BOARD
MINUTES

MINUTES OF	:	Board of Management Meeting (non-confidential)
TIME & DATE HELD	:	26th May 2026
DATE APPROVED	:	23rd June 2026

BOARD MEMBERS	:	Tracey Kernahan, Elizabeth Battersby, Kieran Agnew, Grace Barbour, Brian Barclay, Gillian Johnston, Lisa Miller, Irene McGinnes, Lisa Miller, Ania Ostrowska, Ross Ramsay and Janice Saunders
APOLOGIES	:	Hugh McIntosh and Rae Connelly
STAFF PRESENT	:	Tony Teasdale (CEO) Kirsty Brown (DFCS) Colette McKenna (DPS) Craig Russell (DCCS)
IN ATTENDANCE	:	Alan Kennedy (Knowledge Partnership) – Item 7 only Freya Lees (North Star consultants)

1. **Apologies**

As noted above. Janice Saunders was welcomed back for her first meeting after her 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 Sub-Committee meeting	: 05.05.2026
3.2	East End HDC Board Meeting	: 19.05.2026
3.3	Upkeep Board Meeting	: 19.05.2026

4. **Minutes for Approval**

4.1 Management Board Meeting : 24.03.26 (Confidential)

The draft Confidential Minutes of the Board meeting held on 24th March 2026 were approved on a motion from Grace Barbour, seconded by Irene McGinnes.

4.2 Management Board Meeting : 24.03.26 (Non-Confidential)

The draft Non-Confidential Minutes of the Board meeting held on 24th March 2026 were approved on a motion from Grace Barbour, seconded by Irene McGinnes.

5. **Matters Arising (confidential)**

Members **noted** the content of the Matters Arising Schedule, including the latest developments in relation to a legal claim against the Association.

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. The DFCS confirmed that the SHR would be updated with latest developments regarding the one currently live Notifiable Event.
- All statutory returns and filings due since the last meeting date had been delivered in advance of the required submission dates. The latest 30-Year Financial Projection workings and Draft Management Accounts to 31st March 2026 had been delivered to the Association's lender RBS and the latest quarterly return submitted to the ICO. Members noted that there were no FOI or EIR requests received in the quarter.
- There had been no significant Health and Safety incidents to report since the last meeting date.

7. **2026 Tenant Satisfaction Survey**

Alan Kennedy (Knowledge Partnership) was welcomed to the meeting. He gave a presentation on the findings of the recent Tenant Satisfaction Survey (see **appendix 1**).

It was noted that these were a very positive set of results and very significantly above those in our last Survey, in 2023. (The overall satisfaction with the service figure had risen from 87% to 91.6%). The Board was reminded that immediately post-Covid most RSLs across the country had seen that sort of dip in satisfaction rates. The latest results were not quite at the very high levels reported in 2019 (93.9% overall satisfaction) but were a significant advance across the Board compared with 2023 results, and compared very favourably with latest available average rates for the sector.

Mr Kennedy suggested the following headline findings:

Positives

- Improving satisfaction across most key areas since 2023.
- Key strengths in repairs and customer service e.g. listening to tenants and supporting tenants with knowledgeable and helpful staff.
- Tenant feedback suggests strong reputation for responsiveness, professionalism and customer care.
- Strong tenant trust and confidence in core housing services.

Areas to think about

- Some house condition issues.
- Damp and mould.
- Rent as value for money Energy efficiency challenges.
- Estate matters including chargeable service areas.
- Complaints handling.

Members asked a number of questions about the survey methodology and sought clarification on a number of issues.

The DCCS advised that further analysis of the results would be undertaken and that they would be discussed with the Tenant Forum. A report would be brought back to the Board with recommended actions to address areas for potential service improvement.

8. 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: There had been a significant amount of recruitment to vacant positions within the Group since the last meeting, with details of new appointments at SHA and Upkeep noted.

At the meeting the CEO also advised the Board that consideration had been given to procuring updated advice to staff members about their pension situation. It was now three years since the transition from the former Defined Benefit pension scheme to the current Defined Contribution scheme. This had been a significant change and pension entitlement continued to be a key concern for staff. Argyle Consulting which delivered the independent advice sessions in advance of that change had recently been in contact to offer to run similar sessions. Soundings with staff had indicated that around half of the team would feel the benefit of such a session. These included a number of the new members of staff who had joined SHA in the intervening period. The cost for the estimated two days of input from Argyle was anticipated to be in the region of £5000. This had not been budgeted for but delayed recruitment to the new temporary ICT post meant that there was an underspend in the staff budget. The Board agreed that these sessions be delivered.

Newsletter: The Spring newsletter had been issued in April and feedback was sought on content and any suggestions for improvement.

Rent Restructure: Since the last meeting the new rents and service charges had been applied to all tenants in accordance with the agreed harmonisation and phasing arrangements. Whilst this had generally gone smoothly some issues had been been raised in relation to specific groups of tenants.

Some were just oversights that were being or had been remedied but one, more complex, issue involved the service charge for heating and hot-water at the former sheltered housing scheme at Edrom Path and was continuing to be looked into.

***SHA 50th Anniversary*:** Plans were continuing to be developed to celebrate the Association's 50th anniversary, and members were particularly asked to note the following dates:

- 50th anniversary tea-party for our longest standing tenants: To be held on the evening of Monday 8th June to mark the anniversary of the date in 1976 that the Association became a legal entity (an Industrial and Provident Society).

- Community Fun Day: Saturday 8th August at Eastbank Academy, subject to a pending public entertainment licence application.

- Civic Reception by Glasgow City Council: Evening of 22nd October at the City Chambers.

At the meeting the CEO also tabled some potential amended SHA logo designs to mark the 50th anniversary. There were mixed views on which should be used and it was agreed that Members be surveyed after the meeting.

Shettleston Community Growing Project (SCGP) (Confidential): The Association was continuing to provide support to the Project. Some key progress since last meeting as follows:

- Successful recruitment to the vacant Project Co-ordinator post with new post-holder to start on 8th June.
- All gardening plots now filled for the year.
- Formalisation of membership arrangements with the aim of holding an AGM in June.

Work was still ongoing however to finalise the draft annual accounts for the project and to clarify the position in respect of use of grant funding.

Future meetings:

- Following consultation with the Office Bearers it was now planned to report on the assurance review process at the August meeting this year (instead of October). This year the process will include internal audit of our assurance review processes. The earlier timing should enable us to report on our compliance with Regulatory Standards to the AGM in September whilst still allowing further consideration of any issues before the end of October Assurance Statement submission deadline.
- There hadn't been enough Member availability to proceed with the Health and Safety training that had been planned for 19th May. This was an important training area and further consideration would be given as to how to best deliver it going forward.

Local and National Housing Policy: Following the Scottish Parliament election on 7th May David Linden (SNP) was now the new constituency MSP for Glasgow Baillieston and Shettleston (which now covers all of our area).

With the return of the SNP to government, it is not anticipated that there will be a significant change in national housing policy direction. Shirley Ann-Somerville now had cabinet responsibility for Social Justice and Housing.

9. Annual Board Review

Members noted the content of the report including:

- Information about the Annual Board review process and why it is undertaken.
- An update on progress against the 2025 Board Development Plan that had been agreed following the Annual Board Review Process last year.

The 2026 annual Board Review process was now underway, with most Members due to have their annual review meet with the Chair the following day (27th May). Freya Lees of North Star consultants was once again providing support to the Chair for this process and was also observing this meeting as part of that process. She was welcomed to the meeting and proceeded to outline what would be involved.

10. Annual Return on the Charter (ARC) for 2025/2026

Members noted the content of the report. It provided background information about the purpose of the Annual Return on the Charter (ARC) and its role in the Scottish Housing Regulator's (SHR) regulatory framework in relation to the outcomes and standards of the Scottish Social Housing Charter.

The report provided a summary of the contents of our draft Return and Members noted the full draft Return (over 50 pages long) could be viewed on the on-line Board portal. The summary showed the key performance results for SHA in 2025/26 and how they compare with SHA's performance in 2024/25 and with that of other housing associations across Scotland.

The CEO highlighted that there had been good progress across many areas, with 20 of the 31 performance indictors highlighted showing a year-on year improvement. Key areas of improvement included:

- Recently updated Tenant Satisfaction Survey results (as per agenda item 7)
- Emergency and non-urgent repairs (already very good) further improved.
- Void rent loss.
- Complaints response times.

It was also highlighted that:

- There were no evictions during the year.
- We once again manged to complete all gas safety inspections within 12 months.
- Whilst the previous homelessness indicators had been dropped from the ARC the Association had increased the share of its lets going to statutorily homeless households, in accordance with our agreement with Glasgow City Council.

There had been a drop in performance for eight indicators including:

- Rent collected as a % of rent due.
- Average re-let times.
- % of stock meeting the Scottish Housing Quality Standard (SHQS)
- % of repairs completed right first time.
- Average time to complete adaptations.
  (for the last three of these the decline was only very minor).

It was noted that , based on a comparison with reported results from last years' ARC returns, we would be in the top quartile of performance across Scotland for 26% of the indicators ; in Quartile 2 (i.e. still above average) for another 52%; in Quartile 3 for 16% and in the bottom quartile for only 6% of the indicators. It was noted however that it would only be possible of course to do a proper up to date comparison later in the summer when all 2025/26 results had been analysed and published.

The Board agreed that the results clearly represented good progress, particularly during a year when there was a fair amount of focus required on the introduction of the Home Master system.

The Board noted and approved the draft Annual Return on the Charter (ARC) and authorised senior officers to submit it to the SHR by the 31st May 2026. It also approved the following actions going forward:

- Further information to be provided to the Operations Committee meeting on 9th June on areas where performance had dipped and required improvement.

- Independent performance analysis to again be commissioned from Scotland's Housing Network (SHN) to help ensure we have reliable comparisons of our 2025/26 performance against that of our peers for our 2026 Annual Performance Report.

- By the end of August the Tenant Forum to be consulted on the format/content of this year's Annual Performance Report which will be based on these figures and what actions we intend to take to address issues of non-performance.

- Association members to be updated about our performance at the September AGM.

- The Annual Performance Report to be issued to all tenants before the end of October.

11. Finance

11.1 Management Accounts to 31.03.2026

The DFCS provided an overview of the draft results for the period to 31st March 2026. The surplus position of £2,627k compared to a budgeted surplus position of £1,636k: a favourable variance of £991k.

Members noted that the key trends as reported throughout the 2025/26 year remained the same and that £677k / 68% of the favourable variance was due to the following amounts:

- £109k gift aid payment received from the Association's subsidiary company Upkeep in relation to the profits for the prior year (not included in budget); and

- £376k favourable variance on planned and cyclical repair costs; and

- £192k favourable variance on reactive and void maintenance costs.

The DFCS advised the planned, reactive and void maintenance budgets had been reviewed downwards for the 2026/27 year.

The DFCS provided an overview of the balance sheet position as at 31st March 2026 and in particular:

- the cash balance at 31st March 2026 was £2,489k, a reduction of £1,233k from the 31st March 2025 position of £3,722k. It was noted that the decrease was expected over the year and the final year-end balance was approx. £598k more than the budget expectation of £1,891k. This increase was due to the better than budgeted surplus for the year, partly offset by increase investment in property acquisitions; and

- long term borrowing remained at £41,600k over the course of 2025/26. Loan finance of £3,400k was therefore still available for drawdown in future years.

All lender loan covenants were met and the main key performance indicators (KPIs) were showing no cause for concern.

The DFCS highlighted that the draft management accounts were still in management accounts format and that the final version, in statutory accounts format, would be presented to the June 2026 Audit & Corporate Sub-Committee meeting with final approval at the August 2026 Management Board.

Members noted that since the draft management accounts had been issued to the Board for review at this May meeting, the Finance Team had identified an over accrual of fixed assets in the region of £100k. The error was due to the change in IT systems at the year-end and the DFCS advised that the appropriate adjustment would be reflected in the final statutory accounts. The majority of the movement would impact on the balance sheet, with only a small adjustment to disposals/depreciation charges of £11k through the income and expenditure account.

Members also noted that the draft accounts were still to be adjusted for both the SHAPS and Strathclyde pension valuations. The SHAPS valuation had just been received and it was hoped that the Strathclyde valuation would be received by the end of May. The DFCS advised that these are non-cash movements and that the appropriate adjustments would be captured in the final accounts.

The DFCS confirmed with Board Members the expectation that a gift aid payment would be made from Upkeep over the coming months (within nine months of the 31st March 2026 year-end) to minimise the Corporation Tax position of the Group. The amount is still to be confirmed, however is unbudgeted and will boost the cash position of SHA once received.

The Board approved the Draft Management Accounts to 31st March 2026.

11.2 Five Year Financial Projections (FYFP) Return to SHR

The DFCS presented the draft FYFP Return. Members noted that the year zero figures on the return were based on the draft final accounts figures for the year ended 31st March 2026, with the figures used for the following five years lifted from the Association's base model which was approved at the March 2026 Management Board Meeting.

The Management Board noted that the opening balances in the Association's base model had been updated to reflect the draft closing balance sheet for the year ended 31st March 2026 to allow for an accurate opening cash position at year one of the plan.

The DFCS confirmed that the figures on the FYFP Return and updated base model show no material change from the figures presented to the March Management Board, other than the revision of the opening balances noted above. The five-year forecast is reporting net surpluses throughout the period, averaging £2,350.50k each year, and healthy cash balances averaging £1,594.84k each year.

The Board confirmed that before submission of the FYFP return, the fixed asset adjustment noted at Agenda Item 11.1 and also the pension valuations that are received before the filing deadline, should be incorporated into the return figures with a final copy of the return being circulated by email to all Board Members. The adjustments also to be reflected in the Association's base model.

The Management Board approved the FYFP Return and its submission to SHR, subject to the changes noted, and also approved the updates to the Association's base model.

12. Subsidiaries Update

Members noted the content of the report which provided:

- Background information about each of the subsidiary bodies – Upkeep Shettleston Community Enterprise (Upkeep) and East End Housing Development Company (EEHDC) including why they were formed, how they are governed and relationships within the Shettleston Housing Group.

- Information about the regulatory requirements upon RSLs in Group structures.

- A summary of key developments over the past year and an update on the operation of each Subsidiary.

- The draft budget and Business Plans for the coming year for each organisation.

The respective subsidiary Board Chairpersons (Brian Barclay for Upkeep and Elizabeth Battersby for East End) were both present and spoke in support of the report.

In discussion the Chair of the EEHDC highlighted the increasing difference in complexity of operations between the two subsidiaries with far more to discuss generally at Upkeep meetings than the East End ones. She endorsed the idea that consideration be given as to whether East End's governance arrangements might be slimmed down somewhat and it was agreed that this happen during the course of the coming year.

Following discussion the Board considered and **formally approved the draft Business Plans and associated budgets for both East End Housing Development Company and Upkeep Shettleston Community Enterprise,** in accordance with the requirements of the Intragroup Agreement.

13. Membership Applications

Members noted the content of the report and approved the proposed membership applications from:

- Mr Andrew Gough - Edrom Path
- Miss Rebecca Humpreys - Shettleston Road

14. Any Other Business

The CEO reported that the ongoing external audit had identified that the Minute of the Board meeting of 9th September 2025 had omitted reference to the Board's approval of the membership application from Ms Simone Skinner of Pettigrew Street. Ms Skinner had been added to the Register and issued with a Share certificate. The Board agreed to retrospectively amend the Minute of that meeting to include reference to Ms Skinner amongst the list of applications considered and approved at the meeting.

Minute prepared by Tony Teasdale (CEO) and Kirsty Brown (DFCS)

SIGNED: A Alexandra
(Chairperson)

DATE: 23/06/2026