Argyll Community Housing Association

Board of Management Meeting

Thursday 28th May 2026, at 10.00am via Teams

Minute

Present:
Cathy Grant (Chair)
Mark Irvine (Vice Chair)
Jim Milne (Secretary)
Ian McIntyre (Chair of Risk, Finance & Audit Committee)
Cllr Jan Brown
Mike Brown
Steven Duffy
Brian Gannon
Pat McVey
Cllr William Sinclair

Not in attendance

In Attendance:
Michelle Mundie, Chief Executive
Allan MacDonald, Director of Group Services
Lorna Ravell (EVH) (Item 2)
Careen Hendry, Governance & Compliance Manager (Item 13)
Sandra McLeod, Director of Customer Experience
William Mulheron, Director of Assets
Lesley Lindsay, PA to Board of Management (minute)

		To be actioned by 27/08/2026
1.	**Apologies** Dan Hughes, Esther Hughes	
2.	**Feedback on Annual Appraisal Process** Lorna Ravell from EVH took the meeting through the outcome of the annual appraisal process, summarising key areas including: • Section 3 – Board Meeting Observations • Appendix 1 – Collective Survey Results • Appendix 2 – Summary of Suggestions and Board Training Needs Lorna advised each Board member had been provided with a copy of their individual appraisal.	

	Lorna advised her observations from the meeting attended on 5th February were very positive and stated there was a high level of engagement and the Board functioned well. Lorna advised there were a couple of sections within appendix 1 that had been highlighted as neutral. She further advised risk had been flagged as poor, not only from the collective survey but also from individual meetings and would require further work/training. Lorna advised her report provided key areas to focus on training requirements. The Chair thanked Lorna for her work on the appraisal process. She added it was an interesting report which would be very helpful in developing the training programme. The Secretary asked if it was usual for Board meetings to last 3-hours. Lorna advised the standard Board meeting was around 2-hours. It was noted the Board had taken a decision to reduce the number of Board meetings and hold sub-committee meetings instead. The Director of Group Services advised the structure was due for review in October 2026. The Chair stated the number of Board meetings per year would be discussed at the review. The Director of Group Services stated there was scope to utilise Board and Sub-Committees better. Pat McVey stated there had always been too many reports being submitted to the Board and the implementation of Sub-Committees had not reduced the number of reports to the Board. Cllr Brown stated it had been a struggle to get through the whole pack, which was not helped by the meeting pack being updated several times in the run up to the meeting. She stated it was unacceptable. The Chair agreed and highlighted the Business Plan and Annual Return on the Charter being very late. Cllr Brown stated she had enjoyed the one to one appraisal. The Board of Management thanked Lorna for her hard work. Lorna Ravell left the meeting.	
3.	**Minutes of Previous Meetings** **12th March 2026 (confidential circulated by email to Board members)** The Board of Management **APPROVED** the minute as a true and accurate record of the meeting. Proposed by: Mark Irvine Seconded by: Cllr Jan Brown **19th March 2026** The Board of Management **APPROVED** the minute as a true and accurate record of the meeting. Proposed by: Cllr Jan Brown Seconded by: Ian McIntyre	

4.	**Matters Arising** **19th March 2026** Page 2 – Item 3 – *the Director of Assets to write to the Eggshed to withdraw ACHA's bid*. Action complete. Page 3 – Item 3 – *the Director of Assets to provide a report to the May Board meeting on where the additional £96k would be spent*. Covered at Item 20. Page 3 – Item 3 – *the Director of Assets to share photos of the former Warden's Office, 5 The Flats, Bunessan*. The Director of Assets advised he had received the photos prior to the start of the meeting and he would arrange for them to be circulated by email. Post meeting note: circulated by email following the meeting. Page 3 – Item 4 – *the Chief Executive to provide information on the highlighted £1.4m spend*. Action complete. Page 4 – Item 9 – *the Director of Customer Experience to discuss rent arrears letters with her team*. Action complete. Page 4 – Item 9 – Housing Management System The Chief Executive advised procurement was ongoing and a PIN Notice would be issued. [redacted] Page 13 – Item 21 – *the Director of Assets to provide a report providing information on the financial overview of the 186 cases, to include a breakdown of how many repeat cases, how many cases are due to householder habits and how many cases are due to the fabric of the building.* To be covered at Item 28. Page 13 – Item 22 – *the Director of Assets to provide a further report to the May Board meeting providing greater clarify on costs*. To be covered at Item 21.	**William Mulheron**
5.	**Approved Minutes from AHFA Board Meetings – 17th November 2025, 15th January and 23rd March 2026** The Board of Management **NOTED** the content of the minutes.	
6.	**Approved Minute – Risk, Finance & Audit Committee Meeting 7th May 2026**	

	The Chair of the Risk, Finance & Audit Committee took the meeting through the minute of the previous meeting. The Board of Management **RATIFIED** the minute.	
7.	**Correspondence** **Thank You from Highlands & Islands Music and Dance Festival** The Board of Management **NOTED** the letter of thanks received in relation to the award from the Community Action Fund. **Thank You from Isle of Bute Trust** The Board of Management **NOTED** the letter of thanks received in relation to the award from the Community Action Fund. **Thank You from MS Mid Argyll** The Board of Management **NOTED** the email of thanks received in relation to the award from the Community Action Fund.	
8.	**Declarations of Interest** None.	

9.	**Chief Executive Presentation**
	The Chief Executive delivered a presentation covering:
	
	• Elections
	• Economic Uncertainty
	• Gypsy Traveller Site Refurbishment Funding
	• Other Updates
	    • NSSE Campbeltown
	    • Update on new Housing Management System
	    • LHS Housing Steering Group Launch
	    • Health & Social Care Partnership Event
	    • Royal Bank of Scotland Meeting
	    • Trust Housing Association
	    • CMAL
	
	<u>Gypsy Traveller Site Refurbishment Funding</u>
	Cllr Brown asked if the Association could apply for funding without going through the application process. The Chief Executive advised that was now the case as long as technical and financial assessments provided. The Chief Executive stated that should make a huge difference.
	
	The Chief Executive advised the residents at Bayview had changed their minds and now wished chalets instead of pitches but the residents at Dunchologan still wished pitches.
	
	The Chief Executive outlined the costs associated with a community hub for Bayview and stated it would be a huge cost for 6 residents. She advised she was checking with the Scottish Government if that was a requirement.
	
	<u>Local Housing Strategy Steering Group</u>
		Michelle Mundie

	The Chief Executive advised the group had been set up by the Chief Executive of Argyll and Bute Council and would update the Board of Management as required. Mid-Market Rent The Board of Management noted the first attempt at mid-market rent properties in Dalmally had been unsuccessful and the two properties had been returned back to the letting pool. Brian Gannon emphasised the amount of work required for mid-market rental properties. The Chief Executive advised she would provide further information to a future Board meeting. Mike Brown stated any mid-market rent proposals would require careful consideration.	
10.	**Community Action Fund Applications** The Board of Management unanimously **APPROVED** three Community Application Fund applications from: • Loch Long Jetty Association £450.00 • Tarbert and Skipness Community Trust £500.00 • Islay & Jura Community Enterprises Ltd £500.00	
11.	**Confidential** **New Membership Application** The Board of Management unanimously **APPROVED** one new membership application from: [redacted]	
12.	**Confidential** [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]	**Michelle Mundie** **Michelle Mundie**

13.	**Annual Return on the Charter** The Governance & Compliance Manager took the meeting through the report and highlighted the changes introduced by the Scottish Housing Regulator, with the most significant changes relating to reporting of damp and mould cases. The Governance & Compliance Manager advised there had been a correction made to page 43 of the return; the figure had been changed from £129.65 to £128.71. The Board of Management **NOTED** a Performance Analysis Visit would be presented by Scotland's Housing Network in the Autumn. The Governance & Compliance Manager took the meeting through each of the indicators highlighted in her report and advised the return was now in final form. She stated it was a statutory return and it was essential Board members were satisfied it accurately reflects the position. The Chair stated it was very disappointing the Board had received the document at such a late stage. She stated the ARC was due for submission at the same time each year and it was not acceptable for such a large and important document to be provided to Board members two days before the Board meeting. The Chair asked the Senior Management Team to ensure the information was provided in a timely manner in future. Mike Brown stated the ARC was a statutory requirement which was submitted at the end of May every year. He stated he would not participate as he had not been able to read the paper. The Vice Chair echoed the previous comments and stated in future, he would wish to receive the return at least 2 weeks in advance of the Board meeting. He stated he was slightly uncomfortable approving the return. The Vice Chair referred the meeting to appendix 1, indicators 9 and 19 and asked for the reasons for both significant slippages. Indicator 9 – Average length of time taken to complete non-emergency repairs (working days) The Director of Assets advised the target for responsive repairs was 20 days and while ACHA were within target, the figure was higher than peer groups. He stated a large factor was the geography of Argyll and Bute and also AHFA had been putting resources into other works, creating a negative impact on work in progress. He advised performance improvement plans were being discussed with AHFA. Indicator 19 – Average time to complete adaptations (working days) The Director of Assets advised the funding had not been received until later in the year. He stated ACHA would front fund to ensure Aids and Adaptations were carried out within the 56 day target. Steven Duffy stated he agreed with previous comments that it had not been ideal receiving the return so late and stated it was important to receive the ARC in a timely manner. He further stated there were many	**SMT**

	good, key positives. He directed the meeting to appendix 1, indicator C1.3.3 % of days lost through staff sickness absence. He asked if there was any supporting narrative as there had been an increase of 50%. The Director of Group Services advised there had been 2 long term staff absences which had impacted negatively on the figures and added, in general, sickness across the group had increased. The Director of Group Services advised the HR & OD Manager was carrying out work on staff wellbeing but added due to transformation, stress levels had increased. The Board of Management noted that staff absence would be discussed at the Staffing & Remuneration Committee. The Secretary advised he agreed with all comments. He stated the return was fairly positive but there were also many indicators that were worrying: 2.5.1. Gas Safety Why were procedures not in place to ensure the gas had been capped on acquired properties. The Director of Assets advised acquisitions should have been processed in exactly the same way as all voids. He stated a process was now in place. He further advised the failure had been reported to the Scottish Housing Regulator. 2.5.3. EICRs 126 outstanding equated to 2.4% of stock. 2.7.1. Percentage of Court Actions resulting in Eviction 56% increase, what about the 44% not successful – does that cost the Association. The Director of Customer Experience advised when court action is taken, in some cases, the tenant either pays the arrears or makes an arrangement. In addition, sometimes Argyll and Bute Council will intervene to avoid eviction. 2.8.2 Average Days to Re-Let Properties Last sentence – "*contractor performance on void repairs was the main controllable factor affecting performance….*" How can contractor performance be controllable. The Director of Assets stated regular meetings are held with contractors and they are asked to account for failures. ACHA should be able to control. The Director of Customer Engagement added the death of a tenant, in some situations, would be outwith the Association's control. 2.12.1. Staff Turnover Increase not unexpected due to transformation. Cllr Jan Brown asked if Board members could approve the return when not all members had the opportunity to read the paper. Mike Brown advised he had not seen the papers and wished it recorded in the minute that he could not affirm or make any opinion on a report he had not been given. Brian Gannon stated he fully understood Mike's position but added if sufficient Board members were happy to approve, the return could be	

	submitted. He advised he had confidence in staff and there were no significant financial implications. He further agreed that in future, the Board should receive reports in a timely manner. The Vice Chair stated even if the Board had received the report two weeks prior, there would be no material changes but the Board would have been able to conduct due diligence. He stated he was comfortable to approve. The Chair moved to a vote: 9 Board members **APPROVED** the Charter Return to the Scottish Housing Regulator by 31st May 2026 1 Board member wished it noted he was not comfortable approving the return as he had not received it. The Board of Management **NOTED** the content and by majority, **APPROVED** the Charter Return to the Scottish Housing Regulator by 31 May 2026.	
14.	**Proposed Rule Change** The Director of Group Services advised he had hoped to put forward his report for consideration and approval but advised the wording for the rule change remained subject to solicitors not agreeing and as such approval could not be sought. The Director of Group Services advised a rule change was a requirement for refinancing. The Board of Management noted a meeting was being held in the afternoon of 28th May 2026 and was hoped agreement would be reached at that meeting. The Director of Group Services advised the timeline could potentially be delayed if agreement could not be reached within a short timeframe. The Board of Management advised they would be happy to approve electronically, if permitted, once the final wording had been agreed. The Director of Group Services to check with TC Young on whether approval could be given via email or whether an additional Board meeting would be required.	**Allan MacDonald**
15.	**Confidential** [redacted] [redacted]	

	[redacted]	
16.	**ACHA Business Plan** The Chair stated the Board had received the Business Plan report on Wednesday. She stated the late papers required to stop and that all reports for consideration should be provided in a timely manner. The Director of Group Services apologised for the combination of late papers. The Director of Group Services advised the updating of the ACHA Business Plan was following a different process to the normal annual update due to the timing of ACHA's refinancing and advised there would be a further Business Plan submitted to the August meeting. The Director of Group Services advised there were minor amendments to the version for consideration and took the meeting through his report, highlighting the main headings: • Net cash covenant	

	• Borrowing • Assumptions • Inflation • Repairs The Board of Management **NOTED** the summary of key changes outlined in appendix 2 and the sensitivity analysis at Section 6 of the report. Mike Brown stated he did not receive the report and therefore could not comment. Cllr Jan Brown advised the report was missing from her meeting pack but stated the Director of Group Services had provided sufficient information to allow her to take a decision. Brian Gannon stated he would have greater concerns if the Board were not going to receive a further updated Business Plan in August. The Chair moved to a vote: 9 Board members **APPROVED** the Business Plan 1 Board member did not comment due to not having received the report. The Board of Management, by majority, **APPROVED** the revised Business Plan for 2026 for use in the Scottish Housing Regulator Five Year Financial Projections return. The Board of Management **NOTED** a further detailed update to the ACHA Business Plan would be presented to the August 2026 Board meeting based on the new funding/refinancing plans.	
17.	**SHR FYFP Return** The Chair stated that Mike Brown or Cllr Jan Brown would not have received the report as it had been uploaded at the same time as the Business Plan report. The Five Year Financial Projections return was **APPROVED** as a group for submission to the Scottish Housing Regulator by 31st May 2026.	
18.	**Confidential** [redacted] [redacted]	

	[redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]	**Allan MacDonald**

	[redacted]	
19.	**Review of Group Mileage Rates** The Director of Group Services advised the report had been produced prior to the Chancellor increasing the HMRC mileage rate to 55p, meaning if the Board approved the recommendation, staff would benefit fully from the 10p increase which would not be subject to tax. The Director of Group Services took the meeting through the financial implications of the increase. The Board of Management were advised the proposal would also apply to Governing Body members expenses. The Board of Management unanimously **APPROVED** the temporary increase of 10p per mile be implemented and unanimously **APPROVED** the temporary uplift be reviewed by the HR & OD Manager on a monthly basis with further updates being presented to the Staffing & Remuneration Committee meetings in October and December (or earlier to the Board if fuel prices drop to near pre-conflict levels).	
	The Board of Management unanimously **APPROVED** suspending the Standing Orders to allow the meeting to continue for a further 30 minutes.	
20.	**Capital Investment Programme 2026/27** The Director of Assets took the meeting through his report which provided an overview of the planned capital investment works for 2026/27. The Board thanked the Director of Assets for including the illustrations, which they found extremely useful. Cllr Brown asked if the virement of £1m from major repairs was justifiable. The Director of Assets advised it was and further advised the Service Level Agreement had been written a long time ago and was not fit for purpose. The Board of Management requested all tenants be notified at the beginning of the year of planned capital works. The Director of Assets agreed and confirmed letters would be issued at the start of each financial year highlighting planned capital works. It was further agreed the tenant's newsletter would be used as a vehicle to convey information.	**William Mulheron**

	The Board of Management **NOTED** the proposed 2026/27 Capital Investment Programme, the projected costs and planned outputs across the main work streams and the programmes and budgets would continue to be refined as surveys and procurement progresses during the year. The Board of management **APPROVED** the proposed virement of £1,000,000 from Major Repairs to General Repairs as detailed within section 3 of the report.	
21.	**Updated Legionella & Water Safety Policy and Water Safety Plan** The Board of Management unanimously **APPROVED** the updated Legionella & Water Safety Policy and Water Safety Plan, subject to the subsequent 28-day customer consultation. The Board of Management **NOTED** the key changes and improvements incorporated and endorsed the implementation, training and ongoing monitoring arrangements as outlined in Section 3 of the report.	
22.	**Confidential** [redacted] [redacted]	
23.	**Confidential** [redacted]	
24.	**Confidential** [redacted]	
25.	**ACHA March Outturn** The Board of Management **NOTED** the contents of the report, including confirmation of loan covenant compliance as at 31 March 2026.	
26.	**Confidential** [redacted]	
27.	**Confidential** [redacted]	
28.	**Damp, Mould & Condensation – Financial Overview and Cost Analysis** The Board of Management **NOTED** the current level of expenditure, operational resource pressures and future investment priorities may require adjustment to reflect emerging trends identified through damp and mould reporting and building performance data.	

	The Board of Management **ENDORSED** the continued integration of damp and mould intelligence into planned investment, SHQS and energy efficiency programmes to support the reduction in reactive expenditure.	
29.	**Confidential** [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]	**William Mulheron** **William Mulheron** **William Mulheron**
30.	**Acquisitions and Disposals Annual Report 2025/26** The Board of Management **NOTED** the acquisitions and disposals programme during 2026/26.	

31.	**A.O.C.B.** **SFHA Governance Conference – 15th September 2026** The Board of Management were asked to let the PA to the Board know by early week commencing 1st June 2026 if they wished to attend the SFHA Governance Conference. **Donnie MacMillan** Cllr Jan Brown advised that former local Councillor and ACHA Board Member, Donnie MacMillan, sadly passed away. **Table of Actions** Mike Brown suggested trialling the use of a Table of Actions at the end of the minute as this could assist the Chair. **Chair** The Chair advised she would be stepping down from the role of Chair in September. She highlighted that only elected members could be elected as Office Bearers. **Good Governance** Brian Gannon suggested an additional discussion be held at the end of each meeting to summarise the meeting. He stated there had been several late papers and insufficient time to discuss all agenda items which was not considered good governance. He advised the addition would afford all Board members the opportunity to reflect on the meeting. The Chair stated the frequency and length of Board meetings would be incorporated into the review of the governance structure, due in October.	**Board Members**
32.	**Date & Time of Next Meeting** Thursday 27th August 2026 at 10.00am via Teams	

Table of Actions

Who is responsible	Relating to Agenda Point	Page Number	Action Summary
William Mulheron	4	3	Property Services to engage with customers to advise
Michelle Mundie	9	4	MM to provide information on whether a community hub was a requirement
Michelle Mundie	12	5	MM to obtain the correct information for inclusion within the report
Michelle Mundie	12	5	MM to circulate amended report to Board members for consideration as opposed to waiting until the August Board meeting
Senior Management Team	13	6	The Senior Management Team to ensure information is provided in a timely manner in future.

Allan MacDonald	14	8	AMD to check with TC Young on whether approval could be given via email or whether an additional Board meeting would be required
[redacted]	[redacted]	[redacted]	[redacted]
William Mulheron	20	12	WM to ensure letters are issued at the start of each financial year to tenants programmed for capital works and utilise the tenants newsletter to convey information on planned work
William Mulheron	29	14	WM to obtain updated Risk Assessment to show ACHA as the customer not Hunter Management
William Mulheron	29	14	WM to produce a table of detailed spend including dates, spend and anticipated spend
William Mulheron	29	14	WM to provide a summary of lessons learned and how to better mitigate against any future similar scenarios
Board Members	31	15	Advise PA to the Board week commencing 1st June if they wish to attend the SFHA Governance Conference

Signed by Chair: **Cathy Grant**

Date: 27th August 2026