

# Committee Minutes

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**Minutes of** Management Committee Meeting  
**Date** Monday 30<sup>th</sup> March 2026  
**Held** at NGHA offices at 200 Crown Street, Glasgow, G5 9AY at 6.30pm  
**Quorum** The meeting was quorate

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**Present** Jean Miller (Chair), Aaron Reilly (Vice Chair), Iain McCreddie (remote online - part), Pauline McKeever, Kirsten Adams-Mackenzie (Secretary), Catherine Dochety (Co-optee), Shahila Mandaniya, Linda Malone, Carol Ann Duffy

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**In Attendance** Fraser Stewart - Director  
 Chris Rothnie - Head of Governance & Communications  
 Catherine Sloey - Corporate Services Assistant  
 Stuart Eglinton - Consultant, SE Training (part)

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## 1. APOLOGIES

Apologies were received from Bob McNally, Liz Peden, Przemyslaw Pikula, Mari Clark, Raymond Shannon and Andrew Donat.

## 2. PREVIOUS MINUTES

**i) Management Committee** 02.02.26

The above minutes were **approved** as a true and accurate record.

Proposed by : Aaron Reilly  
 Seconded by : Linda Malone

### For Ratification:

**i)** NGPM Board Minutes 08.12.25  
**ii)** Property and Services Sub-Committee 18.11.25  
**iii)** Finance and Admin Sub-Committee 01.12.25

## 3. DECLARATIONS OF INTEREST

No declarations of interest were made in respect of the business on the agenda.

#### 4. MATTERS ARISING

No further business.

#### 5. GOVERNANCE UPDATE

##### i) Verbal Update

Chris advised Committee that the Director's appraisal had taken place on 26 March and would be reported in the Closed Session meeting.

##### ii) Sub-Committee Highlights March 2026

Committee noted the previously distributed report.

##### iii) 2026/2027 Committee Diary

Fraser advised that a draft calendar had been drawn up for Committee approval. He highlighted that the Development and Wider Action Sub-Committees were holding separate meetings in April. However, from July these would revert back to joint meetings.

Committee **approved** the 2026/2027 Committee Diary.

##### iv) Committee Appraisal Process

Stuart Eglinton, SE Training, introduced himself to Committee and gave an overview of his proposal for the 2026 Committee Reviews, including a draft timetable.

He highlighted that, where the nine-year rule applies, an additional interview would be undertaken, with this element taking place in July/August 2026 to allow reporting before the AGM. The main appraisal process would commence after the AGM. He also highlighted that he would support a review of the Association's policy and procedures on Committee appraisal.

It was noted that carrying out the reviews after the AGM would allow new Committee members to be included in the process and help ensure that training and development needs for the full Committee are captured. In addition, there would be a new Chair in post.

SE left the meeting.

Committee considered SE's prior experience, scope of the review activity and overall value for money and were satisfied that the proposal met requirements. Committee **approved** the appointment of Stuart Eglinton to conduct the 2026 Committee Member Reviews and the proposed timetable.

## v) **Governance Review Update**

Chris spoke to her previously distributed report and provided Committee with an update on progress with the appointment of Linda Ewart, Housing Governance Consultant, (LE). She noted that, following discussions with LE, a wider and more comprehensive review of governance would be valuable.

It was proposed that LE would meet with Committee on Monday, 11<sup>th</sup> May to introduce herself and ensure that Committee are appropriately involved in the review. Chris asked Committee members to confirm their availability as soon as possible.

Committee noted the appointment of the consultant in line with the previous Committee decision.

Committee also **approved** that the scope of work is broadened in line with the report and agreed that the proposed approach remained proportionate.

## 6. **ASSURANCE STATEMENT PROPOSAL**

Chris asked Committee to consider her previously distributed report and sought Committee's approval for the development of the Association's 2026 Assurance Statement.

Referring to her report, it was recommended that the Association appoint Cameron Internal Audit (CIA) to review the Association's evidence bank to assess whether appropriate controls and monitoring arrangements are in place to demonstrate compliance with the SHR's Regulatory Standards and statutory landlord safety duties.

It was noted that the Audit Sub-Committee would review relevant evidence and make any recommendations to Management Committee it considered appropriate.

Chris highlighted that the Audit Sub-Committee would also review progress against recommendations made by CIA during previous assurance exercises. In addition, they would review evidence relating to any areas where the Management Committee (MC) had requested more detailed examination (see Appendix A - MC Assurance Questionnaire). It was noted that the questionnaire would be issued to Committee later this week (hard copies available upon request).

It was noted that SHR's Annual Assurance Statement guidance and its 2026 advice to landlords place specific emphasis on landlords holding comprehensive, good quality and up to date information on the construction, components and condition of their homes ("data on homes"), as this underpins tenant and resident safety and effective investment and financial planning.

Chris added that the Tenants panel were interested in the assurance process and extended an invite for Committee members to join a panel meeting.

It was also noted that the SFHA had issued a revised assurance toolkit, which would be circulated to MC later this week.

Committee was satisfied that the approach, including strengthened validation and in-year reporting arrangements, would provide appropriate evidence to support the 2026 Annual Assurance Statement.

Committee **approved** the process for the 2026 Assurance Statement.

## 7. TENANT & OWNER SATISFACTION SURVEY AND EQUALITIES DATA UPDATE

Chris referred to her previously distributed report and advised Committee that this report provided Committee with an update on progress towards the 2026 Tenant and Owner Satisfaction Surveys, based on the proposal received from Research Resource (see Appendix A).

She highlighted that equalities data would be collected as part of the survey and that, following advice from Research Resource, the 2026 Tenant Satisfaction Survey would include specific questions on dampness, condensation and mould. Committee was satisfied with the proposed approach and timetable.

Committee noted progress towards the delivery of the 2026 Tenant and Owner Satisfaction Surveys.

Committee **approved** proceeding with Research Resource to deliver the 2026 surveys in line with the scope and timetable set out in their report.

## 8. OFFICE IMPROVEMENTS

Fraser spoke to his previously distributed report. It was noted that Committee had previously approved a budget of £200,000 for office improvements. He commented that the proposed relocation of departments would create a more collaborative working environment, particularly between the Housing and Maintenance sections.

Following a question raised by Committee, Fraser advised that it was hoped the works would be completed over the summer and that discussions were ongoing with the contractor to finalise plans.

Committee noted that progress and costs would continue to be monitored through the governance arrangements.

Committee **approved** the following appointments:

Architect	:	Page / Park
QS and PD	:	NbM
Engineer	:	CDP
Contractor	:	CCG

Committee **approved** the revised indicative budget of £250,000.

Committee noted the proposals for furniture were also in preparation (reception, committee room and mezzanine.)

Iain McCreddie left the meeting (remote).

## **9. TENANT CONFERENCE**

The Chair provided Committee with a verbal update on the recent Tenant Conference. She commented that the day was a great success and attendance was higher than in previous years.

Committee members in attendance at the conference commented that it was good to hear about the works of the Wider Action group, particularly the opening of the new pantry.

It was noted that one of the issues raised by tenants was the increase in the number of caravans in the area. Fraser reported that there was limited action that the Association could take on this issue.

Committee **noted** the verbal update from the Chair.

## **10. BUSINESS PLAN**

Chris spoke to her previously distributed report advising that it provided Committee with an update on steps to be taken following the Business Plan Away Day. She advised that the outputs from the Away Day workshops would now be consolidated and used to produce the following:

- A revised set of priority projects for 2026/27; and
- An updated programme for the remainder of the five-year plan period.

She advised that the Senior Management Team would review the workshop data alongside operational and financial planning considerations. A revised set of Priority Projects, and updated performance management matrix, would be brought to the Management Committee in June 2026 for approval.

It was noted that to capture Committee's thoughts on the event, a feedback form would be issued, this week, and findings brought to the June meeting.

Fraser commented that there were still some questions raised on the day that have not been answered; however, the SMT had a plan to work through these. He added that the top key priority from the Consensus Group Ratings Table for 2026-2030 (see Appendix A) was the delivery of the Wider Action Strategy and Implementation.

Committee asked for clarification on the production of action plans alongside the priorities.

It was noted that detailed resource plans were required to be drawn up, as an appendix to the Business Plan. These would identify who had responsibility to take the priorities forward as well as timescales.

Committee **noted** the contents of the report and the planned timeline for presenting the updated Business Plan priorities and matrix.

## 11. HUMAN RESOURCES

### i) HR Update

It was noted that the previously distributed HR update report was written by the HR Manager. Fraser advised that the report summarised updates on the implementation of SharePoint; recruitment activity; Employment Rights Act 2025; and implementation of an Employee Resignation Process.

He advised Committee that interviews for the new Head of Finance would be held this week. If the recruitment process was unsuccessful, Fraser requested Committee's approval for delegated authority for the panel to approach a recruitment agency.

Committee was satisfied with the appropriateness of the proposed approach and **approved** delegated authority to the panel to approach a recruitment agency.

Committee **noted** the contents of the report.

### ii) Employment Reference Policy

Fraser spoke to the previously distributed report and sought Committee approval to review and approve the Employment Reference Policy.

Committee **approved** the Employment Reference Policy.

### iii) Public Holiday 15<sup>th</sup> June

Fraser referred to the previously distributed report, which sought approval from Committee to award staff an additional Public Holiday on 15th June 2026.

He added that a benchmarking exercise had been undertaken, which showed that the following local authorities had taken the decision to award the holiday to staff: Glasgow City Council, North Ayrshire, South Lanarkshire, Aberdeen and Dundee. In addition, all Scottish Government employees would get the day off.

Committee discussed the proposal, including benchmarking information, affordability and operational impact, and was satisfied with the rationale presented.

Committee **approved** the additional Public Holiday on 15th June 2026.

## vi) Human Resources Proposal

As this paper was sent out after the Board papers had been issued, Fraser requested that the Chair include this item in the agenda. The Chair **agreed** to this request.

Fraser spoke to the report and sought Committee's approval to appoint a new Grade 7 HR advisor. He highlighted the increasing demands on the current HR Manager's workload and the need for additional support.

Committee **approved** proceeding with the procurement of a Grade 7 HR Advisor. Committee tested the business need, cost implications and expected benefits of additional HR capacity and was satisfied that the proposal was justified.

Fraser reported on a review of current resources within the Finance Department, carried out by the Head of Finance. In light of the review, he sought Committee approval for the following two recommendations:

- 1 Recruit an additional permanent Finance Assistant post, Grade 6.
- 2 Finance Manager's post be expressly split 50% Finance and 50% Information Management (GDPR, FOI, EIR) and Procurement.

Following assurance on delivery implications Committee was satisfied that the recommended changes would strengthen capacity and compliance and **approved** the above two recommendations.

## 12. RISK STRATEGY

### i) Strategic Risk Register Review

Chris spoke to her previously distributed report and advised that she was seeking Committee's approval to review and approve updates to the Strategic Risk Register. Proposed 2 new risks as follows:

- 1 Cyber Security Incident
- 2 Failure to respond to the diverse needs of tenants.

Committee **approved** the addition of the Cyber Security Incident risk to the Strategic Risk Register.

Committee **approved** the addition of the Failure to Respond to the Diverse Needs of Tenants risk to the Strategic Risk Register.

Committee noted the inherent and residual scoring, existing controls and planned actions for both risks.

Committee agreed that these risks would be monitored through the Association's established risk management and assurance processes.

### 13. LEGAL AND REGULATORY UPDATE: SHR, OSCR, SPSO, SCOTTISH GOVERNMENT

#### i) Notifiable Events

Chris informed Committee that there were still two open Notifiable Events. These would be closed after the Regulator was provided with copies of relevant Closed Session Minutes.

#### ii) New Gorbals Housing Association Engagement Plan

Committee noted the previously distributed report.

Fraser commented that the SHR would be engaging with the Association over our development programme. This is normal practice for all Associations with large development programmes. There are no other issues that the SHR wishes to engage over.

#### iii) Legal and Regulatory Update

Committee noted the previously distributed report.

Chris commented that she was trialling a new format to share information with Committee and would welcome any feedback from Committee. She highlighted some key items in her report.

### 14. Membership Applications

Two membership applications were presented and **approved** by Committee.

### 15. A O C B

#### 15.1 Buy Backs and Shared Ownership Sales

As this paper was circulated after the Board papers were issued, Fraser asked for Chair's approval for this item to be included as agenda item number 15 (AOCB).

The Chair agreed to this request.

Referring to his report, he sought approval from Committee to increase the delegated authority limit for deficit funding for each buy back unit from £50,000 to £65,000.

Committee noted that outright Shared Ownership Sales are technically a disposal and, accordingly, would be reported to the SHR as notifiable events.

Committee **approved** that the Director was given the delegated authority to approve buy backs where net estimated cost to the Association, after the completion of repairs and improvements, was no greater than £65,000.

Committee **approved** that the Director was granted delegated authority to approve that the Association agree to open market sales of shared ownership properties with the Association receiving its share of the proceeds.

**Meeting closed at 8.20pm**

**A Closed Session meeting followed.** Matters discussed in Closed Session are recorded separately in confidential minutes.

These minutes were approved as a true and accurate record at the meeting of Management

Committee on: \_\_\_\_\_

Signed:   
Jean Miller (Chair)

## Key decisions and actions Management Committee 30<sup>th</sup> March 2026

### Note:

The following summary information is provided for ease of reference and to support Committee understanding. It is supplementary to the formal minute and does not form part of the official record of discussion, decisions or approvals.

- Approved 2026/27 Committee Diary (Item 5(iii)).
- Approved appointment of Stuart Eglinton (SE Training) to conduct 2026 Committee Member Reviews and timetable (Item 5(iv)).
- Approved widening the scope of the Linda Ewart (LE) governance review as set out in the Governance Review Update report (Item 5(v)).
- Approved process for 2026 Assurance Questionnaire / Assurance Statement development (Item 6).
- Approved Research Resource to deliver 2026 Tenant & Owner Satisfaction Surveys (Item 7).
- Approved office improvement professional appointments and revised indicative budget of £250,000 (Item 8).
- Approved delegated authority to recruitment panel to approach a recruitment agency if required (Item 11(i)).
- Approved additional public holiday on 15 June 2026 (Item 11(iii)).
- Approved procurement of Grade 7 HR Advisor and changes to Finance resourcing (Item 11(vi)).
- Approved addition of two new risks to the Strategic Risk Register (Item 12(i)).
- Approved delegated authority limit increase for buy-backs and agreed approach to shared ownership open market sales (Item 15.1).