



MARYHILL HOUSING ASSOCIATION LIMITED

**MINUTES OF THE BOARD MEETING
HELD ON THURSDAY 28th of AUGUST 2025 AT 6.30 PM
HYBRID MEETING FROM 45 GARRIOCH ROAD, GLASGOW, G20 8RG**

Board Members	In Person	Remote	Apols	Absent
██████████ (LF) - Chair			✓	
██████████ (JC)				✓
██████████ (VW)	✓			
██████████ (WMc)	✓			
██████████ (AK)			✓	
██████████ (AS)	✓			
██████████ (DF)	✓			
██████████ (MM)	✓			
██████████ (PH)			✓	
Leave of Absence				
██████████ (LS)				
██████████ (SJ)				

Officers	Items
██████████ (RW) Chief Executive	1-14
██████████ (JS) Director of Operations	1-14
██████████ (CD) Head of Property & Neighbourhood	1-6, 8-14
██████████ (AD) Head of Asset and Development	1-6, 8-14
██████████ (LS) Corporate Services Manager	1-6, 8-14
██████████ (SR) Corporate Officer (Performance, Data & Governance)	1-6, 8-14
External	item

Item No.	Issue	Action By
1.	Welcome	
1.1	The Vice Chair (DF) welcomed everyone to the meeting. It was noted that DF would chair tonight's meeting in LFs absence.	
1.2	Apologies were noted from LF, AK and PH. There was no declaration of interest.	
2.	Approval of Board Minutes- 26th of June 2025	
2.1	The Board approved the minutes of the meeting held on 26th of June 2025 .	SR
3.	Matters arising not otherwise on agenda	

REQUIRED READING

Item No.	Issue	Action By
3.1	DF advised the Board that the Health & Safety data under Item 10 (Operational Performance) would be removed due to data discrepancies and will be resubmitted at a future Board Meeting.	
4.	Action Tracker	
4.1	DF highlighted that six items on the action tracker were proposed for closure.	
4.2	RW advised the Board that the August update for item 10.8 had not been provided however the position remains as reported to the June Board.	
4.3	The Board approved the closure of six items.	
5.	Feedback Audit & Risk Committee	
5.1	The Chair of the Audit & Risk Committee (VW) reported to the Board that the Auditor from Azets attended the meeting on the 21 st of August to present the financial statements, audit findings and the letter of representation, which were subject to thorough scrutiny.	
5.2	VW also confirmed [REDACTED] from BDO was in attendance to present the internal audit reports. The Treasury Management Report and associated trackers were reviewed in detail, with recommendations noted. VW also advised that the management accounts and risk review had been considered and were presented at tonight's meeting.	
5.3	The Board was reassured that all matters had been comprehensively scrutinised.	
6.	Feedback from training/events	
6.1	Board members who attended the Effective Questioning session reported that it was very interesting and provided valuable networking opportunities with the QCHA Board.	
6.2	A Board member also reported attending the Glasgow West Scotland Forum AGM meeting, where two MSPs were present. The housing emergency was discussed, with feedback indicating that further developments are likely to emerge after the elections.	
7.	Strategic Review	Conf
■	[REDACTED]	
■	[REDACTED]	
■	[REDACTED]	
■	[REDACTED]	
8.	Annual Accounts	
8.1	RW introduced the paper and advised the Board that changes following the Audit & Risk Committee review had been incorporated in blue for ease of reference.	

REQUIRED READING

Item No.	Issue	Action By
8.2	RW noted that the Audit & Risk Committee had given thorough consideration to the paper, with James McBride from Azets in attendance. Any changes were set out in section 3.4 of the cover paper.	
8.3	<p>The Board noted that the accounts had been reviewed in detail at the Audit & Risk Committee. The updated content in the report was noted, and the Board then:</p> <ul style="list-style-type: none"> • Approved the Financial Statements, Audit Findings Letter and Letter of Representation set out at Appendices A, B & C • Approved the tax engagement letter set out at Appendix G • Appointed VW and DF to sign the Financial Statements • Noted that the Audit and Risk Committee gave detailed consideration to these papers at the meeting on 21st August 2025 • Noted the equivalent documents for Maryhill Living, included for information at Appendices E and F. These were considered for approval at Maryhill Living Board on 4th August 2025. 	
9.	Review of Income Maximisation Manager Pilot	
9.1	JS introduced the report, advising that the aim of the pilot was to improve rent arrears management.	
9.2	JS highlighted Section 3.3 of the paper, which lists the key findings from the audit, and Section 3.8, which presents data on arrears since the Income Maximisation Manager has been in post. The Board noted that overall arrears performance has improved since the pilot role commenced.	
9.3	JS added that given current staff shortages within the housing team, the post holder has been able to cover additional patch areas. This has ensured arrears continue to be managed effectively and reduces the need for temporary staff, who may not be familiar with individual circumstances or best practice for arrears management. The Board noted that this also demonstrates value for money.	
9.4	JS drew the Board's attention to Section 3.1.1 of the paper, which highlights the successes of the post, demonstrating a consistent approach and the ability to identify the root causes of non-payment.	
9.5	The Board noted that the role has had a positive impact on arrears management and agreed that it is expected to pay for itself by returning funds to the Association. The role also helps identify tenants who may require signposting for additional support, thereby enhancing customer service.	
9.6	Following a detailed discussion, the Board approved the proposal to make the Income Maximisation Manager position permanent.	
10.	Operational Performance Q1 2025/26	
10.1	JS introduced the Quarter 1 Performance Report, covering the period up to June 2025 and advised Board the report highlighted exceptions where targets have not been met.	
10.2	JS confirmed that Section 3.3 of the paper highlights areas for improvement in operational matters. However, Section 3.5, which outlines Health & Safety data, will need to be withdrawn due to potential inaccuracies.	

REQUIRED READING

Item No.	Issue	Action By
10.3	JS noted that an issue had been identified late that afternoon that some of the data used in Section 3.5 appears to be incorrect and JS is therefore not confident in the report's accuracy. As a result, this section will be pulled, with a view to revisiting the relevant actions in September.	RW
10.4	JS highlighted that the lightning protection tests and some of the dry risers servicing may not have been carried out. These items are legislative requirements. In addition, with regard to the water hygiene inspections, whilst these have been carried out, it appears the remedial actions may not have been fully captured in the reported data.	
10.5	The Board discussed whether the issues raised constitute notifiable events. RW confirmed that water management issue is not notifiable, as inspections have been completed. However, dry risers and lightning inspections, if it is found that these have not been completed, consideration will then be given to whether that is notifiable to the regulator.	
10.6	The Board then asked when the data will be reviewed to confirm completion. JS advised that time has been set aside, and the review is expected to be completed by early next week.	
10.7	The Board noted content of the report in regard to the performance data and that the updated health & safety data will be come to a future Board meeting.	
11.	Corporate Performance Q1 2025/26	
11.1	LS introduced the Quarter 1 Performance Report, covering the period up to June 2025. The report highlights exceptions where targets have not been met.	
11.2	LS confirmed that the organisation's Health & Safety (H&S) data will need to be re-submitted to the next Board meeting due to potential discrepancies with water management (legionella) records as per the previous agenda item.	
11.3	JS proposed working with SR and LS to ensure that H&S water management data is accurately reflected in future reports.	
11.4	The Board queried the complaints data at Section 3.3 specifically why the timescales had decreased. SR explained that three outlier cases had taken substantially longer to resolve, which reduced the overall average time. Without these outliers, the Quarter 1 target for investigations would have been met within 20 days.	
11.5	A Board member asked why completion rates for training were low, given that Wednesday afternoons are set aside for staff training. RW explained that Wednesday afternoons are primarily for team training, whereas the training videos are for individuals to complete at other times. RW added that there is an ongoing action to review the method of delivery of recurring training, and whether the current use of video training sessions can be improved to increase staff engagement.	

REQUIRED READING

Item No.	Issue	Action By
11.6	The Board noted the report and that the H&S data will return to a future Board meeting.	
12.	Finance & Risk Management Q1 2025/26	
12.1	RW confirmed that the management accounts were considered in detail at the Audit & Risk Committee.	
12.2	RW added that the risk register had been updated following the Audit & Risk Committee detailed consideration of the development funding issue set out in the report. The Board noted that the development funding risk had been fully discussed at the Audit & Risk Committee.	
12.3	RW highlighted that the report is presented in a new format and asked Board's feedback. The Board commented that the new format was an improvement.	
12.4	Board then approved the financial results for the period to 30 June 2025 and noted the strategic risk register.	
13.	CEO Report	Part conf
13.1	RW introduced the CEO report and advised that approval items would be taken first.	RW
13.2	<u>Development unfunded spend issue- Section 1.1</u> RW provided a verbal update and confirmed Glasgow City Council has increased the grant funding for Collina Street, and new grant award letters are expected next week. This will cover all previously unfunded expenditure, removing the need for Board approval of unfunded invoices.	
13.3	RW noted that Section 1.1 of the paper outlines the issues and associated risks, highlighting a lack of oversight within the team.	
13.4	The Board commented that it is positive there has been no financial loss and acknowledged the learning and actions implemented to prevent recurrence. An action was agreed that progress on development unfunded spend learning actions to be reported to Board for oversight to ensure completion.	
	<u>Air Source Heat Pump Failures (ASHP)- Section 2.2</u> [Redacted]	
	[Redacted]	
1	[Redacted]	

Item No.	Issue	Action By
13.8	[REDACTED]	
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	
13.12	<p><u>Damp and Mould section 2.5</u></p> <p>CD introduced the report and proposed retracting the proposed KPI approval at tonight’s meeting until the October Board meeting. CD added that, following attendance at Scotland’s Housing Network information session, further guidance has been provided regarding the Scottish Housing Regulator’s updated Damp and Mould indicators.</p>	
13.13	<p>CD advised the Board that additional time is required to review the guidance to ensure the proposed KPI accurately reflects the information required for the annual return charter. The Board noted that the proposed KPIs will come to October Board.</p>	
13.14	<p><u>Section 5 Homelessness Targets: Section 2.6</u></p> <p>JS highlighted Appendix C, which shows the percentage of RSL properties that Glasgow City Council is requesting to be supplied under Section 5 Homelessness.</p>	
13.15	<p>JS advised the Board that discussions with other RSLs in the area indicate Queens Cross are proposing 55% and NG are unlikely to commit to more than a 50% allocation. She also noted that the Association currently provides temporary accommodation for homelessness arrangements for the Council and offers property flips as additional support, which is already in place.</p>	
13.16	<p>The Board acknowledged that these are requests rather than demands and noted that the 55% allocation approved by the Board in March exceeds what other RSLs have offered. The Board noted the other ways in which The Association contributes to addressing homelessness and approved the proposed letting targets for 2025/26, including 55% of allocations to homeless household.</p>	

AD

REQUIRED READING

Item No.	Issue	Action By
13.17	<u>Delivery Plan Update – Section 1.3</u> RW drew attention to the delivery plan update included as supplementary reading. The Board confirmed this format is preferable to previous practice.	
13.18	<u>Repair Immobilisation- Section 2.1</u> CD advised the Board that at the time of writing no performance issues were noted with the current reactive contractor. However, there has since been a slight decline in performance and an increase in outstanding jobs. This will continue to be monitored through weekly meetings and the existing close-out plan.	
13.19	CD added that a few outstanding jobs have been forwarded to Bell Group, who have confirmed they can address them. In addition, tenant engagement sessions, including “Meet the Contractor” events, will be held at Garrioch and the Community Hub, allowing tenants to raise questions and communicate any previous issues before the new contractor commences work.	
13.20	<u>Community Regeneration – Section 2.3</u> RW highlighted the Community Regeneration team report on achievements and highlighted the impact the service has made for customers.	
13.21	The Board noted the remaining items within the report.	
14.	Governance report	
14.1	RW introduced the report and confirmed that the Asbestos notifiable event (outstanding since 2019) has now been closed, thanking the team for their work.	
14.2	LS drew the Board’s attention to the items recommended for approval in Section 2.1 of the cover paper. The Board considered and approved the following: <ul style="list-style-type: none"> • Leave of absence for Board Member AK up to and including the January 2026 Board meeting. • A tenant member to be invited to attend interviews with the recruitment panel. • Commencement of recruitment of new Board members. 	
14.3	LS highlighted Section 4.1.3 that confirms one third of members (3) are required to retire, prior to the AGM. In the initial calculations, LF was included as she would be stepping down voluntarily, therefore leaving two members that were required to retire. However, as LF will not officially stand down until after the AGM, the 3 members required to retire and who are standing for re-election are WMc, JC, SJ. There had been no nominations received ahead of the AGM.	
14.4	The Board discussed AGM matters and queried potential quorum concerns post AGM. RW confirmed that in terms of recruitment one casual vacancy will occur when LF stands down, and three members can be co-opted. LF will step down on 22 nd of September to ensure continuity of the Chair.	
14.5	LS provided verbal update in relation to the Bitesize sessions and confirmed the Board had initially scheduled the Development Bitesize session for September but proposed moving it to October, as the Development Manager will not be available on that day. The Board noted and approved this change, confirming that Decisions Training will now be included in the September Session.	

REQUIRED READING

Item No.	Issue	Action By
14.6	LS asked Board in terms of reviewing and nominating members of the Board to the Recruitment panel would this be best to be issued via email. Board agreed and approved this. Action taking to issue an email.	LS
15.	Meeting Review	
15.1	There was discussion on the level of Board challenge within the meeting and if members felt there was sufficient, it was agreed there had been.	Board
15.2	Board members discussed the papers presented and there was agreement this was a lot better than in the past with regards quantity plus easier to get through them.	
15.3	Board members discussed the Audit & Risk committee and the importance of the due diligence that committee had on the papers.	
15.4	The Vice Chair personally thanked the Board for their support in last two meetings which he had chaired.	

Signed: _____

Date: _____