

# Minutes for Paisley Housing Association Board Meeting

30<sup>th</sup> March 2026 Hybrid and Board Room

**Present in office:**

Karen McMillan, Chair

**Present via Teams:**

Michelle Hart, Member  
 Damian Dempsey, Member  
 John Cairns, Member  
 Tina Russell, Member (joined 6.35)

**In Attendance in Office:**

Fiona McTaggart, Chief Executive (CEO)  
 Lorna Colville, Director of Finance & IT (DoF&IT)  
 Tracy Fraser, Director of Housing (DoH)  
 Craig Reid, Director of Assets & Development (DoA&D)  
 Marina McCall, Community Investment & Projects Manager (CI&PM)  
 Sandra Marshall, Customer Services Officer (CSO)

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1.0	Apologies received from Elaine Templeton and Clare Hayes. Mairi Maclean is on special leave.
2.0	<b>Minutes For Approval - 9<sup>th</sup> February 2026 &amp; 16<sup>th</sup> February 2026</b>
2.1	Members of the Board were invited to consider the minutes of the development Board meeting held on 9 <sup>th</sup> February 2026.
	Board <b>approved</b> the minutes as a correct record of the meeting as <b>proposed</b> by Damian Dempsey and <b>seconded</b> by Karen McMillan.
2.1	Members of the Board were invited to consider the minutes of the Board meeting held on 16 <sup>th</sup> February 2026.
	Board <b>approved</b> the minutes as a correct record of the meeting as <b>proposed</b> by Damian Dempsey and <b>seconded</b> by Karen McMillan.
3.0	<b>Matters Arising</b>
3.1	The Board is asked to <b>note</b> the matters arising. CEO updated the board that the Funding for Energy Redress has been confirmed and is progressing. A significant amount of funding involved £500k. This is to provide a service for FLAIR HAs, Star Project and Foodbank.
	Board <b>noted</b> the matters arising.
4.0	<b>Declaration of Interest</b>
	Members were invited to declare any interest in any of the items on the agenda, in terms of the Association’s published policy.

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4.1	All PSPS members, Declared an Interest – Karen McMillan and Damian Dempsey.
5.0	<b>Notifiable Events Register</b>
5.1	CEO confirmed there are no Notifiable Events outstanding.
	Board <b>noted</b> the Notifiable event verbal update
	Agenda order has been changed. Item 7.2 will be the first item on the agenda and 6.9 will be actioned last once all staff leave the room.
7.2	<b>Estate Team Pilot Update</b>

**Estates Team Pilot update**

The Board received a detailed presentation from DOH on the pilot introduction of an in-house Estates Team, established in response to sustained poor performance, rising costs, and increasing complaints associated with the previous external landscaping contractor. The pilot was developed through a cross-departmental working group and designed to improve value for money, service quality, and tenant satisfaction. Staffing arrangements were revised to create two teams of four employees, supported by a supervisor and chargehand, with clearly defined roles spanning landscaping, voids, and minor repairs. Working hours, training requirements, risk assessments, equipment procurement, and facilities were all reviewed and aligned to support safe and efficient service delivery.

Operationally, landscaping was confirmed as the priority service from April through October, with processes in place to ensure this work is protected even during periods of reduced staffing. Other work streams such as minor repairs and void works are undertaken only when capacity allows, with contractors retained as a fallback where necessary. Robust scheduling, cost allocation, and monitoring arrangements were established to allow effective comparison against former contractor costs. Clear escalation routes mirror contractor management processes, with Housing and Assets retaining oversight to ensure service standards are maintained. A full KPI framework has been introduced, identifying responsibilities, performance measures, and monitoring arrangements.

Questions from the Board:

1. Can close cleaning be better coordinated with grass cutting?

DoH confirmed -Yes. Cleaning coordination is expected as part of good practice where possible. Issues raised will be followed up with both the in-house team and cleaning contractor to ensure areas are left clean and safe.

2. How will performance be monitored?

DoH confirmed a KPI framework is in place, monitored by the Housing and Assets teams. Performance will be reviewed throughout the pilot, with a full evaluation presented before any permanent decision.

Early feedback has been highly positive, with tenants already noting visible improvements in estate appearance and maintenance standards. Verbal compliments were reported, including from Board members who are also tenants. Matters such as coordination with close cleaning contractors were

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	discussed, with assurance that follow-up would be undertaken where standards fall short. The pilot will run through to April 2027, with ongoing review throughout the year. At its conclusion, a full evaluation against cost, quality, tenant satisfaction, and operational capacity will be presented to inform a decision on permanent adoption of the in-house model.
	Board <b>noted</b> the Estate Team Pilot Update
	Redacted -
	DoH left the meeting at 6.30pm
<b>6.0</b>	<b>Items for Approval or Decision</b>

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6.1	<p><b>5 –Year Financial Plan</b></p> <p>The 5-Year Financial Plan outlines the Association’s projected financial position from 2026 to 2031, confirming continued financial viability, positive surpluses each year, and stable, though reducing cash reserves. The plan shows that no additional borrowing is required over the period, and the Association can fund its strategic and operational activities from its own resources. Regulatory requirements have been fully considered, and no areas of noncompliance are identified regarding our finances. The plan also responds to key risks—such as inflationary pressures, rental affordability, net zero uncertainty, and increased safety standards—through ongoing financial monitoring and cost management.</p> <p>Several updates have been incorporated since the draft plan, including revised outturns for 2025/26, delays to some operational works, and additional spending of £668,710 over the 5 years to reflect salary increases tied to the proposed bridging structure and other cost changes including Estates Team pilot costs, increased IT and cybersecurity investment, higher affiliation fees. Also, additional capital spend on ad hoc boilers, bathrooms, and doors in 25/26, while some work from the main contracts for Kitchen and Boiler replacements have been delayed into 26/27. Additional income from the Board approved rent and service charge increase for 2026/27 has also been built into the updated plan. Sensitivity analysis shows that an expanded estates team could generate additional surpluses and cash savings over time, while the Foxbar 2 development would require up to £10 million in borrowing if progressed.</p> <p>The financial covenant tests show no predicted failures, although the Association will liaise with RBS due to the reduced surplus in 2026/27. The plan confirms that the Association remains viable, can afford its strategic and operational commitments, and is projected to meet all lending covenant obligations. The Board is asked to approve the final 5-Year Financial Plan and its assumptions, and to delegate authority to the Director of Finance &amp; IT to submit the statutory 5-Year Financial Plan Return to the Scottish Housing Regulator, and to share the plan with lenders by the end of March 2026.</p>
	Board <b>approved</b> the 5year Financial Plan as proposed by Karen McMillan and seconded by Damian Dempsey.
	Redacted -
	Tina Russell joined meeting at 6.35

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6.2	<p><b>30 Year Financial Plan</b></p> <p>The 30Year Financial Plan provides a long-term view of the Association’s projected financial position, building on the assumptions contained within the 5Year Financial Plan. The report confirms that, based on current assumptions, the Association remains financially viable over the long term, with net worth increasing significantly and cashflow strengthening towards the end of the period. The plan aligns with key regulatory expectations, including the Scottish Housing Regulator’s Governance &amp; Financial Management Standards, and shows no areas of noncompliance regarding our finances. Its purpose is to give the Board sight of the organisation’s long term resilience and highlight the financial implications of ongoing strategic decisions</p> <p>The plan incorporates long term assumptions for inflation, rent increases, staffing costs, repairs, and component replacement cycles, alongside major risk sensitivities. Sensitivity testing shows that while the base plan remains strong, several scenarios could have material negative impacts—particularly Net Zero cost assumptions, lower rent inflation, increased maintenance inflation, and higher salary inflation. Net Zero costs represent the most significant risk, creating a large negative cashflow from 2028/29 onward if no grant funding is secured. Other sensitivities, including the Foxbar New Build Phase 2 scheme without loan drawdown, also show potential periods of negative cashflow. Nevertheless, covenant testing indicates that only the Net Zero scenario leads to covenant breaches.</p> <p>Questions from Board member – 1. How does the organisation respond to major economic or political shocks over such a long period? DoF&amp;IT confirmed Long-term plans are not fixed forecasts but are updated annually, allowing the Board to adjust for such changes. Performance is monitored through quarterly management accounts, allowing for responsive decision-making such as re-phasing programmes or adjusting expenditure where required.</p> <p>2. Is there a contingency approach? DoF&amp;IT confirmed Yes. Historically, fluctuations have been managed by adjusting planned maintenance timing and other discretionary spend, while maintaining non-negotiable compliance and safety obligations.</p> <p>The key decision requested of the Board is to note and <b>approve</b> the 30Year Financial Plan, including the long-term assumptions and sensitivity analysis. Particularly those with the greatest negative impact, to inform future planning around rent setting, investment strategies, asset management, and Net Zero commitments. Approval confirms acceptance of the underlying assumptions and enables the Plan to form the basis of long-term financial monitoring and governance.</p>

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	Board <b>approved</b> the 30 Year Financial Plan as proposed by Tina Russell and seconded by Damian Dempsey.
	Redacted -
6.3	<p><b>Approved Contractors &amp; Key Suppliers List</b></p> <p>The report sets out the updated Approved Contractors and Key Suppliers Lists, which will form Appendix B of the Association’s Entitlements, Payments and Benefits Policy. These lists identify the contractors and suppliers that staff should avoid using personally due to potential conflicts of interest. Staff will be required to familiarise themselves with the updated policy, particularly Section 4 – <i>Use of Our Contractors &amp; Suppliers</i> – to ensure they understand which organisations cannot be used personally. The report confirms that any supplier not included in Appendices 1 or 2 may be used freely without further action, examples of such companies used by the Association were in Appendix3.</p> <p>The lists have been reviewed to ensure alignment with the Scottish Housing Regulator’s Governance &amp; Financial Management Standards, including transparency, accountability, and integrity, as well as Social Housing Charter outcomes on value for money. While there are no direct financial or legislative implications, the lists play an important role in strengthening governance, reducing the risk of inappropriate use of contractors, and protecting the organisation’s reputation.</p> <p>Question from Board - How far do restrictions on using contractors extend for Board and staff personal use?</p> <p>DoF&amp;IT confirmed restrictions apply only to contractors and suppliers where personal use could create a conflict or reputational risk. She reconfirmed contractors and suppliers listed in Appendix 1 &amp; 2 should not be used by Staff and Board Members. Large utility or retail providers (e.g. BT, Amazon) are explicitly permitted for personal use restrictions. Guidance is based on common sense and potential perception of benefit.</p> <p>The key decision requested of the Board is to APPROVE the report, including formal approval of the revised Approved Contractors List and Key Suppliers List. Once approved, Appendices 1 and 2 will be incorporated into the updated Entitlements, Payments and Benefits Policy and promoted to all staff. This approval ensures consistent application of the policy and clear guidance for staff on managing potential conflicts of interest.</p>

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	Board <b>approved</b> the Approved Contractor & Key Supplier List as proposed by Karen McMillan and seconded by Michelle Hart.
	Redacted -

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6.4	<p><b>Payments, Entitlements &amp; Benefits Model Policy Report</b></p> <ul style="list-style-type: none"> <li>• <b>Payments, Entitlement &amp; Benefits Policy</b></li> <li>• <b>Part 6 Table</b></li> <li>• <b>Presentation</b></li> </ul> <p>The report outlines the requirement for the Association to adopt the updated SFHA Model Entitlements, Payments &amp; Benefits Policy, published in January 2026, which strengthens governance expectations across the sector. The updated model clarifies how conflicts of interest must be identified and managed, integrates declarations and conflict management provisions, tightens rules around gifts and hospitality, and introduces clearer guidance on the use of contractors, recruitment of connected persons, and awarding contracts where conflicts could arise. Adoption of the revised policy is essential to ensure continued compliance with Regulatory Standards 1–5 and Constitutional Standard 23, as well as the Association’s own governing rules.</p> <p>The report explains the operational and governance implications of implementing the updated policy, including required updates to the Register of Interests, EPB Register, and related policies such as Recruitment, Gifts &amp; Hospitality, Procurement, and Allocations. Clearer definitions (e.g., around “closely connected persons”), mandatory recording of gifts and hospitality above specified thresholds, and strengthened treatment of conflict sensitive scenarios—such as employment, procurement, and tenancy allocations—ensure greater transparency and consistency. Staff and Board members will require refresher training, and the policy must be embedded into the governance compliance cycle for annual review.</p> <p>It was reconfirmed that the list of approved contractors and suppliers in appendix 1 &amp; 2 of the Approved Contractors &amp; Key Suppliers List Report, would be incorporated into the Payments, Entitlement &amp; Benefits Policy, as noted.</p> <p>Questions from Board – 1.What constitutes a “benefit” under the policy?        CEO confirmed - A benefit includes any payment, gift, hospitality, service, or advantage received because of one’s role or connection to the Association. The policy includes a detailed table specifying what is allowed, what must be declared, and what is prohibited.</p> <p>2. Can Board and staff still use general suppliers personally?        CEO confirmed Yes. Use of general suppliers is permitted where no conflict or perceived advantage arises.</p> <p>The key decisions requested are that the Board <b>approve</b> the revised EPB Policy, <b>agree</b> the implementation actions and timescales, and <b>note</b> the requirement for organisation wide communication and training to ensure</p>
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	successful adoption. This includes formally adopting the policy as part of the governance framework, delivering training to staff and Board members, updating all relevant registers, aligning associated policies, and incorporating the EPB Policy into the annual governance assurance cycle. Approval ensures compliance, strengthens governance, and mitigates regulatory, reputational and operational risks for the Association.
	Board <b>approved</b> the Entitlements, Payments and Benefit Model Policy report as proposed by Karen McMillan and seconded by John Cairns.
	Redacted -

**Funding Secured – PV and Battery Storage**

The report confirms that PHA has secured participation in the NZFM GridConnect programme through the Procurement for Housing (PfH) Social Housing Emerging Disruptors Framework. This enables the installation of solar PV and battery storage systems across 176 homes, representing an estimated £1.76 million infrastructure investment, delivered at no capital cost to the Association. The programme targets homes with suitable roof condition and heating profiles to maximise benefit and aligns closely with the Asset Management Strategy and Net Zero objectives.

The initiative is expected to generate significant tenant benefits, with projected electricity cost savings of £500–£700 per household per year, though actual savings may vary by usage. The programme is delivered through a fully funded model supported by participation in national grid flexibility schemes, where battery assets can be used at peak demand to generate revenue that subsidises installation, monitoring and maintenance. Delivery will be undertaken jointly with Barrhead Housing Association, allowing for shared efficiencies, coordinated mobilisation and consistent quality standards across both organisations.

6.5

Questions from Board and answers by DoA&D:

1. Will the installations reduce gas heating costs?

No. The systems primarily reduce electricity costs by powering lighting and appliances. Heating costs will remain gas-based for most tenants.

2. How much energy can the batteries store and does this reduce standing charges?

The batteries store electricity generated during the day for use later, particularly evenings. Standing charges remain unchanged, but overall electricity usage from the grid is reduced, delivering savings.

3. What space is required in tenants’ homes?

The battery units are compact (approximately the size of a small cupboard unit) and space requirements will be assessed individually during pre-installation surveys.

4. Can existing PV systems be upgraded under this programme?

Yes, there is potential to integrate or upgrade existing panels into the funded model, subject to technical assessment.

The key decision requested of the Board is to **approve** the delivery of the Solar PV & Battery Infrastructure Programme, allowing the project to move into mobilisation with Net Zero Fund Management (NZFM). If approved, next steps

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	include property surveys, technical assessments, tenant engagement, installation scheduling and implementation of monitoring and governance arrangements. Approval will enable the Association to progress a major sustainability investment that supports energy affordability, enhances asset performance and mitigates risks associated with rising energy costs and Net Zero compliance.
	Board <b>approved</b> the Funding Secured – PV and Battery Storage Report as proposed by Damian Dempsey and seconded by Michelle Hart.
	Redacted -
6.6	Policies for Approval <ul style="list-style-type: none"> <li>• Model Disciplinary Policy</li> </ul> Minimal changes to the Disciplinary Policy
	Board <b>approved</b> the Model Disciplinary Policy as proposed by Karen McMillan and seconded by Tina Russell.
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6.7	<p><b>Ceased Membership Report</b></p> <p>The report confirms that the Association remains fully compliant with its governing Rules and the Scottish Housing Regulator’s requirements regarding the management of ceased memberships. A formal review of the Membership Register is carried out twice yearly, and the March 2026 update confirms that all membership records are accurate, current, and administered in line with the Association’s constitutional requirements. No ceased memberships were identified during this period, and no issues of noncompliance or irregularities were found.</p> <p>The report outlines the criteria for terminating membership under Rule 11, including resignation, failure to update contact details, nonparticipation over five consecutive AGMs, or the outcome of a formal complaint process. It confirms that internal controls around membership administration are operating effectively and that maintaining an accurate register ensures only eligible members participate in governance activities such as AGMs, elections, and special resolutions. This supports robust governance, reduces legal risk, and demonstrates compliance with Regulatory Standard 7 (legal requirements).</p> <p>The key decision requested of the Board is to <b>approve</b> the Ceased Membership Report. Approval confirms that the Board recognises the accuracy of the current register, notes that no ceased memberships require action, and acknowledges that the Association continues to meet regulatory expectations in relation to membership governance. No further action is required at this time, though ongoing monitoring of low membership numbers will continue as part of regular governance oversight.</p>
	Board <b>approved</b> the Ceased Membership report.
	Redacted -

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6.8	<p><b>Customer Information &amp; Consultation Register</b></p> <p>The report outlines the purpose of the Annual Customer Information and Consultation Register, which is designed to support accountability, transparency and meaningful engagement with customers. The register sets out the key consultations, communications and service commitments scheduled throughout the year, ensuring tenants are kept informed about strategic reviews, policy consultations, major repairs, rent setting processes, and performance updates. This structured approach reinforces the organisation’s commitment to involving customers in shaping services and ensuring timely, accessible communication.</p> <p>The engagement calendar details responsibilities and timelines for major activities, including the annual review of the Business Plan, publication of the consultation register, ongoing policy consultations, the Annual General Meeting, distribution of annual reports, rent consultations, performance reporting, and communication on major repair programmes. Tasks are allocated across key roles such as the Chief Executive, Director of Housing, Director of Assets &amp; Development, and Customer Involvement &amp; Projects Manager. This ensures clarity of ownership and delivery, supporting continuous customer engagement and compliance with best practice.</p> <p>The key decision requested is for the Board to <b>approve</b> the publication and use of the Annual Customer Information and Consultation Register. By doing so, the Board affirms the organisation’s commitment to proactive customer engagement, transparent communication, and regulatory expectations around tenant participation. Approval supports consistent implementation of the engagement calendar and ensures accountability for delivering the activities set out within it.</p>
	Board <b>approved</b> the Customer Information & Consultation Register
	Redacted -
6.10	<p><b>Special Meeting 13<sup>th</sup> April 2026</b></p> <p>CEO confirmed that we are requesting an extra board meeting to review Bridging structure which HR sub reviewed at their last meeting.</p> <p>Board agreed that this meeting should start at 6.30 - as some board members are struggling to attend at 6pm. Everyone attending tonight’s meeting confirmed they could attend.</p>

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	Board <b>approved</b> the extra Board Meeting on 13 <sup>th</sup> April at 6.30pm
	Redacted -
6.11	<p><b>Evelyn Partners</b></p> <p>The report outlines the proposal for the Association to invest surplus cash reserves in UK Treasury Bills through Evelyn Partners’ Cash &amp; Cautious Portfolio Service. Treasury Bills are presented as a low risk, highly liquid investment option that aligns well with the Association’s Treasury Management Policy, offering secure returns in the range of 3.78%–3.87% depending on maturity. This investment approach supports capital preservation, predictable cashflow, and responsible investment—key requirements for managing funds needed to support the Orchard Street development and ongoing planned maintenance programmes.</p> <p>Evelyn Partners is recommended as the preferred investment manager due to their extensive experience managing charitable and RSL portfolios, strong regulatory understanding, and established presence in Scotland, including hubs in Edinburgh and Glasgow and links with the SFHA. The service fee for their management is 0.22% of invested funds, and it was noted there were no regulatory or legal compliance issues arise from adopting this investment approach.</p> <p>The key decision requested of the Board is to <b>approve</b> the appointment of Evelyn Partners and permit the use of their Cash &amp; Cautious Portfolio Service to invest in UK Treasury Bills. This approval will expand the Association’s short to medium term investment options while mitigating risks associated with holding large balances in traditional bank deposits. The proposal aims to ensure stronger returns, greater liquidity, and enhanced treasury management resilience.</p>
	Board <b>approved</b> the Evelyn Partners Report as proposed by Tina Russell and seconded by Damian Dempsey.
	Redacted -
7.0	<b>Items for Discussion</b>

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7.1	<p><b>Publication Document Library</b></p> <p>The Board is asked to <b>note</b> the contents of the Publication Summary table. Links have been provided to allow Board members to review documents and where received via email, publications will be uploaded to the iBabs Digital System Document Reading Library for ongoing reference.</p> <p>iBabs – documents – shared folders.</p> <p>The Board is expected to discuss the content of these publications where relevant and consider any implications for policies, procedures, or operational practices. This ongoing monitoring reinforces the Association’s commitment to continuous improvement, proactive governance, and regulatory compliance.</p>
	Board <b>noted</b> the contents of the Publication Document Library Report.
	Redacted -



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7.4	<p><b>Homemaster Report</b></p> <p>The report provides an update on progress against Board approvals since February 2026 relating to the transition from existing systems (CX and Castleton Financials) to the new Homemaster housing management and finance platform. Key contractual steps have been completed, including the formal agreement to terminate the CX contract effective 31 May 2027 and formal notice to MRI to end the Castleton Financials contract on 31 March 2027, both aligned to their maintenance year-end cycles. Configuration workshops have been completed, Data Pass 1 has been delivered with errors reported to Homemaster for correction, and the overall project plan is confirmed as back on track.</p> <p>The next stages of project delivery include Data Pass 2, scheduled to begin at the end of March 2026 with staff testing taking place to 24 April 2026, followed by Implementation Training from 20–30 April 2026. Site visits to other RSLs using Homemaster have already taken place to support system configuration and organisational readiness. The report also outlines key risks—such as data migration quality, contract cost implications, change management challenges, and regulatory compliance—and the mitigation measures in place. Go Live remains scheduled for early August 2026, with the project budget and KPIs actively monitored.</p> <p>The key decision requested is for the Board to <b>note</b> the proposed next steps, including progressing Data Pass 2, commencing Implementation Training, renewing the CX and CF maintenance contracts for one year, and continuing engagement with Homemaster clients to optimise configuration. The Board is also asked to <b>note</b> the progress to date, raise any questions, and continue to receive monthly project updates to ensure oversight of costs, timelines, data accuracy, and system readiness ahead of Go Live.</p>
	Board <b>noted</b> the content of the Homemaster Report
	Redacted -
8.0	Items for Information

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8.1	<p><b>Assurance Evidence Audit Check</b></p> <p>The Board received a verbal update on progress with the Association’s Assurance Evidence Audit checks, following adoption of the SHN Assurance Toolkit. It was explained that the SHN toolkit provides a clearer and more streamlined framework than the previously used SFHA toolkit, while the SFHA version remains more detailed. To ensure no assurance evidence is lost, the approach agreed is to complete the current assurance audit using the SFHA toolkit and then transfer the verified information across to the SHN system once the audit process is complete.</p> <p>The Board was advised that assurance work has already been completed or is underway in key areas, including Finance (led by Michelle and Clare) and Factoring and Health &amp; Safety Compliance (led by Emmanuel). Board members assigned to future audit areas will be contacted during the coming months, and an audit check template will be used to support the process. The next assurance audit cycle, scheduled for completion by June, will cover HR &amp; Equalities (Elaine), Development &amp; Governance (Karen), and the Policy Register and Review Schedule (Damian). The update provided assurance that work is progressing in line with regulatory expectations and planned timescales.</p>
	Board <b>noted</b> the verbal update on Assurance Evidence Audit Check.
8.2	<p><b>Policies approved by Board 25.26</b></p> <p>Board asked to <b>note</b> the policies due for renewal</p>
	Board <b>noted</b> the Policies approved by Board 25.26

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8.3	<p><b>Annual Insurance Report</b></p> <p>The Annual Insurance Report provides an overview of the Association’s insurance arrangements for 2026/27, reviewing claim trends, current risk exposures, and proposed insurance premiums across property, liability, cyber, commercial and engineering policies. Premium and excesses increases are largely driven by a higher number of property fire claims and the 5% BCIS uplift applied sector wide to our insured values. The Association is in year two of a three-year agreement on Property and Owners Liability rates. Claims during 2025/26 included three significant fires, some smaller property damage cases, one storm incident, and a cyber incident, the latter not resulting in ant claim.</p> <p>The report highlights the key risks facing the organisation—including fire risk, masonry decay, cyber threats, storm damage, damp and mould issues, and potential resident injury—and sets out the mitigations in place such as inspections, compliance checks, cybersecurity improvements, and public liability cover. The proposed insurance premiums for 2026/27 remain broadly in line with the budget and 5Year Financial Plan, with Property Insurance the largest cost. To limit a steep rise in premiums due to recent claims, the Insurance Broker recommended increasing the property insurance excess from £1,000 to either £5,000 or £10,000. The Board were advised at the meeting that the final decision taken was to increase the excess to £10,000 to avoid an increase above BCIS inflation. Board were advised staff are working with the Insurers to avoid this increase in PHA excess affecting factored owners regarding common works.</p> <p>The key decision requested of the Board is to <b>note</b> the Annual Insurance Report, acknowledging the claim trends, risks, proposed premiums, and the final decision on insurance excess levels. The Board must also remain sighted on ongoing insurance related risks and the association’s mitigation approach.</p>
	Board <b>noted</b> the Annual Insurance report

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NO.	Minutes for Board meeting 30 <sup>th</sup> March 2026 held at 6.00pm
8.4	<p><b>Annual Financial Statement Return Benchmarking</b></p> <p>The benchmarking report compares PHA’s 2024/25 financial performance with FLAIR associations, a selected peer group, and the Scottish national averages. The analysis shows that PHA’s average weekly rent (£104.36) is slightly above both FLAIR and peer group equivalents. Total turnover per unit (£6,439) remains broadly in line with comparators, while income from nonrental activities (15.1%) is lower than previous years and below peer and national averages. Rental and service charge income per unit continues to rise year on year, remaining high relative to benchmark groups.</p> <p>Benchmarking of costs per unit shows that PHA’s management and maintenance admin costs (£1,983) are slightly lower than the FLAIR average but higher than the peer group and national averages. Planned maintenance costs remain competitive, while reactive maintenance costs (£722) are lower than comparator groups. Efficiency ratios for 2024/25 indicate strong operational performance: voids (0.30%), gross arrears (1.50%), bad debts (0.10%) and net arrears (1.00%) outperform all benchmark groups. Profitability ratios—including gross surplus (21.8%) and net surplus (21.6%)—are strong, and PHA's financing metrics (e.g., negative net debt per unit, high liquidity) indicate a strong financial position relative to peers.</p> <p>However, it was noted that going forward management and maintenance admin costs per unit rise significantly in 25/26 and 26/27 as the enhanced estates team and proposed staff changes are take effect.</p> <p>The key decisions requested of the Board are to <b>note</b> the benchmarking analysis and consider its implications for strategic planning, performance monitoring, and financial sustainability. The Board is expected to use the findings to: (1) inform future rent setting decisions given rising comparative rental levels; (2) monitor cost pressures, particularly projected increases in management and maintenance admin costs; and (3) assess long term financial capacity and investment priorities, given strong liquidity and low gearing. No formal approvals are required, but the benchmarking results should influence ongoing scrutiny of financial performance against sector norms.</p>
	Board <b>noted the</b> Annual Financial Statement Return Benchmarking details
9.0	<b>Any Other Competent Business</b>
9.1	Thursday 21 <sup>st</sup> May – 12.30 till 4.00pm is confirmed as Board & EMT Strategy Day.

Minutes for Paisley Housing Association Board Meeting  
30<sup>th</sup> March 2026 Hybrid and Board Room

NO.	Minutes for Board meeting 30 <sup>th</sup> March 2026 held at 6.00pm
	Board <b>noted the</b> AOCB item.
6.9	<p><b>Scottish Public Holiday – EVH Adoption Report</b>  <b>Appendix 1 – EVH Holiday Entitlement Publicised Jan-Dec 2026</b>  <b>Appendix 2 – GWSF Statement</b>  <b>Appendix 3 – GWSF RSL Feedback</b></p> <p>All staff left the room. Board discussed the additional Public Holiday on 15<sup>th</sup> June 2026. Board confirmed to CEO that this extra date of 15<sup>th</sup> June was approved by the Board.</p>
	Board <b>approved</b> the extra PH date of 15 <sup>th</sup> June 2026.
10.0	<b>Date of Next Meeting – 13<sup>th</sup> April 2026 at 6.30pm &amp; 27<sup>th</sup> April 2026</b>
	<b>Board meeting finished 8.15pm</b>

Agenda Item No	Actions	Date Due to Be Completed
6.1	5yFP to be submitted to Lenders	<b>End March 2026</b>
6.8	Customer Information & Consultation Register – to be published in Newsletter	<b>Spring Newsletter</b>
7.1	Board members to let Sandra M know if they wish to attend the GWSF Summer Conference on Friday 19 <sup>th</sup> June 2026	<b>End of May 2026</b>