SHETTLESTON HOUSING ASSOCIATION

BOARD
MINUTES

MINUTES OF	:	Board of Management Meeting (Non-confidential)
TIME & DATE HELD	:	24th March 2026
DATE APPROVED	:	26th May 2026

BOARD MEMBERS	:	Tracey Kernahan, Elizabeth Battersby, Grace Barbour, Brian Barclay, Gillian Johnston, Irene McGinnes, Hugh McIntosh and Lisa Miller
APOLOGIES	:	Kieran Agnew, Rae Connelly, Ania Ostrowska and Ross Ramsay
STAFF PRESENT	:	Tony Teasdale (CEO) Kirsty Brown (DFCS) Colette McKenna (DPS) Craig Russell (DCCS)
IN ATTENDANCE	:	None

1. Apologies

As noted above.

Members also noted that Eddie Robertson had resigned from the Board for personal reasons and Janice Saunders remained on a leave of absence.

2. Declarations of Interest

There were none.

3. Minutes for Information

The draft minutes of the following meetings were **noted**:

3.1 Operations Committee meeting : 03.03.2026

A Member highlighted the annual rent arrears write-off (Item 8 in Minute) and asked if the amount written-off could be mitigated going forward. The DCCS advised that there was some further tightening up of recovery processes planned and the new ICT systems would help with this. He also pointed out that the total was mainly in relation to former tenant arrears and overall, the amount proposed for write-off was not higher than in previous years and continued to compare relatively well with elsewhere in the sector.

3.2 East End Housing Development Company Board: 10.03.2026

3.3 Upkeep Board: 10.03.2026

3.4 Audit and Corporate Committee: 17.03.26

4. Minutes for Approval

The draft Minutes of the Board meeting held on 10th February 2026 were approved on a motion from Gillian Johnston, seconded by Grace Barbour.

4.1	Board Meeting	: 10.02.26 (Confidential)
4.2	Board Meeting	: 10.02.26 (Non-Confidential)

5. Matters Arising

Members **noted** the content of the Matters Arising Schedule and in particular the following:

- *Ref. Min. Item 08:* Following the final decisions on the rent restructure and the annual uplift in rent and service charge income, all tenants had been notified by letter of the outcome of the consultation and what they would be required to pay during 2026/27. It was intended to provide further information about the restructure and phasing process within the Spring newsletter and it was also hoped to be able to provide tenancy-specific information about the harmonisation process through the new tenant portal. Members noted that around 25% of tenants would immediately be on their fully harmonised rents from 1st April and it was anticipated that over two thirds of all tenants would reach that stage by around 1st April 2028, after another couple of rounds of phasing.
- *Ref. Min. Item 10:* Board training on equalities had taken place on 24.2.26 and a copy of the presentation could be viewed on Decision Time.

No other items were raised.

6. Compliance and Safety Update (confidential)

Members **noted** the content of the Compliance & Safety Update Report, and in particular:

- There had been no new Notifiable Events reported since the last meeting.
- All statutory returns and filings due since the last meeting date had been delivered in advance of the required submission dates: The Corporation Tax Return due to HMRC - no Corporation Tax payment was due.
- There had been no significant Health and Safety incidents to report since the last meeting date.

An update was provided on the legal case outstanding which involved a tenant safety issue and, following discussion, the Board endorsed forward action as proposed by the Association's insurer.

7. Chief Executive Progress Report

Members noted the content of the report and the updates on significant issues and developments since the last meeting, not covered elsewhere on the agenda. In particular:

Staffing Issues

Staff had been consulted on a potential change to "public holiday" and office closure dates this year that would involve swapping the third new year "public holiday" for Christmas Eve. This was under consideration because there is relatively little customer demand on Christmas Eve compared with after new year, with most other businesses generally returning a day earlier than we do.

This would mean that:

- The office would be closed for the holiday period from 5 pm on 23rd December (instead of lunchtime on 24th) with staff returning to work on 5th January 2027 (instead of the 6th). The usual emergency out of hours repair service cover arrangements would be amended accordingly.

- Instead of the half-day closure on the 24th ,staff would be allowed to take a half day at another time during December, on a date /time that is convenient and manageable for their particular team.

After prior consultation with the Office Bearers staff had been consulted on this possible change. Over 90% of staff had responded to the survey with 73% in favour. The Board **agreed** to trial these new arrangements this year and if successful continue with them going forward.

50th Anniversary

An update on plans to celebrate the Association's 50th anniversary, including:

Community Fun Day: A number of potential venues had been considered with a view to holding the event on Saturday 6th June. These included Greenfield Park, Budhill Park and Shettleston Juniors football ground (now Glasgow United FC). Local Councillors had been helpful in this regard however issues had been identified with each of these potential sites.

Members also noted the information regarding statutory consents/permissions that would be required and that discussions with the Council had suggested that there would be added challenges in securing a public entertainment licence within required timescales due to the Commonwealth Games being held in the City this summer.

As a result consideration was now being given to holding a street event. The Board was asked at the meeting to consider that this might be held on Pettigrew Street, eastwards from the office. There were differing views on this proposal, with concerns expressed about the potential impact on residents and parking in the area and the need for urgent resident engagement if the proposal was to be taken forward. Other possible site locations were floated including Eastbank Academy.

After discussion and a vote, it was **agreed that the Pettigrew Street location be further explored but with back-up options to also be considered.**

Activate programme: It had been confirmed with the Activate organisers at Glasgow University that we do wish them to programme with them this year, starting after the summer holidays in August/September with an information/recruitment session to be held in June. The Programme would run for around 13 weeks with each session lasting around 3 hours and ideally around 15 participants. The aim would be to build confidence, develop practical skills and support greater involvement in community life.

Civic Reception by Glasgow City Council: With the support of Baillie Annette Christie it had been established with the Council that the Association is eligible for a Civic Reception to mark our 50th. This would involve an event at the City Chambers, hosted by the Lord Provost. It was hoped to arrange a date in the second half of October, with arrangements to be worked up in the meantime.

Other activities: The Community Development Officer was working up proposals for a photography-based exhibition, featuring SHA residents, and it was intended to combine this with historical information about the history and contribution of the SHA in the area. It was envisaged that this might be launched at our AGM in September. The idea of an open day in the office was also under consideration.

Shettleston Community Growing Project (SCGP)

Significant support was continuing to be provided to the Growing Project and this was likely to have to continue for the foreseeable future. Progress had been made in a number of ways, in particular:

- A staffing issue had been independently investigated and concluded.
- Another Board Member had been appointed, bringing the total to four.
- Continuing liaison with Grant funders.
- Repair work had been carried out at the site.
- A temporary staff resource had been brought in to provide gardening support to plot-holders and a successful event had been held at the site on Sunday 8th March to kick start the growing season and recruit new plot-holders.
- A new membership policy and associated procedures had been agreed.

The Project's annual accounts were under preparation by an independent accountant.

The CEO advised that there was a strong case for continuing to support the Project given its potential impact and support within the community. Risk implications were noted. Board Member Irene McGinnes was thanked for her continuing input during this process.

Scottish Housing Regulator

- The Regulator had confirmed that the Association's "Compliant" status was being maintained for the coming year.
- There was a new requirement for all RSLs to explicitly state within this year's Annual Assurance Statement that appropriate data on the condition of components and their homes is in place.
- A Themed Audit report on Tenant Safety issues had been published and members were encouraged to read this.
- Board Member Hugh McIntosh was congratulated for being appointed as one of the Regulator's Tenant Advisers.

Local and National Housing Policy

The Council /HSCP has written again regarding homelessness in the City and asking RSLs to contribute 67% of lets to Section 5 referrals. The Operations Committee would be asked to consider this and formally respond.

The Council has also just shared its proposed Temporary Accommodation Strategy which projected that there will be a continuing need for over 60% of social housing lets in the City to be made to homeless households for the next ten years.

The Scottish Government was consulting on the creation of new national housing agency.

8. Review of Asset Management Strategy

The DPS presented her report on the draft revised Group Asset Management Strategy.

The document had been fully reviewed, and the main changes were highlighted. In particular:

- Stock numbers had been revised and were more accurately described following a recent data cleansing exercise undertaken as part of the move to HomeMaster.

- EPC ratings had been updated reflect current assessment methodology and the current position of our properties.
- The section on energy efficiency had been revised to provide a more concise summary of the previous retrofit assessments undertaken of our stock and the changes we have made to window replacement specifications.
- The resident safety section had been updated to include information about our approach to the management of damp, mould & condensation.
- Investment priorities for the years ahead and current capital investment projections for 2026/27 and for the next 5 and 30 years had been updated.
- An update on development projects was included (Old Shettleston Road and 41 Wellshot Road and also the conversion project at 632 Shettleston Road) along with an analysis of our capacity to develop new homes and the associated risks and benefits.

The Board **approved the draft revised Group Asset Management Strategy.**

9. Finance Report

9.1 Final Budget 2026/2027

The DFCS shared a short presentation which provided an overview of the key changes made to the final draft of the 2026/27 budget since the first draft was approved in December 2025.

The DFCS advised that the adjustments have reduced the expected outturn by £73k. However Members noted that £22k relates to overall depreciation which is a non-cash movement and £34k relates to charging within the group structure (repairs and cleaning services from Upkeep) leaving £17k of additional costs to be covered outwith group arrangements.

Spend on Capitalised Major Repairs has been increased by approx. £120k since the first draft of the budget was prepared. Members noted that this was due to the estimated carry forward spend from the 2025/26 year.

Development expenditure of £801k has been included to progress the conversion project at 632 Shettleston Road along with concluding the feasibility study / site investigations at the Old Shettleston Road and Telephone Exchange sites. £50k grant funding is expected in the period to take forward the demolition of the Telephone Exchange building. This will reduce the development spend to £751k.

To part fund the development project expenditure, £400k of loan drawdowns are expected to be required in the year.

The updated cashflow forecast for the year ahead confirmed that the Association's minimum cash requirement of £1,000k in the bank at all times was expected to be met.

The DFCS confirmed that covenant compliance is achieved across all RBS indicators in the final draft of the budget (asset cover, gearing and interest cover).

The Management Board **approved** the final draft budget for the 2026/27 year.

9.2 Updated 5 Year and 30 Year Financial Projections

The DFCS provided a short presentation on the key assumptions and outcomes from the updated 30 Year Financial Projections.

Members noted that the plan captures latest forecast for 2025/26 along with final budget workings for 2026/27; year 1 is 2025/26 - the plan will be rolled forward once the year-end balance sheet position is final.

The DFCS advised that the plan is showing an increase in loan finance requirement of £1,000k when compared to the March 2025 plan however Members noted that this £1,000k was removed in the 2025 update and so is a reversal of the prior year adjustment. All loan finance continues to be repaid within the 30-year business plan period. The timing of loan drawdowns has been adjusted slightly over years 2, 3 and 4.

Members were reminded that approximately 84% of the Association's borrowings are on a fixed rate and as such is not as vulnerable to interest rate movements as some other organisations.

The update business plan was showing an increase in average cash balances compared to the prior year version, £7,042k compared to £5,184k. This is mainly due to growth in rental income from additional units and inflation.

The DFCS confirmed that the plan achieves annual surpluses and positive cash balances throughout. All annual cash balances are over our minimum requirement of £1m and the plan achieves covenant compliance throughout.

The DFCS provided an overview of the sensitivity analysis workings that had been done on the updated business plan projections. There were ten 'what-if' scenarios calculated to show the vulnerability of the plan in relation to inflation rates, interest rates, bad debt rates, above inflation rent increases and increased operating and capital expenditure. Board Members noted that:

- Inflation is good for the plan if there are no specific restrictions on income inflation.
- The plan is relying on above inflation rent increases going forward. Where this was removed or restricted it provided the worst outcomes of all the sensitivities.
- Annual surpluses were still achieved in all scenarios although there were significant reductions when the above inflation rent increase assumption was removed.
- The main issue with adverse scenarios was negative cash, covenant compliance was achieved in each of the ten scenarios.
- Investment spend could be smoothed or restricted to achieve positive cash in some of the scenarios where costs were increased through increasing bad debts, operating costs or capital expenditure. Additional finance / revolving credit could also help in these scenarios.

It was noted that the latest approved version of the business plan model will be used to populate the 5 Year Financial Projection Return due to be submitted to SHR by 31 May 2026. This will be presented to May 2026 Management Board meeting for approval before submission.

The DFCS also advised that once the opening balance sheet position was confirmed and the plan was rolled forward so that year 1 was 2026/27, the workings would be shared with the Association's lender RBS.

The Management Board considered and approved the draft updated 30 Year Projections. This version of the plan now being the new base model.

The presentation relating to Agenda Items 9.1 and 9.2 is available on Decision Time.

10. SHA Business Plan 2026

The Board noted the content of the report and the draft updated Business Plan.

The CEO highlighted how regard had been had to the Board discussion at the Strategy Day in January and the decisions at the February Board meeting about priorities for delivery during 2026/27, and detailed changes to the various sections of the report were highlighted.

The Board approved the adoption of the revised Plan, including (at appendix 2) the Delivery Plan for 2026/27.

11. Governance Issues

The Board noted the content of this report, including that long-standing Board member Eddie Robertson had stepped down for personal reasons.

The Board approved:

- The appointment of Freya Lees of North Star consultants to support this year's Annual Board review and appraisal of the CEO.

- The report from the Audit and Corporate Committee on the annual outcome of the internal audit process. This provided a summary of the internal activity during the year. Members were also directed to the Annual Internal Report to the Audit and Corporate Committee, along with individual review reports, held on Decision Time. The internal auditor opinion was quoted as follows: The Association did have adequate and effective risk management, control and governance processes to manage the achievement of its objectives, and the Association has proper arrangements to promote and secure value for money.

- Adoption of the revised SFHA Model Payments and Benefits Policy subject to omission of the proposed change to approvals for offers of tenancy to closely connected persons, as per the report. As a result all such proposed tenancy offers will still require prior consent by the Board or a delegated body.

12. Membership Applications

The Board noted the content of the report and **approved the application for share-holding membership** of the Association from **Mrs Elizabeth McLafferty**

13. Any Other Business

There was none.

SIGNED: J Kernahan
(SHA Chairperson)

DATE: 26/05/2026