

MANAGEMENT COMMITTEE MEETING

Tuesday, 24th March 2026 6:00 pm

Microsoft Teams | Management Committee

Attendees

Present – By Microsoft Teams	In attendance – By Microsoft Teams
<p>Andrea Finkel-Gates (AFG) - <i>Chair</i> Andrea Mina (AM) - <i>Joint Vice Chair</i></p> <p>Abira Sarwar (AS) Callum Wynd (CW)* Elaine Rosie (ER)* Hazel Robertson (HR) Kerray Dawson (KD) Jillian Fearnside (JF) Priscilla Maramba (PM)**</p>	<p>Sharon Brady-Wardrope (SBW) – <i>Director</i> Garry Savage (GS) – <i>Head of Housing Services</i> Samantha Buggy (SB) – <i>Head of Corporate Services</i> Shona MacLeod (SM)** - <i>Finance Officer</i></p> <p>Callum MacDougall (CM) – <i>Minutes</i></p>
<p>Apologies</p> <p>Kenny Hutton (KH) - <i>Joint Vice Chair</i> John Jenkins (JJ)</p> <p>Cllr Willie Ferguson (WF)</p> <p>Kevin Urbanowicz (KU) - <i>Head of Assets and Development</i></p>	<p>*Not present for Items 7.2 onwards **Not present for Items 8.1 onwards</p>

0. Presentation from Lorna Shaw (Research Resource) - Joint Tenant Satisfaction Survey Results

The Chair welcomed Lorna Shaw and thanked her for presenting the Tenant Satisfaction Survey findings. A more detailed report is available.

The Board noted consistently high tenant satisfaction across all service areas, with performance remaining above national benchmarks. Value for money showed a slight decline, reflecting wider economic pressures.

Repairs issues were mainly linked to "right first time" completion, associated with contractor changes and communication. The methodology was confirmed as robust and regulator compliant.

Members commended strong overall performance, particularly in communication and neighbourhood management, and noted minor fluctuations as expected. It was recognised that

value for money perceptions are influenced by wider cost pressures, including council tax.

The Board expressed satisfaction with performance and acknowledged staff commitment during a period of high demand and organisational change.

The Chair thanked Lorna Shaw for her presentation.

1. Chair's Statement

Purpose - For Information

The Chair welcomed all committee and staff to the meeting again.

The Chair advised that PM had taken the difficult decision to step down from the Management Committee due to personal commitments. She was recognised as the longest-serving member, and her significant contribution was formally acknowledged and appreciated by the Board.

Members expressed their sincere thanks and confirmed that she would be greatly missed, while noting that her continued involvement as a tenant and in wider engagement activity would be welcomed.

PM reflected on her six years of service, noting the positive changes within the organisation and increasing personal pressures which had led to her decision to step down. She confirmed her intention to remain involved in community and health-related activities.

The Board noted the resignation of PM from the Management Committee with effect from the next meeting and recorded its thanks for her service.

2. Apologies

Purpose - For Information

MC Members:

JJ / KH / Cllr WF

Staff:

KU

3. Declaration of Interest

Purpose - For Note

None.

4.1 Draft Minute of Management Committee - 24th February 2026

Purpose - For Approval

The Chair, having been absent from the previous meeting due to illness, sought clarification on Minute item 6.1 relating to eviction proposals and the level of detail recorded.

Members confirmed that the previous discussion had focused on reducing the level of personal detail presented to the Committee, with reliance on officer recommendations and delegated decision-making. It was agreed that the Committee should primarily receive outcome-based reporting.

Members discussed the need for clearer guidance on the Committee's risk appetite in relation to eviction decisions, noting that while most cases are straightforward, some involve more complex circumstances including arrears levels, payment patterns, and household factors.

It was agreed that a separate risk workshop should be arranged to consider appropriate thresholds and risk tolerance, including financial and safeguarding considerations, to support consistent decision-making.

The Committee agreed that no specific case parameters would be set at this time and that further discussion would take place at a future session.

The Committee reviewed the minutes of the previous meeting and confirmed that they were an accurate record of discussions and decisions.

Decision: Approved | Prop: KD | 2nd: AM

4.2 Draft Confidential Minute of Management Committee - 24th February 2026

Purpose - For Approval

[REDACTED – CONFIDENTIAL INFORMATION]

Decision: Approved | Prop: AM | 2nd: CW

4.3 Unconfirmed Audit & Risk Minutes – 10th February 2026

Purpose - For Information and Oversight

Decision: Noted.

5.1 Urgent Decision – Eviction Approval Report

****CONFIDENTIAL****

Purpose - For Homologation/ Approval

[REDACTED – CONFIDENTIAL INFORMATION]

Decision: Homologated/ Approved | Prop: KD | 2nd: HR

6.1 Operations.

None.

7.1 30 Year Financial Projections

Purpose - For Approval

The Committee considered the 30-year financial projections, including supporting papers and sensitivity analysis (base, positive, negative, and combined scenarios). Clarification was provided on key assumptions, including cyclical costs, development inputs (limited to the current five-year programme), and cost allocations.

Members raised queries regarding external geopolitical risk and cost assumptions. Staff confirmed that loan interest assumptions had been adjusted to 3.75%, energy contracts were fixed for three years, and cyclical and reactive cost assumptions were based on current contractual and operational data. Increased reactive costs were attributed to higher repair volumes and reduced availability of lower-cost local contractors.

Members noted the need for a future development strategy discussion to consider longer-term growth, borrowing capacity, covenant compliance, and risk appetite. It was confirmed that a workshop will be arranged to support this.

The Committee sought clarification on assumptions underpinning cyclical and reactive maintenance cost increases. Officers confirmed cyclical costs reflect contractual uplifts, with other costs broadly increased at 5%. Reactive costs have risen due to increased repair volumes and reduced availability of lower-cost contractors.

The Committee also queried grant assumptions. Officers confirmed these vary by scheme, with some developments attracting higher funding (70%), and that all current proposals are Section 75 projects.

Updates were provided on refinancing activity and potential savings, with interest rate movements noted as an ongoing external risk.

Members were satisfied with the robustness of the assumptions and noted that cash balances remain above £1m throughout the model period following planned smoothing adjustments.

Decision: Approved | Prop: AFG | 2nd: HR

**CW & ER left the meeting at this point.*

7.2 External Audit Plan Year Ending 31st March 2026

Purpose - For Assurance/ Approval

The Committee considered the external audit plan, including scope, timetable, and planned audit activity.

It was noted that the plan is operational in nature but is presented to the Committee for assurance and oversight.

The Committee noted and approved the external audit plan.

Decision: Assured/ Approved

7.3 Treasury Management – Urgent Business Decision (Commercially Confidential)

Purpose - For Approval ****Commercially Confidential****

[REDACTED – CONFIDENTIAL AND COMMERCIALY SENSITIVE INFORMATION]

Decision: Approved | Prop: JF | 2nd: HR

**PM & SM left the meeting at this point.*

8.1 Policy Review Report

Purpose - For Approval

The Committee considered two policy updates and discussed the current approval process for policies.

Members agreed that a more proportionate, risk-based approach should be adopted, whereby minor or operational policy changes may be approved at senior management or sub-committee level, while significant changes affecting terms and conditions or requiring consultation continue to be brought to the Committee.

It was agreed that a revised policy schedule and reporting framework should be developed to provide clearer oversight, including summaries of policies reviewed, identification of legislative updates, and clear indication of those requiring Committee approval or tenant consultation.

This approach was supported as a means of improving efficiency while maintaining appropriate governance and assurance.

The Committee agreed in principle to the revised policy reporting and approval approach, subject to the development of an updated policy schedule and framework.

Decision: Approved all policies | Prop: AFG | 2nd: AM

8.1.1 Model Settlement Policy

Purpose - For Approval

The Committee considered the policy update and noted that minor amendments had been made following review by officers.

Members sought clarification on staff vehicles and the return of company property. Officers confirmed the organisation does not currently operate staff vehicles, although pool electric vehicles may be introduced in future. Where equipment is not returned, costs would be recovered from final salary payments; taxable benefit considerations would only apply in specific circumstances, none of which have arisen to date.

The Committee also queried HR provision and were advised that there is no dedicated internal HR function, with HR responsibilities currently covered by the Senior Management Team. The reference will be removed.

Decision: Approved

8.1.2 Corporate Donations & Sponsorship Policy

Purpose - For Approval

Decision: Approved

8.2 Asset & Development Management Strategy Update - Verbal Update

Purpose - For Discussion

The Committee received an update on the Asset and Development Management Strategy. It was noted that a development strategy session will be held within the next four weeks to consider appetite for development, asset investment, and associated financial implications.

The Committee noted the update.

Decision: Noted

8.3 Strategic Delivery Plan End of Year Review

Purpose - For Assurance/ Approval

The Committee considered the Strategic Plan end of year review, which provided an update on progress against the delivery plan aligned to the organisation's four strategic objectives. It was noted that the document had been difficult to format but would be restructured for improved clarity and usability in future reporting.

Members suggested that future updates should include a simplified RAG (Red/Amber/Green) status to enable clearer oversight of progress and to highlight areas requiring attention. Staff advised that the current format is intended to provide assurance against delivery of strategic priorities, with a more detailed breakdown available through sub-committee reporting.

It was agreed that the report provides appropriate assurance on overall progress, with key actions monitored through existing performance arrangements. The Committee noted that the presentation will be refined for future cycles to improve accessibility while maintaining strategic oversight.

Decision: Assured/ Approved

9.1 Notifiable Events -Verbal Update

Purpose - For Assurance

The Committee noted that there were no new notifiable events to report at the time of the meeting. It was confirmed that a previously queried matter relating to the internal auditor and associated regulatory notification requirements had been clarified with the regulator and was not deemed notifiable.

Members were advised that a further matter relating to a change in the external audit arrangement/name structure is currently being progressed and will be concluded shortly. As this remains an operational update, no formal paper was required at this stage.

Decision: Noted

9.2 Feedback – Changes From MC Development Day/Report – Verbal Update

Purpose - For Discussion

The Committee noted that feedback and proposed changes arising from the Management Committee Development Day had already been considered under earlier agenda item 4.2.

No further discussion was required.

9.3 Directors Report – If Required

Purpose - For Approval

Not required.

9.4 Governing Body Consultancy Support Services

Purpose - For Approval

The Committee considered future arrangements for governing body support, including appraisals, coaching, governance development, and induction of new members. Option 3 was identified as the preferred model, providing structured appraisal and coaching support alongside peer and officer input.

Members noted that external facilitation would provide independence, consistency, and reduce the risk of internal bias; however, it was also acknowledged that an internal approach would be consistent with practice in other organisations and would support effective use of existing resources, including the Governance Lead Officer.

It was recognised that delivering all elements internally may place additional pressure on capacity, particularly in relation to appraisal coordination and learning and development review collation. Under the agreed approach, these responsibilities will be managed in-house with no requirement for external support.

The Committee also considered induction arrangements for new members and agreed that the existing programme is robust, with scope for further enhancement. External training support may be commissioned where appropriate through standard procurement processes.

The Committee approved Option 3 for governing body support arrangements, including

appraisal and coaching provision, and noted that governance, appraisal, and learning and development support will be delivered internally. The importance of maintaining a structured induction programme for new members was also noted.

Decision: Approved | Prop: AM | 2nd: HR

10. Membership.

None.

11.1 Health and Safety Monthly Report

Purpose - For Assurance

The Committee considered the Health and Safety report and commended the excellent performance and ongoing work of the Assets Team in ensuring compliance and the delivery of safe homes for tenants. The report was recognised as an example of strong performance and effective reporting.

The Committee sought clarification on participation in damp and mould benchmarking. Staff confirmed participation in SHN benchmarking, noting that Q3 data was not submitted due to competing priorities. Current benchmarking indicates performance broadly in line with or better than sector averages, including resolution numbers, faster resolution times, and significantly lower rates of cases reopened due to condensation.

The Committee noted the report, including positive performance outcomes, and recorded its appreciation of the clear and concise reporting. Continued strong performance in health and safety compliance was acknowledged.

Decision: Noted

12. Correspondence.

None.

13. AOCB

Members were advised of planned office refurbishment works aligned to the organisation's wellbeing and workforce strategy. Following staff consultation and architectural input, improvements will be made to create enhanced collaborative and flexible working spaces, including additional meeting and interview facilities. It was noted that staff will be temporarily relocated during the works, with rotational office cover and alternative working arrangements in place. The Committee welcomed the update.

The Committee also received an update on the HomeMaster system implementation. The go-live date remains scheduled for 7 April, with the project broadly on track despite earlier delays and changes in consultancy support.

Members were informed that extensive testing is ongoing, with approximately 13 staff involved in parallel testing across multiple modules. It was acknowledged that this has created a

significant additional workload alongside business as usual activities.

Some issues were noted in relation to system functionality, including financial and rent modules; however, officers confirmed that the system is expected to proceed to go-live, supported by the supplier during the final implementation phase. A planned training session has been deferred until post go-live to ensure maximum effectiveness.

Members recognised the substantial efforts of staff, particularly within Finance and Housing teams, and noted the anticipated benefits of improved efficiency and reporting once the system is fully operational.

The Committee noted the updates and confirmed continued support for the implementation programme.

14. Date of Next Meeting - 26th May 2026

The date for the next Management Committee meeting on Tuesday the 26th of May 2026 was approved. The Chair thanked everyone for their attendance this evening.