraisals

SHARE carried out this year's PDR meetings with Committee members on behalf of the Association and the feedback report has been circulated. At the next Management Committee meeting, following the AGM, the training needs of Committee will be outlined for the year ahead and any requirements from new members included.

The Association has an obligation to Committee in terms of publishing information related to associated risks, building on treasury management and business planning as well as succession planning for Committee and staff.

5.3 Draft Meeting Schedule 2025-26

The meeting schedule was amended this year with the agreement it would be piloted and reviewed. Following the pilot, Committee were surveyed to gather feedback regarding the changes. It was noted that working on time management during meetings would be

beneficial and more focus on strategic matters rather than operational would assist this. It was also noted there were too many Trust meetings.

The structure of the meetings will also be reviewed to include approvals towards the start of the meeting and notifications at the end.

Another suggestion relating to the rent review was to pull the assurance approval forward to the September Committee meeting, ready to be submitted before the end of October. The price index CPI figure is released in October and moving a meeting to November will give Committee more time to consider the rent review figures ahead of them being concluded at the December Committee meeting.

The changes to this year's schedule included Tenancy Services and Development & Property Services Sub Committees being joined into the Operations Sub Committee. Committee feedback shows this has been successful.

It was queried why the draft meeting schedule included last year's elected representative dates and noted it was due to this year's dates not yet being agreed with the representatives.

A member noted the previous Friday lunchtime meetings clashed with prayer time. The Director advised Fridays were previously used as this was the day the representatives held surgeries in their constituencies. Suitable days are being checked with representatives at present. The HCSHR noted the member's point was a good one and the needs of the community should also be considered.

The HDPS noted representative attendance has been poor recently and following Covid it has been difficult to get representatives to commit to the quarterly meetings. It was queried if there were any meetings last year and noted there were. The Director advised meetings have taken place but was unable to confirm exactly how many.

The HTS highlighted she arranged a separate meeting with local representatives to discuss environmental issues and made clear this was separate to elected representatives meetings with office bearers.

A member noted there had not been many meetings last year and the Director advised this was due to the number of apologies received from the representatives.

A member suggested that rather than assigning specific days, would it be better to focus on specific issues when needed and be more flexible with the dates.

A member queried if the representatives were invited to the AGM and advised they were not as they were not share members. They would attend if they were invited as a guest speaker at the AGM.

The Management Committee meeting on the 11 March will be removed. Included in error.

5.4 Revised Role of Description of Chair and Office Bearers

The SFHA reviewed the roles and it was felt prudent to update the Association's roles in line with the changes.

A member noted the workings for the amount of time allocated per meeting needs to be reviewed as it is incorrect.

The Management Committee approved the following recommendations:

- ***Findings of the Governance Review***
- ***Findings of the Option Appraisal***
- ***Inclusion of the Options Appraisal in its reviewed and targeted Business Action Plan.***
- ***The calendar of meetings being proposed for Committee meetings for the year 2025-2026***
- ***Replacement of the current appendix 4 within the Association's Standing Orders with an appendix which follows the recommendations of SFHA.***
- ***To consider and note the recommendations and conclusions made from the Management Committee Members appraisals in 2025.***

6) Self Assurance 2025

6.1 Assurance Report

The HCSHR advised a new method for the Assurance process was piloted last year. Last year the Scottish Housing Regulator (SHR) scrutinised the Association's process, provided positive comments and have not returned since the assurance statement was submitted. Following this process the documentation was further streamlined.

The process started with a new working group (Assurance Working Group) being set up to review the required documentation. The group reviewed the regulatory standards and documentation provided as evidence by the Association to ensure it met or exceeded the standards. This included the self assurance evidence, commentary and action plan. An evidence source list has also been created this year with links to the various documents. The documents highlight what work has been done and what work is still to be completed.

A member noted the assurance work was excellent.

The HCSHR presented the 2025 Self Assurance Evidence, Commentary and Action Plan document and Committee considered each in detail. The sheet includes a tab for each regulatory standard and each spreadsheet lists all of the sub standards included within each. The table provides links to the validation source, strengths, weaknesses, links to

documentation and if it meets the criteria. If any are partially complete or require improvement these are placed on the action plan spreadsheet at tab 1.

The HCSHR noted the SHR do not have any specific standards for Health & Safety (H&S) but this is a high priority for them and so the Association has pulled together information relating to landlord H&S and Corporate Services & HR H&S in an easy to read table. Both have been audited with excellent results and no work required from either area.

The document also includes a tab for Assurance and Notification (AN1-5) as well as a tab for Scottish Social Housing Charter (CH1-5) information. The HCS&HR also noted the Evidence Source List which includes links to all Committee meeting reports and which regulatory standards apply to each. It's a useful document for the Association and the SHR.

Both documents combined support the cover report presented and provide assurance.

The HCS&HR advised that from 6.8 onwards in the cover report it presents further evidence of assurance through Internal and External Audits, customer feedback as well as the independent review of the Business Plan by John Mulholland Consultancy.

The HCS&HR advised the recommendation is for Management Committee to consider:

- ***If the Association is compliant to the Regulatory Standards***
- ***If Management Committee are happy to accept the information provided and that they are assured by it.***
- ***If assured, the Director will prepare the 1 page Assurance Statement for the approval of the Management Committee prior to submission to the Scottish Housing Regulator by 31 October 2025.***

The Management Committee advised they approved the above recommendations.

6.2 Tenant Participation and Consultation for Assurance Process Presentation

The HTS advised the presentation highlights how Tenant Participation links to the assurance process and how this works. The Management Committee need to be assured of the Association's legal and regulatory obligations to tenants and ensuring tenants have a voice to influence services and Association decisions.

The Association was selected last year by the SHR for a thematic review.

The HTS highlighted that tenant participation was an area for improvement identified by the SHR via AAS visits and it requires to be a core part of the business.

The HTS confirmed what tenant participation means and made clear this is about giving tenants a voice and "a seat at the table" to influence who we do things. It's not a tick box exercise.

For the Association this means policies require to be consulted on. A member queried when policies are presented to Committee, is assurance given of tenant consultation? The HTS advised that some policies do not require this but a recent example of tenant consultation is the Anti Social Behaviour Policy review which involved tenant surveys and evenings meetings with tenants. The HDPS noted the recent Asbestos Policy is driven by legislation and is required to be in place and therefore no tenant consultation took place.

A member queried how much feedback the Association receive from tenants for policy reviews and the HTS advised the numbers are increasing as more tenants engage with the Association. At a recent session there were 40 attendees which is very encouraging, especially as the subject was in relation to the annual assurance statement. Another session regarding voids had 47 participants, which is a healthy number.

The HDPS noted the rent consultation previously received 11-12% response rate which is good but this has now increased significantly to 30% response rate.

A member noted they were receiving more comms from the Association as a tenant via text and email regarding policies and the information is being widely circulated.

Another member noted it was good the community were being involved in areas such as anti social behaviour as it also highlights how tenants need to comply with the policy.

The HTS advised the Association needs to have a robust method of gathering evidence and feedback from tenants as well as being open and honest.

The Association is continuing to work on this and employing various methods to communicate and gather feedback using positive initiatives. The environmental resident group was highlighted as a group that have been instrumental in working with us and helping us tackle the environmental issues. It was noted there are around 30 members of this group which meet in the evening and lowest attendance was around 20 people.

Tenancy Services have also established a resident scrutiny group who are next meeting on the 24 August and there are also monthly coffee mornings for tenants. Monthly surgeries are being held in local primary schools and the community and a cost of living survey was also issued. The MERGE group also continues to meet regularly. There is a strong foundation in place for engagement and this will continually be reviewed.

It was queried how much work and time does all this involve and the HTS advised it takes a great deal of work but it is good, useful work and part of all staff's roles. It is hoped this work will pay off with less complaints and happier tenants although the benefits are already being seen.

It was queried how the staff are coping and the HTS advised it has been a learning curve but it's going well. An additional Allocations and Lettings Assistant and Admin Assistant have

been employed as well as two Modern Apprentices and that has been helpful in supporting the team.

The HTS noted an example of change introduced by residents group was when staff visit closes to check on close cleaning staff are now leaving cards with tenants to advise their close has been cleaned.

A member suggested that policies presented to Committee could include a box on the cover report to advise if tenant participation has been completed. The HTS advised it should be clear within each report which policies have been consulted on.

A member queried if tenants can provide feedback on the website and the HTS advised comment boxes are to be added to the new website and tenants can also provide feedback using the comments box in Reception.

The HCS&HR asked if Management Committee were happy with all the information provided and if assurance has been provided. Management Committee confirmed they were.

7) Govanhill Accounts

7.1 Approval of Audited Accounts

The HFIT advised the Audited Accounts 2024-25 were presented to the Audit & Risk Sub Committee on the 6 August 2025 by the auditor and scrutinised by the F&GP Sub Committee held on the 13 August 2025. The F&GP was happy to recommend the Management Committee provide full approval for the Audited Accounts.

A presentation has been included with the meeting papers which provides training on how to read the annual accounts.

HFIT gave a member a paper which had been requested at the Audit & Risk Committee meeting on 06/08/2025 reconciling the Operating Surplus movement between the 2024 and 2025 accounts.

The Management Committee considered the Audited Accounts and gave their approval of the Audited Accounts.

7.2 Govanhill Accounts

The Management Committee approved the Govanhill Accounts.

7.3 Approval of Audited Financial Statement Return

The Management Committee approved the submission of the Audited Financial Statements Return to the Scottish Housing Regulator (SHR).

8. Audit Summary Report and Response

The HFIT advised the external auditor produces a report to Committee highlighting areas for Committee attention.

A member queried if anything has changed and the HFIT advised the following issues were noted by the auditor during the process:

1. Depreciation value of capitalised housing property additions
– this was addressed during the audit.
2. Treasury Management
-sum of money held by Trust
3. Accounting Systems
-one accounting system and one nominal ledger for Association and subsidiary (GCDT). Auditor recommending 2 separate ledgers used. The HFIT noted this is not correct as 2 separate ledgers are used for the Association and GCDT within the same accounting software.
4. Impairment Review
-auditor recommending an impairment review and HFIT proposing Association respond with a note the review was discussed at August F&GP meeting.
5. Capitalisation Policy
- Auditor advised no formal policy in place and suggests a policy of £500 is put in place. The HFIT recommended a proposed response advising this policy was discussed at the August F&GP meeting.
6. Notifiable Events
-auditor recommends discussing with Committee 2 notifiable events and HFIT proposes response that Committee are aware and are directing work to resolve.
7. Financial Reporting Standard 102
-auditor refers to FRS 102 update effective from January 2026 and possible impact on revenue recognition and lease accounting. The HFIT proposed response states Committee will work with stakeholders to comply with the changes.

A member queried issue 5. Capitalisation and whether this was the result of an asset valuation. The HFIT advised the new auditor has been involved who queried the depreciation calculations and suggested changing it to £500 as well as implementing a policy which the Association have now done.

The Management Committee considered the Audit Summary Report, the proposed responses to the auditor and authorised the HFIT to respond on Committee's behalf.

9) Procurement of Business Planning Consultant

The Director advised Jim Harvey had previously provided business planning consultancy services for the 2023-26 Business Plan and John Mulholland Consultancy continued to support the process in 2025 and the Association are now seeking approval to procure an

external business planning consultancy to support the current plan and assist with the development of the 2026-29 Business Plan.

The Management Committee approved the commencement of the tender process to seek an external consultancy service to support the Association's business planning needs and if required, other governance requirements.

10) Annual Asset Strategy Year 1 Report

The HDPS presented the Asset report and advised it has been a busy year for the team.

There are 4 areas which make up the Asset Strategy 2024-29 which include:

- Consolidation of the Asset Strategy
- Consolidating the Factoring Service
- Realigning Component Renewal Programme – this was held up due to Covid
- Ensuring Action Plan meets Statutory Targets

The last box refers to improving quality assets and increasing tenant and owner satisfaction in their homes.

The Action Plan on page 3 shows progress in each area and the HDPS noted the section regarding EESSH and fire regulations which has been held up and work will commence in 2026.

In 2024-2025 £16 million was invested in the Association's stock.

The SW Govanhill Acquisition & Repair programme is nearing the end and expected to conclude next Summer (2026). An application has been submitted to the CIH Awards (Chartered Institute of Housing) in the Excellence & Regeneration category

The HDPS noted achievements this year included the Larkfield Bus Garage/Link New Build, 159 Butterbiggins Road and Forsyth House. The potential development site at 74 Batson Street is undergoing a feasibility study and the Association will investigate the possibility of buying a portion of land currently used for car parking by the Gym Group.

The consolidation of Factoring Services is currently being reviewed. The re-alignment of the Component Replacement Programme is a large piece of work for the team.

The original target renewal figures for 2025-26 have been revised to reduce them as shown on page 14.

In terms of statutory targets for the Association the HDPS noted some issues in relation to EESSH, fire regulations and building regulations. The Association need to think about sustainability and build this into the plans. It was noted the HDPS will report to the

Operations Sub Committee next week regarding energy. SHQS and EESSH figures have improved this year. The Association will establish a carbon baseline for its properties by looking at external walls. EPCs will also be focused on and may change from category C to D.

The HDPS advised tenants safety is very important to the Association and the SHR seeks assurance each year regarding landlord management of the 'Big Seven'.

It was also noted the team are continuing work to improve repair and emergency repair targets.

A member queried the table on page 18 regarding SHQS Compliance. The HDPS advised the increased figure has resulted from the SWG Project and work on EPCs (energy elements). The HDPS further noted he was working on the figures today and it is now below 75% as some of the data had been cloned.

The current target for SHQS is 78%. The member queried what the highest figure possible was and the HDPS advised it would be 78-79%. The basement and ground floor properties within the stock cannot be improved in terms of SHQS and the Association is already pushing the boundaries of the old buildings. Work is currently being carried out by a retrofit group and Glasgow University to explore retrofitting older buildings and it will be interesting to see the outcome of this work.

The nature of the Association's stock, which includes a number of small 1 bed flats with small kitchens, impacts the SHQS figures. There are also a number of flats without secure entry systems which is another obstacle.

The HDPS also highlighted the table on page 14 and the revised figure of 200 for kitchen replacements falling from the original target of 397 which was due to SWG Programme delays. There were also delays to the window replacement figures in 2024-25 due to SWG Programme. The HDPS noted the wall insulation work is providing results and increasing the standard.

The Management Committee noted the contents of the report and the progress of the Asset Strategy Year 1.

The Management Committee approved the amended operational targets highlighted in yellow in the report.

The Management Committee noted the Year 2 Annual Asset Management Strategy Report will be presented directly to the Management Committee meeting in May 2026.

11) Annual Register Reports

11.1 Share Member Update

The share membership is reviewed every year, prior to the AGM in September and the updated figures are presented to Committee. At present the current share member total is 251 which means we require a quorum for the AGM of 25.

A member queried a formal tenant with no forwarding address being included on the list of cancelled shares and it was advised that if there is no forwarding information provided the share is removed from the membership. It was queried if the same would happen if a member was evicted but noted they could still attend as they would still be a share member.

11.2 Annual Registers Report 2024-25

The report provides a summary of all the Association's registers.

Management Committee noted the contents of the 2 reports.

12) Minutes of Sub Committees

None

13) Report back from Other Organisations

No updates

14) Documents for Formal Execution

8:14pm Jacqueline Donnelly left the meeting whilst her share member application was presented for approval.

It was also suggested SMT should leave the room at this stage as the next item following Correspondence was the Director's Appraisal under AOCB.

8:14 The HCS&HR, HDPS, HTS and HFIT left the meeting.

Share Member Application

Following a brief discussion Jacqueline Donnelly's share application was approved by Management Committee.

15) Correspondence

15.1 Association's 50th Anniversary

The Director advised an email will be issued to Committee and staff regarding a further 50th event tomorrow.

15.2 Request for Association Donation

The Director advised a letter was received from Halo Arts who are a theatre group planning a pantomime which will be toured round local schools. This year they are touring Pinnocchio and they are looking for a donation towards the production.

A member noted that Annette Street Primary School should be included in the schools. They also asked if there were any funds remaining from the 50th Anniversary fund and it was advised there was £2k available.

Another member agreed they were happy to donate to the production if Annette Street Primary was included in the tour of schools.

Management Committee approved the donation to Halo Arts if Annette Street Primary School is included in the companies touring schedule.

The Director left the meeting at 8:19pm

16) AOCB

Director's Appraisal

The Acting Chair provided an update regarding the Director's recent appraisal.

Management Committee noted the update.

8:25 The HFIT entered the meeting.

The HFIT noted he will arrange for the auditor to send Cheryl Miller the audited accounts electronically so Cheryl can sign using DocuSign.

17) Date of Next Meetings

Annual General Meeting – Thursday 11 September 2025 at 7:00pm

Special Management Committee - Wednesday 24 September 2025 at 6:30pm

The meeting closed at 8:31pm