

GLEN HOUSING ASSOCIATION
BOARD OF MANAGEMENT MEETING
6.30PM – WEDNESDAY 19th AUGUST 2026

AGENDA

- 1. APOLOGIES & DECLARATIONS OF INTEREST** (Report attached – *for action*)

- 2. MINUTES**
 - 2.1 Minute of Board of Management Meeting of 24/06/26 (Report attached – *for approval*)
 - 2.2 Matters Arising from above Minute

- 3. FINANCE & STAFFING MATTERS**
 - 3.1 Financial Report to 31/07/26 (Report attached – *for approval*)
 - 3.2 Arrears Report to 31/07/26 (Report attached – *for approval*)

- 4. GOVERNANCE**
 - 4.1 Internal Audit Report – Asset Management (Report attached – *for approval*)
 - 4.2 Succession Planning (Report attached – *for discussion*)
 - 4.3 Annual General Meeting (Report attached – *for approval*)
 - Declaration: Rules 39 & 68
 - Office Bearer Succession

- 5. HOUSING MANAGEMENT REPORTS (April – June 26)**
 - 5.1 Repairs Report (Report attached – *for approval*)
 - 5.2 Void Report (Report attached – *for approval*)
 - 5.3 Recharges Report (Report attached – *for approval*)
 - 5.4 Complaints & Compliments (Report attached – *for approval*)

- 6. POLICY REVIEWS**
 - 6.1 Tenant & Community Engagement Strategy (Report attached – *for approval*)
 - 6.2 Tenancy Agreement – Changes to Legislation (Report attached - *for information*)

- 7. AOCB**

GLEN HOUSING ASSOCIATION
MINUTE OF BOARD OF MANAGEMENT MEETING
WEDNESDAY 19th AUGUST 2026

PRESENT:

Graham Ross (GR) – Chair
Shane Garrioch (SG)
Shirley Cuthbertson (SC)
Josie Smith (JS)
John McArthur (JMc)
Trevor Newman (TN)
Barry Allan (BA)

IN ATTENDANCE:

Anne Dickie (AD)
Ian Byers (IB)
Karen Milne (KM)
Katrina Jamie (KJ), Thomson Cooper

1. APOLOGIES & DECLARATIONS OF INTEREST

Apologies: Pat Milne (PM)
Stuart Thomson (ST)

Declarations of Interest: None

2. MINUTES

2.1 Minute of Board of Management Meeting of 24/06/2026

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

2.2 Matters Arising from above Minute

2.2.1 Item 3.3.2 – Regulatory/Government Changes

GR referred to the fourth paragraph, second sentence, and requested that it be amended to read: "Where this action is not possible, the Association would seek to support..."

2.2.2 Item 6.2 – Carbon Literacy Training

AD confirmed that this had now been booked for 29 October and advised that she had a handout, which would be circulated at the end of the meeting. Those interested in attending should confirm their attendance with AD at the earliest opportunity.

3. FINANCE AND STAFFING MATTERS

3.1 Financial Report to 31/07/2026

KJ presented this item and referred Members to the detailed report accompanying the accounts. The accounts as presented were **approved**.

3.1.1 Investment Spend

JMc referred to the retention amounts mentioned in the note and asked whether they were budgeted to be paid in the current financial year or the next. KJ explained that the amounts had been capitalised within Fixed Assets/Housing Properties and accounted for as an accrual.

3.1.2 Planned Maintenance

AD referred to the budgeted figure for bathroom replacements, explaining that the next phase of works is scheduled to commence in September and is expected to be completed by March 2027.

3.2 Arrears Report to 31/07/2026

IB presented this report which was noted.

3.2.1 Tables 1 & 2 – Present Tenant Arrears & Breakdown by Value

IB highlighted the significant reduction in rent arrears, alongside a decrease in the number of arrears cases. He referred to the Scotlands Housing Networking (SHN) benchmarking information that had previously been included within this report but was removed due to inconsistencies in the number of landlords submitting data each quarter.

IB noted that data submissions have since improved and advised that relevant benchmarking figures will once again be included to enable performance comparisons. He added that these figures can be removed in future should the Board consider them no longer useful.

By way of example, the national average arrears figure for Quarter 1 was 2.53%, compared to Glen's figure of 0.53%.

He referred to the case involving arrears of over £2,000, explaining that it had been particularly complex due to an outstanding benefits decision that was expected imminently. However, there will still be a significant shortfall in the arrears that is not covered by Housing Benefit.

The tenant has been provided with appropriate advice throughout and has been aware that they were responsible for the rent due. They were also aware that there would be no circumstances in which benefits would cover the full amount of rent payable. Despite this, they have made no effort to contribute towards the arrears.

At this stage, the case will continue to proceed through the court process, as all pre-action requirements have been met.

The Board commended staff for their continued efforts and welcomed the positive arrears performance reflected,

4. GOVERNANCE

4.1 Internal Audit Report – Asset Management

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

He referred to the recommendation and confirmed that this was something he had intended to implement for some time. However, resource constraints had prevented this from being progressed over the past couple of years. He advised that he anticipates implementing the changes in a number of stages.

4.2 Succession Planning

Governing Body Member Succession Planning

GR presented this report and invited comments from Members. He confirmed that he has no intention of stepping down before the end of his five-year tenure but felt it was appropriate to begin considering succession arrangements at this stage.

Members agreed that the current Board possesses a broad range of knowledge and experience and that there is sufficient capability within the Board to fill any of the Office Bearer positions when required.

JMc commended GR for his work as Chair and noted that any Member wishing to put themselves forward for the role would benefit from the support and guidance of at least two former Chairs currently serving on the Board.

JS suggested that Members interested in succeeding the Chair should be given opportunities to chair meetings on occasion, shadow the current Chair, and identify any training or development requirements. It was further suggested that AD and GR copy interested Members into relevant correspondence to help them gain a better understanding of the role and its responsibilities.

AD advised that none of the Office Bearer roles are consistently onerous; however, individuals should be aware that they may occasionally be required to deal with complex or time-consuming matters.

SG advised that a potential change in personal circumstances may allow him to enter discussions regarding putting himself forward for the role of Chair in the future.

AD confirmed that she would prepare a **Governing Body Succession Plan Review Template** using SFHA guidance and incorporating the discussions held, reflecting the following:

- SC is happy to continue in the role of Secretary.
- BA and SG are willing to act as Chair when required, pending the appointment of a new Chair.

JMc suggested the Board Appraisal template should be reviewed to include an opportunity for Members to express an interest in future Office Bearer roles, as well as identify any training and development needs.

AD advised that the next Internal Audit, which is currently scheduled to take place on the same date as the AGM, is due to focus on Succession Planning. Given the timing conflict, she is minded to postpone the audit to a later date. However, she stressed that succession planning would remain a key priority, particularly in light of the Scottish Housing Regulator's emphasis on succession planning through the Annual Assurance Statement (AAS).

Senior Staff Succession Planning

AD confirmed that, circumstances permitting, her intention would be to provide significantly more than the requisite three months' notice of retirement or resignation.

She also advised that appropriate arrangements are currently in place to provide cover in the event of any unexpected absence of the Senior Officer, Housing Manager, or Corporate Manager.

BA suggested that it should be noted that the Chairperson would be involved in the recruitment process for any future replacement Senior

Officer. AD agreed and added that external recruitment specialists would also be engaged to support the appointment process.

AD confirmed that she would prepare a **Senior Staff Succession Plan Review Template**, using SFHA guidance, to provide assurance to the Board that appropriate succession planning arrangements are in place.

4.3 Annual General Meeting 17/09/2026

AD presented the report, which was noted and **approved** by Members.

JMc tendered his apologies for the Annual General Meeting.

In discussing ways to encourage and identify potential new Board Members, JS suggested that a current Board Member could give a short presentation at the AGM outlining their experience of serving on the Board and the benefits of the role.

KM suggested that this could be supported by a social media post to help promote Board membership opportunities. AD agreed to discuss this with the Tenant & Community Engagement Officer, Carolyn.

JS confirmed that she would be a willing participant.

4.1.1 Declaration: Rules 39

TN noted his surprise at being required to stand down again this year, as he was under the impression that he had done so the previous year.

AD to verify TN's standing-down and re-election status.

TN referred to Pamela Hunter's resignation and asked whether she had provided any specific reasons for her decision to step down.

GR confirmed that he had followed up directly with Pamela following receipt of her resignation and had asked whether there was anything the Board or Association could have done differently in terms of support. Pamela provided very positive feedback regarding both the Board and the leadership of the organisation and confirmed that her decision to resign was based solely on personal circumstances.

4.1.2 Declaration: Rule 68

Noted – SC confirmed all in order.

4.1.3 Office Bearer Succession

Following on from earlier discussions regarding succession planning, GR confirmed his willingness to continue in the role of Chair and to stand for a further one-year term.

It was noted that there is currently an arrangement in place for the Vice Chair position, with SG willing to continue in the role

SC confirmed that she is happy to continue in the role of Secretary.

The Board noted these arrangements and agreed that they provide continuity while succession planning continues to be reviewed.

5. **HOUSING MANAGEMENT REPORTS**

5.1 **Repairs Report (April – June 2026)**

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

5.1.1 Item 1 – Response Times

Noting once again the number of repairs being completed outwith target timescales, IB referred to the SHN benchmarking figures and highlighted that, while performance across the sector is generally slightly worse than Glen's, there remains a clear need for improvement within our own processes.

5.1.2 Item 3.3 – Electrical Safety

IB referred to the one property inspection completed after the anniversary date, confirming that this will be reportable within the ARC. Members were advised to expect similar instances going forward due to ongoing difficulties in gaining access to properties. These challenges are further compounded by the need for remedial works arising from an ageing housing stock, as well as delays associated with meter-related issues involving energy suppliers that we have no control over. However, IB noted that these are sector-wide challenges and that most landlords are likely to report similar issues.

In response to a query from GR, IB confirmed that this does not constitute a Notifiable Event.

Despite efforts to bring inspections forward where possible, access issues have highlighted the need to review our procedures. Consideration will be given to identifying best practice from our Gas Servicing processes, but it should be noted that we don't have the same level of enforcement options for EICRs as gas servicing.

5.2 Void Report (April – June 2026)

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

IB noted that the average relet time for the quarter was 18.8 days, slightly above the target of 18 days. For context, he referred to the SHN benchmarking figures, which show an average relet time across the sector of 30.5 days.

SC referred to the void property that had taken 40 days to relet and asked what factors could result in a void period of that length. IB explained that a variety of issues can contribute to longer void times, including the need for a needle sweep and the requirement for multiple trades to bring the property up to the required relet standard. In response to SG's query, IB confirmed that this case was not an abandonment.

5.3 Recharges Report (April – June 2026)

IB presented this report which was **approved as follows**:

5.3.1 Recommendation 1

SG suggested a minor amendment to the wording, changing it to: "The Director and/or Housing Manager have delegated authority..."

IB confirmed that his research into sector-wide practice had been undertaken primarily through a review of publicly available policies from Associations of a similar size within our peer group.

5.3.2 Recommendation 2

Recharges totalling £6,656.76 be written off.

5.4 Complaints & Compliments Report (April – June 2026)

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

5.4.1 JMc referred to the first section of the report, "Complaints by Category", and requested that the relevant reporting quarter be clearly identified within the section. This was noted and will be amended accordingly.

6. POLICY REVIEWS

6.1 Draft Tenant and Community Engagement Strategy

AD presented the report, which had been prepared by the Tenant & Community Engagement Officer, Carolyn Johnston. Members noted that the purpose of the report at this stage was to seek agreement on the key principles of the Strategy.

Item 1 – Purpose

JS referred to the third bullet point in the final section of this item and suggested that an explanation of TPAS should be included.

Item 2 – Proposed Vision Statement and Tenant-Led Panel Name

JS queried who would comprise the proposed panel and whether appropriate governance arrangements would be put in place. AD confirmed that the *Your Voice Matters* panel would not necessarily be the group responsible for considering the Strategy, and that governance arrangements would be addressed as part of its development.

Item 3 – How this Strategy Supports Glen's Business Strategy

JS referred to the third bullet point and suggested that an explanation of the *My Home* portal should be included.

Item 5 – How We Communicate

JS questioned the relevance of this section within the final Strategy document. AD confirmed that the section had been included for contextual purposes only at this stage.

Statutory and Essential Engagement

SG sought clarification regarding the reference to "tenant testing" within this section. **AD agreed to seek clarification from Carolyn Johnston and report back to Members.**

Item 7 – Working Together Across Fife

Community Benefits and Procurement

Members held a detailed discussion on this section of the Strategy and expressed concerns that the proposed approach was not fully aligned with Glen's ethos. The following points were raised:

- The Association seeks to achieve value for money through its day-to-day contracts for the benefit of tenants.

- The Association takes pride in using Fife-based contractors and recognises the social value generated through investment in the local economy.
- Members were concerned that applying community benefit requirements to smaller contracts could create ill feeling amongst local contractors. It was considered that such requirements would be more appropriate for larger contracts, where all bidders are aware from the outset that community benefits form part of the tender process.
- Members noted that the Association has already experienced challenges in obtaining quotations from smaller contractors and felt that additional requirements could further discourage participation.

GR suggested that consideration of this area could be deferred until a stable tenant group is established and has had an opportunity to provide its views.

Conclusion

In summary, Members agreed that significant revisions were required before the document is presented to a tenant group. The consensus was that the current document reads more as a discussion paper than a formal Strategy. GR considered that Items 6 and 9 were the most significant sections and agreed that the Strategy should place a stronger focus on the Association's approach to engaging with tenants.

6.2 Tenancy Agreement – Changes to Legislation

IB presented this report which was noted.

- 6.2.1 SC referred to the proposal to communicate the legislative changes to tenants through a newsletter article. From a tenant's perspective, she stated that it would be preferable to receive the amendments in a format that could be incorporated into an existing tenancy agreement. IB acknowledged this suggestion and advised that he would consider alternative methods of notifying tenants, including the possibility of issuing an addendum to the current tenancy agreement.

SG also requested that the newsletter article include relevant support contact numbers. AD noted this action.

7. AOCB

- 7.1 AD circulated a copy of the Scottish Housing Regulator's Notifiable Events Annual Report 2025/26, which was published today.

Members were reminded of their responsibility to keep informed of such matters in terms of their obligations when signing off the Annual Assurance Statement.

7.2 Carbon Literacy Training

AD asked Members to confirm their availability to attend the Carbon Literacy Training for Staff and Board Members no later than the end of this week. The venue is yet to be confirmed and will be advised in due course.

The meeting concluded at 8.30pm