

**CORDALE HOUSING ASSOCIATION LTD**

**MINUTES OF THE MANAGEMENT COMMITTEE MEETING  
HELD ON TUESDAY 16 SEPTEMBER 2025 AT 6.30pm  
BY VIDEO CONFERENCE AND IN CORDALE OFFICE**

**Present** Margaret McCallion (Chair)  
Margaret McLay (Vice Chair)  
Veronica Hamilton  
Thomas Ewing  
Douglas Fairley  
Anne Culley  
Sheena Wain  
Sharon Murray  
Eric Farren (Teams)

**Apologies** Derek Robertson

**In Attendance** Barry Johnstone Executive Director of People & Governance, Caledonia HA  
Kevin Nixon Regional Manager, Caledonia HA  
Cameron Lyall Finance Manager, Caledonia HA  
Maura Elliott Governance Officer, Caledonia HA, Minutes

**59.25 Election of Office Bearers and Committee Members**

The Executive Director of People & Governance (EDoPG) chaired the first part of the meeting and called for nominations for the position of Chair. Margaret McCallion (MMcC) advised that she was willing to continue in her role of Chair. This was proposed by Veronica Hamilton (VH) and seconded by Thomas Ewing (TE). There were no other nominations and MMcC was duly elected as Chair. The EDoPG congratulated MMcC who then took over as Chair of the meeting.

The Management Committee were reminded that, in accordance with the Intra Group Agreement between Cordale and Caledonia Housing Associations, the appointment of the Chair by Cordale Management Committee requires the subsequent agreement of the Caledonia Board. The agreements states that this will not be unreasonably withheld and confirmation will be provided promptly.

Margaret McLay (MMcL) also advised that she was willing to continue in her role as Vice-Chair. This was proposed by MMcC and seconded by TE. There were no other nominations and MMcL was duly elected as Vice Chair.

It was noted that Cordale do not require to fill the role of Treasurer due to the financial services provided to Cordale as part of the Intra Group Agreement and set out in the Service Level Agreement.

It was proposed that the Association's EDoPG be appointed as Secretary of the Association, this is permitted under the terms and the rules of the Association and the standing orders.

This was proposed by Sheena Wain (SW) and seconded by VH.

#### Group Audit & Risk Management and Remuneration Committees

Members **AGREED** that Eric Farren would continue to represent the Management Committee on the Group Audit & Risk Management Committee.

#### Group Remuneration Committee

It was noted that Cordale did not have a confirmed representative on the Group Remuneration Committee. SW intimated her interested in filling this position, this was **AGREED** by the Management Committee.

#### Group Development Committee

It was noted that Cordale did not have a confirmed representative on the Group Development Committee. Douglas Fairley (DF) intimated his interested in filling this position, this was **AGREED** by the Management Committee.

#### Group Health, Safety and Wellbeing Committee

Members **AGREED** that Veronica Hamilton would continue to represent the Management Committee on the Group Health, Safety and Wellbeing Committee.

#### Cordale Housing Association Management Committee

In accordance with Rule 37.3 and as discussed and noted at the Cordale Committee meeting in May 2025, Margaret McLay, Derek Robertson and Anne Culley were appointed to the Cordale Management Committee to strengthen membership and governance.

A reciprocal arrangement exists which enables governing body members of Cordale to attend a Caledonia Board meeting with the permission of the Chair in an observational capacity. SW advised that she would be interested in attending a Caledonia Board meeting. The EDoPG will administer and liaise with the Caledonia Chair and SW.

#### **60.25 Apologies**

Apologies were received from Derek Robertson (DR).

#### **61.25 Declaration of Interest**

There were no Declarations of Interest.

**62.25 Draft Minutes of Cordale Management Committee Meeting held on Tuesday 19 August 2025**

Committee members **AGREED** that the minutes were a true and accurate record of the meeting. **APPROVAL** of the minutes was proposed by VH and seconded by TE.

**63.25 Matters Arising**

The EDoPG provided an update on the new indicator relating to Damp and Mould and added that there were 10 repairs within this category in Quarter 1, April-June 2025, with an average completion of 26 days, which was within the target of 28 days.

**64.25 Group Strategy, 2026-2031**

The EDoPG advised members that a Group Strategy Day was scheduled for 18 November 2025 and added that the purpose of the day was to discuss the development of the 5-year Group Business Plan, 2026-2031. Cordale Committee members had previously taken part in these strategy days, and it was planned that they would be involved again in November. This would give the Committee the chance to contribute to the development of the Group business plan. It was noted that, as this would be first strategy event for some new members, both the EDoPG and Caledonia Board members would be available to meet with members and offer support in advance of the day. Additionally, the EDoPG added that transport and overnight accommodation could be arranged if required.

The GO would provide further detail of the Strategy Day when arrangements had been finalised.

The Management Committee **DISCUSSED** and **NOTED** the contents of the report.

**65.25 Governance Action Plan**

The EDoPG presented the report and added that following the Committee's approval in August of a series of actions to strengthen governance, these actions were incorporated into an action plan. An overview of the plan and progress updates were provided to the members on the key activities included within the plan:

- Develop and implement recruitment plan
- Scheduled review discussions
- Implement Committee training plan
- Completion of 2025 outstanding appraisals
- Agree membership of groups and sub-committees
- Review agenda content and focus, and implement updated format

The action plan would be monitored at governing body meetings, with the plan being reviewed in March 2026 to assess the impact and effectiveness of the improvement actions.

The EDoPG added that he would provide senior officer support to the Chair and Management Committee, including providing advice, information and support to ensure the Management Committee complied with constitutional and regulatory requirements.

The EDoPG highlighted the importance of Committee attendance and active participation at Cordale Management Committee meetings, training sessions and relevant Group Committee meetings. He also noted that, in line with Caledonia's role as parent, the requirement to appoint three members to strengthen Cordale Management Committee membership and governance was notified to the Scottish Housing Regulator (SHR) in accordance with SHR's notifiable event guidance. The SHR had been provided with details of the action plan.

SW asked whether Committee training would be delivered in-house or by an external provider. The EDoPG advised that the first phase of training would be delivered by Paul Hillard Consultancy (PHC), noting that PHC had the relevant knowledge and background following the recent appraisal and governance effectiveness report that he prepared for the Management Committee.

SW added that it would be helpful to receive monthly updates as to what training was coming up and the scheduled dates.

MMcL queried whether the Cordale Committee members received SFHA events bulletins and the weekly staff bulletin. It was confirmed that members should receive staff bulletins via their Cordale email address, and the GO would continue to email any relevant training bulletins to members.

The Management Committee **DISCUSSED** and **NOTED** the contents of the report.

#### **66.25 Annual Report of the Group Audit & Risk Management Committee**

The EDoPG advised that the report was provided for information only and noted that the Audit Report was a valuable and informative read which highlighted governance activities across the Group to manage risk. Members were encouraged to take the time to review the content.

MMcL commented that being part of a Group sub-committee provides additional context and meaning to Committee reports. The EDoPG added that members involved in sub-committees were well placed to share relevant insights and feedback to the Cordale Committee.

The Management Committee **NOTED** the contents of the report.

#### **67.25 Draft Minutes of the Group Audit & Risk Management Committee Meeting (including Risk Map) – Tuesday 12 August 2025**

The Management Committee **NOTED** the draft minutes.

**68.25 Chief Executive’s Report to the Caledonia Management Board – Tuesday 27 August 2025**

The Management Committee **NOTED** the report.

**69.25 Any Other Competent Business**

In advance of the meeting the Chair approved the presentation of a late paper – Control of Payment and Benefits – Offer of Tenancy.

The Management Committee **DISCUSSED** and **APPROVED** the offer of tenancy.

SM advised the members of her intention to resign from the Management Committee with immediate effect.

The Chair thanked Sharon for her contribution to the Management Committee over the past year.

**Date & Time of Next Meeting:**

Annual Assurance Statement Working Group - Wednesday 24 September @ 5pm

Development Committee Meeting – Tuesday 7<sup>th</sup> October 2025 @ 6pm

Management Committee Meeting – Tuesday 21<sup>st</sup> October 2025 @ 6.30pm

**The meeting concluded at 19:50hrs.**

Signed (Chair): \_\_\_\_\_

Date: \_\_\_\_\_