

**MINUTE OF GWAH MANAGEMENT COMMITTEE MEETING HELD ON TUESDAY 18 FEBRUARY 2025
AT 6:00 PM, HYBRID MEETING VIA VIDEO CONFERENCE AND IN GWAH OFFICES, 5 ROYAL CRESCENT,
GLASGOW**

PRESENT:

Nicola Adams^{1,2}
Anila Ali¹
Surjit Chowdhary
Issie Gracie (Chairperson)
Nina MacNeill
Joginder Makar
Amy Robertson¹
Billy Robertson
Yushin Toda
Ekpe Ukpe
Debbie van Pomeran Reilly¹

ATTENDING:

Elaine Travers, Chief Executive
Iain Nicholl, Corporate Director
Daniel Wedge, Technical Director²

APOLOGIES:

Rowan Evenstar

LEAVE OF ABSENCE:

None

OBSERVERS:

None

Pre MC Training: SHARE Membership: advantages and cost savings, Daryl McIntosh, Share

WELCOME

- 1.0** The Chairperson noted apologies, introduced and welcomed MCMs to the meeting, and confirmed the order of business. The general interests of Tenant Members, and GWEn service users, along with the specific interests of E Travers, A Ali and B Robertson as GWEn Board Members were noted³. The Chairperson reminded Members of the Code of Conduct and meeting etiquette, specifically that questions are directed through the Chair; that discussions are professional and constructive; and that decisions are taken in the best interests of tenants and service users. Members were mindful of their responsibilities as Trustees, accordingly, the Secretary confirmed it was appropriate that Members did not withdraw from the meeting.

CORPORATE

2.0 Minutes

2.1 Management Committee Meeting: 21 January 2025

2.1.1 Adoption of Minute

The minute of the meeting was approved unanimously as a correct record, without amendment; proposed by N MacNeill and seconded by S Chowdhary.

2.1.2 Matters Arising

2.1.2.1 Item 2.1.2 MA ASC 19/11/24: H&S Compliance: LLSM–CWST⁴ Invoices/Technical Certificates

MCMs welcomed the recent positive communication with the contractor, with a reconcile of invoices and certificates underway; and with previously agreed plans for bringing forward the reprourement of the contract progressing as intended.

¹ Online

² Items 1.0-2.2.3 and 4.1 - 4.2 (7.05pm)

³ Items 2.2.3 and 4.4

⁴ Landlord Safety Manual – Cold Water Storage Tanks

- 2.1.2.2 Item 3.3 Registers Compliance Reporting: NE 31174 Pest Control
Report No.1, providing a summary of the pest control register, was reviewed, with MCMs confirming appropriate action in the circumstances; whilst also noting with concern the requirement for GWHA intervention to mitigate the risk from the gap in Local Authority service provision. MCMs confirmed the reported controls (including delegated authorities) were sufficient pending review of the policy.
- 2.1.2.3 Item 6.1 Corunna Street procurement
MCMs considered Report No.2, acknowledging investigations underway for bridging the funding gap, and with a view to further reporting to the MC prior to committing to the project. MCM concerns at the possibility of costs further escalating whilst onsite were noted as a matter for consideration in the reporting.
- 2.2 MC Action Plan Compliance**
Report No.3 was considered and progress and compliance acknowledged.
- 2.2.1 Dover Street Contract Compliance
MCMs were disappointed to note that negotiations had stalled, albeit the contractor had indicated an intention to submit a counter proposal following full scrutiny of their project account. It was confirmed that the matter was not in formal dispute, with the final account reconciliation due mid-year.
- 2.2.2 Provisional dates for Summer Staff/Committee social
Item deferred to next MC meeting.
- 2.2.3 GWEn Board Composition: Director appointment
It was confirmed that B Robertson had now been appointed to the GWEn Board, with J Makar agreeing to consider a Directorship at a future date if required. The MC approved the Board consisting of A Ali, E Travers, B Robertson and A Campbell⁵; with agreement to revisit the requirement for an additional external board member following review of the board skills/experience.
- 3.0 Governance**
- 3.1 Execution Of Documents
There were none.
- 3.2 Membership Applications
There were none.
- 3.3 Registers: Compliance Reporting
Report No.5 was considered, and the recent recording in the Registers noted. The context and learning from the reported data breach was acknowledged.
- 3.4 Professional Services Performance Reviews
MCMs considered Report No. 6 noting primarily strong performance reviews, and with reassurance of follow-up action where services fall short of expectations. Continuation of the service contracts was approved by the MC; and the pending review of legal services (rescheduled to Q2 2025/26) and insurance services was noted. In response to a MCM query, it was confirmed that solicitor services in relation to the high value debt recovery cases is largely of a high standard.
- 3.5 Affiliations Review 2024/25
MCMs considered Report No.7, endorsing the regulatory/legal affiliations, and approving the list of recommended affiliations; including the continuation of the CPAG⁶ membership, and enhanced Housemark service for a further year (subject to evaluation thereafter); and discontinuation of the SBCC⁷ and welfare rights forum membership, neither of which are now required. SHARE membership was considered in context to the earlier presentation, with agreement to continue the basic SHARE membership (providing access for MCMs) pending a review of staff learning plans, and with budget provision to be made to procure enhanced membership as required.

⁵ External Board Member

⁶ Child Poverty Action Group

⁷ Scottish Building Contract Committee

3.6

Corporate Plan & Risk Strategy Review

MCMs considered Report No.8, noting good progress against the 2024/25 Plan in the context of ongoing challenging external and internal influences. Tenant engagement via the ATC⁸ was acknowledged; and mid-year performance was noted as a reference point for informing 2025/26 Performance Indicators (PIs), initiatives and priorities, and, if required, for discussion with the SHR in relation to the Regulatory Engagement Plan for 2025/26.

Risk and mitigation were explored with a focus on the variances from the 2024/25 strategic risk schedule, with note to the formal quarterly review via the Executive Team, and Audit Sub-Committee scrutiny of medium/high risks. Corporate Governance risks around fraud, the acceleration of AI⁹, and hybrid working were raised by MCMs, with reassurance of mitigation via the current controls (including robust governance culture), impending fraud strategy development, and ongoing close monitoring of these “medium” level risks. Plans for reviewing the Risk Strategy to incorporate risk appetite (following on from the Strategy Review) were also noted.

MCMs approved the principles/outline initiatives and 80% PI for the 2025/26 Corporate Plan, with a focus on concluding carry-forward initiatives, and with ongoing priorities around enhanced customer and repairs services, and investment programme delivery.

3.7

MCM Planning and Support Policy: Committee Training Forum

With a full compliment of MCMs at this time, MCMs agreed that a scaled back version of the CTF is offered for 2025/26.

3.8

ICT Strategy Review and Compliance

Report No.9 was considered, with MCMs welcoming the reported business improvements from the delivery of key initiatives over the last year. The carry-forward initiatives; plans for homemaker (housing database) training; and the ongoing monitoring of ICT system audit recommendations via the Audit Sub-Committee were all approved as part of the 2025-30 ICT strategy.

4.0

Finance

4.1

Draft Budget 2025/26

MCMs considered Report No. 10, acknowledging the ongoing challenges in the prevailing economic climate, and agreeing the importance of cautious budgeting and prudent projections amid ongoing unpredictable market pressures and increasing costs generally; and an anticipated reintroduction of pension deficit payments from 2026/27 (pending actuarial review). In response to a MCM query it was confirmed that the common cleaning and landscape contracts were the subject of current procurement, and that the budget estimate reflected market advice. On pension deficit payments it was noted that these are influenced by many factors, including mortality rates, with most RSLs including GWhA converting to defined contribution schemes (from defined benefit schemes) several years ago to help contain the liability. The effect of the significant planned investment in 2ST¹⁰ properties was then reported with reference to accounting practices (notably the 2ST payment, now almost exhausted), with confirmation that the investment cannot be capitalised to add value to the business until such times as the dowry is fully expended. The overall operating deficit, adjusted to take account of interest, and grants released to income was noted, and whilst acknowledging a currently strong financial (and cash) position, and approving unanimously the draft budget to March 2026, there was also a note of concern from MCMs over the impact on future rent levels of increasing costs, and an expectation of optimising value across the business.

4.2

Investment Options

Report No.11 was presented as a precursor to the 30-year cashflow report scheduled for discussion at the MC meeting 28/03/25. There was note to the impact of high rates of inflation on the cost of investment works (stalled pre and post BREXIT and covid); and to the increasing salary costs aligned

⁸ Annual Tenants Conference

⁹ Artificial Intelligence

¹⁰ Second Stage Transfer

to corporate plan priorities and exacerbated by recent Government Employers National Insurance reform and the likely reintroduction of pension deficit payments from 2026/27. The impact on the cashflow from the different investment scenarios was considered, and separately the impact of varying levels of rent increase on rental income. The following was noted in response to MCM queries:

- cashflow assumptions are informed by market/sector data; and provision is made for the front-funding of pipeline development projects.
- the sequencing and prioritising of investment works is influenced by Life Cycle Costing data which is based on a pre-determined lifespan for building components; and is informed by cyclical stock condition surveys and repairs data.
- opportunities for optimising the return on investment are routinely explored, including reviewing works specifications to extend the reach of a programme, and/or extending the scope of works to attract grant funding for homeowner participation and/or to meet government objectives.
- private finance is not currently featured in the scenarios, and whilst this is an option, there are associated borrowing costs.

The requirement for ongoing discussion on these matters was confirmed to ensure the association's longer term financial stability.

4.3 Delegated Authorities

Report No.12 was considered and the revisions to the delegated authorities approved by MCMs to reflect operational changes and ensure clarity of responsibilities.

4.4 GWEn Schedule of Rates

Report No.13 was considered and the schedule of rates for 2025/26 approved.

OTHER BUSINESS

5.0 Any Other Urgent Business

There was none.

6.0 Items For Future Agendas

As per MC Plan

7.0 Date Of Next Meeting

Corporate & Services – 25 March 2025