

CONFIRMED MINUTES

LSHA BOARD - 17.08.2026



At the **LSHA Board - 14.09.2026** on **14 Sept 2026** these minutes were **confirmed with the following changes:**

Amend Section 8.4 of minutes of meeting held on 18.08.26, to advise it was Liz Williams, Robin Nairn and Robert Muir who were due to stand down from the Board and be re-elected.

Name:	Lochalsh and Skye Housing Association
Date:	Monday, 17 August 2026
Time:	5:00 pm to 7:30 pm (BST)
Location:	Default Location, Morrison House, Bayfield, Portree
Board Members:	Mr Ian Young (Chair), Mrs Audrey Sinclair, Mr David Clapham, Ms Emma MacLeod, Mr Rob Malcolm, Mr Robin Nairn, Steven Proudfoot, Mr Tim Wallis
Attendees:	Ben Thomas, James Swinnerton, Jennifer MacInnes, Lowri Richards, Helen Brown, Jessica Clarke
Apologies:	Ms Liz Williams, Mr Robert Muir
Guests/Notes:	Rowan Wood and Chris Docherty RSM

1. OPENING MEETING

1.1 Welcome and Apologies

The Board noted apologies and proceeded to the meeting items.

2. BOARD BRIEFING

2.1 Asset Management

The CE provided a presentation prepared by herself, DoFI and IPSM giving the asset management position, covering statutory, cyclical, reactive and planned activity. The update showed that compliance had improved on EICRs, progress on fire systems and fire door inspections, and continued completion of SHQS surveys.

The Board discussed the rationale for the programme, including the focus on affordability, energy efficiency and tenant outcomes. The Board noted the progress on the solar PV remedials, the expected use of solar battery funding, the approach to prioritising future heating upgrades and the position on biomass meter replacement and longer-term options appraisal for biomass alternatives, noting there is around 10 years remaining on our current contract.

CE confirmed to members that our preference for battery installation was to find grant funding which will provide 100% income benefit to our tenants.

3. DECLARATIONS OF INTEREST

3.1 Declarations of Interest

No new declarations of interest were noted.

4. MINUTES OF PREVIOUS MEETING

4.1 Confirm Minutes of LSHA Board 25.05.2026

LSHA Board 25.05.2026 25 May 2026, the minutes were confirmed with the following changes:

Correction of spelling mistake at agenda item 4.3.

Members noted a spelling error at Item 4.3 of Rob Malcolm's name.



Confirm minutes of 25 May 2026

The Board confirmed the minutes of the LSHA Board meeting held on 25 May 2026.

Decision Date: 17 Aug 2026
Mover: Mr Robin Nairn
Seconder: Steven Proudfoot
Outcome: Approved



Amend spelling error at 4.3 of minutes of 25th May 2026.

Amend spelling error at 4.3 of minutes of 25th May 2026.

Due Date: 23 Aug 2026
Owner: Jennifer MacInnes

4.2 PRIVATE - Confirm Minutes of PS LSHA Board Meeting 25.05.2026



Confirm private minutes of 25 May 2026

The Board confirmed the private section minutes of the LSHA Board meeting held on 25 May 2026.

Decision Date: 17 Aug 2026
Mover: Mr David Clapham
Seconder: Mr Tim Wallis
Outcome: Approved

4.3 Confirm Minutes of AFR Sub-committee Meeting 03.08.2026

The Board noted the AFR minutes and the discussion on the committee's remit, including the intention to return to the matter later in the year when the Board intends to review updates to the Standing Orders.



Confirm AFR minutes

The Board confirmed the AFR sub-committee minutes of 3 August 2026.

Decision Date: 17 Aug 2026
Mover: Mr Robin Nairn

Seconded: Mr David Clapham
Outcome: Approved

5. DECISION TRACKER

5.1 Decision Tracker

Due Date	Action Title	Owner(s)
5 May 2026	Share additional information with Board Status: Not Started	Dana Campbell
12 June 2026	New Start Success Figures Status: Completed on 26 June 2026	Jessica Clarke
12 June 2026	Update Staff Structure in BoardPro Status: Completed on 1 June 2026	Jennifer MacInnes
26 June 2026	Newsletter article - Fire Safety Status: Completed on 26 June 2026	Jessica Clarke
17 Aug 2026	Procurement Improvement Plan Status: In Progress	Ben Thomas, James Swinnerton, Lowri Richards
18 Oct 2026	Alternative Rent Setting Options Status: Not Started	Ben Thomas, Lowri Richards

5.2 PRIVATE - PS Decision Tracker

The Board reviewed the decision tracker and noted that the update on the SSEN item remained outstanding and that the updated leasing policy report would come in November.

6. OTHER MATTERS ARISING

6.1 Matters Arising

The Board discussed the management response to the board appraisal report. The Board noted the introduction of Board member question procedure, to allow for queries to be raised prior to Board meetings once the Board pack is published. They commented on the length of Board Papers, CE advised there are a lot of policies for review, due to changes in legislation. A solution will be to take the policies out of the main Board Pack and include Board Pro hyperlinks to the documents instead.

7. STRATEGIC DISCUSSION & DECISIONS

7.1 Quarter 1 Performance Report to 30 June 2026

The Board noted the quarter one performance report, which showed rent income in line with budget, development income behind budget, staff costs below budget and repairs and maintenance above budget due to accelerated compliance and turnover activity. The report also highlighted stronger rent arrears performance than the prior year, improved stock condition reporting, high EICR compliance, and lower-than-target in some service areas including repairs satisfaction and complaints, re-let times.

The Board discussed the complaints data, the low factored owner satisfaction results, and the need for follow-up action on communications, grounds maintenance and invoice clarity. The Board also noted the position on re-letting, annual home visits, staff turnover and the wider impact of compliance work on budgets and service delivery and the damp and mould targets.

In response to a member's question CE advised she will work on taking more detail back to the board on what is still required to ensure components / kitchen / bathroom replacements are all considered in the budget.

Members **noted** the contents of the Performance Report.

7.2 PRIVATE - Quarter 1 Development Update

This item was discussed privately.

7.3 DOFI Report Quarter 1 to 30 June 2026

DoFI updated members on the current financial situation and performance of LSHA, covering Rental income and Arrears, Staff costs, SHR Engagement Plan, Treasury and Management Accounts.

Progress is being made on arrears in comparison to last year, increased focus on early intervention seems to be making a difference. There has also been an increase in Notices of Proceedings issued, Court actions and Evictions granted.

All requested information in relation to the SHR Engagement Plan 2026-27 was provided and no further documentation or clarification was requested.

The previously approved Triodos loan facility uplift and restructuring of Bank of Scotland facility to reduce costs are underway, no further loan facilities are anticipated to be required in this financial year.

Rental income is on budget, staff costs slightly below and Repairs and Maintenance costs above, which were significantly driven by the EICR inspection and rectification work (catch up programme from 2025-2026 and the front-loading of compliance tests for 2026-2027 to ensure they are completed before expiry).

Members **noted** the content of the report.

8. FOR APPROVAL

8.1 Policy Updates

The GO advised members that the IT Use and Security Policy and Procedures, Information Security (Worldpay) Policy, Data Protection Policy and Appendices 10 and 11, Domestic Abuse (Tenants) Policy, Attendance and Absence Management Policy, Dignity at Work Policy, Flexible Working Policy and Whistleblowing Policy have been reviewed and updated. She advised members of the main reasons for updates and those that were required due to changes in legislation.

Members had the opportunity to view track change copies prior to the final versions being provided in the Board Pack.



Approval of Policies

Board Members **reviewed** and **approved** the following policies and procedures

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- IT Use and Security Policy and Procedures
- Information Security (Worldpay) Policy
- Data Protection Policy and Appendices
- Domestic Abuse (Tenants) Policy and Procedures

- HR Policies
 - Attendance and Absence Management Policy
 - Dignity at Work Policy
 - Flexible Working Policy and
 - Whistleblowing Policy

Decision Date: 17 Aug 2026

Outcome: Approved

8.2 Tenant Participation Strategy Review

TESM provided the updated Draft Tenant Participation Strategy 2026-29 for members consideration and advised that tenants have also been given the opportunity to review and amendments may be made if feedback is received.

Members welcomed the Strategy and would like to see how the tenants voice is used on how we make decisions. TESH will provide members with the "you said, we did" paper which shows how this is being developed.

CE confirmed that surveys will be carried out to tenants who have had new solar & heating installed once all remedial works are complete. A member advised it would be sensible to have information after a full year of operation to capture the annual cost change.

Members requested some more detail at Section 5 - Asset Management, which could be gathered at the rent consultation and having a mechanism for taking into account tenants views in everything we do through our procedures.

Members **considered** and **reviewed** the draft Tenant Participation Strategy 2026-2029 including its accompanying action plan and project plan following feedback from tenants.



Provide "you said, we did" to members

TESM will provide members with the "you said, we did" paper which shows how this is being developed.

Due Date: 28 Aug 2026

Owner: Jessica Clarke

8.3 Audit Update and Financial Statements for LSHA and NWHCE

5.20 pm - The external auditors, Rowan Wood and Chris Docherty joined the meeting. They reported that the audit was substantially complete and that no material issues had been identified. The main audit adjustment related to omitted capital invoices of £493k, which had been corrected in the financial statements. The auditors noted the main risks considered during the audit, including management override, income recognition, cut-off of development and maintenance expenditure, and valuation of the defined benefit pension obligation.

The Board noted that the final accounts showed a surplus of £375k and total reserves of £5.886 million. The Board also noted the auditors' view that the financial statements were prepared on a going concern basis and that the audit opinion was expected to be unmodified.

Auditors had faced difficulty in accessing the Sage system, however with transition to Homemaster this should be smoother next year and they will provide the report earlier, in time for the AFR Meeting in August. They thanked the Finance Team for all their assistance.



Approve year-end accounts and audit reports

Board members **noted** the contents of this update and **approved**:

- The Report of the Board and Financial Statements for LSHA for year ended 31st March 2026

- The Management Representation Letter for LSHA for year ended 31st March 2026
- The Unaudited Financial Statements for NWHCE Ltd for year ended 31st March 2026

Decision Date: 17 Aug 2026

Outcome: Approved

8.4 Governance Report

GO provided the report. She gave an overview of the preparation and arrangements for the AGM on Monday 14 September 2026, confirming that we have complied with LSHA Rule 68 as outlined in the LSHA Rules 62 to 67.

Formal notice has been received that the Chair is intending to stand down after the AGM. One member has expressed an interest in standing for an office bearing role, no other board members present expressed an interest. Her report confirms that according to the Rules, Ian Young, David Clapham and Audrey Sinclair will step down from the Board, with David and Audrey standing for re-election. ***It was noted this was an error and that it was Liz Williams, Robin Nairn and Robert Muir who would be due to step down and stand for re-election. It was confirmed at the meeting of 14 September that this minute would be corrected.***

She confirmed that both members who fall into the SHR Nine Year Rule category have received comprehensive and enhanced appraisals and demonstrated effectiveness, competence and have played an important role in the success of the Board functions.

She advised members that a meeting of the Board of Directors of the North West Highland Community Enterprises will take place on Monday 14th September to approve the dormant Financial Statements to 31 March 2026.

She provided updates on notifiable events, ARC submission integrity checks and EICR and Stock Condition Surveys.



Approval of Governance Report and AGM arrangements

Board Members:

- (i) **Reviewed** and **approved** the continuation of service of Ian Young as an effective member and is eligible for re-election.
- (ii) **Reviewed** and **approved** the continuation of service of Audrey Sinclair as an effective member and is eligible for re-election.
- (iii) **Noted** that LSHA is compliant with Rules 62-68
- (iv) **Noted** the arrangements for the AGM on 14 September 2026

Decision Date: 17 Aug 2026

9. FOR NOTING

9.1 Secretary Report

CE advised that we are in compliance with Rule 68 and that Rules 62 to 67 have been followed.



Report on Compliance with Rule 68

Members **reviewed** and **noted** that LSHA is compliant with Rule 62 - 68.

Decision Date: 17 Aug 2026

9.2 HR End of Year Report 2025-26 and Staff Survey Results

CE provided the HR Statistics for 2025-2026 Report on behalf of HRM along with the Staff Survey results.

Members noted the results indicate positive levels of staff satisfaction, the average length of service at 8 years and key People Strategy indicators performing strongly.

Probation outcomes were positive, training and development completion was high and recruitment effectiveness was above 80%. Sickness absence was 4.64%, which will continue to be monitored through existing processes.

In response to members questions, CE advised that the staff survey was completely anonymous to generate the most open and honest responses and that any changes made to improve things for one team would undoubtedly make improvements across the organisation.

Board Members:

(i) **Noted** the HR Statistics 2025/2026 report and the progress reported against the HR/People Strategy KPIs.

(ii) Provided any comments or questions to the CE.

9.3 Health and Safety Quarterly Update - Quarter 1 2026-27

CE provided the Quarterly Health and Safety Update on behalf of the Health and Safety and Fleet Officer.

Members were advised that we have focused on improving in areas as recommended by audit findings reports, with attention placed on tenant fire safety and damp and mould awareness. There is further damp and mould training due to take place in September which will include all frontline and some office staff.

There were no accidents in the quarter, two allegations of dangerous driving were received and action taken.

Risk assessments have been carried out on playparks, with repairs carried out and equipment improved.

Roof works at Hamilton House have been completed, there is a known presence of asbestos in the roof tiles, these have been cleaned, re-sealed and present no health hazard while undisturbed.

Members **noted** the continuing progress of training and works in progress.

10. PRIVATE

10.1 PRIVATE - Chief Executive Update - Staffing Section is Private

The staffing section of this report was discussed privately.

CE advised members of Actions taken forward from the June Board Away Day, media coverage promoted in the West Highland Free Press, an application has been submitted to the Scottish Housing Awards for Cottages Park, Raasay.

Members were notified that one eviction has been approved.

She advised members that Policies and Procedures are being updated to ensure that we comply with the Housing (Scotland) Act 2025.

Members **noted** the content of the report.

10.2 PRIVATE - Management Response to Board appraisal Report

This item was discussed privately.

10.3 PRIVATE - Bad Debts to be Written Off

This item was discussed privately.

11. MISCELLANEOUS CORRESPONDENCE

11.1 Miscellaneous Correspondence

Audrey Sinclair advised that the Communities Housing Trust AGM is due to take place in September and was willing to act as representative from LSHA, members were all in agreement that she should be our representative.

12. A.O.C.B.

12.1 A.O.C.B.

12.2 CHT - Representative from LSHA

12.3 Annual Assurance Statement

The Governance Officer advised members that she is working on the Annual Assurance Statement and hopes to have this ready to distribute to Board on 31 August. She offered members a meeting to go over the content, members were in agreement and GO will arrange a session.



Annual Assurance Statement - Session for Members

GO to arrange session for members to review evidence gathered for Annual Assurance Statement.

Due Date: 11 Sept 2026

Owner: Helen Brown

13. MEETING CLOSE

13.1 Close the meeting

Next meeting: LSHA Board - 14.09.2026 - 14 Sept 2026, 2:00 pm

David Clapham

Mr David Clapham
15 Sep 2026