MINUTES OF THE MEETING OF
MANAGEMENT COMMITTEE HELD ON
WEDNESDAY 28th MAY 2025 AT 6PM
HYBRID MEETING

MEMBERS PRESENT:	Audrey Flannagan (Acting Chair) Cheryl Miller Iain Docherty Jen Cassells Paul Callander Elnimiery Khalifa (Khalifa) Mujeeb Ur-Rehman
IN ATTENDANCE:	John Quinn, Director Alan McDonald, Head of Development & Property Servies (HDPS) David Robb, Head of Finance & IT (HFIT) Alison Kevan, Head of Corporate Service & HR (HCSHR) Claire McGraw, Head of Tenancy Services (HTS) Fiona Connelly, Senior Finance Officer (SFO) Louise Devlin, Housing Officer (Observer) Philip Smith, Housing Officer (Observer) Liz Campbell, Minute Secretary

1) Apologies

Kieth Kintrea, Ghazala Hakeem and Barbara Robertson.

Leave of Absence

Elizabeth Klein

It was reported that due to work and shift patterns Gary Paton will not be able to continue as a member of the Management Committee and has reluctantly resigned.

Jen Cassell was welcomed back from her leave of absence. Philip and Louise who were observing the meeting were welcomed.

2) Declarations of Interest

None

3) Minutes of Management Committee held on 16th April 2025
Matters Arising and Approval

The minutes were proposed by Paul Callender and seconded by Audrey Flannigan.

4) ARC Submission 2025
The deadline for submission of the ARC to the Scottish Housing Regulator (SHR) is 31st May 2025. This report allows us to note our performance for the year 2024/25 and compare that against previous years statistics.

Information will be available on SHR website in August that will allow us to benchmark and compare our performance against our peer's performance.

This paper allows Committee to review the submission and be aware of our performance against the key indicators.

The key statistics have been shown using a traffic light system where appropriate. Green shows an improved performance, red a poorer performance and amber illustrates the same figures as last year or only a very slight difference.

Notes have been provided in each section to give SHR further information on that section.

The following points for the report were highlighted:

- 3.3 Satisfaction Surveys – takes place every three years. Last survey was 2024 and next one will be in 2027.
- [redacted] 3.4 Staffing & Association Membership – short term absences have increased slightly but long-term absences have seen a larger increase. [redacted] The figures here are slightly different to year end performance report as SHR asks that half day absences are excluded. These are only absences for Association staff and do not include staff of Govanhill Community Development Trust (GCDT).

[redacted]

It was asked if anything else could be done. It was reported that we do more than other organisations to support staff and the recent corporate services audit had scored 100%.

It was asked if there was a pattern to the number of abandoned homes during the year – page 8 – indicator C4. It was reported that there was no pattern to this.

It was asked if there was a reason for the increase in the number of complaints received. Page 11 –indicator 3.12. It was reported that factoring and repairs received more complaints, but the number of complaints upheld has not increased by the same percentage as the number of complaints received. It was suggested people may be more comfortable in making complaints. Further work is being done on this

It was reported that in the first table of repairs statistics on page 7, indicator 3.6, shows that it can also depend on the time of year. There were more pest control complaints, and this was an increase from last year.

It was asked why some sections of indicator 18 on page 10, percentage of rent lost through properties being empty during the last year, were red and green. It was reported that some figures were still being finalised when the papers were sent to the printer.

Head of Tenancy Services (HTS) will email Committee members the outstanding information so there is a clear audit trail)

Page 6 – Indicator 30 – Average time to re-let properties in the last year. Last year this was 48.04 days and this year that has dropped to 42.76 days. This is due to the amount of work carried out by staff to try and reduce this figure.

Page 6 – Indicator 17 – Percentage of lettable houses that became vacant in the last year – this has changed from the report figure of 6.3% to 6.42%.

Page 10- Indicator 26 – rent collected as a percentage of total rent due in the reporting year. Last year this was 100.12% and this year this is 9%. This was analysed and it is due to tenants migrating to Universal Credit and receiving no payments for the first six weeks.

Page 10 – indicator 27 – Gross rent arrears (all tenants) as at 31st March each year as a percentage of rent due for the reporting year. Last year this was 2.48% and this year this is 2.58%. It was reported we compare favourably to other RSLs. This information is reported at Operations Sub Committee meetings.

Page 10- Indicator 18 – Percentage of rent lost through properties being empty during the last year. This was 2.38% last year and is 1.51% this year. This is a big decrease and is due to the properties being held for potential decant from the works at 200 Butterbiggins Road are excluded as per the SHR definition.

Page 10 – indicator C7 – Percentage of former tenant rent arrears written off at the end of the year. This was 56.74% last year and is 48.03% this year. This is different to paper figure as some had been repaid after they had been written off.

It was stated for information, for the new Committee members, that a huge amount of work is undertaken by staff to complete the ARC and that not everyone inputs data into the system in the same way, so anomalies are created, and the figures are constantly looked at and reviewed.

Page 7 – Indicator 8 & 9 - It was reported the number of days and hours to respond to repairs are decreasing. Non emergency repairs were recorded at 6.38 days last year and 5.74 days this year. For emergency repairs this was 2.25 hours last year and is 2.13 hours this year.

Page 7 – indicator 10 – Percentage of reactive repairs carried out in the last year completed right first time. It was reported that this may be due to multiple visits to the same property.

EESSH and SHQS figures have improved. Some of this is due to works at South West Govanhill (SWG) but there are limits for SHQS improvements due to constraints in older tenemental buildings.

All EICR and Gas Safety Checks were carried out in 2024/25 and the Association is 100% compliant for these.

Page 6 – indicator C3.2 – the number of supported housing lets during the reporting year. A note has been added that homeless lets have been included in this figure as each homeless case receives temporary support from an external agency at the start of their tenancy.

The Chair noted thanks on behalf of all the Committee to all the staff involved in the ARC report and stated that the data was very clear and easy to read.

Subject to the changes to figures mentioned at the meeting, Approval was given for the Director to submit the completed ARC to the Scottish Housing Regulator.

The only change to the Annual Stock Return were the addition of sixty new units at Butterbiggins Road and the addition of one other unit.

Approval was given for the submission of the Annual Stock Return to Scottish Housing Regulator.

5) New Committee Member Recruitment Update

HTS gave an update of progress made with this. There has been a lot of discussion to make sure that people who will add value to the Committee are found.

There has been a lot of interest and HTS has been triaging this and has identified three possible candidates. At the moment there is only one of these candidates who understands the role and the principles of being a Committee Member.

The next step would be for the potential candidate to meet with the Director of the Association and the Chair of the Association.

It was reported the Director and Chair had already met with another possible Committee Member so this would mean there could possibly be two new members. This person is also interested in the work of GCDT.

Paul Callander volunteered to speak to the potential new members to share his experience as a new Member of the Management Committee.

It is proposed that the person who has met the Director and the Chair may come along to the next meeting and if they are still interested then they would be invited to attend the AGM in September.

It was asked if there is a maximum number of Committee Members allowed. It was reported the maximum is fifteen but just now there are eleven members on the Management Committee.

The update and progress to date was noted.

6) Amendment to Treasury Management Policy

Head of Finance & IT (HFIT) reported the Association are looking at raising finance for projects that are in the pipeline. When looking at the Treasury Management Policy it was realised there are five banks named on it as sources of lending. Only three of those named are current lenders.

It is proposed to change the wording in the policy to “any lender of financial institution which holds a UK banking licence and is deemed to be acceptable by the Management Committee”

Bonds – the current policy states” ….the Association may consider participating in aggregated bond finance”.

It is proposed to remove the word “aggregated” from this part of the policy.

The policy also states, “Before any new lender is added to the approved sources of funding, the Association must satisfy itself, acting reasonably, that the organisation is financially stable”.

If a loan issuer was financially unstable, they would sell the loan to another institution but still preserve the terms of the original loan. Dunfermline Building Society going out of business and its loans being bought by Nationwide being an example of this. So, it is proposed this statement is removed from the policy. This was discussed with Peter Freer from Allia C& C, and he agrees with the proposals made.

Discussion took place about sustainable borrowing and it was reported this would be discussed by Committee on a case-by-case basis. It was agreed that lenders who are socially focused would be preferred. HFIT would still also like to investigate Sharia Financing. It was agreed that it may be too restrictive to insert the wording of preference would be given to ethical or socially focused lenders, but the ethics of the lender will also be considered when looking at borrowing.

It was asked what other RSLs Treasury Policies were, and it was reported that they would be similar to ours and that it's a constantly evolving landscape.

Approval was given to change the wording of the Treasury Management Policy as follows:

- **Change the named lenders to "any lender of financial institution which holds a UK banking licence and is deemed to be acceptable by the Management Committee"**

- **Bonds – the current policy states"….the Association may consider participating in aggregated bond finance". Remove the word aggregated**

- **"Before any new lender is added to the approved sources of funding, the Association must satisfy itself, acting reasonably, that the organisation is financially stable". Remove this from the policy.**

7) Five Year Financial Plan
Projections and Assumptions
Trends and Comparisons

The Five-Year Financial Plan (FYFP) reflects the budgets that were approved by Management Committee in March 2025. This information needs to be condensed and entered into the SHR template to allow SHR to compare RSLs and observe trends within the sector. Comparison information can be seen on the SHR website.

Discussion took place regarding Committee scrutinising this information and it was suggested that annual training could be provided so members had the skills to scrutinise the information in detail and ask appropriate questions. A comment was made that it's hard to scrutinise when don't know what the finance job is. It was asked if ratio analysis could be provided. HFIT stated that could be provided to give a better understanding.

It was asked if the cost per unit at 159 Butterbiggins Road would be funded by grant funding and the difference between that and the development at Butterbiggins Court. It was reported that Butterbiggins Court was built by Link and we purchased the flats on a turn key basis so the grants for this were given to Link.

A question was asked about how salary for maternity and paternity pay was calculated in advance for the budget. It was reported that an average number is projected for each year and a higher salary grade is used in the calculation so that we are prudent in our calculations. So, in summary, an informed guess is made.

A suggestion was made that the Committee could consider recruiting an external Board Member with finance expertise. Some Associations advertise on Employers in Voluntary Housing (EVH) website for this.

A comment was made that understanding the terminology can be a struggle. **It was confirmed Nicki had circulated this.**

A question was asked about reducing the amount of debt? It was reported there was a strategy in place for this. It had been discussed at a previous meeting that the member had been unable to attend.

A comment was made that it would be good to have that base level of information to ask questions at future meetings.

Members were also invited to email HFIT or Senior Finance Officer if they had any further questions.

Approval was given to submit the Five Year Plan to SHR

8) Financing Update

There has been ongoing work undertaken to try and resolve the issues encountered with the Barclays loan covenant. There are predicted breaches of the covenant at various points in the coming years.

The current covenant requires that we subtract 80% of our capitalised major repairs spending from the surplus generated in the accounts.

A proposal has been received from Barclays to help resolve this issue. Current loans are split into two batches. Batch one is repaid in ten years and batch two repaid in fifteen years. The proposal is to change the end date of the fifteen-year loan so that is ends in ten years and agree a ten-year variation to the covenant. At the end of the ten year period there will be a balance to re-pay or refinance. The cash position at that time will decide the action at that time. This will lead to a slight reduction in the rate on the loan and at a fixed rate of borrowing. If we were to move away from Barclays the arrangement fee for a new loan could be as much as £150k.

Approval was given for HFIT to continue negotiations with Barclays.

Charity Bank – the loan application to Charity Bank for £3.8 million has been approved by their credit committee. This requires a valuation of the flats at Butterbiggins Court as they will be held as security for this loan.

CAF Bank – An initial meeting has been held with them and all budgets, business plan etc has been provided to them. The Finance Team will follow up on this loan once the Charity Bank loan has been completed.

Bond Financing - The Association has £3.5 million reserved on the loan. Allia C&C are waiting for confirmation from the Scottish Government as to the value of the bond. So, some progress has been made on this.

The updates on borrowing were noted and approval given for HFIT to continue negotiations with Barclays Bank.

9) Management Accounts Report – Q4

Quarter 4 Management Accounts

These are the final quarter for 2025. The accounts have not been audited and there are always some adjustments for grants, accruals and depreciation. The following points were highlighted:

- The surplus at Q4 is £2.602M which is behind of the budgeted position by £225k.
- There have been savings on salaries
- Repair costs are higher due to the major storm
- Void performance was predicted to be 4% but is performing better than this and is 2.5%

It was asked if the outstanding balance on page 3 is capital or capital and interest. It was reported that it was capital.

The contents of the report were noted and approved.

10) Tenancy Services Staffing Report

It was reported that the Senior Housing Officer (SHO) had been successful in gaining a new post within the Association in December 2023, and the post had been vacant since then. It is proposed to use that budget for two new posts. These are Allocations/Lettings Assistant at Grade 5 and an Administrative Assistant at Grade 4.

The introduction of these two posts is essential to address current inefficiencies, as a significant number of frontline officers are routinely undertaking administrative tasks and lower-grade duties.

The two new posts were considered at the Operations Sub Committee meeting on 14th May 2025. Usually this would then go to F&GP for approval but this Sub Committee now only meets twice per year, so it was brought to Management Committee for approval. If approved, the posts will be advertised tomorrow.

As theses posts are being advertised mid-year the full costs can be met from this year's budgets. An additional sum will be added to next year's budgets to cover the small increase in costs

Approval was given to recruit a Grade 4 Administrative Assistant and a Grade 5 Allocations/Lettings Assistant.

Philip and Louise were asked how they had found the meeting. Philip stated that it had been interesting to see how the meetings work.

Philip and Louise left the meeting at 7.45pm

11) Notifiable Events - This is a standing item on the agenda

The notifiable event regarding the Barclays loan covenant has been covered under a previous agenda point.

The following update was given:

200 Butterbiggins Road – a contract meeting took place this morning and SHR are also being kept up to date. It is expected the cladding remedial works will be completed by 22nd August. Surveys for the suppression system took place last week and it is hoped the proposals and costs will be received next week. If building control require a warrant this will add three months to the schedule of works.

The void flat will be completed out of sequence to show tenants the fire suppression system in place. It is hoped this work will be as discreet as possible.

An update was given to tenants after the last Management Committee and they will be updated again next week.

It was reported the fire suppression system would not saturate furniture etc.

It was reported that after the fire at Cameron House the Scottish Government had recently concluded a consultation on amendments to the Building Standards and Fire Regulations this included looking at the definition of a hotel and it may be that we have to add fire suppression systems to our hostel projects in the future dependant on the review of both by the Scottish Government.

The updates and status of current events were noted.

12) Submission of Returns – Standing Item
None

13) Health & Safety – Standing item
Noted the minutes from the Health & Safety meetings are reported to the Operations Sub Committee.

14) Minutes of Sub Committee Meetings – For Information
Audit & Risk meeting held on 7th August 2024
GCDT meeting held on 21st August 2024
GCDT meeting held on 15th January 2025
Operations meeting held on 5th February 2025

The minutes from these meetings were noted.

15) Report Back from Other Organisations
Employers in Voluntary Housing (EVH)
None
Glasgow & West of Scotland Forum of Housing Associations (GWSF)
SHARE
None

16) Documents for Formal Execution
None

17) Correspondence
None

18) A.O.C.B
Due to timing necessities this item regarding evictions has been brought to this Management Committee for approval.

Approval is being sought to enforce eviction decrees that have been granted by a Sheriff.

It was reported the first case is over £5000 in arrears despite the tenant receiving Universal Credit. All previous payment arrangements have failed. The tenant has also received assistance from the Law Centre. All avenues of recovery have been exhausted. Staff have continued to try and contact the tenant but there has been no contact and no attempt by the tenant to make any payments.

It was asked what would happen if the tenant got in touch. It was reported that staff will continue to work with the tenant until the very last minute. Eviction is an absolute last resort and it also costs the Association money to recover the flat and re-let it.

It was asked if there were reasons for non-payment. It was reported the tenant had been working and still didn't pay. Promises were made and each repayment arrangement failed.

It was asked if a tenant received Universal Credit can we ask for the payment to come direct to the Association. It was reported that we can request this but only if the tenant doesn't request it first.

A comment was made that some arrears could be because the Universal Credit process doesn't make any payments for the first six weeks. It was reported there had been no contact at all.

It was asked what the chances were of the tenant making contact. It was reported the case was called at court in January and at that point it usually triggers contact from the tenant, but they had not been in touch.

It was also reported the debt stays on the accounts and even if it is written off it can be re-added if the tenant gets back in touch.

It was asked if we received an application for this tenant from Homeless case Team would that be processed. It was reported that it would be suspended until an agreement to repay the debt was in place.

HTS reported they were confident the Association have done everything possible and all processes had been followed.

Approval was given to enforce the eviction decree.

The second request to enforce an eviction decree has arrears of just under £10,000. The tenant has lived in the property since 2016. [redacted] The tenant is working on a temporary contract and earns £500 per month. They are aware of the debt and of the support that we can provide. Universal Credit was stopped in May 2023 and the balance continued to rise.

Notice of Proceedings were served in December 2023 and the case called in court in May 2024 but was continued until July 2024. The Decree is live for six months and expires on 10th June 2025. The Charge Notice was served by Sherrif Officers.

Work is still ongoing to try and engage the tenant.

Again, there is a pattern of failed arrangements and non-engagement.

It was asked if social work would step in as children are involved. It was reported the impact of this is huge and a referral is made to social work when the case calls in court.

It was asked if both adults residing in the property had been contacted. It was reported that we can only talk to the tenant. The Notice of Proceedings is sent to the occupiers, so the partner is notified of the issues at this stage.

It was asked if the partner could take over the tenancy. It was reported only if the tenant gives us permission and the debt is cleared.

A comment was made that maybe after not paying rent for two years they were just going to accept their fate. It is very sad but a necessary step to enforce the eviction.

Again, it was reported that staff will work with them until the very last minute.

Approval was given to enforce the eviction decree and proceed with eviction on the 10th June.

Handyperson Service – It was reported that this service will cease on 25th June 2025. This is part of savings measures by Health & Social care Partnership (HSCP). HTS and HDPS are looking at how we can support tenants who previously used this service. This also means that staff who were involved in the project have lost their jobs.

Forsyth House – a meeting took place with GCC last week regarding supported accommodation on this site. GCC supported a proposal for fourteen bed spaces at the project.

GCC proposed that a budget line is created for fees etc for this site. A demolition proposal is being worked on. If it was demolished it would save us £30k in rates alone. HFIT is looking at funding options for this site. It was reported that retaining the facade would be unmanageable and the project would not be viable.

Discussion took place and noted it was vital the building was self-sustainable. It was reported that HITF had reviewed the forecast costs and the project had a positive MPV calculation.

Agreement was given at the Operations Sub Committee to update the Management Committee with progress made.

There are still different possibilities being considered for the site.

Logo - It was reported that staff, Office Bearers and the Management Committee had looked at the different designs for the new logo.

This will be rolled out on the revamped website and letterheads.
It was asked why it was changed. It was reported that people didn't understand the old logo and it was outdated.

It was asked about the cost of this, and it was reported that it wasn't very costly around £2k as it was being created at the same time as the website.

Approval was given to proceed with the launch of the new logo.

19) Date of Next Meeting
25th June 2025 at 6.30pm

The meeting closed at 8.27pm