

CORDALE HOUSING ASSOCIATION LTD

DRAFT MINUTES OF THE MANAGEMENT COMMITTEE MEETING HELD ON TUESDAY 9 DECEMBER 2025 AT 6pm BY VIDEO CONFERENCE AND IN CORDALE OFFICE

Present

Margaret McCallion (Chair)
Margaret McLay (Vice Chair) (Teams)
Veronica Hamilton
Thomas Ewing
Douglas Fairley
Anne Culley
(Teams) Eric Farren
(Teams)
Derek Robertson (Teams)

Apologies

Absent Sheena Wain

In Attendance	Barry Johnstone	Executive Director of People & Governance, Caledonia HA
	Ross Carlin	Executive Director of Finance, Caledonia HA
	HA Matt Lock	Head of Frontline Services, Caledonia HA
	Cameron Lyall	Finance Manager, Caledonia HA
	Gill Donoghue	Strategy & Improvement Manager, Caledonia HA
	HA Peter Broad	Development Manager, Caledonia HA
	Alec Drain	Asset Investment Team Leader, Caledonia HA

81.25 Apologies

There were no apologies received.

82.25 Declaration of Interest

Veronica Hamilton and Thomas Ewing declared an interest in Item 87.25, Rent Increase Consultation Proposals 2026/27. It was agreed that the members could remain in the meeting whilst item 87.25 was discussed as the rent increase proposal affected all tenants.

83.25 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 Douglas Fairley and seconded by Thomas Ewing.

84.25 Matters Arising

The Management Committee **NOTED** the action points.

85.25 Executive Director of People and Governance Update

The Executive Director of People and Governance (EDoPG) presented the report and provided members with updates and information on significant strategic or operational matters that impacted the Association and the broader Caledonia Housing Group.

The EDoPG highlighted the key points to note from the report:

- Item 3 – recruitment of new Committee members in accordance with Cordale Governance Action Plan, 2025/26
- Item 4 – update on Committee learning and development programme in accordance with Cordale Governance Action Plan, 2025/26
- Item 5 – outcomes of the Group Strategy

Day Recruitment

The EDoPG advised that following the recent recruitment process for new members and interviews held in November, it was recommended to appoint John Dow, Michael Currie, and Jag Shan as co-optees to the Cordale Management Committee under Rule

42.1. He also added that, should an additional vacancy arise in January 2026, Natalie McMillan would be recommended for appointment. All candidates had been invited to complete Cordale membership forms, and a comprehensive induction plan would be implemented for new members.

The Committee approved membership and appointment of John Dow, Michael Currie and Jag Shan to the Committee.

Derek Robertson stated the quality of candidates was very strong and the skills, knowledge and experience aligned with the competencies required as identified in the independent report. He also advised that he would recommend to the Caledonia Board in December that he steps off the Committee which would subsequently enable Natalie McMillan to be appointed in January.

Subject to a vacant position being available, the Committee agreed to appoint Natalie McMillan in January.

Committee Learning and Development

A training session on *Roles, Responsibilities and Group Governance* was delivered by Paul Hillard Consultancy on 26 November for Cordale Committee members. A similar session would be arranged in early 2026 for new members and those who missed the initial training. Further training would also take place in 2026 to support integration of new members and enhance existing members' skills. Opportunities for external training through SFHA, CIH, and other providers

would continue to be shared.

Group Strategy Day

The Group Strategy Day was held on 18 November at Dunblane Hydro, attended by Douglas Fairley and Veronica Hamilton on behalf of Cordale. The agenda focused on reviewing the Group vision, mission, and strategic themes to inform the new Group Business Plan. A Group Business Plan would be presented for approval in February.

86.25 Draft Budget for the 5-year period to 31 March 2031

The Executive Director of Finance (EDoF) presented the five-year projections and accompanying notes detailing the Association's plans for the five-year period to 31 March 2031.

The EDoF explained the key planning assumptions agreed at the November strategy day which informed the 26/27 budget including a 5% base rent increase and 4% annual salary uplift. Meanwhile planned maintenance remained consistent with levels budgeted in the 25/26 plan.

The EDoF highlighted the need to generate additional covenant capacity and asked for member feedback on 2 options: align Cordale depreciation lifecycles with Caledonia or cut expenditure by £50k.

Members discussed how changes to depreciation would be considered by auditors, how the life cycles compared to other housing associations, the option of speaking to the lender to amend the covenant and if extending lifecycles would increase pressure on reactive maintenance.

The Finance Manager (FM) did not envisage an audit challenge in aligning lifecycles to Caledonia's lifecycles, while the Caledonia lifecycles were similar to many housing organisations. He also highlighted lending covenants would be reviewed in the future, however any change to covenant would involve fees.

The Committee agreed that amending the accountancy policy to extend the depreciation lifecycles would be preferred option as it would not have the same material impact of a £50k cut in expenditure, but asked the management team to review the issues raised by members in drafting the final budget to be presented for approval in February, 2026.

87.25 Rent Increase Consultation Proposals 2025/26

The Head of Frontline Services (HoFS) presented the report and explained that it was proposed to undertake a rent consultation exercise with tenants based on a rent increase of 5% or 6%. These tenant consultation measures were in line with the Social Housing Charter and were compliant with the provisions set out in the Group Rent Policy. The HoFS also provided rent increase options considered by other housing associations for comparison purposes.

It was proposed that tenant consultation measures would be as follows:

- A consultation leaflet would be drafted, including information on the proposed rent increase for 2026/27.
- The leaflet would be posted to all tenants and would include means for replying to the consultation.
- Different survey methods would be used to engage customers to allow them to respond.
- All returned surveys would be included in a prize draw

The HoFS advised that the services charges at Waterside View and Dalquhurn would be validated and confirmed at the February 2026 meeting.

As in previous years, the outcome from the consultation exercise would be reported to the February Management Committee meeting, when a final decision on the Budget for 2026/27 and the rent increase would be considered and approved.

Committee members asked how the impact of the options would be explained to tenants, how to maximise tenant engagement and what support is provided to tenants to support them with a rent increase.

The HoFS explained the consultation would distinguish what both options meant in terms of investment, while a benefit of providing tenants with choice and different consultation methods would be to generate greater tenant feedback to inform decision making. The HoFS also outlined the welfare and energy support available and how this is promoted to tenants.

88.25 Quarterly Business Performance Reporting, Quarter 2

88.25.1 Business Performance 2025-26 – Quarter 2 Update

The Strategy and Improvement Manager (SIM) presented the Business Performance Quarter 2 Update report, which covered the second quarter of the year. Five of the quarterly Key Performance Indicators (KPIs), out of twenty were below target. The reasons for this and the actions being taken to mitigate were outlined in the report and the appendix.

The report also provided members with an update on progress over quarter 2 with the strategic priority actions identified within the Business Plan for 2025-30 and an update on the Annual Assurance Improvement Plan actions to the end of quarter 2 was also provided in the report.

Committee members asked what actions were being considered and implemented to improve void performance and non-emergency repair performance. The Assets Investment Team Leader (AITL) described the arrangements in place to manage contractors and how the retendering of the reactive and re-let contract was focussed in improving results. The HoFSL highlighted the impact of demand issues at Waterside View on void performance with a strategic review of Waterside to be presented in the new year.

A Committee member highlighted the delay in presenting the Group Tenant Engagement Strategy and highlighted this was an important improvement measure that needs to be prioritised in the new year.

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

88.25.2 Management Accounts for the 6-month period ended 30 September 2025

The EDoF provided an update on the management accounts detailing Cordale's financial activity for the period ended 30 September 2025.

The FM highlighted the importance of monitoring budgets closely to avoid overspend and ensure annual covenant compliance, explaining, as discussed earlier in the meeting when reviewing the budget, the Cordale finances were tight due to lending covenants. A short term mitigation was to reduce the maintenance spend by £50k over the winter months, with the aim of spending before March, if the capacity existed.

A Committee member asked how this would impact tenants. The HoFLS explained this would be achieved through close monitoring and control, with managers approving any expenditure above £1k.

The Committee acknowledged this was prudent and necessary to be assured of covenant compliance.

The Management Committee **NOTED** the attached accounts and explanatory report

89.25 **Planned Maintenance Programme Report**

The AITL advised that the paper was for information and provided an update on the Planned and Cyclical Maintenance Programme for 2025/26. He clarified that the current reactive and relet repairs contract ends on 31 March 2026 and that procurement for the new contract was underway. The new contract was expected to be in place by April 2026.

Following a question from Committee, the AITL advised conservatory work at Waterside View would be scheduled to take place early in the new financial year.

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

90.25 **Development Progress Update**

The Development Manager (DM) advised that the paper was for information and highlighted the following:

Phase 4: Project completed and all homes occupied. Final account was being prepared with AS Homes for settlement. The 12-month defect period underway

was being monitored by the Development Team.

Future Phases: A positive meeting was held with West Dunbartonshire Council, discussing the need for more social rented homes. The current proposal was 125 homes. An options appraisal was in progress, and a report would be presented to the Group Development Committee and Cordale Management Committee in due course.

Dalquhurn Lade: The Assets' team were investigating reopening the lade, following a request from WDC. Sourcing a suitable consultant to carry out the hydrology report was proving difficult. Updates would follow once progress was made.

The Committee highlighted the potential risk of a significant increase in costs in reopening the Lade and the DM assured Committee that before any action is taken an options report with risk mitigation would be presented for consideration.

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

91.25 Draft Minutes of the Development Committee – Tuesday 7 October 2025

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

92.25 Chief Executive's Report to the Caledonia Management Board – Tuesday 28 October 2025

The Management Committee **NOTED** the report.

93.25 Any Other Competent

Business No any other

competent business. **Date &**

Time of Next Meeting:

Management Committee Meeting – Tuesday 10 February 2026 @ 6pm

Signed (Chair):

Date: _____