

CRAIGDALE HOUSING ASSOCIATION LIMITED MINUTE OF THE BOARD MEETING HELD ON MONDAY 30TH MARCH 2026 AT 6.00 PM AT 83/85 DOUGRIE ROAD, CASTLEMILK, G45-9NS

Craigdale Housing Association Limited

Report To:	Board of Management			
Meeting Date:	Monday 27 th April 2026			
Agenda Item:	4a	Approval of Minutes of Board Meeting – 30.03.26		
Status:	Confidential		For:	Approval ✓
	Non-Confidential	✓		Discussion
				Noting

PRESENT:

Christine McCormack	Board Member	Zoom
Morag Cameron	Board Member	
Des Phee	Chair	
Stephen Baxter	Secretary	
Kevin Boyle	Board Member	
Stephen Kelly	Treasurer	
Rebecca Leedham	Board Member	
Leza Lafferty	Board Member	
Maryam Idris	Board Member	Zoom
Julia Cheung-Buchanan	Co-optee	Zoom

IN ATTENDANCE:

Linda Chelton	Chief Executive Officer (CEO)	
Frances Cunningham	Corporate Manager (CM)	Minute Secretary
Lisa Campbell	Senior Housing Officer (SHO)	
Gail Sherriff	Development Consultant (GS)	Left meeting at 6.20pm
Tony Gillham	CT Audit Ltd	Left meeting at 6.30pm
Fettes McDonald	FMD Financial Services	Left meeting at 6.50pm

1. Apologies for Absence Apologies were tendered on behalf of the following:

- Callyn McTaggart Housing Assistant

Leave of Absence: • Lucy Madigan Board Member

Absent: • None

2. Chairperson's Remarks

The Chair welcomed everyone to tonight's meeting and thanked members for attending.

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The Chair mentioned that the following Agenda Items would be brought forward so that our consultants could present their reports then leave the meeting.

Agenda Item 12	Development Report	Sherriff Development Consultant
Agenda Item 9	CT: Audit Planning Document 2025/26	CT Audit Ltd
Agenda Item 6	Final Budget Report 2026/27	FMD Financial Services
Agenda Item 7	Long Term Projections 2026/27	FMD Financial Services
Agenda Item 8	Five Year Budget Report	FMD Financial Services

3. Declaration of Interest

- Des Phee declared an interest in relation to Southside Housing Association, Agenda Item 12: CEO Staffing & Service Provider Update Report, 4.3.1. Welfare Rights Service.
- Linda Chelton, Frances Cunningham & Lisa Campbell declared an interest in relation to Agenda Item 11: Chief Executive Officer Report, 3.1.1 Additional Holiday for Scotland National Team Gate.
- Linda Chelton declared an interest in relation to Agenda Item 11: Chief Executive Officer Report, 3.1.3 Energy Redress Bids.

4. Minutes of Previous Meetings:

4.a Approval of Minutes of the Board Meeting held on Monday 23rd February 2026

The Board approved the minute as a true record of the meeting held on Monday 23rd February 2026.

The CM highlighted that there is an amendment required to the agenda. Agenda Item 4a) Approval of Minutes of Board Meeting (19.01.26) and 4b) Matters Arising from the Board Meeting (19.01.26) both dates should read 23.02.26.

Proposed By: Stephen Baxter Seconded By: Leza Lafferty

The minute was signed and sealed by the Chair.

4.b Matters Arising from the Board Meeting held on Monday 23rd February 2026

The Chair asked if anyone had any matters arising from the previous minute of Monday 23rd February 2026.

There were no matters arising.

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The Board noted and approved the Matters Arising Report from the Board meeting held on Monday 23rd February 2026.

4.c Approval of Minutes of the Policy Meeting held on Monday 23rd March 2026

The Board approved the minute of the Policy Committee meeting as a true record of the meeting held on Monday 23rd March 2026.

Proposed By: Stephen Baxter Seconded By: Christine McCormack

4.d Matters Arising from the Policy Committee Meeting held on Monday 23rd March 2026

The Chair asked if anyone had any matters arising from the previous minute of Monday 23rd March 2026.

The CEO asked for a word of thanks to the Policy Committee for all their assistance with reviewing the policies. This Committee has been very beneficial, and we reckon that we should be back on track later this year.

The Board noted and approved the Matters Arising Report from the Policy Committee meeting held on Monday 23rd March 2026 and ratified the following recommendations from the minute.

4d06: Communications Strategy: The Board noted the recommendation from the Policy Committee and approved the Communications Strategy.

4d07: Void Management Policy: The Board noted the recommendation from the Policy Committee and approved the Void Management Policy.

4d08: Shared Ownership Buy Back Policy: The Board noted the recommendation from the Policy Committee and approved the Shared Ownership Buy Back Policy.

4d09: Complaint Redress Policy: The Board noted the recommendation from the Policy Committee and approved the Complaints Redress Policy.

4d10: Unacceptable Actions Policy: The Board noted the recommendation from the Policy Committee and approved the Unacceptable Actions Policy.

4d11: Disciplinary Policy: The Board noted the recommendation from the Policy Committee and approved the Disciplinary Policy.

4d12: Child Protection & Vulnerable Adults Policy: The Board noted the recommendation from the Policy Committee and approved the Child Protection & Vulnerable Adults Policy.

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4d13: Business Continuity & Disaster Recovery Plan: The Board noted the recommendation from the Policy Committee and approved the Business Continuity & Disaster Recovery Plan.

4d14: Entitlements, Payments & Benefits Policy: The Board noted the recommendation from the Policy Committee and approved the Entitlements, Payments & Benefits Policy.

4d15: Succession Plan (Board): The Board noted the recommendation from the Policy Committee and approved the Succession Plan (Board).

4d16: Succession Plan (Senior Officer): The Board noted the recommendation from the Policy Committee and approved the Succession Plan (Senior Officer).

4d17: Treasury Management Policy: The Board noted the recommendation from the Policy Committee and approved the Treasury Management Policy.

4d18: Anti-Social Behaviour Policy: The Board noted the recommendation from the Policy Committee and approved the Anti-Social Behaviour Policy.

4d19: Data Subject Rights Procedure: The Board noted the recommendation from the Policy Committee and approved the Data Subject Rights Procedure.

4d20: Data Protection Policy: The Board noted the recommendation from the Policy Committee and approved the Data Protection Policy.

4d21: Information Security & Personal Data Breach Management Procedure: The Board noted the recommendation from the Policy Committee and approved the Information Security & Personal Data Breach Management Procedure.

4d22: Procurement Strategy: The Board noted the recommendation from the Policy Committee and approved the Procurement Strategy.

5. Rent Report: February 2026

The SHO presented the Rent Report for February 2026 and gave the following update.

The SHO highlighted that the gross rent arrears at 28th February 2026 were £68,382.25 and had decreased by £241.58 from last month. The former tenants rent arrears were £13,133.62 and had increased by £4,530.02.

The SHO advised that Current Arrears target was 3.5% and was currently sitting at 3.23%, the Actual Arrears target was 2.5% and target was currently sitting at 1.96%.

The SHO advised that our Welfare Rights Officer managed to get additional funding from the Aberlour Trust to assist Tenants who had families with rent arrears. WRO obtained funding of £7.5k.

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Case 1/2024: The SHO advised that this account has been paid in full. The SHO highlighted that the tenant had spoken to their family, and they helped to clear off the outstanding balance. The tenant's family are assisting the tenant with finances.

- *The Chair asked if the decree would still be live. The SHO advised that the decree would be live for 6 months from date of issue and could be used if the tenants defaults.*

Former Tenant Rent Arrears Write Off's: The SHO ask the Board for permission to write off rent arrear balances for former tenant accounts.

Tenancy Reference	Tenancy ended	Reason	Rent Balance
001082	26.02.24	Former Tenant was very abusive when visited	£936.74
001256	24.06.25	No Contact with Former Tenant	£1,874.07
000964	02.02.26	Tenant moved into care home, Housing Benefit ended his entitlement, family live abroad.	£1,064.16
TOTAL			£3,874.97

Former Tenant Credit Balance Write Off's: The SHO ask the Board for permission to write off credit balances from former tenant accounts.

Tenancy Reference	Tenancy ended	Reason	Rent Balance
001324	03.04.25	No forwarding address	-£77.91
001439	15.07.25	Tenant Deceased	-£922.72
001222	01.06.25	Small Credit Balance	-£4.54
001187	19.12.25	Tenant Deceased	-£188.22
001225	19.01.22	No forwarding address	-£1,806.84
001226	01.12.22	No forwarding address	-£793.40
TOTAL			£3,793.63

- **J Cheung-Buchanan asked if there was any risk of the former tenant coming back what happens with the credit. SHO advised that the credit balance is written off from our Housing Software but would be returned to the tenant.**
- **L Lafferty asked what happens if the Former Tenant with arrears came back. The SHO advised if the Former Tenant came back, we would enter into a repayment agreement to clear any arrears balance.**

The Board noted and approved the Rent Report for February 2026 and the recommendations to write off the rent arrears balance for former tenants, totalling £3,874.97 and to write off the credit balances for former tenants totalling £3,793.63

6. Final Budget Report 2026/27

Fettes McDonald advised the purpose of the final annual budget is to provide members with details of the expected financial position of CHA for 2026/27 based on the main

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assumptions employed. The information contained within the budget was provided by and discussed with staff members.

F McDonald highlighted that the main assumptions applied are as follows:

- Rent rise of 5.6%
- Voids of 0.5%
- Bad debts at 0.75%
- Salaries increase by 5.1% plus increments where applicable
- Overall maintenance provision of £577k
- Medical adaptations £27k
- Loan interest rates pre margin at rate of 3.5%
- New build costs of £2.35m all funded by grant
- Component replacement costs of £516k
- Spend on other fixed assets £2k
- Gross rent arrears of 3.5%
- Loan capital repaid of £179k
- Pension deficit payment of £23.5k

F McDonald explained the overall surplus for year of £209k which is higher than the draft budget.

The cash position at April 2026 is projected at £2.05m with the balance reducing to £1.9m by March 2027.

Based on the final budget loan covenant compliance is achieved with headroom of £893k.

Staff costs as a percentage of turnover and rent ratios continue to show positive outturns. Overheads as a percentage of turnover at 10.6% is high-a rate of 5% is low and 10% is high.

Updates to the long-term projections shall be carried out in the final quarter of 2025/26 and these shall form the basis of the 5-year budget submission to SHR.

The Board noted and approved the Final Budget for 2026/27.

7. Long Term Projections 2026/27

F McDonald explained that we are required to have long term projections to make sure that we have long term viability.

F McDonald explained that the Main summary outputs highlight the Assumptions & Cashflow Tab and details the unit assumptions, NPV and Cash-Flow. The SOCI, SOFP, covenant compliance information, KPI details and sensitivity analysis are the other main outputs.

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F McDonald highlighted the detailed working schedules of all revenue income, cost information and balance sheet information and mentioned that some cases include historic data.

The tabs marked in green include SHR statistics, SHR cash flow statement and a reconciliation to the annual budget.

The opening figures are based on the budget 2026/27 assumptions.

F McDonald mentioned that Inflation has been assumed at 2% year 1 then 2.5% long term. 31 new build units have been included.

F McDonald explained that the rent rises are based on a real 2% increase for 2 years and then a 1% for 2 years and then inflation only thereafter. The Sensitivity tab considers impact of changes in rent levels and highlighted that our rents are generally lower than local RSLs and mentioned that the Association uses the SFHA tool and confirmed no material issues on affordability.

F McDonald highlighted that voids and bad debts have averaged at 0.56% in the last 3 years-model has assumed costs at 1% long term. This is a prudent assumption not a target.

F McDonald mentioned that Real cost rises assumed on all maintenance costs for full 30 years. The model incorporates updated planned maintenance costs.

F McDonald explained that no changes in staffing assumed in plan period. Real 0.5% rise on management costs until year 10. All staff in DC pension scheme at 10.45% contribution and limited ability to benefit from economies of scale.

F McDonald mentioned that Loan interest rates at 3.5%-pre margin. Peak debt is year 2 and Base case assumes bullet repayment year 7 with option to refinance. This will result in no issues re loan covenant compliance in base case.

Our average annual costs allowed at £7.5k per annum for other fixed assets.

And rent arrears assumed at 3.5% long term-historic record of very low rent arrears.

F McDonald gave a brief overview of our assumptions and highlighted our ability to generate surpluses annually. There are no issues with covenant compliance in base case model. We have no liquidity issues with cash balance. All debt repaid by year 27. Cash exceeds debt by year 8.

Main issues in terms of sensitivity analysis relate to rent increases as well as ongoing control of letting and management and maintenance costs. EESSH 2 position shall be reviewed once guidance and funding support finalised.

The Board noted and approved the 30 Years Long-Term Projections 2026/27.

8. Five Year Budget Report

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F McDonald explained that the Association is required to submit the Five-Year Financial Projections (FYFP) to the Scottish Housing Regulator (SHR) on an annual basis and explained that the figures have been based on the first five years of the 30 Years Long-Term Projections.

F McDonald explained that the surpluses are projected on an annual basis and average around £302k per annum and cash resources average £2.1m over the five-year period and at the end of year 5 cash balances are projected at £2.4m.

The projections continue to demonstrate a positive financial outlook and there are no issues regarding loan covenant compliance. The SHR template notes the level of headroom available on the various covenants.

Rent increases will be reviewed on an annual basis and actual increases shall depend on annual budget projections and prevailing economic circumstances.

The Board noted and approved the Five-Year Financial Projections with delegated authority for FMD to submit to Scottish Housing Regulator.

9. CT: Audit Planning Document 2025/26

Tony Gillham explained that the purpose of this document is to summarise their audit approach and scope for the year ended 31 March 2026. It also documents their understanding of the audit and financial reporting risks together with our proposed responses.

This report forms part of the communications we are required to make under International Standard on Auditing (UK) 260 – Communication with those charged with governance.

The information contained in the document builds upon our understanding of your business, audit knowledge gained through our involvement in previous periods and our planning discussions with management.

Our audit approach is designed to understand and evaluate the risks faced by Craigdale Housing Association. Our audit will involve the following key stages:

- Understanding your business
- Identifying key risks and controls
- Validating key controls
- Detailed audit testing on residual risk
- Communication and clearance with management; and
- Reporting to those charged with governance.

Our audit approach will focus on the areas that are considered significant to the results for the period and the position at the balance sheet date.

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Our audit process adopts the International Standards on Auditing (UK) (“ISAs”) issued by the Financial Reporting Council.

The Board noted and approved the CT Audit Planning Document for 2025/16.

10. Review of Staff Structure

The CEO explained that the purpose of this report is to update the Board on the progress of the Staff Structure which took place in February 2024. After discussion with staff, they are happy to keep the structure as is with appointment of a Corporate Assistant immediately and a Assistant Housing Officer when Phase 11 is due to come off site. The CEO advised that the structure will be as follows:

- Chief Executive Officer
- Corporate Manager
- Senior Housing Officer
- Housing Officer (PT 21hrs)
- Housing Officer
- Assistant Housing Officer (vacant post)
- Housing Assistant
- Corporate Assistant (currently being recruited)
- Receptionist (PT 21hrs)

The Board noted and approved the finalised Staff Structure; contracts of employment will be issued to relevant staff members.

11. Chief Executive Officer Report (Confidential)

The CEO presented the Chief Executive Officer Report to the Board and advised the following:

3.1.1 Addition Holiday for Scotland National Team Game: The Chair asked Staff to leave the meeting so the Board could discuss the additional holiday.

After discussion the Board agreed to award the additional Public Holiday on Monday 15th June 2026 to Staff.

3.1.2 Share Awards – Lived Experience Group: The CEO explained that the Lived Experience Group have been shortlisted for the Share Award.

After discussion it was agreed that Morag Cameron, Leza Lafferty and Linda Chelton would attend on behalf of the Association.

3.1.3 Energy Redress Bids: The CEO updated the Board and advised that the AI Damp & Mould platform may change to the Innovation Fund.

The Board noted and approved the Chief Executive Officers Report.

12. Development Report

3.1.4 Meeting with Scotland Excel – Community Benefits: Gail Sherriff (GS) highlighted that as a Board, we have to determine how we wish the CBs to be delivered. For now, SXL's 'Social Responsibility' document is appended (Appendix 1) for consideration and future discussion with the Board. GS drew the Board's attention to SXL's CB point system and confirmed that based on current known costs, the works cost will be in the region of £7 million equating to 40 CB points. GS added that the list of benefits per SXL's document was not exhaustive, but purely to offer some guidance and what is considered proportionate in terms of CBs versus the value of the contract.

The Board agreed to read through Scotland Excel's Social Responsibility document and discuss the preferences for Community Benefits at a future meeting ahead of the tender being released to the contractor for pricing.

3.1.6 Appointment of Principal Designer: The PCS Post-box was opened at the Board meeting. It was noted that two of the three consultants had submitted a bid.

GS confirmed both bids would be checked for accuracy, including all due diligence being carried out in relation to the lowest bid, and if found to be in order, would arrange for the Contract Award to be published on PCS, and the formal appointment progressed following discussion with the CEO.

The Board agreed with this approach which was in line with the Procurement Policy.

3.2 Strategy and Development Funding Plan (SDFP) 2026 – 2032: GS highlighted the main points within the SDFP and indicated that the dates and costs are indicative based on information currently available.

- *J Cheung-Buchanan asked if we had a Risk Register for the project. GS highlighted that ideally, a Risk Register relating to the pre-contract phase should have been established at inception of the project; however, any current risks have been and are continually being updated as part of the Development Reports. CEO advised that we have highlighted the project risks within our Strategic Risk Register. GS added that a Risk Register affecting the post contract phase would be prepared and would require input from the contractor, as well as the Employer's Agent. CM advised that we had a separate Risk Register for Phase 10 and would be happy to pass onto GS to look at in case there are any other risks that we may have missed.*

After discussion, the Board approved the Strategy & Development Funding Plan for 2026-2032 and agreed that it should be submitted to NRS.

Phase 11 – Glenacre Terrace Project Team Meeting: GS provided a summary of the Progress Meeting that had taken place that afternoon advising that a lot of information had been received on 30 March, including the heating specification, component schedule (which will assist with the preparation of the Life Cycle Costing), internal layouts and remainder of the pre-contract programme.

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GS confirmed that this information would be reviewed in conjunction with the Association and comments passed back to the contractor. GS also confirmed that since writing the report, NRS had agreed that the Building Warrant could be submitted, ahead of the Cost Plan being submitted in order to maintain the current anticipated pre-contract timescales.

- *J Cheung-Buchanan asked about potential price fluctuations. GS confirmed that discussions to date with A S Homes related to an SBCC Design and Build Contract that would be a fixed price contract with no inflation provisions. Notwithstanding, bearing in mind, the ongoing Iranian war, GS confirmed the matter would be discussed further with the Employer's Agent.*

The Board noted the contents of the Development Report, and verbal update provided at the meeting and approved the Strategy & Development Funding Plan.

13. Notifiable Events

The CEO advised that she met with Dean Reynolds and Nigel Gregory from Scottish Housing Regulator (SHR) on 26th February 2026 and advised that the Notifiable Event has been closed. The CEO circulated the outcome report from the SHR meeting for Boards information.

The Board noted and approved the Notifiable Events Report.

14. CEO Staffing & Service Provider Update

The CEO presented the Staffing & Service Provider Update to the Board and advised that she had no further updates.

- M Cameron asked in relation to the Aberlour urgent assistance fund how did the tenants get chosen. SHO advised that it was a set criterion, tenant had to be in arrears with children in the tenancy.

The Board noted the CEO Staffing & Service Provider Update Report.

15. Correspondence

- a) EVH Kilt Walk Pledge Sheet: M Cameron declared an interest as she is a Member of the EVH Executive Committee.

The Board agreed to pledge £160.00 to the EVH Chas Appeal.

- b) Resignation – Louise Bacon: S Baxter informed the Board that we had received a resignation letter from Louise due to family circumstances.

The Board agreed to organise a card and gift for L Bacon.

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- c) **Scottish Housing Regulator:** A letter has been received from SHR in relation to our Engagement Plan. We have received a Standard Engagement Plan. They have also informed us that our Regulation Analyst will change to Gavin Leask and that Dean Reynolds will remain as our Regulation Manager.

16. Any Other Competent Business

- a) **Bank of Scotland - Mobile Banking App:** The CM advised the Board that our local branch in Rutherglen will be closing in June 2026. The BOS have informed us that we will be able to use our local Post Office, The Hub (Cambuslang) for pay-ins of cash or cheques however using these facilities will cause a delay in the funds being credited to our bank account.

The CM is asking for permission to download the Banking App onto her mobile in relation to cheque payments, which can be scanned through the App and credited into our account immediately, instead of waiting 3/5 working days for the cheque to clear.

The Board agreed for the Mobile Banking App to be downloaded for Staff use.

- b) **Development Report:** The CEO asked for permission to move the development report from monthly to quarterly. A report will be brought if any urgent matters arising.

The Board agreed to move the monthly development report to quarterly.

- c) **Phase 11 - Risk Register:** J Cheung-Buchanan asked for a Risk Register in relation to the development be brought to Board, so that items like the Sub-Station does not slip through the radar.

The Board approved the development of a Risk Register for Phase 11.

17. Date of Next Meeting

Board Meeting:

Monday 27th April 2026 at 6:00pm

The meeting concluded at 7.48pm

Minute Signed by the Chairperson:
