

**MINUTES OF THE BOARD MEETING HELD ON 27<sup>th</sup> MAY 2025 AT 6.30PM**

This meeting was a hybrid meeting via Teams.

**Present in office:**

Karen McMillan, Chair  
Mairi Maclean, Member  
Clare Hayes, Member  
Emmanuel Dufegha, Member

**Present via Teams:**

Michelle Hart, Member  
Damian Dempsey, Member  
Tina Russell, Member ( joined 18.55)

**In Attendance in Office:**

Fiona McTaggart, Chief Executive (CEO)  
Lorna Colville, Director of Finance & IT (DoF&IT)  
Craig Reid, Director of Assets & Development ( DoA&D)  
Sandra Marshall, Corporate Services Officer (CSO)

**Observer**

Colin Pyke

Chair welcomed Colin as an observer to the Board meeting.

**1.0 APOLOGIES**

Apologies received from Elaine Templeton. Sandra Loney had difficulty in accessing the meeting. Ian Johnstone has requested another month on Special Leave.

**Board approved another month special leave for Ian Johnstone**

**2.0 MINUTES OF MEETING HELD ON 28.4.25**

Minutes of meeting held on 28<sup>th</sup> April 2025 were agreed as a true reflection.  
Proposed by Claire Hayes seconded by Mairi Maclean.

**Board Approved.**

**3.1 MATTERS ARISING**

- Cultural training sessions are all completed and staff meeting will be on the 24<sup>th</sup> June to get an update from Kirsty.
- 5 year Financial Plan Return has been submitted to the Regulator.
- Fire incident – still waiting for police/ fire inspector to finish investigations.

**4.0 – ITEMS FOR APPROVAL**

## **4.1 Business Plan 2025 -2028**

### **1. Introduction and Context**

The Board and Senior Management Team, with facilitation from Alison Park of Alan Park Consultants, presented the finalised Business Plan titled *"Towards Growth"*, covering the 2025–2028 period. The plan reflects input from strategy days and consultation with stakeholders, tenants, and partners.

### **2. Strategic Framework**

The Business Plan outlines four key strategic goals:

- **Our Homes:** Focused on being attractive, safe, energy efficient, accessible, and affordable.
- **Our Services:** Designed to be accessible, responsive to local needs, and high quality, demonstrating value for money.
- **Our Partnerships:** Critical to innovation, delivery, and community impact.
- **Our Organisation:** Aimed at being modern, financially strong, well-governed, and an excellent employer.

### **3. Assurance and Regulatory Compliance**

The Business Plan aligns with the Scottish Housing Regulator's Standards of Governance and Financial Management (Standards 4 and 5). Supporting evidence will be added to the Assurance Evidence Folder.

### **4. Review Process and Measurability**

Performance against the Business Plan will be measured bi-annually with the review being undertaken annually to respond to external factors, risks, and opportunities. Operational Delivery Plans and KPIs will support performance measurement. These plans will be presented to the Board for approval as per the following schedule:

- **Housing & Finance** – June
- **Community Involvement & Investment** – August
- **Asset Management & Money Advice** – October
- **Corporate** – September (post-AGM)
- **IT** – November

The first Operational Delivery Plan (Property Factoring Management Services) is on the current agenda.

### **5. Risk Management**

The Plan is supported by a robust risk and audit framework. The CEO and Directors work closely on financial and regulatory oversight. Progress and challenges will be reported through quarterly KPI reports shared with stakeholders.

### **6. Input and Collaboration**

The Business Plan incorporates feedback from tenants, partners, Board and Executive Team, and all relevant senior managers across finance, housing, community investment, and asset management.



## 7. Decisions

The Board **approved** the 3-year Business Plan 2025–2028 as presented and agreed that they were happy with the template for the Operations Delivery Plans presented at Agenda Item 4.2. The Board agreed that there was no need for them to approve all the delivery plans but to ensure that the KPIs connected to them were monitored at Board level.

### Discussion points

CE thanked everyone for their input.

Very positive feedback on the content and style of the printed Business Plan.

### Action notes:

Business plan to be put onto website and facebook

Continue to monitor progress against strategic goals

For redaction:

## 4.2 Operational Delivery Plan ( Property Management)

### 1. Introduction and Context

The PSPS Operational Delivery Plan 2025–2026 was presented as part of the wider strategic framework of the Paisley Housing Association Group. It supports the objectives of the Business Plan 2025–2028 and provides direction for the delivery of PSPS services.

### 2. Service Background

PSPS was established as a subsidiary of the Association in 1998, tasked with managing and maintaining communal areas and ensuring health and safety compliance. The delivery plan supports PSPS's growth ambitions, focusing on high-quality customer service, transparency, and reinvestment into the community.

### 3. Strategic Aims and Objectives

Four strategic priorities were outlined: Modern Homes, Responsive Services, Productive Partnerships, and a Resilient Organisation. Each objective is supported by clear operational actions, such as expanding services, increasing owner satisfaction, developing staff capacity, and strengthening internal systems.

### 4. Operational Priorities

Focus on enhancing services, increasing housing stock, improving engagement, and creating sustainable growth. The plan emphasizes community investment and the integration of tailored service packages.

### 5. Budget and Financial Planning

A five-year financial plan (2025–2030) was presented, showing projections of income, expenditure, and retained reserves. The Board noted a consistent surplus

and reinvestment strategy. Budget oversight is supported by collaboration between PSPS staff and the Finance Department.

## **6. Performance Monitoring and KPIs**

Targets for owner satisfaction, debt recovery, service satisfaction, and communication were shared. KPIs will be monitored through quarterly reporting to ensure alignment with strategic objectives.

## **7. Staff and Governance**

The team, led by the Director of Housing, includes experienced staff managing daily operations. Governance remains with the Board, Audit and Risk Committee, and supported by internal working teams across departments.

## **8. Risk Management and Equality**

Risk governance is handled by the Association's Audit and Risk Committee. The delivery plan embeds equality and diversity, aligning with the Equality Act 2010 and committing to inclusive practices.

## **9. Conclusion and Decision**

The PSPS Operational Delivery Plan was acknowledged as a comprehensive framework for expanding the business while reinforcing community engagement and service quality. The Board thanked CEO for the method presented.

This plan details how property management activities will support the strategic aims, including maintenance, asset management, and tenant services. CE explained this shows the example of how team delivers on strategy, using an action plan to keep focused on timescales.

### **Discussion points:**

Opportunity within PSPS to expand, improve service delivery and responsiveness. Facoting tasks now sits with Housing Management. Asset team provide service to owners.

### **Action Notes:**

Ensure cross- departmental collaboration.  
Board approved the Operational Delivery Plan

### **For redaction:**



### **4.3. ARC Return**

The ARC (Annual Return on the Charter) is a regulatory requirement submitted to the Scottish Housing Regulator, detailing performance and compliance.

#### **Discussion points:**

1. Accuracy and completeness were stressed, as errors could lead to reputational and regulatory risks.

There has been internal validation of figures.

#### **Action Notes:**

Board gave their approval to submit the ARC document by the deadline.

#### **For redaction:**

### **4.4 KPI's 2024 - 2025**

Key Performance Indicators were presented to measure service delivery, financial health, and tenant satisfaction. CE confirmed that we will be reviewing the complaints figures and will also include lessons learnt in future.

#### **Discussion points:**

Complaints – no particular themes, although mainly services.

Sickness – higher than usual, but we have had 3 different long term sick cases.

Finance – spend is yellow and not green as a large proportion of this spend variance has been delayed into the next few years and is not a saving.

Asset Man – Performance remains consistently high against the Scottish average Allocation and sustainment all very good. Discussion around why - we have a tenancy sustainment officer and we do more work at the start of section 5 tenancies.

#### **Action Notes:**

Board approved KPI figures

These figures will be updated quarterly

#### **For redaction:**

### **4.5 Annual Treasury Management Report**

The report reviews Paisley Housing Association's treasury activities for 2024/25 and outlines plans for 2025/26. It confirms compliance with regulatory and lender requirements, highlights strong cashflow, and outlines prudent investment and borrowing strategies.



Discussion points:

1. We may need to borrow for Orchard Street and Net Zero projects in future as plans change.
2. The upcoming comparison of banking services was seen as a key step in ensuring operational efficiency and value for money.
3. All financial covenants met, no concerns projected.
4. Year end cash balance was higher than expected due to project delays
5. With falling interest rates, the Board discussed the potential to fix a greater portion of the loan portfolio (targeting 20 – 40%) to lock in lower rates.

Action Notes:

Board Approved/noted :

- Delegated authority to the EMT to continue to monitor development funding requirements and report back to the Board if Development borrowing is required.
- Delegated authority to the Director of Finance & IT to monitor the medium-term fixed interest rates and look to convert at least 20%, preferably 40% of the existing loan balance onto fixed rate terms.
- Delegated authority to the Director of Finance & IT will arrange re valuation of the relevant secured Stock with the Co-op's preferred valuer.
- The Virgin Bank (Clydesdale Bank) requires a letter of compliance with the financial covenants for the Clydesdale Bank loans, signed by the Chair, including a copy of the 5 Year Financial return and the makeup of the Board following the AGM. The Director of Finance & IT will ensure this is submitted to the Bank by 30<sup>th</sup> September 2025.
- the Royal Bank of Scotland require a certificate from our auditors, evidencing compliance with covenants. The Director of Finance & IT will ensure this is submitted to the Bank for 30<sup>th</sup> September 2025.
- all lenders will receive the Financial Statements to Mar 25 by 30<sup>th</sup> September 2025. Director of Finance & IT will ensure this is done.
- Delegated authority to the Director of Finance & IT to reinvest available funds as per the Treasury Management Policy, to maximise interest earned in the year, while ensuring the necessary cash is available to fund operational activities and planned investment spend during the year.
- Delegated authority to the Director of Finance & IT to undertake the review of Banking Services in late 2025 and update the VFM Action Plan accordingly.
- Delegated authority to the Director of Finance & IT to submit the Loan Portfolio Annual Return to the SHR in line with Appendix 1 as per the deadline 30/6/25.



For redaction:

#### **4.6 Management Account Q4**

The D of F&IT confirmed the Q4 financial report showed strong cash flow but noted delays in some expenditure and associated project delivery.

Discussion points:

1. Variances were attributed to project slippage and timing issues.
2. The board discussed the implications for future budgeting.

Action Notes:

Board approved the Management Accounts to 31 March 25

For redaction:

#### **4.7 Annual Procurement Report**

D of F & IT confirmed this was a summary of procurement activity, including compliance with regulations and contractor performance.

Discussion points:

1. Board noted the improvements in invoice processing
2. Continuous Improvement Procurement Programme which is a requirement of the Offer of Grant but which we used towards our Internal Audit assessment of Procurement.
4. Community Benefit – lots of discussion about how difficult this can be. We need to get better at checking what happens with apprentices and how to make best use of Community Benefits

Action Notes:

- Continue to improve invoice approval process
- Approve the suggested Price-Quality Ratios to be incorporated into Tender evaluations in the tender procedure.
- Delegate to the D of F & IT and D of AM&D to prepare tender Procedure and Contract Management Framework.
- Board approved the proposed Procurement Action Plan
- Board approved the updated Procurement Strategy.

For redaction:

#### **4.8 Policies for Approval**

Two updated policies presented to Board. Grievance and Sabbatical Policy

Discussion points:

1. Both policies are model policies from EVH

Action Notes:

Board approved both updated policies

For redaction:

#### **4.9 - Development Report**

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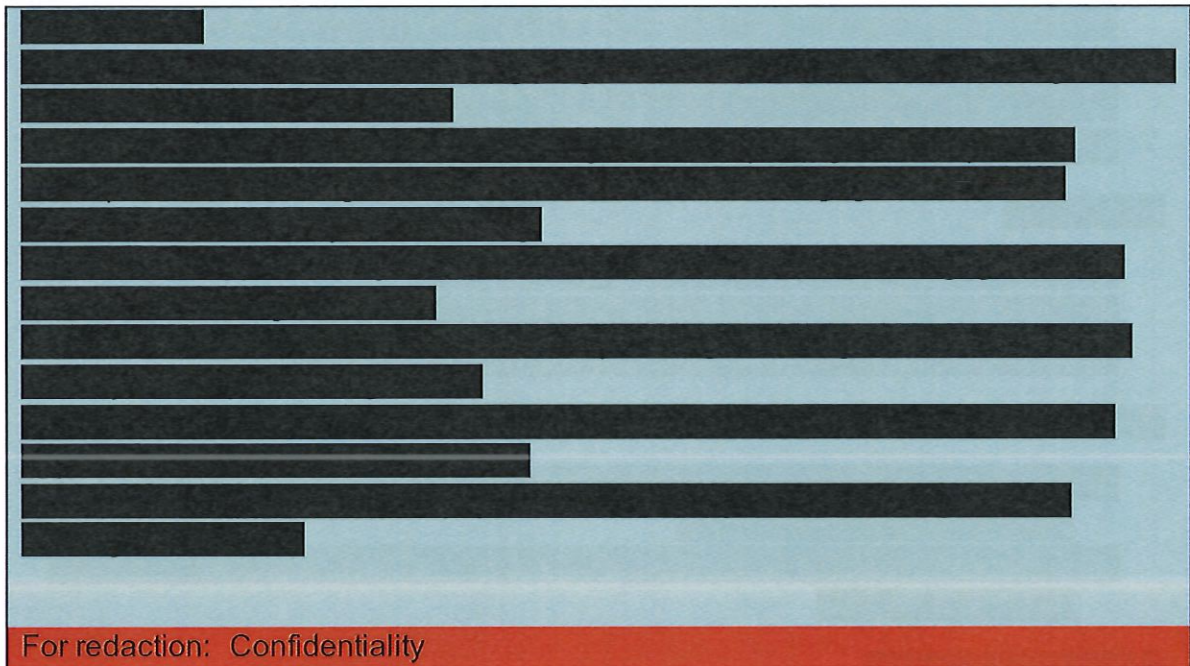
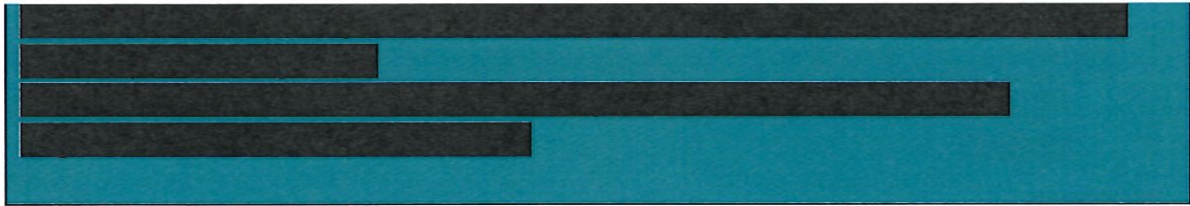
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## **5.0 ITEMS FOR DISCUSSION**

### **5.1 - Tenant Safety Compliance Scorecard**

D of A&D confirms the scorecard tracks compliance with safety standards across the housing stock.

Discussion points:

1. Performance was reported as strong with no major issues

Action notes:

Maintain current compliance levels.  
Address any emerging risks promptly.

For redaction:



## **5.2 - H & S report**

Routine H & S Updates were provided.

Discussion points:

1. No significant incidents reported

Action Notes:

Continue regular inspections and reporting

For redaction:

Emmanuel Dufegha left the meeting 8.00pm

## **6.0 ITEMS FOR INFORMATION**

### **6.1 Policies approved by Board**

CEO confirmed this report shows updated information about policies.

Discussion points:

Action Notes:

board noted report

For redaction:

### **6.1 New Board Portal**

D of F&IT updated the Board on the new iBabs portal for digital board papers and note-taking. Aimed at reducing paper use and improving access.

Discussion points:

Training and equipment needs were discussed. Members are asked to confirm if they require laptops.

Action Notes:

Board members to confirm laptop requirement with Sandra.

Board members to confirm availability for training for at 5.30pm prior to Board meeting on 30<sup>th</sup> June  
Sandra will e-mail board members re above 2 items.  
Transition to almost fully digital documentation by year end. Although where required paper copies will still be provided.

For redaction:

### **7.0 AOCB**

FLAIR Conference is due to be held on 19<sup>th</sup> June. Sandra Loney and Mairi Maclean to attend.

Grant Award received : £263,000 for Stage 3 tenant adaptation projects for 25/26

Some of the remote attendees said that it was difficult to hear some of the report updates. They could hear some people better than others. We are installing a TV into the Board room and once connected (by the next Board meeting), hopefully these issues will be overcome.

### **8.0 Date of Next Meeting**

Date of next meeting will be Monday 30<sup>th</sup> June 2025.

**Meeting ended at 20.15 pm**