

**Tuesday 7 October 2025  
4:30pm**



**The Ron Davey Centre**

# ng homes BOARD MEETING







## AGENDA

**Meeting:** Board Meeting **Invitees** Board

**Location:** The Ron Davey Enterprise Centre,  
10 Vulcan St

**Date** Tuesday 7 October 2025

**Time** 4.30pm

**Please submit any apologies to Cheryl Murray**

**Email:** cmurray@nghomes.net

**Telephone:** 0141 630 4324

	Agenda	Paper	Lead Officer	Page Number
<b>1.</b>	<b>Apologies</b>			
<b>2.</b>	<b>Declaration of Interest and Attendance</b>			
<b>3.</b>	<b>Board 2025/26</b>			
a.	Declaration of Interest, Code of Conduct and Members Declaration (posted to Members in advance)	Previously sent out	TS	
b.	Membership of Committees and Subsidiaries	Verbal	Chair	
c.	Temporary rescindment to Standing Orders	Yes	TS	7
d.	Election of Office Bearers	Verbal	TS	
e.	Representatives of: i) EVH ii) GWSF	Verbal	Chair	
<b>4.</b>	<b>Minutes of the Previous Meeting</b>			
a.	Minutes of Board Meeting on 29 July 2025 i) Matters Arising	Yes		9
<b>5.</b>	<b>For Approval</b>			
a.i	2025 Governance Self Assurance Process	Yes	TS	17
a.ii	Annual Assurance Statement	Verbal	Chair	
b.	Procurement Strategy	Yes	JD	23
c.	Fire Management Strategy	Yes	JD	38
d.	Stonyhurst Street	Yes	JD	47

<b>6.</b>	<b>For Ratification</b>			
a.	Metering and Billing System	Yes	BH	51
<b>7.</b>	<b>For Discussion</b>			
a.	2025 Board Strategy and Training Event	Yes	TS	53
<b>8.</b>	<b>Chief Executive's Update</b>	Verbal		
<b>9.</b>	<b>Chairs' Remarks</b>	Verbal		
<b>10.</b>	<b>Delegates Feedback</b>	Verbal		
<b>11.</b>	<b>AOCB</b>			
<b>12.</b>	<b>Date of the Next Meeting - TBC</b>			

#### **Enclosures**

- Governance Calendar for remainder of 2025/26 with new structure – to follow
- Governance Calendar for 2026/27 – to follow
- Nominations for Office Bearers – item 3(d)
- Members on Committees and Boards 2024/25

#### **For Noting - available to view on SharePoint:**

- Governance Update

#### **Minutes of Committees and Subsidiaries – available to view on SharePoint:**

- Audit Committee Meeting on 24 July 2025
- HR committee Meeting on 7 August 2025
- ng2 Board meeting on 12 August 2025
- Audit Committee Meeting on 21 August 2025
- Regeneration Committee Meeting on 16 September 2025
- NGPS Meeting on 16 September 2025



**'NORTH GLASGOW HOUSING ASSOCIATION LIMITED BOARD ATTENDANCE 2024-25**

	03.10.24	26.11.24	04.02.25	25.03.25	20.05.25	19.06.25	29.07.25					
C Rossine	P	P	P	P	P	P	P					100%
J Thorburn	P	P	P	P	P	A	P					86%
Clr A Gow	A*	P	P	P	P	P	P					86%
J Berrington	P	P	A	P	P	A	P					71%
G Satti	P	P	P	P	P	P	P					100%
J MacLeod	P	P	P	X	P	P	P					86%
F Malcolm	A	P	X	X	P	A	P					43%
J Kennedy	P	A	P	A	X	P	P					57%
J Fernie	A	P	A	X	X	A*	A*					14%
S Fernandez	P	P	P	X	A	X						50%
J Sony	P	P	X	X	X	X						33%
A Strehaliuk	P	A	P	P	X	X						50%
C Cook				P	P	P	P					100%
% Total	75%	83%	67%	54%	62%	46%	90%					

P	-	PRESENT	X	-	ABSENT
A	-	APOLOGIES	A*	-	LEAVE OF ABSENCE GRANTED

TARGET ATTENDANCE - 80%

AVERAGE ATTENDANCE - 67%



# Board Meeting

## For Approval

**To:** Board  
**From:** Director of Corporate Services

**SUBJECT:** TEMPORARY RESCINDMENT TO  
STANDING ORDERS

**DATE** 7 October 2025

<b>1.</b>	<b>Background</b>
	<p>The purpose of this report is to propose action to be taken in relation to the Association's Standing Orders to support the process of the election of Chairs to the Association's Committees. The Association has received insufficient interest during the current process for electing office bearers to enable us to comply with standing Order 15 which states;</p> <p><i>"The Chair of the Board may not also be elected as Chair of any Committee, nor may they be appointed to chair the Board of any subsidiary of ng homes. No Board member may be elected as Chair of more than one Committee. The roles, skills, knowledge and experience required of the Office Bearers are set out in Appendix 4A and the procedure for their appointment are set out in Appendix 4B."</i></p> <p>It is therefore proposed to invoke Standing Order 4 to permit a temporary rescindment to Standing Order 15 for a period of 1 year. Any future proposed change in this regard would be brought to the attention of the Board.</p> <p>Standing Order 4 allows for such action to be taken by Board members, it states; <i>"The Board may alter, rescind or add to any part of these Standing Orders by decision of a majority of the Board Members present and voting at a Board Meeting but only where written notice of a proposed alteration, rescission or addition has been given in advance of a Board Meeting."</i></p>
<b>2.</b>	<b>Risk / Mitigation</b>
	<p>The proposed action would allow the Association to make the necessary arrangements for the 2025/26 Board session. Not taking this action would mean that the Association would be at risk of failing to follow its Standing Orders.</p>
<b>3.</b>	<b>Recommendation</b>
	<p>Members are asked to APPROVE the temporary rescindment to the Association's Standing Order 15 as detailed above.</p>



# Board Meeting Minutes

**Meeting:** Board Meeting **Location:** The Ron Davey Enterprise Centre / Microsoft Teams

**Date:** 29 July 2025 **Time:** 4.30pm

**Attendees:** C Rossine (Chair) G Satti  
J MacLeod J Thorburn – virtual  
A Gow C Cook – virtual  
J Berrington F Malcolm – virtual (left due to technical difficulties)  
K Kennedy

**Apologies:** J Fernie, J Devine

**In Attendance:** B Hartness (DCEO) BH, L Cooper (DHS) LC, T Sweeney (DCS) TS  
██████████ Wgb Audit – left after item 4(c)

**Minute Taker:** C Murray (DTPO)

	Agenda	Action	Date
1.	<b>Apologies</b>		
	As above.  The CEO was called away to deal with ██████████ and is unable to attend the meeting.  Chair advised that Jacob, Sean and Andrii have left the Board due to personal circumstances.  Chair drew Members attention to the presentation of the Board papers which has changed due to the feedback and discussions regarding the volume of papers and asked Members to provide feedback.		
2.	<b>Declaration of Interest and Attendance</b>		
	As above.		

<b>3.</b>	<b>Minutes of the Previous Meetings</b>		
a.	Board Meeting on 20 May 2025		
	<p>Board AGREED the minutes were an accurate record of the meeting.</p> <p>Proposed J MacLeod      Seconded A Gow</p> <p>i)      Matters Arising None.</p>		
b.	Board Meeting on 19 June 2025		
	<p>Board AGREED the minutes were an accurate record of the meeting.</p> <p>Proposed J Kennedy      Seconded A Gow</p> <p>i)      Matters Arising None.</p>		
<b>4.</b>	<b>For Approval</b>		
a.	<b>Next Stage Governance Actions: Governance Structure / Scheme of Delegation</b>		
	Chair reminded Members of the sequence of events leading up to this meeting including the discussion with the SHR on 3 June and the lengthy discussion at the Board meeting on 19 June. Chair commented that this was an important meeting, at an important juncture, to make some formal approvals about the Association's governance structure that will ensure it is functional and fit for purpose going forward.		
i)	Completion of Governance & Improvement Plan 1 / Creation of new Governance & Improvement Plan 2 .		
	TS presented the report and commented on the amount of work done by the Board Working Group to drive forward the Governance & Improvement (G&I) Plan. Members have previously discussed closing down the plan, as all actions are either complete, or embedded as new business as usual, with the exception of the last item (to arrange a meeting with the SHR to discuss/review the Association's compliance status) which has been carried over to a new G&I Plan 2. The new G&I Plan2 also includes new items from the consultants governance report to drive and support the creation of the new governance structure.		

	<p>Members discussed and APPROVED closing down the original Governance &amp; Improvement Plan and the creation of a new Governance and Improvement Plan 2 with delegated authority given to the Chair, CEO and senior officers to progress the plan and provide regular reports to the Board and SHR.</p> <p>Proposed J MacLeod Seconded J Berrington</p>		
ii)	Standing Orders		
	<p>TS presented the report. The changes proposed to the Standing Orders are to facilitate the new governance structure. The majority of the changes were to the appendices including the development of the remits for the two new Committees created within the new structure. TS suggesting that once the Committees are set-up there should be induction and training for the Chairs and members of the new Committees to ensure there is a full understanding of the remit and responsibilities of each Committee and the role of the Chair.</p> <p>Members discussed the changes and agreed they would support the new structure to ensure it is fit for purpose going forward. Members also agreed there may be a need for a review and some tweaks as the new structure is embedded but hoped that the work done to date will stand the Association in good stead.</p> <p>TS advised that the Financial Regulations and Scheme of Delegation are linked with the Standing Orders and suggested taking that item next and discussing an overall approval for both documents at the end of item iii. All AGREED.</p>		
iii)	Financial Regulations and Scheme of Financial Delegation		
	<p>BH presented the changes to the Financial Regulations.</p> <p>BH drew Members attention to appendix 3 of the Standing Orders, Scheme of Delegation, which provides a clearer definition of who is responsible for what and allows for a more strategic level of operation at Board level and for items that are more operational to be delegated to Committees or Officers.</p>		



	<p>Members discussed and APPROVED the revised Standing Orders including the appendices which include the remits for the new Committees as well as the changes to Financial Regulations as detailed within the report.</p> <p>Proposed G Satti      Seconded C Cook</p> <p>Given the enormity of item 4(a) in its entirety, Chair clarified with Members that all were satisfied with the discussion and approvals given. All AGREED.</p>		
b.	Review of Annual Accounts		
	<p>Chair introduced [REDACTED] (Wgb Audit) and proposed taking items 4(b) and 4(c) first to allow [REDACTED] to leave the meeting.</p> <p>BH advised that the annual accounts have been presented to the Audit Committee who have fully discussed them and recommended they be presented to the Board for approval. It is a requirement to have the financial statements audited hence why Wgb was invited to attend and present their findings to the Board.</p> <p>BH went on to present the annual accounts for the NGHHA group.</p> <p>Members discussed and APPROVED:</p> <ul style="list-style-type: none"> <li>- the annual financial statements for NGHHA for the year to 31 March 2025.</li> <li>- remitting the statutory accounts of NG2, NGPS and DSGL back to the boards of those companies with approval to sign.</li> <li>- the recommendation to the AGM that Wgb (Audit) Limited is re-appointed as external auditors.</li> </ul> <p>Proposed J Berrington      Seconded J MacLeod</p>		
c.	Audit Findings Report and Letters of Representation		
	<p>BH presented the report and handed over to [REDACTED]</p> <p>[REDACTED] presented the audit findings report and advised that the audit findings report includes key points which were presented and discussed with the Audit Committee. [REDACTED] commented that there are</p>		

	<p>no governance or internal control matters to bring to Members attention and Wgb are comfortable with the preparation of the financial statements, loan covenants and the Association's compliance, with no evidence of fraud or irregularities to bring to Members attention.</p> <p>Matters uncovered that were immaterial are listed in section 6 and are barely above the de minimis reporting level.</p> <p>█████ referred to the subsidiary companies and commented that Wgb are comfortable that disclosures in the financial statements are all accounted for, clean and unmodified. There are no improvement points and are comfortable with the controls and segregation of duties. Letters of representation are also included for each of the 3 entities and are standard letters.</p> <p>Members asked the auditor if their approach was sufficiently robust. █████ explained that Wgb are still fairly traditional in that they take a risk based approach. █████ advised that they are also subject to a regulatory review and have to be comfortable the approach stands up to regulations.</p> <p>█████ commented that the report is a genuine reflection of what Wgb have done to conduct the audit and the outcomes are a testament to the management team, which is not the case across many other HA's in the sector.</p> <p>Members APPROVED the audit findings report as produced by the external auditors and to recommend signing of the letter of representation.</p> <p>Proposed J Berrington   Seconded A Gow</p>		
d.	FCA Return		
	<p>BH Presented the report.</p> <p>Members APPROVED the submission of the annual return to FCA.</p> <p>Proposed J Kennedy   Seconded J MacLeod</p>		

e.	OSCR Return		
	<p>BH presented the report.</p> <p>Members APPROVED the submission of the annual return to OSCR.</p> <p>Proposed J Berrington Seconded A Gow</p>		
f.	Strategic Risk Register		
	<p>BH presented the report. The Audit Committee have discussed the risk register and their comments were included within the report.</p> <p>Members discussed and APPROVED the revised Strategic Risk Register.</p> <p>Proposed G Satti Seconded C Cook</p>		
g.	Association Membership Application		
	<p>TS presented the report.</p> <p>Members APPROVED the membership application.</p> <p>Proposed G Satti Seconded J Kenney</p>		
h.	Independent Board Members		
	<p>TS presented the report.</p> <p>Members APPROVED the following:</p> <p>1.) The nomination of the 3 current elected Independent Board Members; Jacqueline Fernie, Jim Kennedy, and Frank Malcolm for re-election as Independent Board members at the Association's 2025 Annual General Meeting, as detailed in this report.</p> <p>2.) The nomination of Casual Independent Board Member, Charles Cook for election as an Independent Board Member, as detailed in this report.</p> <p>Proposed G Satti Seconded J Thorburn</p>		

i.	Rule 68 (Previously for noting)		
	Members NOTED the report.		
<b>5.</b>	<b>Chief Executive's Update</b>		
	<p>In the absence of the CEO, LC advised that the CEO has been liaising with Councillor Gow in relation to the vacant properties at Stonyhurst Street. Councillor Gow has been instrumental in those discussions that has allowed Glasgow City Council to allocate funding that will go towards bringing those properties back into play. It is still early days and some work has still to be done to confirm accurate costings. Members will be kept up to date on progress.</p> <p>BH advised that Chameleon, who manage the metering and billing of the air source heating within the multis, have advised they want to withdraw. Officers are in discussions regarding the association acquiring the software and taking on the metering and billing themselves. They are also looking at other suppliers as an alternative option. Members will be kept up to date on progress.</p>		
<b>6.</b>	<b>Chairs' Remarks</b>		
	Chair gave a synopsis of the events she has attended since the last meeting.		
<b>7.</b>	<b>Delegates' Feedback</b>		
	None.		
<b>8.</b>	<b>AOCB</b>		
	<p>TS reminded Members of the Board training/strategy event scheduled at the Westerwood Hotel from 23 to 25 October. TS is working on firming up speakers and a draft agenda will be shared.</p> <p>TS also advised that he is looking at different providers to support with this years Board appraisal and Board Member reviews and will discuss further at a later date.</p>		
<b>9.</b>	<b>Date of next meeting – Tuesday 7 October 2025</b> Meeting ended at 5:50pm		



# Board Meeting

## For Approval

**To:** Board  
**From:** Director of Corporate Services

**SUBJECT:** 2025 GOVERNANCE SELF-ASSURANCE  
PROCESS

**DATE:** 7 October 2025

<b>1.</b>	<b>Background</b>
	<p>Following the approval at the Board meeting on 4 February, regarding our approach to governance self-assurance for this year, a similar approach to last year has been taken, with a cross functional team assembled to conduct a comprehensive review of governance within the Association. This is a key part of the process of supporting the Board in preparing and submitting the Association's Annual Assurance Statement (AAS) to the SHR by 31 October.</p> <p>As stated in the Board report in February, it's the Board's responsibility to produce and submit the AAS to the SHR each year therefore it's vital to ensure that robust systems and processes are in place to support the Board in this. Self-assurance is key to assessing and demonstrating good governance and is a key element in supporting the preparation of the AAS. Members must have an understanding of, and confidence in the information they are being provided with to enable them to confidently produce and submit the AAS.</p>
<b>2.</b>	<b>Process</b>
	<p>Staff formed a working group to co-ordinate the collation of information and evidence etc. The working group used the SFHA Self-Assurance Toolkit as a guide. The toolkit was developed in conjunction with the Scottish Housing Regulator (SHR), the Glasgow and West of Scotland Forum of Housing Associations (GWSF) and the Association of Local Authority Chief Housing Officers (ALACHO) and it forms a central hub of guidance for the sector, available not just to SFHA members but to all RSLs and local authorities.</p> <p>The toolkit focusses on the types of question that governing bodies/committees should be asking themselves in regard to regulatory requirements and standards, in order to gain the level of assurance required that compliance is being achieved. Equally, it provides social landlords with guidance on gathering evidence to support and demonstrate compliance, in order to feed into their existing self-assurance processes.</p> <p>The working group adapted the toolkit framework to include sections and identify responsibilities. Some of the actions / activities related to specific departments or teams</p>



whilst others required a collective effort as responsibility lay across multiple areas of the business. The staff worked through each set of regulatory requirements / standards to assess and demonstrate compliance and identify gaps or areas for improvement. This approach was successful in producing an evidence bank with the validation sources identified. In line with the ethos of the SFHA Toolkit, this exercise was focused on continuous improvement and therefore it has also resulted in the creation of an improvement plan to capture any non-material ideas and actions that may strengthen governance going forward.

### **External validation of the process**

Governance consultant, [REDACTED] was invited to attend a meeting of the working group on 12 August to allow the staff to take [REDACTED] through the approach that is being followed and to enable [REDACTED] to review how the SFHA toolkit was applied and completed together with the resultant evidence bank with the links to the evidence, and the improvement plan that has been created.

The consultant was very complimentary about the self-assurance process followed and the work of the group and [REDACTED] provided the following comments about our approach.

### **Consultant's Comments**

*"At the meeting, you and your colleagues took me through the process that's been followed to develop the evidence bank that was initially created last year. The evidence bank and the process that has supported its development reflect the advice contained in the SFHA Self Assurance Toolkit: there is input across the organisation and the information is being kept up to date, so that the evidence can support ongoing assurance." "The evidence is clearly linked to the regulatory standards and to the requirements of the regulatory framework and it appeared to be relatively easy to navigate. It is comprehensive."*

The Consultant highlighted that "as in 2024, the 2025 AAS is required to confirm specific assurance with the requirements relating to tenant and resident safety: we acknowledged the ongoing work being done in these areas and your colleagues confirmed that the evidence bank can be interrogated to provide ongoing assurance about specific compliance." [REDACTED] acknowledged that we had a wide-ranging discussion with [REDACTED] which showed that everyone involved in the project group is very familiar with what is being done and that there is clear collaboration across all the business areas.



	<p>The Consultant highlighted, it is for the Board to reach a collective view about ng's compliance however ■■■ stated that from what ■■■ saw, the evidence bank should be able to provide the evidence needed to reach a view.</p> <p><b>Consultant's Observations / Suggestions</b></p> <p>The Consultant emphasised, it is very important that the assurance process is led and 'owned' by the Board and that this point was made in the SHR's recently published thematic study. This is something that has been discussed with the Board during 2025 and it was reiterated with Board members at the Board Working Group meeting held on 11 September 2025 to review the self-Assurance work.</p> <p>The Consultant also stated that assurance has to be ongoing throughout the year and that it would be useful to consider how the Board can be more regularly involved, now that the evidence bank has been established.</p> <p>The consultant also emphasised that it was ■■■ understanding that Board members will have independent access to the evidence bank through the portal, 'on demand' and we discussed how we will be able to achieve this going forward. ■■■ commented on how feedback from tenants can inform assurance and it was agreed that the evidence bank would include scrutiny reports and survey reports: we also discussed how the evolving organisational approach to performance reporting will contribute to evidencing assurance.</p> <p>The consultant suggested linking reports explicitly to regulatory and legal requirements and business plan objectives, as this will ensure that the assurance / compliance connections are made at every Board meeting and implementing the draft remit for the Audit Risk and Compliance committee will involve committee members in periodic consideration that will be reported to the Board. She also advised that it is for the Board to determine what additional involvement they might expect, particularly in terms of reviewing the evidence bank to support the preparation of the AAS in future years.</p>
<b>3.</b>	<b>Board Working Group Meeting (11/9/25)</b>
	<p>To support the Board in creating and submitting the 2025 Annual Assurance Statement to the SHR by the deadline of 31 October 2025. A meeting of the Board Working Group was scheduled for this purpose with the Self-Assurance Working Group and members of the Directorate also present. The Chairperson and three other Board members attended. The meeting followed the same format as the meeting with the consultant on 12 August and it enabled the Board members present to understand the self-assurance process that was followed and to review the documents and the outcomes produced. It also provided the opportunity for members to seek any further information or clarification.</p>

	<p>A PowerPoint presentation was delivered at the meeting covering key points on the process and detailing other governance highlights throughout 2024/25. Following the meeting, all Board members were emailed the link to the presentation on the Board's Sharepoint site. A further email was sent to all Board members sharing the written comments provided by the external consultant, [REDACTED], following [REDACTED] meeting with the staff group on 12 August. This email also included the link to the presentation delivered to the Board Working Group on 11 September.</p>
<b>4.</b>	<p><b>Link to SHR Standards</b></p> <p>The governance self-assurance process covers the entire SHR governance framework and is therefore linked to all of the standards and requirements across the SHR's Regulatory Framework. The creation of the Annual Assurance Statement takes account of all standards. The submission of this relates directly to Standard 2.</p> <p><b>Standard 2</b></p> <p>The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.</p>
<b>5.</b>	<p><b>Risk</b></p> <p>Conducting a thorough self-assurance process is essential in assessing and demonstrating good governance and is a key element in supporting the development of the Annual Assurance Statement. Members must have an understanding of, and confidence in the information they are being provided with to enable them to confidently produce and submit the AAS.</p> <p>Not conducting a thorough self-assurance process, such as detailed above, could lead to the risk that the Association has not prepared properly for the creation and submission of the Annual Assurance Statement. This would also be a failure to follow guidance in the SFHA Self-Assurance Toolkit which states "Your self-assurance process is crucial to ensuring strong governance within your organisation, with regulatory compliance the side effect of a robust process."</p> <p>It could also mean failure to follow the SHR's statutory guidance on preparing for the Annual Assurance Statement which can be accessed at the following link  <a href="https://www.housingregulator.gov.scot/for-landlords/statutory-guidance/annual-assurance-statement/">https://www.housingregulator.gov.scot/for-landlords/statutory-guidance/annual-assurance-statement/</a></p> <p>An extract from the guidance is detailed below</p> <p>How should you assure?</p>



	<p>2.1 It is for you to determine the most appropriate and effective way to get the necessary assurance on your organisation's compliance with regulatory requirements. Your approach should enable you to reach an objective and evidence-based judgement on compliance, ensuring sufficient evidence and information, and where necessary independent assurance.</p> <p>2.2 In determining your approach for each requirement at Chapter 3 in the Regulatory Framework, you should consider:</p> <ul style="list-style-type: none"> <li>- what level of assurance is proportionate, considering your organisation's business and context;</li> <li>- the sources of assurance and evidence you have and whether they are sufficient and reliable; and</li> <li>- whether you need independent assurance, and what that should be.</li> </ul> <p>2.3 It is for each governing body and local authority committee to consider the timeframe and process for getting assurance.</p> <p>2.4 You should keep a record of the evidence you have used, and how you got the assurance you needed. We do not require landlords to send this evidence to us, as it is your evidence for you to reach a judgement on compliance. But we may ask to see it, or elements of it, if we are engaging with your organisation.</p>
<b>6.</b>	<b>Recommendation</b>
	<p>The Board to consider the self-assurance process followed and the outcomes as part of their decision-making process in relation to the preparation and submission of the 2025 Annual Assurance Statement.</p>



**Board Meeting****For Approval**

**To:** Board  
**From:** Deputy Director of Property Services

**SUBJECT: PROCUREMENT STRATEGY 2025/26**

**DATE: 7 October 2025**

<b>1.</b>	<b>Introduction</b>
	<p>Under the current Procurement Regulations, any public organisation with an estimated 'regulated' spend of £5 million or more (excluding VAT), in a financial year, are required to develop and publish a <b>Procurement Strategy</b>. All Registered Social Landlords are deemed to be a public organisation for the purposes of the regulations. This relates solely to spend on 'Regulated Procurements' which are contracts with a value of over £2 million for works or £50,000 for goods or services. ng homes fall into this category and as such is required by law to produce a Strategy.</p> <p>As a result, the existing Procurement Strategy has been updated and is being brought to the Board for approval. A few minor changes have been made to the previously approved 2024/25 Strategy to reflect the new calendar year 2025/26.</p> <p>Upon approval, the Association is required to make the document publicly available, and as such, the Strategy will also be published on ng homes' website. Furthermore, a copy of the Strategy will be sent to Scottish Ministers.</p>
<b>2.</b>	<b>The Strategy</b>
	<p>The Procurement Strategy was assessed as part of the last procurement internal audit. The auditor was of the opinion that the Strategy was very detailed and that the contents of the Strategy in essence provide a Procurement Policy, when considered in conjunction with the Association's Financial Regulations. On this basis, there is no requirement for ng homes to produce a separate Procurement Policy. Furthermore, following the audit a 'Substantial Assurance Rating' was given. This is defined as:</p> <p>"Controls within the process are robust and consistently operate effectively. The environment ensures risks are mitigated and objectives are met without any significant deviation".</p> <p>There were no recommendations made for improvement.</p>

	A two-year Procurement Plan template has been appended to the Strategy. There are no new <b>regulated</b> procurements currently planned for the forthcoming year. Existing frameworks will be utilised via 'call offs' and any contract extensions available within measured term contracts will be applied.
<b>3.</b>	<b>Procurement Options</b>
	<p>In line with the contract values stated within the Procurement Regulations, the Association may procure works and services in one of the following ways:</p> <ul style="list-style-type: none"> <li>• Via a call off from a publicly procured framework</li> <li>• Via a call off from pre-tendered national framework</li> <li>• Via a publicly procured measured term contract</li> <li>• Via a direct award to ng2, a wholly owned subsidiary of ng homes.</li> <li>• Via a negotiation with a contractor / consultant for below threshold contract values</li> </ul>
<b>4.</b>	<b>Strategy Review</b>
	The Strategy must be reviewed <b>annually</b> in line with the Procurement Regulations but may be reviewed earlier in line with legislative changes and/or good practice guidelines.
<b>5.</b>	<b>Risk and Mitigation</b>
	The <b>risk</b> associated with not having an explicit Procurement Strategy is that a change to the regulations or legislation is overlooked. The <b>mitigation</b> is to have a regular review of the Strategy to ensure everything is in line with current regulations, legislation, and good practice.
<b>6.</b>	<b>Recommendation</b>
	The Board is asked to APPROVE the Procurement Strategy <b>2025/26</b> .



# Procurement Strategy

## 2025/26

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### Contents

1. Introduction .....	2
2. Procurement Vision and Mission Statement.....	3
3. Strategic Context.....	4
4. Strategic Aims and Objectives .....	5
5. Procurement Objectives .....	6
6. Financial Regulations.....	8
7. Implementing, Monitoring, Reviewing and Reporting .....	9
8. National Policies, Tools & Procedures.....	10
9. Other Related Strategies, Policies and Procedures.....	10
10. UK General Data Protection Regulation 2021 (UK GDPR).....	10
11. Equality Impact Assessment.....	11
12. Policy Review .....	11
Appendix A: Regulated Procurement Threshold and Timescales.....	12



## 1. Introduction

1.1. ng homes is a 'contracting authority' for the purposes of the Public (Contracts) Scotland Regulations 2015.

1.2. Procurement is the acquisition of goods, services or works. Regulated Procurements are, for the purposes of the Procurement Reform (Scotland) Act 2014, any contracts in excess of £50,000 for goods and services contracts and £2 million for works contracts.

1.3. ng homes has recently had significant capital expenditure due to the delivery of a fire safety and energy efficiency works programme in its' multi-storey flats alongside a rolling programme of compliance and planned investment works in the remaining stock.

1.4. This Procurement Strategy is to provide a framework for the effective and efficient planning of future procurement activities of the organisation.

1.5. This Procurement Strategy **2025/26** is designed to ensure that ng homes comply with its duties under Section 15 of the Procurement Reform (Scotland) Act 2014 which states that:

- A contracting authority which expects to have a significant procurement expenditure in the next financial year must, before the start of that year, prepare a Procurement Strategy setting out how the Authority intends to carry out regulated procurements.
- An authority which has significant procurement expenditure in a year if the sum of the estimated values of the contracts to which its regulated procurement in that year is equal to, or greater than, £5,000,000.

1.6. The Strategy aims to equip ng homes with the direction required to continue to achieve the overarching goals of sustainable procurement, value for money and effective social responsibility in purchasing. Furthermore, it seeks to demonstrate appropriate standards of governance and accountability in relation to expenditure during the period of the Strategy.

1.7. The Strategy sets out how we will ensure that our regulated procurements will:

- Contribute to the carrying out of our functions and achievement of our purposes.
- Deliver value for money.
- Enable us to treat tenderers equally and without discrimination.
- Demonstrate we act in a transparent and proportionate manner.
- Be compliant with the sustainable procurement duty.

1.8. Furthermore, the Strategy includes statements of our approach to the following key features of sustainable procurement:

- The use of community benefit requirements.
- Consulting and engaging with those affected by our procurement.
- The payment of the living wage.
- Promoting compliance by contractors and sub-contractors with Health and Safety at work etc. Act 1974.
- The procurement of fairly and ethically traded goods and services.

1.9. In a time of ongoing financial pressure, ng homes recognises that commitment to and communication of this Strategy will help the organisation to achieve efficient, effective, and sustainable procurement and in so doing, continue to deliver excellent services which make the best use of both the public money available and the organisation's own resources. The Strategy will help to demonstrate best value, continuous improvement, sound performance management, partnership working, community benefits and sustainable development.

## **2. Procurement Vision and Mission Statement**

2.1. Our mission is to provide quality homes and ongoing community regeneration and empowerment.

2.2. Our priorities are based around five key themes:

- Prudent financial management
- Continuous improvement
- Growing our business
- Creating a positive culture
- Robust governance

2.3. Our approach to procurement, particularly with high value expenditure, has a critical role in assisting with addressing these priorities and impacts on the performance and success of the organisation. The procurement activity of ng homes must support value for money in its purchasing decisions while supporting financial sustainability, excellent customer services, meeting statutory obligations and environmental legislation.

2.4. This Strategy provides strong procurement governance through knowledge, collaboration, and communication to deliver best value in support of our business activities and seeks to enable our procurement activities to contribute to the overall vision of ng homes.

2.5. In summary, our procurement vision is to achieve excellent procurement performance through advanced sustainable procurement practices for the benefit of ng homes and its stakeholders.

### 3. Strategic Context

3.1. The Procurement Reform (Scotland) Act 2014 ('The Act') provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved procurement practice.

3.2. The Public Contracts Scotland Regulations 2015 give ng homes an obligation to ensure, as a 'public body', its' procurement activity is compliant with relevant legislation.<sup>1</sup> ng homes will comply fully with all legislative requirements placed upon it to meet its' sustainable procurement duty.

3.3. As ng homes continues with a period of high capital investment through regulatory compliance works, planned investment and void works over the coming year **2025/2026**, our regulated procurement expenditure may exceed the £5 million threshold set by the Act and we are therefore required to produce a Procurement Strategy.

3.4. Notwithstanding this legislative requirement, the Strategy has been prepared in the context of ng homes' Business Plan **2025-2028**. It seeks to promote efficient, effective and sustainable procurement practices throughout the organisation that will reflect our vision, values and priorities.

3.5. ng homes acknowledge the need to remain viable and provide services that are affordable and cost effective for customers. ng homes appreciate the opportunities that the procurement

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**1.1** <sup>1</sup> The Organisation's procurement activities are also guided by:

*EU Treaty Obligations; EU procurement directives; Procurement Reform (Scotland) Act 2014*

*Procurement (Scotland) Regulations 2016*

function presents to facilitate the delivery of savings and efficiencies through good procurement practice, while also positively contributing to the local economy through the appropriate use of community benefits.

3.6. The following principles must be at the heart of all ng homes' procurement activity:

- Accountability
- Integrity
- Efficiency
- Openness
- Fairness
- Transparency
- Equal treatment and non-discrimination
- Proportionality

3.7. To meet these standards, ng homes will ensure that all staff with purchasing responsibilities understand their responsibility in applying the key principles of public procurement.

3.8. As part of our commitment to continuous improvement, ng homes will continue to develop several procurement frameworks and will also utilise a number of pre-tendered national frameworks.

3.9. Finally, the organisation's internal audit function will continue to cover several procurement and contract management areas as part of the regular audit cycle. The findings from each audit will be reviewed and actioned by the Directorate Team and reported to the Regeneration Committee or Board.

## **4. Strategic Aims and Objectives**

### **4.1. Strategic Aims**

The purpose of the Strategy is:

**To provide** a framework for the organisation to consistently apply good procurement practice and legislative requirements across the organisation while delivering high quality services that offer value for money.

**To plan, monitor and review** current and future procurement activities and ensure these activities encourage participation and sustainable economic growth.

**To support** the organisation in continuous improvement.

**To enable** sustainable procurement to contribute to the organisation's overall vision and to provide efficiencies to help the organisation deliver its key priorities and frontline services, including the improvement of the economic, social and environmental wellbeing of our geographical area of operation.

## **4.2. Strategic Objectives**

The main aims will be supported by key strategic objectives:

- Ensure all procurement activities including tendering, awards, contract management and reporting procedures are in accordance with legislative and ethical requirements and comply with good procurement practice across the organisation.
- Ensure that procurement initiatives consider whole life costs and deliver best value for the money for the organisation.
- Ensure effective contract and supplier management so that business is conducted professionally and contractors comply with environmental, social and employment law throughout the life of the contract.
- Investigate joint working initiative and opportunities where appropriate.

## **5. Procurement Objectives**

- Contracts will be awarded through genuine and effective competition unless there are exceptional reasons to the contrary. Justification for any deviation will be laid out in a clear, concise, unambiguous, and transparent manner.
- All procurement activity must be focused on the delivery of value for money; conducted to high professional standards in accordance with relevant guidance and to the relevant legal

requirements; and overseen by appropriately trained and authorised staff to minimise the risk of legal challenge.

- The organisation will achieve value for money through effective contract monitoring, management, and performance.
- The organisation aims to pay all contractors within 30 days of invoicing. The organisation will also remind contractors of their obligation to pay sub-contractors within 30 days of invoicing.
- Procurement activity will balance the cost and quality to ensure value for money.
- As a living wage employer, ng homes will encourage contractors to pay the living wage to their employees.
- Tender evaluation will include criteria promoting compliance with Health and Safety at work Regulations, the organisation's customer service requirements and when appropriate and relevant will include corporate social responsibility criteria.
- Contractors will be split into smaller lots, where appropriate, to maximise competition, minimise purchasing cost and optimise efficient allocation.
- ng homes will explore modern methods of electronic procurement to support process improvement across the organisation.
- ng homes will investigate and embed into our contract requirements ways of improving contract performance.
- Community benefit clauses will be incorporated into all contracts with a value in excess of £2 million.
- Consultation on individual contracts will vary depending on the nature of the works and services being procured. The organisation is, however, committed to engaging with all its' stakeholders in its' procurement activity.
- ng homes will explore opportunities for innovation.
- ng homes, through its regulated procurement activity, will, where relevant, promote fairly and ethically traded goods and services.

## 6. Financial Regulations

6.1. The Procurement Strategy **2024/25** should be read in conjunction with ng homes' Financial Regulations, in particular Delegated Authority Levels, Tendering Rules and Negotiation, to ensure that key requirements and controls are adhered to.

6.2. The CEO has the Delegated Authority to authorise expenditure for (a) goods and services up to a maximum of £50,000 and (b) emergency repair works up to a maximum of £250,000.

6.3. The following rules shall apply for tendering:

- Services/supplies less than or equal to £50,000 – No publicly advertised tender is formally required. However, if not publicly advertised then a minimum of three quotes should be sought if considered appropriate to demonstrate value for money. The work must be authorised by CEO/Depute CEO/Director.
- Services/supplies estimated at over £50,000 (except in emergencies) – A specification should be advertised on Public Contracts Scotland.
- Works estimated to be under £2m. No publicly advertised tender is formally required. However, if not publicly advertised on PCS or Quick Quotes, then a minimum of three quotes should be sought if considered appropriate to demonstrate value for money.
- Works estimated to be over £2m – These should be advertised on Public Contracts Scotland and will be automatically diverted to Find a Tender Service (FTS) to be simultaneously advertised across the UK public sector.
- Under the Scottish Procurement Regulations, contracts can be directly awarded to ng homes' wholly owned subsidiaries without the need for competition or advertisement.

6.4. A negotiation may be entered into where the contract is below the Scottish Procurement thresholds or for works that are highly specialist or emergency works.



## 7. Implementing, Monitoring, Reviewing and Reporting

- 7.1. Now that ng homes has reached the threshold of £5m p.a. of regulated procurements, the organisation is required to publish its Procurement Strategy in accordance with the Procurement Reform (Scotland) Act 2014.
- 7.2. On publishing the Strategy, the organisation must notify the Scottish Ministers by sending an email to [ProcurementStrategies@gov.scot](mailto:ProcurementStrategies@gov.scot) with a copy of this strategy attached or a link where this strategy can be downloaded.
- 7.3. This publication covers the period **October 2025 - October 2026** and will be available via ng homes' website: <http://www.nghomes.net>
- 7.4. ng homes will prepare and publish an annual procurement report on its' procurement activities following the end of each financial year, which will provide details on all **regulated** procurement and address all matters contained within this Strategy. It will include reporting against all mandatory requirements of the Procurement Reform (Scotland) Act 2014 such as:
- A summary of the regulated procurements that have been completed during the year covered by the report.
  - A review of whether the procurements complied with the organisation's Procurement Strategy.
  - The extent to which any regulated procurements did not comply, and a statement detailing how the organisation will ensure that future regulated procurements do comply.
  - A summary of community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report.
  - A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the report period.
  - A summary of regulated procurements expected to commence in the next two years.
- 7.5. The Directorate Team will review the Strategy and develop the approach to be taken during the early years following best practice in the sector and beyond.
- 7.6. The Chief Executive, in conjunction with the Directorate Team, will ensure that the organisation has policies and procedures in place to comply with the Procurement Regulations. Furthermore, the Chief Executive will ensure that staff and governing body members receive any necessary training to allow them to fulfil their role in effective discharge of the organisation's procurement obligations.

7.7. Performance monitoring will take place through internal audit programmes and regular reports to the Regeneration Committee and/or Board.

7.8. This Strategy will be reviewed annually and presented to the Regeneration Committee and/or Board for approval to ensure compliance with the legislation and to enable ng homes to strategically respond to any changing environmental factors. The next review date is **October 2026**, or sooner if other guidelines, legislation or additional information comes into place.

## **8. National Policies, Tools & Procedures**

8.1. To access the following national policies, tools and legislation please click on the following links. Please note that this is not an exhaustive list but is provided to assist interested parties in further reading.

- [Scottish Model of Procurement](#)
- [Changes to European Directives](#)
- [Public Procurement Reform Programme](#)
- [Suppliers Charter](#)
- [Procurement Journey](#)
- [PCIP](#)
- [Public Contracts Scotland](#)
- [Public Contracts Scotland – Tender](#)
- [Information Hub](#)

## **9. Other Related Strategies, Policies and Procedures**

- ng homes' Financial Regulations
- Value for Money Strategy

## **10. UK General Data Protection Regulation 2021 (UK GDPR)**

The ng group will treat your personal data in line with our obligations under the UK General Data Protection Regulation 2021 (UK GDPR) and our own Data Protection Policy. Information regarding *North Glasgow HA Ltd - Charity No: SCO30635*, how your data will be used and the basis for processing your data is provided in our Fair Processing Notices. The organisation will treat your personal data in line with our obligations under the UK General Data Protection Regulation and our own Data Protection Policy.

Information regarding how your data will be used and the basis for processing your data is provided in our Fair Processing Notices.

### **11.Equality Impact Assessment**

This Strategy is equally applicable to all. It is recognised that in applying this Strategy any necessary action will be taken where appropriate, including making reasonable adjustments, to ensure that there is no detrimental impact to protected characteristics groups.

### **12.Policy Review**

This Strategy will be reviewed every year or earlier in line with the procurement regulations, or earlier in line with regulatory or legislative guidance/changes or good practice guidelines.

**Appendices**

**Appendix A: Regulated Procurement Threshold and Timescales**

<b>Estimated Value</b>	<b>Definition</b>	<b>Tender Process</b>	<b>Tender Activity</b>	<b>Minimum Advertising Requirements</b>	<b>Guide Timescales</b>	<b>Other Considerations</b>

**Note:**

There are no new **regulated** procurements currently planned for the forthcoming year. Existing frameworks will continue to be utilised for contract 'call offs' and any contract extensions available within measured term contracts will be applied.





**Board Meeting****For Approval**

**To:** Board  
**From:** Project Manager (Fire Safety Responsible Person)

**SUBJECT: FIRE SAFETY STRATEGY 2025-2030****DATE 7 October 2025**

<b>1.</b>	<b>Introduction</b>
	<p>The attached Fire Safety Strategy 2025 – 2030 has been prepared to support ng homes’ approach to robust fire safety management, ensuring compliance with all statutory and regulatory requirements. The Strategy establishes a legally compliant framework for managing fire risk across all properties, with particular focus on multi-storey flats and communal areas.</p> <p>While the Association has a robust Fire Safety Policy in place, there was previously only a Fire Strategy covering the multi-storey flats (MSFs). The Association has now extended this Strategy to encompass all stock within ng homes. Following the appointment of the Responsible Person for Fire Safety, and guided by best practice and legislative requirements, this comprehensive Fire Safety Strategy has been developed to ensure a consistent and compliant approach across the organisation</p> <p>It has been developed to provide:</p> <ul style="list-style-type: none"><li>• Clear operational guidance and roles and responsibilities</li><li>• Compliance with Scottish legislation, including the Fire (Scotland) Act 2005, Fire Safety (Scotland) Regulations 2006, and Housing (Scotland) Act 2006</li><li>• A framework for continuous improvement, digital record-keeping, and tenant engagement</li></ul> <p>The Strategy complements existing policies and provides a structured, auditable approach to fire safety management and is being brought to the Board for approval</p>
<b>2.</b>	<b>Policy Review</b>
	<p>The Strategy will be reviewed every five years, or sooner in response to legislative or regulatory changes or emerging best practice. Regular review ensures ongoing compliance and alignment with operational and strategic priorities.</p>

<b>3.</b>	<b>Risk and Mitigation</b>
	<p><b>Risk:</b> At present, ng homes has a Fire Safety Strategy that applies to high-rise blocks but does not yet extend across the full housing stock. Without a single, encompassing Strategy, there is a risk of inconsistency in approach and potential gaps in demonstrating statutory compliance.</p> <p><b>Mitigation:</b> Adoption of this Strategy provides a clear, auditable framework for fire safety management, including:</p> <ul style="list-style-type: none"> <li>• Regular fire risk assessments across all property types</li> <li>• Defined governance and roles, including Responsible Person, Deputy Responsible Person, and Health and Safety Manager</li> <li>• Proactive monitoring, audits, and reporting mechanisms</li> <li>• Continuous improvement and lessons learned embedded into operational planning</li> </ul>
<b>4.</b>	<b>Recommendation</b>
	Board is asked to APPROVE the Fire Safety Strategy 2025- 2030.



# Fire Safety Strategy 2025-2030

## Contents

1. Executive Summary .....	2
2. Introduction .....	2
3. Governance .....	2
4. Estate Portfolio .....	3
5. Reviewing Past Performance .....	3
6. Key Achievements .....	3
7. Looking Forward .....	4
8. Strategic Goals 2025–2028 .....	4
9. Continuous Improvement .....	5
10. Legislative Framework.....	5
11. Other Related Strategies, Policies and Procedures.....	6
12. UK General Data Protection Regulation 2021 (UK GDPR).....	6
13. Equality Impact Assessment.....	6
14. Policy Review.....	6

## 1. Executive Summary

ng homes is committed to ensuring the highest standards of fire safety across its housing stock. This strategy establishes a legally compliant framework for managing fire risk across all stock with a focus on multi-storey flats and communal areas. It reflects past achievements, sets strategic goals for 2025–2030, and incorporates continuous improvement principles.

The Strategy ensures compliance with Scottish legislation, including the Fire (Scotland) Act 2005, Fire Safety (Scotland) Regulations 2006, and the Housing (Scotland) Act 2006, as well as guidance from the Scottish Government and Building (Scotland) Regulations. It complements the Fire Safety Policy, providing clear responsibilities, operational guidance, and outlines resident engagement, system upgrades, and digital record-keeping.

## 2. Introduction

This Fire Safety Strategy sets out ng homes approach to preventing and managing fire risks across all residential buildings under its control. It applies to all communal areas and external access routes, recognising the unique challenges presented by multi-storey flats and traditional tenement properties.

Fire safety is a core part of our duty of care to tenants, staff, contractors, and visitors. The Strategy ensures compliance with statutory requirements and aligns operational practice with current Scottish Government guidance. It provides a framework for fire risk assessment, prevention, detection, response, and resident engagement, while embedding safety into governance and day-to-day operations.

By adopting this strategy, ng homes aims to cultivate a culture of safety, accountability, and resilience, ensuring all fire safety measures are effective, auditable, and continuously improved.

## 3. Governance

To maintain compliance and ensure robust oversight of fire safety across its housing stock, ng homes has appointed a Responsible Person (Project Manager), Deputy Responsible Person (Repairs Manager), and a Health and Safety Manager. These individuals work collaboratively to implement fire safety measures, oversee risk assessments, monitor compliance, and liaise with enforcement authorities. The Responsible Person leads on statutory fire safety duties, while the Deputy Responsible Person supports operational delivery and ongoing maintenance. The Health and Safety Manager provide specialist guidance, ensuring that fire safety measures are fully integrated within wider organisational health and safety practices, promoting a holistic and proactive approach to risk

management. All roles are defined in accordance with the Fire Safety (Scotland) Regulations 2006 and the Health and Safety at Work etc. Act 1974.

#### 4. Estate Portfolio

The Strategy is designed around the diverse archetypes of properties managed by ng homes, with particular focus on fourteen multi-storey flats and 480 common closes. While the principles of fire safety apply across all buildings, these property types present specific challenges in terms of evacuation planning, compartmentation, and detection systems.

#### 5. Reviewing Past Performance

Reviewing past initiatives is essential to ensure that fire safety measures remain effective and evidence based. ng homes has learned valuable lessons from previous programmes, including the implementation of fire risk assessments, upgrades to detection and alarm systems, and tenant engagement. These experiences highlight successes and areas for improvement, providing a strong foundation for future planning. Reflecting on what has worked well allows ng homes to make informed decisions, allocate resources strategically, and strive for continuous improvement.

#### 6. Key Achievements

Between 2020 and 2023, ng homes undertook significant fire safety upgrades across its multi-storey flats. Key works are summarised in the table below:

Project	Dates	Scope of Work	Outcome / Purpose
Balgrayhill MSFs – Fire Doors	2020–2022	FD60S certified flat entrance doors; common close fire doors upgraded to BS 476 Part 22 & Scottish Technical Handbook standards	Improved fire & smoke containment; modernised door standards
Smoke Ventilation Systems	2020–2022	Automated opening vents installed in stairwells & drying areas	Prepared for future integration with centralised evacuation panel
Sprinkler Infrastructure	2020–2022	Pipework & pump sets installed	Prepares buildings for commissioning; mitigates fire spread

<b>Project</b>	<b>Dates</b>	<b>Scope of Work</b>	<b>Outcome / Purpose</b>
Compartmentation & Detection	2020–2022	Service penetrations sealed; fire-stopping of risers/voids; LD1 Grade D1 alarm systems installed	Maximised early warning capability and structural fire integrity
Carron Estate MSFs – Fire Doors & Alarms	2022–2023	New flat & common close doors; retained existing LD2 alarms	Compliance maintained; LD2 alarms scheduled for 2027/2028 upgrade
Tenant Engagement	2022–ongoing	Information via website, newsletters, leaflets	Promotes awareness and participation in fire safety

These upgrades and engagement activities demonstrate a proactive, evidence-based approach, aligning with legislative requirements and best practice guidance.

## 7. Looking Forward

Building on past achievements, ng homes is focused on enhancing fire safety management over the next five years. With the use of technology, strategic planning, legislative guidance, and tenant feedback being used to ensure future initiatives improve safety, compliance, and engagement.

## 8. Strategic Goals 2025–2028

Planned works and initiatives are summarised below:

<b>Initiative</b>	<b>Timeframe</b>	<b>Scope of Work</b>	<b>Purpose / Expected Outcome</b>
Broadholm MSF Upgrades	Late - 2025	Full replacement of flat & common close doors; upgrade of cupboard riser doors; removal of legacy glass bricks; installation of new compliant signage	Improve fire integrity; comply with latest FRA recommendations
Development of Intelligent Monitoring Systems	Late- 2025	Real-time emergency lighting fault reporting to central dashboard; automated alerts & repair scheduling	Reduce reliance on manual inspections; align with BS 5266-1
Development of Digital Fire Safety Records	Late -2025	Centralised corporate system; embedded user guidance	Ensure consistency, auditability & accessible documentation



<b>Initiative</b>	<b>Timeframe</b>	<b>Scope of Work</b>	<b>Purpose / Expected Outcome</b>
Fire Risk Assessment Programme	2025–2028	Trial 12 No FRA,'s then FRA for all 480 common closes on three-year cycle; annual FRA for MSFs	Maintain compliance; identify risk mitigation opportunities
Tenant, Resident & Owner Engagement	2025–2028	Issue Tenant handbook, section on Fire. Structured communication campaigns & educational initiatives	Raise awareness, promote proactive participation, reinforce safety culture
Evacuation Strategy	2025–2028	Transition from “stay put” to simultaneous evacuation in highest risk 6 x Balgrayhill MSFs; full fire alarm integration	Enhance safety in line with SFRS guidance; operational readiness for emergencies

By embedding these initiatives, ng homes ensures that fire safety remains at the forefront of operational planning, regulatory compliance, and resident engagement.

## 9. Continuous Improvement

Continuous improvement is central to ng homes’ fire safety approach. Regular reviews, staff training, audits, and stakeholder feedback ensure that fire safety practices remain effective and compliant. Lessons learned are systematically incorporated into planning and operational decision making, allowing accountability, proactive action, and a culture of resilience across the housing portfolio.

## 10. Legislative Framework

ng homes’ approach to fire safety is governed by Scottish legislation, which clearly defines landlord responsibilities.

The Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006 require landlords to take all reasonable steps to prevent fires and mitigate their effects, particularly in communal and non-domestic areas. Under the Housing (Scotland) Act and Scottish Housing Quality Standard SHQS, all homes must meet the tolerable standard, including interlinked smoke and heat alarms in key areas, installed since February 2022. Compliance with the Building (Scotland) Regulations is mandatory for new developments and alterations. Regular fire risk assessments are required to maintain compliance and ensure occupant safety.

This framework underpins ng homes’ proactive, auditable, and legally compliant approach to fire safety, protecting residents, staff, and visitors.

## **11.Other Related Strategies, Policies and Procedures**

- Health and Safety Policy
- Fire Safety Policy
- Fire Safety Procedures
- Electrical Safety Policy
- Gas Safety Policy
- No Access Policy
- Notifiable Events Policy
- Repairs and Maintenance Policy
- Risk Management Strategy
- Tenants' Right to Repair Policy
- Void Management Policy

## **12.UK General Data Protection Regulation 2021 (UK GDPR)**

The ng group will treat your personal data in line with our obligations under the UK General Data Protection Regulation 2021 (UK GDPR) and our own Data Protection Policy. Information regarding *North Glasgow HA Ltd - Charity No: SCO30635*, how your data will be used and the basis for processing your data is provided in our Fair Processing Notices. The organisation will treat your personal data in line with our obligations under the UK General Data Protection Regulation and our own Data Protection Policy. Information regarding how your data will be used and the basis for processing your data is provided in our Fair Processing Notices.

## **13.Equality Impact Assessment**

This Strategy is equally applicable to all. It is recognised that in applying this Strategy any necessary action will be taken where appropriate, including making reasonable adjustments, to ensure that there is no detrimental impact to protected characteristics groups.

## **14.Policy Review**

This Strategy will be reviewed every 5 years or earlier in line with regulatory or legislative guidance/changes or good practice guidelines

**Board Meeting****For Approval**

**To:** Board  
**From:** Investment Manager

**SUBJECT:** 106, 110 AND 116 STONYHURST STREET REFURBISHMENT **DATE:** 7 October 2025

<b>1.</b>	<b>Introduction</b>
	<p>The purpose of the report is to update the Board on progress with the Stonyhurst Street Refurbishment project design and seek approval in principle to move the project forward to tender stage and fund the project up to an estimated pre-tender value of <b>£5.7m</b> inclusive of VAT.</p>
<b>2.</b>	<b>Design Feasibility &amp; Background</b>
	<p>The design comprises of the full refurbishment of 106, 110 and 116 Stonyhurst Street.</p> <p>The properties have lay empty for 18 plus years and this has led to the deterioration of the fabric. Over the years there has been vermin issues and water ingress issues. In additional during the early 1980's internal renovations had taken place, unfortunately it has been found that poor workmanship during this period has had a detrimental effect on the internal fabric. Internal joists have been continuously notched; floor levels have dropped and there has been separation of the floors from the bay windows.</p> <p>A full design feasibility has been carried out instructing Architect's, Level &amp; Topographic Surveyors, Structural/Civil Engineer's, Mechanical &amp; Electrical Engineer's and Fire Safety Engineers. In addition, we have instructed Stone Repair specialist's, Drainage specialists, Building Surveyors condition report, ROT specialist and asbestos surveys. The Association has worked with Glasgow City Council to ensure the refurbishment designs meet building regulation requirements, designed to accommodate all SHQS, EESSH and the Glasgow standard requirements.</p> <p>ng homes have been working alongside Glasgow City Council's Technical team to produce designs that can accommodate families and single person homes. This has led the total number of units within the 3 commons closes to be reduced from 25 units down to 23 units. Whilst working with GCC and to attract as much funding as possible we have increased the security specification to video door entry system with concierge call button (future proofing) and introduced a small "forecourt" area at the entrance of the blocks. In previous consultation with GCC planning about the designs it was advised that ng homes use only</p>

	<p>heritage colours within the common areas in the blocks and this will include the front door entrance design and colour.</p> <p>Working with a full design team and quantity surveyors allowed ng homes to supply GCC with a pre-tender budget project cost to assess for possible funding.</p>
	<b>Funding &amp; Tender Timeline</b>
	<p>ng homes have been working with GCC to ensure the design attracted as much funding as possible. Working with a full design team and Quantity Surveyors allowed ng homes to supply GCC with a pre-tender budget project cost to assess for possible funding. The initial budget costs allowed for ground sourced heat pumps and a full new roof. However, following discussions with GCC technical team, gas boilers have been suggested, and ROT reports have confirmed that a lot of the existing roof can be retained, design fees are not included, and funding is only approved for what is referred to as <b>liveable space</b>. This allowed for the original budget costs to be reduced. The pre-tender budget costs are estimated at <b>£5.7m</b> inclusive of VAT.</p> <p>GCC have informed ng homes they have taken a sensible and practical approach when considering funding, after visiting site and having a first look at the pre-tender costs they have confirmed that they would like ng homes to take the project forward to tender stage.</p> <p>_____</p> <p>this is on the basis that ng homes meet the tender timeline. GCC require the project to be approved and on site before the end of March 2026 _____</p> <p>_____</p> <p>For ng homes to meet the tender timeline we will be required to instruct a full Bill of Quantities for the project and be ready for a procurement exercise by week commencing 10 November.</p>
	<b>Procurement</b>
	<p>Due to the tight timelines involved and to achieve full value for money ng homes expects to proceed with a tender exercise within a national framework. ng homes will select 3 experienced contractors within this specialist refurbishment and demolition field and tender the project with them.</p> <p>Using this procurement process will allow ng homes to tender week commencing 1 December 2025. Estimated completion of this process would be week commencing 26 January 2026. The successful contractor would be awarded the contract week commencing 2 February 2026 and take possession of the site week commencing 16</p>



	<p>February 2026. Following these steps whilst very tight does allow ng homes to meet the required timeline given by GCC to secure grant monies previously highlighted.</p> <p>The above is an estimated timeline and ng homes will work with our consultant's to better these dates were possible to get the project on-site sooner.</p>
	<b>Risk and Mitigation</b>
	<p>Due the very tight timeline there is a <b>risk</b> that the procurement exercise will take longer than expected, and ng homes will not meet the tender timeline set out by ng homes resulting in a loss of funding. To <b>mitigate</b> this risk, the Association will research the refurbishment contractors sitting on the framework to contractors with the most refurbishment experience and who come highly recommended from the framework providers. This will make the procurement process run smoothly and ng homes will prioritise this project within the Investment Team to get this project on-site.</p>
	<b>Recommendation</b>
	<p>Given the timescales being promoted by GCC, and that the project will require significant investment from ng homes, the Board is requested to APPROVE the development of the project to tender stage with an estimated pre-tender value of <b>£5.7million</b> including VAT.</p> <p>(If the tender timeline is achieved ng homes will be awarded the grant from GCC bringing the required value, as it stands, from ng homes [REDACTED])</p> <p>The pre-tender Bill of Quantities value is expected to be closer to what would be expected of a tendered contract value. This and all supporting documentation will be presented for full approval at the November Board meeting.</p>







# Board Report For Ratification

**To:** Board  
**From:** Depute CEO

**SUBJECT: METERING AND BILLING SYSTEM**

**DATE 7 October 2025**

<b>1.</b>	<b>Introduction</b>
	<p>As advised at the Board meeting on 29 July 2025 and also raised at the HR meeting on 7<sup>th</sup> August Chameleon have indicated that they want to withdraw from providing metering and billing systems. Discussions have been ongoing about the possibility of the Association purchasing their software and taking on the metering and billing of nine hundred properties across the multi-storey blocks.</p>
<b>2.</b>	<b>Risk</b>
	<p>The risk is that the Association finds itself without a system to charge out the heat used in the multi storey blocks. The risk can be avoided by replacing the system with a new metering system or by acquiring the rights to use the current system.</p>
<b>3.</b>	<b>Proposal to purchase software and alternatives</b>
	<p>DCEO and Project Manager are leading on the air source heat pump project and have been considering the implications of this for ng homes. Chameleon have their own commercial interests for deciding to withdraw from the sector and this is timebound.</p> <p>If there were no metering provider and the system shut down there would be no payment or recording mechanism in place, resulting in the provision of free heating to tenants. The Association would be faced with implementing a new system and would incur a loss of income during that process of changeover. The cost of the heating would be incurred by the Association during the transition period, not the tenant, which is essentially cross subsidisation which is not what the Association, it's tenants, or the Regulator would want.</p> <p>The current agreement with Chameleon costs the Association £95k incl. VAT per year. Chameleon have quoted £180k incl. Vat to purchase the metering software from them. The payback period will be less than two years and thereafter cost savings will arise.</p> <p>This quote was not taken in isolation, and alternative options have been considered to ensure value for money. Another supplier provided a proposal to provide the metering service but would require an additional cost to change to their meters, totalling circa £378k including installation. This would require gaining access to nine hundred properties. However, people may have reasons of their own as to why they may not want to give access</p>

	<p>as this was the case during the original installation. It would also involve ongoing metering charges of £92k per annum from the new supplier. With the higher level of cost and the problems in gaining access it is felt that the acquisition of the existing software provides a better value option and will maintain the current service to the tenants.</p> <p>Legal advice is being taken, and commercial implications will be considered. DCEO has been communicating with the SHR on the matter. Legal negotiations are still ongoing and an escrow arrangement is being put in place to safeguard the rights to use the software.</p> <p>At the discussion that took place at the HR meeting a member commented that the meters are not changed that often, are generally reliable, and relatively new, as they have only been in place for a short space of time, therefore it makes sense to purchase the software directly from Chameleon from a risk point of view to ensure a smooth transition for tenants.</p> <p>Members discussed the risks, the potential break in service to the tenants and the time constraints and agreed bringing it to the HR meeting as an urgent item of business was the right thing to do and it is imperative a decision on what action to take is done thoroughly and timeously. The feeling at the meeting was that purchase of the software was the right thing to do.</p> <p>DCEO advised that as the next Board meeting is not until October, all Board Members would be fully advised by email to allow Members to raise any concerns they may have prior to completion. This was done and all members who responded back indicated their support for the proposal to purchase the software.</p>
<b>4.</b>	<b>Recommendation</b>
	To ratify the decision to proceed with the purchase of the metering and billing software.



# Board Meeting

## For Discussion

**To:** Board  
**From:** Director of Corporate Services

**SUBJECT:** 2025 BOARD STRATEGY AND TRAINING  
EVENT

**DATE:** 7 October 2025

<b>1.</b>	<b>Background</b>
	<p>It is recognised that Board members involvement in training / awareness sessions, strategy events and other development opportunities remains integral to supporting good governance and therefore it is important that members continue to have access to a wide range of suitable opportunities and resources.</p> <p>Discussions following last year's Board Strategy Day and training events have reinforced the importance of ensuring that any training is designed in a format that meets Board members' needs and is delivered at a time that suits their availability. The customary approach to delivering Board training over the last few years, whereby awareness / training sessions are scheduled to take place on evenings throughout the year, has served the Association well, by and large. However, at this juncture, it is acknowledged that it's now proving very difficult for members to fit attendance at these sessions into an already busy schedule. It's recognised that training is a big investment of time for Board members and requires a sizable investment in time and money for the organisation, so it is important to maximise the benefit for individuals and the Association. Therefore, as previously reported, Members have agreed a new approach for 2025/26 whereby we have designed a 2.5 day residential Board Strategy and Training event during Q3 to support this.</p>
<b>2.</b>	<b>Event Design</b>
	<p>Board members were communicated with regarding the potential dates and design of the proposed event. Positive input from Board members regarding dates, venue and content were received from most of the Board members. It was agreed that a 2.5 day event be designed to include a mix of Board strategy and training topics delivered as short, sharp sessions. This will cover training topics identified by Board members during the last Board appraisal and Board member review process and the agenda will also include key strategic matters that are usually covered at the annual Board Strategy Day. The event will take place on 23 – 25 October 2025 at the Glasgow Westerwood Spa &amp; Golf Resort (<b>a copy of the agenda for the event is attached</b>). It should be noted that this will also include the 2025 Board Appraisal Collective Review and Board Skills Audit which will be led by external governance consultant, [REDACTED]</p>

<b>3.</b>	<b>Link to SHR Standards</b>
	<p>In light of the design and content of the event this has links to all of the SHR Standards in some form. However the most notable links relate to Standard 1 and Standard 6.</p> <p><b>Standard 1</b></p> <p>The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.</p> <p><b>Standard 6</b></p> <p>The governing body and senior officers have the skills and knowledge they need to be effective.</p>
<b>4.</b>	<b>Risk</b>
	<p>The risk related to Board members not taking part in Strategy and Training sessions is that the Association fails to meet the SHR Standards and this could lead to weaknesses in governance.</p>
<b>5.</b>	<b>Recommendation</b>
	<p>Members are asked to discuss the contents of this report.</p>

# ng homes 2025 Board Strategy & Training Event (Draft)

Venue: Glasgow Westerwood Spa & Golf Resort

Dates; Thursday 23/10/25 – Saturday 25/10 2025

## Day 1 Thursday 23 October 2025

09.45	Tea / Coffee on arrival	Lead
10.00	Welcome / Introduction (15 mins)	Chair / CEO
10.15	The Business Plan; Highlights, key priorities and challenges	Property / Finance
11.15	Break; Tea / Coffee (15 mins)	
11.30	Digital Transformation and Cyber Security	IT Consultants
12.30	Lunch (45 mins)	
13.15	Regulatory Status / Engagement Plan (group discussion)	Chair / Vice-Chair
13.30	(T) The Regulatory Framework - update on changes and the SHR priorities	██████████ (Consultant)
14.15	(T) Board Appraisal – Roles, Code of Conduct and Effective Board Meetings	██████████ (Consultant)
15.00	Tea/Coffee (15 mins)	
15.15	Board Appraisal - Collective Board Review incl. Board Skills Audit	██████████ (Consultant)
16.00	Guest Speaker (Board members as leaders)	██████████ (VR Growth)
17.00	Close	
18.30	Dinner	

## Day 2 Friday 24 October 2025

		Lead
09.30	Tea / Coffee on arrival	
09.45	(T) Housing Management incl. Tenant Participation and Community Engagement	DOHS / HOHS
10.30	(T) Asset Management incl. Energy Efficiency / Net Zero	DDPS / PM
11.15	Tea/Coffee (15 mins)	
11.30	(T) Finance (Management Accounts and associated risks)	DCEO / DDOF
12.30	Lunch (45 mins)	
13.15	(T) Risk Management (including Risk Registers) & the role of Audit	■■■■■ (Quinn IA)
14.30	(T) Equalities and Human Rights	■■■■■ (Quinn IA)
15.30	Tea / Coffee (15 mins)	
15.45	(T) Health & Safety for Board members	Health and Safety Manager
16.45	Close	
18.30	Dinner	

## Day 3    Saturday 25 October 2025

09.30	Tea/Coffee on arrival	Lead
09.45	Governance Structure - Subsidiaries / Committees (Group discussion)	Chair / Vice-Chair
10.05	New Committee Remits and Scheme of Delegation	CEO / DCEO
10.35	Board Succession Planning incl. Induction & Board Recruitment (Group discussion)	Chair / Vice-Chair
11.00	Tea / Coffee (15 mins)	
11.15	2025 Self-Assurance Process; Annual Assurance Statement Planning	DOCS
12.00	Whistleblowing	DOCS
12.30	Sum-up & Close	Chair / CEO
12.40	Lunch	





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Scottish Housing Regulator No. HCB 187

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