



MINUTES of the Management Committee Meeting held on Tuesday 28th May 2024
 Location – 65 Golspie Street, Govan, Glasgow, G51 3AX and Zoom

Item	Agenda Item			
1.0	Apologies			
	Committee present Maureen McDonald (Chair) Craig Reid Kirsty Stoddart (Virtual) Melanie Gilmour Janice Shields	In Attendance Gary Dalziel (CEO) Kerry Clayton (GCM) Donna Gentles (Minutes) Aidan McGuinness (DHCS) Helen Sutherland (DCFS)	Apologies Ann McEachan Veronica McLaughlin Duncan Smith Kirsty Wilson	Special Leave Douglas Muir
2.0	Declaration of Interest			
A Declaration of interest was noted for the item on Nimmo Drive Development Project in the CEO Report by the Vice-Chair as her organisation is currently working with them on another project				

3.0		Minutes for Approval	
3.1	Minutes of Previous Management Committee Meeting held on Tuesday 30 th April 2024	The Minutes were agreed as a true record of the meeting. Proposed: Craig Reid Seconded: Kirsty Stoddart	Signed by Chairperson: Signed By CEO:
3.2	Matters Arising	The following matters arising were discussed as not otherwise on the agenda. The CEO advised that Brian Praties has commenced employment with the organisation, currently working two days a week as Interim Director of Maintenance Services, however the hours may increase going forward subject to capacity.	
4.0		Governance	
4.1	Notifiable Event	The CEO advised Committee there had been a house fire at a property in Skene Road which had extensive damage to the inside of the property, and limited damage to the external. The CEO advised that in his view a fire to an isolated property would not fall under the guidance of a notifiable event however advising the Management Committee of the incident.	
4.2.1	Regulatory Returns Annual return on the Charter (ARC) Submission	The CEO sought approval for the Annual Return on the Charter (ARC) to the SHR and began by thanking those involved in the process. Highlighting the contribution of the GCM, the Housing Manager and Maintenance Manager in the work that they had put in to collating the extensive data. The CEO advised the process is to carry out an internal validation supported by an external validation every 3 years or so however given the introduction of the new housing management system in April 2021 it had been the Management Committee's view that an external validation be carried out again this year. The CEO informed Committee the external validation was due to take place between 29 th – 31 st May which due to timing meant the draft ARC submission being presented for approval tonight may be subject to minor amendments	

		<p>The DFCS went on to advise the 30 year projections cash flow has indicated the full cost of the Nimmo Drive development occurred during 2024/25 and 2025/26 however the acquisition took place in year 2023/24 therefore these costs will be reflected in the 31st March 2024 financial statements.</p> <p>The DFCS commented that the organisation remains in a strong financial position over the five year period albeit drawing down private finance in 2026/27 to mitigate the repayment of the Alia loan and the cost of the Nimmo Drive development.</p> <p>A detailed discussion followed on statement of comprehensive income, focused on operating surplus which increases year on year. Management costs reduce in year 2 due to the funded energy adviser posts ending which primarily reduces salary costs for the association.</p> <p>Planned and cyclical maintenance costs are based on 1% above inflation reflecting the construction market price increases.</p> <p>Concluding the overview of the report the DFCS explained the reducing cash balance in 2027 is a direct result of the repayment of the Alia loan which was due to be repaid in full plus interest after ten years. This will necessitate the association seeking further borrowing of £4m, which will increase interest payable as the Alia loan is not due to be repaid until the end of that year.</p> <p>[REDACTED – CONFIDENTIAL INFORMATION]</p> <p>Committee approved the FYFP for submission to SHR.</p> <p>Proposed: Melanie Gilmour Seconded: Janice Shields</p>
4.2.3	Loan Portfolio SHR Return	<p>The DFCS sought approval for the submission of the Loan Portfolio 2024 to the SHR, providing a detailed summary for the figures contained within the submission. Stressing compliance with all loan covenants and the positive financial position of the association, highlighting 77% of our</p>

		<p>The CEO advised that he had discussed with the H&S specialist his preference to remove the 'corporate' or 'organisational' elements of Health and Safety from these audit exercises and to focus primarily on tenant health and safety. The rationale for this was to support assurance in relation to tenant health and safety but also to ensure that an individual 'corporate' or 'organisational' audit is undertaken later in 2024 focussing on all areas of health and safety in the workplace.</p> <p>Fire Safety</p> <p>The association has been provided with '<i>substantial assurance</i>' with regards to Fire Safety management within our homes with five recommendations identified, 2 being highly important, 2 significant and 1 minor.</p> <p>The CEO drew the Management Committee's attention to the recommendations and the Management Response from the association indicating when the recommendations will be carried out.</p> <p>Electrical Safety</p> <p>The Electrical Safety audit was undertaken during Spring 2024, with 1 significant recommendation and 5 minor recommendations, the outcome of the audit was that the association was provided with '<i>substantial assurance</i>'.</p> <p>The CEO confirmed that the significant recommendation has been completed whilst the minor recommendations have been taken on board by the management team, the association will continue to review going forward.</p> <p>The CEO concluded the report by advising that a follow-up audit will be undertaken in Autumn to ensure that the recommendations contained within all six audit exercises carried out in the last 12-18 months have been actioned within appropriate timescales that will allow the Management Committee to have a suitable level of assurance in relation to our tenants Health and Safety ahead of approving the Annual Assurance Statement in October recognising that</p>
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		<p>the SHR have made this a specific requirement for comment with the assurance statement for all RSL's this year.</p> <p>Proposed by: Janice Shields Seconded by: Kirsty Stoddart</p>
6.0	Reports for Decision / Approval	
6.1	Risk Register	<p>The GCM sought approval for the amendments to the Risk Register, highlighting that the normal process would be for approvals to be sought at the Finance, Audit and Risk Sub-committee but due to the meeting not being held in May, approval from the Management Committee was required in this instance as opposed to being on this agenda for information which would be in-line with the policy.</p> <p>The GCM gave an overview of the risk report, stating in-line with the review cycle only those risks categorised as either '<i>catastrophic</i>' or '<i>significant</i>' have been reviewed this quarter. The GCM informed Committee that none of the risks reviewed are considered '<i>catastrophic</i>' at this time.</p> <p>A detailed update was provided on any further action/controls identified in 14 out of 24 risks that were reviewed this reporting cycle, and any progress being made against each to demonstrate effective management and mitigation of each risk. The GCM concluded the report by advising that all risks reviewed are being managed effectively and that all risks are closely monitored while considering external factors impacting upon them.</p> <p>The GCM highlighted the addition of a risk specifically if the CEO were to leave the association, this has been given consideration following gaps within the management team and as SHR could potentially require an option appraisals be carried out with mitigations identified to address and future proof through the business plan development due to take place between late 2024 / early 2025.</p> <p>Committee queried what an options appraisal was. The CEO informed committee that it looks at options for the future of the organisation and if it would have stability going forward.</p>

		<p>Committee approved the Risk Register</p> <p>Proposed by: Craig Reid Seconded by: Melanie Gilmour</p>
6.2	Allocations Policy	<p>The DHCS talked through the updated Allocations Policy seeking approval. The purpose of the policy is to ensure the association is compliant with all legal and regulatory requirements when letting properties and ensuring best use of our housing stock, while creating balanced communities. The DHCS advised the policy has been discussed and ratified by the Housing and Maintenance Sub-committee for formal approval by the Management Committee which is in line with the Terms of Reference and Standing Orders.</p> <p>The DHCS briefly discussed the consultation exercise undertaken with tenants and highlighted challenges around the request from Glasgow City Council to allocate 67% of properties to Section 5 which could seriously impact upon the ability to allocate to those with other housing needs on the waiting list.</p> <p>There was a discussion around a section included in the previous version which has been removed in this review on pension credits and additional bedrooms. The DHCS provided clarity around removing this.</p> <p>Committee approved the policy.</p> <p>Proposed by: Kirsty Stoddart Seconded by: Janice Shields</p>
6.3	Internal Audit Strategy	<p>The GCM sought approval for the draft Internal Audit Strategy for 2024/27 and provided Committee with a detailed overview of the process undertaken to develop the draft which included risk assessment carried by the internal auditor across the sector, input from the Management Team and knowledge of what areas of the business had not been audited within the last 3 years.</p>

		<p>The GCM read through the areas suggested for internal audit within each of the 3 years and some rational for the placing within the programme together with highlighting in year three Planned and Cyclical Maintenance is in as optional at the moment as would take the contract over the 15 days initially agreed but would be beneficial to do this after the Asset Management audit has taken place. The GCM inviting Committee for input to either amended or approve the draft as presented.</p> <p>Committee queried what was involved in the Corporate Performance Management audit. The GCM advised this related to the Performance Framework and reporting of KPI's across the business and how this information was reported to Committee and used in the improvement of service delivery.</p> <p>Committee approved the Audit Strategy</p> <p>Proposed by: Craig Reid Seconded by: Kirsty Stoddart</p>
6.4	Community Benefit Statement	<p>The DHCS gave an extensive overview of the Community Benefit Statement highlighting that Community Benefits are a contractual element when procuring a contract with the association. The Scottish Government envisages that enacting community benefits will contribute the achievement of a range of national and local priorities.</p> <p>The DHCS discussed some of the potential wider social benefits often used through community benefits which include provision of jobs, training, donations of goods and equipment which can help to support local community activities.</p> <p>The community benefit is also relevant to supporting the association to achieve the aims contained within our community regeneration strategy.</p> <p>Committee approved Community Benefit Statement</p> <p>Proposed by: Melanie Gilmour Seconded by: Janice Shields</p>

7.0	Reports for Discussion / Information	
7.1	CEO Report	<p>The CEO advised the intention of this regular report is to provide the Management Committee with a summary of the activities that the association has been progressing over the last month since the last full Committee meeting held in April 2024.</p> <p>Nimmo Drive Development Project [REDACTED – CONFIDENTIAL INFORMATION] He noted however that the homes should be fully constructed by late 2025/early 2026 therefore discussions around the timing of the grant being provided were necessary with Glasgow City Council. The CEO advised that there may be some requirement for the organisation to front fund some of the development but this shouldn't have a material impact on our cash flow.</p> <p>GCC have advised that once an assessment has been carried out on all projects across the city they will have further clarity about what funding can be provided in the year and whether the association could support some of the project costs through front funding.</p> <p>The CEO advised that the soft-strip demolition had taken place on 17th May with full demolition works commencing on 20th May for a three week period. The association has received a few complaints by tenants with regards to the noise and communication on the project.</p> <p>Discussions with JR Group have taken place regarding the speed of the project starting with demolition commencing only a few weeks after grant funding approved didn't, in hindsight, allow for strong communication with local residents.</p> <p>Furthermore discussions have been ongoing with JR Group regarding a suite of community benefits to complement the contract. JR Group will work alongside the Community Regeneration Officer to evolve this over the next few months.</p>

	<p>The CEO discussed that a one hour presentation will take place on Thursday 30th May from 6-7pm with the JR Group, architects and the organisations development consultant to present all information on the design, the work programme and the stages of the development.</p> <p>Housing Emergency The Scottish Government recently declared a housing emergency which follows on from a number of local authorities having declared this over recent months. Rising homelessness, challenges around housing supply issues which have no sign of abating and a general recognition that the current national housing situation is creating significant pressures within the country. The CEO advised that at this point in time the purpose of including this within the report is to raise awareness within the Management Committee as a strategic national housing issue, although there isn't anything obvious that would have a significant impact on Elderpark Housing at this time.</p> <p>Forthcoming Events at Elderpark Housing The CEO provided the Management Committee with an update of the upcoming events the association is hosting over the next month. The CEO discussed that although there is no direct strategic interest it is important that the committee recognise the broader work that the association undertakes to be an active and prominent participant with the sector.</p> <p>Community Engagement and Skills Working Group which has been developed from the Committee noted the upcoming events</p> <p>Office Opening – Potential Changes The CEO talked through the business's opening hours and discussed that on various occasions internally it has been discussed that the increasing demand on conducting training, meetings and communication departmental and cross departmental would benefit from exploring revised office opening hours.</p> <p>Currently the office closes the first Wednesday morning of every month however the association is looking to implement closing each Wednesday morning commencing from</p>
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		<p>perhaps the 1st July. The CEO highlighted that while the change in opening hours is perhaps an operational matter and decision the views of the Management Committee would be useful.</p> <p>Committee commented this seemed reasonable and in-line with most organisations across the sector. The CEO further commented that any change to the accessibility to the association by tenants will most likely receive some small levels of negative feedback which would be addressed as they arose.</p> <p>Committee noted the recommendation</p> <p>People Development The CEO talked through how the association continues to explore ways to enhance the organisation and the people within it. In terms of the organisational culture work with the external consultant this has now ceased with the employee forum now taking a key role going forward in relation to the organisation culture.</p> <p>He also outlined that the association is working with around 10-15 other RSL's as part of an informal network of CEO's, and have recently discussed the creation of a cross organisation people development programme, which aims to develop employees skills and attributes. The network will include 1 or 2 delegates from each organisation forming the initial cohort, upon conclusion of three sessions the intention is the group will implement this learning through working on a joint project which has still to be decided.</p> <p>The CEO concluded by stating that this approach provides a great example of an informal network of colleagues / organisations coming together to develop a training programme which focuses on enhancing the skills of colleagues and encourages opportunities to develop relationships.</p> <p>Committee noted the People Development activities</p> <p>Business Planning Review</p>
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7.2	KPI Analysis Report Q4	<p>The CEO advised this report has in effect been superseded by the ARC report and data presented at the start of the meeting and therefore did not intend to talk through it this quarter in as much detail of the previous 3 quarters but would work on the assumption that the detail of the report was known a provided with the papers.</p> <p>The CEO discussed the merits of producing a Q4 report as the timing coincided with the year-end data being produced but felt for consistency and to demonstrate reporting broken down per quarter and then annually was beneficial to ensure a full and clear picture of performance overall.</p> <p>Committee noted the contents of the report</p>
8.0	Training	
8.1	Training Schedules – Staff / Committee	<p>Share brochure circulated</p> <p>Governing Body Convention taking place on 3rd & 4th September, please contact a member of the Corporate Team to book a space.</p>
9.0	A.O.C.B	

		<p>The CEO informed the committee that the associations Estate Management Inspector Jim Fraser will be leaving the association on 31st July 2024 after 43 years of service which makes him the longest serving employee.</p> <p>The CEO has organised a number of events to mark the achievement of the employee including nomination for a lifetime achievement award, a two page spread in the next newsletter and a film maker to do a short film about him which will also tie in with the associations 50 year anniversary.</p> <p>The management wished Jim Fraser well for the future and thank him for his contribution over the last 43 years.</p>
10.0	Date of Next Meeting	
10.1	Date of Next Meeting	The date of the next meeting Tuesday 25 th June 2024 @ 6pm

Approvals

Item No	Agenda Item	Proposed (P) & Seconded (S) by	Lead Officer
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3.1	Minutes of the Management Committee meeting held 30 th April 2024	Proposed: Craig Reid Seconded: Kirsty Stoddart	CEO
4.2.1	Annual Return on the Charter (ARC) Submission	Proposed: Janice Shields Seconded: Melanie Gilmour	CEO
4.2.2	Five Year Financial Plan	Proposed: Melanie Gilmour Seconded: Janice Shields	DFCS
4.2.3	Loan Portfolio	Proposed: Kirsty Stoddart Seconded: Melanie Gilmour	DFCS
6.1	Risk Register	Proposed: Craig Reid Seconded: Melanie Gilmour	GCM
6.2	Allocations Policy	Proposed: Kirsty Stoddart Seconded: Janice Shields	DHCS
6.3	Internal Audit Strategy	Proposed: Craig Reid Seconded: Kirsty Stoddart	GCM
6.4	Community Benefit Statement	Proposed: Melanie Gilmour Seconded: Janice Shields	DHCS

Additional Actions from Meeting

Item No	Agenda Item	Action Required	Lead Officer / Date to be Actioned by
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3.1	Minutes of the Management Committee meeting held 28 th April 2024	Minutes to be redacted and published	GCM
4.2.1	Annual Return on the Charter (ARC) Submission	ARC Submission to be submitted with any amendment recommendations from Christine Dugan	CEO
4.2.2	FYFP	FYFP to be Submitted to the Regulator	DFCS
4.2.3	Loan Portfolio	Loan Portfolio to be submitted to the Regulator	DFCS