



MINUTES of the Management Committee Meeting held on Tuesday 27th February 2024
 Location – 65 Golspie Street, Govan, Glasgow, G51 3AX and Zoom

Item	Agenda Item			
1.0	Apologies			
	Committee present Maureen McDonald (Chair) Janice Shields (Vice Chair) Melanie Gilmour Kirsty Wilson Douglas Muir Eileen McCallum Veronica McLaughlin Craig Reid	In Attendance Gary Dalziel (CEO) Kerry Clayton (GCM) Aidan McGuinness (DHCS) Donna Gentles (Minutes)	Apologies Kirsty Stoddart Duncan Smith Ann McEachan (Secretary)	Special Leave
2.0	Declaration of Interest			
A Declaration of interest was noted for the item on SHARE membership in the CEO Report as Melanie Gilmour is an employee of SHARE [REDACTED – CONFIDENTIAL INFORMATION AND PERSONAL DATA]				

3.0	Minutes for Approval		
3.1	Minutes of Previous Management Committee Meeting held on Tuesday 30 th January 2024	<p>The Minutes were agreed as a true record of the meeting subject to amendments highlighted at meeting for actions to be completed</p> <p>Proposed: Douglas Muir</p> <p>Seconded: Melanie Gilmour</p>	<p>Signed by Chairperson:</p> <p>[REDACTED – PERSONAL DATA]</p> <p>Signed By CEO:</p> <p>[REDACTED – PERSONAL DATA]</p>
3.2	Matters Arising	<p>The following matters arising were discussed as not otherwise on the agenda.</p> <ul style="list-style-type: none"> • The CEO advised all committee reviews now completed and appraisal for CEO carried out. • Rent increase letters being sent to all tenants this week • Share new membership model – Departmental Managers met with Share to view their on-line learning portal 	
4.0	Governance		
4.1	Notifiable events	The association has no current notifiable events.	
4.2	Annual Budget & Cash flow 24/25	<p>The CEO sought approval for the Annual Budget plan for 2024/25. The budget was approved at the Audit, Finance and Risk sub- committee meeting that took place on Tuesday 20th February 2024 and has been brought to the management Committee for ratification.</p> <p>The CEO advised that the association currently anticipates a budgeted surplus of £813,171 and an increase in cash of £299,054 for the coming financial year to 31st March 2025.</p>	

		<p>General assumptions made are that inflation is 4.6% (CPI November 2023 3.9%) and Vat, where applicable, is 20%.</p> <p>The CEO commented that the budget has been generated using a zero based model which means that we carry out a full assessment of income and expenditure rather than inflationary increases added from previous year's budget which should provide greater accuracy in the budget. Some of the key points highlighted were:</p> <p>Property Revenue Account Rental income has increase by 5.7% for all Scottish Secure tenancies. This represents the increase, which was approved by committee at the meeting of 30th January 2024. The total Property Revenue income for the association for the year ending 31st March 2025 is assumed to be £7,884,766 which includes the annual amortisation of grant (£1,314,216)</p> <p>Estate Costs The reactive repairs budget has been set at £689,640. This is in accordance with figures which the Director of Maintenance Services provided to the outgoing Director of Finance and Corporate Services in December 2023 and in line with current 2023/24 expenditure.</p> <p>The total property revenue expenditure for the association for the year ending 31st March 2025 is assumed to be £7,141, 730 which generates a net surplus of £743,036.</p> <p>Employee and Administration Costs Salary Costs have been budgeted at £1,736,419 which is based on [REDACTED – CONFIDENTIAL INFORMATION] however the CEO highlighted that the Union had rejected this proposal therefore the final salary increase is not yet known and it was also important to note that [REDACTED – PERSONAL DATA], some other long term absence and a current Maternity leave the salary costs may be higher than presented in this budget.</p> <p>[REDACTED – CONFIDENTIAL INFORMATION]</p>
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		<p>The CEO talked through some of the organisational challenges at this time with the vacancy at the Director of Finance and Corporate Services position and [REDACTED – PERSONAL DATA] and how this may impact on the 2024/25 budget. He advised that while broadly speaking it is anticipated that the surplus and cash increase would be achievable it was important to note that the recently completed stock condition survey exercise may re-align some of the planned maintenance works [REDACTED – PERSONAL DATA] may mean slippage in certain areas and the potential increase in staffing costs may impact on the salaries budget. While the budget presented at the meeting is an accurate reflection as at today’s date there was recognition that recent events are likely to have an impact over the course of the year.</p> <p>This CEO advised that the presented budget allows all covenants with the association’s lenders to be met.</p> <p>A question was asked whether we would look to produce a revised budget in the year once the new Director of Finance and Corporate Services joins and the CEO advised that we will assess after the first and second quarter how the actual income and expenditure is progressing against the budget before considering whether to produce a revised version. The committee were asked to note that the appointment of a new Director of Finance and Corporate Services will most likely create a change in the design, layout and presentation of the financial information and the format will be discussed with the committee.</p> <p>Proposed by: Janice Shields Seconded by: Melanie Gilmour</p>
4.3		<p>The CEO sought approval for the Management Accounts for period 1st April to 30th December 2023 providing a broad overview and narrative which was contained within the accompanying report. The CEO advised that the operating surplus for the period to the 31st December 2023 was £653,771 against an originally budgeted surplus of £668,101.</p> <p>Key figures highlighted were:</p> <ul style="list-style-type: none"> • Voids significantly under-budget at £22,984

		<ul style="list-style-type: none"> • Salaries are over budget by £63,081 this is due to a one-off payment and sickness resulting in temporary recruitment needs. • National Insurance is over budget by £10,899 which is due to an overspend on higher salaries. • Adaptation grant under budget by £1,159 due to the timings of monies being released by GCC. • Repairs and maintenance under budget by £45,803 potentially due to less work being carried out at void properties. • Wider Role Account was currently presenting a surplus of £6,809 against an anticipated deficit of £56,670 which was a result of funding being received but not yet spent and should be in line with budgeted figures at end of financial year. • Consultancy costs significantly over budget £45,325 partially due to work carried out with the Culture Audit, costs associated with the legal case with KONE lifts and a range of tenant health and safety consultancy costs being allocated to this budget heading. <p>Committee asked a question about the Community Centre budget being a lot less than it was for this year and was there a particular reason.</p> <p>The CEO advised that the costs are for a small portion of overheads only as the site is not being maintained and it is anticipated it will close fully early in the new year for the development of new homes to take place on this site and the adjacent site.</p> <p>A question was asked by a committee member on the wider role funding of £100k received from SFHA in relation to Energy Funding, there is currently £67K in the management accounts unspent and would the association manage to spend this within the required timeframe of the 31st March 2024.</p> <p>The DHCS advised that this will all be spent by the end of March 2024 in line with the grant conditions..</p>
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		<p>Committee asked a question about what stage was the delay at for major repairs given the expenditure significantly below original budget.</p> <p>The CEO advised that the programme originally contained around £1m expenditure on stonework however the independent stonework report demonstrated that it was in reasonable condition and an urgency to repair wasn't necessary therefore this was rescheduled to develop a clear programme for the future 5-10 years. As a result other works have been brought into the programme, most notably kitchens and bathrooms and while the expenditure is likely to be below the original budget there will still be a large amount of expenditure in the year.</p> <p>Committee approved the Management Accounts for the period 1st April-31st Dec 2023.</p> <p>Proposed by: Douglas Muir Seconded by: Craig Reid</p>
4.4	Risk Register	<p>This report is a quarterly report provided to committee to inform the Audit, Finance and risk Sub-committee on progress updates within the Risk Register.</p> <p>The GCM discussed how the report presented contained the full risk register given that the last Audit, Finance and Risk Sub-Committee meeting had not been quorate therefore all the quarterly and six monthly risks have been included within this report.</p> <p>The GCM gave an overview of the risk report, most have minimal changes in terms of control and categorisation and have progress updates provided against all within the Risk register.</p> <p>The GCM highlighted that the biggest risk identified at the time of producing the report was the loss of expertise and key personnel as a result of the DFCS leaving the post however the association has now recruited for this vacancy with a start date in early May.</p>

		<p>The report was approved at the Audit, Finance and Sub Committee meeting that had taken place on Tuesday 20th February 2024.</p> <p>Committee noted the report</p>
5.0	Health & Safety	
		Nothing to Report
6.0	Reports for Decision / Approval	
6.1	Customer Care Strategy	<p>The DHCS discussed the Customer Care Strategy. The purpose of this strategy refers to the range of activities and services that the association provides to meet the needs of its customers.</p> <p>The DHCS provided an extensive overview on the three main standards within the context of Housing and will outline an action plan to embed them with our service delivery.</p> <ul style="list-style-type: none"> • Customer Service Standards • Customer Experience • Customer Care <p>Committee asked a question if it was a new strategy and the DHCS advised that the strategy itself was a new one however encompasses aspects from other policies and strategies within the association.</p> <p>Committee asked a question around if we have a policy safeguarding tenants. The DHCS replied that we have an expected behaviours policy which is currently under review.</p> <p>A committee commented that it would be useful to provide the policy to staff to bench mark against themselves.</p> <p>The DHCS discussed that there is an action plan implemented to the strategy and will be updated annually. Updated reports every six months will be provided, detailing the association's progress.</p>

7.0	Reports for Discussion	
7.1	KPI Analysis Q3 2023/24	<p>The CEO talked through the KPI Analysis report for Q3 2023/24. The KPI report provided is a remodelled version of our quarterly performance report which allows the association to visually provide information on our performance and benchmark against peers.</p> <p>The CEO thanked the GCM for her work in developing this report as most of the content is produced by her for the CEO to review and comment upon.</p> <p>The CEO talked through the headline figures which were:</p> <p>Complaints Stage 1 complaints for Q3 have increased significantly from Q1 and Q2 which may be down to a number of factors including recent staff training on complaints or arguably a greater number of tenants unhappy with the service they received. [REDACTED – CONFIDENTIAL AND COMMERCIAL INFORMATION]</p> <p>The average days to respond to Stage 1 complaints took just over 5 days in Q1 and Q2 with the average time for resolution in Q3 is 3.53 days.</p> <p>[REDACTED – CONFIDENTIAL AND COMMERCIAL INFORMATION]</p> <p>The CEO talked through the Stage 2 complaints and commented that the association receives a relatively small amount of Stage 2 complaints. In Q3 the association is over the 20 day timeframe and this will be explored to understand why this occurred.</p> <p>Repairs and Maintenance The Repairs and Maintenance results for Q3 in relation to completion of emergency repairs is extremely positive in terms of comparison against other RSL’s who we benchmark against with the completion time on average 1.3 hours.</p>

		<p>Housing Management In terms of Void properties this association is one of the better performers against our benchmarking group. In Q3 the performance was 0.03%</p> <p>Rent Arrears Rent arrears is an area of concern to the association, one issue that's been highlighted is a performance issue which the association is tackling.</p> <p>The CEO talked through the overall performance in Q3 and it provides a reasonably positive picture across most areas with some room for improvement.</p> <p>A committee member commented that it could be useful to set our own targets and try and beat them then benchmark against other associations. The GCM advised that our own targets have been included in the report although perhaps not clearly set out for the reader.</p> <p>Committee noted the report</p>
8.0	Chief Executives Report	
		<p>The CEO gave the Management Committee a brief summary of the following ongoing activities within the organisation.</p> <p>Director of Finance and Corporate Services Recruitment The new DFCS Helen Sutherland will be starting with the Company in may this year. Helen has significant experience within the housing sector in a senior finance role.</p> <p>[REDACTED – PERSONAL DATA]</p> <p>EVH Pay Negotiations The CEO discussed that EVH pay negotiations have been rejected by the members of the union and the pay proposal has subsequently been withdrawn. The association will await further information from EVH.</p>

		<p>GWOSF Annual Subscription</p> <p>The CEO informed the committee of this year’s annual subscription for GWOSF. It was discussed that GWOSF are proposing a 4.5% increase to their affiliation fees which would mean that the fee for 2024/25 is £5652.</p> <p>The Management Committee approved the re-affiliation with GWOSF for 2024/25.</p> <p>[REDACTED – CONFIDENTIAL INFORMATION]</p> <p>[REDACTED – CONFIDENTIAL INFORMATION]</p>
9.0	Training	
9.1	Training	<p>Share Brochure circulated to Staff / Committee</p> <p>Committee were invited to advise Corporate of which training sessions they would like to undertake out with the scheduled training programme.</p> <p>EVH conference to take place Tues 5th & 6th March 2024 SHARE Conference to take place 15th & 16th March 2024</p> <p>Committee were invited to advise Corporate of any conferences they would like to attend</p>
10.0	A.O.C.B	
		<p>The CEO informed the Management Committee of new Regulatory Framework which was published and comes into effect 1st April 2024.</p> <p>The CEO asked the Management Committee if they would be happy to have an agreement in place for the association to offer up decant properties to a collection of other RSL’s who we work with informally – he advised that due to our demand then it isn’t hugely likely we would have any void homes at a time when a partner may need them but as an informal agreement there was little risk to the association to agree to this approach.</p>

		Committee happy to approach and have a lease agreement in place. Proposed by: Janice Shields Seconded by: Kirsty Wilson
11.0	Date of Next Meeting	
11.1	Date of Next Meeting	Tuesday 26 th March 2024 at 6pm

Approvals

Item No	Agenda Item	Proposed (P) & Seconded (S) by	Lead Officer
3.1	Minutes of the Management Committee meeting held 30 th January 2024	Proposed: Douglas Muir Seconded: Melanie Gilmour	CEO
4.2	Annual Budget & Cash flow 24/25	Proposed: Janice Shields Seconded: Melanie Gilmour	CEO
4.3	Management Accounts 1 st April - 31 Dec 2023	Proposed: Douglas Muir Seconded: Craig Reid	CEO
6.1	Customer Care Strategy	Proposed: Melanie Gilmour Seconded: Douglas Muir	DHCS
6.2	Domestic Abuse Policy Review	Proposed: Kirsty Wilson Seconded: Janice Shields	DHCS
6.3	Membership Application	Proposed: Janice Shields Seconded: Douglas Muir	GCM
8.0	CEO Report – GWSF Membership	Proposed: Douglas Muir Seconded: Kirsty Wilson	CEO
8.0	[REDACTED – CONFIDENTIAL INFORMATION]	Proposed: Douglas Muir Seconded: Kirsty Wilson	CEO
8.0	CEO Report – Chief Exec Network lease agreement for decants	Proposed: Janice Shields Seconded: Kirsty Wilson	CEO

Additional Actions from Meeting

Item No	Agenda Item	Action Required	Lead Officer / Date to be Actioned by
3.1	Minutes of the Management Committee meeting held 30 th January 2024	Redact and post on the website	GCM
3.2	Matters Arising	Rent Letters to go out this tenants this week	DHCS
3.2	Matters Arising	Actions not on minutes – need to be added	GCM
3.2	Matters Arising	Lifts & Legionella Audits to be brought to next meeting	DMS (CEO)
6.3	Membership Application	Membership pack and certificate to be sent to new member	GCM
8.0	Director of Maintenance Services	CEO to chat with Management team to try and seek a solution	CEO
8.0	[REDACTED – CONFIDENTIAL INFORMATION]	[REDACTED – CONFIDENTIAL INFORMATION]	CEO