Minutes of the Board meeting
held on 28th May 2026 at 6pm
in the Cadder Community Hub

Board Member	Attended	In Person or Online	Apologies
Kristina Bowie (KB)			X
Jamila Flynn (JF)	X	In Person	
Stephanie Harverson (SH) - Chair	X	In Person	
Mark Fisher (MF)	X	Online	
Ross Kirkwood (RK)	X	Online	
Kenny Wiggins (KW)			X
Adele Drennan (AD)	X	In Person	
Darren Ritchie (DR)	X	In Person	
Scott Mould (SM)	X	In Person	
Claire Tetsill (CT)			X

In Attendance	
Pamela Milne (PM)	Chief Executive Officer
Charlie Wood (CW)	Head of Asset Management
Nicola Thom (NT)	Interim Director of Operations
Lauren McClure (LM)	Governance and Corporate Services Officer (Minutes)
Carey Dunn (CD)	Senior Housing Officer
Fettes McDonald (FM)	FMD
Debra Campbell (CD)	Share

Agenda Item	Description	Action By	Target
1.	**Apologies**		
	Apologies received from K. Bowie, K. Wiggins and C. Tetsill		
2.	**Chairs Welcome - Meeting Format**		
	Chair welcomed everyone to the meeting and introduced Nicola Thom to Board members.		
3.	**Declaration of Interests**		

Agenda Item	Description	Action By	Target
	NT noted Declaration of Interest at Agenda Item 6.2.		
4.	**Minutes for Previous Meetings**		
	Minutes from meeting on 30th April 2026 1st Approval – RK 2nd Approval – MF		
5.	**Action Tracker**		
	PM gave overview of updates included in the Action Tracker: • Kiswebs transferred all website content to new site, to be edited before going live • Sale of Balmore Unit still ongoing through legal process • PM & LM met with Tecnica for service review meeting; discussions took place around purchasing of new IT equipment PM asked Board to agree to remove Action belonging to Head of Housing as they are no longer in this role, Board agree. **Board approve Action Tracker.**		
6.	**Reports for Approval**		
6.3	<u>Management Accounts Q4</u> Chair approved change in agenda to allow FM to present Agenda Items 6.3, 6.4, 6.5 and 6.6 at beginning of meeting. FM presented Q4 Management Accounts to Board gave an overview of the main variances in the Statement of Comprehensive Income which resulted in an overall positive variance of £39k at this stage: • Higher rental income higher than budget due to the purchase of an additional unit • Void losses lower than budget • Medical adaptation higher than budget due to receiving additional income • Reactive, cyclical and major repairs on a combined basis is below budget • Community Hub costs exceed the income, FM reminded Board that the budget is based on a dated Business Plan which does not reflect current activity within the Hub		

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	FM summarised the Statement of Financial Position and noted that rent arrears were at 5.67% which is an improvement from the last quarter. FM noted that staffing related costs were approximately 89k below budget with in-house staff costs being 11k below budget and the rest relating to agency costs. FM highlighted that total overheads are approximately 22k below budget, biggest adverse variance being IT related costs. FM advised that there is no concern regarding Loan Covenants. Board member asked what service costs are related to, FM confirmed this is costs associated with the Balmore Unit. **Board approve Management Accounts Q4.**		
6.4	<u>Community Hub Accounts Q4</u> FM gave Board an overview of the Community Hub Accounts for quarter 4, reminded Board that the budget is based on a dated Business Plan which doesn't reflect current activity in the Hub. FM highlighted repair costs in the Hub which included plaster works etc which aren't expected to repeat year on year. PM highlighted a recommendation from the Internal Audit was to include detail regarding Board's approval to subsidise the Community Hub and to what level in the Accounts. **Board approve Community Hub Accounts Q4.**		
6.5	<u>Treasury Management Report</u> FM gave an overview of the Treasury Management Report, highlighting the single loan with 114 properties secured for this loan and the stock was last valued in May 2025. The loan will be in place until 2034, at a fixed rate of 3.6%. FM noted no issues of non-compliance with Policy. **Board approve Treasury Management Repot.**		
6.6	<u>Loan Portfolio Return Report</u>		

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	FM summarised the Loan Portfolio Return, 84% of stock is not granted as security, have 1 current loan, all debt is fixed rate and loan will be repaid by 2034. FM confirmed no concern regarding covenants. **Board approve the Loan Portfolio Return and the submission of the Loan Portfolio Return to SHR.** *FM left meeting at 18:21*		
6.11	<u>Eviction Report</u> Chair approved change in agenda to bring forward Agenda Item 6.11. CD gave overview of the report, detailing that it relates to a single individual, who has been sole tenant in the property since 2019. CD explained difficulties around engagement with the individual, in particular various forced accesses have been required to carry out necessary gas safety checks. In 2024, access to the property was achieved, great concern over the condition of the property at this time and estimated repair costs are extremely high. CD confirmed various referrals to third party support agencies have been made but the individual fell away from these services after initial contact. Board discussed individuals' circumstances and questioned what support would be available to the individual if decree is enforced. **Board approve the execution of the decree for eviction.**		
6.1	<u>Factoring Review Report & Presentation</u> *DC joined meeting at 18:30* PM introduced DC from Share to Board, DC has been carrying out a full review of Cadder's factoring services and will present findings to Board. DC outlined current position of Cadder's factoring service, both positive and where there are areas for improvement. Finance was a key area of improvement identified, DC explained that Cadder charge very low fees etc in comparison to other factors in the area, both privately and in comparison, to RSL peers. DC noted that some documentation is out of date, including the Factoring Policy and Written Statement of Service.		

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	DC explained that a staff survey was also carried out, this highlighted need for upskilling, clear roles & responsibilities and procedures. Staff also noted that the system used for factoring could be improved. DC discussed the associated risks around the above-mentioned issues and how these risks could be reduced through implementation of new policies, procedures, defined roles and a review of current charges. Board thanked DC for their work to date. *DC left meeting at 19:17*		
6.2	<u>Chief Executive Officer Report</u> *NT left meeting at 19:20* PM outlined that staff team are working on outstanding recommendations from the internal audit follow up report, updates to follow. **Board note the update relating to the Internal Audit Follow-Up report.** PM provided update in progress for achieving Cyber Essentials Plus, this is ongoing and acquiring mobile phones and contract is largest outstanding element. **Board note the position regarding the Cyber Essentials Plus Accreditation.** PM discussed NT title whilst working with the Association, advised that residents have questioned this. PM asked Board to note that title of Director of Operations for NT be reinstated which covers all areas they may be involved in. Board asked question regarding NT's delegated authority and job description, draft to be brought to June Board meeting. **Board note the proposal that Nicola Thom's role in the Association be that of Interim Director of Operations and NT's delegated authority to be that of Head of Housing.** PM reminded Board of 2 casual vacancies available on the Board, suggesting to Co-opt Kamila Feddek on to the Board, their specific	PM	June 26

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	skills being in financial inclusion and welfare rights, in line with the Rules. **Board agree to co-opt Kamila Feddek on to the Board.** [redacted] **Board note the position of RAG member.** PM discussed the findings of the Factoring Review, presented by DC, noted that the recommendations are complex and involve service, knowledge and procedural enhancements across various teams within the organisation. [redacted] [redacted] [redacted] **Board approve the requirement for external support for the implementation of Phase 2 of the Factoring Review** **PM to seek procurement guidance on the most efficient approach for comparative quotes.**		
6.7	<u>Annual Return on the Charter</u> NT presented key points of ARC return to Board, discussed previous validation exercises and the benefit of this on this year's information gathering process. Gave overview of areas of improvement from previous ARC submission: • Staff turnover significantly reduced from 26.7% in 2023/24 to 5.6% • Staff sickness 11.1% in 2023/24 to 5%		

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	• Robust approach to tenant H&S • Management of complaints improved from average days to respond being 8.2 in 2023/24 to approximately 4 days • Adaptations very high performing in terms of time taken, around 31 days currently • Relet times have reduced from 33.5 days in 2023/24 to 16 days • Arrears performance improving Board noted positive variances and thanked staff for work to get to this point. **Board approve ARC, submission to SHR and approve that Interim Director of Operations be given delegated authority to submit the final return on the SHR portal.**		
6.8	<u>Business Plan Deliverables Q4 Report</u> NT provided Board with an update on closure of Year 1 Business Plan objectives and reminds Board of the Year 2 objectives, including any carried forward. NT noted that SMT to still agree responsibility & target dates which will then be detailed on the report. NT mentioned that several carried forward actions are large tasks that are underway however aren't complete yet hence the reason to carry on into Year 2. **Board note the progress made in Year 1 2025/26 and note the action plan to deliver objectives for Year 2 2026/27.**		
6.9	<u>Risk Management Report</u> NT noted Board's previous request to see the high risks every quarter, with all being presented every 6 months NT highlighted that Risk 3 has been reduced to significant, hope this will gradually come down throughout the year NT proposed that a paper will be presented to Board in June to discuss Board's Risk appetite. **Board approve the risk map and risk map scores.**	NT	June 2026
6.10	<u>Annual Assurance Statement Self-Assessment</u>		

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	PM noted that the self-assurance templates have been updated for the remaining Regulatory Standards, LM continuing to update Decision Time with evidence – asked Board to continually review this. Additional self-assessments will be required, will form a working group again then bring draft assurance statement to the 8th October meeting. **Board approve the self-assessments of the Regulatory Standards for RS2, RS5, RS6 & RS7.**	PM	August 26
7.0	**Reports for Noting**		
7.1	<u>KPI Q4 Report</u> CD outlined Housing Management KPIs: • Positive trajectory for rent arrears, currently at 5.66% which is the lowest this has been in a number of years, note that there are still improvements to be made. • Former tenant arrears decreasing – 1.64%, due to changing focus and how terminations are processed • Void relet times improving – q4 -17.4 days • Room for improvement in complaints handling, having weekly complaints review meetings with staff – hope to see improvement in Q1 of 2026/27 SMT to discuss format of KPI report at May SMT. **Board Note KPI Q4 Report.**	SMT	September 26
7.2	<u>Health & Safety Update Report</u> CW outlined recent H&S incident that occurred in the Hub, highlighted that little could have been done to prevent this incident however new handrails have been installed in light of this incident. **Board note H&S Update Report.**		
7.3	<u>Community Hub Update Report</u> PM highlighted situation around recruitment of Creative wellbeing officer, this role will be readvertised, after discussion with panel have agreed to request a CV from applicants.		

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8.0	**Any Other Business**		
	PM asked Board to inform CEO of intentions in advance of AGM & asked Board to notify CEO if they are aware of local residents with interest in joining the Board.		
9.0	**Date of Next Meeting**		
	Next meeting to be held on Thursday 25th June 2026.		

Signed: ______________________________

Date: ______________________________