

**Hillcrest Homes (Scotland) Limited
Operations Sub Committee**

Item 2.1

**Minute of the meeting held Tuesday 9th September 2025
at 5.30pm, on MS Teams/HQ Board Room**

Present:	P. Shepherd	(Chair, HQ)
	R. Burnett	(Teams)
	C. Robertson	(Teams)
	S. Qadar	(Teams)
In attendance:	M. Percival	(Director of Finance & Property, HQ)
	D. Milton	(Head of Development, HQ)
	B. Leslie	(Contracts Manager, HQ)
	C. Pickthall	(Head of Housing and Enterprises, HQ)
	L. Davidson	(Board Services Officer, HQ)

Action by

1. Introduction

1.1 Apologies for Absence

Apologies for absence were received from D. Boyle and E. Jones.

1.2 Declarations of Interest

There were no declarations of interest.

2. Minutes and Matters Arising

2.1 Minutes of the meeting held on 13 May 2025 and matters arising

The minutes were approved as an accurate record of the meeting.

Matters arising:

Item 5.1 - P. Shepherd requested that contractor names are added to the development projects with a red or amber rating to allow the Sub Committee to identify any potential contractor risks. This will be included in the next report.

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3. Business Matters

3.1 Annual Performance Report

The Head of Housing presented the update on this year's tenant Annual Performance report, following the completion on the Annual Return on the Charter. Last year, the tenant feedback forum was asked for their views about the report and the suggestions have been incorporated into the report.

P. Shepherd highlighted that 71.3% of tenants think that their rent is good value for money and suggested that this could be compared against the national average for next year's report.

The Sub Committee approved the report.

3.2 Asset Management Policy Review

The Contracts Manager resented the three policy documents which have been revised – Property Management Policy, Factoring Policy, and Asbestos Management Policy.

The Sub Committee approved the following policies:

- *Property Management Policy*
- *Factoring Policy*
- *Asbestos Management Policy*

4. Asset Management Operations Report

4.1 Asset Management Operations Report

The Contract Manager presented the quarterly report, highlighting the following:

- Budget - £5,242k against a budget of £6,545k, an overall favourable variance and underspend of £1,303k.
- Tenant satisfaction with the repairs service has increased to 98.03% in Q1.
- The right first-time repair rate is 99.59% - above the target of 95%.
- There is one overdue gas service and smoke and heat detector compliance outstanding due to access issues.
- Legionella and asbestos reinspection programmes are scheduled to be carried out throughout the remainder of 2025/26.
- Cladding removal works – the final draft of the SBA has been received for Colonsay View. An update was presented to the Governing Body at their meeting on 1st September 2025. A communication will be issued to tenants and shared owners this week.
- Dampness, mould and condensation – there are currently 86 open cases, 154 cases were resolved and none were reopened.
- Commercial properties – there are currently 2 vacant properties, 1 is under offer and the other is being marketed. There are 7 leases out of contract and are currently being negotiated.

The Sub Committee noted the following:

- *Performance against key indicators*
- *2024-25 spend to budget*
- *Commercial property overview*
- *Agency hostel overview*

5. Development

5.1 Development Report

The Head of Development presented the progress in deliver of the 3 year development programme. There are currently 22 developments on site. The performance of projects that are on site in respect of cost and time was noted by the Sub Committee, highlighting in particular the projects with a red rating. An overview of the grant spend to date and defects were also noted by the Sub Committee.

The Sub Committee noted the general progress in the delivery of the 3 year development programme, in particular the performance of projects that are on site in respect of cost and time.

6. Housing Management

6.1 Housing Management Key Performance Indicators

The Housing Operations Manager presented the Q1 key performance indicators against the target for 2025-26, highlighting the following:

- Void performance exceeds the target by 8.38 days.
- Rent collection performance exceeds the target by 1.28%.
- Tenancies sustained for more than 12 months has not met the target.

The Sub Committee noted that re-let performance may be adversely affected by a trial being carried out by Hillcrest Maintenance where no painting will be sub-contracted in order to assess the impact on void turnaround times.

The Sub Committee noted the report.

6.2 Housing Management Update

The Housing Operations Manager presented the report on the key priority topics for tenants and Homes.

The Weavers Yard Murals project is progressing well with the first tenant consultation sent to Hillcrest and Caledonia tenants reporting that 73% voted in favour of the artist's submission.

The membership of HART has steadily declined since 2022. The Feedback Forum has

been successfully used to carry out scrutiny activities and the remaining 2 HART members have been invited to participate in this process. Given the current size of the HART group, this will be dissolved but the 2 existing members will be invited to participate in all future scrutiny projects.

There have been positive financial gains across the Financial Wellbeing and Hillcrest Energy Advice Teams. It was highlighted that 122 tenants received energy top ups with a total value of £11,424. HACT social value gains are now being measured for top ups and the results for Q1 are £873,429 of social gains to Hillcrest tenants.

The RTS switch off is now being phased, starting in the south of England. It has been confirmed that there will be no RTS switch off in Scotland before 1st April 2026. The Sub Committee noted that 75% of Hillcrest properties are now compliant with the switch off.

The Sub Committee noted the report.

6.3 Tackling Poverty Together Action Plan 2025/26

The Head of Housing presented the update on the refreshed action plan. For the second consecutive year, CX Feedback customer survey platform has been used to gather insights into tenant priorities and views. The Feedback Forum were also engaged as part of the process this year. Tenants were asked to identify the actions they considered the most important, with the top two priorities in each category detailed in the report. The new actions have been included as a result of the feedback received.

The Sub Committee noted the report.

6.4 Tenant Satisfaction Survey 2025

The headline outcomes and responses from this year's tenant satisfaction survey were presented to the Sub Committee. A total of 501 interviews took place, a response rate of 40.7%.

There has been an increase in overall satisfaction of 89.2% compared with 88.7% in 2024. The overall satisfaction remains above the RSL average of 87.7%. There has also been an increase in satisfaction across all indicators.

The Sub Committee noted the overall positive results and thanked staff for their continued hard work.

The Sub Committee noted the report.

7. Customer Services/Complaints

7.1 Customer Services Update

The Head of Housing presented the report on the performance of the Customer

Services Team in Q1 with the following highlights:

- All KPIs met for internal repairs and housing general enquiries line.
- There was a decline in calls to the repairs team due to the favourable weather conditions.
- There was an overall decrease in out of hours calls during Q1 of 22% compared with the same period last year.

The Sub Committee noted the report.

7.2 Complaints Update

A summary of the complaints performance for Q1 was presented to the Sub Committee.

The number of stage 1 complaints has decreased by 7% this year and the percentage of complaints completed on time has increased from 90% to 94%. The majority of Maintenance complaints relate to reactive repairs and Housing complaints relate to ASB.

Stage 2 complaints received have decreased in Q1 compared to the previous year, with all four complaints received relating to housing issues.

A benchmarking template has been created and will allow for comparison with other RSLs and will be included in the next report.

The Sub Committee noted the report.

8. Other Issues

8.1 A.O.C.B.

There was no other competent business.

9. Date of Next Meeting

Tuesday 18th November 2025

There being no other business the Chairperson thanked members for their attendance and closed the meeting.

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