

**MINUTES OF THE MEETING OF
MANAGEMENT COMMITTEE HELD ON
WEDNESDAY 27 MAY 2026 AT 6.30PM
HYBRID MEETING**

MEMBERS PRESENT: Keith Kintrea (Chair)
Audrey Flannagan
Iain Doherty (from Item 5)
Paul Callander
Jacqueline Donnelly
Katie Le May (co-opted at item 4)

IN ATTENDANCE: Jennifer Cairns, Chief Executive (CEO)
Alan McDonald, Director of Development & Property Services (DDPS)
Alison Kevan (Director of Corporate Services & HR (DCSHR)
Claire McGraw, Director of Tenancy Services (DTS)
Fiona Connolly, Senior Finance Officer (SFO)
Nicki Bruce, Minutes

1) Apologies

Apologies were received from Ghazala Hakeem, Mujeeb Ur-Rehman, Elnimiery Khalifa and Barbara Robertson.

[REDACTED]

The Chair welcomed everyone to the meeting and advised Jennifer Cassells has resigned from the Management Committee [REDACTED] but advised she would be keen to rejoin Committee in the future.

[REDACTED]

[REDACTED]

3) Approval of Share Membership Application

Katie Le May's share member application was presented to Committee for approval.

Management Committee approved Katie Le May's Share Membership Application form.

4) Appointment of New Co-opted Member

Following a brief discussion Management Committee provided approval for Katie Le May to be co-opted to the Management Committee.

5) Declaration of Interests

None

6:38pm Iain Doherty arrived.

6) Minutes of Previous Meeting held on 22 April 2026 and Matters Arising

The CEO advised 9 Management Committee appraisal meetings have been completed by Olwyn Gaffney at SHARE on behalf of the Association and there is one more meeting to arrange. Cheryl Miller's appraisal meeting will be also arranged when she returns from her leave of absence.

It was also noted the refurbishment works at Westmoreland Street are receiving a great deal of press attention.

The minutes of the Management Committee meeting held on the 22 April 2026 were proposed by Audrey Flanagan and seconded by Iain Doherty.

7) Internal Audit Annual Report

The CEO presented the Internal Audit Annual Report and the Follow Up report to Committee and advised the Follow Up Report will be presented first.

7.2 Follow Up Report – May 2026

The report provides an overview of completed recommendations and evidence. There are 8 completed recommendations, 4 are ongoing and 1 which is not being taken forward. The 3 internal audits carried out this year (Financial Controls, ICT Control and Equality, Diversity and Inclusion) have provided a High Assurance level of 83% by the auditor.

A member queried when the report regarding the cyber security policy would be presented and the CEO advised [REDACTED] the policy will be presented to the June Management Committee meeting. The member noted it had been a while since Committee had seen a draft and the CEO advised there is a lot of activity in this area with staff receiving online training depending on their roles within the Association. The report will also include an update on what we have in place to mitigate the risk of a cyber attack.

A member queried the Association's policy regarding online payment security and the CEO advised online payments made through Barclays Bank online banking require two

signatories to authorise and the SFO noted staff have been trained to never use embedded links within emails and to always access the payment system via company websites.

A member queried if the Association used AI and the CEO noted the Association is not currently using AI across the organisation, but teams are looking into it in relation to data, security and governance. At present the Association is only making use of Microsoft Copilot.

7.1 Internal Audit Annual Report

The CEO noted the Annual Report outlines the audits carried out during 2025-26 and the purpose of the report is to provide assurance to the Management Committee.

- ***Management Committee noted the contents of the Internal Audit Annual Report and the Follow Up Report.***
- ***Cyber Security Policy and update will be presented to the June Management Committee.***

8) Standing Items

8.1 Notifiable Events Update

200 Butterbiggins Road

The drawings for the building warrants are in progress and the fire suppression system works started on the 6th April. There was a delay to the work as vermin activity was detected and treated, with works starting again on the 11 May.

A member queried why rats had prevented work from proceeding and it was noted that as contractors have to work in close proximity the issue had to be eradicated prior to works recommencing. It was advised the Association have similar delays with void works caused by pests which affects void performance but the Association are in discussions with Mears to improve the figures.

A member queried if this costs the Association money and it was advised it doesn't in the traditional sense but it does have an effect in terms of delays to the works.

Notification of Falling Masonry

It was advised tenders are currently out for the works. A member queried the time taken from the tender being accepted in August 2025 and the works commencing in May 2026 and the DDPS advised the Association needed to make the area safe, agree the common works to the building with the owner, then agree management and payment plans.

A member queried if the issue was a one off event or to be expected. The DDPS noted the building is 115 years old and there is no real reason for the occurrence but the Association have carried out stock condition surveys and are proactively picking up on defects within its stock. The DTS also noted this is a common issue for associations and GWSF recently shared

information from other associations with pre 1919 property stock which was shared with Management Committee.

[REDACTED]

8.2 Submission of Returns

None

8.3 Health & Safety Update

8.3.1 Landlord Health & Safety Report

The DDPS advised the report was presented to the May Operations Sub Committee and is being presented to Management Committee for information.

A member noted the direction of travel is improving with the report providing a good snapshot of time and the data showed an improvement from 6 months ago. It was queried if data showing the progress made over a period of time could be included.

The DDPS advised all indicators are included in the report, including damp & mould, gas checks etc and the request for additional data within the report can be covered in future reports.

The new DDPS will review reporting to Management Committee and the Operations Sub Committee.

Management Committee noted the information contained in the Landlord Health & Safety reports and appendices.

8.4 Tenancy Sustainment Update

No updates.

A member queried the inclusion of the regular Tenancy Sustainment Updates to Management Committee and the DTS advised another member had requested regular reports regarding tenants using the service. It was noted it was useful to receive a brief report and the DTS advised she would provide updates if numbers changed. ***The DTS advised she will check with the member if they wish the Tenancy Sustainment Update report to continue being presented at Management Committee meetings.***

9) For Approval

9.1 ARC Submission for Approval

The DHRCS advised the ARC submission is returned to the Scottish Housing Regulator (SHR) by the 31 May every year and provides a means to assess the Association's performance. It also provides a method of measurement against other Registered Social Landlords (RSLs).

A link to the full return is included within the cover report which also provides an overview of the return using a traffic light system.

The DTS advised of some minor updates to the figures since the report was issued to Committee last week:

- Indicator 15 - Percentage of new tenancies Sustained – the figure has increased slightly from 90% to 91.2%.
- Indicator 15: Percentage of new tenancies to applicants from the landlord's housing list sustained for more than a year – the figure has increased slightly from 94.29% to 95.2%
- Indicator 26 – there has been a small change from 33.70 days to 33.60 days

The DHRCS noted that where no comparison figures are included, the indicator has not been reported on in previous years.

The DDPS also noted the SHQS figures are also included as part of the ARC submission. A member queried if there were action plans in place to improve performance in areas where performance was not meeting targets or had declined. The CEO advised that the Management Committee had approved targets at the meeting in April and this had identified key performance improvement areas. Actions have been identified to address performance in these areas and we will monitor this and report to the Management Committee on a quarterly basis.

A member queried if it was the Association's tenants who had been surveyed for the results and the DHRCS advised the SHR provide a series of set questions for associations for the 3 yearly tenant satisfaction survey. These results are based on the 2024 results. At the end of the survey process the Association tend to receive requests from tenants to become more involved with the Association. The CEO advised the Association have also implemented in house customer satisfaction surveys to gauge tenant satisfaction but to also identify and address any improvement areas.

The DTS also noted the stock report figure was out by 1 and should be 2871, not 2870. This figure will be updated prior to submission.

The Management Committee noted the contents of the ARC Return to the Regulator along with the EESSH Position and authorised the Chief Executive to submit the ARC on behalf of the Management Committee to the Scottish Housing Regulator by 31 May 2026.

Management Committee also noted the details of the Annual Stock Return.

9.2 Strategy Development Update

The CEO advised the Senior Management Team (SMT) have been working with Arneil Johnson on the Association's 3 year business strategy. There have been various planning sessions including the session with Management Committee on the 27 April.

The plan will include high level objectives and will be brought back to Committee to ensure all the information from the sessions has been captured and the essence of what was agreed has not changed.

The Mission Statement will be what was previously the Association's Vision Statement and what was discussed at the session on the 27 April.

The wording of the last strategic objective has been altered slightly following an SMT session. Previously, the final statement said 'transform how we work' and this has been changed to 'reimagine how we work'. The CEO noted that SMT were happy to go with whichever the Committee preferred. ***Management Committee advised they were happy to change the wording.***

A member noted they found the Committee and SMT Strategy session on the 27th April very useful. The CEO noted SMT had a further session with Arneil Johnson this morning looking at actions for objectives of specific outcomes and what areas to prioritise in years one, two and three.

The Management Committee:

- ***Noted the contents of the Strategy Development Update***
- ***Discussed and approved the proposed mission statement and Vision for the Strategy***
- ***Discussed and approved the proposed Strategic Objectives***
- ***Noted the annual business plan review process.***

9.3 Q4 Management Accounts

The SFO presented the Management Accounts for the final quarter of the financial year and noted a couple of updates.

The Association have drawn down the Scottish Government Bond money for 159 Butterbiggin Road which has boosted the Association's cash balance in line with the ambitious kitchen and bathroom replacement programme.

There is also an apparent surplus in the budget which follows on from the newbuilds last year and the voids continuing to perform better than previously.

A member noted there appeared to be a lot of cash and the SFO agreed and noted that it takes a long time for money to be received by the Association. The Association cannot appoint a tender until it receives the cash but the budget still shows that the money will be spent. The SFO highlighted the Kitchen & Bathroom Programme, noting the funds for this project are now starting to be spent. The SFO noted they tend to budget for worst case scenario.

The CEO noted that if the Association was underspent at the mid year position, projects could potentially be brought forward depending on what would benefit the tenants. ***The SMT will review this and report back to Management Committee.***

A member queried the delay if the funding has been procured and is ready to go. The SFO advised this is common, the process is started, the funding is secured and then often followed by delays resulting from the diligence of the banking processes involved.

A member queried if there were projects the Association would like to do and the DDPS noted a good example was the SW Govanhill Project which received £2.5m and the contracts were all arranged but Glasgow City Council (GCC) have not received their allocation yet. The project was approved 2 years ago but they are often dependent on investments and need to be done over a number of years.

The DTS noted a list of possible projects might be helpful and the DDPS advised the drains would be a good project but it would require the engagement of owners as GCC only carry out essential repairs of the system.

A member queried if there was scope for this in the area and would it be within the Association's control or GCC. The DDPS advised it would be both as the titles tie them together and if progressed the Association would need to carry the owners to ensure they were not left in the lurch.

The CEO advised the Association are in the process of arranging a partnership with GCC and Southside Housing Association to develop an environmental strategy and hopefully break down barriers.

The CEO thanked the SFO for her work on the Management Accounts at short notice.

Management Committee approved the Management Accounts to 31 March 2026.

9.4 Settlement Agreements

The DHCSHR advised there was a minor change to the policy at 1.4 in the document otherwise policy as previous.

Management Committee noted and approved the revised Settlement Agreements Policy to May 2029.

9.5 Possible D&P Tender Approval

It was advised the tender will be presented to the June Management Committee meeting.

10) For Notification

10.1 Committee Briefing

The CEO advised a meeting has been arranged for tomorrow to discuss a possible multi agency approach to environmental issues in the area with Southside Housing Association (HA) and GCC.

It was queried if an area of focus has been agreed and advised the target area would also include the other side of Victoria Road which is covered by Southside HA. The aim would be to deal with bins, bin hubs and education regarding the environment. A member noted they would be happy to attend the meeting if required. The CEO advised there is enthusiasm for the project and the meeting had been set up quickly. The Community Council have also been advised of the meeting.

Management Committee noted the Committee Briefing.

10.2 Risk Management Report

The CEO advised the Risk Register was presented to the March Audit & Risk Sub Committee (A&R Sub) and now to Management Committee to provide a high level update on the current risks to the Association. The report includes environmental risks and Health & Safety risks, but many procedures have already been put in place. The report also notes changes to the risk register which were approved at the March A&R Sub. Emerging issues, strategic risks as well as an update regarding GCDT. The next stage of the process is to identify the Strategic Objectives of the Association and Trust.

A member noted they weren't sure about the wording of the first box in the table at 5.2 'reverse the decline of housing, social and environmental conditions in Govanhill.' It was discussed and noted the Committee and SMT will be carrying out a review of the Strategic Risks following the approval of the new Strategy.

It was also noted that AI could be listed as a risk and the CEO advised the risk relating to cyber security can be expanded to include AI given that the pace of AI developments is exceeding the controls and regulation.

Management Committee noted the Risk Management Report.

10.3 Information Annual Report – 2025-2026

The DCSHR presented the annual information report which includes the targets and performance for 2025/26.

A member queried if the increase in the number of complaints being received was a result of AI technology being used by customers and it was noted this was a likely cause. Another member noted this was a positive as it provides an additional method for customers to express their opinions.

Management Committee noted the contents of the Information Annual Report 2025-2026.

10.4 Implementation of new IT System

The CEO presented the report and advised Management Committee will receive regular reporting until the implementation of the new system in September 2026 which Robert Kirkland from the IT team is project managing. It was also noted Rubbix have provided excellent feedback about Robert in his role.

Currently workshops are being provided for staff on the new system and 5 of the 9 workshops have been carried out so far. IT are reviewing the data and identifying data gaps as well as working with Mears as part of the process. It was also noted there is a project plan in place to provide Management Committee with further assurance.

Management Committee noted the contents of the Implementation of Housing Management System report.

10.5 Year 2 Asset Progress Report

The DDPS presented the second annual report regarding the 2024-29 Asset Strategy and advised it includes information regarding the South West Govanhill Acquisition and Repair Programme, Updates regarding the Association's new build developments at Larkfield Bus Depot and Butterbiggins Road, which is not progressing as quickly as hoped.

Updates regarding possible developments at Forsyth House, 74 Batson Street and the Janitor's House at Cuthbertson Street Primary are also included.

The Major Repairs activity over 2025 and 2026 is also noted in the table on page 7 which lists projects in amber which are onsite but not progressing as quickly as planned and projects in red which are now starting to move onsite.

The ESSH compliance figures are slightly improved to 87.95%, as are the SHQS figures which are now 78.20% as a result of the Association's investments in properties, newbuilds and renewed heating systems as well as other property improvements.

The DDPS noted two five-year EIRC anniversary dates were missed but have now been completed.

Non-emergency repair figure slipped to 8 working days, 3 away from the 5 day target and the Right First Time repairs have increased to 99.8%.

It was advised the Support Projects show the biggest change as a result of the Health & Social Care Partnership (HSCP) and how they are looking to deliver the services. The change could involve moving away from supported shared spaces to supporting individual tenancies but plans have not yet been confirmed. The DDPS noted the changes could bring risk and opportunity for the Association's finances depending on how the assets are managed and invested.

A member queried the spike in March 2026 for non emergency repairs and the DDPS advised this was the figure for the year ending in March 2026 and provided an overview of the issues and what actions were being put in place to address these issues. This will be monitored closely with contractor over the next few months to reduce the average time.

A member queried the plans for the Forsyth House development following the design meeting with the architects prior to this meeting and the DDPS outlined the current issues with planning. We will keep the Management Committee updated on this.

Management Committee noted the contents of the Year 2 Asset Progress Report.

11) Minutes of Sub Committees – For Information

The minutes of the Sub Committees presented were noted:

- Operations Sub Committee – 4 March 2026
- Audit & Risk Sub Committee – 18 March 2026

Management Committee noted the Sub Committee minutes presented for information.

12) Report Back From Other Organisations

It was noted the EVH Annual Conference will be taking place soon.

13) Documents for Formal Execution

Item taken earlier in meeting.

14) Correspondence

None

15) AOCB

Authorised Signatory for NRS Housing Services (2026-27)

The CEO advised the authorised signatory list was to be changed slightly to include Jennifer Cairns and Bryan McMahon and remove the names of John Quinn and Alan McDonald.

Alan McDonald’s Last Committee Meeting

The CEO advised it was Alan’s last meeting before retiring this Friday. Everyone thanked Alan for his many years of service and wished him all the very best for the future.

Alan thanked everyone and noted he had been glad to have been a part of the Association for the last 27 years.

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[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

16) Date of Next Meeting

Management Committee – Wednesday 24 June 2026 at 6:30pm

The meeting closed at 8:05pm