Report To:	Management Board Meeting
Agenda Item:	Ag3. Minute of Management Board Meeting of 29 September 2026 held in Drumchapel Housing Co-operative Office
Date Issued:	20 October 2026
Meeting Date:	27 October 2026 at 6.00pm

1. Sederunt

P = In Person, Z = On Zoom

Present Due:		**Apologies:**	**In Attendance Due:**	
Josephine Barnshaw (JB)	P	Jean Forbes (JF)	Pauline Burke, Director (PB)	P
Helen Eakin (HE)	P	Tanith Diggory (TD)	Fiona Koroma (FK)	P
Elspeth Kerr (EK)	P	Alex Kerr (AK)	David Ampofo (DA)FMD Financial Services Ltd	Z
Karen McKenna (KMcK)	P	Thandiwe Malikha (TM)		
Graeme MacIntosh (GMcI)	P	Sarah-Jane McLaughlin (SMcL)		
Frances McLean (FMcL)	P			
Pauline McNaught (PMcK)	P	**Absent:**		
David O'Hara (DO'H)	P	David Riddell		
Vincent Ogar (VO)	P		**Observers Due:**	
		Leave of Absence:		

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 no declarations of interest noted.

3. Minutes of Previous Meeting(s)	Lead	Due By
Minute of the Management Board Meeting of 04 August 2026 The Chair asked everyone if they had read the minutes of the last meeting and if there were any requests for corrections. JF, TM & VO are noted under apologies instead of Leave of Absence. There were two corrections to the minute. The first being the extension of the Leave of Absence end date for DR was omitted in error, the correct date is 29 September 2026. The second correction is the Leave of Absence end date for JF, TM and VO this was also omitted in error, the correct date is 29 September 2026. Proposer: DO'H Seconder: KMcK Chair of approving meeting to sign minute: JB	FK	27.10.2026
3.(i) Minute of the Management Board Election Meeting 27 August 2026 The Chair asked everyone in the room if they had read the minutes of the last meeting and if there were any request for corrections The Board noted no corrections and confirmed the approval of the minutes. Proposer: PMcN Seconder: DO'H	FK	27.10.2026

4.	Meeting Action List 2026/27	Lead	Due By
PB updated Board on Action Point 017 regarding the Shawbrook Bank and Bank of Scotland (BoS) deposit maturities. Shawbrook deposit was closed 14 September 2026 and the deposit of £85k + accrued interest of £304.65 was received into DHCL's bank account. When Nationwide deposits mature in November, additional funds will be added to the deposit for reinvestment. £669,752.39 was deposited with BOS on a 1-year rate fixed rate saver at a rate of 2.75% on 21 September 2026. Board noted the update on Action Point 017 and approved the action list report as an aid to ensure all actions required are considered and complete.		FK	27.10.26
5.	**Matters Arising**	**Lead**	**Due By**
PB raised two points for matters arising. New Board member SMcL elected at the AGM has resigned for personal reasons. Board member TM has requested a leave of absence from 29 September 2026 until 23 February 2027. Decision Made: • Board noted the resignation of Board member SMcL on 29 September 2026 • Board approved the leave of absence for Board member TM from 29 September 2026 to 23 February 2027.		FK	27.10.26
6.	**Director's Report**	**Lead**	**Due By**
6.1 Management Accounts to 30 June 2026 DA joined meeting at 6.01pm DA presented the Management Accounts for the period to June 2026 highlighting the main variances between actual and budgeted spend. The total comprehensive income (surplus) for the year to 30 June 2026 was £208,701 against a budgeted surplus of £111,125 resulting in a favourable variance of £97,575. 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 £49,822. It was explained that this is largely due to the timing of repairs works which would reverse during the year as work progressed. Total Operating Expenditure for the period was £571,111 against a budget of £657,032 giving a positive underspend of £85,921. DA advised Board that most underspends are due to timing and are expected to come in line with budgets as the year progresses. There was no bad debt write-off in Quarter 1.			

Void losses are lower than normal with a favourable variance of £2,330 against an actual budget of £3, 331. There was an unfavourable variance of £1.2k in overhead technology costs this was due to an overspend with CX Feedback with the set up costs being higher than the original budget of £8.8k In the SOFP the net book value has decreased by £146,527 over the period. This was attributed to depreciation charges on housing properties and other fixed assets for the period (£171.2k) and ad-hoc component cost additions (9 boilers) and disposals to 30 June 2026 totalling £22.3k Total cash balances were £3,643,368 at the end of Quarter 1. Cash has increased in the period by £88,307. It is anticipated that year end 31 March 2027 cash balances are expected to be around £3.84 million. Bank Loans have reduced by £34,509 representing payments made. Deferred Income (HAG) has reduced by £91,212 as amortisation is released over the period. Equity has increased over the period to £8,945,725 – the main factor being the addition of the £208,701 surplus generated for the year to 30 June 2026. The Co-operative's loan covenants have been met for the period to 30 June 2026. Interest cover covenant has been met with headroom of £226.2k. DA stated that there could be potentially an adverse impact from the war in Iran but it is still too early to determine the full extent and length of impact. DA noted that the Co-operative continues to monitor the economic situation closely to ensure it remains financially robust and minimise the impact on the Co-operative wherever possible. DA concluded that overall DHC are currently in a healthy financial position. Board approved the Management Accounts to 30 June 2026 and there were no further questions. Decision Made: • Board approved the Management Accounts to 30 June 2026	JMcG	
6.2 Scottish Housing Regulator Annual Financial Statements The Chair asked DA to present the report. DA advised that the Co-operative is required to provide the audited financial accounts (AFS) to the Scottish Housing Regulator, by the end of September each year.		

DA stated that Board approved the audited annual accounts at the Board meeting on 30 June 2026. DA confirmed that the approved audited annual accounts were submitted on 4 September 2026 by FMD Financial Services on behalf of the Co-operative. Members were asked to note the submission of audited financial accounts provided to the Regulator. Board noted the report and there were no further questions. Decision Made: • Board noted the submission of the audited financial accounts to the Regulator by FMD Financial Services	JMcG	
6.3 SHAPS Financial Assessment The Chair asked DA to present the report. Board was advised that the Pensions Regulator requires that pension providers regularly monitor and assess the financial strength of employers participating in pension schemes. As a member of the Scottish Housing Associations Pension Scheme (SHAPS), the Co-operative received a financial assessment questionnaire from The Pensions Trust. In response to the questionnaire, the Co-operative prepared the annual return to the Pensions Trust based on the final accounts. The affordable KPI score at 28.33,Balance Sheet KPI of 2.17 and forecasting value at 10.39 confirmed that the Co-operative remains in the low-risk category. DA confirmed that the return was submitted by the due date of 16 September 2026 Board was asked to note the financial assessment KPI scores showing the Co-operative is in the low-risk category. Board noted the report and there were no further questions. Decision Made: • Board noted the SHAPS Financial Assessment Report DA left the meeting at 6.15pm	JMcG	
6.4 Scottish Housing Regulator – Landlord Report 2025/26 The Chair asked PB to present the report. PB asked members to note that every year the Scottish Housing Regulator publishes all Registered Social Landlord's (RSLs) performance compared to the Scottish Average for RSLs. Members noted the Co-operative outperformed the Scottish Average across all measures except the re-opened damp and mould cases. With several		

results well ahead of the national benchmark, as noted in the report such as; non-emergency repairs completed in an average of 2.8 days compared to the Scottish Average of 8.8 days, demonstrating a responsive and efficient repairs service. Members were asked to note that fifteen reported cases of damp and mould were resolved in the year. Two cases were re-opened which represented 13.33% of resolved cases. This is slightly higher than the Scottish average of 8.3%. EK queried if the re-opened cases had now been resolved. PB advised EK that she would liaise with the Senior Maintenance Officer to provide EK with a response. PB advised Board that rents are in line with the Scottish Average with the exception of four-and-five apartments and as rent affordability remains a key focus for the Co-operative and forms part of the Co-operative's strategic objectives. Board noted the Co-operative's performance compared to the Scottish Average for RSLs. There were no further questions Decision Made: • Board noted the SHR Landlord Report for 2025/26.	PB	-
6.5 Planned Maintenance Report The Chair asked PB to present the report. PB asked members to consider the information detailed within the report regarding the tender process for the Utility Room Replacements 2026/27. PB confirmed that the tender was an open tender via Public Contracts Scotland with Reid Associates, Chartered Quantity Surveyors appointed as Employer's Agent to administer the tender process, check submissions, and prepare the tender evaluation report on behalf of the Co-operative. PB explained that the procurement was conducted on a Quality/Price basis with a weighting of 60% quality and 40% price, in accordance with the published tender documentation. As detailed in the report five tenders were received and all tenders were opened and checked in accordance with good practice guidance. All tenders were checked by Reid Associates in accordance with Alternative 2 of the JCT Tendering 2024 Practice Note. GMcI sought clarification around the language used within Reid Associates report such as "no immediate concerns" within the tender, and queried if there		

were other concerns and furthermore, if the tender is classed as a fair competitive tender. PB confirmed that the tender was an open tender and was published via Public Contracts Scotland therefore open to all. Also, the “no immediate concerns” within the report was regarding clarification sought by Reid Associates and the variance in tender price for Bidder Number 1. Once reviewed by Reid Associates against their tender query responses Reid Associates confirmed “no immediate concerns’. KMcK queried if contractors submitting tenders can view each other’s submissions, PB confirmed that no contractors can view other submissions. EK queried the length of time it will take to complete with the number of staff they employ. PB confirmed published documents state the contract would take around 6 weeks to completion and that the error in the submission for Bidder Number 1 was on the number of employees and yearly turnover of employees. Board noted the report and there were no further questions. Decision Made: • Board approved the award for the contract of the Utility Room Replacements 2026/27 to MCN (Scotland) Ltd.	TF	22.10.2026
6.6 IT Requirements and Cyber Essentials Membership The Chair asked PB to present the report. PB updated Board on the progress of identifying and alternative accounting software provider due to the current issue with software Pegasus Opera 3. [redacted] The Board noted that staff and Brightridge were preparing an action plan to identify a supported replacement, establish a time-bound decommissioning strategy, migrate the accounting data and maintain interim controls, including restricted access and enhanced monitoring. Two potential replacement solutions were considered: Pegasus SQL SE and SDM. The Board reviewed the indicative implementation and recurring costs. It was noted that adopting SDM would also require a separate payroll solution, either through payroll software or an outsourced service. FMD Financial Services currently offer their payroll service to other local landlords, and Board were advised of costs. PB asked Board to note that all costs detailed within the report are		

unbudgeted for 2026/27 Board had a wide-ranging discussion and asked what the other registered social landlords use in the area. PB confirmed that three out of the four landlords utilised SDM and the other HomeMaster. PB stated that PB and JMcG had been in a few meetings with SDM and generally the feedback was positive, but this would only be in the meantime until a solution was found. [redacted] PB relayed that SDM have a fixed asset register that can purchased, Board queried who other landlords utilise for their asset register, PB stated it is various providers. [redacted]. There were no further questions. Decision Made: • Board approved the alternative solution of migrating to SDM and purchasing the Asset Register Module and to outsource FMD Financial Services for their payroll service.	JMcG	-
6.7 Annual Assurance Statement 2026 Process The Chair asked PB to present the report. The Board noted that assurances must be obtained prior to approving the submission of the Annual Assurance Statement to the Scottish Housing Regulator and that the Board has reviewed assurance evidence banks annually since 2020. Members noted that evidence and compliance assessments had been considered throughout the year through Board reporting, with compliance against Regulatory Standards, Regulatory Requirements, the Scottish Social Housing Charter, financial implications, risk, and equality and human rights impacts routinely assessed within reports presented to the Board. The Board further noted the assurance activities undertaken during 2025/26, including: • Quarterly assurance updates provided to the Audit and Risk Sub-Committee. • Scrutiny of Regulatory Standards by the Audit and Risk Sub-Committee. • Review of Regulatory Standards 5 and 7 by the Tenants Panel, with members satisfied with the level of scrutiny and assurances presented. • The internal audit of assurance arrangements undertaken by Camerons Audit, which resulted in a compliant assessment and		

substantial assurance. • Feedback received following the Scottish Housing Regulator assurance visit in May 2026, with identified improvement actions either completed or incorporated within the 2026 Action Plan. The Board noted that a Short Life Working Group comprising Board Members will undertake a detailed review of the Regulatory Standards Evidence Bank, Regulatory Requirements Evidence Bank, Scottish Social Housing Charter Baseline Assessment, Draft Annual Assurance Statement and Draft Assurance Improvement Action Plan. Members noted that the Working Group will spend additional time reviewing and scrutinising the evidence and assurance framework prior to the October 2026 Management Board meeting, at which the final Annual Assurance Statement will be presented for approval before submission to the Scottish Housing Regulator by 31 October 2026. The Board noted that the outcomes of the reviews undertaken by the Audit and Risk Sub-Committee and the Tenants Panel indicated that sufficient, appropriate and reliable evidence had been considered. Both groups were satisfied that the evidence provided an adequate basis for assurance and would support the Board's consideration of the 2026 Annual Assurance Statement. The Board also noted the progress made against the 2025 Assurance Action Plan, including the continuation of the Rent Affordability and Value for Money action into 2026. The Draft Annual Assurance Statement and Draft Annual Assurance Action Plan 2026 were noted, with the final Annual Assurance Statement to be presented to the Management Board on 27 October 2026 for approval prior to submission to the Scottish Housing Regulator by 31 October 2026. Board noted the report and there were no further questions. Decisions Made: • Board noted the report, the assurance process undertaken, and the progress against the Assurance Action Plan and raised no concerns regarding the approach to obtaining assurance for the 2026 Annual Assurance Statement.	PB	-
6.8 Donation Report The Chair asked PB to present the report. PB advised members that a donation request had been received from Cloan Nursery School, based in Drumchapel. They are looking for a monetary donation to help gift an educational toy to each child that will support their learning and development while bringing some Christmas joy. Board asked for clarification of how many children attended the nursery, before making a decision.		

FK to provide an update at the October Management Board meeting. There were no further questions. Decisions Made: • Board requested further information for the donation to be considered at the October 2026 Management Board meeting		FK	27.10.2026
7.	**Policy Review**		
7.1 Policy Review Report The Chair asked PB to present the report. Board was asked to consider and approve the following policies with the following changes: **7.1(i) Board Recruitment Policy** The Policy provides a formal, fair and transparent framework for election, appointment, co-option and recruitment to the Board. It is intended to support effective governance and succession planning by ensuring that recruitment is informed by the annual skills audit, Board reviews, the Board profile and the Co-operative's future priorities. The Policy sets out the full recruitment process and it also strengthens the Co-operative's commitment to diversity and equality of opportunity by encouraging applications from underrepresented groups. The accompanying Equality Impact Assessment identifies potential barriers relating to age, disability, race, sex or gender, gender reassignment and sexual orientation, together with actions to mitigate these barriers and monitor outcomes. **7.1(ii) Board Induction Policy** The Policy introduces a phased induction programme that supports compliance with the Scottish Housing Regulator's Standards of Governance and Financial Management, promotes informed scrutiny and constructive challenge and confirms that information will be accessible and reasonable adjustments provided where required. Board confirmed all matters noted and no additional queries to raise. Decisions Made: • Board approved the Board Recruitment and the Board Induction Policies.		FK	27.10.2026
8.	**Governance**	**Lead**	**Due By**

8.1 Membership Report The Chair asked FK to present matters for decision on the Membership Report. FK advised there were 43 prospective members for Board approval this month and one share certificate to be approved and signed by the Office Bearers. Board noted the report and no additional queries were raised. Decisions Made: • Board approved prospective members and Share Certificate for signing • Office Bearers to sign Share Certificates after the meeting	FK	27.10.2026
8.2 Ethical Conduct and Notifiable Events There were no ethical conducts or notifiable events to report this month.		
9. Audit, Risk and Staffing Sub-Committee	**Lead**	**Due By**
There were no sub-committee meetings to report this month		
10. Housing and Maintenance Sub-Committee		
10.1 Minutes of the Housing and Maintenance Sub-Committee meeting on 5 February 2026. PB requested the minutes from the sub-committee be approved. **10.2 Recommendations from the Housing and Maintenance Sub-Committee meeting on 17 September 2026.** Board were asked to consider the recommendations from the Housing & Maintenance Sub-Committee as noted below: • Approval of the bad debt write-off for Quarter 1 totalling £90.00 • **Approval of the Domestic Abuse Policy** The Policy was reviewed in line with changes to the Domestic Abuse Policy after changes were made to Part 2 (Section 22) of the Domestic Abuse (Protection) (Scotland) Act 2021 from 1st August 2026. • **Approval of the Rent Management Policy** There were minimal changes made to the policy. Now included in the policy is a section that the Co-operative will consider the impact that domestic abuse may have on tenants regarding rent arrears. Any issues relating to domestic abuse will be taken into account when determining what action, if any, should be taken in relation to rent arrears. • **Approval of the Tenancy Changes Policy**		

• The key change to the policy is to the qualifying period for certain people who can succeed a tenancy following the tenant's death. This is a result of the change to Section 49 of the Housing (Scotland) Act 2025 (qualifying period for succession) from 1st August 2026. The qualifying period was previously 12 months however has now changed to 6 months from 1st August 2026 and relates to: Spouse, civil partner, co-habitee (un-married partners), family members and carers. To ensure rights to succession are protected, the tenant must have informed the Co-operative in writing that the person wishing to success a tenancy has moved into the property at the time they did so. Decisions Made: • Board approved the Minutes of the Housing and Maintenance Sub-Committee meeting on 5 February 2026. • Board approved bad debt write off totalling £90.00 • Board approved the Domestic Abuse, Rent Management and Tenancy Changes Policies.	MG FK	29.09.2026 29.09.2026

11. A.O.C.B.

The Chair invited any other business to be presented at the meeting.

11.1 – PB requested Board members approve the invoice from SDM for the period January 2027 until 31 December 2027 at a cost of £27,754.78, this includes a discount of £472.02 if paid before 1 November 2026.

11.2 – PB asked Board members to consider an invite that was received from SFHA for the Director to attend as a guest to the Scottish Housing Awards event on Friday 13 November 2026. There was a discussion around the Entitlements, Payments and Benefits Policy regarding hospitality permitted values and it was agreed that the Director should attend.

[redacted]

Decisions Made:

- Board approved the invoice for SDM of £27,754.78 for the period January 2027-December 2027.
- Board approved for the Director to attend the Scottish Housing Awards on Friday 13 November 2026.

[redacted]

12. Date of the Next Meeting

The Chair thanked everyone for their attendance and input.

The Chair closed the meeting at 7:35pm

The date of the next meeting is **Tuesday 27 October 2026 at 6.00pm** at Drumchapel Housing Co-operative Office and via Zoom.

Chair.....**Date**.....