GLEN HOUSING ASSOCIATION

BOARD OF MANAGEMENT MEETING

6.30PM – WEDNESDAY 22nd APRIL 2026

AGENDA

1.	**APOLOGIES & DECLARATIONS OF INTEREST**	(Report attached – *for action)*
2.	**MINUTES**	
2.1	Minute of Board of Management Meeting of 25/3/26	(Report attached – *for approval)*
2.2	Matters Arising from above Minute	
3.	**FINANCE & STAFFING MATTERS**	
3.1	Financial Report to 31/3/26	(Report attached – *for approval*)
3.2	Arrears Report to 31/3/26	(Report attached – *for information*)
3.3	Rockfield Gardens Net Zero project – update	(Verbal Report)
3.4	Review of Fixed Rate Borrowing & Investment of Funds	(Report attached – *for approval*)
4.	**HOUSING MANAGEMENT REPORTS (Jan – Mar 2026)**	
4.1	Repairs Report	(Report attached – *for approval*)
4.2	Void Report	(Report attached – for approval)
4.3	Recharges Report	(Report attached – *for approval*)
4.4	Complaints Report	(Report attached – *for approval*)
5.	**GOVERNANCE**	
5.1	Internal Audit Plan 2026/27 – Auditor in attendance	(Report attached – *for discussion*)
5.2	Business Strategy Review	(Report attached – *for discussion*)
6	**POLICY REVIEW**	
6.1	Entitlement, Payments & Benefits Policy	(Report attached – *for approval*)
7	**AOCB**	

GLEN HOUSING ASSOCIATION

MINUTE OF BOARD OF MANAGEMENT MEETING

WEDNESDAY 22ND April 2026

PRESENT:	Graham Ross (GR) Shane Garrioch (SG) Shirley Cuthbertson (SC) Josie Smith (JS) John McArthur (JMc) Trevor Newman (TN) Pamela Hunter (PH)
IN ATTENDANCE:	Anne Dickie (AD) Ian Byers (IB) Karen Milne (KM) Katrina Jamie (KJ) Thomson Cooper Alex Cameron (AC), Cameron Audit

GR welcomed everyone to the meeting, with particular acknowledgement of Alex Cameron, who was in attendance to discuss the Internal Audit Plan for 2026/27. GR confirmed that this item would be brought forward on the Agenda, to be taken **prior to Item 3**, to allow Alex to leave once the discussion had concluded.

1. APOLOGIES & DECLARATIONS OF INTEREST

Apologies:	Pat Milne (PM) Stuart Thomson (ST)
Declarations of Interest:	None

2. MINUTES

2.1 <u>Minute of Board of Management Meeting of 25/03/2026</u>

The above Minute was proposed by PH, seconded by SG and approved as a true record of the meeting

2.2 Matters Arising from above Minute

2.2.1 Item 3.5.1 – Insurance Policies – TN asked for clarification on the whether the cladding works would increase the insured value of the properties. AD confirmed this work had been notified to our broker and it had no effect on the property stock insurance for the 2026 renewal.

2.2.2 Item 4.1b – ICT Security – AD confirmed to SC that this would be covered by Alex under Item 5.1.

5. GOVERNANCE

5.1 Internal Audit Plan 2026/27

Alex Cameron presented this report which was **approved.**

5.1.1 Referring to the earlier question about where AI sits in terms of ICT Security, Alex discussed the ever-prevalent use within the sector, noting however, that there was no definitive sector wide policy at this stage.

The general advice would be to restrict use to Copilot, within Microsoft 365, meaning that it works within the security guidelines of the 365 accounts. Whilst there are positive and effective efficiencies to be had, there still needs to be an element of human review and an awareness that users may adopt a laissez-faire attitude. JS advised that the protocol for her own workplace is as Alex advises, use of Copilot, otherwise specific training is a requisite for the use of more advanced versions of AI.

5.1.2 Alex referred to the 4 areas of audit that he has suggested for the coming year, which cover a good range in terms of sector risks.

1. Quality of Homes & Asset Management – AD advised that additional assurances are required by SHR in this year's Annual Assurance Statement (AAS) with regards to asset management data being accurate and current. Audit pencilled in for 23/06/26.

2. Treasury Management & Borrowing Strategy – ties in with no. 1 above.

3. Succession Planning (Leadership & Board Development) – 3 years since last governance review by auditor- again, ties in well with AAS.

4. Responsive Repairs Effectiveness & Efficiency – being the primary frontline contact for our service users, key performance indicators, value for money etc will be benchmarked against our similar peer group.

5.1.3 Page 38 – Audit Summary Table – type in last date column – should be 2027/28 – noted.

5.1.4 SC referred to the Tenant Engagement & Participation Strategy and queried whether this should be brought forward into the 2026/27 programme of work. AD advised that she had considered this option but had chosen instead to focus on the four recommendations from Alex Cameron, with the intention of scheduling the Tenant Engagement review for Quarter 1 of 2027/28.

Alex concurred with this approach, reiterating that his recommendation is to undertake no more than four audits per year, with priority given to the higher-risk operational areas. This ensures alignment with good internal audit planning practice.

GR thanked Alex for his direction and contribution to the discussion, after which ***Alex left the meeting.***

3. FINANCE AND STAFFING MATTERS

3.1 <u>Financial Report to 31/03/2026</u>

KJ presented this item and referred Members to the detailed report accompanying the accounts showing the position at end of the final quarter of the year. The accounts as presented were **approved**.

KJ also confirmed that the accounts were in Draft format as there may be slight changes to some of the figures in the Statement of Financial Position, following the annual audit, namely the fixed assets and the pension liabilities, if anything.

3.1.1 Consultants Fees

JMc queried the underspend of nearly £36k and asked whether this was solely the result of over-budgeting. AD confirmed that this was the case, noting that a significant portion of the consultancy work for Rockfield Gardens and the Windows/Doors replacement programme had been capitalised, reducing the revenue expenditure.

3.1.2 Landscape Maintenance

This budget is overspent by approximately £8.5k, primarily due to the mature landscapes across the estates, combined with the impact of several severe storms during the year.

3.1.3 Loan Portfolio Report

AD referred to the Flagstone investment with ICICI Bank, noted as having an interest rate of 4.45%. She confirmed that this reflects the rate at the time of investment; the current rate has since reduced to 2.99%, and she will provide further detail under Agenda Item 3.4.

3.1.4 Cash Flow

AD referred to the closing balance as at 31/03/26, which stands at £1,620,618. She explained that a further £500k remains to be drawn down for the windows/doors programme. Once this drawdown takes place, the cash balance will increase by that amount.

3.2 Arrears Report at 31/03/2026

IB presented this report which was **approved.**

3.2.1 Table 1 – Present Tenant Arrears

IB referred back to his February report, where arrears were recorded at 0.69%, the joint lowest level the Association had achieved at that time. He noted that arrears for the current month have now reduced further to 0.45%, representing an all-time low. He added that even excluding the recent funding payments received, arrears would still be below the previous 0.69% figure.

Column C showed a decrease of £8,303 from the previous month. Included within that figure was funding for nine tenants who received 'circuit breaker' payments ranging from £500 to £2,000. JMc asked whether all nine tenants had previously been amenable to engaging with Glen. IB confirmed that this had not been the case at that stage; however, they are now more amenable, and this has provided a better understanding of their circumstances and the potential for securing other assistance. He noted that the project had clearly helped to establish a link with those tenants. IB advised that he will continue to track the nine tenants who received assistance to help ensure tenancy sustainment. He also added that membership of the Alliance provides access, through joint working, to knowledge and experience that Glen had lost through the departure of long-serving staff, while also making it a more attractive proposition for funders.

3.2.2 SG asked whether court fees were included in the arrears figures presented. IB explained that legal fees are recorded separately from rent arrears.

3.2.3 IB referred to bad debts, which had been particularly high this year. Going forward, cases will be brought to the Board more promptly for approval of write-offs, rather than being presented en masse.

3.3 Rockfield Gardens Net Zero Project - Update

AD gave a verbal update on progress, confirming that the project was broadly on programme.

- Nos. 1–8 are currently undergoing surveys for the air source heat pump (ASHP) installations; however, AD and IB expressed disappointment that this is only now taking place. The bungalow property type will be the first to receive the installation.

- A progress meeting took place today. AD and IB raised concerns about the unavoidable potential damage to tenants' laminate flooring. The contractor stated that no other Housing Association he has worked with has provided assistance to tenants for damaged floors. AD advised that she will have a better understanding of the likely level of disruption for next month's meeting.

Schedule for installations:

- Day 1 – Strip out the gas heating entirely; temporary heaters will be provided. Fit Sunamp (water heating).

- Day 2 – Fit ASHP and radiators.

IB confirmed to SG that the existing pipework can't be re-used.

- AD has confirmed that all grant funding must be claimed in full by 15 May 2026. We have £530k remaining to claim, which we expect to secure, though the timeline will be tight.

- AD plans to share a photographic presentation at next month's meeting.

3.4 Review of Fixed Price Borrowing & Investment of Funds

AD presented this report which was discussed and approved as follows:

3.4.1 10 Year Fixed Price Borrowing

The Board agreed to the indicative new fixed rate offered by Triodos from May 2026—a 3-year fix at 6.176% on the £1,909,091 outstanding balance of one of the Triodos loans.

3.4.2 Investement of Funds

AD presented two options for reinvesting the c. £100k maturing with ICICI Bank, both as 12-month investments:

- **OakNorth** (BBB+ rating) at **4.145%**
- **Nationwide** (A- rating) at **4.025%**

TN questioned the logic of investing at around 4% while borrowing at closer to 6%. AD suggested this was something worth looking at properly before the next investment of £900k matures and proposed inviting Peter from Allia to attend a future meeting to talk through the use of investments versus loans.
GR noted that early repayment charges might negate any benefits to repaying loans using invested funds. TN clarified that he was referring to future borrowing rather than existing loans, and whether cash should be used instead.

JMc added that it is always helpful to retain a cash buffer to cover any unknowns.

Board **approved** the proposal to invest the c. £100k with **Oak North**.

4. HOUSING MANAGEMENT REPORTS

4.1 Repairs Report (January - March 2026)

IB presented this report which was **approved**.

4.1.1 Item 1 – Reactive Repair Response Times

IB noted that there were some aspects of performance that were not as strong as they should be and would benefit from a review of current arrangements. Some emergency repairs were recorded as being only minutes outside the target timescales but were nevertheless still classed as late.

However, average completion times show a year-on-year improvement:

- Emergency repairs:
  - 2024/25: 2.69 days
  - 2025/26: 2.58 days
- Non-emergency repairs:
  - 2024/25: 7.37 days
  - 2025/26: 5.8 days

4.1.2 Item 3.4 Mould & Dampness Report

In response to TN's question about whether the categorisation could be broken down further, from mild to severe cases, IB explained that while our Housing Management system does allow this information to be extracted, not all organisations across the sector are working with comparable systems. IB added that he expects there will be significant discussion within the sector following the first submission of these statistics to the Regulator.

4.1.3 Item 7 – Aids & Adaptations

JMc referred to the wheelchair-adapted kitchen works that had been completed and questioned why an adapted kitchen had not already been in place, given that the property was a wheelchair-adapted bungalow. IB explained that the person who does the cooking is not always the wheelchair user, and in this case the household circumstances had changed.

4.1.4 Item 8.2 – Tenant Repair Satisfaction Questionnaires

In response to TN's comment that only 34 surveys had been returned out of a possible 379 repairs, IB explained that considerations are being given to improve the response rate.

4.2 Void Report (October – December 2025)

IB presented this report which was **approved**.

4.2.1 IB reminded the Board that relet time targets were reviewed a couple of years ago in response to some particularly challenging voids. He confirmed that he is now very pleased with current relet performance, with average relet times at 11.6 days—well below the target of 18 days.

SG referred to the one property that required three offers before it was successfully relet and asked for an explanation. IB explained that two of the refusals were for financial reasons, noting that applicants' circumstances can change between applying for a property and receiving an offer, and these changes are not always reflected on the application.

SG commended staff on the turnaround of void properties and the resulting relet times.

4.2.2 PH asked for clarification on what is meant by a 'sensitive let'. IB explained that the Allocations Policy includes an additional clause that allows the Housing Manager discretion to bypass the applicant at the top of the matching list, for example where there are concerns around anti-social behaviour within a block or where an applicant's vulnerabilities may not be a good match for the property/area.

4.3 Recharges Report (October – December 2025)

IB presented this report which was **approved.**

4.3.1 Board noted the error reported in January under Payments Credited, along with the resulting review of reconciliation and reporting procedures and agreed that this had been a positive learning experience for staff.

4.4 Complaints Report

AD presented this report which was **approved**.

5. GOVERNANCE

5.2 Business Strategy Review

AD presented this report.

5.2.1 Strategic Priority Ordering

AD confirmed that the numbered list was not intended to imply priority order.

It was agreed that a note should be added to clarify this and avoid misinterpretation.

5.2.2 Strategic Priorities

Board agreed that the Strategic Priorities remain relevant and continue to reflect Glen HA's aims. However, the operational activities require updating to better align with current needs and expectations.

5.2.3 Quality of Our Homes Priority

PH highlighted that she expected to see reference to maintaining attractive communities within the operational activities for this priority. AD explained that this theme is currently addressed within the Delivery Plan, but agreed that PH's point was valid and should be reflected more clearly.

5.2.4 After discussion, Board confirmed that the Business Strategy continues to accurately express Glen HA's aims, objectives, and priorities.

AD's proposed updates to the Contents Page and Introduction were approved for implementation.

Next Steps

AD will undertake a full review of the Delivery Plan and will present this along with the updated Business Strategy at the June Board meeting.

6. POLICY REVIEWS

6.1 Entitlements, Payments & Benefits Policy

KM presented the report and confirmed that no queries or suggestions had been received from members following the electronic circulation of the reviewed Policy. The reviewed Policy was **approved**.

6.1.1 Section 4 – Use of our Contractors & Suppliers

JMc referred to this section and sought clarification regarding the fact that he has used one of the plumbing contractors for longer than the Association has. KM directed him to Section 4.2, noting that it explicitly provides for such situations. KM confirmed that, as JMc can clearly demonstrate that he has received no preferential treatment as a result of his relationship with Glen HA, this does not constitute a conflict under the policy.

7. AOCB

7.1 GR and AD advised that they had received an email from Barry Allan, who had been required to resign from the Board in August 2025 due to changing priorities in his professional life. These circumstances have since stabilised, and Barry has expressed an interest in returning to the Board should a vacancy be available.

Board unanimously **approved** the decision to co-opt Barry Allan to the Board of Management until he can be put forward for election at the next AGM, agreeing that he would not be required to complete the formal application process given how recent his resignation was, and his prior service.

The meeting concluded at 8.35pm