

**MINUTES OF THE MEETING OF
MANAGEMENT COMMITTEE HELD ON
WEDNESDAY 25th JUNE AT 6:00PM
HYBRID MEETING**

MEMBERS PRESENT: Keith Kintrea (Chair)
Cheryl Miller
Barbara Robertson
Jen Cassells
Paul Callander
Elnimiery Khalifa (Khalifa)
Mujeeb Ur-Rehman

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

1)Apologies Audrey Flannagan and Iain Doherty

Leave of Absence Elizabeth Klein

It was reported that Elizabeth had spoken to the Director and will make a decision on future involvement at the AGM.

It was asked if the Corporate Services & HR items for discussion could be moved on the agenda to allow HCSHR to leave as soon as was possible.

2) Declarations of Interest

None

3) Minutes of Management Committee held on 28th May 2025

The following corrections were requested:

Gary Paton will be removed from apologies as he had resigned from the Committee.

Page 3 – it was stated that the information had not been received from HTS – Director will follow this up.

Page 7 – terminology guide – it was confirmed Nicki had circulated this.

Page 11 - it was asked if the decrees had been enforced – Director will follow this up and confirm.

With these changes considered the minutes were proposed by Jen Cassells and seconded by Mujeeb Ur-Rehman.

4) Procurement Contract Renewal

It was reported that Atlas had tendered for the cleaning contract in 2022/23 and this was extended during Covid. It is proposed that the contract is extended for another year with the option of one final year after that. This is in line with the terms of the contract

The price has been held for the last three years and the uplift for the extension of the contract would result in an increase in an uplift of 10% to costs. CPI is 10.7% so this is a reasonable increase. Also to be mindful that to tender the contract would incur consultant costs to carry out evaluation if the contract was retendered.

Approval was given to extend the cleaning contract with Atlas for one year, with the option to extend this for another year after this.

5) Information Report

A quarterly report is provided to Committee, and this report outlines performance for the year to date. The following points from the report were highlighted:

Complaints – there has been an increase in complaints for all departments, and it will be interesting to see if this is the same for other Associations. Analysis will be undertaken to look at each department to try to improve performance and drill down into the reasons for the complaints. Staff will be empowered to try and resolve complaints at stage 1.

It was asked if it could be reported back if it was just the Association who had seen this increase or if it is the same for other associations.

A question was asked about satisfaction surveys received from contractors via text message. It was reported that contractors carry out their own satisfaction surveys and some are sent while work is still in progress, but the issues have not yet been resolved.

A question was asked about how damp and mould issues are explained to tenants who do not have English as a first language. It was stated that we might need to look at that.

It was reported that some complaints regarding pest control are in relation to issues that we cannot deal with. E.g if an owner refuses to carry out treatment to their property and the infestation continues to spread to our properties. Also, some tenants do not report the issue to us either. It was reported that HTS is developing a Pest Control Strategy.

It was reported there is a new Repairs Clerical Assistant in the Maintenance team who will liaise with tenants on a variety of issues.

The contents of the report were noted.

**8) Department Action Plans – as agreed this item was moved forward in the agenda
Corporate Services & HR Action Plans and performance for 24/25**

It was reported the action plan for 2024/25 is in appendix 8.3 and this outlines progress to date. Items outstanding will be carried onto the plan for 2025/26 and are incorporated into appendix 8.4.

This sets out the action plan for Corporate Services & HR (CSHR) and when actions should be completed and how the success of each will be measured.

It was asked that item 5 shows action point 1 but not 2 or 3. It was reported this is the only action relevant to CSHR or that there is no action required for point 2 this year. This information links in with the information in the Business Plan.

Corporate Services & HR Action Plan was noted.

Head of Corporate Services & HR left the meeting at 6.55pm

7) Governance Review

John Mulholland asked that this be discussed first as it linked into the item regarding the Business Plan.

John gave a presentation on the Governance Review that he had undertaken. He reported that the Association was in a strong position and had a very good, solid Business Plan in place. The following points were highlighted:

- The Association is entering a period of change and has an older Senior Staff Team in place
- There is a good Asset Management Strategy in place
- There is good investment and procurement plans in place
- The role of GCDT is complementary to Association activities
- Reports are presented in different formats
- There are no timings stated on Agendas
- There is significant investment works planned
- There are comprehensive risk documents in place
- Health & Safety compliance is strong, and a very positive audit has taken place

- There is a high level of compliance of Regulatory Standards
- Very Strong and very good Governance is in place
- Rent loss & void turnaround are key things
- Equal Opportunities & Human Rights should be included in the agenda
- Who is responsible for taking forward tasks should be in each Action Plan

The issues identified are more housekeeping in nature than assurance to ensure information is readily available across the board. John has shared an example of a good method to collate that information with HCSHR.

John also offered to speak to Scottish Housing Regulator (SHR) on our behalf if required.

John's report had not been circulated to all members of the Management Committee, and he is happy for the reports to be shared **Director will share I thought it was the governance report? Options Appraisal with all Committee Members.**

A question was asked about the monitoring of the investment programme. It was stated that there is good staff in Investment and Finance Teams, and it is important that they keep in regular touch with each other. It was stated that the contracts do not operate in silo and are all linked.

HDPS reported that interdepartmental forecasts had been drafted and that Development department would provide monthly reports and highline budget lines have been created and the information would continue to be shared between both departments.

Kitchen & bathroom replacements have been phased in stages to spread the contract, and a lot of joint work has been undertaken on this too.

6) Business Plan

Years 1-3, 5 Year Plan Strategic Objectives

Revised Risk profile

Organisational Options Appraisal

The Business Plan from 2024 –2029 is current and relative and the work now has been to update it through developing real targets which builds on the objectives of the plan. In this way it would become a working document for staff. John stated also he wished to link the Governance Review just completed, an Options Appraisal and the Assurance process established to the current Business plan and its objectives.

A presentation was given, and it was highlighted the current plan is a very good Business Plan but an Options Appraisal is not included. As part of his presentation John used information gained from staff at recent staff day structured around the plan, its objectives and its risks.

A question was asked that there are a lot of items being progressed but where has the information for the three year update to the plans come from? It was reported that this was from discussions with senior staff and later all staff at the staff planning day.

Some commentary was made by members on the objectives of the plan when presented by John which were now focussed on the targets and how real they were over a three year period

On the slide on Services, for example, it was reported that the Satisfaction Survey is a statutory requirement, however it should be seen as target in the plan because it will need to happen in year 2 of a three year cycle reported on.

Elsewhere on that slide the focus was on promoting digital options for customer service delivery.

Other objectives in the presentation had been discussed with staff and this information was now being fed back to Committee. The Committee had had a copy of the presentation and its contents when it was distributed to them a week prior to the meeting

On the slide on the Association being an anchor organisation for the community, it was stated that this is a big year for GCDT and time had been set aside by that Board (Trust Board) to ascertain the best way to be progress as a community enterprise.

It was asked who is responsible for the Association being a community anchor as that covered several departments. It was reported that Director and staff go to different meetings such as Thriving Place where the Association is invited to participate in community planning because it is an anchor organisation for the area.

A comment was made that it is important as an anchor that the Association has a voice with Scottish Government and local conversations and this has to be continued to be developed. **It was stated that these were good points for further discussion.**

It was stated that there needs to be continued reports on the agenda and we need to be seen as dynamic and always learning.

John state that he was happy to incorporate this into the report on the 6 main objectives and it is reassuring that staff perception is good and very accurate.

John then took the Committee through an Options appraisal as to what would be considered best for its sustainable future as an RSL. John spoke to the slide in relation to the various options of transfer of engagements, move to a group structure or staying independent. The benefits of a transfer was not immediately obvious as the Association is in a strong financial situation with good governance and transfers normally occurred when one or more of these factors were problematic. Though the appraisal was succinct, it was also

very direct and clear providing the main options open to it as a business which allowed the members to engage in an informed discussion. This was distilled into a short number of pages and it was asked if this was sufficient for an Options Appraisal to show SHR that we have looked at appropriately. It was agreed it was because in all the other previous discussions through the business planning process, other options became evidently less likely and the unanimous one was that the RSL should stay independent. It was agreed that this is the plan, and the Association is not looking to merge into a group structure.

It was agreed that the Association wishes to remain independent.

It was reported that Assurance Statement is with HCSHR, and both the statement and a report will be discussed at the Assurance Working group before being reported to the full Management Committee. However, as an external consultant, John provided his own assurance that the assurance process that has been developed worked very well for the Association.

Clarification was sought as to why had the departmental action plans been written at this stage. It was reported that the departmental action plans are developed annually and because it is a rolling plan (2023-2026) they are developed annually. Essentially, however, they are the core of the action plans presented earlier because they are based on the same objectives as the Business plan.

It was agreed that:

John Mulholland will tidy up the summary plan he had drafted.

Information Note will show why the Association wishes to remain independent

The overall opinion of the external consultant is that we are a compliant RSL.

Agreement was given that this is the right strategic direction for the Association

8) Department Action Plans 2025-26

Corporate Services & HR

Discussed earlier in the meeting

Development & Property Services

It was reported that the focus for this year will be Outputs. Items not completed in the previous Action Plan will be continued into this year's plan.

The following points were highlighted:

- There is continued improvement in customer satisfaction. It is hoped that the new Administrative Assistant in the repairs Team will help with that improvement
- There is a planned spend of £11.2m this year
- The challenge is to improve kitchens and bathroom
- March ins are ready to start
- Work is ongoing with problematic tenancies

- Merrylee Pilot is in place
- Framework for major repairs contracts is in place
- Consultants framework is being refreshed
- Phase 6 of Compulsory Purchase Orders is underway
- Meetings have taken place with Architects for Forsyth House
- Health & Safety is key for us and compliance with the big 7 from SHR
- We continue to improve our asset base
- Lot of joint work taking place with HFIT
- Another 2 apprenticeships are planned
- There are still contracts on site and MR 6 and 97 Westmoreland Street contracts have still to be tendered.

HDPS was thanked for this comprehensive report. One member gave thanks for unit numbers being included in the report.

Tenancy Services

This update was given by Director as HTS is on leave. The following points were highlighted:

- Improve performance in key areas of the business – Anti-Social Behaviour & Voids introduce new policy on ASB
- Deliver Scrutiny Panel – the first meeting took place today
- Continue to engage and work with the community and elected representatives to improve the look and feel of the environment. Address issues of staff sickness via team meetings and 1-1s
- Develop knowledge base of our customers

A comment was made that this had less detail than the previous two reports.

Finance & IT

It was stated that the aim was for the information to be digestible. The following points were highlighted:

- HFIT is studying for a CIPFA qualification in Corporate Governance and he was pleased to hear the inter departmental work that is taking place being mentioned in consultants' presentations.
- Capita Replacement - tender is expected to go to out July/August
- New Finance modelling software is being purchased, and this will help with reporting.
- Budgets are managed with a complex spreadsheet just now and the new software will create more robust reporting and free up staff time to develop scenarios rather than just a budget. This will ensure good quality information is available and give committee greater assurance that their decisions are based on good quality information.
- Management of cash & loan balances is ongoing

- Training Budget – this is always available for staff and committee to utilise as care is taken to ensure there is sufficient budget to cover the organisation's needs.
- Strategic risks will be considered at August Audit & Risk meeting

Agreement was given to suspend the standing orders

9) Finance Update – Possible Resolution – Charity Bank Funding

Additional borrowing of £1.5m has been agreed without the need for additional security.

TC Young suggested that a sub committee is created of three members who would be authorised by the Management Committee to sign the Charity Bank loan papers. The next Management Committee meeting is not until August, so it is to avoid a delay in the papers being signed.

Approval was given for the creation of a sub committee to sign the loan paperwork from Charity Bank. Keith Kintrea, Cheryl Miller and Jen Cassells volunteered for this and the extract of minutes provided by TC Young and included in the papers for this meeting were approved to be adopted and signed by the Chair.

10) Internal Audit Plan

Quinn Internal Audit (QIA) proposed that the audit for 2025/26 would look at Business Planning, Responsive Repairs and ARC Validation.

HTS is of the opinion that ARC validation would be better carried out by an organisation that is more focused on that discipline and has taken steps to arrange an audit of the ARC submission. The ARC audit will be carried out by Scottish Housing Network (SHN) and will cover all tenancy, voids and rent indicators.

It is proposed that Anti Social Behaviour is audited by QIA in place of the ARC validation.

Approval was given for QIA to look at Business Planning, Responsive Repairs and Anti Social Behaviour as part of the internal audit plan.

11) Cyber Security Policy

It was reported that the Association currently does not have a policy on this. The proposed policy is built from a collection of guidelines and is designed to create a framework around which the Association and its staff can build a robust defence against cyber crime.

Discussion took place and a comment was made that there needed to be lower-level procedures to underpin this policy and it needed concrete actions below it. It was stated that IT procedures are complex and we can't have a 1000 page policy.

Barbara Robertson left the meeting at 8.30pm.

It was asked if a consultant could be used to assist with this. It was reported that we are working towards cyber essentials accreditation but Capita is preventing us from achieving that. **HFIT will speak to Internal Auditor.**

A question was asked about backing up information and it was reported that information is backed up offsite.

A comment was made that this needs to include a set of rules and some kind of manual with it so that staff are clear who is responsible for what.

It was stated that this is a fast paced and always changing environment. A suggestion was made that annual training could be introduced.

It was agreed that HFIT will add an appendix and bring the policy back for review then.

12) Election of Committee 2025

The rules of the Association stated that the four longest serving members of the Management Committee have to stand down at the AGM. The two longest serving members are Cheryl Miller and Barbara Roberston.

Discussion took place and it was agreed the other two name should be pulled from a hat.

It was agreed that Cheryl Miller, Barbara Roberston, Iain Doherty and Mujeeb Ur-Rehman would stand down at the AGM and could all be re-elected if they choose to remain on the Committee.

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

The following update was given:

200 Butterbiggin Road – work on the suppression system is ongoing and proposals have been received. The properties being held for decant can be released but 2 of the new build flats will continue to be held.

Surveys have taken place for the fire doors and a price for the work has been received. This work should be completed by the end of July.

Work is ongoing on the compartment works.

The notifiable event regarding the Barclays covenant was covered in the paper at agenda item 9.

14) Submission of Returns – Standing Item

Approval was given for HFIT to submit Loan Return to SHR following discussion.

15) Health & Safety – Standing item

Nothing to note. The minutes from the Health & Safety meetings are reported to the Operations Sub committee and will be reported at the next meeting in August.

16) Minutes of Sub Committee Meetings – For Information

GCDT meeting held on 23rd April 2025

Operations meeting held on 5th February 2025

The minutes from these meetings were noted.

17) Report Back from Other Organisations

Employers in Voluntary Housing (EVH)

None

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

SHARE

None

Zoe Dunnipace left the meeting at 8.40pm

18) Documents for Formal Execution

MEARS building contract – Reactive & Void Maintenance Services

As Chair of the Operations Sub Committee Ghazala Hakeen signed this contract

There was also an outstanding share application to be signed

19) Correspondence

None

20) A.O.C.B

The Chair noted that this was Liz's last meeting as Minute Secretary and thanked her for her time and work with the Association.

John Quinn informed the Committee that he intends to retire on 31st December 2025.

HCSHR has offered to meet Office Bearers to discuss how to progress with the recruitment for this post.

AGM – Guest Speaker – it was asked if a guest speaker has been invited to the AGM. It was reported that this has not happened yet. In discussion John Grady, new MP for the area could be invited. He has been very involved with the environmental group.

50th Anniversary – an event for staff and Committee has been suggested to celebrate this event. Perhaps a dinner and activity. It was also suggested that elected members are also invited. The only note of caution stated was that this could result in criticism and become a PR issue.

21) Date of Next Meeting

20th August at 6.30pm

The meeting closed at 8.56pm