

**MINUTES OF THE MANAGEMENT COMMITTEE MEETING
HELD ON WEDNESDAY 25 FEBRUARY 2026 at 6.30p.m.
MEETING HELD IN THE COMMITTEE ROOM OF THE ASSOCIATION'S OFFICES**

1. Sederunt

PRESENT A. Cushingam, F. Lavery, K. McSherry Stewart, G. McNaught
R. Hartness & K. Herd – MS Teams.

IN ATTENDANCE:

K. Mollins – Director

G. Kerr – Finance & Corporate Services Manager / Depute Director

G. McLachlan – Maintenance Manager

A. Nugent – Housing Manager

N. Smith – Corporate Services Officer

Apologies: None

Leave of absence: None

2. Meeting of the Management Committee

a) 28 January 2026

i) Minute

The minutes of the Management Committee meeting on 28 January 2026 were approved by C. Harvey and seconded by G. McNaught

ii) Matters Arising:

a) Agenda Item 5. – Tenant Safety

The Maintenance Manager presented a report outlining the progress of on-going tasks in the Tenant Safety Action Plan. In summary, there was good progress on key tasks and work to strengthen compliance in Tenants Safety.

The Management Committee raised the following queries or questions in relation to the progress of key tasks in Tenants' Safety.

- A member asked why an independent surveyor is required for specific damp & mould cases. The maintenance managed explained there are certain complex cases that require further investigation.

- A member asked if the management committee can be kept updated on the 6 areas of tenant safety action plan that are on-going. The Maintenance Manager agreed to present a monthly report on tenant safety.

b) 16 February 2026 - Electronic Business

i) Minute

The minutes of the electronic business to the Management Committee were approved by C. Harvey and seconded by A. Cushingam

ii) Matters Arising:

There were no matters arising.

c) Master Tracker

The Director presented the progress report on the Master Tracker from the meeting in January 2026 and outlined the progress of tasks on the Master Tracker. He highlighted to the Management Committee progress of tasks that were on-going or to be actioned in the tracker i.e. the action plan to develop the Trade Team, the appointment of the contractor for the upgrade of the community CCTV system, lead-pipe replacement, Committee performance reviews and inductions for Co-opted members.

The Committee noted the content of the report.

3. Meeting of the Finance, Audit & Performance Sub-Committee

a) 12 February 2026

i) Minute

The minutes were omitted from the papers and will be issued to the Management Committee in March 2026.

ii) Matters Arising:

a) The Chairperson of the sub-Committee gave members an update on the meeting.

b) Internal Audit Contract

The Director advised the Committee that the Internal Auditor's contract was tendered on a 3 plus 2 years basis. He advised that the initial 3 years of Cameron Internal Audit Services' (Formerly Quinn IAS) audit contract was due to expire and the sub-Committee were agreeable to extend the contract for a further 2 years to

March 2028 and they had made a recommendation to the Management Committee.

The Management Committee approved the extension of the internal audit contract to Cameron IAS to March 2028.

4. Declaration of Interests and Notifiable Events

The Director confirmed that staff members will declare an interest in the following agenda items:

- J. Stevenson declared an interest on agenda item 2b
- C. Harvey declared an interest on agenda item 8

There are seen to be no other Committee or staff members in attendance with a declaration of interest in relation to the business at the meeting.

Notifiable Events - The Director gave an update on the notifiable events submitted in relation to the 5 / 30 year financial plans and lead pipe replacement.

5. Draft Annual Budget 2026-27

The F&CS Manager presented the draft Annual Budget 2026-27 and highlighted the following information and outturns.

- The Baseline assumptions in the draft budget i.e. rent increase, void lost rent, staff salary increase, insurance and an inflation rate for general business and maintenance services .
- The re-set of the loan covenants with RBS to deliver the Investment Plan
- A summary of the results for the first draft which included the expected deficit (154K), cash reserves (£1.5m), loans figures (£7.0m) and loan covenants, all successfully achieved. These will be subject to change in the final budget pending any decisions by the Management Committee or SMT following completion of Delivery Plans.
- The proposed turnover for the year including rent receivable, rent losses from voids, stage 3 medical adaptation grant. Rental income would increase by £109k to an annual income of £3.5m.
- The expected operating expenditure including the reactive maintenance costs, cyclical maintenance costs, major repairs, component replacement spend, development of the trade team, bad debts, interest receivable/payable.
- £3.3m in major improvements for the veranda project, kitchens and bathrooms and boilers. There was also spend for replacement fencing, ad hoc components and structural repairs.
- A brief overview of the management & administration budget.
- The proposed statement of financial position which included: housing properties, depreciation, cash, loan repayment and revenue reserve.



The F&CS Manager advised he is continuing to work with the SMT to finalise the budget, which will take account of the delivery plans within the Operational Plan 2026-27.

The Committee raised the following queries or questions in relation to the draft Annual Budget 2026-27.

- There was discussion of the annual spend for fencing repairs and replacement and the Committee were advised that the Association would be looking at best value options within the in-house trade & estates team to attend to these works.
- A Committee member noted the final draft budget would be presented to the Committee in March for approval and asked if the 5 & 30 year would also be presented. The F&CS Manager advised it was his intention to present these financial plans at this meeting.

The Committee noted the content of the report.

6. Report on Housing Demand Assessment

The Housing Manager presented his report on the housing demand assessment and highlighted the following:

- Turnover is low, with only 34 properties relet between April 2024 and January 2026 (4.89% turnover rate)
- High percentage of sustainability amongst Easthall Park tenants
- 47% of lets were allocated to Section 5 homeless referrals, with the rest distributed across priority groups.
- Average waiting time for applicants is 799 days, with a maximum wait of over 3,000 days.
- Refusal rates have significantly decreased since leaving the Common Housing Register.
- All 43 tenancy terminations during the study period lasted over 12 months, with an average tenancy length of 10 years and 6 months.
- The housing list decreased from 389 to 326 applicants after the 2025 review.
- Overcrowding is the largest priority group, with high demand for 3- and 4-bedroom properties.
- Rent levels align with affordability benchmarks (25–30% rent-to-income ratio).
- Easthall Park rents are 1% lower on average than other local landlords.
- Rent increases over the past five years (21%) have been below increases in national minimum wage, pensions, and benefits.

The Committee raised the following queries or questions in relation to the Housing Demand Assessment:

- The Management Committee welcomed the report and commented that it was clear and concise and highlighted key information and arrangement to attend to the demand for housing.
- A member asked if the number of lets awarded to the homeless category has to be so high. The Housing Manager explained the percentage is set out by GCC across the city.
- A member asked if the Association had considered acquisition of private properties to increase its housing stock. The Housing Manager agreed to consider this amongst a range of actions to maximise stock for let.
- Another member asked if there could be any incentive given to tenants who are under occupying larger properties, to encourage them to move to a smaller house. The Housing Manager explained the association promotes mutual exchanges and for applicants to apply to other landlords. He will consider the award of an incentive to encourage tenants to downsize in the review of the policy.

The Committee noted the content of the report.

7. Residents Satisfaction Survey – December 2025

The Housing Manager presented his report on the Residents Satisfaction Survey – 2025 and highlighted the following:

- The survey, conducted between September and October 2025, received responses from 347 tenants and 27 owner-occupiers, exceeding the minimum required response rate, ensuring reliable results.
- Satisfaction levels remained consistent with 2023, with 92% of tenants satisfied overall, and high scores for communication (97%), participation opportunities (97%), and ease of contact (100%). Satisfaction with recent repairs (93%) and home quality (93%) also increased significantly from previous surveys.
- Tenants generally feel the association is making the community a great place to live (86%) and feel safe (87%), though some concerns about antisocial behaviour.
- Satisfaction declined in areas such as perceived value for rent (down from 90% to 84%), neighbourhood management (from 97% to 88%), and owner satisfaction with factoring services (from 100% to 63%).
- The survey highlighted strengths in communication, customer care, and service quality, but also identifies opportunities for improvement, especially in maintenance, neighbourhood management, and owner engagement.
- Satisfaction with rent value has decreased; actions include rent harmonisation, promoting in-house services, publishing investment plans, and engaging welfare rights services.

- Management of the neighbourhood has seen reduced satisfaction; improvement actions involve estate inspections, maintenance programmes, community engagement events, and better communication via newsletters and external partners.
- Website usage is low (22.5%), prompting plans to update content, promote its use, and ensure policies are accessible.
- Participation opportunities are limited, with 75% of tenants not interested; strategies include updating home visit forms, promoting residents' panels, and liaising with external participation bodies.

The Committee raised the following queries or questions in relation to the findings of the Residents Satisfaction Survey.:

- The Management Committee noted the great work carried out to keep the survey results so high, they also noted the areas for improvement.
- A member of the Management Committee asked if we could use in-house or electronic surveys such as survey monkey. The Housing Manager highlighted the success in using our text messaging system and will look at other platforms.

The Housing Manager highlighted to the Management Committee the contract with Research Resource is soon due to expire, and there is an option to extend the contract for a further 2 years.

The Committee noted the report and approved the extension of the contract with Research Resource to March 2028.

C. Harvey left the meeting

8. Control of Entitlements & Benefits – Allocation of Housing – 015862

The Housing Manager presented a report on an allocation of housing to relevant person with the Control of Entitlements, Payments & Benefits. He outlined details of the allocation including the points award and queue position of the relevant person's application for housing. He confirmed the allocation of the property to the relevant person:

- Was in accordance with the Allocation Policy
- The relevant person had no involvement in the allocation process.
- The allocation had been recorded in the register of entitlements, payments and benefits
- Was reported to the 1st Management Committee following the allocation of the tenancy.

He confirmed that the report is for the Committee to note the award of the tenancy to the relevant person and that it has been recorded in the register of entitlements, payments and benefits.

The Committee noted the award of the tenancy to the relevant person and for it to be included in the register of entitlements, payments and benefits.

16. Any Other Business

b) Policies

The following policies were issued to the Management Committee in January 2026 for assessment and approval by the Committee at February's meeting:

i) Legionella (Water Hygiene) Policy

The Maintenance Manager presented the draft policy and highlighted the following:

- The corporate responsibility for compliance with legionella duties.
- The responsible person (Manager/Coordinator) manages day-to-day water safety, risk assessments, and record keeping.
- External contractors conduct water hygiene monitoring and report their findings to the Association.
- A competent person with authority and knowledge must carry out the legionella assessment.
- The maintenance of a Water Hygiene Asset Register that will be updated on any changes.

The Committee approved the Legionella (Water Hygiene) Policy for implementation.

ii) Gas Safety Policy

The Maintenance Manager presented the draft policy and highlighted the following:

- The policy aims to maintain high standards of gas safety and this applies to all staff, contractors, tenants, and stakeholders involved in managing gas-related repairs and maintenance.
- Ensures gas installations are tested annually via a ten-month cyclical programme.
- Covers all gas appliances, equipment, and pipework in individual properties and communal areas.

- Ensures compliance with statutory obligations and best practices and Scottish Housing Charter outcomes
 - Training for staff to be the competent persons for the management of Gas servicing.
- A Member asked if we could complete the servicing at the time of the forced access, as opposed to capping the meter, which would eliminate the need to return to the tenant's home to carry out the gas service. The Maintenance Manager to amend the Gas Safety Policy to ensure the gas service would be undertaken at the force entry unless there were factors preventing this being completed e.g. insufficient credit on the meter, house condition or difficulty accessing the meter, etc.

The Committee approved the Gas Safety Policy for implementation subject to the amendment to attend to the gas service at the force access.

- A. Nugent & G. McLauchlan left the meeting
C. Harvey rejoined the meeting

9. Progress Report on the Committee Succession plan to December 2025.

The Director presented the report on progress against the Committee Succession Plan to December 2025 and highlighted the following:

- ✓ All members have completed the performance review pro-forma and meeting with the Chairperson are scheduled for March 2026.
- ✓ The Association advertised for new Committee members in September and 2 new members were co-opted onto the Committee in November 2026.
- ✓ The CSO has collated demographic and ethnic pro-formas from Committee members, which will inform a report to the Management Committee in March 2026.
- ✓ The Association has co-ordinated the Committee mini-conference scheduled for 30 January – 1 February 2026.
- ✓ Committee members attendance was 81.5% for the Management Committee; 100% for the Audit, Finance & Performance sub-Committee; and 100% for the Staffing sub-Committee in the quarter.
- ✓ Minutes are published on the website to November 2025.

He highlighted areas for action in the coming months, which included the need to develop bespoke training plans for each sub-Committee, and need for discussion on succession arrangements for office bearers' positions.

The Management Committee raised the following queries or questions in relation to the progress against the Committee Succession Plan 2025-26 to December 2025.

- A Committee members welcomed the arrangements for training sessions in May & October, as well as the annual Committee mini-conference.
- A Committee member referred to the cyclical home visits and promotion of the Management Committee and asked if the staff could record the reasons for tenants' disinterest in joining the Committee and Residents Panel, which would inform if there could be any support or reasonable adjustments. The Director will discuss this with the Housing Manager.

The Committee noted the progress on the Committee Succession Plan 2025-26 to December 2025.

10. Report on Operational Plan 2025-26 to 31 December 2025.

The Director presented the report on progress against the Operational Plan 2025-26 to December 2025. The report highlighted the following:

- ✓ The reports on progress of governance matters e.g. annual assurance, operational plan, corporate risk register. etc.
- ✓ The development and review of policies in governance, finance and service areas.
- ✓ The recruitment of 2 co-opted members to the Management Committee.
- ✓ The submission of statutory and regulatory returns to the SHR i.e. OSCR return, annual assurance statement.
- ✓ The completion of the residents satisfaction survey by Research Resource
- ✓ The procurement of close painting contract.
- ✓ The issue of the report to the Committee on the annual rent, management fee and service charge increase 2026-27 and consultation with tenants and owner-occupiers.
- ✓ The progress of planned major repairs programme i.e. kitchens and bathrooms in Easthall and Upvc window and door replacement project in Kildermorie.
- ✓ There has been excellent performance in rent collection, reduction in current tenant arrears, lets to homeless applicants, repairs, tenant safety and staff attendance as detailed in the Performance Schedule 2025-26

The Director highlighted areas for action, which included a review of the gas servicing procedure following one gas failure, communicating the Investment Plan following a re-set of loan covenants, review of staffing policies, a review of procedures in housing management, a housing demand assessment and to progress tasks in the tenant safety action plan.

The Committee noted the progress on the Operational Plan 2025-26.

11. Report on the Annual Assurance Statement Action Plan 2025 to December 2025

The Director presented his report on progress against the AAS Action Plan, where achievement would further strengthen our compliance against the Regulatory Frameworks and Regulatory Standards. He highlighted the following:

- The progress against the plan covered the following areas:
 - Regulatory Framework
 - Regulatory Standards of Governance & Financial Management
 - Scottish Social Housing Charter
 - Landlord Safety

- He highlighted key areas progress to December 2025, which included:
 - ✓ A new Tenant Safety Action Plan was developed for 2025-27
 - ✓ The tenant satisfaction survey was completed in December 2025 and showed positive findings.
 - ✓ There has been staff training on complaints and whistleblowing in Q3 of 2025-26.
 - ✓ There was a Committee / staff planning day in October 2025 to commence the development of the Business Plan 2026-29
 - ✓ The Chairperson held the Director's annual performance review meeting in November and progress meeting in January 2026.
 - ✓ The rent affordability exercise was completed by Arneil Johnston, which showed the Association rent structure was affordable to our tenants.
 - ✓ There has been positive action to support housing homeless people i.e. liaison meetings with casework team, achievement of target lets.
 - ✓ There has been good progress in the Equal Opportunities Action plan, specifically, collecting data of tenants' demographic and ethnic profile.

- The Director advised there has been some slippage in; the training on the SHR portal for the new Chairperson, the development of the Asset Management Strategy due to the position with the demand assessment and investment plan, publication of key leaflets in the reception, communicating the Investment Plan to tenants, review of corporate and service policies.

The Management Committee raised the following queries or questions in relation to the progress against the Annual Assurance Action Plan 2025-26.

- The Chairperson commented on the scale of the action plan and the excellent progress and work to improve our compliance and governance of the Association.

The Committee noted the progress on the Annual Assurance Statement 2025 to December 2025.

12. Evaluation Report on the Committee Mini-Conference

The Director presented his report on the members' completed evaluation questionnaires on the Committee mini-conference, which covered the following:

- Members' views of individual training sessions, specifically scoring on the content and presentation, what they learned and what could have been improved.
- Members' views on the venue and service at the Mercure Hotel, Ayr.
- Member's views of the overall mini-conference.
- The cost of the event, which averaged £679 per Committee member which is best value compared to sector conferences.
- Members had a very positive response for the Mini-conference event to develop their knowledge, skills and team building with other members and the senior staff team.
- Members feel we should continue with the event in 2026, although to change to a day conference.

The Committee raised the following queries or questions in relation to the Evaluation Report on the Committee Mini Conference.

- A Committee member commented on the quality of the trainers at the event.
- There was discussion about the duration of the mini-conference, where it was stated the current format has been effective in recent years.

The Director informed the Committee a working group would be established in June to discuss the venue, programme, duration of the min-conference scheduled for January 2027.

The Committee noted the content of the report.

13. Corporate Risk Register 2026-27

The Director presented the report on the Corporate Risk Register 2026-27 and highlighted the following:

- The process for the review of the Corporate Risk Register (CRR) from the planning day, through to sessions with the SMT to identify the main risks, finalise scoring and identify controls to mitigate risks.
- There were 16 main risks, which reflected health & safety, particularly due to the trade & estates team, tenants' safety including dampness & mould, the housing &

homeless emergency and the lack of housing for local people, the impact of staff absence on our service. the threat of a cyber-attack, the impact of the cost-of-living crisis on our tenants and the Association; the failure to retain and recruit skilled staff, the effectiveness and efficiency of the SDM Housing System and increased maintenance and improvement costs on the Glenburn Centre.

- The format of the CRR and the risk description; initial and residual scoring controls that were SMART, timeline and responsibility and linking each risk to our strategic objectives, Charter and Regulatory Standards.
- The F&CS Manager will present a quarterly progress report on the controls within the CRR to the Audit, Finance & Performance sub-Committee.

The Committee raised the following queries or questions in relation to the draft Corporate Risk Register 2026-27.

- A Committee member felt training for members on risk management should be undertaken. The Director confirmed this was last undertaken in 2024 and he would schedule this in the review of the risk register for 2027-28.

The Committee approved the Corporate Risk Register 2026-27 for implementation.

14. Correspondence

a) GWSF Letter re Affiliation 25/26

The Director presented the letter from the GWSF in relation to the annual affiliation fee 2026-27, which set out to:

- Invite your association to renew its membership of GWSF for 2026/27
- Inform you of the GWSF affiliation fee structure for 2026/27
- Highlight some of the last year's key achievements
- Look ahead to GWSF's plans for the coming year

The Committee raised the following queries or questions in relation to the GSWF's letter on affiliation in 2026-27.

- The Committee discussed the work and services provided by the GWSF and felt they represented good value for money.

The Committee noted the content of the letter.



b) Letter from EHRA Chairperson

The Director presented the letter from Linda Cameron, Chairperson of EHRA, which was to introduce herself and the work of EHRA and encourage Committee members to get involved and collaboratively work, share information and address common issues with other members.

The Director advised the Committee that the next meeting is scheduled for Wednesday 11 March 2026 in the Association's Committee and the new CEO of the SFHA, Richard Meade would be in attendance.

The Committee raised the following queries or questions in relation to the letter from the EHRA Chairperson, Linda Cameron.

- C. Harvey confirmed he would represent the Association and attend the next EHRA meeting.

The Committee noted the content of the letter

There was no other correspondence

15. Confidential Business

There was no confidential business.

16. Any Other Business

a) EHRA Conference 2026

The Director informed the Committee that EHRA were planning a conference in October 2026 for Committee / Board members and senior staff of member organisations. He further stated he is working with the Chairperson and Director of Wellhouse HA to organise the event and he sought the level of interest in members' attendance at the event.

The Director confirmed he would keep the Committee updated on the development of the EHRA Conference 2026.

There was no other business



17. Date of Next Meeting

Management Committee:

Wednesday 25 March 2026 at 6.30p.m. to be held in the Committee room in the Association's office.

Chairpersons Signature: _____

Date: _____