

CONFIRMED MINUTES

LSHA BOARD 26.05.2025



At the **LSHA Board 18.08.2025** on **18 Aug 2025** these minutes were **confirmed as presented**.

Name:	Lochalsh and Skye Housing Association
Date:	Monday, 26 May 2025
Time:	2:00 pm to 4:00 pm (BST)
Location:	Default Location, Morrison House, Bayfield, Portree
Board Members:	Mrs Audrey Sinclair, Mr David Clapham, Ms Liz Williams, Mr Robert Muir, Mr Robin Nairn
Attendees:	Ben Thomas, Fanchea Kelly, George Mackie, James Swinnerton, Jennifer MacInnes, Trudi Tokarczyk
Apologies:	Mr Ian Young (Chair), Mr Gareth Morgan, Mrs Joanne Boulton

1. OPENING MEETING

1.1 Minutes of LSHA Board Meeting 28.04.2025



The minutes of the Board Meeting held on 28 April were proposed b...

The minutes of the Board Meeting held on 28 April were proposed by Robert Muir, seconded by Robin Nairn and approved unanimously.

Decision Date: 26 May 2025
Mover: Mr Robert Muir
Seconded: Mr Robin Nairn
Outcome: Approved

1.2 Declarations of Interest

There were no new declarations of interest noted.

2. DECLARATIONS OF INTEREST

2.1 Confirm Minutes

This section is a feature of BoardPro which we don't use. It was agreed that the BoardPro confirmation of minutes section would be cleared at the next meeting, all minutes have already been confirmed and this will tidy the system.



BoardPro Confirmation of Minutes

Include all Minutes outstanding in the next Board pack to be cleared at the next Board Meeting.

Due Date: 14 July 2025
Owner: Jennifer MacInnes

2.2 Welcome and Apologies

As the Chair was not in attendance Robert Muir nominated David Clapham, Vice Chair to Chair the meeting, this was seconded by Audrey Sinclair.

Iain Lewis has resigned from the Board and the Vice Chair noted the Board's appreciation for Iain's time served and advised that the Chair will issue a letter on behalf of the Board.

2.3 PRIVATE - Minutes from PS LSHA Board 28.04.2025



The Private Session Minutes of the meeting of 28 April were propo...

The Private Session Minutes of the meeting of 28 April were proposed by Audrey Sinclair, seconded by Robin Nairn and approved unanimously.

Decision Date: 26 May 2025
Mover: Mrs Audrey Sinclair
Seconder: Mr Robin Nairn
Outcome: Approved

2.4 AFR Sub-Committee Minutes 12.05.2025



The minutes of the Audit Finance and Risk Sub-committee Meeting h...

The minutes of the Audit Finance and Risk Sub-committee Meeting held on 12 May were proposed by Robin Nairn, seconded by Robert Muir and approved unanimously.

Decision Date: 26 May 2025
Mover: Mr Robin Nairn
Seconder: Mr Robert Muir
Outcome: Approved

3. MINUTES OF PREVIOUS MEETING

3.1 Decision Tracker - LSHA Board 28.04.25

It was agreed to reset the Decision Tracker as there are some long term items which need to be cleared.

A member asked about the timetable of meetings which was presented to the previous meeting and was to be reviewed. GCM confirmed that this had been an old version of the meeting schedule which had been included in error and the correct one is in place.



CEMC to reset the Decision Tracker as there are some long term it...

CEMC to reset the Decision Tracker as there are some long term items which need to be cleared.

Due Date: 16 June 2025
Owner: Fanchea Kelly

4. DECISION TRACKER

4.1 PRIVATE - Decision Tracker from PS LSHA Board 28.04.2025

It was agreed to reset the Decision Tracker as there are some long term items which need to be cleared.



Decision Trackers

CEMC to reset the Decision Tracker as there are some long term items which need to be cleared.

Due Date: 23 June 2025

Owner: Fanchea Kelly

5. OTHER MATTERS ARISING

5.1 Matters Arising

6. STRATEGIC DISCUSSION & DECISIONS

6.1 Development Report

DM provided the Development Report which details the current site activity, acquisitions, land banked sites, tenders and development fee income to March 2025. It also updates the Board on activity since March.

Members confirmed they were pleased to see the Scottish Fire and Rescue Service interested in a site for a new fire station and we should continue that discussion.

Members **noted** the Report and Development update.

DM left the meeting 3.05pm.

6.2 Strategic Risk Mapping Report

This item was discussed before item 6.2.

CEMC provided the Strategic Risk Mapping Report with the aim of aligning our strategic risk themes with the broader themes set out in the presentation from RSM at the April Board Meeting. This would enable a matching of risk appetite on those themes, following the survey issued by RSM so that the results can be used to underpin strategic discussions.

The risk structure and arrangements will be updated and renewed through this process and will require to be followed through over the next year to ensure they are fully fit for purpose.

Members noted the safety and security seemed to relate to tenants and asked if there should be one for staff. Item 2 and Item 9 could be linked and CEMC confirmed that it would fall into operational with the People Strategy and Lone Working arrangements etc.



Board Members:(i) Reviewed the mapping of our existing strategic...

Board Members:

(i) **Reviewed** the mapping of our existing strategic risks against the RSM risk themes and **Approved** it for risk scoring and setting the risk appetite.

(ii) **Delegated** to officers to further report on the results of the risk appetite survey and to develop the supporting operational risk structure.

Decision Date: 26 May 2025



Delegated officers to further report on the results of the risk a...

Delegated officers to further report on the results of the risk appetite survey and to develop the supporting operational risk structure.

Due Date: 14 July 2025

Owner: Fanchea Kelly

6.3 Financial Plan and Cash Projections

DOFDOS provided the report on Financial Plan and Cash Projections. He advised that

1. Following approval of the Financial Plan in the March Audit & Board Meetings, he had prepared a detailed analysis of three elements of the Plan:
 - a. Forecast cash-flows vs forecast surpluses
 - b. The financial performance of the organisation as it stands, with the impact of additional development
 - c. Where there are risks on development given current unit costs, interest rates and rent levels
2. Financial Plan for 2025-26 shows a surplus, after interest, of £52k. Once non-cash items are removed (depreciation, amortisation, internal fee income) and taking account of capitalised maintenance (£985k) and capital repayments on existing borrowings (£859k) the actual cash out-flow for the year is £1,232k.
3. The figures for the following four years are similar, cash deficits of c£1.5M per annum after capital repayments of c£1.2M per annum.
4. Current five-year plan shows cash outflows of £18.5M, of which £11M is on development, and there will be a further requirement of c£5M in year 6 (30-31) to complete developments to get to the 198 new homes target.
5. The five-year plan assumes an ongoing base rate of 3.25% and margin of 1.2%, which are not historically high figures. With borrowings planned to rise from £28M to £40M every 1% above this adds £400k in interest costs, so model is very sensitive. Current rates are 4.25% base and 1.5% margin.
6. With unit costs to LSHA of £90k, and current borrowing costs and rental levels, we generate returns on new developments (after interest costs) which may not be enough to pay for ongoing maintenance & management costs. We also need to ensure capital repayments on borrowings.

A number of mitigating actions should be considered by Board to update the next FP and the strategy.

The Board welcomed the information in order to take appropriate actions and reconsider strategic decisions if necessary. Members noted the difficulty in ensuring rental income covers interest as a result of changes to loan funding some years ago by the Scottish Government at the same time we have increased costs from new building standards legislation and net zero obligations.

Members agreed that all on-site work must be completed with more consideration required for larger schemes, including the mix of properties and tenure. and that Board would consider in more detail development plans.

7. FOR APPROVAL

7.1 Annual Performance Report 2024-25 and Targets for 2025-26

GCM provided the Annual Performance report 2024-25 and Targets for 2025-26.

A Board member asked why the performance report has different figures on tenant repairs satisfaction than reported in the ARC. GCM explained that the performance report figures are based on responses from 13 tenants after they had a repair completed. For the ARC we use the figures from the tenant satisfaction survey with a higher level of response.

Members **Noted** the contents of the Performance Report to 31 March 2025, and **Approved** the Targets for 2025.

7.2 Annual Return on the Charter (ARC) Approval

GCM provided the Annual Return on the Charter (ARC) 2024/25 Report, she advised a number of questions came from members ahead of the meeting. These had related to the different repairs satisfaction figures reported in the performance report and the ARC (clarified above). Also, some queries around Indicator 26, 26.2 and Indicator 27.2. The GCM has clarified that whilst these totals look as though there are inconsistencies, each follows the specific SHR guidance.

Members were advised that following a housekeeping exercise on carbon monoxide alarm data and follow up calls to tenants the association became aware of five tenants who have, or have had, LPG fittings in the tenancies and LSHA has not received CP12 certificates for. Further investigation has found that two tenants no longer had the LPG fittings, one tenant has now issued us a copy of the certificate, one has arranged for a CP12 (this has been expedited by LSHA). The last tenant has not been in touch however a visit from a PSO confirmed the LPG fitting is in place and so we are arranging for the CP12 to be undertaken.

As a landlord we have responsibility to ensure Gas Safety and Carbon Monoxide detectors are in place and we will check the processes other RSLs use for LPG installations by the tenant.

We will be update the information before submission of the ARC on 31st May, and CEMC confirmed that a Notifiable Event submission, including our solution would be based on that information.

A member noted the EICR certificates are not complete and asked that SHR be advised of the issues gaining access.

Members noted the rent arrears have reduced and staff should be congratulated for their work on achieving this.



Board Members:(i) Considered the contents of the ARC 2024/25(ii) ...

Board Members:

(i) **Considered** the contents of the ARC 2024/25

(ii) **Approved** submission of the final document to the Scottish Housing Regulator by 31st May subject to amendment to Gas Safety figures.

Decision Date: 26 May 2025



GCM to update the Gas Safety section of the ARC before submission...

GCM to update the Gas Safety section of the ARC before submission by 31st May.

Due Date: 30 May 2025

Owner: Trudi Tokarczyk



GCM to advise SHR of the reason EICR certificates are not complet...

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Due Date: 30 May 2025

Owner: Trudi Tokarczyk

7.3 People Action Plan - KPIs

CEMC provided the People Action Plan - KPIs on behalf of HRM, who was on leave.

Members would like to see reasons why staff have left the association, CEMC advised that this is reported in the CE Report.

Members asked what "Quality of Hire" is relating to, CEMC will check with HRM and report back.

Members **noted** the People Action Plan and supporting KPIs.



Members asked what "Quality of Hire" is relating to on the People...

Members asked what "Quality of Hire" is relating to on the People Action Plan - KPIs, CEMC will check with HRM and report back.

Due Date: 10 July 2025

Owner: Fanchea Kelly

7.4 ICT Policy

GCM provided the Information, Communication and Technology Policy.

Members advised this would impact on the Board as well and asked for assurance that how they use Boardpro system is compliant before signing. GCM advised that the ICT policy outlines the responsibilities of individual staff and Board members when using ICT, password conventions and behaviour on social media when representing the association. It does not relate to individual systems.



GCM to check BoardPro system compliance with ICT Policy.

GCM to check BoardPro system compliance with ICT Policy.

Due Date: 6 June 2025

Owner: Trudi Tokarczyk



Members approved the ICT Policy.

Members approved the ICT Policy.

Decision Date: 26 May 2025

Outcome: Approved

7.5 Customer Care Policy



Members approved the Customer Care Policy.

Members **approved** the Customer Care Policy.

Decision Date: 26 May 2025

7.6 PRIVATE - CE Report

This item was discussed privately.

8. FOR NOTING

8.1 Year End Accounts 2024/25 - Verbal

DoFDS provided the draft Year End Accounts for the year end 31 March 2025.

The underlying net surplus is £36k, but with non trading items the net surplus per management accounts is £155k. He advised that there is still work to do on DLO recharges however any further changes will not make a significant difference to the final figures.

Members **noted** the report and attached documents.

9. MISCELLANEOUS CORRESPONDENCE

9.1 Miscellaneous Correspondence

There were no items of correspondence to bring to the attention of the Board.

10. A.O.C.B.

10.1 A.O.C.B.

11. MEETING CLOSE

11.1 Close the meeting

Next meeting: No date for the next meeting has been set.

Ian H. Young

Mr Ian Young
19 Aug 2025