Hillcrest Homes (Scotland) Limited
Operations Sub Committee

Item 2.3

Minute of the meeting held Tuesday 17th February 2026
at 5.30pm, in HQ/MS Teams

Present:	P. Shepherd	(Chair, HQ)
	R. Burnett	(HQ)
	D. Boyle	(HQ)
	C. Robertson	(Teams)
	S. Qadar	(Teams)

In attendance:	F. Morrison	(Deputy Chief Executive, HQ)
	M. Percival	(Director of Finance & Property, HQ)
	D. Milton	(Head of Development, HQ)
	D. Conway	(Head of Asset Management, HQ)
	L. Davidson	(Board Services Officer, HQ)

Action by

1. ***Introduction***

1.1 Apologies for Absence

Apologies for absence were received from C. Pickthall.

1.2 Declarations of Interest

There were no declarations of interest.

2. ***Minutes and Matters Arising***

2.1 Minutes of the meeting held on 18th November 25 and matters arising

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

3. ***Business Matters***

3.1 Income Management Policy

The revised Income Management Policy was presented to the Sub Committee for approval. The Deputy Chief Executive explained that the policy will be reviewed again once provisions in the Housing (Scotland) Act 2025 commence over the next 3 years.

The Sub Committee approved the Income Management Policy.

3.2 Asset Management Policy Review

The Head of Asset Management presented the policies which have been reviewed, updated and produced to ensure continued alignment with statutory legislation, regulatory guidance, and sector best practice.

There were minor changes made to the Gas Safety Policy and Estate Management Policy. D. Boyle asked about the Gas Safety Policy and the safety implications, for example, where there are non-access issues. The details around non-access is included in the procedure and there is a process in place for gaining access to properties.

The Fire Safety Management Policy is a new policy which sets out the approach to managing fire safety risks in residential and commercial properties.

The Sub Committee approved the following:

- *Gas Safety Policy*
- *Estate Management Policy*
- *Fire Safety Management Policy*

S. Qadar joined the meeting.

4. *Asset Management*

4.1 Asset Management Operations Report

The Head of Asset Management presented the report, providing an update on the key areas of operation for the period to 31 December 2025, highlighting the following:

- Budget – favourable variance and underspend of £2,581k.
- Strong performance in emergency repairs and non-emergency repairs.
- Right first-time repair is 99.09%, above the target of 95%.
- Overall tenant satisfaction is positive.
- Additional SG funding has been received for adaptions - £285k rising to £439k in January 2026.
- There has been an increase in commercial property arrears which are being managed by the Finance Department. There are 3 vacant properties currently being marketed.

The Head of Asset Management also provided an update on cladding. There has been good progress made at Colonsay View with the implementation of the SBA recommendations well underway. The installation of the fire alarm system has been completed, and the waking watch service has now ceased. The draft costs for the remediation works have been received and funding to be confirmed.

There are further SBAs to be carried out. The outcome for Sailmaker and Wharton Square is awaited. There are 3 additional sites which have been identified as in scope for assessment.

D. Boyle noted the property fires detailed in the report and asked if all safety compliance works were completed at these properties. The Head of Asset Management confirmed that these properties were fully compliant at the time of the incidents. There will be a focus on fire safety included in the next edition of the tenant's newsletter.

The Sub Committee noted the following:

- *Performance against key indicators.*
- *2025-26 spend to budget.*
- *Commercial property overview.*
- *Agency hostel overview.*

4.2 **River Street Disposal**

The Head of Asset Management presented the report on the post flood options appraisal for River Street, Brechin. The options were as follows:

- Option 1 – fully refurbish the development.
- Option 2 – sell the entire River Street development as is and in one lot.
- Option 3 – demolish the entire River Street development.

The Sub Committee approved option 2 – sell the entire development as it is and in one lot.

4.3 **Confidential Item**

This minute has been removed due to commercially sensitive information/

4.4 **Disposal of Commercial Units**

The Head of Asset Management presented the report, recommending the disposal of 2 commercial units. Both properties are declared surplus to operational requirements. Disposal is the most prudent option, removing ongoing holding and compliance costs, eliminating exposure to unpredictable common repair liabilities, and mitigating operational risk.

The Sub Committee approved the disposal of the following commercial properties:

- *235-237 Hilltown, Dundee*
- *30 West High Street, Crieff*

5. ***Development***

5.1 **Development Report**

The Head of Development presented the progress in the delivery of the 3 year development programme. There are currently 16 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. The upcoming acquisitions, upcoming handovers and completions were also presented to the Sub Committee for information.

P. Shepherd highlighted that it would be useful to include the financial impact of development handover delays, and it was agreed that this will be included in future reports. DM/MP

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 Deputy Chief Executive presented the Q3 performance indicators against the targets for 2025-26, highlighting the following:

- Void performance for Q3 is better than target at 8.97 days.
- Void rent loss for Q3 is better than target at 1.51%.
- Rent collection performance for Q3 is better than target at 0.55%.
- Tenancies sustained for more than 12 months in Q3 is better than target at 2.21%.

The Sub Committee noted the overall positive performance across all areas.

The Sub Committee noted the report.

6.2 **Housing Management Update**

The Deputy Chief Executive presented the report on the key priority topics for tenants and Homes.

D. Boyle noted the positive impact of the work carried out by the Financial Wellbeing Team and HEAT and suggested that this should be shared with other Board members. FM

The Sub Committee noted the report.

7. ***Customer Services/Complaints***

7.1 **Customer Services Update**

An update on the performance of the Customer Service Team in Q3 was presented to the Sub Committee. The average call wait time for the out of hours repairs service was excessively high and significantly outside the target set within the contract. Concerns around the service has been brought to the attention of the service provider and a meeting has been arranged to discuss how this can be brought back in line with the KPIs set as per the contract terms. FM

S. Qadar noted the app uptake and suggested that the code to sign up to the app could be included in tenant correspondence to improve uptake.

The Sub Committee noted the report.

7.2 **Complaints Update**

A summary of the complaint performance for Q3 was presented to the Sub Committee. There has been a slight increase in Stage 1 and Stage 2 complaints received compared to Q3 last year. The number of complaints submitted to SPSO will be included in future reporting.

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 12th May 2026

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

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