

CLYDESDALE HOUSING ASSOCIATION LIMITED

Minute of the Management Committee meeting held via Video Conferencing on Wednesday the 28th of January 2026 at 18:30.

Present: Agne Zasinaite, Vice Chairperson
Brian McNally
Deborah Hay
Gabrielle McElhinney
Hazel Galbraith, Chairperson
Iona Taylor
Jacqueline McCutcheon
John Lockhart, Treasurer
Jonathan Main, Secretary
Ken Greenshields
Lesley McDonald
Ruth McElhinney
A quorum was achieved.

In Attendance: The Chief Executive Officer (CEO)
Depute Chief Executive (DCE)
Finance Manager (FM)
Hugh Carr, DTP
Elizabeth Miller, Corporate Services Officer (CSO) - minute.
Hema Kirkwood, Corporate Services Assistant, Observer

1. Apologies

Apologies were received from Claire McGraw and Ross Gowland.

2. Conflicts of Interests

There were no conflicts of interest.

3. Approval of Previous Meeting Minutes & Matters Arising

The minute of the Committee meeting held on the 10th of December 2025 was checked for accuracy and approved by the Management Committee.

As per section 62 of the Association's rules, the Chairperson authorised the CSO to insert their electronic signature as conclusive evidence that the minute of the meeting held on the 26th of November 2025 are a true record of the proceedings at that meeting.

Matters Arising.

There were no matters arising.

Agreement on Items for A.O.C.B.

The Chairperson asked Committee and staff if they had any other competent business to discuss at agenda item 18. Committee agreed to discuss the recent article in the Lanark & Carlisle Gazette.

4. Treasury Management Report

Hugh Carr from DTP (HC) presented a comprehensive review of the Association's treasury management position, working closely with the FM and CEO. HC gave Committee the background to the report and explained that the Committee had appointed DTP due to nearing a breach of the 60-40 fixed-to-variable debt rule and with a loan about to move from fixed to variable rate. HC clarified that the current position was around 40% fixed, below the required 60%, necessitating action to reduce interest rate risk.

HC gave Committee details of the options analysis and modelling process. They outlined five scenarios, including doing nothing, entering a new loan agreement to fix rates, repaying two variable loans, repaying three loans (including one fixed rate maturing in March 2026), and a stress-tested scenario with adverse assumptions. The modelling showed that repaying loans was the most cost-effective and risk-averse option, with the business plan remaining robust even under pessimistic conditions.

HC gave details of interest rate and cash flow considerations. Committee raised questions about the net benefit of repaying loans versus retaining cash, which HC addressed by explaining the cost of carry: the loans cost about 4% interest while cash earns only 2%, so repaying debt saves more than the lost interest income. The modelling accounted for the relative sizes of loans and cash balances.

- Committee members discussed future uncertainties, capital expenditure, and grant funding. Committee discussed these issues at length and sought confirmation on the data used to compile the stress tests. HC and the FM reassured the Committee that the modelling was robust and confirmed that the financial model used was up to date with the latest budget figures.

- i) Committee reviewed and discussed the DTP Loan Options Review report.
- ii) Committee decided to accept and action the recommendations made in the DTP Loan Options Review report.
 - Repay loans NL1310 and NL1350 as soon as possible.
 - Repay loan NL1320 when the current fixed rate matures in March 2026.
 - Explore the options for investing surplus cash available through the existing relationship with RBS.
- iii) Committee delegated authority to the Finance Manager to contact RBS to implement any decisions made by Management Committee.

Hugh Carr left the meeting at 19:40.

The Committee also discussed the psychological aspects of decision-making whilst the external advisor is still present in the meeting and agreed to consider process improvements for future external advisor involvement.

5. Actions from Previous Meetings

The CEO presented the report to Committee. They advised that the purpose of the report is to ensure that items identified for action at Management Committee and Audit Sub-Committee meetings are a) followed up on, and b) reported to Committee to confirm the follow up.

The CEO told Committee they had nothing further to add to the report content.

- Committee discussed, Auditor Liability and Membership: The FM confirmed the auditor's liability cover met requirements.

- | |
|--|
| <ul style="list-style-type: none"> i) Committee considered the Actions from Previous Meetings Report and agreed progress is satisfactory. ii) Committee agreed that as satisfactory confirmation of professional indemnity and cyber insurance coverage had been received from the external auditor, the CEO was authorised to sign the auditor appointment via the portal on behalf of the Committee. |
|--|

Jacqueline McCutcheon left the meeting at 19:47.

6. Notifiable Events

The CEO presented the report to Committee and advised that the purpose of reporting notifiable events is a positive step and a key part of Committee being responsible and accountable for the running of the Association.

The CEO noted that they had nothing further to add to the report content.

- | |
|---|
| <ul style="list-style-type: none"> i) Committee considered the report and agreed that the actions of the Association have been satisfactory in relation to Notifiable Events |
|---|

7. Health & Safety Update – verbal report

The CEO informed the Committee that the purpose of the report was to update the Management Committee on Health & Safety at Work activities and to present the Health & Safety Policy Statement for approval. The CEO advised that there were no Health and Safety issues to report.

The CEO introduced Hema Kirkwood to Committee as the new Corporate Services Assistant responsible for the office Health and Safety administration, replacing Elaine McIvor who retired on the 21st of January 26.

- | |
|--|
| <ul style="list-style-type: none"> i) Committee considered the Health & Safety Update Report and agreed progress is satisfactory. |
|--|

8. Housing Quality & Maintenance Scorecard

The DCE provided Committee with a summary of the Housing Quality & Maintenance Scorecard. They advised the comments section of the scorecard gave information on targets that had not been met.

- | |
|--|
| <ul style="list-style-type: none"> i) Committee considered and noted the content of the report. |
|--|

9. Planned & Cyclical Maintenance progress

The DCE provided Committee with a summary of the Planned and Cyclical Maintenance Report. They advised the comments section of the report updates section gave details of progress made and issues encountered.

- | |
|--|
| <ul style="list-style-type: none"> i) Committee considered and noted the content of the report. |
|--|

10. Tenant and Resident Safety Report

The DCE told Committee that the purpose of the report is to inform them of the Association's progress against its statutory and legal obligations surrounding tenant safety in terms of the Association's Annual Assurance Statement. The DCE advised they had no further updates to the report content.

The Committee reviewed the housing quality and maintenance scorecard and discussed the resolved dampness cases. The DCE provided Committee with a technical explanation on the causes of and solution to the issues encountered.

- i) Committee considered and agreed that adherence to the Association's statutory responsibilities is satisfactory and evidence enough for assurance purposes.

11. Planned Maintenance Options Appraisal: Net Zero Standard

The DCE told Committee that the purpose of the report is to provide them with the necessary information and data to allow them to consider if upgrading the Association's properties to current (and future) net zero standards is financially viable. The DCE presented Committee with an options appraisal on planned and cyclical maintenance in the context of net zero targets, highlighting funding uncertainties and the impact on tenants. Committee discussed:

- Funding and policy uncertainty and the ongoing uncertainty around government net zero targets and grant funding, noting that delays in funding decisions had caused the planned programme to be postponed.
- How the SFHA and other sector bodies are lobbying for both revised targets and increased funding.
- Tenant priorities and energy efficiency measures: The DCE advised that the Tenant survey results indicated a preference for upgrades like kitchens, bathrooms, windows, and doors over net zero measures. They explained that while energy efficiency improvements (such as high heat retention storage heaters and new windows) contribute to EPC ratings, the most cost-effective and impactful upgrades may not always align with net zero aspirations.
- The technical and financial considerations of different heating systems, the high ongoing maintenance costs of air source heat pumps, and the limited availability of skilled maintenance providers. The DCE noted that some grant funding for renewables is available but requires careful planning for future replacement costs.

Committee agreed to defer a decision, allowing members to submit further questions and scenario requests to the DCE for additional modelling. The CEO highlighted the need for advance notice due to the workload involved. The topic will be revisited at the next meeting scheduled to take place on Wednesday the 25th of February 2026, with a focus on short- and medium-term replacement needs and financial implications with the Committee discussing the balance between energy efficiency upgrades and maintaining other property standards.

- i) Committee discussed the information presented in the report along with the cash flows in terms of the future viability of the association and the impact it could have on tenants rent.
- ii) Committee agreed to defer a decision on whether continuing to meet the current EESSH2 standard is viable for the Association and its tenants until after the next Committee meeting, scheduled for Wednesday, 25th of February 2026.

12. Committee Member Recruitment Priorities

The CEO presented the Committee recruitment priorities report, highlighting the current Committee profile and gaps. The CEO highlighted the Committee's demographic profile against tenant data, noting improvements in gender balance but a lack of members with disabilities and tenant representation. The CEO asked Committee to their views and approaches to encourage diversity and agreeing on a recruitment panel for the upcoming process.

- Committee raised points about the nuances of self-identification and the importance of ethnic diversity.
- Committee agreed to encourage applications from underrepresented groups and tenants to highlight the value of diverse skills and backgrounds in recruitment materials.
- Ruth McElhinney, John Lockhart, Hazel Galbraith, and Gabrielle McElhinney volunteered for the recruitment panel, with CEO to coordinate the timetable and process.

- i) Committee considered the content of the report and finalised recruitment priorities for the vacancy that currently exists.
- ii) Committee agreed that the CEO should report back with recruitment timetable.
- iii) Committee appointed Ruth McElhinney, John Lockhart, Hazel Galbraith, and Gabrielle McElhinney to the Committee Recruitment Panel to oversee the recruitment process in accordance with CHA's Committee Recruitment Policy.

13. Committee Member Annual Appraisals

The CEO told Committee that Regulatory Standards and CHA's Rules require that the Committee assess their skills, knowledge, diversity and objectivity through an annual performance review.

They advised that CHA's Committee Annual Review Policy lays out the policy objectives, process and roles involved in complying with these requirements.

The CEO made Committee aware that SHARE had now confirmed their availability to support CHA's Annual Review process and asked that Committee members confirm availability for one-to-one appraisal meetings and communicate any date constraints to the CEO as soon as possible.

The CEO advised the Vice Chairperson that they would organise appraisal training with SHARE prior to their participation in the appraisal process.

Committee discussed the format of the training and agreed that the meetings will be held face to face in the office and via video conferencing.

- i) Committee considered the content of the report.
- ii) Committee approved the proposal to implement the Management Committee Annual Review process as summarised in the report
- iii) Committee agreed on the format for one-to-one meetings.

14. Quarterly Complaints Summary (Quarter 3)

The CEO presented the report in the Housing Managers absence. They advised that the purpose of the report is to provide Committee with an overview of the service delivery complaints and compliments received between 1st October and 31st December 2025. They made Committee aware that they had no updates to the report content.

- | |
|--|
| <ul style="list-style-type: none"> i) Committee considered the breakdown of the service delivery complaints for the reporting period and agreed that there was a satisfactory amount of information to consider this breakdown over the reporting period. |
|--|

15. Membership Applications

The CSO presented the report and informed Committee that the purpose of the report is to show progress against Association rule 7.2, Applying for membership and 11.1, Ending your membership. They had nothing further to add to the report content.

- | |
|--|
| <ul style="list-style-type: none"> i) Committee considered the report and agreed that progress against Rules 7.2 and 11.1 is satisfactory. ii) Committee considered and approved the applications for membership from Ian Denham and Julie Denham. |
|--|

16. Policy Reviews

CEO presented updates to the stress management and alcohol and substance misuse policies. They advised that the draft policies presented reflects the EVH Model Policies and changes from the previous Model Policies are minimal and mainly in formatting.

- | |
|---|
| <ul style="list-style-type: none"> i) Committee considered the Stress Management and Alcohol & Substance Misuse Policies and approved the final versions as presented for adoption by CHA. ii) Committee agreed that the Stress Management and Alcohol & Substance Misuse Policies provided satisfactory assurance that CHA has up to date policies in these areas that reflect guidance and comply with legislative and regulatory requirements. |
|---|

17. Confidential Staffing Report

The DCE presented a staffing report regarding the Technical Services Officer's request to increase their working hours from 30 hours per week to 35 hours per week. The DCE gave an overview of the report content giving the reasons for the request and the proposed working hours.

- | |
|---|
| <ul style="list-style-type: none"> i) Committee considered and approved Claire Chalmers' request to increase her working hours from 30 to 35 hours per week in line with CHA's Flexible Working Policy is agreeable. |
|---|

18. A.O.C.B

The Committee reviewed the recent article published in the Carlisle & Lanark Gazette and expressed its thanks to the Association's staff for the support and care provided to tenants in assisting them to resolve issues with their energy provider.

The Chairperson thanked all attendees for their participation and contributions to the discussions. The meeting adjourned at 20:40.