



**Minutes of the Board meeting
held on 26th February 2026 at 6pm
in the Cadder Community Hub**

Board Member	Attended	In Person or Online	Apologies
Kristina Bowie (KB) - Chair	X	In Person	
Jamila Flynn (JF)	X	In Person	
Stephanie Harverson (SH)			X
Mark Fisher (MF)	X	In Person	
Ross Kirkwood (RK)	X	Online	
Kenny Wiggins (KW)	X	In Person	
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
Lauren McClure (LM)	Governance and Corporate Services Officer (Minutes)
Fettes Mcdonald (FM)	FMD Financial Services
Danny Johns (DJ)	Wbg External Auditors

Agenda Item	Description	Action By	Target
1.	Apologies		
	Apologies from S. Harverson and C. Tetsill		
2.	Chairs Welcome - Meeting Format		
	Chair welcomed everyone to the meeting and thanked DJ and FM for attending the meeting.		
3.	Declaration of Interests		
	No declaration of interests.		
4.	Minutes for Previous Meetings		

Agenda Item	Description	Action By	Target
4.1.1	29 th January 2026 First Approval - MF Second Approval – KB		
4.1.2	<u>Matters Arising</u> Single tenant evicted 11 th February 2026 Anti-Social Behaviour eviction case resulted in eviction on 16 th February 2026.		
5.	Action Tracker		
	<p>PM advised that internal training videos previously recorded will be added to Share E-Learning for Board to watch, once watched this will remove the item from the Action Tracker.</p> <p>PM updated Board that the website development is currently on hold and will resume when back to a full staff complement.</p> <p>Board report to follow with updates on the sale of Balmore Unit.</p> <p>PM discussed a second stock tour for those who haven't seen the stock or would like to revisit, PM suggested 3pm day of March Board meeting – 26th March 2026. LM to contact Board to arrange.</p> <p>PM advised there are now 4 Board Buddies, will be in touch with them once their remit is finalised.</p> <p>PM outlined that an article will be included in the upcoming newsletter regarding a resident turning 100. RK discussed various ways this occasion could be marked.</p> <p>PM asked Board members to inform her if they wish to have a laptop or tablet for Board purposes. PM advised that this action has been on the Tracker for some time but felt that it was a good time to mention this again as we start utilising Share E-Learning more. LM to update Action Tracker target to March and email Board regarding this.</p> <p>PM updated Board on discussions with Rowan Counselling regarding Board member counselling, Rowan have confirmed they are currently contracted for staff only but upon request can add Board members. PM will confirm costs with Board at next meeting.</p> <p>Board approved Action Tracker.</p>	<p>LM</p> <p>LM</p> <p>PM</p>	<p>March 26</p> <p>March 26</p> <p>March 26</p>

Agenda Item	Description	Action By	Target
6.	Finance Reports		
6.1	<p><u>External Audit Plan</u></p> <p>DJ directed Board to the External Audit Plan in their papers for year ended 31st March 2026 and noted no significant changes from year prior.</p> <p>DJ highlighted the following key areas:</p> <ul style="list-style-type: none"> • Page 9, Section 3.7 – identified audit risks are outlined, the first two risks identified are standard audit risks laid out by auditing standards. Second 2 are general risks for the RSL sector and no risks were identified specifically for Cadder. • Small change to above section includes audit response to management override risk, for past 6 months Wbg have new data analytics software as part of audit – no impact on Cadder staff or FMD. KW asked if this software is AI, DJ confirmed it is. • Page 12, Section 5.1 - No changes to proposed timeline. • Page 13, Section 6 – Wbg required to flag any potential ethical risks, from an independence perspective and there are no incidence of this. • Page 15, Section 8 – introduced a formal page for sign off on behalf of the Board, DJ to issue this via DocuSign. <p>DJ opened to questions, KW queried the hours budgeted for Cadder HA, DJ can confirm no significant change to what is stated in tender.</p> <p>PM asked Board if they wish to ask DJ any questions in private, no questions from Board.</p> <p>Board approved External Audit Plan and KB to sign the plan on the Board’s behalf.</p> <p><i>DJ left meeting at 18:23.</i></p>		
6.3	<p><u>Management Accounts Q3</u></p> <p>FM gave overview of Management Accounts for the period to 31st December 2025:</p> <ul style="list-style-type: none"> • Estimated surplus of £328k, actual is £343k – overall positive variance • Page 2 – Income & Expenditure <ul style="list-style-type: none"> ○ Variance, higher net medical adaptations by £1k ○ Variance, higher rental income by 3k due to buying additional property ○ Variance, lower management (primarily staff and overheads) costs by £59k 		

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	<ul style="list-style-type: none"> ○ Variance, lower maintenance costs, by £120k ○ Variance, higher service costs, by 12k (primarily due to assumption that Balmore Unit would be sold) <p>KW asked what type of activity would fall under Wider Action, FM confirmed this is donations from contractors and grant income. Typically to work in the community.</p> <ul style="list-style-type: none"> ● Page 3 – Statement of Financial Position <ul style="list-style-type: none"> ○ April 2025 a mortgage to rent property was purchased ○ Fixed asset costs related to purchase of router and wifi equipment for the office ○ Gross rent arrears down slightly however remain high ○ Loan debt just over 2 million at end of period ○ Capital spend on properties to date was £89k against a budget of £116k. Spend to date relates to kitchen, bathroom and boiler replacements <p>PM discussed over budget IT Costs and revenue/capital spends and suggested some reallocation may be required.</p> <p>FM confirmed no issues with loan covenant compliance.</p> <p>Board Approved Management Accounts Q3.</p>		
6.4	<p><u>Community Hub Accounts Q3</u></p> <p>FM outlined that separate Community Hub accounts were a historic request from SHR during period of engagement.</p> <p>FM summarised Community Hub Accounts for period to 31st December 2025.</p> <ul style="list-style-type: none"> ● The budget for period to December 25 projected a loss of £15k. The actual results note a deficit of £55k so there is a negative variance of £40k (September-£13k) ● Main variances are lower rental income (41k), lower grant income (52k), higher overheads (7k) and staff cost savings (60k) <p>Board Approved Community Hub Accounts Q3.</p>		
6.2	<p><u>Budget 2026-27</u></p> <p>FM outlined changes to the draft budget have been made in respect of the Energy Advisor post and funding, deferral of the sale of the Balmore Unit lease, property depreciation and</p>		

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	<p>amortised grant, final pay award, minor overhead changes, Community Centre costs and added sickness cover.</p> <p>FM confirmed that rental income figure on page 2 of the budget includes the 5% rent increase.</p> <p>PM outlined that budget includes funding for Energy Advisor post, successful applicant starting on Monday 2nd March, fixed term for 2 years.</p> <p>FM highlighted that the sale of the Balmore Unit is assumed to take place in 2026/27.</p> <p>KW asked what the scope of works are for planned internal upgrades, CW confirmed this includes plaster work and pass doors for example as much of the stock has not been upgraded since originally built. CW believes this will contribute towards tenancy sustainment as the condition of properties has been raised as a reason for tenant turnover.</p> <p>KW asked if the Association is using digital monitoring, or plans to in the near future, for things like condensation, damp and mould. CW believes this would be useful and PM suggested it is something to look at further down the line once previously mentioned internal upgrades have started.</p> <p>FM noted no issues with covenant loan compliance.</p> <p>PM advised that current policy states two buy back properties will be purchased per year. Budget assumes one property for 2026/27, PM asked Board they can use delegated authority to proceed with purchasing additional buy back properties with 85%+ grant funding if opportunity arises. Board agree.</p> <p>Board approved Budget 2026-27.</p>		
6.5	<p><u>30 Year Plan</u></p> <p>FM reminded Board of the purpose of financial planning and projections and highlighted the need to demonstrate viability on reasonable assumptions and meet compliance.</p> <p>FM gave overview of main changes since last year:</p> <ul style="list-style-type: none"> • Added Corporate Services Manager post • Added wellbeing post and grant funded for 4 years • Added Energy Advisor post and grant funded for 2 years • Updates maintenance projections • Amended community centre activity 		

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	<p>FM outlined main assumptions base case models including rent increases, major repair costs, reactive repairs costs and factoring income.</p> <p>FM discussed the sensitivity analysis and gave overview of each sensitivity and possible projected outcomes.</p> <p>Board Approved 30 Year Plan.</p>		
7.0	Governance and Compliance Reports		
7.1	<p><u>Business Plan 2025 – 28 Progress Report</u></p> <p>PM introduced quarterly Business Plan deliverables report to Board. PM summarised the completed and ongoing items, some of the ongoing items are part of larger overall pieces of work for example the items around Equality & Diversity.</p> <p>Board Noted the Business Plan 2025 – 28 Progress Report.</p>		
7.2	<p><u>Risk Management</u></p> <p>PM reminded Board of discussion around risk management at the recent Business Planning Day and as a result of these discussions, the existing risk register has been updated.</p> <p>PM highlighted that it was suggested that Risk reference 5 could be deleted however PM believes this should remain on the register as global activity remains high.</p> <p>PM advised that post control scores have been updated. Board discussed risk appetite and tolerance, PM asked if Board would prefer to only receive reports on higher risks each quarter?</p> <p>Board discussed possible variations of the report and agreed to only receive report on the top risks quarterly and 6 monthly review all risks with the comprehensive risk register available on Decision Time at all times.</p> <p>Board approved the Risk Map and scores.</p>		
7.3	<p><u>Chief Executive Report</u></p> <p>PM updated Board on Energy Advisor post, successful candidate starts on 2nd March 2026, they have experience in the sector and from other Associations.</p> <p>Board noted update on the recruitment for the Energy Advisor post.</p>		

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	<p>PM gave update on Notifiable Event discussed at January's meeting; PM has sent the January Board minute to SHR for review.</p> <p>Board noted position regarding notifiable events.</p> <p>PM advised that the next agenda item will cover Board appraisal plan. PM outlined that inductions are ongoing, Share E-Learning will help with this process.</p> <p>Board noted the update on Board Appraisals, Induction and training including decision time and Share e-learning.</p> <p>PM briefly discussed agenda for Board Mini Conference taking place on 6th & 7th March 2026. Board to be emailed the agenda.</p> <p>PM advised that Dr Stewart Montgomery is nearing completion of agreed equalities work, meeting took place on 25th February.</p> <p>Board noted update on equalities work programme.</p> <p>PM advised that they had their CEO appraisal review on 23rd February 2026 with the office bearers, current and new objectives were discussed.</p> <p>Board noted update on the CEOs appraisal.</p> <p>PM discussed upcoming procurement review, aim is for June completion with a preassessment taking place beforehand.</p> <p>PM advised that the Association tendered for internal audit services in February 2023 for a three-year period commencing April 23 to March 26 with an option to extend for a further two years. Our Internal Auditors, Cameron Audit Ltd won the contract and have provide internal audit services to Cadder for the last three years. The quality of the audits, reports and recommendations is of a consistently high standard and PM proposed to Board that the internal audit contract is extended with Cameron Audit Ltd for a further two years.</p> <p>Board approved extension of the contract with Cameron Audit Ltd to provide internal audit services to the Association for a further 2 years until March 2028.</p>	LM	March 2026
7.4	<p><u>Board Learning and Development Plan</u></p> <p>PM advised that Share have developed a Learning and Development Plan following the Board appraisal process. PM added dates on the plan with the next round of appraisals in</p>		

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	<p>mind - few of these topics will be covered by the mini conference.</p> <p>Board approved Board Learning and Development Plan.</p>		
7.5	<p><u>Landscape Maintenance Procurement Report</u></p> <p><i>FM left meeting at 19:48.</i></p> <p>CW advised Board that Cadder's procurement consultants recently completed a tender exercise for Landscape maintenance for the next 3 years (includes communal, hard, and soft landscaping).</p> <p>[REDACTED]</p> <p>Board approved acceptance of the tender submitted by M Squared Ltd for the 3-year contract term (2026–2029), as recommended by ESP.</p> <p>[REDACTED]</p>		
7.6	<p><u>Health and Safety Audit Response</u></p> <p>CW gave summary of the recent internal Health and Safety Audit carried out by ACS, which is carried out every two years.</p> <p>Only point of improvement noted was need for external Board Health and Safety training.</p> <p>Board noted the Health and Safety Audit response.</p>		
7.7	<p><u>Balmore Unit Report</u></p> <p>CW outlined that Board report issued on 19th February has been superseded as a third higher offer has since been received.</p> <p>KW asked how much it costs to run Balmore Unit annually; CW explained costs and the land lease agreement.</p> <p>Board noted that three offers have been received for the Balmore unit.</p>		

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	Board approved that Cadder proceed on the basis to accept the highest offer (subject to written confirmation of terms, proof of funds and purchaser details) while continuing to progress any further enquiries.		
7.8	<u>SPSO Complaint and Outcome Report</u> PM summarised the details of the complaint, how it was resolved and the outcome. Board noted the SPSO Complaint and Outcome Report.		
8.0	Operational Reports		
8.1	<u>KPI Q3</u> PM explained that the KPI report has been amended to include more detailed context around the figures but also make figures easier to read. PM gave Board an overview of the new targeted rent campaign to reduce rent arrears, temporary Head of Housing has been tasked with this. PM confirmed that the factoring review is underway with Share, who are looking at all current processes as well as factoring arrears management. KB highlighted errors within the rent arrears table. Table to be corrected. Board noted KPI Q3.	KW	March 26
9.0	Community Hub Reports		
9.1	<u>Community Hub Report</u> PM provided Board with an update on the possible long-term lease in the Community Hub for childcare services. PM to proceed with discussions with lawyers and insurance regarding this and have a draft lease agreement drawn up. Board discussed the possibility of high running costs for a nursery e.g. energy costs due to continued cleaning and heating. PM & CW to explore this further. Board discussed various ways of charging service costs to lease holders. PM summarised the job description for the funded Creative Wellbeing Officer post, hope to begin recruitment in the next couple of weeks.	PM & CW	March 26

Agenda Item	Description	Action By	Target
	<p>Board noted the Community Hub report and approved the Creative Wellbeing Officer job description and person specification. Points made by MF to be reviewed.</p>		
10.1	Health & Safety		
	<p><u>Health and Safety Update Report</u></p> <p>CW advised there are no key findings or material concerns to report. Staff training noted in January update is now complete.</p> <p>Board noted the Health & Safety Update report.</p>		
11.0	Any Other Business		
	<p>Board agreed to suspend standing orders at 20:30.</p> <p>PM advised Board that corporate solicitors, BTO, have 3 + 2-year contract, the rates were set for three years. PM asked Board to sign new letter of engagement then move to put out new tender. Board agreed.</p> <p>PM advised Board that EVH met with JNC to discuss possible bank holiday on 15th June 2026 – information to be sent to Board for decision in March.</p> <p><i>Staff left meeting at 20:35.</i></p>	PM	March 2026
12.0	Date of Next Meeting		
	Next meeting – 26 th March 2026.		

Signed: _____

Date: _____