



**MINUTES** of the Management Committee Meeting held on Tuesday 28<sup>th</sup> November 2023  
 Location – 65 Golspie Street, Govan, Glasgow, G51 3AX and Zoom

Item	Agenda Item			
1.0	<b>Apologies</b>			
	<b>Committee present</b> Maureen McDonald (Chair) Janice Shields (vice Chair) - Zoom Melanie Gilmour Craig Reid – Virtual Kirsty Stoddart - Virtual Duncan Smith Douglas Muir Kirsty Wilson	<b>In Attendance</b> Gary Dalziel (CEO) James McGeough (DFCS) Kerry Clayton (GCM) David Adam (DMS) Aidan McGuinness (DHCS) Donna Gentles (Minutes)	<b>Apologies</b> Ann McEachan (Secretary) Eileen McCallum Veronica McLaughlin	<b>Special Leave</b>
2.0	<b>Declaration of Interest</b>			
A Declaration of interest was noted for the item on SHARE membership in the CEO Report as Melanie Gilmour is an employee of SHARE				

<b>3.0 Minutes for Approval</b>	
3.1	<p>Minutes of Previous Management Committee Meeting held on Tuesday 31<sup>st</sup> October 2023</p> <p>The Minutes were agreed as a true record of the meeting.</p> <p><b>Proposed:</b> Janice Shields</p> <p><b>Seconded:</b> Melanie Gilmour</p> <p>Signed by Chairperson: [REDACTED – PERSONAL DATA]</p> <p>Signed By CEO: [REDACTED – PERSONAL DATA]</p>
3.2	<p>Matters Arising</p> <p>The following matters arising were discussed as not otherwise on the agenda.</p> <p>The CEO advised the Performance Analysis Visit (PAV) was postponed at the last meeting due to an insufficient number of committee members being available to attend. A brief discussion took place as to whether it would still be beneficial given the timing or if the preference was to have the presentation uploaded to Decision Time when Committee could review and ask any questions they have. Committee agree to reviewing on Decision Time.</p> <p>The CEO advised that the association will restate some of the ARC Indicators this week following the internal and external ARC validation exercise. Advising, some indicators improved and others where performance has reduced as a result although none of these were particularly material.</p> <p>The CEO advised Committee that the first report from the Govan Housing Market Analysis external consultancy project has been produced. Stating a meeting is scheduled for mid-December and further updates will be provided.</p> <p>The CEO informed Committee that the Damp and Mould policy has now been concluded with the revised amendments incorporated.</p>

4.0	Governance	
4.1	Notifiable Events	<p>The CEO discussed that the ongoing notifiable event with KONE Lifts remains open with SHR however a settlement had been reached and both parties were concluding the agreement. SHR will be notified and the NE will be closed at their end.</p> <p>The CEO reported that there were no other notifiable events.</p>
4.2	Assurance Report – RS3	<p>THE GCM provided a detailed overview on the Assurance Report, Regulatory Standard 3: <i>‘The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay,’</i> and sought <b>approval</b> from the Management Committee on the recommended compliance level, action plan and review summary of the previous actions plan.</p> <p>The GCM advised that the findings from this report are intended to provide the Management Committee with the level of assurance required to support the ongoing assurance process and it is for Management Committee to review the narrative and supporting evidence before they approve the recommended compliance level of (complaint: non-material improvements required).</p> <p>The GCM commented that on the action plan for RS3 only 3 of the previously identified actions remained outstanding at the end of 2022/23. Value for Money Strategy which is on the agenda for approval and therefore complete, and 2 more complex actions; implementation of updated employee T&amp;C’s to move to EVH full membership and policies linked to this and further improvements required on embedding the Performance Framework to ensure consistency and accuracy across the organisation.</p> <p>Committee approved the compliance level, action plan for 2023-26 and review summary from 2020-23.</p> <p><b>Proposed:</b> Douglas Muir                      <b>Seconded:</b> Kirsty Wilson</p>

4.3	Governance Report	<p>The CEO highlighted some recent challenges around the Sub-committees being quorate. Advising the Audit, Finance and Risk Sub-committee meeting due to take place last week had to be cancelled due to failing to achieve a quorum.</p> <p>The Housing Sub-committee did not go ahead as originally intended on Thursday 16<sup>th</sup> November 2023 but was rescheduled and took place on Thursday 23<sup>rd</sup> November 2023 due to not being quorate on the original date. The CEO gently reminded committee members of the importance of the sub-committees and hopefully we will not encounter issues with achieving a quorum at future meetings.</p> <p>The CEO stated members are also required for the Staffing Sub -committee. Kirsty Wilson and Duncan Smith expressed an interest in become members of the staffing sub-committee which was agreed by the Committee.</p> <p>The CEO advised Maureen McKinnon has resigned from the Management Committee due to personal reasons, leaving 11 current members and 4 available spaces. A brief discussion to place or recruitment and addressing skills gaps and this will be actioned upon receipt of the committee review report from our external consultant anticipated in February / March 2024.</p> <p>The CEO advised the majority of the Committee reviews have taken place, with only a few outstanding and the Corporate team are working to arrange these in the coming weeks.</p>
4.4	Performance Analysis Report Q2 – 2023/24	<p>The CEO discussed the Performance Analysis Report for Q2. The purpose of the report is to provide the management Committee with greater context around the performance of the association on a quarterly basis and benchmark performing with other organisations across a range of KPI's.</p> <p>The CEO highlighted performance in the following areas:</p> <ul style="list-style-type: none"> <li>• Stage 1 Complaints look comparable to most of the organisations the association benchmarks, with some outliers noted and response times slightly below target.</li> </ul>

		<p>Performance with Stage 2 complaints has improved with all received in the reporting quarter being responded to within target. The CEO commented that this should continue to improve as all staff will attend complaints training in the next few weeks.</p> <ul style="list-style-type: none"> <li>• Repairs response times for the period were highlighted as extremely positive both in terms of comparison against the other RSL's in the benchmarking group and also in comparison to performance achieved in 2022/23. This could be a result of having a new multi-trades contractor in place and work carried out throughout the year on the processes.</li> <li>• Compared to the benchmarking group, the association is one of the better performers in terms of re-let times and void loss.</li> <li>• The CEO invited the DHCS to provide some narrative around the arrears performance which has been identified as relatively high based on the figures reported albeit the figures presented to the sub-committee were showing a more favourable performance. The DHCS advised the HM had made an error and added the former arrears twice but it was highlighted performance in this area needs close monitoring and will be a significant area of focus for the housing management team.</li> </ul> <p>The Management Committee <b>note</b> the report</p>
<b>5.0</b>	<b>Health and Safety</b>	
5.1	Health & Safety Report June 2023	<p>The DMS advised Committee the purpose of the report was to provide adequate information on health and safety issues to ensure Committee are informed of relevant issues between meetings. The key focus this month is RIDDOR- Recording of any accidents, incidents or near misses and Fire Risk Assessments. The DMS confirmed that there were 3 incidents reported since the last committee meeting on 31<sup>st</sup> October 2023.</p> <p>The DMS talked through the first incident which was abusive behaviour from a tenant to a contractor. The Contractor had to leave the property and the tenant has been sent a warning about their behaviour.</p>

	<p>The DMS confirmed that incident 2 and 3 were from the same tenant with an additional incident reported since writing the report. The DMS stated that a tenant became very abusive to staff in the Customer Services team whilst under the influence of alcohol. A written warning was sent to the tenant regarding the abusive behaviour and breach of their tenancy agreement which resulted in another incident with the tenant coming into the office intimidating and being abusive to staff members. The DMS advised committee that the DHCS had spoken to the tenant and had sought to defuse the situation.</p> <p>The DMS confirmed that training and risk assessments will be done to make staff aware that these behaviours are unacceptable. The DMS commented that some other factors relating to staff safety have flagged up including no panic alarm alert upstairs and no signage to say that abusive behaviours will not be tolerated. It was also discussed that the association is exploring recording of phone calls as well as looking at our existing CCTV monitoring in reception.</p> <p>A brief discussion took place on additional actions that may be beneficial to ensure staff safety and the usage of lone working app provided to all staff.</p> <p>Committee asked if the association has an Unacceptable Actions policy which underlines the steps the association takes with unacceptable behaviour. The GCM advised there is an Expected Behaviours policy which is due for review and more detailed information on how any situations of unacceptable behaviour will be managed to ensure consistency.</p> <p>Committee also queried if the letter that went out to the tenant is what the policy states and also translated to the tenant's first language. The DHMS advised that the letter was translated and went out advising the tenant that visits to the office will be by appointment only and they will be excluded from the office for the period of two months.</p> <p>Committee commented that staff need to know that the association takes these incidents seriously, in the policy it should state how incidents will be dealt with swiftly and timely.</p> <p>Committee <b>noted</b> the report.</p>
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6.0	Reports for Decision / Approval	
6.1	Management Accounts 1 <sup>st</sup> April - 30 <sup>th</sup> September 2023	<p>The DFCS sought <b>approval</b> for the Management Accounts for period 1<sup>st</sup> April to 30<sup>th</sup> September 2023. Providing a detailed run through of all variances plus or minus £1,000 and advising an operating surplus of £357,686 at the end of the period.</p> <p>Key figures highlighted were that voids were under budget at £11,677 due to enhanced relet times, Repairs and maintenance expenditure over budget by £7,205, Service Charges over budget by £13, 907, adaptations over budget by £10,091, Legal expenses over budget by £4,000, Salaries are over budget by £7,848, NI expenses over budget by £5,000, Pension expenses over budget by £9,630 and Recruitment costs over budget by £1,238.</p> <p>Key underspends were highlighted as Service expenses under budget by £12,000, Training budget is £7,000, Donations under budget by £2,330, Newsletter £3,352.</p> <p>Committee asked what the salary overspend will be at the end of March 20124. The DFCS commented that the overspend is likely to be around the same figure dependent on any material changes including long term sickness cover etc.</p> <p>The DFCS commented that there has been a significant increase to employee and admin costs in the last 5 years. An increase in cash flow of £319K was discussed this was due to a change in capitalised income.</p> <p>Committee <b>approved</b> the management accounts</p> <p><b>Proposed:</b> Kirsty Wilson                      <b>Seconded:</b> Douglas Muir</p>

6.2	Treasury Management Annual Report	<p>The DFCS talked through the Treasury Management report. The purpose of this report is to provide assurance to the Management Committee on the financial position of the association, ensuring that the association complies with all financial regulatory requirements to ensure financial stability and viability.</p> <p>The DFCS discussed that the Annual Cash Flow Forecast that was approved at committee the association has already achieved £388K positive cashflow in the first 6 months. Assumptions made included inflation assumed as a base of 10% for 2023/24 with additional forecast factors which takes account of the significant inflationary pressures encountered in 2022/23. In 2024/25 inflation factor assumed to be 4.5%, 25/26 falling to 2.5% the 2.0 % thereafter.</p> <p>The DFCS advised committee that the cash flow turns negative year 27/28 when the repayment of the Allia Loan is due to be paid however it should be noted that this is based on no action and the association would take a further loan at this time. Committee queried if all loans fixed rates. The DFCS advised the Royal Bank of Scotland loan is 60% fixed and 40% variable.</p> <p>Committee <b>approved</b> the Treasury Management report</p> <p><b>Proposed:</b> Melanie Gilmour    <b>Seconded:</b> Kirsty Stoddart</p>
6.3	Rent Increase Consultation 2024/25	<p>The DFCS sought <b>approval</b> to consult with tenants on a 5% rent increase for the year 2024/25. Advising this is the lowest possible increase that will allow the delivery of the business plan, a sustained healthy cashflow and ongoing covenant compliance. The DFCS provided a detailed overview of the scenarios within the report to demonstrate the various scenarios which may arise depending on inflation over the coming year. The DFCS further highlighted the below inflation rent rises that have been applied in the previous 3 years are not sustainable going forward.</p> <p>An in depth discussion took place in what the most appropriate increase would be to ensure continued high levels of service, adequate investment in stock and safeguarding the</p>

		<p>associations financial position, together with considering the report content on affordability for tenants in a cost of living crisis. Committee discussed the proposed increases of other associations and the need for the business to be safeguarded.</p> <p>The detailed discussion included consideration being given to the current rate of inflation, 4.6% and our rents being below the sector average and with other RSL's proposing increases up to and around 7-8% there was a general view that while the 5% initially considered within the report that upon reflection a slightly higher increase would provide added comfort to the Management Committee. Committee carefully considered the impact upon tenants, taking account of all the relevant information before agreeing by way of vote that the increase to be consulted on should be 5.7%.</p> <p>Committee also agreed that options should not be provided as part of the process given that the increase being proposed was as low as could be achieved and any options would be above the 5.7% figure. Committee sought clarification on how the consultation exercise will be carried out to ensure all tenants are consulted. The DHCS advised CX Feedback will be used for those there are digital contact methods for a paper consultation where no contact details other than the address are held.</p> <p>Committee <b>approved</b> a <b>5.7%</b> rent increase.</p> <p><b>Collectively approved</b></p>
	Factor Fee Increase	<p>The DFCS sought <b>approval</b> to consult owners for a proposed Factor Fee increase of 7% for year 23/24. The DFCS discussed that the current charges of £150.90 for flats and £113.18 for houses do not cover the current factoring costs. He advised that any increase proposed above the inflation figure would require consultation with the owners in line with the factoring conditions.</p> <p>Committee <b>approved</b> consultation for 7% Factor increase.</p> <p><b>Proposed:</b> Duncan Smith      <b>Seconded:</b> Kirsty Stoddart</p>

6.4	Reactive Repairs	<p>The DMS sought <b>approval</b> for the Reactive Repairs Policy which had undertaken consultation with tenants. The purpose of this policy and procedure is to ensure the association meets its legal and regulatory obligations in delivering an effective and efficient responsive repairs service.</p> <p>This policy was recently discussed in depth at the Housing and Maintenance Sub-Committee for comment and approval prior to this Management Committee meeting where final approval sought. The DMS commented that the policy has been amended as per previous Management Committee comments and tenant consultation including re-instating an urgent category and also a section on Rechargeable Repairs within the policy.</p> <p>Committee <b>approved</b> the policy</p> <p><b>Proposed:</b> Duncan Smith    <b>Seconded:</b> Melanie Gilmour</p>
6.5	Value for Money Strategy	<p>The DFCS sought <b>approval</b> for the Value for Money Strategy, previously discussed in detail at the Finance, Audit and Risk Sub-committee. The DFCS talked through the strategy and discussed that the purpose of this strategy is to ensure value for money in all the associations activities and includes a benchmarking strategy making use of our Housemark / SHN memberships.</p> <p>Committee <b>approved</b> the Value for Money strategy</p> <p><b>Proposed:</b> Douglas Muir    <b>Seconded:</b> Kirsty Stoddart</p>
<b>7.0</b>	<b>Reports for Discussion / Information</b>	
		Nothing to report

8.0	Chief Executive's Report	
8.1	Business Planning Strategy Day	<p data-bbox="808 225 1223 255"><b>Business Planning Strategy Day</b></p> <p data-bbox="808 304 2002 451">The CEO discussed that on an annual basis the Management Committee should review the current Business Plan to ensure effective oversight of delivery on the strategic plan and that the vision, strategic objectives remain valid. The CEO is looking for options on the preferred approach</p> <ul data-bbox="857 501 2024 692" style="list-style-type: none"> <li data-bbox="857 501 2024 571">• Half day afternoon during the working week probably from 1-5pm with a dinner in the evening</li> <li data-bbox="857 580 2024 651">• An evening session perhaps 6-9pm with food and refreshments provided throughout the session.</li> <li data-bbox="857 660 2024 692">• A weekend session perhaps 11-4pm with a break for lunch around 1pm for an hour.</li> </ul> <p data-bbox="808 740 2024 810">The Management Committee agreed on a weekend session in January, corporate to formalise a confirmed date.</p> <p data-bbox="808 858 1541 888"><b>Director of Finance and Corporate Services recruitment</b></p> <p data-bbox="808 936 2024 1086">The CEO discussed at the last Management Committee meeting that the Director of Finance and Corporate services would be leaving the association on the 22<sup>nd</sup> December 2023. The CEO talked about the current market for appointing new employees and how this is extremely challenging and more pronounced looking for senior staff in Finance and Corporate Services.</p> <p data-bbox="808 1134 1980 1241">A discussion took place around other associations experiencing difficulty recruiting for this type of position with the CEO advising that the organisation has procured a recruitment consultant to support the recruitment process.</p> <p data-bbox="808 1289 1995 1359">The CEO informed committee that the organisation has appointed McGregor Bond, a recruitment specialist which have undertaken recruitment exercises for a number of similar</p>

		<p>roles. The job advert has been published and the closing date for applicants will be 22<sup>nd</sup> December 2023. In terms of timeline it was advised that a new Director of Finance and Corporate Services would unlikely be in post before the start of the new financial year although this is dependent on any successful candidates notice period.</p> <p>Committee <b>noted</b> the update.</p> <p>[REDACTED – CONFIDENTIAL INFORMATION]</p> <p><b>Share Membership Fee 2024/25</b></p> <p>The CEO discussed with the management committee the proposed SHARE membership fees for 2024/25. In previous years the association has paid a flat fee for a range of benefits including discounts on training, access to free networks and forums and e-learning tools etc.</p> <p>The association has been notified that SHARE are looking to modernise their membership structure from April 2024. The new model will provide two forms of membership, one for collective management committee and one for individuals.</p> <ul style="list-style-type: none"> <li>• Corporate - £2500 per organisation</li> <li>• Individual- £150 per employee</li> </ul> <p>The CEO advised committee that he will contact SHARE to find out terms of the additions/ adjustments to see what best value for money approach may be.</p> <p><b>Award Recognition</b></p> <p>The CEO gave an update to the Management Committee on how successful the association has been over the last few months by winning numerous awards.</p> <ul style="list-style-type: none"> <li>• CIH Awards - Winner of the Excellence in Learning and Development Award, the association was also runner-up in the Housing Organisation of the Year category. Both of these submissions were develop by our Governance and Compliance Manager with</li> </ul>
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		<p>support from our PR consultant. The CEO thanked the GCM for the excellent way she articulated what the association had achieved in the previous period.</p> <ul style="list-style-type: none"> <li>• TIS national Excellence Awards – Winner of the Housing Organisation of the Year. This award submission focused on some of the innovative and focused work that has been done in the community in the last year led by our Community Regeneration Officer Jonathon Giddings-Reid. The Community Regeneration Officer was shortlisted for the Outstanding Contribution to Tenant Participation award also.</li> </ul> <p>Committee <b>Noted</b> the updates</p>
9.0	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>
10.0	AOCB	Nothing raised.
11.0	Date of Next Meeting	Tuesday 28 <sup>th</sup> November 2023 at 6pm

## Approvals

Item No	Agenda Item	Proposed (P) & Seconded (S) by	Lead Officer
3.1	Minutes of the Management Committee meeting held 31 <sup>st</sup> October 2023	Proposed: Janice Shields Seconded: Melanie Gilmour	CEO
4.2	Assurance Report and Annual Assurance Statement	Proposed: Douglas Muir Seconded: Kirsty Wilson	CEO
6.1	Management Accounts 1 <sup>st</sup> April- 30 <sup>th</sup> September 2023	Proposed: Kirsty Wilson Seconded: Douglas Muir	DFCS
6.2	Treasury Management Annual Report	Proposed: Melanie Gilmour Seconded: Kirsty Stoddart	DFCS
6.3	Rent Increase Consultation	Collectively approved	DFCS
6.3	Factor Fee Increase	Proposed: Duncan Smith Seconded: Kirsty Stoddart	DFCS
6.4	Reactive Repairs Policy	Proposed: Duncan Smith Seconded: Melanie Gilmour	DMS
6.5	Value for Money Strategy	Proposed: Douglas Muir Seconded: Kirsty Stoddart	DFCS

## Additional Actions from Meeting

Item No	Agenda Item	Action Required	Lead Officer / Date to be Actioned by
3.2	Performance Analysis Visit	Add to Decision Time	GCM
6.3	Rent Increase Consultation	Consultation to go to tenants on 5.7% increase	DHCS
7.0	Business Plan Strategy Day	Dates to be confirmed by Management Committee	GCM
7.0	SHARE Membership	CEO to get more clarity on 2024/25 membership fees	CEO