

Meeting: Minutes of Board Meeting

Meeting Date: 2 December 2025

Time: 5.30pm

Location: Ardenglen Boardroom, 355 Tormusk Road, G45 0HF

Discussion

Meeting Opening

1. Welcome & Apologies

Present		Staff	
Liz McKenzie	Chair	Karen Fee	Director of Finance, Digital Engagement and Corporate Services (DFDCS)
John Duncan	Board Member		
Mark Ingram	Vice Chair	Suzanne Casey	Director of Customer Services
Callum Adams	Board Member	Jacqui Mills	Corporate Services Officer (CSO) (Minute Taker)
Fiona Dunwoodie	Board Member		
Chinenye Anameje	Board Member		
Laura Young	Co-opted Member		
Erinne Bird Mackellar	Co-opted Member		
Jacqueline Brown	Co-opted Member		
Ian Nelson	Co-opted Member		
Amanda McKenzie <i>(Virtual attendance)</i>	Co-opted Member		
Apologies		In attendance	
David Byfield	Chief Executive Officer (CEO) (Secretary)	Joe Dewar	Asset Management Consultant
Chuks Nnadi-Nnadi	Board Member		

Welcome

The Chair welcomed all attendees. Apologies were noted from members unable to attend.

2. Declaration of Interest

	None.						
3.	<p><u>Declaration of Receipt and Understanding</u></p> <p>Members present confirmed they read and understood the contents of the Board papers.</p>						
4.	<p>Minutes of Board Meetings for Approval</p> <table border="1" style="width: 100%;"> <tr> <td colspan="2" style="text-align: center;">Minutes of Board Meeting 28 October 2025</td> </tr> <tr> <td colspan="2">Approved by:</td> </tr> <tr> <td>Callum Adam</td> <td>John Duncan</td> </tr> </table>	Minutes of Board Meeting 28 October 2025		Approved by:		Callum Adam	John Duncan
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5.	<p><u>Matters Arising/ Action Sheet</u></p> <p>The action sheet was reviewed. Request to close items 203,216, 222, 223 and 224 as complete.</p> <p>Action Sheet:</p> <table border="1" style="width: 100%;"> <tr> <td>Approved by:</td> <td>Seconded by:</td> </tr> <tr> <td>Callum Adam</td> <td>John Duncan</td> </tr> </table>	Approved by:	Seconded by:	Callum Adam	John Duncan		
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Items requiring a discussion/ approval							
6.	<p>Rent Consultation Report 2026/27</p> <p>DCS and DFDCS presented the Rent Consultation Report outlining increases of 4.8% and 5.5% and highlighting the impact of each on the Business Plan, with board members discussing sector averages, affordability, and ultimately voting to approve consultation on the lower rate.</p> <p>DFDCS discussed rent increases of 4.8% and 5.5%, referencing sector averages and financial modelling, and explained the rationale for recommending a single option for consultation.</p> <p>DCS provided data on tenant payment sources and sector-wide rent increases, noting that the proposed rates were in line with or below averages, and discussed survey results showing improved affordability among tenants compared to previous years.</p> <p>The Chair went round the table asking for Board Member opinion on the two options. There was a split in opinion with half present preferring the lower option of 4.8% as the Association is in good financial health, with the other half preferring the higher option of 5.5% to give some more flexibility to the Business Plan and Investment Programme. It was noted that only the vote of the Full Board Members present could be considered for the final decision. The vote was tied at three apiece and the Chair had the casting vote. Therefore a 5.5% rent increase was agreed by Board for consultation with customers.</p> <p>The Board approved the Rent Consultation Report and decision to consult with customers on 5.5% rent increase.</p>						
7	Wellbeing Strategy Update						

	<p>DFDCS presented a proposal for an office refurbishment, detailing plans for layout changes, collaboration spaces, and cost estimates.</p> <p>Refurbishment Plans and Rationale: DFDCS explained the need for office updates, the walls and carpets showing signs of wear and tear. The refurbishment would continue to support our organisations wellbeing journey with a modern office environment. The proposal includes moving the main office upstairs, creating a large open-plan modernised space, bringing majority of our colleagues together on a single floor, with the aim of improving collaboration among teams.</p> <p>Cost and Contingency: The Board queried the procurement construction cost and contingency, with DFDCS confirming construction estimated cost ██████████ the total project cost within the report has included a 10% contingency, noting that final details would be determined after consultation. DFDCS advised that Board would be kept apprised of any increased costs.</p> <p>Use of Contractors and Staff Arrangements: DFDCS discussed the potential use of existing joiners, plumbers, and electricians, concluding that using external contractors would be preferable to avoid complications, with the refurbishment project managed by the Supplier. The SLT have discussed maintaining customer service and agreed that key staff would work from the hub or home during the three-week closure.</p> <p>Timeline and Next Steps: The Board queried when the works would commence. DFDCS stated that the refurbishment would depend on planning permission and was likely to occur in the next financial year, with staff consultation and input on design and colours planned. One Board Member offered the use of some office space next door should it be required during the refurbishment works.</p> <p>The Board approved the Wellbeing Strategy Update Report.</p>
8.	<p>Board Training Plan Report</p> <p>CSO presented the Board Training Plan Report outlining the new training plan for 2026, referencing appendices on skills and learning needs. CSO advised that she had registered all new members for a SHARE e-learning account and emphasised the importance of using SHARE e-learning for ongoing development for board members.</p> <p>No questions arose.</p> <p>The Board approved the Board Training Plan Report.</p>
9.	<p>Policy Sub Committee</p> <p>The Policy Sub Committee Chair summarised updates to five policies. The Chair described key updates to the Alcohol and Substance Policy, Dress Code Policy, Absence and Attendance Policy, Serious Complaint against the CEO Policy, and Shared Ownership Buyback Policy, noting changes in terminology, confidentiality, and new sections.</p>

	<p>In reference to the Dress Code Policy updates, the Chair suggested that there may be a requirement to reissue ID Badges if there is a rebrand as part of the office refurbishment.</p> <p>The Board approved five policies.</p>
10.	<p>Planned Investment Report</p> <p>Asset Consultant presented four planned investment updates:</p> <p>Kitchen and Bathroom Replacement: Asset Consultant reported on the two-year kitchen and bathroom replacement programme, noting initial success, issues with contractor changes, and implementation of an improvement action plan to address quality concerns.</p> <p>Landscape Maintenance Contract: Asset Consultant recommended extending the landscape maintenance contract with [REDACTED] for a further two years. He discussed cost management, and proposed shifting oversight to the in-house asset team for greater efficiency.</p> <p>Gas Boiler Replacement Programme: Asset Consultant proposed extending the gas boiler replacement contract for a further two years, citing positive feedback and no significant issues, and recommended approval of the extension. Asset Consultant confirmed that performance would be gauged in the first year.</p> <p>Electrical Inspection Condition Report: Asset Consultant recommended appointing [REDACTED] for the ICR contract. He explained the evaluation process and cost considerations, and highlighted the importance of contract management and compliance.</p> <p>The Board queried the term time of the contract. Asset Consultant confirmed it was a five year contract which would be assessed annually.</p> <p>The Board noted the Kitchen and Bathroom update Report and approved the Landscape Maintenance Contract, Gas Boiler Replacement Programme Contract and Electrical Inspection Condition Contract.</p>
Items for Noting	
12.	<p>Board Code of Conduct and Declarations of Interest Report</p> <p>CSO presented the Board Code of Conduct and Declarations of Interest Report confirming receipt of annual declarations from eleven of twelve board members and ongoing follow-up for the final submission. CSO highlighted the process for accessing declaration details, advising members to get in touch if anything changes regarding information declared. No questions from the board.</p> <p>The Board noted the Board Code of Conduct and Declarations of Interest Report..</p>
Meeting Closure	
13.	<p>Notifiable Events</p> <p>None.</p>
14.	<p>Health and Safety (standard item)</p>

	None.
15.	<p>Correspondence</p> <p>DFDCS Reported on correspondence from the Scottish Government advising that members of the Lived Experiences Board including the CEO, have been invited to attend an Evening Reception at Holyrood on Human Rights. CEO will attend with Human Rights Consultant and Chair of the Castlemilk Housing and Human Rights Board.</p> <p>The Chair then advised members that the Human Rights and Lived Experiences Board and joint facilitating an event to celebrate Human Rights Defenders Day on 9 December and tickets can be booked on Eventbrite. Anyone interested should contact CSO.</p> <p>DFDCS also advised of correspondence from the SHR Regulation Manager regarding our October Board Minutes not being available on our website, CEO advised SHR Regulation Manager that our October Board Minutes had not been approved by Board as we do not have a November Board Meeting. He confirmed that minutes would be uploaded to our website following approval at this evening's meeting and a copy sent to SHR as required.</p>
16.	<p>Use of Delegated Authority</p> <p>None.</p>
17.	<p>A.O.C.B</p> <p>The DCS sought approval from the Board to the Office opening hours on the 30th and 31st of December.</p>
18.	<p>Summary of actions/ decisions at this meeting</p> <ul style="list-style-type: none"> • The Board approved Board minutes. • The Board approved Rent Consultation Report and consultation on 5.5%. • The Board approved Wellbeing Strategy Update Report • The Board approved Board training Plan 2026 • The Board approved Five Policies as per Policy Sub Committee • The Board approved Planned Investment Report • The Board noted Board Code of Conduct/ Declarations of Interest Report
19.	<p>Meeting Evaluation</p> <p>The Board thanked staff for their reports and advised the meeting went well with good reports presented.</p>
20.	<p>Date and time of next meeting –20 January 2026, on MS Teams</p>
21.	<p>Meeting Close</p> <p>The meeting closed at 7PM with a vote of thanks to the Chair.</p>