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| Minutes of | Management Committee |
| Date | Wednesday, 28 th January 2025 |
| Held | Reidvale Housing Association, 13 Whitevale Street, Glasgow, G31 1QW |

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| Present | Denise Dempsey Helen Moore Michael Carberry Geraldine Dempsey Ian Elrick Jim Hastie Margaret McCabe Paul McCrudden Ellen McVey Kevin Peden Helen Richman Carmen Rubio-Gutierrez Paul Sweeney MSP (attending online) | DD HM MC GD IE JH MMcC PMcC EMcV KP HR CRG PS | Chairperson Vice-Chairperson Committee Member Committee Member Committee Member Committee Member Committee Member Committee Member Committee Member Committee Member Committee Member Committee Member Committee Member |
| Apologies | Eddie Marley Gerry Bitten O’Prey | EM GBOP | Committee Member Committee Member |
| Absent | | | |
| In Attendance | Julie Smillie Paul Rydquist William Boale Martin Sloan Jamie Mallan [REDACTED] | JS PR WB MS JM [REDACTED] | Interim Director Regulatory Compliance Consultant Housing Manager Head of Asset Management Interim Factoring Manager (minutes) [REDACTED] |

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| 1. | WELCOME AND APOLOGIES | |
| | <p>The Chair welcomed everyone to the meeting and noted the ongoing leave of absence for Eddie Marley. Apologies were received from Gerry Bitten O'Prey.</p> <p>It was noted that agenda item 6.2 would be taken first, and agenda item 8.2 would be taken after agenda item 4.</p> | |
| 2. | DECLERATIONS OF INTEREST | |
| | <p>JM, MS and WB declared an interest in relation to agenda item 6.3.</p> <p>HR declared an interest in relation to agenda item 8.2.</p> | |
| 3. | MINUTES OF PREVIOUS MEETINGS | |
| 3.1 | Management Committee – 26th November 2025 | |
| | The Management Committee approved the minutes as a correct record of the meeting; this was proposed by GD and seconded HR. | |
| 3.2 | Management Committee – 17th December 2025 | |
| | The Management Committee approved the minutes as a correct record of the meeting; this was proposed by HM and seconded MMcC. | |
| 3.3 | AGM Draft Minutes – 10th September 2025 | |
| | On recommendation of the Chair, Management Committee agreed that this item should be carried forward for consideration at its next meeting. | |
| 3.4 | Finance, Audit and Risk Sub-Committee Draft Minutes – 11th November 2025 | |
| | On recommendation of the Chair the Management Committee noted the draft minutes. | |
| 3.5 | Housing Services Sub-Committee Draft Minutes – 13th November 2025 | |
| | On recommendation of the Chair the Management Committee noted the draft minutes. | |

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| 4. | MATTERS ARISING/ TRACKING REPORT | |
| | <p>The Interim Factoring Manager presented the updated Tracking Report and reminded the Committee that this had been reviewed and rationalised following a request to reduce the volume of historic and duplicated actions. It was reported that, as a result of this exercise, 48 actions had been marked as complete, with remaining actions consolidated to focus on current priorities.</p> <p>Members discussed a specific action relating to the Tenant Reward Scheme which had been removed from the tracker. Clarification was provided on the history of this action, including that it had first been added to the tracker as an item for future inclusion on a committee agenda in January 2025. It was subsequently included on the October 2025 meeting agenda under Any Other Business, where the minutes noted that “this item was for future discussion”, and was then not included in future tracking reports.</p> <p>The Chair determined that the Tenant Reward Scheme should be discussed under Any Other Business. MC expressed dissatisfaction with the handling of this action and requested that his dissent regarding its positioning on the agenda be formally recorded in the minutes.</p> <p>It was agreed that future Tracking Reports would clearly number actions and provide more transparent status updates.</p> | |
| 5. | INTERIM DIRECTORS REPORT | |
| | <p>The Interim Director presented the report and provided a detailed update on operational, organisational, and community-facing activity.</p> <p>Members received an update on tenant and homeowner engagement events undertaken as part of the Community Investment Strategy consultation. It was noted that attendance had been strong, with approximately 60 residents participating, and that feedback on the format and facilitation of the sessions had been very positive. Committee Members who attended commended staff on the quality of engagement and presentation, noting clear community priorities around kitchens, bathrooms, secure entry systems, and estate management.</p> <p>Engagement with homeowners was reported to have been more challenging, with a small number of vocal participants.</p> | |

However, it was noted that one-to-one discussions had been more productive, particularly around exploring practical solutions such as access to grant funding. Members acknowledged ongoing issues around understanding of homeowner responsibilities and the Association's role as factor and agreed that further block-level and individual engagement was appropriate.

The Interim Director advised that a correction was required to staff absence figures in the report, with December absence recorded as 23 days. Members were updated on the development of a structured staff training programme, with proposed office closure on Tuesday afternoons to support this.

An update was provided on branding and the Association's 50th Anniversary. Members discussed the importance of taking a considered approach to rebranding, recognising that this extended beyond a logo to the Association's identity and values. It was agreed that a temporary 50th Anniversary logo would be adopted to support celebrations, while further work was undertaken on longer-term branding.



[Committee Member PS joined the meeting at this point].

Updates were provided on the Tenement Summit and ongoing engagement at John Butterly House. It was noted that engagement with tenants at John Butterly House would move toward one-to-one discussions to ensure all residents had an opportunity to contribute, particularly where there were concerns that more vocal residents could dominate group discussions. Members discussed the need to clarify the future service model at John Butterly House, including the implications of Care Commission registration, and emphasised the importance of resident consultation in shaping future decisions.

The Management Committee:

- Noted the update on Operational Performance
- Note the update on Development and Asset Management
- Note the update on Factoring

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| | <ul style="list-style-type: none"> Note the update on Staffing Note the update on Rebranding Note the update on General Matters Note the update on Governance Approved the adoption of a 50th Anniversary Logo. <p>[Committee Member HR left the meeting at this point].</p> | |
| 6. | GOVERNANCE | |
| 6.1 | Regulatory Compliance/ GFMIP Update | |
| | <p>The Interim Director presented the update on behalf of the Regulatory Compliance Consultant.</p> <p>Members discussed progress against the Governance and Financial Management Improvement Plan and the wider regulatory context. An update was provided on the position regarding extension of the Interim Director’s secondment, with members noting that a meeting with Molendinar Park Housing Association would be rearranged.</p> <p>ACTION: Meeting with Chair of Molendiar Housing Association to discuss future secondment and joint working arrangements.</p> <p>There was detailed discussion regarding development of a Communications Strategy, including whether this should be progressed internally or through external consultancy support. Members emphasised the importance of first clarifying key messages, target audiences, and internal ownership, and noted the need to improve communication not only with tenants and homeowners but also with Association members more generally, including engagement beyond the AGM.</p> <p>Members also discussed committee and sub-committee scheduling, reflecting on lessons learned from the previous year. It was agreed that senior staff would bring forward a clear calendar of meetings and standard agenda planning to a future meeting, while recognising the practical constraints created by reporting and business planning cycles.</p> <p>ACTION: Calendar of meetings and agenda items to be provided at the next Management Committee meeting.</p> <p>The Management Committee:</p> <ul style="list-style-type: none"> Noted the progress with the implementation of the Governance and Financial Management Improvement | <p>PR</p> <p>JM</p> |

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| | <p>Plan, and follow-up action to be taken following the Business Planning Review Day.</p> <ul style="list-style-type: none"> Approved the procurement of a specialist consultant to support the preparation of a new Communications Strategy. | |
| 6.2 | <p>[REDACTED]</p> | |
| | <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> | |
| 6.3 | <p>Staffing Issues</p> | |
| | <p>The Interim Director presented the report on behalf of the Regulatory Compliance Consultant. The Committee considered the proposed final staffing structure and recommendations from [REDACTED] including the proposal to move to Phase 1 of the recruitment process covering the Head of Housing and Communities role and posts within the Maintenance team. It was noted that additional papers had been circulated at the meeting at the request of Staffing Sub-Committee members.</p> <p>The Chair of the Staffing Sub-Committee provided a verbal update on the Sub-Committee’s deliberations, including consideration of options for engagement with Employers in Voluntary Housing (EVH).</p> | |

It was reported that there had been no support at Sub-Committee level for full EVH membership at this stage. Views were split between becoming associate members and not becoming members, with a clear desire to retain the RBS Mentor service regardless of the option selected, given the professional advice and insurance cover it provides. As Chair of the Sub-Committee, MC confirmed that rather than exercise a casting vote, the matter had been referred to the full Management Committee for determination.

The Committee discussed the financial and reputational implications of EVH membership in detail. Members acknowledged that adopting associate EVH membership alongside retention of the RBS Mentor service would result in dual costs for a period. However, it was agreed that these costs were modest, affordable, and proportionate when set against the assurance, credibility, and external confidence provided by EVH membership, particularly in light of the Association's recent governance and staffing challenges.

Members emphasised the importance of EVH membership in demonstrating alignment with sector norms and good employment practice, and noted that not engaging with EVH so soon after making a commitment to join could raise concerns among stakeholders, regulators, and prospective employees. It was also recognised that EVH has played a significant role in supporting the development of community-based housing associations in Glasgow, and that continued engagement with the organisation was consistent with Reidvale's values and standing within the sector.

The Committee noted that associate membership would allow time to better understand the implications of EVH engagement, including its interaction with existing pay structures, grading, and terms and conditions, while retaining flexibility. It was further agreed that the position should be reviewed after one year, once the new staffing structure had been implemented and embedded.

The Chair called Standing Orders as the meeting had reached its scheduled time limit. The Committee agreed to continue the meeting beyond the two-hour point in order to complete the remaining business.

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| | <p>Members sought and received clarification on grading, spinal column alignment, and transitional arrangements for staff moving from temporary or secondment roles to permanent positions. Clarification was also provided on specific grading queries raised during discussion.</p> <p>The Management Committee:</p> <ul style="list-style-type: none"> • Approved the commencement of recruitment to phase 1 of the recruitment programme to implement the revised Organisational Structure 2025. • Approved the joining EVH as an associate member for review after one year. • Approved the continued membership of RBS Mentor and related services. | |
| 6.4 | Committee Digest | |
| | <p>JM, MS and WS returned to the meeting.</p> <p>The Management Committee noted the Committee Digest report.</p> | |
| 7. | FINANCE | |
| 7.1 | Acquisition Report | |
| | <p>The Interim Factoring Manager presented the report and provided an update on the Association’s acquisition activity, including progress on previously approved purchases and proposals for further acquisitions.</p> <p>Members were reminded that approval had previously been granted to purchase [REDACTED], and that a discounted cash flow analysis had been circulated to this meeting relating to this property.</p> <p>The Committee considered proposals to acquire two further properties. The first was [REDACTED], and the second proposal related to [REDACTED], with long-term financial projections circulated that demonstrate financial viability as a result of grant contribution from Glasgow City Council.</p> <p>Members discussed cashflow considerations, noting that Glasgow City Council grant payments could be subject to delay. [REDACTED]</p> | |

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| | <p>[REDACTED]</p> <p>Clarification was provided regarding circumstances where an existing homeowner would remain in occupation as a tenant, with Members noting the role this could play in preventing homelessness arising from financial hardship.</p> <p>Members expressed assurance that the financial information presented demonstrated value for money and alignment with the Association’s asset strategy.</p> <p>The Management Committee:</p> <ul style="list-style-type: none"> • Noted the progress being made in relation to acquiring properties with the intention of returning them to RHA’s ownership and stock profile. • [REDACTED] • Approves the acquisition of [REDACTED], subject to satisfactory legal and valuation checks and RHA’s contribution [REDACTED] to cover the remaining balance, internal repairs, and professional fees. • Approve the acquisition for [REDACTED] subject to satisfactory legal and valuation checks and RHA’s contribution of [REDACTED] to cover the remaining balance, internal repairs and professional fees. • Delegate authority to the Interim Director to conclude the purchase and report back to the Management Committee upon completion. | |
| 8. | SERVICES | |
| 8.1 | Rent Consultation Outcome and Rent Increase | |
| | <p>The Housing Manager presented the report on the outcome of the rent consultation.</p> <p>Members were advised that 42 consultation responses had been received and that no tenants attended the drop-in sessions. It was noted that non-engagement was not viewed as negative, but rather as reflective of generally high levels of customer satisfaction. Members were assured that tenants who raised concerns about affordability had been offered welfare rights referrals.</p> | |

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| | <p>The Committee discussed the proposed approach to service and heating charges at John Butterly House. Members raised questions regarding proportionality, particularly whether heating charges reflected property size and individual usage. It was acknowledged that historic records were incomplete and that this limited clarity.</p> <p>Members expressed concern that issues relating to heating and service charges at John Butterly House had been ongoing for some time. Officers explained that historic funding arrangements, benefit systems, and communal energy infrastructure contributed to the complexity of the issue.</p> <p>It was noted that there was a surplus on the heating account for the current year and therefore no immediate requirement to increase charges. Members agreed that the issue should be reviewed in more detail, including consideration of global costs, consistency with how other tenants are treated, and whether costs could be more transparently allocated. Members also discussed the use of communal electricity, including scooter charging, and the equity implications for residents.</p> <p>The Committee discussed timescales for a broader review of services at John Butterly House. It was confirmed that officers would commence this work within the next few weeks, working collaboratively across teams.</p> <p>The Management Committee:</p> <ul style="list-style-type: none"> • Approved the rent increase of 5.6% which will be effective from 1st April 2026. • Approved no increased of the service charge at the Amenity Block, retaining it at £64.39 per month from 1st April 2026. • Approved no increase of the service charge at John Butterly Housing, retaining it at £141.04 per month from 1st April 2026. • Approve no increase to the Heating Charge, retaining it at £71.50 per month from 1st April 2026. | |
| 8.2 | Factoring Services | |
| | <p>On recommendation of the Chair, Board agreed that this item should be advanced up the agenda, and it was taken after item 5.</p> | |

The Interim Factoring Manager presented the report outlining actions taken to address recommendations arising from two previous internal audits of the Factoring Service. Members were advised that, rather than issuing individual Factoring Agreements retrospectively, it was proposed that a new Written Statement of Services be issued to all factoring customers, in line with regulatory requirements, with effect from 1 April 2026.

Members discussed proposed amendments suggested by HS, including clearer signposting to the Procurement Policy via the Association's website and the inclusion of a capped approach to future management fee increases to provide reassurance while retaining flexibility to be contained within the Written Statement of Services.

The Committee noted the work underway to review title deeds to ensure ownership proportions were accurate and capable of being input into the housing management system, recognising that previous legal reviews had not produced information in a format suitable for operational use. Members also noted plans for increased face-to-face engagement with homeowners through block visits and surgeries.

The Interim Factoring Manager presented the revised Factoring Policy, which clarified the primacy of title deeds and the Written Statement of Services as legal documents, and introduced a structured approach to the use of floats and cost recovery.

Members discussed the decision not to reconcile historic factoring income and expenditure, acknowledging that system changes and data limitations would make this an onerous exercise with limited learning value. It was agreed that the focus should instead be on transparency, compliance, and accuracy going forward.

Members considered the recommendation to revise the factoring management fee following a full cost recovery exercise, which resulted in a proposed fee of £188 per property, compared to the previous fee of £161. Members sought assurance that homeowners and commercial owners would be clearly informed of the changes and that financial performance would be reported regularly to the Management Committee. JM confirmed that KPIs would be introduced from April 2026 and that homeowners would be asked to complete updated contact information forms.

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| | <p>Members discussed longer-term opportunities around tenement repair, retrofit, and potential future legislative change, noting the Association’s position at the forefront of good practice.</p> <p>ACTION: Engage Glasgow City Heritage Trust to discuss potential grant funding and support for communal repair issues across Dennistoun.</p> <p>ACTION: Engage Law Society of Scotland to discuss use of RHA as a pilot/ learning opportunity in relation to Compulsory Owners’ Associations.</p> <p>The Management Committee:</p> <ul style="list-style-type: none"> • Noted the timetable for further work including the title deed review, customer engagement and policy development • Approved the adoption of the Written Statement of Services subject to the inclusion of a reference to RHA’s website in relation to the companies procurement policy and the capping of management charges to 10% • Approved the adoption of the Factoring Policy subject to the inclusion of the explanation of WSOS in the main body of the policy • Approved the new Factoring Management Fee of £188.00 and process for reviewing it on an annual basis. | |
| 9. | ANY OTHER BUSINESS | |
| | Dennistoun Parking Regulation Changes | |
| | <p>The Interim Factoring Manager advised that correspondence regarding proposed parking charges had been issued in advance of the Council deadline and that the matter had also been raised publicly, including through sector media after consultation with the Chair. Members noted strong feeling within the community and discussed the importance of continued communication through newsletters.</p> <p>ACTION: Information on our opposition to parking charges to be included in the next newsletter.</p> <p>The Management Committee ratified the decision previously taken by the Chairperson, under delegated authority, and confirmed it would stand.</p> | JM |
| | Tenant Reward Proposal | |

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| | Members discussed the Tenant Reward Scheme and agreed that, due to time constraints, the matter should be deferred to a future meeting. MC asked that it be considered earlier in the agenda to allow proper discussion. It was suggested that preliminary consideration could be undertaken by a Policy Review Working Group to inform future recommendations. | |
| | Eviction Activity | |
| | The Housing Manager provided an update on recent eviction activity undertaken under delegated authority. Members were advised that an eviction had taken place on [REDACTED] [REDACTED] Members were also advised that decrees had been granted in two further cases, [REDACTED] and that enforcement action was expected within the next four weeks. It was noted that all actions were within delegated authority and supported by partner agencies where appropriate. | |
| | Bin Hubs | |
| | Members also discussed future proposals relating to refuse arrangements, noting that this would be implemented within the next two years by Glasgow City Council. | |
| 10. | DATE OF NEXT MEETING | |
| | 5:30 pm on Wednesday, 25 th February 2026. | |
| 11. | CLOSE OF MEETING | |
| | The Chairperson closed the meeting at 8:05 pm. | |