West of Scotland Housing Association
Minutes of the Board Meeting
Hybrid Meeting via Microsoft Teams and Camlachie Boardroom
Wednesday 25th March 2026

Present (In Person): Jim Williamson (Chair), Kenneth Fee, Ann Reid, Morag Kilbride, James Edgar Wilson, Lynsey Hamilton, Graeme Middleton **Present (Online): Rehana Faqir, Alison Calder, Kelly Adams** **In Attendance (In person): Simon Fitzpatrick (CEO), Valerie Wilson (Director of Finance), Robert Campbell (Director of Housing & Community Services), Karen Shaw (Director of Development & Asset Management), Kerry Clayton (Director of Corporate Services), Susan Speirs (Senior Corporate Services Assistant), Alistair Reid (Corporate Services Manager), Gemma Butler (Corporate Services Officer)** **Apologies: Michael Sozansky, George Kpodo**	
Disclosure of Interests KF advised the Board that he has registered with EVH as a 'Special Manager'. JW and CEO confirmed that this was not a conflict of interest at this stage and the CEO and KF will continue to monitor any areas of potential conflict (such as salary negotiations).	**Noted**
1. Approval of Minutes KF noted that his comment in regard to People & Culture KBO should interpret that "there was a gap" and not "high level". SF agreed to reword in agreement with KF. SS noted that she had missed Alistair Reid out of the attendance. The minutes of the previous meeting of 25th February 2026 with the above amendments were approved as a true and accurate record. They were proposed by Ken and seconded by Ann.	**Approved**
2. Matters Arising The Board noted the matters arising.	**Noted**

3. Corporate Business Plan The CEO presented this report. He presented the highlights of the business plan and advised the summary is available for anyone who wishes to read this. KF noted that in the 5- and 30-Year Financial Plan highlights we are projecting rent increases to be above CPI and asked if this would be shared with tenants. The CEO advised that this will be shared with tenants and we will produce a summary document. GM noted the growth in factoring services and asked if CEO feels this is achievable. The CEO advised that he feels this is achievable and expects us to grow significantly in the next year. The Board approved Year 2 of our Corporate Business Plan for 2025-30.	**Approved**
4. Willowacre Trust Business Plan The Director of Housing and Community Services presented this report. He outlined the plan including the services and increased funding. He also advised that since the WT Business Plan Session in November 2025 the feedback provided has been incorporated into the new plan. He noted the prospect of growth in line with our partnership with Rutherglen and Cambuslang Housing Association (RCHA). JW asked if there is a possibility for additional services or to expand our services into other areas of Glasgow or beyond. RC confirmed that there is possibility of this, but our appetite would depend on how it could be resourced, including ensuring that it would not be to the detriment of existing service provision. The Board approved the new WT Business Plan for 2026-28.	**Approved**
5. 2026/27 Budget, 5- & 30-Year Projections The Director of Finance presented this report. She presented the revised budget against the first draft presented to the Board in January highlighting the key variances and that the confirming that the budget has been updated to reflect the	

approved rent increase for 2026 of 5.5% and all other known changes. She also highlighted that the final budget being presented for approval has a surplus of £208k, £60.8k less than presented in the papers, this is due to staff costs omitted in error and now corrected. The DoF presented the assumptions underpinning the budget and confirmed that these matched the latest recommendations from our external treasury advisors. The Five-Year Financial Plan was presented in full and the highlights of the 30-year financial plan. She advised that the budget is fully compliant throughout the 30-year plan and all loans are set to be repaid by year 30. Three deficits are forecast over the 30 years in years 8,11 and 12 and while the plan is fully covenant compliant the Golden Rule of 180% is breached in 7 years, again commencing in year 8. The DoF noted the increase in economic uncertainty due to the situation in Iran and the financial uncertainty that comes with this, such as increased volatility in inflation and interest effects. She presented a number of scenarios and the potential impact and possible mitigating actions open to WSHA. Finally, she advised the 2026/27 budget is forecasting a surplus of £208k, interest cover of 202% and includes the financial investment in resources to deliver the agreed KBOs. A Board member noted the corrected staffing figure in the final budget and asked if the DoF was confident that there were no further errors in the figures. The DoF confirmed that the figures had been reviewed again with all Directors and that she was confident that they were now correct. The Board approved the 2026/27 budget for WSHA. The Board approved the 5-year financial plan for submission to SHR.	 **Approved** **Approved**
6. Willowacre Trust and Westscot Living Budgets The Director of Finance presented this report. She noted that these budgets were approved by the subsidiary Board’s at their meetings in February and are now presented for parent Board approval. She confirmed the figures in these budgets are consistent with the figures in the Parent budget.	

The Willowacre Trust budget shows growth and demand for the service in line with the WT Business Plan 2026-28. The 2026/27 budget forecasts a near breakeven position. The Westscot Living budget forecasts a surplus of £51k for 2026/27 which will be gift aided to WSHA in full. WL is also forecasting growth within both property management and MMR. The Board approved the Willowacre Trust budget 2026/27. The Board approved the Westscot Living budget 2026/27.	**Approved** **Approved**
7. 2026-36 Development Strategy The Director of Development and Asset Management presented this report. She advised since the strategy was considered by Board in January there has been some updates to reflect the feedback. She confirmed the above updates do not change the overall direction of the strategy. She noted that there has been an action plan added to the strategy. KS advised the financial projections and requirements had been discussed with our Treasury advisors and they are positive we should be able to secure the required funding. JW asked about our approach to Passivhaus in the future. KS advised that we continued to monitor performance at our existing Passivhaus developments, and that we would adopt a fabric first approach to all new developments. The Board approved the strategy and implementation from 1st April 2026.	**Approved**
8. 2026-31 Asset Management Strategy The Director of Development and Asset Management presented this report. She advised since the strategy was considered by board in January there has been some updates to reflect the feedback received and highlighted these changes. She also highlighted a reduction in investment on Major Repairs within the strategy KA sought clarification on the reduced major repairs budget. KS confirmed the budget now covers three years (rather than 30) and	

includes all known major projects. A further review will be undertaken next year, informed by improved data and financial planning from the 100% stock condition surveys **[REDACTED - COMMERCIALLY SENSATIVE DATA]** The Board raised concerns about the potential future financial impact of reducing the major repairs budget on the delivery of the asset management strategy and requested a further report setting out the rationale and implications for further consideration. Board approved this subject to clarification on the major repairs budget. **Post Meeting Note**: **Report clarifying the rational and implications was presented to Board on 2nd April 2026 and Board approved the Asset Management Strategy and implementation.**	**Action** **Approved**
9. Preparation for Assurance Statement The CEO presented this report. The report outlined our long-standing approach to preparing for the Assurance Statement in October. The CEO noted that since the paper was finalised the SHR have been in touch to confirm their priority areas for this year's Assurance Statements which for WSHA will include data on homes, which the SHR notes will be essential for providing assurance about resident health and safety and financial planning. He asked for volunteers for SLWG to get in touch with the Corporate Services Officer.	**Noted**
10. KPI Target Setting – 2026-2027 The CEO presented this report. He advised that the figures have been developed following engagement with Leadership, all staff teams, the Tenants Advisory Group, and benchmarking against other organisations' performance. The CEO noted that the only significant change related to our performance in completing adaptations which we have increased to the statutory target, and we have increased our staff turnover target slightly. RC advised an error in the figure for Quarterly Block Inspections – it should be 100%. The Board approved the KPI Targets for 2026/27.	**Approved**
11. Board Brief	

The CEO presented this report. The Board approved the updated Nationwide mandate, authorised signatories and details of signing rights. The Board approved the Tenancy Management Policy. The Board noted the partnership agreement with RCHA. The CEO then provided an update on Hill Street. The Board noted the update on Corporate Services Restructure and ongoing recruitment of a new Finance Manager. The CEO gave an update on Civica CX/CF. He advised that there will be no contract signed until we see improvement with the service provided.	 **Approved** **Approved** **Noted** **Noted** **Noted** **Noted**
12. H&S Report The Director of Development and Asset Management presented this report. She advised that overall H&S performance remains strong, and we continue to make good progress in meeting landlord H&S statutory and regulatory obligations. She noted the outstanding EICR's have been booked in and updates will follow.	 **Noted**
13. Resolutions There were no resolutions.	 **Noted**
14. Notifiable Events The Board noted the contents of this report.	 **Noted**
15. Group Information The Board noted the following information:- • Staffing Consultation Group Notes 12.02.26 • WT Board Meeting – 17.02.26 • Audit Sub-Committee Meeting - 18.02.26 • DAMSC Meeting – 05.12.25 & 27.02.26	 **Noted**
AOCB The meeting ended at 19.25 pm.	
Review of Meeting	

It was agreed that the meeting had gone well.	
Date of Next Meeting – 27th May 2026	