



Minutes of Board Meeting
held on Tuesday the 4th of August 2026 from 6:35pm until 8:15pm
The meeting was held at Knowes Housing Association's Office and via
Microsoft Teams.

Present:

Cllr Lawrence O'Neill (in person)	Chairperson
Lynsey Chrystal (in person)	Vice-Chairperson
Patricia Broadfoot (in person)	Board Member
Billy Stevenson (in person)	Board Member
Peter Fennessey (in person)	Board Member
Steve Rolfe (via Microsoft Teams)	Board Member
Chukwuebuka Timothy Ugwu (via Microsoft Teams)	Board Member

In Attendance:

Erica Davidson	Chief Executive Officer (CEO)
Amy Sweeney	Senior Corporate Services/Compliance Officer (SCSCO)
Kevin Booth	Partner, TC Alexander Sloan
Fiona Nicholl	Financial Consultant (FMD)
Melanie Gilmour	Corporate Services/Compliance Assistant (CSCA)
Ashley McGowan	Observer
Sharon Keenan	Observer

Please note that the Board are provided with a copy of Board papers one week prior to the meeting.
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Agenda Item		To Be Actioned
The Board meeting commenced at 6:35pm and the Chairperson began by handing over to Kevin Booth, of TC Alexander Sloan, to present Item 1 on the agenda.		
1.	<p>Annual Accounts 2026-2027</p> <p><i>Kevin Booth (KB), TC Alexander Sloan was in attendance to present this report.</i></p> <p>KB shared their screen via Microsoft Teams beginning at page 12 of the Annual Accounts, showing the statement of comprehensive income for the year end 31st of March 2026. KB stated that the Association's revenue is sitting at just under £5.8 million, representing an increase of £300k in comparison to last year. KB explained this is a result of the rent increase and the increased number of properties the Association owns.</p> <p>KB then explained that the operating costs increased by around £790k and noted this is mainly due to maintenance costs.</p> <p>KB emphasised that the Association has a healthy operating surplus of just under £485k for the year, and that other comprehensive income includes the actuarial gains on the defined benefit pension plan is £82k resulting in a total comprehensive income of £567k for the year.</p> <p>KB then discussed the statement of financial position as at 31st of March 2026 stating that housing properties depreciated costs has increased to just below £20 million, and that current assets receivables have increased from £114,044 to £147,988 this year.</p> <p>KB explained that deferred income had increased this financial year due to increased grant funding.</p> <p>He then explained that net assets had increased from £18,335.388 to £18,902,302 from last year.</p> <p>KB then asked the board if they had any questions at this stage. There were no questions, so KB moved on to discuss the audit summary report findings.</p> <p>KB began on page 2 of this report which highlighted the audit opinion which he used to confirm to the Board that the audit complies fully with laws and regulations to find that the Association has a clear audit report.</p> <p>KB then moved on to page 3 of this report, audit independence and ethics. KB assured the Board that there were no ethical issues highlighted before commencing the audit, and that TC Alexander Sloan are in full compliance with ethical standards.</p>	

KB then moved on to page 4 of the report, detailing the key audit issues, which he explained are areas carrying greater risks. The first of which being management override of controls. KB was happy to share that their findings did not identify any areas of this. The next key audit issue is revenue recognition to which KB was happy to share that their findings did not identify any misstatement of revenue. The next area was regulatory engagement to which KB shared that they have reviewed documentation regarding this matter and is happy to declare that the Association is in regular contact with the Scottish Housing Regulator (SHR), and that they seem satisfied with the progress being made by the Association.

KB moved on to page 6 to discuss the qualitative aspects of the financial statements including accounting policies, accounting estimates and judgements, timing of transactions, going concern and disclosures. KB shared that they are satisfied these are reasonable.

Page 7 of the report highlighted the adjustments to the financial statements to which KB reported there had been one small adjustment being the reduction in depreciation charge following recalculation of reassessment of useful life of boilers.

KB then discussed page 8 and 9 which focussed on internal controls. He noted that in payroll authorisation for the Association, while individual adjustments such as overtime and mileage claims are all individually authorised, there is no formal authorisation of the overall payroll prior to payments being made. Therefore, KB recommends that the payroll is authorised prior to payments being made and that this authorisation is documented. A Board member queried whether this had always been the case and the CEO responded by clarifying that this has not always been the case and it stems from her wording not being specific enough. The CEO assured the Board that going forward she would clearly authorise these payments in advance of payroll being completed.

KB moved on to page 10, still on internal controls, where findings suggested that the component accounting records differed to the number of properties and therefore KB recommends that all component additions are processed through the component accounting spreadsheet and not expensed. He further recommends that the Association reviews the component accounting records to ensure that the correct number of components are recorded. Lastly, it was recommended that the Association amends the period over which boilers are depreciated to reflect the life cycle costings for the component from 20-years to 15-years and this had been adopted in 2025/26.

KB then asked the Board if they had any questions for him.

	<p>A Board member directed a question towards the CEO surrounding the issue around component records, as they recollected a similar issue from previous audit findings. The CEO explained that the number of bathroom components recorded in the component account system may not equal the number of properties as some new bathrooms may have been installed during the period 1998 - 2010 when component accounting was not required and this is why the numbers differ.</p> <p><i>Chukwuebuka Timothy Ugwu (Board Member) joined the meeting via Microsoft Teams at this stage at 6:55pm.</i></p> <p>A further question was raised asking whether there is something in place to highlight where the discrepancies may lie. The CEO assured the Board that yest these properties can be targeted as part of the next stock condition survey to ascertain the age of the bathrooms..</p> <p>Further discussion arose surrounding the component issue with bathrooms being installed, to which KB assured the Board that the Association were not alone with this issue, and it is a risk that bathrooms may have been installed previously but they may not have been capitalised and instead charged to reactive repairs charges. KB recognised that this may not be a priority for the Association at present.</p> <p>The Board then were asked to approve the Annual Accounts 2026-2027 and Audit Summary Report.</p> <p>The Board approved the Annual Accounts 2026-2027 and Audit Summary Report.</p> <p>Proposed by Billy Stevenson (Board Member). Seconded by Cllr Lawrence O'Neill (Chairperson).</p> <p><i>The Board then thanked Kevin Booth (KB) for his time presenting the report, and KB and Fiona Nicholl then left the Microsoft Teams Meeting at 7:03pm</i></p>	
The Chairperson then formally welcomed Ashley McGowan and Sharon Keenan (observers) to the meeting and thanked them for their attendance.		
2.	<p>Apologies</p> <p>The following Board members submitted their apologies:</p> <ul style="list-style-type: none"> • Sharon Cassidy (Board Member) • Hilary Edgar (Board Member) • Kevin McNally (Board Member) 	
3.	Declaration of Interest	

	There were no declarations of interest to note.	
4.	Correspondence There was no correspondence to discuss.	
5.	Minutes of the Board Meeting on 23rd June 2026 The Board were asked to review and approve the minutes from the previous Board meeting. The Chairperson asked for some changes to the timings to be completed, but otherwise, the minutes were approved by the Board as an accurate representation of the meeting. Proposed by Lynsey Chrystal (Vice-Chairperson). Seconded by Steve Rolfe (Board Member).	Melanie to update the timings, redact confidential information, and add the minutes to the website.
6.	Minutes of the Board Away Day on 27th June 2026 The Board were asked to review and approve the minutes from the Board Away Day on the 27 th of June. The Board approved the minutes as an accurate representation of the day. Proposed by Peter Fennessey (Board Member). Seconded by Lynsey Chrystal (Vice-Chairperson).	
7.	Minutes of Sub Committee Meetings The minutes from the Operations and Finance, Audit and Risk Sub-Committee Meetings were provided to the Board for information purposes only. The Board noted the minutes.	
8.	CEO Report The CEO presented her report to the Board for information purposes. <u>Scottish Housing Regulator (SHR) Meeting – 2nd July 2026</u> The CEO updated the Board on the meeting that took place on the 2 nd of July 2026 whereby the CEO, the Chairperson and SCSCO met with the SHR. They were asked to provide progress on the Governance Improvement Action Plan (GIAP), the action points, and the reviews produced by North Star Consultancy.	

	<p>The CEO also provided the SHR with an update from the Business Planning Day.</p> <p>The next meeting with the SHR will take place on the 14th of August in person.</p> <p><u>Pre-Board Meeting with Chairperson</u></p> <p>The CEO and Chairperson met on the 28th of July to discuss the agenda and the Board papers for the meeting taking place this evening. The Chairperson had no comments or amendments to make.</p> <p><u>Abbeylands Road Development Update</u></p> <p>At this point of the meeting, the Board requested that the CEO move straight on to her update on the Abbeylands Road Development. The Chairperson agreed with the Board that this was a good point to discuss the Abbeylands Road Development.</p> <p>The CEO updated the Board that at the time of writing her report, there were no major updates besides being asked to submit the project application on to the HARP portal. The CEO shared this was a reassuring step as she believed there would be no point submitting the project on HARP if the Government were not going to approve it. Gill Montgomery, the Association's Development Consultant, pushed for an update on the 3rd of August and was advised that the technical review had been completed, but it would still take some time to receive confirmation of permission to complete the development, and if so, what the level of grant funding would be.</p> <p>A Board member posed the question "do we need to make a decision to make a hard stop on this development or to continue to let it drift". Discussion arose surrounding this, and another Board member added that the development has been in progress for several years, and now we are extremely close to receiving a final decision, so that it would not make sense to pull-out at this stage in time. The CEO assured the Board that once information surrounding the level of grant funding being provided is received, there will be scenario plans provided for the Board to scrutinise at perhaps a special meeting, should this information be received within the next few working days. A Board member suggested that this take place in advance of the AGM so that the attendees of the AGM can be provided with a definitive answer as to whether the development will go ahead or not.</p> <p>Further discussion arose surrounding what would happen if the Association possibly does not receive the requested 68% grant funding and how that would affect the financial viability of the project. The CEO assured the Board that she would complete scenario plans for the Board to make informed decisions with.</p>	
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	<p>A Board member suggested that the best course of action is to reconvene around the Abbeylands Road Development once the Strategic Objectives have been developed and are in place. The CEO noted at this point that the Association would perhaps be better off financially if they did not go ahead with the project but posed the question around whether the Association wished to be a non-developing organisation.</p> <p>Another Board member questioned whether developing whilst the engagement with the SHR is ongoing is a good idea, and whether it is best to focus all the Association's attention on pre-existing stock rather than potentially cause reason for more engagement.</p> <p>A Board member noted that they believe we should build but would like to be assured that they are provided with as much information as possible, particularly surrounding the cost of buying back properties within the local area, allowing the Board to make good, informed decisions. The CEO agreed and assured the Board they will be provided with in depth, detailed information.</p> <p><u>Business Planning Day</u></p> <p>A Board member commented that they believed as there were staff members present at the Business Planning Day, the principles discussed and issues they were made aware of did not come from the Board but were operational matters as raised by the Staff team, for example, issues surrounding IT within the Association. Another Board member commented that this issue arose as when the IT works better, the staff can work better to provide better services to the customer.</p> <p><u>Update on new Board Members</u></p> <p>The CEO noted that the Association received four applications for Board members to date. The CEO informed the Board that two of which have been progressed, both of whom are in attendance as observers this evening, and two of which are being interviewed later this calendar year as it was felt that progressing four new members at the one time would be difficult given the requirement to induct, train and mentor from existing members.</p> <p><u>ICT Strategy</u></p> <p>The CEO reminded the Board that the ICT Manager from Cloch Housing Association acting as a consultant for Knowes assisted with the development of Knowes' the ICT Strategy and informed the Board that further discussion would take place surrounding this under item 10.</p> <p><u>CEO and Management Team are currently working on:</u></p> <ul style="list-style-type: none">• Abbeylands Road Development	
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	<ul style="list-style-type: none"> • Governance Review – ongoing update of policies and implementation of action plan • Business Plan 2026-2029 and individual departmental plans • IT strategy for the Association • Internal audit 2026-2027 • Staff objective setting and performance reviews • Annual assurance statement 	
8.1	<p>Minutes of the Scottish Housing Regulator (SHR) Meeting held on the 2nd of July 2026</p> <p>The Board were asked to note the minutes from the SHR Meeting held on the 2nd of July 2026.</p> <p>The Chairperson updated the Board that the Chairperson, CEO and SCSCO have had positive discussions with the SHR and was pleased to share that the next meeting will be held in person rather than over Microsoft Teams.</p> <p>The Board noted the minutes.</p>	
9.	<p>Governance Improvement Action Plan</p> <p>The SCSCO shared the actions in progress with the Board, noting that there are currently 38 items within this section.</p> <p>A Board member queried whether any items either in progress or outstanding were areas of concern that the Board should be aware of. The CEO and SCSCO assured the Board that most points are minor, and are recommendations made by either North Star Consultancy or the SHR.</p> <p>The Board noted the contents of the Governance Improvement Action Plan.</p>	The GIAP to be regularly updated.
10.	<div></div> <div></div> <div></div>	<div></div>

	<p>[REDACTED]</p> <p>The Board approved the creation of the post of ICT Manager (Grade 8).</p> <p>Proposed by Cllr Lawrence O'Neill (Chairperson). Seconded by Lynsey Chrystal (Vice-Chairperson).</p>	
11.	<p>Quarterly KPIs</p> <p>The CEO presented the quarterly KPIs for the Board for information purposes only.</p> <p>A Board member queried why an extra KPI had been included in the Property Services report surrounding the time to complete urgent repairs, in addition to emergency and non-emergency repairs. The CEO explained the difference and assured the Board that other Registered Social Landlord's measure time to complete urgent repairs, but this is not something usually included in the ARC.</p> <p>A Board member queried how the Association know that bathrooms are meeting SHQS standards when referring to the issue with components, as discussed in item 1. The CEO explained that a percentage of our properties are surveyed which allows us to ascertain which property types require new bathrooms. The SHQS requires that each property should have a working bathroom and not that it should be a particular type nor that it should be replaced in a specified time period.</p> <p>The Board noted the contents of the report.</p>	
12.	<p>Letter from the Secretary as per Rule 68</p> <p>The Senior Corporate Services/Compliance Officer (SCSCO) is the Secretary for the Association. They provided the Board with a letter, as per Rule 68, confirming that Rules 62 to 67, relating to Minutes, the Seal, Registers, the Registered Name and all related documentation, have been complied with.</p> <p>The Board noted the letter provided by the Secretary.</p>	
13.	<p>New Share Members</p> <p>The new Share Member applications came from Ashley and Sharon, both observing the meeting, as prospective Board Members.</p> <p>The Chairperson informed the rest of the Board that he, the CEO and Vice-Chairperson had a positive, informed conversation, with both</p>	<p>New Share Member packs to be sent. AGM invitations to be sent.</p>

	<p>individuals and endorsed their first step to joining the Board in becoming Share Members.</p> <p>The Board approved the new Share Members.</p> <p>Proposed by Cllr Lawrence O'Neill (Chairperson). Seconded by Lynsey Chrystal (Vice-Chairperson).</p>	
14.	<p>Notifiable Events</p> <p>There were no notifiable events.</p>	
15.	<p>Business Plan Documents</p> <p>The CEO presented the Board with a draft business plan structure for discussion and approval.</p> <p>The CEO explained that a meeting took place with the Senior Management Team following the Business Planning Day to further discuss the draft strategic objectives. As part of the meeting, the CEO explained that the vision and mission were updated slightly to realign with the Association's purpose. The CEO explained that the core values are still relevant and that these will remain the same.</p> <p>Some discussion took place around the strategic objectives outlined by the CEO, and a Board member queried whether Knowes' wants to be a developing Association. This initiated conversation around the Association's strong financial position and that the CEO confirmed that it is possible for the Association to be both a developing Association whilst continuing to invest in existing stock . Another Board member added that we should be an Association that develops when it is appropriate and noted that we do not have the scale to develop huge projects.</p> <p>The Board agreed they are happy with the Strategic Objectives as follows:</p> <p>Investing in our Homes; Delivering Affordable Housing; Good Governance and Financial Viability; Building a Thriving Community and Empowering our People.</p> <p>The Board approved the Business Plan Structure and Strategic Objectives, allowing the Senior Management Team to create the body of text for the Business Plan 2026-29.</p> <p>Proposed by Billy Stevenson (Board Member). Seconded by Cllr Lawrence O'Neill (Chairperson).</p>	
16.	<p>Any Other Business and Apologies for Future Meetings</p>	

	<p>The SCSCO advised there had been no apologies for future meetings submitted.</p> <p>There was no other business to discuss.</p>	
17.	<p>Date of Next Meeting</p> <p>The Board were informed that the Annual General Meeting (AGM) will take place on Tuesday the 1st of September 2026 at the Clydebank and District Golf Club from 6:30pm</p> <p>The next Board meeting will then take place on Tuesday the 6th of October 2026.</p>	
The Board meeting ended at 8:15pm.		

Approved by the Board: Approved on Tuesday the 6th of October 2026.

Signed by the Chairperson:


