

# BOARD MINUTES



**Meeting Date:** 06 November 2025  
**Time:** 6pm  
**Venue:** Almond HA Office

## Board Members in Attendance

Vicky Bluck  
Adam Turner  
Gary Hay  
Jack Rillie  
Julie Riley  
Simon Davies  
Martin Joyce

## Apologies

Natalie Cryans  
Chris Boyle  
Darren Lewis

## Staff in Attendance

John Davidson	CEO
Sandy Young	Director of Housing Management
Iona Taylor	Director of Asset Management
Craig Porter	Director of Finance and Business Support
Tammy Allan	Business Improvement Officer (minutes)

## Others in Attendance

Tony McCaffery, Diversity Scotland

## PRESENTATIONS

### **Equality, Diversity & Inclusion – Tony McCaffery, Diversity Scotland**

TM, founder and CEO of Diversity Scotland introduced themselves and advised that they have worked with AHA over numerous years.

TM moved on to detail the definitions behind EDI:

- Equity: Recognising individual needs to thrive
- Diversity: Visible differences and understanding the mix
- Inclusion: Creating safe, respectful environments

Also

- Accessibility: Designing processes and systems to remove barriers

	<p>VB noted at this point her preference for equity over equality as it focuses on tailored support rather than uniformity.</p> <p>EDI at a Board level includes serving a diverse community with varied needs but there are also governance risks that link to culture, reputation and statutory compliance.</p> <p>TM referred to legislative requirements, including public sector equality duty which requires due regards in strategic planning, policies and complaints. The law also permits targeted approaches, board duties including assessing policy impacts and also publishing any pay gap data.</p> <p>The SHR is clear about its expectations in terms of EDI being embedded in all decision making and RSLs are also required to demonstrate how they meet diverse tenants' needs through their allocations policies and property development.</p> <p>Challenges that have been identified include; turning collected data into actionable insight, designing services to meet varied needs as one size doesn't fit all, and embedding inclusive behaviours and balanced commitments.</p> <p>The Board's role includes three pillars, which are: Oversight – equality outcomes, data analysis and risk identification, Modelling &amp; Culture – setting the tone from the top and signalling priorities, and Assurance &amp; Risk – DPIA's, inclusive meetings, scenarios planning and discrimination risks.</p> <p>There are additional areas that AHA needs to consider such as procurement; having contractor involvement and the tenant voice; ensuring representation of vulnerable groups in decision making.</p> <p>The Board thanks TM and noted the content of the presentation.</p>
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## STANDING ITEMS

7216	<p><b>Welcome</b></p> <p>The Chair welcomed everyone to the meeting</p>
7217	<p><b>Apologies</b></p> <p>A record was made of apologies from non-attendees.</p> <p>JD acknowledged at this point that DL had been in contact to advise that due to family commitments he is looking to stand down from the Board with immediate effect. Recruitment will take place after Christmas for both the AHA and AEL Board.</p>
7218	<p><b>Use of Seal</b></p> <p>None</p>
7219	<p><b>AOCB Approval</b></p> <p>None</p>
7220	<p><b>Declaration of Interest on any Agenda Items</b></p> <p>None</p>
7221	<p><b>Minutes from Previous Meeting</b></p> <p>The Board <b>approved</b> the Minutes of the previous meeting.</p>
7222	<p><b>Matters Arising/Update/Information Papers for Discussion</b></p> <p>None</p>

7223	<p><b>Board Members – Items for Future Meetings</b></p> <p>None</p>
7224	<p><b>Board Training – Verbal</b></p> <p>None</p>
7225	<p><b>Chief Executive’s Report</b></p> <p>The CEO report was presented and the Board queried whether there was a requirement to publicise the Associations plans in terms of development &amp; regeneration. JD confirmed that it would be explored and also confirmed that the staff session well, focusing on day-to-day service delivery and the challenges that AHA tenants face.</p> <p>There was reference made to the HomeMaster go live being met with positivity with staff. The financial element has encountered some difficulties, but HomeMaster will be brought in to assist with report writing. CP advised at this point that he met with their developer who has confirmed that there are as keen to learn from AHA and will be using the Association as best practise.</p> <p>The Board <b>noted</b> the contents of this report.</p>
<b>REPORTS FOR DECISION</b>	
7226	<p><b>Budget Assumptions 2025/26</b></p> <p>AT referred to the report noting that good discussions took place at the recent Audit &amp; Finance sub-committee meeting, but the main assumption is in terms of the 2026/27 rent increase.</p> <p>The Board <b>approved</b> the high-level budget assumptions for 2026/27.</p>
7227	<p><b>Budget Revision – Forecast out-turn 2025/26</b></p> <p>AT referred to the unravelling of provisions for what had been allowed for the recent procurement challenge, and we are now looking at different opportunities to utilise additional spend. IT advised at this point that an additional £380k could be used to upgrade additional windows. A mini tender can also be published for a validation of the stock condition survey which would provide validation against the data we currently hold. She also referred to the current kitchen contract and advised that there is space for additional kitchen to be delivered but there are plenty of opportunities that can be explored.</p> <p>The Board <b>approved</b> the budget reforecast to 31 March 2026 based financial position at 30 September 2025 as recommended by the Audit &amp; Finance Sub-committee.</p>
7228	<p><b>Annual rent review</b></p> <p>AT presented the report advising that SY provided good benchmarking around affordability at the recent Audit &amp; Finance Sub-committee meeting. SY acknowledged that the benchmarking data was provided by The Action Group who carry out affordability checks using the highest rents with the highest amenities. Dummy applications were also used assuming a tenant worked full time and claiming benefits and it was confirmed that they could make a claim.</p> <p>It was then confirmed that a 6.5% increase sits as affordable.</p> <p>The Board <b>approved</b> consultation methods with a single option only for 6.5% rent increase.</p>
7229	<p><b>Annual assurance framework</b></p> <p>CP presented the report advising that the Framework was approved by the Audit &amp; Finance Sub-committee, and that the majority of AHA’s Board members have been party to the Assurance project over recent years.</p>

	<p>There were no queries or questions from the Board.</p> <p>The Board <b>approved</b> Almond’s new draft Annual Assurance Framework as recommended by the Audit &amp; Finance Sub-committee and note the updated Annual Assurance Action Plan and the first two six-monthly Compliance Matrix Summary Reports, supporting our assurance process.</p>
7230	<p><b>Quarterly KPI Report – amended targets</b></p> <p>CP presented the report advising that it was proposed that for the remainder of the year we amend the percentage of ASB cases resolved target from 90% to 75%. The Board queried why this change was being proposed and SY advised that due to the low numbers involved it is unlikely that AHA would receive enough cases in order improve the result, therefore the target is unachievable as it stands. JR noted at this point that whilst this is an ARC indicator, it would be more meaningful to report on whether cases are being resolved within locally agreed timescales and CP advised that we could consider on reporting this figure internally for 2026/27.</p> <p>JRil referred to the number of colleagues who are undertaking formal qualifications and noted that the Board are not aware how many colleagues are formally qualified as it stands. JD advised that we would consider an alternative way to report this data in 2026/27.</p> <p>The Board <b>noted</b> the action taken on the Key Performance Indicators (KPI) information and <b>approved</b> the revised target figures being proposed.</p>

**REPORTS FOR INFORMATION**

**Asset Management**

7231	<p><b>Contract strategy – Reactive Repairs</b></p> <p>IT presented the report advising that the content formalises some of the discussions that took place at the recent strategy days. The tender for the reactive repairs contract will be published next week and it is intended that AHA will opt for a price per property model due to the volume of time spent varying orders and IT would like to focus more on serving our customers.</p> <p>The Board <b>noted</b> the contract strategy for the reactive repairs contract.</p>
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**Finance and Business Support**

7232	<p><b>The Customer Voice – Q2</b></p> <p>Since going live with HomeMaster, we have been unable to get the system that we use to carry out satisfaction surveys to work in the way that we require, however work is being done to find a way to get back on track with collecting live service data. SY confirmed that we will be using CX Feedback for both the rent review and circulating the next Almond View newsletter, however we do require HomeMaster to provide an alternative option. As it stands, we are currently missing the data for both October &amp; November.</p> <p>With regards to the data that we have been able to collect, SY advised that there has been a drop in levels of satisfaction for a couple of the categories, however he acknowledged some of the staffing issues that we have experienced paired with the ongoing training for HomeMaster. He therefore didn’t get the sense that there was a trend or anything that should cause concern.</p> <p>SY concluded advising the Board that if there was any data that they were interested in seeing they could reach out to him directly.</p>
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	The Board <b>noted</b> the content of the Q1 Customer Voice report.
<b>CONSENT AGENDA</b>	
7233	<p><b>Consent Agenda</b></p> <p>VB referred to the Strategic Goals Progress Report and she queried what was happening with the review of the Associations People offer. She also noted the benefit in having clear benchmarking whilst also recommending that AHA consider introducing a multi-year pay deal which can provide certainty to staff and can assist with income tracking. JD noted the recommendations and advised that it was something that will be explored.</p> <p>The Board <b>agreed</b> to the recommendations within the consent agenda.</p>
7234	<p><b>AOCB</b></p> <p>None</p>
7235	<b>CEO &amp; Board member only session</b>
	<b>Date of Next Meeting:</b> 05 February 2026