

**MINUTES OF THE MEETING OF  
MANAGEMENT COMMITTEE HELD ON  
WEDNESDAY 17 APRIL 2024 AT 6.30PM  
HYBRID MEETING**

**MEMBERS PRESENT:** Cheryl Miller (Chair)  
Elizabeth Klein  
Audrey Flannagan  
Iain Doherty  
Keith Kintrea  
Ghazala Hakeem  
Mujeeb Ur-Rehman

**IN ATTENDANCE:** John Quinn, Director  
Alison Kevan, Head of Corporate Services & HR (HCSHR)  
Alan McDonald, Head of Development & Property Services (HDPS)  
David Robb, Head of Finance & IT (HFIT)  
Liz Campbell, Minute Secretary

**1) Apologies**

Jen Cassell and Barbara Robertson

**2) Declarations of Interest**

**None**

It was reported that there were two people who had attended the recent Easter event who may be interested in joining the Management Committee. John Quinn will follow this up. There is an advert being placed in a local newsletter for new members.

**3) Approval of Minutes of Meeting Held on 21<sup>st</sup> February 2024**

**Item 8 – page 4 – Proposed Change to Committees** – it was asked if there was a time frame for the options previously discussed. It was reported that it would be discussed again at the June meeting and the meeting schedule is usually drafted after the AGM has taken place in September. Standing Orders will be reviewed in August to fit in with this timeframe.

A comment was made that there were a lot of details to flesh out and that a postmortem at the end of each meeting was a good idea. It was suggested that an action point table be included in the minute, and it was reported that Scottish Housing Regulator (SHR) had

guidance on how minutes should be presented. A comment was made that the action points are clear in the current format of minutes.

The minutes were proposed by Ghazala Hakeem and seconded by Keith Kintrea.

#### **4) SHR Engagements Plan Notification & Annual Assurance Statement Visit**

The SHR will be carrying out a visit to the Association in May. The SHR is visiting a number of associations and local authorities in relation to last year's Annual Assurance Plan. The Chair and the Director of the Association will meet with SHR managers.

In general terms they will look at the Annual Assurance Statement, audited financial statements, loan portfolio, five year financial projections and the Annual Return on the Charter. These documents are all submitted on an annual basis to the SHR. The Assurance Action Plan will show that we have been proactive in the process and that committee have assurance of the processes and procedures that are in place to ensure regulatory standards are being met.

A comment was made that it would be good to get individual feedback from SHR and it was reported that in the past the response received has been fairly brief if no issues are found.

**It was noted that the SHR will be visiting the Association, and the contents of the Engagement Plan were also noted.**

#### **5) Assurance Plan Update**

This report notifies Management Committee of the status of the Assurance Action Plan that forms part of the continuing process of providing Committee with assurance that the Association is complying with its regulatory and charter standards. This paper was scheduled for discussion before the Association was notified of the visit from SHR.

**The contents of the report and progress to date were noted.**

#### **7) Information Report**

This report was moved up the agenda.

This is the usual quarterly report to end December. The following points were highlighted:

- the number of complaints upheld or partially upheld has not increased.
- Most complaints have been regarding Factoring and Maintenance service – including a number about service from contractors.
- Further investigation and analysis will be done for the ARC submission later in the year.

- 14 complaints were received in April.
- The year end report is compiled until the end of May.
- Section 3 is lessons learned and trends.
- Subject Access and Freedom of Information requests have also increased but not as much as complaints have.
- Section 7 – there has been a decrease in GDPR breaches – a minute was sent to wrong recipient but there was no data in the report, so no further action was required. It is for members to note.
- Section 8 – gives details of analysis against other Associations as a benchmark.

One member of staff deals with the complaints. Due to the volume of complaints being received they are unable to carry out other work and deliver training or work on wider issues.

It was asked if the increase of 60% and 80-128 at year end is a big difference. Is there a connection because more people are asking for information. It was reported that giving information on how to complain might have highlighted it and the customer satisfaction survey would also focus people's minds on complaints.

It was asked if an issue in a backcourt was maintenance or factoring responsibility? It was reported that would depend on if the complainer was a tenant or an owner. It was asked why a close had not been cleaned and a refund of charges for this was issued. It was reported that would be an issue for Tenancy Services to investigate.

It was reported that there is a new cleaning contract in place with more monitoring taking place and educating tenants is also part of that.

A comment was made that there had been an issue with fly tipping and the Factoring Team had responded fantastically to that.

It was asked if we ask the complainer what they want as an outcome of the complaint they have made. It was reported that we do.

It was asked if there was an idea of the amount of complaints that were related to repairs. It was reported that the information would be drilled down for the year-end report.

**The contents of the report were noted.**

Head of Corporate Services & HR left the meeting at 6.58pm.

## 6) Strategic Risk Register

The Association is working with an external consultant on the Business Plan. The Audit & Risk Sub committee met on 13<sup>th</sup> March 202 and a list of strategic risks has been developed. This has also been discussed by the Senior Management Team at their meetings.

The main change to the previous plan are:

- Brexit has been removed.
- Global Economy – is constantly changing.
- Cyber Security risk has been upgraded.
- Insurance Risk – risk 10 – this has been resolved and replaced by coma risk reflecting on how the Association could be promised by the impact of climate change.

It was reported that operational risks are managed by departments and these risks are strategic risks.

Discussion took place about decarbonisation and climate change. It was stated that the risk is that Scottish Government policy on climate change does not fund groups to meet those targets. There has been no clarity on the funding for housing providers to meet responsibilities. The Association is at the forefront of this work but needs appropriate funding to deliver it.

It was asked if the Association has contacted Scottish Government regarding this. It was reported that Patrick Harvie, MSP, visited the Association a few weeks ago. He was shocked at the prohibitive costs involved in retro fitting a tenement property. It was stated that a more affordable way to reduce carbon footprint was not a power devolved to the Scottish Government. **It was suggested that a comment be added to item 9 – that the Association continuing to engage government at all levels is part of the mitigation of risk.**

It was asked if the Association had calculated its carbon footprint. It was reported that would form part of the Asset Strategy. It was reported that was a good point and would give a baseline figure.

It was reported that the 4 trial flats in Cathcart Road would show what could be achieved in retrofitting a tenement property.

It was asked if damp and mould are included in the risks, and it was reported that they were at item 6 and item 9.

**The contents of the report were noted and subject to the change suggested, approval was given to include the strategic risks to be included in the Business Plan.**

## **8) Insurance Update**

In 2023 several underwriters withdrew from the market and prices dramatically increased. The Association was able to source a three-year agreement. In May 2024 that is the start of the second year of that agreement. A meeting with insurance company is scheduled for tomorrow. The Association's claims history has significantly improved. The indications are that the increase in premiums for this year will only be an inflationary increase.

**The contents of the report were noted.**

## **9) CAF Bank Loan Signatories**

This paper is to seek approval to update the authorised signatories for the CAF Bank Loan Account. There have been staffing and committee member changes since the previous signatories were approved by Committee at their meeting on 3<sup>rd</sup> March 2021, commencing 6.30pm. The following changes are proposed:

- Shannon Watson is replaced by David Robb
- John McLardie is replaced by Cheryl Miller
- Catherine Macfarlane is replaced by Audrey Flannagan.

**It was resolved that the Authorised Signatories are authorised to give written instructions to CAF Bank relating to the Loan and CAF Bank is authorised to accept the signature of any two signatories, in line with the existing mandate.**

## **11) Asset Management**

This item was moved up the agenda.

A presentation was given by HDPS with an update on the Asset Management Strategy. It was reported that a lot of work has been undertaken since the initial assessment by Arneil Johnstone in 2021. A draft strategy has been discussed at Development & Property Services Sub-Committee.

The following points were highlighted:

- Actions & Issues to be taken into consideration were shown.
- Budgets have been aligned and approved to the proposals.
- Outcomes were colour coded into green, amber, and red (fit for purpose, sustainable and unsustainable/not fit for purpose).
- Component costs have been reviewed.
- Information on the database has been reviewed and updated.
- 67% of the Association's stock is pre-1919.
- The strategic directions & objectives of the Asset Strategy were highlighted.

- Forecast of Major Repairs 2023/24 to 2025/26 was shown.
- Planned programme of kitchen and bathroom replacements would start in 2025/26 once major repairs complete.
- This would be the beginning of an 8 year “catch up” programme.

Extensive discussion took place. It was asked if contingencies had been allowed for. It was reported they had been allowed for in the budgets.

A question was asked about the number of bathrooms installed last year and it was reported that the majority of these had been part of properties in South West Govanhill (SWG).

It was asked if capacity was an issue, and it was reported that this would not be as it was a clear part of the Asset Strategy.

It was asked if the life cycle of 15/20 years was based on the quality of what we have. It was reported that this is an indicative life expectancy and is linked to right to repair legislation.

It was asked how we prioritise what needs to be done first. It was reported that there are four strands to the programme, and this includes looking at the repairs that have been carried out and trying to reduce those repair costs.

It was asked how we will know when we have reached capacity. It was reported that there would be quarterly targets and the funds required have been factored into budgets.

The Asset Team will work to get works on site.

It was asked if this would be procured as a larger package as bigger purchases of components will be being made. It was reported that the Asset Team are looking at current frameworks. They will take advice on the procurement model and try to keep the programme fluid.

A preference by Committee to have a contract reaching over several years was noted to seek value for money and reduce bureaucracy.

It will take 12/18 months to scope everything out but there is capacity in the Development Team for this level of works. There is capacity in the market and a consistent quality, and standards will be delivered by a dedicated team of staff and contractors.

Comments were made that this was a very useful presentation, and it was good to see exact numbers that can be monitored, and progress monitored.

Committee agreed with the clear direction of the Asset Strategy which will now be completed and brought to the May Meeting for formal approval.

**Link Site Update** – the first 15 units will be handed over to the Association on 2<sup>nd</sup> May 2024. The Development Agreement is being finalised by solicitors.

**159 Butterbiggins Road** – the Land Officer is happy with the proposal for remedial work and a response is expected from planning department soon.

Ashleigh have held their prices twice and are now requesting a £50k uplift in costs. This could result in a challenge from another company who had tendered for the project. Advice is being sought from TC Young regarding this.

**256 Calder Street** – this will be on site June or July

**Customer Satisfaction Survey** – Satisfaction with the Factoring Team was 59% in a previous survey, and this has risen to 82.5%.

**The contents of the report were noted, and members confirmed that they were comfortable with the direction of travel this work was taking.**

#### **10) Repairs & Maintenance Policy – to be discussed after asset management item**

A few minor alterations have been made so that this Policy is in alignment with the Asset Strategy. A Development Policy will follow in due course.

This paper was remitted to Management Committee by the Development & Property Services Sub Committee

It was asked if bathrooms would be tiled, or wet wall used and how does that relate to the length of time they are expected to last. It was reported that wet wall is quicker to install and causes less inconvenience. It can last as long as tiles. Standard panels will be used so they are easy to replace. There should also be less condensation from wet wall.

**The draft Repairs & Maintenance Policy was approved, and the next review is due no later than April 2027.**

#### **12) SHR Notifiable Events – Standing Agenda Item**

This is a standard item on the agenda and there is nothing to be discussed at this meeting.

#### **13) Minutes of Sub Committee Meetings**

Development & Property Services Sub Committee meeting held on 12<sup>th</sup> October 2023

GCDT meeting held on 22<sup>nd</sup> November 2023

Development & Property Services Sub Committee meeting held on 25<sup>th</sup> January 2024

The minute reports were noted.

**14) Report Back from Other Organisations**

**Employers in Voluntary Housing (EVH)**

EVH Conference is taking place on 17<sup>th</sup> May and members are asked to confirm if anyone wishes to attend.

**Glasgow & West of Scotland Forum of Housing Associations (GWSF)**

**SHARE**

None

**15) Documents for Formal Execution**

None

**16) Correspondence**

None

**17) A.O.C.B**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

**18) Date of Next Meeting**

22<sup>nd</sup> May 2024 at 6.30pm

The meeting closed at 8.45pm