



**MINUTES OF THE MANAGEMENT COMMITTEE MEETING  
HELD ON WEDNESDAY 26 AUGUST 2026 at 6.00p.m.  
MEETING HELD IN THE COMMITTEE ROOM OF THE ASSOCIATION'S OFFICES**

**1. Sederunt**

**PRESENT** A. Cushingham, J. Stevenson, G. McNaught, C. Harvey, D. Beattie  
B. Hartness, K. Herd, A. Starrs, F. Lavery

**IN ATTENDANCE:**

K. Mollins – Chief Executive  
G. Kerr – Head of Finance & Corporate Services Manager / Depute Chief Executive  
A. Nugent – Head of Housing  
N. Smith – Corporate Services Officer

**Apologies:** None

**Leave of absence:** None

**2. Meeting of the Management Committee**

**a) 24 June 2026**

**i) Minute**

The minutes of the Management Committee meeting on 24 June 2026 were approved by J. Stevenson and seconded by G. McNaught.

**ii) Matters Arising:**

**There were no other matters arising.**

**b) 26 June 2026 (Electronic Business)**

**i) Minute**

The minutes of the electronic business issued to the Management Committee on 26 June 2026 were approved by C. Harvey and seconded by B. Hartness.



**ii) Matters Arising:**

- a) The Chief Executive gave an update on the outcome of the recruitment process. The Management Committee were agreeable for the Chief Executive to use a recruitment agency to fill any senior post to be readvertised.

**There were no other matters arising.**

**c) 6 July 2026 (Electronic Business)**

**i) Minute**

The minutes of the electronic business issued to the Management Committee on 6 July 2026 were approved by B. Hartness and seconded by K. Herd.

**ii) Matters Arising:**

**There were no other matters arising.**

**d) 21 July 2026 (Electronic Business)**

**i) Minute**

The minutes of the electronic business issued to the Management Committee on 21 July 2026 were approved by F. Lavery and seconded by J. Stevenson.

**ii) Matters Arising:**

- a) The Chief Executive advised the Committee that the interviews for the Head of Housing post are scheduled for Wednesday 16 September 2026.

**e) Master Tracker**

The Chief Executive presented the progress report on the Master Tracker from the meeting in June 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:

- The induction for new Committee members, which will be undertaken in September / October 2026

**The Committee noted the content of the report.**



### **3. Audit, Finance & Performance Sub-Committee Meeting held on 10 August 2026**

#### **i. Minute**

The minutes will be deferred to the Management Committee scheduled on 30 September 2026.

### **4. Declaration of Interests and Notifiable Events**

The Chief Executive confirmed that Committee and staff members will declare an interest in the following agenda items:

- Agenda Item 16 – A. Nugent and N. Smith will declare an interest

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 (NE) - The Chief Executive confirmed the SHR had closed off the NE on governance matters and there were no live NEs.

### **5. Report on Authorised Signatories**

The Head of F&CS presented his report on authorised signatories for 2026-27. The report covered authorised signatories for Glasgow City Council and the Association's Lenders, Nationwide Building Society, Royal Bank of Scotland and Unity Bank.

#### **Glasgow City Council**

The report included the list of signatories and the pro-forma for authorised signatories for the purposes of development and regeneration activity through Glasgow City Council. The Head of F&CS highlighted the staff and Solicitors with TC Young, who were proposed to be authorised signatories associated with development and regeneration activities. This would specifically include grant applications, offers, claims for funding and any associated legal activities.

#### **Royal Bank of Scotland**

The report detailed the authorised signatories for 2026-27 and those that require to complete the single mandate form.

#### **Nationwide Building Society**

The Head of F&CS presented the mandate form for authorised signatories, which included Office Bearers, Senior Management Team and the Finance Officer associated with our internal arrangements to attend to key areas of business with the Nationwide.



### **Unity Bank**

The report detailed the authorised signatories for the new loan facility with the Unity Bank to fund the planned major repairs programme.

The Head of F&CS highlighted senior management team positions that are vacant or will change in the coming months and proposed new senior staff are authorised signatories.

**The Committee approved the Committee, staff and Solicitors in the report and authorised signatories and mandate forms for Glasgow City Council, Nationwide Building Society and the Royal Bank of Scotland.**

**The Committee are agreeable that newly appointed members of the Senior Management Team will be authorised signatories.**

## **6. Tenant Safety Action Plan – Progress to June 2026**

The Chief Executive presented the Tenant Safety Compliance Report, which included the Action Plan for 2025-27 and detailed progress to 30 June 2026. He highlighted the following:

- There has been good progress in the development and review of tenants' safety policies.
- There has been excellent performance in many areas of tenant safety i.e. gas servicing, lift maintenance, external audits.
- There was reduced compliance in electrical safety with a number of properties with overdue EICRs. These are now completed and all properties have a live certificate
- There has been a low number of reports on damp, mould and condensation.
- The lead piping was completed in Wardie Road.
- The maintenance team have completed an extensive programme of training on tenant safety.
- We have implemented a new monitoring system to track progress and demonstrate compliance with our obligations
- Areas of the Tenant Safety Action Plan that are on-going e.g. publication of damp, mould and condensation guidance; finalise the Legionella Action plan; and to implement the new legislation for damp and mould that comes into force on 6 October 2026.

The Committee raised the following queries or questions in relation to the Tenant Safety Compliance Report.

- The Committee welcomed the improved performance and completion of tasks to ensure tenants' homes were kept safe.

**The Committee noted the content of the report**



## **7. Secretary's Report**

The Chief Executive in his role Secretary presented his report on compliance with Rules 62-67 in the management of minutes, registers and books throughout the year.

**The Committee noted the content of the report.**

## **8. Annual General Meeting**

The Chief Executive advised members of the arrangements for the AGM on 7 September 2026.

He informed the Committee there would be electronic business to attend to, where a report will be issued them in relation to the following;

- Committee Members Standing for Re-election
- The issue of the AGM papers and nominations that are to be received by 31 August 2026
- Management Committee's meeting following the AGM to appoint the Chairperson / Vice Chairperson

**The Committee noted the content of the report**

## **9. Committee Succession Plan 2026-27 – Progress to June 2026**

The Chief Executive presented the report on progress against the Committee Succession Plan to June 2026 and highlighted the following:

- The report to the Management Committee on a member subject to the 9 year rule.
- The recruitment of two new members to the Management Committee.
- A Committee Training Plan 2026-27 was approved following the Committee Performance Reviews.
- There was very good attendance at the Management Committee and designated sub-Committee meetings
- Minutes were published to March 2026 on the website
- There was no Committee training in Q1 – 2026-27.
- The CSO will convene a meeting with Committee mini-conference working group in Q2 (July – September 2026) to discuss arrangements for the conference scheduled for 29-31 January 2027.

**The Committee noted the progress on the Committee Succession Plan.**



## **10. Operational Plan 2026-27 – Progress to June 2026.**

The Chief Executive presented the report on progress against the Operational Plan 2026-27 to June 2026. The report highlighted the following:

- There has been good progress against the work programme in the year.
- The development of the Committee Succession Plan and Action & Training Plans based on the report by SE Training on the Committee performance reviews.
- The development on the internal audit programme 2026-27.
- The extension of the internal & external audit contracts.
- The appointment of Unity Bank for new borrowing to fund the planned maintenance programme.
- The recruitment of an Energy Advisor to provide energy advice to tenants and residents.
- The development of tracking systems for the void maintenance procedure, dampness & mould and gas and electrical safety.
- The issue of letters to tenants on the 5 year Investment Strategy
- An overview of the performance schedule 2026-27.
- There are areas for further action and improvement, which included:
  - There has been slippage in corporate policies and procedures
  - The development of a Health & Wellbeing survey, though there has been an audit of staff members' wellbeing resilience

**The Committee noted the progress on the Operational Plan 2026-27 to June 2026.**

## **11. Annual Assurance Statement Action Plan 2025 – Progress to June 2026**

The Chief Executive presented his report on progress against the AAS Action Plan 2025 to 30 June 2026, 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 in the quarter (April – June 2026), which included:
  - There has been good progress in the development of governance and service policies
  - The report on the Committee performance reviews by SE Training was presented to the Committee and this informed the Committee Succession Plan 2026-27.



- The Asset Management Strategy has been delayed and this will be commenced in Q3 of 2026-27
- There has been slippage in the development of the BV Working Group; the best value assessment of the estate caretaking service; and the rent harmonisation exercise.

**The Committee noted the progress on the Annual Assurance Statement 2025 to 30 June 2026.**

## **12. Governance & Service Policies**

### **i) Equality & Diversity Policy**

The Chief Executive presented the draft Equality & Diversity Policy and advised on the following:

- The Policy was last reviewed in August 2023;
- There was an audit of Equality, Diversity & Inclusion by our internal auditors, in February 2025, which gave a 'Substantial' level of compliance.
- The draft policy details key legislation and regulatory requirements, as well as outline types of discrimination.
- It incorporates Equality Impact Assessments to identify any potential discrimination in our policies and services
- A key objective is to develop targets for equalities to quantify, monitor and benchmark our work in equalities.
- There is an action plan 2026-29 to further strengthen our compliance

The Committee raised the following questions and queries on the draft Equality & Diversity Policy

- The Committee discussed the frequency of progress report, and it was agreed they would be presented to Committee biannually (every 6 months)
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**The Committee approved the Equality & Diversity Policy for implementation.**



ii) Entitlements, Payments & Benefits Policy

The Chief Executive presented the draft Entitlements, Payments & Benefits Policy and advised on the following:

- The policy was last approved in September 2025 and has been reviewed to take account of the new model policy developed by the SFHA.
- He gave an overview of the draft Policy, specifically covering the key changes and additions; managing interests; people connected to us; use of contractors; granting a tenancy; and key sections in appendix A i.e. expenses, offer of employment; and gifts and hospitality
- He drew Committee's attention to set levels of gifts and hospitality e.g. small gifts, significant events and hospitality.

**The Committee approved the Entitlements, Payments & Benefits Policy for implementation**

iii) Donations, Gifts & Hospitality Policy

The Chief Executive presented the draft Donations, Gifts & Hospitality Policy and advised on the following:

- The policy was last approved in September 2025 and has been reviewed to take account of the review of the draft Entitlements, Payments and Benefits Policy.
- It aligns to the Entitlements, Payments and Benefits Policy associated with the provisions for gifts and hospitality associated with our work and employments with The Association.
- He updated the Committee on the main changes i.e. the chart showing people closely connected to us; and the proposed changes to provisions in gifts and hospitality.

**The Committee approved the Donations, Gifts & Hospitality Policy for implementation**

iv) Code of Conduct for Committee Members Policy

v) Code of Conduct for Staff Members Policy

The Chief Executive presented the draft Code of Conduct for Committee and staff Members Policy and advised on the following:

- The policies were last approved in August 2023.
- They outline the main principles of the Code, which relates to the 'Nolan Principles on Standards in Public Life'
- He referred to the section on Declaring and Managing Personal Interests and how conflicts should be managed.



- He outlined the proposed changes to the draft policies, specifically the creation of Investigation Panels of 3 members to manage and oversee independent investigations, which aligns with our Rules and Standing Orders; and the development of a remit to be approved by the Management Committee on the delegated authority of Investigation Panels.

**The Committee approved the Code of Conduct Policies for Committee and Staff members.**

vi) Decant Policy

The Head of Housing presented the draft Decant Policy and advised on the following:

- The HoH explained we didn't have a full decant policy previously and created this policy to help provide a clear, fair, and supportive process for temporarily or permanently relocating tenants due to major repairs, development, or emergencies (e.g., fire, flooding).
- Applies to all tenants who need to be decanted, with a focus on minimizing disruption and protecting tenant wellbeing.
- Tenants will receive timely information, written agreements, and support throughout the process.
- The Association aims to decrease the duration and disturbance of decants
- Options include Association properties, hotels/B&Bs, or staying with family/friends.
- Allowances and support are provided for hotel stays or when staying with others.
- Home Loss payments (£1500) and disturbance payments (up to £500) are available under certain conditions

The Committee raised the following questions and queries on the draft Decant Policy.

- A member commented on the policy and expressed it will be a good aid to staff.

**The Committee approved the Decant Policy for implementation**

A. Nugent left the meeting



### **13. Management Committee Mini-Conference – 29 - 31 January 2027**

The Chief Executive advised members of the arrangements for the Committee mini-conference in January 2026 and the CSO will arrange to meet with the working group in September to finalise the programme and venue for the event.

The Committee mini conference working group is F.Laverty, C. Harvey and K. Herd

The Committee raised the following questions and queries on the Committee mini-conference event.

- The Committee commented on success of the Committee mini-conference to attend to training and the team building of the Committee.

**The Committee noted the content of the report**

### **14. Report on Staff Wellbeing Survey**

The Chief Executive presented the report on the findings of a independent staff wellbeing and resilience audit conducted by Wellbeing consultant, Seamus Corry and highlighted the following:

- The current arrangements to support staff health & wellbeing;
- Details on the wellbeing audit, which was based on the World Health Organisation's Wellbeing Index;
- A summary of the findings in the audit
- The creation of a Wellbeing Resilience Group, which would develop a Wellbeing Strategy and Action Plan aimed at improving the health and wellbeing of staff. He details some of the ideas and initiatives raised by the working group.
- The next steps, which included conducting a follow-up survey on staff wellbeing; staff training; promote health & wellbeing; review staff engagement; and implement the Wellbeing Action Plan

The Committee raised the following questions and queries on the report on staff wellbeing and resilience audit.

- A Committee member welcomed the review of 1-2-1s as possibly a replacements for formal annual appraisals.
- A Committee member felt the draft action plan had a number of good ideas to improve staff members' health and wellbeing.

**The Committee noted the content of the report**



## 15. Correspondence

There was no correspondence

N. Smith left the meeting

## 16. Confidential Business

- a) The minute of the Management Committee meeting held on 12 August 2026 in relation to the investigation into governance matters by North Starr Consulting & Research Ltd.

- i) Minute

The minute of the meeting was approved by C. Harvey and seconded by J. Stevenson.

- ii) Matters Arising

The Committee discussion on the confidential minute has been redacted.

There were no other confidential business.

## 17. Any Other Business

- a) Mural at 9 Glenburnie Place  
The Chief Executive advised the Committee he was approached by Councillor Donna McGill and a local resident about the possibility of a mural on a gable wall to recognise the community activism in the 1990s to improve housing conditions in Easterhouse. Councillor McGill is pursuing funding for the mural and has asked whether the Association would agree with the proposal.

The Committee raised the following questions and queries on the proposal for a mural on a gable wall in the Easthall area.

- A Committee member felt it was essential that all tenants in the close and adjacent properties are agreeable to the proposed mural.
- The Committee discussed the mural, and they wanted to see the final design prior to their agreement.

The Chief Executive advised he would contact Councillor McGill to confirm the Committee's 'in principle' agreement subject to the above points.

**There was no other business**



## 18. Date of Next Meeting

### Management Committee:

Wednesday 7 September 2026 at 7.00p.m. to be held in the Committee room in the Association's office. (Election of Office Bearers)

Wednesday 30 September 2026 at 6.30p.m. to be held in the Committee room in the Association's office.

Chairperson's Signature: \_\_\_\_\_

Date: \_\_\_\_\_