

COM: 20th November 2025

Thursday 20 November 2025, 10 30 - 12 00

Novotel, 181 Pitt Street, Glasgow

Attendees

Board members

Louise McElroy, Leanne Keegan, Jonathon McNaughton (Chair), Elisa Campanaro, Karen McLaughlan, Gavin Mochan, LESLEY Munro, Jonathan Hempsey, Gary Meek, Rhona Harper (Chair), Margaret Gibb, David Mitchell, Catherine McDougall, Valerie MacGregor, Andrew McInnes, Davie Gow

Meeting minutes

1. Closed Session: COM

Jonathon McNaughton/Margaret Gibb

2. Attendance

Jonathon McNaughton/Margaret Gibb

2.1. Present

Jonathon McNaughton/Margaret Gibb

M Gibb (MG - Chairing), A McInnes (AM), K McLaughlan (KMCL), E Campanaro (EC), G Mochan (GM), V MacGregor (VM), C McDougall (CM), R Harper (RH).

2.2. Apologies

Jonathon McNaughton/Margaret Gibb

J McNaughton (JM), D Mitchell (DM), D Gow (DG),

2.3. In Attendance

Jonathon McNaughton/Margaret Gibb

G Meek (CEO), L Keegan (LK), L Munro (LM), J Hempsey (JH) and L McElroy (LMcE)

3. Attendance Tracker

Jonathon McNaughton/Margaret Gibb

Noted for information.

 COM SubCom Attendance.pdf

4. Conflict of Interests

Jonathon McNaughton/Margaret Gibb

None declared.

5. Minute Approval: 25th September 2025

Jonathon McNaughton/Margaret Gibb

6. Matters Arising/Corporate Action Tracker

Jonathon McNaughton/Margaret Gibb

Action	Owner	Status	Outcome
Board - Further onboarding session to be arranged	LMcE	IN PROGRESS	Nov 25: LMcE engaged SHARE for online account access for additional training.
Budget: LK and JE to meet outwith to discuss housing asset plan	LK/JE	IN PROGRESS	Nov 25: Head of Property and Development now in post - will progress
JMcN to arrange Board session to look at process and approach in reporting requests from board perspective (including KPI requests)	JMcN	TO START	
Confidential paper - decision making grid to be brought to COM for further consideration along with timeline and org information	LMcE	IN PROGRESS	Sep 25: Brought to committee for further discussion Nov 25: ongoing discussions

Training - RH, MG and KMCL met to discuss new induction process. Programme for in-house process and will shared with committee. SHARE session being arranged at January meeting.

Housing Asset plan will be worked on with P Kilmarnock now in post following JE stepping down from COM.

6.1. Positive Updates

LESLEY Munro

Circulated as part of papers. LM highlighted the voids element of report. Audit conducted by Quinn as part of internal audit programme. Substantial outcome of review.

MG noted the voids are a part of the service provision and the nature of our business. Management and mitigation is in place internally at service level and full awareness of implications of voids.

CEO noted the breakdown of reporting internally - these give us an outline of within and outwith our control. Block contracts are not reflected as these don't result in income loss due to contractual arrangements. Target being amended to [redacted] following review of historical data - this is our tolerance from an operational perspective. Concern would be over [redacted] 2026/27 budget will reflect this increased percentage for realistic reflection. Realistic assumption applied to budget based on information available.

Longer term impact on services of voids based on budget expectations.

GM queried the increased void tolerance. Ongoing review of the void reporting we now have reasons provided for all voids to identify trends.

Where there are voids in SASH properties - there is scope for us to go to other LA departments to engage the room use that way if the authority aren't referring in.

Information

Draft budget to FIA in February - during this time FIA will review assumptions made. Robust discussion at that time to reflect the % based on data review up to that point.

Voids: need to be on top of available bed spaces - are there reasons for the reduction in referral into the service/property.

 6.1 Positive Service Updates.pdf

7. Chair Update

Jonathon McNaughton/Margaret Gibb

Resignation of JE due to a change in availability therefore unable to commit time to the committees. Look to fill the gap in members with this knowledge

8. FOR APPROVAL

Decision

8.1. Policies

Louise McElroy

Damp and Mould policy went to Delivery and Change and agreed with committee to bring for approval. Formalised routes for reporting and timescales for managers. Service training has been arranged and work underway to carry out reviews of all properties to identify and issues and works for forward planning.

Process in place for reporting for our properties and leased.

Environmental Management Policy for approval, there will be further work in background processes.

EC noted the engagement of supported people which is undertaken through participation group. Staff involvement in training will feed down to the supported people to ensure they have the guidance to make changes to their environment.

Updated minimum standards.

Policies **Approved**.

 8.1 Policies.pdf

 8.1 Damp and Mould Policy.pdf

 8.1 Environmental Management Policy.pdf

9. FOR DISCUSSION

Discussion

9.1. Confidential Discussion

Louise McElroy

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

 9.1 Consideration Paper for COM November.pdf

9.2. KPI's

Louise McElroy

Objective and results to go alongside the KPI's to come to the Board.

Progress toward the strategy successes. KPI's and progress of elements taking business toward meeting objectives and targets within the 2024-2029 plan.

9.3. Corporate Risk Register

Louise McElroy

Noted the employment rights bill and impact on the organisation. Once the documentation is released we can make appropriate amendments to our contracts and risk register. Ongoing review of live risk register within SLT.

 9.3 Corporate Risk Register.pdf

 RISK REGISTER 2025.pdf

10. FOR INFORMATION

10.1. CEO Update

Gary Meek

Noted content of report. Unfortunately didn't receive awards but an excellent achievement to receive nominations.

Discussion on stats relating to incidents, impact on staff wellbeing and staffing costs/agency. Further review of data to be carried out to identify trends - this will take time but is underway.

 10.1 CEO Update.pdf

10.2. Quality of Buildings: Health and Safety

Leanne Keegan

Noted content of report.

 10.2 Quality of Buildings.pdf

10.3. Sub-Committee Reports

Noted content of minutes circulated.

10.3.1. Delivery and Change:

Andrew McInnes

AMCI noted the key themes covered in the minutes.

 10.3.1 Delivery and Change 6th November 2025.pdf

10.3.2. FIA Committee:

Rhona Harper

Discussion

Positive discussion on internal audit reports. Significant improvements in audit reports.

SASH funding included in accounts is showing a positive year end position.

 10.3.2 FIA 13th November 2025.pdf

11. Any Other Business

Jonathon McNaughton/Margaret Gibb

EC noted the significant progress of the organisation through various changes of the years with strong year end point.

Replacement of Board Positions

Property input needed so recruitment for this skillset.

12. Date of Next meeting: 29th January 2026

Jonathon McNaughton/Margaret Gibb

13. Lunch followed by Strategy Session

Board session followed the meeting to review strategy to date.

The COM minutes may be required to be posted on our external website to comply with Scottish Housing Regulator guidance and Freedom of Information legislation. Should we be asked for information in relation to this meeting. Text will be redacted and the reason for redaction noted below.

Page	Section	Reason
2	6.1	Commercial decision %age
4	9.1	Confidential Board Discussion