

THENUE HOUSING ASSOCIATION LTD

**Minute of the Board of Management meeting
held on Tuesday, 03 February 2026 at 6pm
at 423 London Road Glasgow, G40 1AG and via Teams**

Present: Lindsay Forrest, LF (Chair); Anne McIver, AMcI (Vice Chair); Sandra Nolan, SN; Gordon Anderson, GA (via Teams); Michael Clarke, MC; Anne Ramsey, AR; and Nile Istephan, NI (via Teams).

Attending: Brian Gannon, BG; Helen Boath, HB; Michael Byrne, MB; Michelle Fegan, MF (Minute Taker).

1. INTRODUCTIONS AND APOLOGIES

LF opened the meeting and invited everyone to do a round of introductions to benefit MC, who was attending his first meeting.

Apologies were received for Diane McCallum, Janice Shields and Tony Teasdale.

NOTED

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

NOTED

3. MINUTE OF MEETING HELD ON 16 DECEMBER 2025

BG requested a change to the discussion regarding the forthcoming governance review, noting that Linda Ewart should be referred to as an independent consultant.

AR noted an error under the future developments, advising she was asking about 'landbanks', not 'land acts'.

Minute was proposed as accurate, subject to the above amendments, by AR and seconded by AMcI.

APPROVED

4. ACTION POINT REGISTER (APR) AND MATTERS ARISING FROM MEETING OF 16 December 2025

The board noted the actions on the APR and approved completed actions to be closed.

NOTED

5. INTERIM CEO REPORT

BG presented the report, highlighting the progress that has been made on staff engagement with the establishment of the Senior Leadership Team and the proposals to

restructure the Staff Forum into the Staff Consultation Group. BG provided an overview of the discussions that had taken place with the staff on the proposed consultation group and that the discussions had informed the Terms of Reference for the group.

AMcG asked whether staff agreed with the proposed changes to the Staff Forum. BG confirmed that a consultation had been undertaken and that staff supported the proposals. AMcI asked whether the remit of the group would include staff movements. BG confirmed that the group would not consider matters affecting individual staff or roles, and would instead focus on organisational changes impacting staff collectively.

BG noted that work on the Staff Consultation Group had highlighted the need for a Staffing Subcommittee (SSC). While he could not comment on its previous removal, he recommended re-establishing the SSC and noted that such a committee is standard practice in other housing associations.

NI supported the proposals for both the SSC and the Staff Consultation Group and asked about the formality of the consultation group process, including how representatives would be elected, how competing nominations would be managed, and whether a quorum would be required. BG confirmed that each team would nominate a representative for a minimum period of one year, after which representation would be reviewed to allow other staff to participate. He noted that the remit could be tightened if required and cautioned against making the process overly formal. In relation to quorum, BG confirmed that meetings would be scheduled annually to minimise clashes and support attendance, and that representatives could nominate an alternative team member if unable to attend.

AR supported keeping the structure informal to encourage open discussion. BG confirmed this was a point raised by staff when discussing involvement of senior management, and it was agreed that the CEO and People and Culture Manager (PCM) would attend only relevant sections of meetings, with staff able to discuss other matters without senior management present.

GA confirmed he was supportive of a Staff Consultation Group; however, he was more ambivalent about an SSC, not because of the particular group, but because he is cautious of creating multiple subcommittees and unnecessary layers of governance. LF noted that the discussion on an SSC is a wider matter, and the Board of Management agreed that a paper on Sub Committees should be brought back to the next meeting.

ACTION

NI returned to the discussion of the Staff Consultation Group and requested that the restructure be reviewed after one year.

The Board of Management APPROVED the Remit of the Staff Consultation Group and its position within Thenue's decision-making structure.

DECISION

BG then moved onto current recruitment of senior positions. First, noting that the CEO's salary had been subject to an in-depth review by EVH. Following the in-depth review, EVH

is recommending that the salary range remain at the initial recommendation made in December based on Thenue's current stock levels. BG confirmed that EVH gradings for senior positions are listed based on stock levels, and Thenue currently sit below the 4000-stock base. With future developments planned, gradings for senior positions will likely have to be reviewed in the not-too-distant future.

The Board of Management APPROVED the EVH recommendation of the salary for the CEO of the Thenue Group.

DECISION

BG then provided an update on the recruitment for the Director of Property Services, noting that interview dates had now been set and that, to cover a potential long notice period, managers and officers within Property Services are to receive a responsibility allowance for acting up while recruitment takes place.

BG provided an update on the ongoing investigation hearing, advising that the final report is expected towards the end of February. BG confirmed that the full report will be viewed by the Investigation Sub Committee and that a summary of the outcome and recommendations will be brought to the Board of Management.

NOTED

BG advised that an additional meeting be arranged in February for an update on the draft business plan, and the members agreed that MF will coordinate dates for this meeting.

ACTION

The Board of Management NOTED the remainder of the Interim CEO Report.

6. BOARD RECRUITMENT REPORT

BG presented the report highlighting the Scottish Housing Regulator's (SHR) expectation for Thenue to develop a Board Succession Plan. BG proposed that the development of a succession plan be put on hold until the completion of the upcoming governance review and approval of any potential rule changes that are recommended. He also noted that he had discussed this with SHR and they agreed that this made sense. The Board of Management AGREED to place the development of the succession plan on hold until after the governance review.

DECISION

BG advised the Board of Management that there were currently four expressions of interest in joining the Board and sought views on whether a skills gap assessment should be undertaken before inviting interested individuals to join. BG confirmed that the expressions of interest included three tenant members and one factored owner. He also noted that there had previously been a practice of inviting tenant members to observe Board meetings before appointment.

During the discussion, the following points were raised:

LF noted that, in principle, all expressions of interest should be invited to observe Board meetings, not only tenant members. AMcl highlighted the need to retain the capacity to appoint a member to chair the Audit and Risk Subcommittee (ARSC). GA suggested that it may be important to prioritise the factored owner, as factored owners are not currently represented on the Board. NI commented that while a skills audit is important, the immediate priority should be to achieve Board stability. MC added that appointing new members without prior board experience can place additional demands on resources, which may not be ideal given current organisational pressures. AMcG also felt that SHR's intention was for Thenue to achieve stability before bringing on further tenant members.

The Board of Management AGREED to continue recruitment for the Chair of ARSC and keep the expressions of interest on hold for now. BG is to contact those involved and explain the current position.

DECISION
ACTION

BG moved on to training of Board members, highlighting the intention to join SHARE's Corporate Membership. AR declared that she sits on SHARE's Governance Forum.

The Board of Management APPROVED the purchase of SHAREs Corporate Membership for 2026/27

7. RENT AND OCCUPANCY CHARGE REVIEW

MB presented the report, providing the members with an overview of how the consultation had been approached and the responses that were received.

AMcl advised that, as a tenant, she was content with the proposed rent increase, noting that any increase is unlikely to please everyone but that the proposal represented a reasonable balance for the Association. NI noted that local authorities were implementing significant rent increases following many years of suppressed increases, which has implications for decisions across the sector. MB advised that the decisions taken over the past two years to implement real-time rent increases had enabled Thenue to achieve its aim of bringing rent increases below 5% sooner than most other organisations.

The Board of Management APPROVED a 4.8% rent increase, 4.8% increase to all other charges, including shared ownership management fee, shop leases and garage rents, and 4.8% increase on the factoring management fee/administration fee for owner occupiers.

DECISION

8. SERVICE CHARGE REVIEW

HB presented the report and advised the members that there was an error in the breakdown of charges and that the Retired Housing Service Charge should be £66.39 and not £58.59.

LF invited questions, and AMcl asked whether the service charges were inclusive of grounds maintenance, noting that some homeowners in Cranhill have complained about the standard of services provided. HB advised that where grounds maintenance is provided as part of the property, this will be included in the rent charge; however, for homeowners, this forms part of the factored charges, which are due to be reviewed.

MC asked whether the intention is to apply the charges on an actual cost basis. HB confirmed that it is completed on actual costs and going forward will be reviewed annually.

AR asked whether the charges can be done as one charge rather than multiple. HB explained that due to the different property types and the supported accommodation, it is necessary to have this type of breakdown to ensure that the increase is not too high. AR then asked about the properties listed as Fair Rents. BG explained that Fair Rents have to be reviewed differently from Scottish Assured Tenancies; however, these are becoming fewer each year due to the Fair Rent coming to an end at the same time as the tenancy.

The Board of Management APPROVED the service charges proposed for April 2026.

DECISION

9. QUARTERLY PERFORMANCE REPORT

MB presented the report, highlighting the customer satisfaction results and noting that it proved to be difficult to improve the repair satisfaction levels. MB advised the members that the current figures are based on 299 surveys returned from 10,500 sent out. MB also highlighted the financial gains secured and the hard work of the Income Maximisation Team to achieve this.

LF asked for opinions on the layout of the performance table. AR felt it was easy to read and liked how staff sickness was split between short-term and long-term absence. No other points were raised.

The Board of Management NOTED the Performance Report.

Write-off of Bad Debt Report

MB then moved on to the Write-offs of Bad Debt Report, drawing attention to section 3 of the report, which sets out the criteria required to be met for a write-off. MB noted that the current level of write-offs was within the targeted budget.

AMcl asked whether the debts accumulated had been a result of damage to the properties. MB confirmed that these debts were not a result of property damage but were former tenant arrears, and the debtor cannot be traced. AMcl then asked what would happen if the former tenant reapplied for housing with Thenue. MC confirmed that the Association retains a record of the debt on the system, and if someone were to reapply for housing, the debt would be discussed with them at that time. MB advised that the write-offs are only for Thenue accounts management and the debt is still recoverable.

The Board of Management APPROVED the write off total value of debts of £9589.88.

DECISION

10. ANY OTHER COMPETENT BUSINESS

Meeting Schedule

LF raised the calendar of board meetings included in the papers and noted potential clashes for members attending. MF and BG are to review the current schedule and re-issue to the members.

ACTION

Glasgow West of Scotland Forum (GWSF) Membership Renewal

BG advised the Board of Management that he had received the notification to renew Thenue's annual membership with GWSF.

The Board of Management APPROVED renewal of GWSF membership for 2026.

DECISION

Presentation on Development Programme

NI noted that before the Director of Property Services' leaving post, the Board of Management had been offered a presentation on the development programme. BG noted that due to the recruitment of the DPS post, it would be better to include a couple of slides on the development programme in the upcoming business plan meeting.

ACTION

Resume of Meeting

LF asked the members what their thoughts were on the continued inclusion of the Resume of Meeting on the agenda. GA felt that such an item wasn't of much use, and LF confirmed she shared this view. NI advised that for other Associations, it is achieved through the annual reviews, and it is not necessary as a standing item on the agenda.

AMcG agreed with the above thoughts . AMcG also commented that in her view there was marked difference between the meeting she attended when first joining and now, in terms of open discussion between Board members. AMcI concurred with this.

AR felt it may be more important to buddy the tenant members with the professional members to help them discuss any issues or queries they have with the meetings. AMcI thought this was a good idea, but maybe one for the future.

The Board of Management AGREED to remove the Resume of Meeting as a standing item from the agenda.

DECISION

Meeting ended: 19:35

Lindsay Forrest
Chair

Date: 03 February 2025