**MINUTES OF THE MEETING OF**
**MANAGEMENT COMMITTEE HELD ON**
**WEDNESDAY 19 AUGUST 2026 AT 6.30PM**
**HYBRID MEETING**

**MEMBERS PRESENT:** Keith Kintrea (Chair)
Audrey Flannagan
Mujeeb Ur-Rehman
Iain Doherty
Jacqueline Donnelly
Elnimiery Khalifa
Kate Le May
Barbara Robertson (online)

**IN ATTENDANCE:** Jennifer Cairns, Chief Executive (CEO)
Alison Kevan, Director of Corporate Services & HR (DCSHR)
Bryan McMahon, Director of Development & Property Services (DDPS)
Claire McGraw, Director of Tenancy Services (DTS)
David Robb, Director of Finance and IT (DFIT)
Fiona Connolly, Senior Finance Officer (SFO)
Debra Campbell, Head of Training & Professional Development, SHARE
Nicki Bruce, Minutes and Wyser AI

**1. Apologies**
Apologies were received from Paul Callander and Ghazala Hakeem.

**2. Declarations of Interest**
None

**3.3 SHARE Appraisal Report – Debra Campbell**
**Management Committee Appraisals**
Debra noted this was the second annual appraisal undertaken by Share and next year the process will change to a new system. The report includes committee feedback from observations, surveys, and one-to-ones with Management Committee and GCDT Board Members.

Good feedback was received for the CEO and the Senior Management Team and the overall view was that SMT and the Management Committee are working well together. There is also a strong commitment to tenants and the community.

In terms of composition and continuity one member had served less than one year; three members between one and nine years and five members with over nine years. No members currently have plans to leave, although 5 members have suggested they may think about it in the next 5 years. Two members have expressed an interest in becoming office bearers in the future.

Debra observed a recent Management Committee meeting and noted good engagement from members and a willingness to ask questions as well as having confidence to challenge decisions. There is a good awareness of regulatory standards amongst Committee.

In relation to values and culture the Committee showed good examples of applying values with strong themes around fairness, confidentiality, inclusiveness, accountability, tenant focus, community support, financial responsibility and evidence-based decision-making.

It was noted the appraisal report recommended:

- Finance training for members

In terms of learning and development priorities the Committee have good knowledge of governance, housing, and regulation but the report suggested continuous learning would be helpful due to constant changes and emerging housing issues. Webinars were suggested as a good method of staying informed.

Individual learning plans will be developed for Committee members.

**Chairs Appraisal**
The appraisal of the Chair was extremely positive, noting the Chair was effective and encouraged participation while keeping meetings moving. A separate chair feedback report will be provided.

**GCDT Board Appraisals**
The feedback received from the Trust Board members included them being happy to challenge during discussions as well as a strong commitment to the local community.

The recommendations following the Board appraisals include:

- A review of Succession Planning
- Consider knowledge/skills gaps, particularly if membership changes
- Finance training for members
- Management Committee Learning and Development Plan to be developed

Individual learning plans will be developed for Committee members.

**Questions**
A member queried why financial and treasury management was not in the executive summary recommendations, given its frequent mention in the individual statements and it was advised this was the draft report and they would be added to the final version.

A Member queried when individual reports would be available and it was advised they will be issued by the end of the current week or early next week, following review.

The Chair noted past difficulties with individual learning plans, specifically with the LearnPro, with a low uptake from Committee and Debra suggested small learning chunks could be a more effective approach in future, depending on the topic.

***SHARE will:***

- ***Provide a separate Chair feedback report***
- ***Issue individual learning statements to Committee within the next week***
- ***Include Financial and Treasury Management in the final draft of the report***

Management Committee thanked Debra for her presentation and Debra left the meeting at 7:00pm.

**3.1 Minutes of Previous Meeting – 24 June 2026**

[redacted]

[redacted]

It was noted page numbers had not been added to the previous minutes. This will be rectified.

A member queried if the newly implemented 7 Day Rule was working well and SMT advised it was proving very effective.

***The minutes of the Management Committee meeting held on the 24 June 2026 were proposed by Iain and seconded by Audrey Flannagan.***

**3.2 Matters Arising**
Updates were provided on Matters Arising.

**4. Standing Items**
**4.1 Notifiable Events**
**200 Butterbiggins Road**
The DDPS reported progress is being made with a new installer for the fire suppression system and the architect will submit the building warrant based on the new installer drawings. The previous installer was poor at responding to queries, leading to a change to a new installer.

**28 and 36 Langside Road – Falling Stonework**
Costs came in significantly higher than anticipated, and other quotes are currently being sought. Specific contractors are being approached to demonstrate value for money for owners and the Association, but costs are expected to be double the expected price.

A Member queried if owners were advised of the initial estimate and the DDPS confirmed they have been. Other areas requiring work have been identified, but the main priority is the stonework repair.

[redacted]

**Settlement Agreement**
The DHRCS advised this has now been closed.

**89 Coplaw Street – Ceiling Collapse**
Full report is attached at appendix 1, providing details and information about the next steps.

The DDPS advised the ceiling collapse was due to heavy downpours which injured a tenant. The contractor secured the site and identified the fault as a snapped downpipe bracket in a hidden gutter behind internal wall in the owner's flat above, which caused water ingress. Repairs are underway, with minor repairs and decoration expected to be completed by the end of August. A post-inspections will follow.

Other similar properties are being checked, with no issues identified to date. [redacted]

**ARC Submission – EICRs**
The ARC submission advised of 2 missing EICRs but following the Scottish Housing Network (SHN) validation a further 10 EICRs have been discovered. The Association have advised the Scottish Housing Regulator (SHR) of this and they will update the ARC data. The EICRs are in progress and will be completed by the end of August.

A Member queried why 10 EICRs were missed and the DDPS explained they were on a 10-year cycle and had not been transferred to the 5-year cycle. The DDPS advised the Association are now 100% compliant from today. The issue was caused by an administrative error.

A member queried if the new IT, Rubbix, will resolve such issues occurring again and the DDPS noted the new system will be automated but it will still rely on human input.

***Management Committee noted the notifiable events currently open and their status at the time of the meeting.***

**4.2 Submission of Returns**
The DFIT advised the Loan Portfolio Return has been submitted to the SHR.

***Management Committee noted the submission of the Loan Portfolio Return.***

**4.3 Health & Safety Update**
A member noted no paper was provided for this item or at the previous 2 meetings and the DCSHR advised that Corporate H&S is reported to the Finance & Corporate Services Sub Committee (F&CS, previously known as the Finance & General Purposes F&GP) and Landlord H&S is reported to Management Committee. The member noted this is the biggest risk on the register. The CEO advised this will be looked at and noted the inclusion of H&S as a standing item was an SHR requirement. A member suggested it should not be listed on the agenda if there are no updates.

***The CEO acknowledged the need to report to Management Committee and a report on the review of H&S reporting will come to the September meeting.***

**4.4 Tenancy Sustainment & Support Update**
The DTS advised the report was for information purposes and noted the following updates:

- Funding applications have been made to SFHA Homeless fund for £220k and Allia Bank for £25k.
- The new Tenancy Sustainment & Support Assistant, [redacted] has started.
- The DTS advised the team were mentioned in a recent SHR Thematic Study which gave special recognition to their work. Further funding is being sought for 2 additional members of staff to focus on young people.

A member queried if it would be possible to include outcomes within the report for the next meeting and the DTS noted it would be challenging due to differing needs and outcomes but this will be addressed next month.

A member noted the Association were giving out Farmfoods vouchers but the shop is no longer on Victoria Road. The DTS advised the team are finishing up the left over vouchers.

***Management Committee noted the contents of the Tenancy Sustainment & Support Update***

**5. Annual Accounts 2025-26**
**5.1 i Annual Accounts 2025-26**
The DFIT advised that due to various absences, the accounts were scrutinised by the Finance and Corporate Services Sub Committee two days prior and the members of the Sub-Committee were happy to recommend the accounts to the Management Committee for approval.

An error in last year's accounts was restated on page 15 at note 8, where £600,000 had been incorrectly added to interest payable, reducing the interest figure but this has now been corrected.

There is a cash balance increase from £7 million in 2025 to £9.8 million in 2026, due to drawing down £3.9 million on the Scottish Government bond on the last day of the financial year.

A Member queried a discrepancy on page 31 and the DFIT advised this was a typo which will be corrected.

A Member observed that the steep increase in interest charges discussed previously had been addressed, but noted that over £1 million was still being paid in interest. The DFIT explained there was a balance between borrowing to accelerate work and not borrowing. Over £1 million of loan capital was being paid back in this year.

The DFIT noted the audit was disjointed this year due to unavoidable staff absence, and the report was thanks to Finance Manager who prepared both Trust and Housing Association accounts.

***The Management Committee considered the audited accounts, was satisfied the accounts provided a true and accurate of the Association's finances and approved the 2025-2026 audited accounts.***

**5.1 ii Audit Summary Report**

The DFIT advised the summary of findings of the auditor is produced annually during the external audit, which requires a formal response from Management Committee to the auditor and copies are also sent to the Scottish Housing Regulator (SHR).

Two issues arose during the audit, one of which relates to the treatment of negative goodwill, which resulted from the second stage transfer. Last year, the auditor advised the repayments should be spread over 20 years rather than 50 as this is more realistic and means the negative goodwill will be fully released by 2031.

The second issue noted by the auditor relates to the timing differences in the Association's processing of the monthly rent debit being run to being integrated in the rent ledger. This is caused by 2 software systems being used. The Association is aware of this and it will be resolved when the new IT system, Rubbix, is implemented.

A Member queried why cash levels were high and the DFIT advised that arranging loans takes a long time. The Association follows CIPFA code on Treasury Management to protect capital over chasing returns and liquidity is crucial to avoid not being able to pay. The CEO also noted there had been a delay with the investment programmme which also had an effect.

***Management Committee considered the Audit Report Summary and proposed reply and were satisfied to delegate authority to the DFIT to reply to the auditor on Committee's behalf using the agreed wording.***

**5.1 iii Letter of Representation**
The DFIT advised this is a standard letter which confirms that nothing has been misstated or withheld and provides comfort to the auditor.

***Management Committee approved and the Chair signed the Letter of Representation.***

**5.2 2026 Assurance Process**
The DCSHR advised that an annual assurance statement must be provided to the Scottish Housing Regulator by the end of October, self-assessing compliance with regulatory standards. A comprehensive process is in place, including an assurance working group made up of 3 Committee members, to provide additional assurance to the Management Committee. This year the group specifically looked at the health and safety matrix and the evidence bank.

The working group was assured of health and safety processes but recognised the need for continued updates on damp and mould and new legislation. A new stock condition survey has been commissioned and the Management Committee will be kept up to date.

Section 7.4 in the report identified areas for improvement and actions, with more detail expected at the next meeting in September. The H&S Officer also presented information to the group regarding the H&S Matrix.

A member of the Assurance working group advised they had nothing further to add to the DCSHR's summary of the Assurance process and the meetings held to date.

Another member noted it was good to see a snapshot of the information and it would be useful to see more.

The CEO advised the last H&S report was presented to the Operations Sub Committee in May and the next Landlord H&S report is due to go to the August Operations Sub Committee. These reports provide more detail and the member noted it would be useful to see these. ***The DPS advised he will send the Landlord H&S report to the Management Committee.***

***The CEO stated that a review of H&S reporting would be carried out and a report would come to September Management Committee with a proposed reporting schedule for Management Committee and the Sub Committees.***

***The Management Committee agreed and approved:***

1. ***The report and accompanying evidence show the Association is compliant in its obligations that 'Social landlords must submit to us an Annual Assurance Statement providing assurance that their organization complies with the relevant requirements of section 3 of the Regulatory Framework. This includes regulatory requirements that apply to all social landlords and the Standards of Governance and Financial Management that apply to Registered Social Landlords (RSLs).***

2. ***Senior staff present at the meeting responded to member questions verbally at the meeting or will provide the relevant detail at the next meeting.***
3. ***Any identified actions identified as part of these considerations will be added to the 2026-27 Action Plan.***
4. ***Any issues, if material in nature, should be notified as part of the Association's statement as being non compliant. No issues were highlighted as being non compliant throughout this item.***
5. ***The Assurance Statement, with updates on areas of improvement, will be brought to the September Management Committee meeting for consideration and approval. If approved at the September meeting, the statement will be submitted to the Scottish Housing Regulator prior to the October deadline.***

**5.3 Communications Strategy**
The CEO advised the 3 year strategy covered internal (staff, committee, volunteers) and external communications (increasing awareness, enhancing profile, strengthening community participation, sharing voices). The report outlines objectives, outcome measurements and communication methods with an action plan attached. Progress so far includes; staff engagement, positive news stories, a staff hub, and bi-monthly staff updates.

***A member queried point 4 under 5.2 in the report which referred to 'voices of local people' and suggested changing this to residents. The CEO advised this will be changed.***

The Chair asked if Management Committee input was considered and expressed a need for committee members to be kept in the loop with communications, including newsletters and the staff hub. ***The CEO advised the newsletter will be issued to non tenant/owner Members which was likely an oversight. In terms of access to the staff hub on Sharepoint, there shouldn't be any content issues and the CEO will check this with the IT team.*** The CEO advised the Committee Briefing report which is presented to Management Committee at each meeting details all the information provided on the hub.

A Member suggested including current and aspirational targets for measuring impact.

***Management Committee approved the Communications Strategy and advised the Annual Performance Planner will be included with the next Committee update.***

***The CEO will look at including the current and aspirational targets for measuring impact.***

**5.4 Agenda Planner**
The CEO advised the planner was created to align reporting with business strategy deadlines to ensure planned reporting to the committee for the next year.

The Chair noted the Committee have not seen this document before.

A Member queried the coverage period (February to August) and suggested it should be September to September. The CEO advised that the document requires an update but provided an overview of the last few months.

A Member suggested including "deep dives" into thorny issues in future agendas, perhaps one per meeting, to allow for more detailed understanding. The CEO agreed to consider this and asked for suggestions on topics. And complaints was suggested as a possible topic.

A Member recalled a previous practice of agreeing on a topic and scheduling it for a deep dive.

The CEO mentioned that Tenant Scrutiny Reports will come to the Management Committee and this may provide a good opportunities to discuss topics in more depth. The Chair suggested discussing deep dives at the upcoming office bearers meeting.

The DTS advised the Tenants Scrutiny Panel have been focusing on various areas of the Association and the findings of the most recent discussions regarding Customer Service will be presented to Committee shortly.

***The Management Committee approved the proposed agenda planner.***

***The Office Bearers will discuss the possibility of deep dives into specific areas at the next meeting.***

**5.5 Review of Risk Management Process and Risk Management Policy**
The CEO advised improvements are being made to risk management process and a new strategic risk register is being developed, with discussions already held with leadership. Teams are currently looking at the operational risk register and once developed the assurance documentation will be reviewed to identify controls which can then be fed into the audits next year.

A strategic risk register for the Trust will be reviewed with the new business plan early next year.

At 5.6 in the report, timescales are outlined, aiming for completion by February next year, when the new Business Plan will start to be developed.

A member noted the report was very informative and presented well and a requirement of the regulator. Another member noted the document was very clear, including the categories of impact and used a good system.

***The Management Committee approved:***

- ***The proposed Risk Management Process***
- ***The Draft Risk Management Policy***

**6. For Notification**
**6.1 Committee Briefing**
The CEO presented the report and there were no questions.

The CEO advised the Director of People & Corporate Services has been appointed and references are being gathered and the recruitment will be announced next week.

The CEO's recent interview on Sky news was noted by a member.

The CEO noted Paul Callander has resigned from the GCDT Board and queried if any members would be interested in joining. Kate Le May advised she would be happy to join the Trust Board.

***Management Committee approved the appointment of Kate Le May as a GCDT Board Director.***

***Management Committee noted the contents of the Committee Briefing.***

**6.2 Business Strategy and Performance Update – Q1**
The CEO advised the report included a quarterly business strategy update and a performance update, with KPIs.

- Void relet days have decreased from 36 to 22 in the last quarter.
- Rent arrears are below target.
- Kitchen & Bathroom Programme Update now included in the report.

A Member suggested including annual targets and current vs. aspirational figures for major repairs, kitchen and bathroom inspections. Another member suggested including actual numbers alongside percentages for better context. The CEO agreed to include this information in the Q2 report to Committee. A further request was made for the text font to be increased.

Management Committee noted:
- The progress made on the Business Strategy Action Plan
- The performance results for Q1 and Improvement Actions
- The progress made on the Kitchen & Bathroom Programme
- The Finance KPIs

**6.3 Q1 Management Accounts 2026-27**
The Senior Finance Officer presented the Management Accounts and advised the Association are in a strong position in terms of budget and noted there was a slight uptake in the bad debt provision.

Bad debt provision has increased from £520k (2025) to £650k (2026) to £719k (current), due to conservative provisioning. Factoring Arrears create a dip due to the quarterly invoicing being out of sync. Tenant recharges were provided at 100%. Factoring arrears had a dip in March 2020 and then increased, noting quarterly invoicing.

Turnover per unit is £1,760 but will rise to £7,000 annually. Void loss is 1.5% overall, 1.7% for tenancy services and zero in hostel accommodation. Repair costs per unit are £267 and rising to £1,067 annually, which is higher than budgeted, possibly due to component allocation issues. Bad debt provision per unit was £251.

There were no questions regarding the Q1 Management Accounts.

***Management Committee approved the Management Accounts to 20 June 2026.***

**6.4 IT Project Update**
The DFIT advised everything is running well at present with the Mears interface testing well. Two finance workshops are scheduled for the end of August to move from theoretical to practical assessment. The live target remains on track for November.

A member queried if the programme was back on target and the DDFIT advised there have been no further delays at this stage in the process

***Management Committee noted the contents of the IT Project Update.***

**6.5 ARC Comparison Report**
***The Management Committee noted the contents of the ARC Comparison Report and there were no questions.***

**6.6 Secretary Report (including Registers)**
The CEO noted that the Secretary's report was a requirement of the Association's Rules and relates to Rules 62 to 67.

***Management Committee noted the contents of the Secretary report.***

**6.7 Share Member Update 2025-26**
The report was presented and a member noted the membership appears to be falling year on year.

***Management Committee noted the contents of the Share Membership Update 2025-26.***

**7. Minutes of Sub-Committees - For Information**

- GCDT Meeting held on 10 June 2026
- Special Finance and General Purposes (F&GP) Sub Committee meeting held on 10 June 2026

***Management Committee noted the minutes of the Sub Committees.***
**8. Report Back from Other Organisations - For Information**
None

**9. Documents for Formal Execution**
None

**10. Correspondence - For Information**
None

**11. A.O.C.B.**

**Climate Courtyards Project**

A member noted this was a really interesting project.

**Director of Corporate Services & HR – Retirement**

The Chair advised tonight's meeting is Alison Kevan's last Committee meeting and thanked her for all her hard work since 2015, highlighting her contributions as a senior team member, particularly during Covid, and her excellent and highly competent management of the various areas involved in her role.

The DCSHR has requested a low key retirement do and Management Committee were invited to attend the lunch event on Friday 18 September.

Management Committee thanked Alison for her hard work over the years.

**AGM Attendance**

The CEO noted the AGM is being held on Thursday 10 September at 7pm in the Community Hall.

**Office Bearers Meeting**

The next meeting will take place on Thursday 27 August at 12 noon.

**12. Date of Next Meeting**

AGM – Thursday 10 September @ 7pm
Management Committee – Wednesday 23 September @ 6:30pm

The meeting closed at 8:30pm