

**West of Scotland Housing Association  
Minutes of the Board Meeting  
Hybrid Meeting via Microsoft Teams and Camlachie Boardroom  
Wednesday 26<sup>th</sup> November 2025**

<p><b>Present (In Person):</b> Michael Sozansky (Chair), Ann Reid, Kenneth Fee, Jim Williamson, Lynsey Hamilton, Rehana Faqir, James Edgar Wilson, Morag Kilbride, Graeme Middleton, Alison Calder (from item 3)</p> <p><b>Present (Online):</b> George Kpodo, Kelly Adams</p> <p><b>In Attendance (In person):</b> Simon Fitzpatrick (CEO), Jennifer Cairns (Director of Corporate Services), Valerie Wilson (Director of Finance), Robert Campbell (Director of Housing &amp; Community Services), Karen Shaw (Director of Development &amp; Asset Management), Susan Speirs (Senior Corporate Services Assistant), Linda Allan (Community Services Manager – until item 4)</p> <p><b>Apologies:</b> There were no apologies.</p> <p>Michael Sozansky advised that Stuart Hendry was attending the meeting as an observer.</p>	
<p><b>Disclosure of Interests</b> There were no disclosures of interests.</p>	
<p><b>1. Approval of Minutes</b> The minutes of the previous meeting of 29<sup>th</sup> October 2025 were approved as a true and accurate record. They were proposed by Lynsey Hamilton and seconded by George Kpodo.</p>	<b>Approved</b>
<p><b>2. Matters Arising</b> The Board noted the matters arising.</p>	<b>Noted</b>
<p><b>3. Agenda Planner &amp; Meeting Dates</b> Alison Calder joined the meeting at this point.</p> <p>The Director of Corporate Services presented this report.</p> <p>She advised that following a review of the meetings we are proposing to reduce the number of Board meetings and some of the Sub-Committee meetings. The Board meeting in April has been removed and there will now only be 9 Board meetings instead of 10. The meeting in September will be a one item meeting to discuss the Assurance Statement.</p>	

<p>The Staffing Sub-Committee and DAMSC meetings will be reduced to 3 instead of 4.</p> <p>With regard to the Health &amp; Safety Sub-Committee it is proposed that this meeting becomes an operational management meeting out with the structure of the Board/Governance meetings and that we report monthly to the Board on H&amp;S matters instead of having a Board representative on the H&amp;S Committee.</p> <p>James Edgar Wilson commented that a report cannot go monthly to the Board on H&amp;S matters as the number of board meetings has reduced. It was clarified that H&amp;S would be reported at every Board meeting.</p> <p>Michael Sozansky commented that the January board meeting had been brought forward to the 14<sup>th</sup>.</p> <p>The Director of Corporate Services advised that the draft budget had been pushed back to the January meeting therefore the meeting needed to be earlier in January to meet rent consultation timescales.</p> <p>Michael Sozansky advised that he may not be able to attend a couple of the Audit Sub-Committee meetings but will let the Senior Corporate Services Assistant know.</p> <p>Lynsey Hamilton asked if the time of the Audit Sub-Committee meetings can be changed as she has difficulty attending due to work commitments. The Senior Corporate Services Assistant will contact Audit Sub-Committee members to discuss this.</p> <p>The Board discussed the contents of the report, approved the proposed changes to the Board and Sub-Committee meetings taking into account changing the timing of the Audit Sub-Committee meetings and also the dates of some of these meetings and also approved the agenda planner.</p>	<p><b>Action</b></p> <p><b>Approved</b></p>
<p><b>4. Review of Domestic Abuse Policy</b></p> <p>The Community Services Manager presented this report.</p> <p>She advised that the policy has been reviewed to ensure that it reflects best practice and was updated to reflect the CIH Scotland and Scottish Women's Aid, 'Policies Not Promises' April 2023 Review.</p>	

She outlined the main changes to the policy. She also advised that all RSLs will be required to have a Domestic Abuse Policy in place as part of the new Housing (Scotland) Act 2025.

Michael Sozansky commented that it was a comprehensive document.

George Kpodo asked how we will measure compliance with it and do we have the staff capacity to deliver the policy.

The Community Services Manager advised that we will make sure staff are fully trained and that we do have enough staff to deal with it. The Director of Housing & Community Services advised that most of the practical aspects of the policy have been in place for a number of years and therefore being adequately resourced at present.

James Edgar Wilson commented that a debrief process should be in place to ensure that staff are supported. The CEO advised that we have this process in place for staff dealing with any difficult issues with tenants.

Kelly Adams asked if there is a legal obligation to address domestic abuse, and do we get many cases reported to us.

The Community Services Manager advised that there is a legal obligation to have the policy in place.

The Director of Housing & Community Services advised that we do get a number of cases reported to us.

Jim Williamson asked if this is a consolidating act to bring everything together or is it covered somewhere else.

The Community Services Manager advised that so much more needs to be done and there are so many different pieces of legislation.

Jim Williamson asked how is our relationship with the Social Work Department.

The Community Services Manager advised that we take on and train Social Work students and that we have a good relationship with the Social Work Department.

<p>The Board approved the revised Domestic Abuse Policy.</p> <p>The Community Services Manager left the meeting at this point.</p>	<p><b>Approved</b></p>
<p><b>5. Review of Corporate Services Structure</b></p> <p>The Director of Corporate Services presented this report.</p> <p>She advised that a review of the Corporate Services structure had recently been carried out following discussions with the Staffing Sub-Committee and Board about Senior Staff Succession planning. The report highlights the current issues following the review of the structure and proposed a new structure to address the risks. The report also gives details of the financial implications of the new structure and the timescales.</p> <p>The Director of Corporate Services advised the Board of the current structure as it stands just now and gave details of how the new structure would look. She also advised that the Staffing Sub Committee had raised a concern around the lack of senior support for HR as this still sits with the Director of Corporate Services in the new structure. It has been agreed to monitor this and consider this if there is an increase in staff numbers or complex staffing issues.</p> <p>If the new structure is approved it is proposed that the consultation with staff would take place in January 2026 and a report would go to the Staffing Sub-Committee meeting in February detailing feedback from the consultation. It is proposed that the new structure would commence at the start of the new financial year.</p> <p>Kenneth Fee advised that the HR side needs to be looked at and may need an HR Manager at some point. He advised that the new structure will allow us to grow.</p> <p>██</p> <p>████████████████████</p> <p>The Director of Services advised that the staff member is very capable but would need more training around the governance side and this is underway as part of the handover process.</p> <p>Michael Sozansky asked if we are waiting until April before we recruit.</p> <p>The Director of Corporate Services advised that we need to consult with the staff first and then start the implementation. We will be able to recruit following the consultation process to have the posts in place for April.</p> <p>Jim Williamson asked if we need to consult with EVH.</p>	

<p>The Director of Corporate Services advised that we do not need to consult with EVH but we require to inform them and the union.</p> <p>The Board approved the proposed restructure of the Corporate Services Team prior to staff consultation.</p>	<p><b>Approved</b></p>
<p><b>6. Board Brief</b></p> <p>The CEO presented this report.</p> <p>A review of the standing orders has taken place.</p> <p>The Board approved the revised standing orders.</p> <p>A review had taken place of the Damp &amp; Mould Policy and also the Repairs Maintenance Policy.</p> <p>The Board approved the revised Damp &amp; Mould Policy and the Repairs Maintenance Policy.</p> <p>The Board noted the rest of this report.</p>	<p><b>Approved</b></p> <p><b>Approved</b></p> <p><b>Noted</b></p>
<p><b>7. Management Accounts</b></p> <p>The Director of Finance presented this report.</p> <p>She advised that the accounts show a surplus of £679k against a budgeted surplus of £89k for the six month period to 30 September 2025.</p> <p>Salary costs are below budget at present but will be over budget by the end of the year due to the finance restructure.</p> <p>The Director of Finance advised that we are fully covenant compliant.</p> <p>Budget meetings are currently being held with the various teams and that a full budget will be presented to the Board in January.</p> <p>George Kpodo asked what is being done to protect the overspends on property insurance, void repairs and service costs being passed onto tenants.</p> <p>The Director of Finance advised that the insurance had to be estimated at the budget setting stage and advised that insurance costs have risen considerably. The service charge costs are tracked and budgeted based on prior year spend and known increases. The utilities costs are over budget currently. These costs are imposed upon the Association and are based on the</p>	

<p>usage or cost to insure. WSHA are always looking for value for money.</p> <p>James Edgar Wilson asked if the cost of living is taken into consideration when the rent setting is done.</p> <p>The CEO advised that the Business Plan states CPI+1% for the rent setting. This will be discussed at the Board meeting in January.</p> <p>The Board noted the management accounts for the six month period to 30 September 2025.</p>	<b>Noted</b>
<p><b>8. 2025/26 KBOs &amp; Performance Update</b></p> <p>The CEO presented this report.</p> <p>The report provides an update on our progress against the actions in the Corporate Business Plan. He advised that a small number of actions have not been completed but progress has been made with them.</p> <p>Rehana Faqir asked about the drainage system in the backcourts.</p> <p>The Director of Development and Asset Management will discuss this with her after the meeting.</p> <p>The Board noted the contents of this report.</p>	<b>Noted</b>
<p><b>9. 2026/27 KBO Development</b></p> <p>The CEO presented this report.</p> <p>He advised that the purpose of the report was to provide an update on the development of our KBOs for 2026/27 following the Board and Leadership Business Planning Session in October.</p> <p>The number of KOBs has been reduced from 19 to 15.</p> <p>James Edgar Wilson asked if there had been any progress with private sector initiatives.</p> <p>The CEO advised that we have had preliminary discussions with GCC.</p> <p>The CEO then presented a more detailed and revised routemap that shows the links between WSHA, WL and WT. The presentation will be available for members.</p> <p>The Board noted the contents of this report.</p>	<p><b>Action</b></p> <p><b>Noted</b></p>
<b>10. H&amp;S Report</b>	

<p>The Director of Corporate Services presented this report which gives an update in respect of Health &amp; Safety compliance.</p> <p>She advised that ACS had recently carried out an audit in respect of our compliance with our Health &amp; Safety Control Manual and that it had been the best audit that we had had. There were some actions to be implemented and these were being dealt with.</p> <p>George Kpodo asked about the EICRs and Legionella checks that were not carried out due to access issues and if we were confident that tenants' safety was being taken into account.</p> <p>The Director of Development &amp; Asset Management advised that arrangements had been made with tenants to carry out these tests and then tenants were not in when contractors called and that was why we had to carry out forced accesses.</p> <p>Jim Williamson asked if an asbestos survey was carried out on a property when it became void.</p> <p>The CEO advised that if asbestos was reported then a survey would be carried out but it is only carried out in common areas.</p> <p>The Board noted the contents of this report.</p>	<p><b>Noted</b></p>
<p><b>11. Subsidiary Report</b></p> <p>The Director of Corporate Services presented this report which provides an update in relation to the key activities for both our subsidiaries.</p> <p>The Board noted the contents of this report.</p>	<p><b>Noted</b></p>
<p><b>12. Dalsholm Update</b></p> <p>The Director of Development &amp; Asset Management presented this report.</p> <p>She advised that WSHA terminated negotiations with Apsis on 14<sup>th</sup> November and confirmed that we would be proceeding with an alternative contractor.</p> <p>She further informed the Board that there are a number of procurement options that we can consider. More discussions will take place at the DAMSC meeting next week regarding this.</p> <p>Jim Williamson asked if Maryhill HA were splitting the costs.</p> <p>The Director of Development &amp; Asset Management advised that it is a 43/57 split between both parties with Maryhill paying 43% and WSHA 57%.</p>	

<p>George Kpodo asked what assurances a new contractor will be required to provide for a fixed rate cost plan to prevent a repeat of the current situation and ensuring value for money.</p> <p>The Director of Development &amp; Asset Management advised that we would engage with the contractor for a one price design and build contract and ensure that they can provide all the necessary warranties.</p> <p>The CEO advised that it will be a notifiable event.</p> <p>Kelly Adams asked if we had had any communication from Apsis.</p> <p>The Director of Development &amp; Asset Management advised that nothing had been heard from them.</p> <p>Lynsey Hamilton asked if additional costs had been provided for.</p> <p>The Director of Development &amp; Asset Management advised that we already have a budget for this. We don't know what the cost of the superstructure will be yet.</p> <p>The Board noted the contents of this report.</p>	<b>Noted</b>
<p><b>13. Resolutions</b></p> <p>The Board noted the contents of this report.</p>	<b>Noted</b>
<p><b>14. Notifiable Events</b></p> <p>The Board noted the contents of this report. The Director of Corporate Services advised the Board there will be two notifiable events in the next month; the situation at Dalsholm and the two settlement agreements following the Finance Restructure.</p>	<b>Noted</b>
<p><b>15. Group Information</b></p> <p>The Board noted the following information:-</p> <ul style="list-style-type: none"> <li>Notes of Staff Consultation Meeting on 02.10.25</li> </ul>	<b>Noted</b>
<p><b>AOCB</b></p> <p>There was no other competent business.</p>	
<p><b>Review of Meeting</b></p> <p>The meeting had been Chaired very well.</p> <p>The meeting ended at 19.40 pm</p>	
<p><b>Date of Next Meeting – 14<sup>th</sup> January 2026</b></p>	