

**Minutes of Management Committee meeting – Thursday 25<sup>th</sup> January 2024  
Held in Southside House at 6.00pm**

**Action**

- Present:** Alex Cameron (AC), Ruth McCluskey (RM), Iain Dyer (ID), Betty Macneill (BM), Margaret McIntyre (MM), Munir Choudry (MC), Shirley Robison (SR), Alison Devlin (AD), Liz Ely (LE).
- In attendance:** Paul McVey (PM), Laura Brennan (LB), Steven Good (SG), Donna Reilly (DR), Pauline Fletcher (PF), Des Phee (DP), Liz Bowden (LBo), Aileen Radford (AR).
- Item 1:  
Apologies &  
Attendance** Apologies received from Surjit Chowdhary. Elisa Campanaro – leave of absence.
- Item 2:  
Conflicts of  
Interest** No conflicts of interest for noting
- Item 3:  
Minutes of  
Committee  
Meetings** **Management Committee Meeting – 30.11.2023**  
*Corrections* – SR asked that Item 5 be updated to reflect the discussion around the loan facility and what this was being used for.  
*Matters Arising* – no matters arising to report.  
Minutes approved by Committee.  
Proposed by SR and seconded by BM.  
**Minutes of Audit Committee – 06.12.2023**  
Minutes for information only.
- Item 4:  
Matters  
Arising /  
Outstanding  
Actions** *150 Berryknowes Avenue* – Arneil Johnston still concluding their report.  
*Mosspark URC* – report will be brought to the February meeting.  
*Investigation into ~RAAC presence* – update within CEO report. SR added that the report mentions New Gorbals H.A. PM asked Neil Brown to check that the information did relate to Southside H.A. and they confirmed it was the correct information and related to SHA and not NGH.A.
- Item 5:  
Project 24  
Presentation** LBo provided a presentation to the management committee and advised that Project 24 is a major change project being conducted within Southside HA. The main areas covered in the presentation were:
1. Procure new housing and finance software.
  2. Document management

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3. Sharepoint – One Drive – Teams
4. Workflows and project mapping
5. Improved reporting

LBo spoke about each point in detail and how it will be important to keep staff involved, engaged and motivated. The outcomes will include making mobile working work and will include tablets and phones to help staff. The overall aim is also to create a culture of continuous improvement.

The next step is setting up a project group and there is an ambitious target date of May to sign a tender. The Document Management Strategy and Action Plan will also be issued to staff for consultation.

LBo also demonstrated to committee the new Staff Intranet and advised that a site will be developed for committee which will include space for monthly papers etc. and be more helpful and easier to access than our current arrangements – in addition, this would come at no cost whereas our current solution – Admin Control – does.

Committee were also taken through the new website which was recently launched.

**Item 9:  
Review of  
Repairs  
Performance  
– New  
Contractors**

SG gave some background on the previous contract with City Building and that the association elected not to take on a further year's contract but embarked on a tender exercise.

The Association now has seven new contractors over 11 lots. CRD Property Renovations have 2 lots and Property One also have two, one being our out of hours contract. Having 7 contractors does mean more liaison meetings and more administration, however these are going well.

SG highlighted that performance has improved dramatically and a lot of this is due to the hard work of the team but also the new contractors. Far fewer complaints and a reduction in emergency repairs.

SG advised that the report only represents the first three months with the new contractors and more time is required for better reporting. With regards to voids, the performance prior to these arrangements was 60+ days. We are now letting properties on average within 15 days.

With better and improved performance and management reporting, our staff will be able to look at quality control and be more proactive through surveying and stock condition analysis.

MM asked if the hourly rates are now cheaper? SG commented that it is difficult to say as we don't pay on hourly rates in the main, our contract is based on a schedule of rates. The City Building contract

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was procured 4 years ago and everything was cheaper. SG advised that the Association did get the best prices by going through competitive tendering.

SR commented that the report is positive and moving in the right direction. Going forward it would be good to see cost expenditure information. LB noted that at present the way the budget is set up the information may not be meaningful to committee. This year (and previous couple of years) have been significantly affected by the City Building issues with invoicing and completing and our lack of budgetary management. SR commented that there has been a reliance on information coming through the management accounts and it would be good to see this in individual reports.

LB commented that she would like to drill down on spend per property – looking at voids and KPIs. More information will be provided in future. PM also referred to external benchmark figures once we have a true understanding of our spend over a reasonable timeframe.

PM advised that this report was a one off to give an initial review of the new contractors.

**Item 6:  
Audit Report  
Findings**

LB commented that the report details audit findings over internal and external audits last year. Across the three audits there were 20 findings, and these are summarised within the report.

*IT System Integration Failures* – this has had a major impact on performance and management information and the system interface is a sticking point. Delays in factoring have led to consequent delays in month end reporting.

*Lack of up-to-date Processes and Procedures* – these have not been updated since the new system was put in place. These include petty cash, expenses. However, a number of these processes can be fixed quickly and will allow the audit to be updated.

*Lack of Documented Workplan* – it was clear that there were issues and additional work required by the auditor as a result.

*Periodic Resource Shortages* – the team changes have not helped with this and we are now working towards having a steady team in place.

*Approach to Problem Resolution* – clear there has been a lack of communication between departments and this has not been helpful.

The Action Plan moving forward will focus on:

- Need to rebuild the team, processes, and systems. The finance team have stepped up which is very encouraging.

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- Currently there is a vacant finance manager post but hopefully once recruitment is finalised, this will help fast track the changes.
- With the introduction of a monthly workplan this is more positive and details deadlines. More dialogue with other teams.

LB also spoke about the temporary finance assistant post for 6 months and the short term 'Caretaker Finance Manager'.

The finance function has been under immense pressure with the implementation of the Orchard system and further change is underway. However progress has already been made in recent months.

MM appreciates the work the team have had to deal with, especially clearing some of the points within the audit report.

There was some discussion around the costs of the increased resource. LB advised that incurring minimal additional cost to deal with the root cause will be more efficient than continuing not to tackle some of the detail.

**Item 7:  
Proposed  
Governance  
Changes**

PM advised that this report sets out a rationale and proposal for a revised Committee structure. This proposal is to address gaps identified in the current structure and to allow committee to focus on key strategic decisions.

- Audit Committee and Staffing Sub-Committee will be replaced by a Finance & Corporate Services Sub-Committee.
- A new Operations Sub-Committee will be formed to provide scrutiny of key frontline service operational performance areas.
- SFARS Board will remain to provide governance, scrutiny and oversight of the remaining commercial activities of the subsidiary

SR noted that the management accounts currently come to the committee and would this continue going forward or would they be available to the sub-committee also. PM commented that staff will look at the committee cycle to ensure they are passed to both the sub-committee and then the main committee.

Committee approved the new proposals.

Proposed by MM and seconded by AD.

**Item 8:  
CEO's Report**

PM went over the main issues within the report.

*Staffing Update* – the results from the recent employee engagement survey will be presented to the next staffing sub-committee.

*Tenancy Agreement Update* – **\*Minutes redacted to remove confidential information\***.

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*Committee Member Advert*- looking to advertise externally and possibly within other housing associations as soon as possible.

*Factoring* – PM advised that a large number of meetings have been scheduled between now and the end of March to communicate the de-registering of commercial factoring.

There was also some discussion on the clear criteria around the change within the factoring service.

PM gave an update on the recent complaint received and presented transcripts for consideration, which asked for a review of the decision. PM gave an update on the legal advice received regarding the charitable status of the association in relation to commercial factoring. This service has been popular to some owners and unpopular with others.

Committee noted the information and agreed to no further review.

ID requested a discussion with our lawyers regarding the “ancillary to charitable purpose” element of our decision making – and this will be arranged.

**Item 10:  
Development  
Update**

*St. Alberts Church* – DR apologised that due to a recent sickness absence the report did not reflect the relevant financial information for the project and that the proposal was to present and discuss the cash flow projections at the meeting.

There was much discussion around the requirement for Committee to be presented with project financial information given the proposed high cost of this development. There was a lack of detail in the report and in the financial cashflows – and this was acknowledged.

It was agreed therefore to defer the report to the Management Committee at its meeting in February 2024.

It was also agreed that Page Park Architects would be available at the next meeting to present and discuss the proposals, and in particular the proposals for conversion of the church itself.

**DP asked if standing orders could be suspended – this was agreed.**

**Item 11:  
Saffron  
Project  
Review**

PF gave some background on the Saffron project. Further to an internal review recently it was noted that this is now the only registered project within the Association with the Care Inspectorate and only one staff member who could take on the registered manager role. The

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grant received is insufficient and gives a shortfall of £27k which the association is subsidising.

The report looks at whether the project is located within the most appropriate organisation and it was agreed it is misplaced. PF advised that the Commissioning Officer is looking at other organisations where Saffron could be managed from. Staff would transfer, however the Association are still keen to be involved and homes would still be provided.

Committee approved that continued discussions take place with HSCP Commissioning Officers to find an alternative delivery partner for the Project.

Proposed by MM and seconded by RM.

**Item 12:  
Global Action  
Plan**

This report has been held back and will be brought to the February meeting.

**Item 13:  
Policies for  
approval**

*Membership Policy:* DP advised that this is a review of an existing policy. 2.2 within the report summarises the changes. Policy approved by Committee.

Proposed by RM and seconded by MM.

*Rent Policy:* DP advised that this is a newly developed policy and details the key elements to be considered when setting rents looking at affordability, comparability and viability.

There was some discussion around new build rents and on occasion these may need to be lower than our rents but will harmonise towards our rent policy after year one if that is the case.

Policy approved by Committee.

Proposed by BM and seconded by AD.

**Item 14:  
Strategic  
Business  
Plan Report**

This report is a summary of the reflection from the Strategic Planning Day in November.

Committee happy with the next steps proposed.

**Item 15:  
Disposals &  
Acquisitions**

Two properties approved for disposal.

- Flat 2/1, 141 Allison Street, Glasgow G42 8RY
- Flat 1/1, 78 Edinbeg Avenue, Glasgow G42 0EW

Proposed by MM and seconded by AD.

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- Item 16:** Nothing to report.  
**Governance matters etc**
- Item 17:** *EVIH*- monthly newsletter attached for information.  
**Relationship with other bodies**  
*Cardonald Area Partnership* – MM attended the last meeting. Main issues discussed were anti-social behaviour on the increase and Hartlaw playpark survey.  
*Pollokshields Community Council* – MC attended. Main issues discussed were SHA factoring and problems with guttering.
- Item 18:** *Notifiable Event No. 30781*  
**SHR guidance etc** DP advised that this was reported to SHR on 8<sup>th</sup> January 2024. It relates to changes to the subsidiary company. This has been closed off.
- Item 19:** ID asked if the council could be approached regarding a roundabout at the junction of the old office in Shields Road. PM advised that this would be raised with the relevant authority.  
**Any other competent business**
- Item 20:** The next meeting will be **Thursday 22<sup>nd</sup> February 2024 at 6.00pm**  
**Date of next meeting** (this is a week earlier than scheduled).