

**MINUTES OF THE MEETING OF
THE MANAGEMENT COMMITTEE
HELD ON WEDNESDAY 22 APRIL 2026 at 6.30 PM
HYBRID MEETING**

MEMBERS PRESENT: Keith Kintrea (Chair)
Audrey Flannagan
Mujeeb Ur-Rehman
Elnimiery Khalifa
Jackie Donnelly
Barbara Roberton
Iain Doherty

IN ATTENDANCE: Jennifer Cairns, Chief Executive (CEO)
Claire McGraw, Director of Tenant Services (DTS)
David Robb, Director of Finance and IT (DFIT)
Alan McDonald, Director of Development & Property
Services (DDPS)
Alison Kevan, Director of Corporate Services and Human
Resources (DCSHR)
Erin Cullinan, Minutes
Debra Campbell, SHARE (Item 4 and Observing Meeting)

1) Apologies

Apologies were received from Ghazala Hakeem and Jennifer Cassells.

2) Declarations of Interest

None

3) Draft Minutes of the Management Committee held on 1 March 2026

[REDACTED]

- The new Director of Property Services, [REDACTED] was the successful candidate following interviews for the role and will be joining the Association in June.

The minutes were proposed by Audrey Flannagan and seconded by Jackie Donnelly.

4) Management Committee Appraisals 2026, Olwyn Gaffney, SHARE

Debra Campbell from SHARE attended in place of Olwyn Gaffney. Debra provided an overview of the appraisal process and advised that a survey would be issued to Committee members following this meeting. She advised that she would also be observing the meeting as part of this process. She explained that the purpose of the appraisal process is to help the Committee better understand their skills, knowledge, strengths, and weaknesses. The goal of the appraisals is to improve self-reflection whilst maintaining regulatory requirements. Following completion of the Management Committee surveys, each member will meet with Olwyn. Olwyn will then present the 2026 appraisal report to the Management Committee at the August meeting.

Debra advised she is observing tonight's meeting to note the behaviours and dynamics of the Committee Members, not the content discussed throughout the meeting.

5) Standing Items

5.1 Notifiable Events

200 Butterbiggins Rd Refurbishment

The Chief Executive advised works at 200 Butterbiggins Road have commenced, and the permit application for the building warrant is almost complete. Once the pilot flats are complete, work to other flats will commence. These pilot flats will be an example of completed flats for the tenants to view and will provide assurance for current occupiers.

Barclays Covenant

The Barclays Covenant notifiable event has now been closed by the Scottish Housing Regulator (SHR).

Notification of Falling Masonry – 28 and 36 Langside Road

Owner's meetings have taken place for the 2 affected closes and following a vote to appoint consultants it will move to tender.

Submission of RIDDOR Report to Health & Safety Executive (HSE)

The response was sent to HSE on the 2 April and the majority of actions within the plan have been completed. A copy of the response to the HSE and the updated Action Plan was presented to the Committee. The HSE advised the actions taken by the Association meet the HSE requirements and they have updated their system to reflect this. The SHR have closed this notifiable event.

[REDACTED]

The Notifiable Event updates were noted by the Management Committee.

5.2 Submissions of Returns

None

5.3 Health & Safety Update

5.3.1 Landlord Health & Safety Report

The DDPS presented the report and highlighted the Hygiene Management Plan, Lift and Fire Safety Plan, and Awaab's Law as the top priority.

The Management Committee noted the contents of the Landlord Health & Safety Report.

5.4 Tenancy Sustainment Update

The DTS reported that the Tenancy Sustainment Officer has retired and is being replaced by an existing member of staff following a recruitment process.

6) For Approval

6.1 Performance Targets 2026/27

Historically, targets have been set by and reported through individual Sub Committees, but this year the performance targets will be set by the Management Committee and will be reported back to the Management Committee on a quarterly basis so that the Management Committee has an overview of performance. The proposed performance targets with rationale are included in the appendix of this report.

A member queried the colours used in the target charting appendix, asking whether the red performance markers are the indicators which the Committee should be focused on improving. The Chief Executive advised the goal is continuous improvements in lower-performing areas, such as tenancy agreement approvals, staff absences and repair satisfaction.

A member queried the goal of getting the targeted number of void days down to 25 noted on page 2. The DTS advised this will be possible as there will be a change to how voids are defined and we have put steps in place to improve our void management processes.

A member queried about the reduction in refusals and how this will be improved. The DTS advised that carrying out application reviews on a rolling basis and keeping our waiting list up to date will help lower refusal levels.

The Performance Targets for 2026 to 2027 were approved by the Management Committee.

6.2 97 Westmoreland Street Tender

The DDPS reported a competitive contract proposal was received from [REDACTED]

[REDACTED] The Association has worked with Morris & Spottiswood before on over 30 contracts and DDPS is confident the project could be completed within the 52-week planned period. The

plan will provide 1 x 1-bed property and 7 x 2-bed properties. A press release regarding this project will be issued within the next week.

The Management Committee approved the 97 Westmoreland Street tender.

6.3 Review of Entitlements, Payments and Benefits Policy

The DCSHR reported that a new model policy will be adopted in line with SFHA guidelines following their review of the policy. Once approved, all staff and Committee Members will be asked to sign and accept the new policy.

The DCSHR outlined the changes that have been made to the policy.

The review and implementation of the Entitlements, Payments, and Benefits Policy was approved by the Management Committee.

6.4 Contactor & CDM Management Policy

The DDPS advised the new policy will ensure smaller contractors are abiding by regulation standards and will not be excluded from working with the Association. Since the RIDDOR incident, the Association has sought additional assurance that contractors are abiding by the CDM policy to provide protection for all parties involved in works on behalf of the Association. Training has been organised to help staff bring contractors safely onto new projects. This includes making sure proper accreditation is acquired, which will not deter contractors from working with the Association.

The new Contractor & CDM Policy was approved by the Management Committee.

6.5 Annual Procurement Report

The DCSHR advised the report notes previous and expected procurements. She advised at the time of writing the report, it had not been confirmed who the IT Systems and Insurance Tenders had been awarded to. This will be updated in the report before it is published on our website. A member asked about Community Benefits throughout the year, and the DCSHR advised that the Community Benefits obtained were in the previous financial year.

The Annual Procurement Report was approved by the Management Committee.

6.6 Accelerate the Write Down of Negative Goodwill

The DFIT presented a run-down of how the negative goodwill accounting policy is going to change. Negative goodwill is the difference between the value of a property acquired and how much was paid. The current sum stands at £4,192,482. The current write-off period of negative goodwill is 50 years which the auditor is not comfortable with. The current plan would have a 20-year write-off period, with the income line of negative goodwill changing from £80,508 to £483,083 in the accounting files on a yearly basis.

A member queried why this amount could be written off and the DFIT advised it is more reasonable to show an acceleration of the reduction rather than a total write-off.

The Acceleration to the Write Down of Negative Goodwill was approved by the Management Committee.

6.7 Funding in Principle for Southseeds Energy Advice Service

The DFIT sought retrospective approval for 3 month's spend and approval for the continuation of the Southseeds energy advice service until the end of the financial year. This will include the remaining 9 months of the contractual year. The service provides meter readings and energy advice in-house to tenants, three days a week. This relieves Association staff at a yearly cost of £19,500, which could be built into the yearly budget.

A member noted thanks to the local Food Bank for providing funding for this service.

The Management Committee retrospectively approved the extension of the contract covering April to June 2026 and approved the continuation of the contract until March 2027.

6.8 Insurance Procurement

Renewal for insurance was put out for tender as the current contract is due to expire. Three companies tendered, with AJ Gallagher coming out on top for the lowest cost. AJ Gallagher also have a good reputation for working within the sector.

The DFIT recommended they should be selected as the Association's insurance broker for based on results of the tender process

The Management Committee approved the appointment of AJ Gallagher to provide insurance services for the next 3 years per the results of the tender exercise.

[Redacted text block]

[Redacted text block]

[REDACTED]

6.10 Review of Void Loss Calculation- ARC

As stated previously in the minutes, a new methodology for calculating void loss has been developed to prepare for this year's ARC submission. The definition allows for a differentiation between voids and major repairs on properties. The DTS sought guidance from the Scottish Housing Network (SHN) in changing how the Association defines void loss, but the change requires Committee approval.

The Management Committee approved that void days associated with the following works are excluded from void loss calculations as it would not be reasonable to let these properties before or during the completion of such works:

- **Kitchen installations**
- **Bathroom installations**
- **Full re-wiring**
- **Energy efficiency upgrades**
- **Pest control issues**

7) For Notification

7.1 Committee Briefing

The Chief Executive presented the Committee Briefing, highlighting current updates.

The Committee Briefing was noted by the Management Committee.

7.2 Budget Validation

The DFIT advised that the Allia C&C report is a review and validation of the Association's budgets which were presented in February 2026. The DFIT highlighted the efficient usage of Brixx software. The current CPI sits at 3% as opposed to the Bank of England's 2% average, but the amount of 3% has been standard for the Association budget.

The Management Committee noted the contents of the Budget Validation report produced by Allia C&C.

7.3 Damp & Mould Audit

The DDPS presented the audit of the Association's Damp and Mould operations and noted there were 11 recommendations within the report. The most critical findings were to improve triage times and reduce risk factors. Further implementation of Rubixx will assist in reducing these risks.

A member queried factors noted such as an overcrowded property and whose responsibility was it if damp and mould was a result of overcrowding. The DDPS advised that it is the Association's responsibility to mitigate all damp and mould risks.

The Management Committee noted the information contained in the Damp and Mould Audit report and appendix. The resulting Action Plan will be presented to the May Operations Sub Committee for approval.

7.4 Communications Update Report

The Chief Executive provided an update on Communications. She advised that a draft Communications Strategy will be issued to the Management Committee in June, which will provide an overview of our approach to internal, external, and tenant communications.

A member noted WhatsApp could be helpful.

The Management Committee noted the contents of the Communications Update Report

7.5 Governance Review Action Plan Update

The DCSHR provided the Committee with an update on progress made on the Governance Review Action Plan.

The Management Committee noted the progress to completion of the Governance Review Action Plan and also the plan for the Governance Improvement Plan and the evidence document.

7.6 Housing (Scotland) Act 2025

The DTS presented the report to Committee.

The Management Committee noted the Housing (Scotland) Act 2025 report

8) Minutes of Sub-Committees- For Information

None

9) Report back from Other Organisations- For Information

None

10) Documents for Formal Execution

None

11) Correspondence- For Information

None

12) A.O.C.B.

[REDACTED]

[REDACTED] Katie approached the Chief Executive to enquire about potentially joining the Management Committee. The Chief Executive and Chair met with Katie and are proposing to the Committee that she is appointed as a Co-opted member of the Committee. It was advised Katie will submit a share member application if she wishes to proceed, which will be brought to the May Management Committee meeting for approval.

The Management Committee approved the co-option of Katie Le May in principle pending approval of her share member application.

13) Date of Next Meeting

27 May 2026 at 6.30 pm

The meeting concluded at 8.30 pm.