Committee Minutes

Minutes of	Management Committee Meeting
Date	Monday 24th August 2026
Held	at NGHA offices at 200 Crown Street, Glasgow, G5 9AY at 6.30pm

Present	Jean Miller (Chair), Aaron Reilly (Vice Chair), Kirsten Adams-Mackenzie (Secretary), Shahila Mandaniya, Iain McCreaddie, Linda Malone, Pauline McKeever, Cal Duffy, Bob McInally and Liz Peden

In Attendance	Fraser Stewart	-	Director
	Chris Rothnie	-	Head of Governance & Communications
	Tracey McCauley	-	Head of Maintenance Services (Items 8ii & 9)
	Catherine Sloey	-	Corporate Services Assistant
	Morag Duncan	-	Observer

1. APOLOGIES

Apologies were received from Prezemek Pikula, Catherine Docherty (Co-optee), Mari Clark (special leave), Raymond Shannon (special leave) and Andrew Donat (special leave).

2. PREVIOUS MINUTES

i) Management Committee 01.06.26

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

Proposed by : Aaron Reilly
Seconded by : Carol Ann Duffy

ii) Closed Session 01.06.26

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

Proposed by : Aaron Reilly
Seconded by : Carol Ann Duffy

Fraser advised Committee that following the latest guidance from Linda Ewart (LE), Governance consultant, it was no longer necessary to bring other Committee minutes for ratification.

3. DECLARATIONS OF INTEREST

A conflict of interest was noted in relation to members subject to the independent long-serving member review. It was agreed that affected members would take no part in the discussion or decision regarding their continued effectiveness or re-election.

4. MATTERS ARISING

Fraser sought approval to vary the order of business to enable consideration of the Repairs and Maintenance Policy and Asset Management Strategy at the beginning of the meeting. Committee approved the request and noted that the minutes would be recorded in the order of the published agenda.

Committee noted that Stuart Eglinton, SE Training, had been due to attend as part of the Committee audit process but was unable to do so due to a family bereavement.

Committee approved the attendance of Morag Duncan as an observer with a view to potential future membership of the Management Committee.

5. RISK STRATEGY

i) Corporate Risk Register

No update.

6. GOVERNANCE UPDATE

i) Governance Framework Review Update

Chris spoke to the previously circulated report, which provided an update on progress with the Association's Governance Review being undertaken by Linda Ewart. It was noted that any recommendations arising from the review would be presented to Management Committee for consideration and approval.

Committee noted that, alongside the governance review, staff were undertaking a review of the Association's Rules. In addition, a review of the Management Committee Code of Conduct was underway, with a revised Code to be presented to the October meeting for approval.

Committee noted the progress update and that further reports would be submitted containing detailed recommendations and implementation proposals.

6ii. Annual Management Committee Effectiveness Report

Chris spoke to the previously circulated report on Management Committee effectiveness. She highlighted progress made in relation to succession planning, Committee performance reviews, member training and development, diversity and representation, and governance arrangements. No significant governance concerns had been identified during the reporting period.

The Committee noted the contents of the report.

6iii. Independent Long -Serving Members Report

The Committee considered the previously circulated report on the independent assessment of Management Committee members with more than nine years' continuous service who intended to seek re-election at the 2026 AGM.

It was noted that external governance consultant, Stuart Eglinton had concluded that Aaron Reilly, Iain McCreaddie, Jean Miller and Liz Peden continued to demonstrate effectiveness in their roles and were eligible to stand for re-election at the 2026 AGM.

Committee noted the findings of the independent assessment and that the detailed assessment report had been reviewed by the Head of Governance and Communications.

6iv. Management Committee Renewal and Long-Serving Members Seeking Re-Election

Chris spoke to the previously circulated report regarding Management Committee members seeking re-election following more than nine years' continuous service. Due to a conflict of interest, Jean Miller, Aaron Reilly, Iain McCreaddie and Liz Peden took no part in the discussion of this item.

Chris advised that this was the third year of the Association's Management Committee Performance Review cycle and that the assessments had been undertaken by independent governance consultant, Stuart Eglinton.

Committee considered the findings of the independent assessments and was satisfied that Jean Miller, Aaron Reilly, Iain McCreaddie and Liz Peden continued to contribute effectively to the work of the Association.

6v. AGM Update

Chris provided an update on arrangements for the Association's 37th Annual General Meeting, scheduled for 7 September 2026. Members would be welcomed from 6.30pm to allow for informal engagement prior to the meeting, with the election of Office Bearers taking place immediately following the AGM. It was noted that the closing date for nominations was 31 August 2026. Committee noted the update.

6vi. Annual Constitutional Compliance Report

Chris spoke to the previously circulated report, which outlined the Association's compliance with its constitutional and governance requirements during the reporting period. Referring to Rule 68, Chris reported that, in her capacity as Secretary, Kirsten Adams-Mackenzie had confirmed that the requirements of Rule 68 had been complied with during the reporting period. It was also noted that the Chair had reviewed the Association's governance registers. Committee noted compliance with Rule 68 and the constitutional and AGM arrangements outlined within the report.

vii. Sub-Committee Highlights June 2026

Committee members noted the previously distributed Highlights for June 2026, which had been provided for information.

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

i) Notifiable Events

Chris reported to Committee there were currently no live Notifiable Events logged with the Scottish Housing Regulator

ii) Update Report

Chris spoke to the previously circulated report and highlighted that the Association had been featured in the Scottish Housing Regulator's Thematic Review of Homelessness and Tenancy Sustainment, which included reference to the work of the Wider Action Team.

Chris also referred Committee to the tenant communication issued in relation to changes introduced by the Housing (Scotland) Act 2025, effective from 1 August 2026. Committee confirmed that they had received the communication.

8. POLICY REVIEW

i) Complaint Handling Policy and Procedure

Chris spoke to the previously circulated report and advised that the Complaints Handling Policy and Procedure had been reviewed and updated to reflect current SPSO guidance and regulatory expectations, including the incorporation of the SPSO Child Friendly Complaints Principles and Child Friendly Complaints Handling Process Guidance. She advised that supporting leaflets had been developed for children and young people and that additional staff training would be provided to support implementation. Following discussion regarding the background to the new arrangements and the recording of complaints from children and young people, Committee noted that the complaints dashboard had been updated accordingly. Committee approved the Complaints Handling Policy and Complaints Handling Procedure and noted the findings of the Equality Impact Assessment.

ii) Repairs and Maintenance Policy

Tracey spoke to the previously circulated report and highlighted the key proposed changes to the Policy, including updates relating to damp and mould, the Right to Repair, tenant and landlord responsibilities, mixed tenure and factoring arrangements, insurance and consequential loss, and performance management.

Particular attention was drawn to the strengthened provisions relating to damp and mould and the introduction of requirements arising from Awaab's Law, which would take effect from October 2026. Tracey advised that appropriate processes and systems were in place to manage damp and mould cases and that the Association continued to take a proactive approach in this area.

Committee approved the updated Repairs and Maintenance Policy and noted the key changes outlined within the report, including the revised service delivery model, enhanced damp and mould provisions, clarification of tenant and landlord responsibilities, updated operational procedures and the increased focus on performance, compliance and assurance.

9. ASSET MANAGEMENT STRATEGY

Tracey presented the Association's Asset Management Strategy 2026-2031, which sets out how the Association will manage, maintain and invest in its homes over the next five years to ensure that stock remains safe, compliant, financially sustainable and energy efficient. Tracey advised that the Strategy would operate as a live management tool and that regular updates on progress against key priorities would be reported to Committee.

Committee considered the presentation, discussed the current stock position and overall performance, and:

- Approved the Asset Management Strategy 2026-2031.
- Noted the associated delivery, monitoring and review arrangements.
- Noted that appropriate systems and processes were in place to maintain accurate and up-to-date information on the condition and components of the Association's homes.
- Noted that progress against the Strategy would be reported through the quarterly Property Sub-Committee cycle, with an annual update provided to Management Committee.

10. PROCUREMENT UPDATE

Fraser presented the previously circulated report on behalf of Lauchlan Mitchell, Head of Development, and advised that the Association had joined the Scotland Excel Continuous Improvement Programme for Procurement. He outlined the proposed improvement programme and anticipated timescales, with completion targeted for March 2027. Committee noted the report.

11. HUMAN RESOURCES

i) HR Update

Fraser spoke to the previously circulated report on behalf of Lindsey Dinnen, HR Manager. He highlighted recent changes to Employment Tribunal time limits and advised that updated guidance for employers on preventing sexual harassment in the workplace would come into effect in October 2026. A revised Policy and Procedure would be presented to the October Management Committee meeting for approval.

Fraser also provided an update on recruitment matters, noting that the current Head of Finance would leave the Association on 24 September 2026 and that their successor, Sana Akram, had commenced employment.

In response to a query from Committee regarding the additional HR post previously approved, Fraser advised that a job description had been prepared, although recruitment had been temporarily paused. Committee noted the report.

12. ANNUAL COMPLAINTS HANDLING REPORT 2025/26

Chris spoke to the previously circulated report, highlighting complaint handling performance, outcomes, learning and service improvements during 2025/26, together with compliance with the SPSO Complaints Handling Procedure.

Committee noted a slight increase in complaint volumes during the year, particularly in relation to Reactive Repairs, Close Cleaning and new build developments. Members discussed the reasons for the increase and queried whether underlying issues were being identified and addressed. It was noted that improved staff awareness and recording practices had contributed to the increase in reported complaints, and that service areas were implementing actions to address trends and learning from complaints.

Committee noted that the introduction of QR codes on close cleaning posters had improved accessibility to the complaints process. Members also welcomed the service improvement actions arising from complaints, including further work on communication and staff training. It was noted that a summary version of the report would be published on the Association's website.

13. ANNUAL EQUALITY, DIVERSITY AND INCLUSION REPORT 2025/26

Chris spoke to the previously circulated report and highlighted progress made in implementing the Equality, Diversity and Inclusion Action Plan during 2025/26. Key developments included the creation of a comprehensive equalities dataset covering tenants, applicants, staff and Management Committee members, improvements to equality impact assessment arrangements, and a range of measures to improve accessibility and inclusion.

Committee noted that equalities data collection arrangements had been strengthened and that, in line with Scottish Housing Regulator guidance, equalities information would continue to be collected and used to support service planning and customer engagement. Chris also highlighted equality and diversity training, the introduction of a hearing loop system, child-friendly complaints arrangements and improvements to translation and interpretation support and signposting. Committee noted the Annual Equality, Diversity and Inclusion Report 2025/26, including progress in delivering the Equality, Diversity and Inclusion Action Plan 2024-2027, and approved the updated Action Plan and proposed actions for 2026/27.

14. OFFICE IMPROVEMENTS

Fraser provided a verbal update on the office improvements programme. He reported that delays relating to the sound insulation works had been resolved and that works were expected to commence at the end of September 2026, with completion anticipated before Christmas.

15. COMMUNICATIONS

i) Annual Report and Annual Performance Report 2025/26

Chris spoke to the previously circulated report and appendices, advising that the Annual Report had been issued to members and that preparation of the Annual Performance Report was progressing in line with the required timetable. Committee discussed the report's accessibility and presentation, and it was agreed that accessibility requirements would be reviewed and reported back to Committee. Members also suggested additional narrative on the Association's rent collection performance in future reports.

Committee noted that tenant views had informed the development of the Annual Performance Report and that arrangements were being developed for ongoing consultation. Committee approved delegated authority to the Office Bearers to approve the final report prior to publication.

ii) Digital Communications Update

Chris spoke to the previously circulated report and appendix. She advised that, where contact details were available, the Association would increasingly use email and text messaging as its primary methods of communication with tenants.

During discussion, Committee requested that a reminder be issued to tenants explaining the change and highlighting the importance of keeping their contact details up to date.

Committee noted the Association's approach to increasing digital communications and the findings of the Equality Impact Assessment.

16. MEMBERSHIP APPLICATIONS

No memberships were considered.

17. A.O.C.B.

Fraser highlighted the positive findings from the Tenant Satisfaction Survey report circulated with the meeting papers. Committee also noted arrangements for the forthcoming Management Committee appraisals, with Chris to liaise with members regarding dates proposed by Stuart Eglinton and confirm arrangements.

Meeting closed at 8.10 pm

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

Signed: [redacted]
Jean Miller (Meeting Chair)

Key decisions and actions from Management Committee, 24th August 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.

Decisions Approved

- Approved the variation to the order of business so that the Repairs and Maintenance Policy and Asset Management Strategy could be considered at the beginning of the meeting.
- Approved the minutes of the Management Committee meeting held on 1 June 2026 as a true and accurate record.
- Approved the minutes of the Closed Session meeting held on 1 June 2026 as a true and accurate record.
- Approved the Complaints Handling Policy and Complaints Handling Procedure.
- Approved the updated Repairs and Maintenance Policy.
- Approved the Asset Management Strategy 2026–2031.
- Approved the updated Equality, Diversity and Inclusion Action Plan and the actions identified for 2026/27.
- Approved the delegation of authority to the Office Bearers to review and approve the final Annual Performance Report before publication.