

Report To:	Management Board Meeting
Agenda Item:	Ag3. Minute of Management Board Meeting of 24 February 2026 held in Drumchapel Housing Co-operative Office
Date Issued:	24 March 2026
Meeting Date:	31 March 2026 at 6.00pm

1. Sederunt

P = In Person, Z = On Zoom

Present Due:		Apologies:	In Attendance Due:	
David O'Hara (DO'H - Acting Chair)	P	Josie Barnshaw (JB)	Pauline Burke, Director (PB)	P
Helen Eakin (HE)	P	Alex Kerr (AK)	Jaqueline McGoran, Finance & Corporate	P
Joan McFarlane (JMcF)	P	Karen McKenna (KmcK)	Services Manager (JMCG)	
Elsbeth Kerr (EK)	P	Thandiwe Malikha (TM)	Fiona Koroma, Corporate & Governance Officer (FK)	P
Frances McLean (FMcL)	P	Vincent Ogar (VO)		
Graeme MacIntosh (GMcI)	P	Absent:	Alex Cameron, Cameron Internal Audit (AC)	Z
Tanith Diggory (TD)	P	Leave of Absence:		
Jean Forbes (JF)	P	David Riddell	Observers Due:	
Pauline McNaught (PMcN)	P			

The meeting started at 6.00pm.

All papers issued in advance of meeting, by email and post, unless detailed in minute.

The Chair welcomed everyone to the meeting.

2. Declarations of Interest

The Chair reminded Board and staff to declare interests as appropriate and reminded of confidentiality and collective responsibility.

There were four declarations of interest noted

DO'H at Agenda Item 8.1

PB, JMcG and FK at Agenda Item 11.3

3. Minutes of Previous Meeting(s)

Minute of the Management Board Meeting of 24 February 2026

The Chair asked everyone if they had read the minutes of the last meeting and if there were any requests for corrections.

The Board noted no corrections and confirmed the approval of the minutes.

Proposer: TD

Seconder: FMcL

Chair of approving meeting to sign minute: DO'H

FK

24.02.2026

4. Meeting Action List 2025/26

Board noted and approved the action list report as an aid to ensure all actions required are considered and complete.

Lead

Due By

There were no further actions requested or discussed.

ALL

Approved

5. Matters Arising	Lead	Due By
<p>The Chair asked if there were any matters arising.</p> <p>PB asked members to consider D. Riddell's request for a leave of absence until 31 March 2026, [REDACTED].</p> <p>Members accepted the leave of absence.</p>	FK	
6. Director's Report	Lead	Due By
6.1 Management Accounts to 31 December 2025		
<p>The Chair asked JMcG to present the report on Management Accounts to 31 December 2025.</p> <p>JMcG presented the Management Accounts for the period to 31 December 2025 highlighting the main variances between actual and budgeted spend.</p> <p>The total comprehensive income (surplus) for the year to 31 December 2025 was £482,893 against a budgeted surplus of £383,272 resulting in a favourable variance of £99,621.</p> <p>Total Operating Expenditure for the period was £1,756,486 against a budget of £1,839,008 giving a positive variance of £82,522. JMCG advised Board that most underspends are expected to be within budget by year end with the exception of those highlighted within the report.</p> <p>There were underspends across most of the cost centres, however the main area where there was an underspend was within Estate Costs - Housing Maintenance at £67,316. It was explained that this is largely due to the timing of major repairs works which would reverse during the year as work is instructed. Board also noted the overspend of £20k in general repairs which relates to there being 33 voids in the period with the budget for the year having been based on 30 voids.</p> <p>Board noted that Insurance costs were £14.8k higher than budgeted due to the additional premium required as a result of the substantial increase in stock rebuild values.</p> <p>Bad debt write-offs for the period totalled £3,559.</p> <p>Interest received was £10.5k higher than budget due to higher average interest rates and higher balances on deposit than assumed in budget.</p> <p>JMcG explained that the net book value for Tangible Fixed Assets has decreased by £132.1k over the period. This was attributed to depreciation charges on housing properties and other fixed assets for the period equating to £517k, Planned Maintenance program additions of £304.1k for kitchens and boilers, ad-hoc component cost additions and disposals to 31 December 2025, equating to £60k, and Other Fixed Asset (OFA) additions of £20.7k.</p> <p>Total cash balances were £3,353,021 at the end of Quarter 3. Cash has increased in the period by £302,693. It is currently anticipated that year end cash balances are expected to be around £3.3 million.</p> <p>Bank Loans have reduced by £97,697 representing payments made.</p>		

Deferred Income (HAG) has reduced by £273.5k as amortisation is released over the period.

Equity has increased over the period to £8,529,917 – the main factor being the addition of the **£482,893 surplus** generated for the year to 31 December 2025.

The Co-operative's KPI's are broadly in line with expectations with the exception of reactive repair per unit costs which are higher due to the number of voids and associated costs received in the period.

Cyclical & planned revenue costs per unit are lower than budgeted, this is partly due to the timing of chimney repairs and fascia & soffits works which will be carried out in quarter 4 but also due to cost savings within stock condition survey costs (£15k), roof anchors (£1.6k) and legal and professional fees for procurement (circa £6k).

The Co-operative's loan covenants have been met for the period to 31 December 2025.

JMcG advised that overall DHCL's financial position remains robust, Surplus is showing a positive variance of £99,621 for the year to 31 December 2025 which is largely due to timing of major repair works. The planned maintenance program for 2025/2026 is complete with 48 kitchens, 30 boilers and one full heating system having been installed by 31 December 2025. Liquid cash balances and working capital remain high.

Board confirmed all matters raised and had no further queries.

Decision Made:

- The Board approved the Management Accounts to 31 December 2025.

6.2 Final Budget 2026/2027

The Chair asked JMCG to present the report the Final Budget 2026/2027.

JMCG presented the final budget for review and sought approval.

Changes (net increase in expenditures) have been made to the initial draft budget previously presented at the meeting of 2 December 2025 (surplus £510,293). The adjustments being:

- £ - 1,202 Housing Management : Higher Environmental Contract costs
- £ - 24,569 Housing Management : Higher Legal & Professional costs
- £ - 39,875 Housing Maintenance : Higher Cyclical & Procurement costs
- £ + 1,051 Employee Costs : Lower (net) Pension fees & staff costs
- £ - 200 Premises Costs : Higher Scottish Water rates
- £ - 2,040 Administrative Costs : Higher (net) subs, general &

telephone

- £ - 1,250 Consultancy : Net increase in estimated costs
- £ - 1,946 Finance & Other Operating Costs : Increase in OFA depreciation
- £ - 6,147 Finance Income : Lower interest receivable due to lower rates

Due to the adjustments, there was a decrease of the budgeted surplus. The final surplus for the 26/27 budget is now forecasted at £434,115.

The key points are as noted below:

- Budgeted surplus for the year (total comprehensive income) is £434,115
- Rents increased by 3.60% (October 25 CPI only)
- Service charges income increased by 0% - frozen.
- Rental Void Loss rate of 0.50%
- Cash balances increase by £302,797 from £3,331,606 to £3,634,404
- Bank loan balances - reduce from £997,542 to £818,570
- Bank loans – no additional borrowing or refinancing assumed
- Past service pension deficit (PSD) contributions - £47,203
- Employer SHAPS DC pension contributions - 8.45%
- Planned maintenance expenditure (capital) - £193,255
- Direct employee related costs - £601,180
- EVH salary increase of 5.10% (October25 CPI +1.5%)
- Consultancy costs (includes legal & finance services) - £97,385
- Total bad debts write-off costs (1.00%) - £26,647
- Property insurance costs - £89,000 (Nil% uplift applied)

JMCG asked Board to note that the surplus is £61k less than projected in April this was due to various reasons of adverse and positive variances such as higher reactive repairs, deferred income grants, higher rental income, lower salary costs and lower depreciation costs etc as detailed in the report.

JMCG confirmed that all covenants are met by year end and that the Co-operative continues to perform well alongside its immediate peer group for any of key performance indicators.

Board confirmed all matters raised and had no further queries.

Decision Made:

- The Board approved the final budget for 2026/2027

6.3 SHAPS Pension (DB)

The Chair asked JMCG to present the report on SHAPS Pension (DB).

JMCG gave an overview of her report and advised that the outcome of the consultation on how the expenses paid towards Scheme running costs should be shared between employers in the future was that the majority of responses (69%) did not support the proposed new approach. Having considered all the responses provided the EC agreed not to introduce any change at this time. From 1 April 2026 both deficit contributions and scheme expenses will continue on the share of liability approach. JMCG confirmed that deficit contributions which commence April 2026 are £47,203.44 and scheme expenses £4,374.96 annually.

Board confirmed all matters raised and had no further queries.

Decision Made:

- The Board noted the information within the report.

6.4 Strategy Day Outcomes

The Chair asked PB to present the report on the Strategy Day Outcomes.

PB discussed her report and asked Board to note that the rent consultation and rent affordability review for 2025/26 are concluded.

Board noted the report and were asked to approve the training pathway noted at Table 1 of Section 2.3.1 and the 12-month strategic aims for 2026/2027.

Board confirmed all matters raised and had no further queries.

Decision Made:

- The Board approved the Training Pathway
- The Board approved the 12-month strategic aims for 2026/2027

PB

6.5 Equality and Human Rights

The Chair asked PB to present the report on Equality and Human Rights.

PB presented the report and confirmed the number of tenants who had completed an Equality Monitoring Form was similar to the October 2025 figure of 71.82% noted by the Board. The outcome of collating this data means tailoring of service delivery to individual tenants is high.

Members noted the management board membership is still comparable with membership for gender, ethnicity and age. They also noted housing applicant data collected dropped from 50.22% to 48.99%, this movement is due to housing register reviews, applicants being rehoused by the Co-operative or another landlord.

Members noted the information detailed in the report on equality data collect for tenants, new tenants housed within the year and housing applicants and

<p>the actions within the 2026/27 equality action plan.</p> <p>Board confirmed all matters raised and had no further queries.</p> <p>Decision Made:</p> <ul style="list-style-type: none"> The Board noted the information within the report and the Equality Action Plan for 2026/2027 was approved. <p>6.6 Donation Report</p> <p>The Chair asked PB to present the Donation report.</p> <p>PB advised a donation request was received from Antonine All Stars as detailed within the report for Board to consider.</p> <p>EK had heard of the organisation and the good work they do within the community. TD queried how much was left within the donation budget, PB confirmed there was a balance £1,000 in the Budget for 2025/26. TD put forward the donation of £1,000 be given to Antonine All Stars due to the support they provide to families within the community of Drumchapel.</p> <p>All members agreed to the donation of £1,000 be given to Antonine All Stars.</p> <p>Board confirmed all matters raised and had no further queries.</p> <p>Decision Made:</p> <ul style="list-style-type: none"> The Board approved a donation of £1,000 to Antonine All Stars. 	<p>PB</p> <p>FK</p>	
<p>7. Policy Review</p>		
<p>7.1 Policy Review Report</p>		
<p>7.2 There are no policies to report this month</p>		
<p>8. Governance</p>		
<p>8.1 Membership Report</p> <p>DO'H left the meeting at 6.50pm</p> <p>PB presented the Membership report.</p> <p>There were 24 prospective members for Board approval this month and three share certificates to be approved and signed by the Office Bearers.</p> <p>PB was also asked members to consider approval of delegated authority to the Director to approve prospective members/memberships for the SAMH properties in Ledmore Drive, explaining that this was to reduce pressure for SAMH to provide support to people. PB confirmed any prospective members/memberships approved by the Director would be presented to the Management Board at the next meeting.</p> <p>Board noted the report, and no additional queries were raised.</p> <p>Decisions Made:</p>		
<p>Lead</p>	<p>Due By</p>	

<ul style="list-style-type: none"> • Board approved the prospective members and Share Certificates for signing • Board collectively approved delegated authority to the Director regarding SAMH prospective members/memberships. <p>DO'H returned to the meeting at 6.54pm</p> <p>8.2 Ethical Conduct and Notifiable Events</p> <p>The Chair confirmed there were no ethical conducts or notifiable events to report this month</p>	FK PB	
<p>9. Audit, Risk and Staffing Sub-Committee</p>	Lead	Due By
<p>9.1 The Chair presented the minute of the meeting on 13 November 2025 to the Board for noting.</p> <p>The Chair invited AC to the meeting via Zoom to present the Annual Internal Audit report to members.</p> <p>AC joined the meeting at 6.35pm (Via Zoom)</p> <p>AC presented the Annual Audit Report for 2025/26 and confirmed there were six internal audits conducted throughout the year. AC concluded the annual audit outcome provided 'High' Assurance' with strong framework with limited moderate findings.'</p> <p>AC emphasised it had been good year overall for the Co-operative and invited any questions or comments from the Board.</p> <p>Members confirmed they had no questions to ask and thanked AC for presenting the report.</p> <p>Board noted the report, and no additional queries were raised.</p> <p>AC left the meeting at 6.45pm</p> <p>The Chair asked PB to present the report on the recommendations from the Audit, Risk & Staffing Sub-Committee.</p> <p>PB presented the following recommendations from the Audit, Risk and Staffing Sub-Committee meeting on 12 February 2026.</p>		
<ul style="list-style-type: none"> ➤ To approve the finalised audit reports for the Scottish Housing Charter Outcomes and Follow-up. ➤ To approve the Assurance scrutiny approach for 2026/2027 (focussing on three of the seven Regulatory Standards: Standards 2, 5 and 7 along with the associated Regulatory Requirements and 	FK FK	

<p>Charter Outcomes) that aligns with the guidance issued by the Scottish Housing Regulator in 'Conducting Reviews of Compliance with the Regulatory Standards of Governance and Financial Management – Lessons Learned', published in July 2022 and updated in April 2024.</p> <ul style="list-style-type: none"> ➤ To note the scheduled dates for the fire risk assessment and health and safety audits and the update on the health & safety activities. ➤ To approve the suite of Human Resource Policies that were recommended for approval by the sub-committee, as detailed within the policy review report. ➤ To note the progress with the recruitment of the Assistant Maintenance Officer, as detailed in the report. <p>Board confirmed all matters raised and had no further queries.</p> <p>Decision Made:</p> <ul style="list-style-type: none"> • The Board approved and noted the recommendations from the Audit, Risk and Staffing Sub-Committee. 	FK	
10. Housing and Maintenance Sub-Committee		
<p>10.1 The Chair presented the minute of the meeting on 20 November 2025 to the Board for noting.</p> <p>The Chair asked PB to present the recommendations from the Housing & Maintenance Sub-Committee for approval.</p> <p>10.2 Recommendations from the Housing and Maintenance Sub-Committee meeting on 5 February 2026</p> <ul style="list-style-type: none"> ➤ Quarter 3 bad debt write-off totalling £1,845.80 ➤ Approve Neighbour Disputes and Anti-Social Behaviour Policy ➤ Approve Choice Based Lettings Allocations Policy ➤ Approve converting two tenancies from a Scottish Secure Tenancy to a Short Secure Tenancy due to anti-social behaviour ➤ Approve the extension of the Environmental Cleaning Services Contract for 1-year to 31 March 2027 with CAS Cleaning ➤ Approve the direct award to Magnus Electrical Services Limited for the Electrical Installation Condition Reports contract for 2026/2027 <p>Board confirmed all matters raised and had no further queries.</p> <p>Decision Made:</p> <ul style="list-style-type: none"> • The Board approved the recommendations from the Housing & Maintenance Sub-Committee. 	<p>JJ FK FK MG</p> <p>FI</p> <p>FI</p>	
11. A.O.C.B.		
<p>The Chair invited any other business to be presented at the meeting.</p> <p>11.1 – PB asked Board to note that the Co-operative is looking to do some joint working with Pineview Housing Association on a baseline position of where our stock is and what energy saving measures would be possible and what not from a property perspective and also what measures would be possible and what not from a cost/funding perspective.</p> <p>Board confirmed all matters raised and had no further queries.</p>		

Decision Made:

- The Board were delighted that the Co-operative and Pineview Housing Association are working jointly in this area of work.

11.2 – PB encouraged Board to access their E-Learning account and to let FK know if they require an overview of the system again to support their learning.

Board confirmed all matters raised and had no further queries.

Decision Made:

- Members requiring support to contact FK for support sessions to be agreed.

PB, JMcG and FK left the meeting at 7.20pm

11.3 – The Chair presented an update from Employers in Voluntary Housing (EVH) on the outcome of the decision from the JNC Union for the additional bank holiday for the World Cup that was agreed by the Scottish Government.

The JNC union met on 12 February 2026 and discussed the additional bank holiday for the World Cup which has been agreed by the Scottish Government. The JNC has agreed that this would be added to the EVH public holiday list, however it is up to the discretion of each individual Governing Body in full member organisations whether to honour it. Members were asked to consider and make a decision.

Board confirmed all matters raised and had no further queries.

Decisions Made:

- The Board approved the EVH World Cup Public Holiday at Item 11.3

PB, JMcG and FK re-entered meeting at 7.25pm

12. Date of the Next Meeting

The Chair thanked everyone for their attendance and input.

There being no other business, the Chair closed the meeting at 7:35pm.

The date of the next meeting is **Tuesday 31 March 2026 at 6.00pm** at Drumchapel Housing Co-operative Office and via Zoom.

Chair..........Date 31/3/26.....

