

MINUTES OF THE MEETING OF THE COMMITTEE OF MANAGEMENT OF WHITEINCH AND SCOTSTOUN  
HOUSING ASSOCIATION LTD HELD AT 7.00PM ON WEDNESDAY 28<sup>th</sup> MAY 2025 at WSHA OFFICES

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Present:

L Stevenson (Chairperson)  
E Howat  
D Keaveney  
L Reid McConnell  
E Dorrian  
G Johnston  
R Brown

In Attendance:

J Ward	Chief Executive Officer
A Reid	Director of Finance & ICT
R Clegg	Director of Property Services
P Latham	Director of Corporate Services
M Greig	Director of Housing and Communities
N Adams	Corporate Services Officer

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**1. WELCOME & APOLOGIES**

The Chairperson welcomed everyone to the meeting.

Apologies were received from L. Mimmagh, S. Conlin and E. McShane.

J. Haughey, M. Burke and J. Simon were not present.

**2. DECLARATIONS OF INTEREST**

R. Brown declared an interest at Item 6 – EVH Terms and Conditions. [REDACTED]

L. Reid McConnell declared an interest at Item 8 – Eviction Report. Interest declared in connection to working for GCC.

Staff members were not present for Item 10.0 – AOB – Confidential.

**3. CHAIRPERSON'S REMARKS / COMMITTEE & STAFF NEWS**

Congratulations were noted for Andrew Reid who will celebrate a [REDACTED] birthday in June.

**4. MINUTES OF THE PREVIOUS MEETINGS & MATTERS ARISING**

4.1 The minutes of the meeting on 26<sup>th</sup> March 2025 were **APPROVED** by the Committee.

4.2 There were no matters arising.

## 5. REGULATORY RETURNS

### 5.1 ANNUAL RETURN ON THE CHARTER

It was noted that WSHA's performance in the ARC, on the whole, is very good. The CEO advised there have been areas identified for improved performance, but even in these areas WSHA remains outperforming the Scottish Average.

Areas identified for improvement include:

- **Staff sickness absence.** 2024/25 is 8.21%. The CEO advised this figure now accurately includes absences from WSES which historically were not being reported properly. This accounts for the significant spike in this figure from previous years. WSHA's performance has dropped due to the figure being impacted by WSES.  
The Attendance & Absence Management Policy has now been implemented, and this figure is expected to drop and improve in the next year. There has been a focus from Corporate Services on ensuring attendance and absence is managed effectively and the CEO advised Committee there is now confidence and re-assurance that everything is accounted for the way it should be.
- **Complaint response time.** In 2024/25, WSHA is not far from the maximum limit. Going forward, there will be more robust processes in place and more training for staff to understand what a complaint is and how to report it properly. It was noted that recording complaints will be a learning experience but should not be seen as a negative. It is likely there will be an increase in this indicator next year, but it is hoped there will be no diminished performance.
- **Emergency repairs.** 2024/25 response time is 2.75 hours. It was noted this could be improved and there is an expectation this should be brought closer to 2.5 hours. Where there is an emergency repair which is responded to but a part is required, this is currently kept open which impacts on the time. In the future, it is likely there will be more orders created, but there will be more accurate response times reflected.
- **Non-emergency repairs.** 2024/25 5.62 days. It was noted WSHA would like to get this to below 5 days. Committee noted that how the repair is categorised and recorded can impact on these figures.
- **Adaptations.** 2024/25 reporting at 129 days. The CEO advised there were mitigating factors involved in this including funding not being released until December. This results in the Association having to front-fund adaptations. Going forward, WSHA will bring low-level adaptations into routine repairs and where there is a significant adaptation requested there will be a wait to see what funding is available. There is a target of 35 days for 2025/26.
- **Rent arrears** – 4.8% reported for 2024/25. The target is 3.9%. Committee noted there will be a start made on arrears of £1,000+ with a review with the Housing Officer and Manager for each patch. Going forward, this will be reported to committee quarterly, with KPIs in place for the team to work towards.

The CEO advised that the Directors will be working with their teams quarterly to provide and monitor the ARC figures.

The CEO advised the Committee that there are a couple of data corrections to note for last years' ARC. This appears as an initial concern but should provide the Committee with reassurance that they have been found in this years' validation process. The CEO advised it is quite commonplace for amendments to be made.

There have been two amendments that will be raised due to there being no substantive evidence to justify the two figures reported for former tenant arrears and tenancy sustainment for 2023/24. One of these indicators is disappearing, however the CEO advised it is appropriate to still make a data correction.

There is a difference of £60k in the former tenant arrears figure. The figure for this year was significantly less than what was reported, and there will be an amendment to the figure for the last return which was £50/60k overstated. The CEO confirmed the former tenant arrears write off figure was accurate. The report used to confirm the figure was inaccurate. The CEO provided assurance that there are no concerns in this area, and with the introduction of Homemaster and new processes within the team, the reporting is more robust than ever for this years' return.

The CEO confirmed the ARC has been checked twice and validated twice by 2 independent organisations. SHN came back with 11 queries which have all been answered, and the Quinn Internal Audit Report was received this morning and noted substantial assurance. They had 3 corrections to be looked at and only 1 is left to be completed before the return is submitted. This relates to the repairs right first-time figure which will be checked to confirm the figure reported is for right first time and on time.

The CEO confirmed the tenant satisfaction figure used is from the survey completed in July 2024.

Committee **NOTED** the ARC and **APPROVED** submission of the ARC, subject to validation of the final point noted above.

## **5.2 ARC TRACKER 2022-2025**

Committee **NOTED** the ARC Tracker 2022-2025.

## **5.3 STOCK RETURN 2024-25**

Committee **NOTED** the Stock Return 2024-2025.

## **5.4 AUDITORS REPORT ON 2024-25**

Committee **NOTED** the Auditor's Report on 2024-25.

### 5.5 5 YEAR FINANCIAL PLAN 2025-2030

The Director of Finance & ICT advised the Committee that the 5-year financial plan is based on the 5-year forecast which has already been approved by the Committee.

This regulatory report has now been completed and checked and there are no concerns to note. Committee were asked to note that WSHA does not breach the tolerance levels.

Committee **NOTED** the 5 Year Financial Plan 2025-2030 and **APPROVED** submission of the plan.

### 5.6 LOAN PORTFOLIO RETURN

The Director of Finance & ICT advised Committee the Loan Portfolio Return confirms how many units WSHA has as security with the Clydesdale Bank.

WSHA has a loan of £989k and two covenants in relation to asset cover and interest cover. The Director of Finance & ICT confirmed the covenants are not breached.

Committee **NOTED** the Loan Portfolio Return and **APPROVED** submission of the return.

### 5.7 AFS RETURN

Committee **NOTED** the AFS Return.

### 5.8 INTERNAL AUDIT PLAN

Committee noted the RSM internal audit plan which outlined the role of RSM, what they will check and where they see any risks. Committee were advised the audit is going well. WSES and WSPM have been reviewed, and no changes are anticipated. TWC field work is currently being undertaken. WSHA will be reviewed next week. To date, the auditor has been happy with the main elements.

Committee **NOTED and APPROVED** the Internal Audit Plan.

## 6. CORPORATE SERVICES REPORT

The Director of Corporate Services updated the Committee on staffing matters:

- Lauren Cadwallender, Lead Welfare Rights Officer, is undertaking a responsibility allowance post for 12 weeks to help the Director of Housing and Communities.
- Jade MacDonald, Customer Services Assistant, [REDACTED] and has submitted her resignation to spend more time with her family.
- There is currently an internal recruitment process ongoing for a 12-week responsibility allowance post to assist with the management of WSES due to long-term absence.

Committee noted the attendance & absence management statistics, noting the reduction in figures as evidence of the success of the updated absence and attendance management policy with the introduction of a trigger system. It was confirmed trends will be tracked and monitored.

Committee **NOTED** the Corporate Services Report.

## 6.1 PEOPLE AND CULTURE STRATEGY

The Director of Corporate Services showcased Our People, Our Culture to Committee, noting this document looks at the overall relationship between employer and employee. The strategy has been developed using a consultant but is owned by WSHA staff. The process involved staff participation throughout and was managed in-house by Kirsten Szulc and Nicola Adams, who are both CIPD qualified. Thanks were noted to all staff for their involvement in the process. The strategy is currently out for staff consultation to 31<sup>st</sup> May 2025, thereafter it will be finalised and become a live strategy document.

The Director of Corporate Services noted that this is a sizable achievement for an organisation of WSHA's size and we are looking forward to sharing and growing the positive culture with colleagues.

Committee noted it is an excellent piece of work and has been completed to a very high standard. It provides great focus for the organisation.

Committee noted the omission of a calendar of assigned responsibilities within the strategy is deliberate to ensure the longevity of the document. Our People, Our Culture links to the strategic priorities of the Business Plan and provides a framework for learning and development, the detail of which will sit within the operational plans which will contain tangible outputs. The strategy provides a vision for the organisation and aligns with the business plan to ensure all work is towards shared goals.

Learning and development opportunities have already been created; the two responsibility allowance positions will allow staff to gain exposure to other areas of the business at a higher level for a limited period of time. There is a training programme beginning in June for the CSAs to experience other departments.

Committee noted the CSA role is not being replaced as it is superfluous. A full-time role was previously recruited which has enabled the team to absorb this post without any additional pressures.

Committee **NOTED and APPROVED** the People & Culture Strategy: Our People, Our Culture.

## 6.2 WSHA TERMS AND CONDITIONS

Committee noted the latest update from EVH as to WSHA Terms and Conditions; notably the introduction of neonatal care leave and pay. The Director of Corporate Services advised Committee that this policy is yet to be implemented in WSHA.

Committee **APPROVED** the 2025 EVH updates to the Terms & Conditions.

### 6.3 WSHA MEMBERSHIP APPLICATION

The Director of Corporate Services updated Committee on the one application for membership received, noting the £1 membership fee is still to be paid.

Applicant Details: Duncan Campbell, 0/2 96 Northinch Street, Glasgow, G14 0TJ.

Committee **APPROVED** the Membership Application subject to receipt of the £1 membership fee from the applicant.

### 6.4 EMPLOYEE COUNSELLING STATISTICS

The Director of Corporate Services noted that the report received in relation to counselling referrals is anonymous. The graph shows measurements and movements in CORE scores which employees are asked to complete at their first and final counselling sessions.

The Director of Corporate Services advised Committee that referrals come through Corporate Services so WSHA are aware of the number of employees seeking counselling and to ensure the invoice is correct. Corporate Services make the referral and pass on the details of Rowan to the employee who then makes contact directly. No other details are shared. It was confirmed the turnaround time in asking for a referral and being referred is usually the same day.

Committee **NOTED** the Employee Counselling Statistics.

## 7. ANNUAL PROCUREMENT REPORT

Following on from the Procurement Policy being approved last month, this is the first report to Committee on procurement, demonstrating the procurement activities throughout the year. Going forward the report will show what procurement has happened, what's forthcoming, and what are the community benefits. The report includes an action plan.

Committee commented there was nothing included in the report for retrofit procurement. The Director of Property Services advised EWI and IWI will be coming in the next report. WSHA are in early discussions with procurement for housing for a direct award. Committee were advised 3 voids have been completed with ECO funding.

The Director of Property Services confirmed Procurement for Housing is being used as all procurement has previously been done through them. The Director of Property Services advised Committee this will be considered in the development of an Asset Management Strategy.

Committee suggested taking a flexible approach as to what is considered a community benefit as this need not always be financial. Committee noted the current procurement builds in a number of community benefits such as 1% of contract value to be a monetary benefit and the other value has to come from the range of benefits which are available. Committee noted the 1% monetary

value goes directly to TWC. Through the Social Value Calculator, the contractor will get a report which details the value for money in community benefits.

Committee **NOTED and APPROVED** the Annual Procurement Report.

## **7.1 PROCUREMENT STRATEGY**

Committee **APPROVED** the Procurement Strategy.

## **8. HOUSING AND COMMUNITIES**

### **8.1 EVICTION REPORT**

The Director of Housing and Communities notified Committee of an update to the eviction report. WSHA managed to engage with the tenant today and the tenant noted they knew this was happening but had been avoiding the situation. They have been dealing with a family bereavement and are still paying off funeral costs. They have recently had a baby and only found out at 7 months that they were pregnant. The tenant is suffering from post-natal depression. They received £1500 per month between wages and universal credit. The tenant proposed to pay £50 today and going forward £350 every 4 weeks to her arrears.

The Director of Housing and Communities advised Committee that the tenant has been in this position before and it could happen again. With the proposed payment plan, the balance would take approximately 8 months to clear. The tenant has been advised to take legal advice and they might advise to put a minute of recall in to the court. Welfare Rights have spoken to the tenant and she cannot receive any additional monetary support.

Committee noted the mitigating factors presented at the meeting and the new tenancy sustainment pathways now in place with Glasgow Helps, along with the potential for the tenant to have more engagement and support from other services due to her change in circumstances with a newborn. Committee also noted they would expect there to be significantly more contact attempts made with the tenant.

Committee **AGREED** to the Director of Housing and Communities setting up and monitoring a reasonable payment arrangement in respect of Case T99301432102, after seeing an income and expenditure sheet, to reduce the balance for the duration of the decree (6 months). If the tenant fails with the arrangement within the 6-month period, a report will be brought back to the Committee to seek approval to action the decree. If payment continues then the decree will lapse, payment will continue and a fresh action would be required if it is failed after the decree has lapsed.

## 9. CEO UPDATE

### 9.1 WSHA BUSINESS PLAN

Committee noted the feedback to the Business Plan has been very positive. The only change will be to amend the dates from 2024-2029 to 2025-2030.

It was confirmed the strategic priorities will be linked to and mapped out against the Business Plan each year.

Committee **NOTED and APPROVED** the WSHA Business Plan.

### 9.2 WSHA HEALTH AND WELLBEING STRATEGY

The CEO advised the Committee that a health and wellbeing survey was conducted in March 2025 and the strategy is based around the key themes from this survey. A working group was established to identify the priorities for the group and a new health and wellbeing group has been established. The group meets quarterly and a member of the Executive Team will attend each meeting.

Committee noted there was a focus on creating a healthy working environment, including promoting healthy eating. There have been 2 employees who have taken up the cycle to work scheme, although there are more employees who cycle to work but have not used the scheme to purchase a bike.

Committee noted there is the opportunity through the group to promote activities in the area such as cycle days and Glasgow ECO Trust.

Committee **NOTED and APPROVED** the WSHA Health & Wellbeing Strategy.

### 9.3 GWSF GOVERNANCE REPORT

The CEO highlighted the WSHA case study within the GWSF Governance Report.

Committee **NOTED** the GWSF Governance Report.

### 9.4 SOCIAL LUDO – COMMITTEE DEVELOPMENT DAY

3 sessions of Social Ludo have been scheduled: 1 in June for Community Stakeholders, 1 in August for the Executive Team, Leadership Team and Committee, and 1 in November for the whole staff team including subsidiaries.

The Committee development day has been scheduled for the same date as the AGM in August 2025. Stirling Uni will be writing an academic paper based on Social Ludo and the session will be used to identify community priorities for the community investment strategy. The session will be filmed.

The CEO confirmed WSHA will cover costs of Committee Members taking unpaid leave to attend the session.

The CEO confirmed that there will be student involvement in Social Ludo and the process will include upskilling individuals. At present, Stirling Uni are best placed to facilitate the days as they have the relevant skills, capacity and framework.

Committee **NOTED and APPROVED** the Social Ludo – Committee Development Day for August 2025, with a note that a half day (PM) would be preferable to a full day.



**10. ANY OTHER BUSINESS - CONFIDENTIAL**

**11. DATE AND TIME OF NEXT MEETING**

WSHA Committee Meeting: **25<sup>th</sup> June 2025 @ 7pm**