

<b>Report To:</b>	Management Committee Meeting
<b>Agenda Item:</b>	5.1. Minute of Management Committee Meeting of 20 November 2024 held in Golden Jubilee Hotel and on MS Teams
<b>Prepared By:</b>	Joyce Orr, Director
<b>Date Issued:</b>	14 January 2025
<b>Meeting Date:</b>	22 January 2025 at 6.15pm – Pineview Office & MS Teams

## 1. Sederunt

P = In Person, T = On MS Teams

<b>Present:</b> Morven Baigent (MB) Linda Devlin (LD) Jamie Graham (JG) Frazer Lord (FL) joined 6.33pm Helena McNulty (HM) Lyndsey Robinson (LR) Anna Welsh (AW)	T P T T P P P	<b>Apologies Received:</b> Richard Bolton (RB) Daniel Martyn (DM) Laura Nahar (LN) Aarti Passi (AP)  <b>Absent:</b>  <b>Leave of Absence:</b>	<b>In Attendance:</b> Karen Byrne, HSM (KB) Isobel Ferguson, SFCSO (IF) Joyce Orr, Director (JO) Robert Reid, SHO (RR) Robert McGinlay (FMD)  <b>Observers Due:</b> None
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Meeting started 6.25pm (IT issues)

All papers were issued in advance of meeting unless detailed in minute.

JO explained the position with DM standing down from position of Chairperson due to work commitments. Committee considered the position of Chairperson and approved Linda Devlin to fill the position. It was further approved that Lyndsey Robinson would take on the position of shadowing Vice-Chairperson.

The Chair welcomed everyone to the meeting.

## 2. Declaration of Interest

The Chair reminded committee and staff to declare as appropriate and reminded everyone of confidentiality and collective responsibility. Declarations made:

- **AW and HM as tenants subject to rent review.**
- **Staff for Item 10 EVH evaluation work – staff to leave meeting.**

## 3. Decisions/Approvals Report

Committee noted the decisions/approvals report issued on 20/11/2024 as an aid to ensure all decisions required are considered and made.

## 4. Budget Training, Draft Budget and Rent & Factoring Review

### Budget Training

The Chair asked RM to present the budget training for committee and staff. RM took the meeting through the budget training (a copy of the budget training presentation has since been uploaded to the agenda item in Decision Time). RM reminded the meeting of the financial responsibilities of committee of management (CoM), highlighting regulatory requirements; the need to ensure proper accounting records; safeguarding the Association's assets; preventing/detecting fraud; and implementing a system of financial controls. RM emphasised the importance of CoM interrogating/challenging information in reports. The meeting noted the four main purposes of the annual budget – to authorise expenditure; to forecast the year ahead; to

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monitor performance; and to influence behaviour and provide a challenge for staff. RM explained accepted good practice around budgets, that they should be driven by the overall business plan, the different components within, the need for appropriate assumptions and proper splitting of expenditure by area of spend and over the year. RM explained the benefit of a zero based budgeting approach and the importance of a budget not simply being last years plus inflation. RM explained the importance of the timing of budget setting and approval, and how things can change throughout the year. Committee discussed staff delegated authority to spend within approved budget, with any additional or different spend required to come back to committee for approval prior to commitment to spend being made (except in an emergency circumstance). Committee noted the importance of cash and cashflow.

Committee thanked RM for his presentation.

### **Draft Budget**

The Chair asked RM to present the report for the draft 2025 budget and long term projections, to advise on matters to bring to committee's attention and the decisions required.

AW and HM declared their interest as tenants and understood their role in this discussion was as committee members and charity trustees of the association, rather than as individual tenants.

RM presented the report on the draft budget for 2025-26 and the long term projections to 2054-55. RM explained the assumptions made and the outcome from applying these. Committee considered the key assumptions and found them to be reasonable with the current economic situation and information available, although it was noted that things can change. Committee considered the positive and negative scenario analysis with the budget report. RM demonstrated the impact of different rent increase options on year 1, year 5 and year 30 outcomes. Committee discussed the compound impact of the decision on the year 1 increase, and the impact of the previous few years below inflation increases. Committee noted published CPI for Oct 2024 was 2.3%, up from 1.7% the previous month. Committee discussed that the costs of the Association's expenditure had consistently been higher than inflation. Committee asked KB to present the rent and factoring review proposal to provide context for decision on increase option.

### **Rent and factoring review proposal**

KB presented the report to the meeting. Committee considered the housing affordability analysis reporting provided by Scotland's Housing Network (SHN), bespoke to Pineview. This report illustrated Pineview's average rents being between 10.27% - 15.49% lower than the SHN benchmark peer group and were considerably cheaper than both private market rents and local housing allowance rates. Pineview's rents were found to be affordable to a range of different household types and affordable to the lower quartile household based on a 30% income to rent ratio.

KB explained the GWSF rent increase comparability survey and the range being considered within the RSL sector. KB explained the budgetary impact of different increase options and recommended a minimum increase of 4%.

Committee discussed that a higher increase at a time of lower inflation would hopefully impact tenants and owners less than a higher increase in times of high inflation. The committee discussed the balance to be struck with keeping charge increases down whilst ensuring that the Association was viable in the

<p>longer term and could undertake planned, cyclical and reactive works. Committee discussed the consultation process for the 2025 charges, and whether or not to include options. Committee discussed that rather than having options (which would result in disappointment for those whose option was not chosen) it would be better to determine an increase required and explain why this had been chosen and to ask for feedback. JO reminded the meeting that the requirement is consultation rather than negotiation, so this approach would be appropriate. Following discussion, considering affordability, comparability, and the ability to provide for long term service delivery to tenants and customers, committee agreed on a 4.5% increase for consultation.</p> <p><b>Decisions Made:</b></p> <ul style="list-style-type: none"> <li>➤ Approved budget assumptions, with any required changes to be presented to Jan CoM meeting for final budget consideration.</li> <li>➤ 4.5% increase to be consulted on for rent and factoring increases for 2025, with consultation results to be reported back to Jan 2025 CoM meeting for consideration in determining final decision alongside final budget.</li> </ul> <p>Committee thanked the staff team for all their efforts in providing these comprehensive reports, and confirmed all matters noted and no additional queries to raise.</p>	<p>RM</p> <p>KB</p>	<p>22/01/25</p> <p>13/12/24</p>
<p><b>5. Minutes of Previous Meeting(s) / Matters Arising</b></p>	<p><b>Lead</b></p>	<p><b>Due By</b></p>
<p><b>5.1 Minute of the Management Committee Meeting of 18 Sept 2024</b></p> <p>Committee confirmed approval, with no matters arising outwith agenda.  Proposer: FL Seconder: MB  Chair of approving meeting to sign minute: LD</p>	<p>IF/LD</p>	
<p><b>5.2 Decision Tracker Report</b></p> <p>Committee noted items either complete, not due yet (either due to original timing or rescheduling), or part of this meeting.  The Chair asked staff to present any matters that required consideration. Matters presented as below.  <u>Isobel / Joyce</u>  17/04/24, 6.1b – job description to be drafted for Director to consider, then finalise and implement – IF has drafted and passed to JO.  17/04/24, 6.2 – Share e-learning system overview – IF was to present demo tonight – agreed that due to IT issues tonight the demo would be postponed.</p>	<p>JO</p> <p>IF</p>	<p>31/01/25</p> <p>19/02/25</p>
<p><b>6. Reports Requiring Decision/Approval/Discussion</b></p>	<p><b>Lead</b></p>	<p><b>Due By</b></p>
<p><b>6.1 Management Accounts to 30/09/2024</b></p> <p>The Chair requested RM to present the management accounts and advise on any matters to bring to committee’s attention and any decisions required. RM took the meeting through the quarter 2 accounts highlighting variances from budget and reasons. RM advised no matters of concern other than arrears that committee are aware of and debt levels are improving. JO advised on her comment in Decision Time re staffing costs and anticipation of these being over budget by year end due to staff absence and temporary cover costs.</p>		

<p>RM updated on greater interest income due to rates received. RM explained factoring element more accurate re staff allocation but still some additional work to do with KB here. RM confirmed cyclical underspend is due to timing. RM reminded meeting that cash reserves are allocated for future costs and at present there was no allowance for ESSH2/SHNZS within costs (as the requirements are not yet known - awaiting Scottish Government decisions), which will impact on cash position when considered. RM also advised that no allowance made at present for pension past service deficit payments that may start again in April 2026 – nothing to base any estimate on at present. Committee considered ratio outcomes and benchmarking of outcomes, and RM advised only area of concern is arrears, but this is improving. RM confirmed no covenant compliance concerns. RM confirmed accounts to be issued to lender.</p> <p><b>Decision Made:</b></p> <ul style="list-style-type: none"> <li>➤ Management Accounts approved for publication on PHA website.</li> <li>➤ Approved staffing spend outwith budget to cover long term absences, with updates in quarterly accounts and final position in Q4 accounts.</li> </ul> <p>Committee confirmed all matters noted and no additional queries to raise.</p>	<p>IF IF/RM</p>	<p>13/12/24 21/05/25</p>
<p><b>6.2 Treasury Management Report to 30/09/2024</b></p> <p>The Chair requested RM to present the Treasury Management Report. RM took committee through the report on treasury management position as at 30/09/24. Committee noted cash and loan position, with loan debt continuing to decrease. RM confirmed no current or projected liquidity issues, no policy compliance issues, and no concerns to bring to committee attention. KB confirmed that costs for maintenance and service contracts still increasing above inflation. RM advised that there was no recommended change to policy or strategy.</p> <p>RM discussed with committee that with reducing interest rates (for interest income), it may be worth considering repayment of some loan debt. Committee note inflation rates for Oct published 20/11/2024, with CPI increased from 1.7% to 2.3%.</p> <p><b>Decision Made:</b></p> <ul style="list-style-type: none"> <li>➤ Approved RM and JO to consider possible repayment of some loan debt and report to CoM in Q3 report.</li> </ul> <p>Committee confirmed all matters noted and no additional queries to raise.</p>	<p>RM/JO</p>	<p>19/02/25</p>
<p><b>6.3 Risk Management Review and Disaster Recovery Plan 6 month</b></p> <p><b><u>Risk Management</u></b></p> <p>The Chair requested JO to present the risk management element of the report for decision and/or update.</p> <p>JO advised report was to allow committee to consider the quarter review with recommendations for change and updates from the Aug 2024 review. JO advised committee that both the internal and external auditors had been part of this quarters review and had provided positive feedback and suggestions as highlighted within the report. Committee noted that the proposed actions from the Aug 2024 review had been fully implemented with the exception of Risk 70 as the Scottish Government had still not published the requirements for the SHNZS. JO advised on the risks with proposed changes or updates/highlights. Committee considered the proposals for altered post mitigation scoring for eight of the risks. Committee noted risks scoring 10 or more and confirmed no additional requests for changes to risk register at this time.</p>		

<p><b>Decision Made:</b></p> <ul style="list-style-type: none"> <li>➤ Approved amended scoring, with risk register to be updated for business plan, and website and Decision Time to be updated. Committee confirmed all matters noted and no additional queries to raise.</li> </ul> <p><b>Disaster Recovery Plan (DRP) 6 Month Review</b></p> <p>The Chair requested IF to present the report for decision and/or update. IF advised report is to allow committee to consider the six monthly review and consider any updates/revisions. IF advised no changes to DRP proposed and only appendices to be updated. Committee confirmed all matters noted and no additional queries to raise.</p> <p><b>Decision Made:</b></p> <ul style="list-style-type: none"> <li>➤ Approved DRP Appendices be updated.</li> </ul>	<p>JO</p> <p>IF</p>	<p>13/12/24</p> <p>24/12/24</p>
<p><b>6.4 Business General Report</b></p> <p>The Chair requested staff present the report for decision and/or update. The committee discussed the following elements within the report.</p> <p><b>6.4.1. Internal Audit Tender</b></p> <p>JO took committee through the tender process, outcome, options and recommendation. JO reminded committee that for internal audit the decision on an award of contract cannot be delegated to staff. Committee discussed the outcome and options, considering the benefits and risks associated.</p> <p><b>Decision Made:</b></p> <ul style="list-style-type: none"> <li>➤ Approved appointment of wbg as internal auditors for 3 year period, extendable to 5 years, from 2025.</li> <li>➤ Determined that wbg to attend Jan 2025 CoM meeting to present proposed audit needs analysis and plan.</li> </ul> <p><b>6.4.2. Internal Audit Visit 2 Outcome and impending Visit 3</b></p> <p>KB and RR updated on the outcomes of visit 2 (reactive repairs, asb, and duty of care follow up) – improved recording systems for reports of damp now in place and reported to CoM through housing services report; EICR training with staff team completed; default date issue with gas servicing addressed; and improvements being pursued for increased pre and post inspections. JO advised on impending visit 3 on budgetary and financial controls, with outcome report to Jan 2025 CoM.</p> <p><b>Decision Made:</b></p> <ul style="list-style-type: none"> <li>➤ Committee advised on the assurance provided through updates on management responses.</li> <li>➤ Committee confirmed satisfaction with proposed visit 3, with reporting to Jan 2025 CoM meeting.</li> </ul> <p><b>6.4.3. Strategic Objectives Review</b></p> <p>JO updated on outcomes of strategy sessions from Oct 2024. Committee discussed the proposals on taking matters forward. Committee agreed the proposed four goals, noting that precise wording can be refined later if required. Committee considered the next steps in the process.</p> <p><b>Decision Made:</b></p> <ul style="list-style-type: none"> <li>➤ Approved proposed four goals.</li> <li>➤ Approve next steps, with update to Feb CoM meeting.</li> </ul>	<p>JO</p> <p>JO/Wbg</p> <p>-</p> <p>JO</p> <p>JO</p>	<p>29/11/24</p> <p>22/01/25</p> <p>-</p> <p>22/01/25</p> <p>19/02/25</p>

<p>6.4.4. 2025 Committee and Staff Review Day Friday 21/03/2025          JO asked committee to consider the agenda and venue for the event. Committee discussed that Auchentoshan was the most convenient venue for accessing locally and for car parking.          MB advised that Auchentoshan would allow her to attend @ 11.30. Committee considered agenda and agreed topics of 2025-28 strategy launch, risk setting review involving internal auditor, and SHNZS if released by then.</p> <p><b>Decision Made:</b></p> <ul style="list-style-type: none"> <li>➤ Approved booking of Auchentoshan as venue if available.</li> <li>➤ Director to plan agenda to include 2025-28 strategy launch, risk setting review involving internal auditor, and SHNZS if released by then.</li> </ul>	<p>JO JO</p>	<p>22/01/25 19/02/25</p>
<p>6.4.5. Behaviours Framework “Embracing Change”          JO fed back to committee on the staff Oct 2024 review of the behaviour “Embracing Change” and advised no changes proposed.</p> <p><b>Decision Made:</b></p> <ul style="list-style-type: none"> <li>➤ Committee approved update of Framework with review of the behaviour “Embracing Change” without change.</li> </ul>	<p>JO</p>	<p>24/12/24</p>
<p>6.4.6. Performance Outcomes to 30/09/2024          IF, KB and RR took committee through the performance indicator outcomes to 30/09/2024, highlighting KPI performance and PI outcomes not met, discussing context and plans for improvement where required.          Sickness absence – noted downward trend from Q1, assured no areas of concern in terms of workplace environment or practices, Chair requested that best wishes are passed on to those members of the staff team currently on long term sickness absence.          Committee noted the improvement in current tenant arrears levels and acknowledged impact on increasing former tenant arrears.          Committee advised of their assurance with action plans outlined by RR in terms of improving outcomes for arrears, voids and settling in visits (SIVs).          The meeting discussed the benefit of early SIVs for new tenants. Committee supported the housing services team intention to consider evening visits to tenants for SIVs, and highlighted the importance of Duty of Care safe working arrangements and continuity of service in terms of evening visits which RR &amp; KB advised were in place.          Committee advised they recognised the work involved with new staff and changing roles within the housing services team, and thanked staff for all their work in making this a success.</p> <p><b>Decision Made:</b></p> <ul style="list-style-type: none"> <li>➤ Approved planned actions for addressing KPIs and PIs, with update Q3.</li> </ul>	<p>KB</p>	<p>19/02/25</p>
<p>6.4.7. Strategic Objectives Delivery Plan to 30/09/2024          KB advised on detail within delivery plan and highlighted to committee those targets not met, giving context and planned improvement details. Committee noted good outcomes across the delivery plan.</p> <p><b>Decision Made:</b></p> <ul style="list-style-type: none"> <li>➤ Approved proposed actions for outcomes as identified, with update Q3.</li> </ul>	<p>KB</p>	<p>19/02/25</p>
<p>JO advised that Sections 8. to 16. of report was for noting/update. JO updated on section 11 regarding position on rent increase notification procedure. Committee requested that Director continue to pursue matter with Housing Minister, with the goal being to have normal post permitted.</p>		

<p>JO asked if any queries from committee who confirmed all matters noted and no additional queries to raise.</p>	JO	Ongoing
<p><b>6.5 Membership and Committee Report</b></p> <p>The Chair requested IF present the report for committee decision making. IF presented one Share application for decision. Committee provided training feedback –</p> <p>FL - Scottish Resilient Communities Conference 10/10/2024 – there are follow on actions and groups that FL will take part in. FL highlighted the benefit of strong partnerships for creating resilient communities.</p> <p>LD - Drumcog treasury management training 21/10/2024 – LD advise of usefulness of session, which gave assurance that Pineview reporting is fully comprehensive. LD highlighted the benefit of sharing benchmarking and good practice.</p> <p>Committee noted additional events that committee members are booked to attend:</p> <p>LR – GWSF Conference 29/11/2024. LD &amp; DM – EVH SHAPS Support Group 13/12/2024. AP – SFHA Governing Body Members Conference 07/02/2025.</p> <p><b>Decisions Made:</b></p> <ul style="list-style-type: none"> <li>➤ Share membership approved.</li> </ul> <p>Committee confirmed all matters noted and no additional queries to raise.</p>	IF	-
<p><b>6.6 Housing Services Assurance Report</b></p> <p>The Chair requested KB to present the report for discussion, decision and/or update. KB advised no decisions/approvals sought, with matters for update and discussion only. KB apologised for issue with graphs which went astray. KB updated meeting on tenant safety matters:</p> <ul style="list-style-type: none"> <li>- Smoke window testing in place.</li> <li>- Legionella – RR addressing record keeping issues with ECT.</li> <li>- Dry risers next due Oct 2025.</li> <li>- Damp and mould – targets not met due to delays earlier in year and issues with gaining access. KB advised she was holding weekly meetings with staff team to review position and resolve any issues.</li> <li>- Structural engineer reports – updated on positions and advised required safety matters being addressed.</li> </ul> <p>Committee noted Supplementary Report uploaded to resource library in Decision Time.</p> <p>Committee confirmed all matters noted and no additional queries to raise.</p>		
<p><b>7. Policy Review</b></p>	Lead	Due By
<p><b>7.1 Disaster Recovery Plan 6 Month Review – considered at Item 6.3</b></p> <p><b>7.2 M.08 Damp and Mould Policy (New policy)</b></p> <p>The Chair requested KB to present the report for decision and/or update. KB advised that damp and mould had been dealt with through the repairs and maintenance policy, however, insurers were now insisting on a separate policy. As such, KB had drafted the presented policy. KB advised that all reference to he/she, his/her etc. will be altered to a neutral they/their etc.</p>		

<p>KB advised that the customer forum, and those who had responded from the consultation register, were with happy with the proposed policy, with some suggestions to reduce technical speak and to include more use of pictures – it was discussed that this would be beneficial to be contained within an information leaflet.</p> <p>LR suggested having a damp and mould information and advice leaflet included in sign up pack.</p> <p><b>Decisions Made:</b></p> <ul style="list-style-type: none"> <li>➤ Approved adoption of policy for implementation.</li> <li>➤ Information and advice leaflet, with the use of pictures and less technical speak to be developed and published on website and included within new tenant sign up pack.</li> </ul> <p>Committee confirmed all matters noted and no additional queries to raise.</p>	<p>KB KB</p>	<p>24/12/24 14/02/25</p>
<p><b>8. Items for Update / Noting Only</b></p>	<p><b>Lead</b></p>	<p><b>Due By</b></p>
<p>The Chair advised that the Items at Section 8 were for update and noting, with no queries raised in report portal.</p> <p>8.1 Complaints and Compliment Quarterly Report to 30/09/2024 Committee noted performance, trends and lessons learned for improving service delivery. Committee noted compliments received. Committee confirmed all matters noted and no additional queries to raise.</p> <p>8.2 Staffing and Health and Safety Quarterly Report Committee noted management information in relation to Attendance Management, Staffing Issues and the Health and Safety and Wellbeing of Staff. Committee confirmed all matters noted and no additional queries to raise.</p> <p>8.3 Gifts, Hospitality and Donation Report to 29/10/2024 Committee noted no concerns and no decision required. Committee welcomed decision for customer forum xmas event to thank them for all their work. Committee confirmed all matters noted and no additional queries to raise.</p> <p>8.4 Quarterly Update on Tenant/Customer Participation Action Plan Committee noted update on Action Plan. Committee confirmed all matters noted and no additional queries to raise.</p>		
<p><b>9. Correspondence</b></p>		
<p>Nothing in addition to that already issued.</p>		
<p><b>10. A.O.C.B.</b></p>		
<p>10.1 EVH Job Evaluation Review The Chair requested that all staff other than IF leave the meeting for this item. Chair summarised background and progress to date in respect of the EVH Job Evaluations that committee had requested for HSM and Director Posts as part of the Association’s strategic succession planning work. Chair confirmed follow up meeting with EVH (Lorna Ravell, HR Support Manager) to discuss the following:</p> <ul style="list-style-type: none"> <li>- EVH recommendation for Director’s post undertaken on 09/10/24 with LD and DM in attendance.</li> </ul>		



<ul style="list-style-type: none"> <li>- Committee's concerns in respect of potential strategic risk and contrast with other higher comparable RSL senior staff remuneration levels, as were raised with EVH. EVH and Committee acknowledged other comparable RSL senior staff remuneration levels would appear, on the surface, to be outwith the EVH Grading Guidelines.</li> <li>- Organisational changes between the 2019 and 2024 Job Evaluation for the Director's post and considered the increase in PHA stock, tenants, customers and staff as a result of the transfer of engagements - DM, LD and EVH discussed.</li> </ul> <p>The Chair advised that following above discussions, a revised job evaluation was issued by EVH with a salary grading recommendation for the Director's post as: Grade 10, Points SM16 to SM18 (currently SM15 – 17). Committee considered the budgetary impact over the short, medium and long term based on budget figures supplied by FMD as at 21/10/2024. It was noted that due to the increase in NICs announced in the UK government budget effective from 01/04/2025 these figures would be slightly higher.</p> <p><u>Decisions Made:</u></p> <p>Committee collectively approved the revised salary grading recommendation from EVH for the Director's post, effective from 01 April 2025 due to the overlapping of the post's current and proposed position.</p>	IF	01/04/25
<b>11.</b>	<b>Date of Next Meeting(s)</b>	
04/12/2024 – Director's 6 month appraisal with office bearers – Pineview office 22/01/2025 - Committee of Management Meeting – Pineview office & Teams		
The Chair thanked everyone for their attendance and input.  There being no other business, the Chair closed the meeting at 8.25pm.		

Minute Approved by: Lyndsey Robinson                      Seconded by: Jamie Graham

Signed by Chair of Meeting who approved: Linda Devlin                      Date Approved: 22 January 2025