

BOARD MINUTES

Date of Meeting - 16 March 2026

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Minute/information removed or edited due to information relating to personal/confidential items or being commercially sensitive.

Board Minutes

Name of Meeting	Board Meeting	Date of Meeting	16 March 2026
Venue of Meeting	Bill Dickie Suite/Hybrid	Time of Meeting	5.15pm

1. Welcome

In person

A McFarlane, K Gibb, A Glen, A Newlands, R Brown

Apologies

N McKay, E Walker

Teams

S Watson, R Hughes, S Dodson

In Attendance

C Garmory (Chief Executive), L Beresford (People Director), F Smith (Customer Service Director), N Macholla (Finance & Corporate Services Director), S McGleish (Finance Manager), L Hughes (Minute)

Attendees

A McFarlane introduced to all, Jillian Nelson to the meeting to observe as a potential Board Member

A McFarlane welcomed all to the meeting and confirmed that the meeting was quorate.

2. Declaration of Interest

2.1. The Chair advised Members that they could declare an interest at any point and reminded them if they wished to have a discussion without staff present then they could ask for staff to leave the room at any point in the meeting.

2.2. Members were advised that any substantive questions raised on the portal should be addressed to the relevant Director at the appropriate time.

3. For Approval

3.1. Election of Board Member – Confidential

3.1.1. **Information removed or edited due to information relating to personal/confidential items or being commercially sensitive.**

3.1.2. All Members agreed and **approved** to appoint Naomi Battison as Board Member up to the AGM in September 2026, at which point she would be required to stand for election for a 3-year term.

3.2. Annual Budget and Business Plan – Confidential

3.2.1. Information removed or edited due to information relating to personal/confidential items or being commercially sensitive.

3.2.2. With no further questions of comments Members

- **Approved** the combined 2026/27 Annual Budget and Business Plan, including the accompanying 30-year financial projections, on the basis that they are robust, affordable, and aligned with CVG’s strategic objectives.
- **Approved** the creation of two new posts – an apprentice within the Finance Team and a Customer Experience Manager.
- **Noted** that the 2026/27 Budget forms Year 1 of the 30-year financial model, which will also be used to prepare the **5-year Financial Return** to the Scottish Housing Regulator due in May 2026.
- **Noted** that the Business Plan and long-term projections will be shared with lenders in line with ongoing covenant and compliance obligations, and that current projections continue to demonstrate covenant headroom and financial resilience.

3.3. Delivery Plan and Target Setting Report – Confidential

3.3.1. Information removed or edited due to information relating to personal/confidential items or being commercially sensitive.

3.3.5. With no further questions Members

- **Approved** the proposed 2026/27 Delivery Plan, ensuring alignment with strategic objectives, resource requirements, and organisational priorities for the year ahead at Appendix 1.
- **Approved** the proposed KPI framework and performance targets for 2026/27 at Appendix 2.

3.4. Asset Management Plan – Non-Confidential

3.4.1. N Macholla introduced this proposed Asset Management Plan for 2026–27, outlining key priorities, planned investment, and activities supporting delivery of the Asset Management Strategy 2025–2030 she concluded the attached appendix sets out a detailed breakdown of the programme accompanied the report. She also advised the report also aims to bring to the attention of Board some matters that have arisen at one of our estates, Queenzieburn (51-81 Kilsyth Road) which are currently being investigated with the conclusion on remedial works required known in the coming weeks and Board will be provided with a full update at that time.

3.4.2. She advised that the appendix provides a step-by-step breakdown of the planned work for 2026/27, reflecting the significant annual spend associated with our Asset Management programme.

3.4.3. She advised the plans aligns with discussions held at the Board Strategy Day, particularly regarding EPC performance, net-zero ambitions and the wider “Understand Our Assets” project within the delivery plan.

- 3.4.4. She also advised that the proposed plan covers both financial investment and a deeper analysis of underlying asset data, ensuring a more comprehensive approach to long-term asset sustainability. Whilst acknowledging the detailed and exhaustive plan Members asked for assurance that the plan is deliverable given the current vacancies in the department and workload.
- 3.4.5. N Macholla responded that delivery will rely on a mix of internal and external resources, including Quantity Surveyors, architectural support, and energy-efficiency specialists, which are being sought via procurement channels.
- 3.4.6. L Beresford confirmed that recruitment for the Asset Manager role is underway, with shortlisting scheduled the following week, and in the interim, additional support is available from the development team, including Clerk of Works resource, to assist with planned maintenance activity. She agreed that if the post cannot be filled, she will return to the Board with an assessment of risks and options.
- 3.4.7. N Macholla confirmed that the delivery of the plan has been structured to ensure cross-departmental support, including Business Improvement and Customer Success Teams.
- 3.4.8. A question was raised about the approach to boiler replacements and whether alternatives are considered in line with sustainability goals. N Macholla responded that replacement decisions are driven by repair history, condition, and performance, rather than age alone and at the point of replacement surveys now include fuel-choice and retrofit assessments, outlining opportunities such as solar PV or insulation where appropriate.
- 3.4.9. In regards the more energy efficient Air-source heat pumps, these are unsuitable for most properties due to installation constraints and tenant affordability and do not form a considerable part of the plan. She concluded that early survey results indicate that most systems require only boiler replacement, with a small number requiring full heating system upgrades.
- 3.4.10. Members sought further clarification on the scale and scope of the EPC pilots, N Macholla advised that.
- Approximately 1,000 properties require EPC assessment over the coming period due to them coming to the end of their lifecycle. She confirmed that all EPC assessment work will not be commissioned prematurely, to avoid duplication ahead of the new EPC framework launching later this year.
 - It is anticipated that around 600 properties fall within or below the C-band threshold and will form the focus of improvement work and these properties will be grouped into prioritised categories: quick wins, medium-level investment, and major works.
 - A specialist consultant will be procured to support EPC pathway modelling and investment planning.
- 3.4.11. C Garmory agreed to a Members request that the risk section should explicitly reference the risk of slippage if recruitment or resourcing challenges persist and that this will be highlighted on the minute.

3.4.12. With no further questions or comments Members.

- **Approved** the Asset Management Plan for 2026/27, representing the year-two delivery plan of the Asset Management Strategy (2025–2030).
- **Noted** the current position at Queenzieburn (51-81 Kilsyth Road)

3.5. 3.5. Annual Procurement Strategy – Non-Confidential

Part of the information removed or edited due to information relating to personal/confidential items or being commercially sensitive.

3.5.1. N Macholla introduced this report and confirmed that this year Strategy has been updated to reflect updated financial thresholds, planned procurement activity for 2026/27 and proposed contract extensions.

3.5.2. She confirmed that appendix 1 sets out all procurement activity planned for the coming financial year, outlining that this represents a significant volume of work of which she was confident would be completed.

3.5.3. She also confirmed that the report identifies contracts proposed for extension, including reactive repairs, (joinery, plumbing and electrical). She advised that the purpose of presenting the strategy is to secure board approval to proceed with planned activity and provide assurance that all contracts are compliant with procurement requirements.

3.5.4. She also highlighted that certain procurements particularly those with material customer impact, high contract values or significant risk will continue to be brought back to the Board for approval regardless of delegation thresholds and an example of this approach is the insurance tender.

3.5.5. With no further questions or comments Members

- **Approved** the Procurement Strategy 2026/27 and its publication with associated procurement requirements on the Association's website; and
- **Approved** the procurement under **Appendix 1** of the Procurement Strategy and the extensions of existing contracts for 2026/27 for:
 - Reactive Repairs Joinery Works Contract - Timetra - £550k per annum
 - Reactive Repairs Plumbing Works Contract - Timetra - £360k per annum.
 - Reactive Repairs Electrical Works Contract - Magnus Electrical Services - £220k per annum
- **Approved** the appointment of Marsh Insurance brokers for all policies, besides Assured brokers who will arrange the cyber policy as per the full tender report at **Appendix 2**.

3.6. Sustainability Road Map – Non-confidential

- 3.6.1. N Macholla introduced this report advising the purpose is to seek Board approval of the Sustainability Roadmap, as set out in Appendix 1 and was considered in detail at the Board Strategy Day in January 2026.
- 3.6.2. A Member queried whether setting EPC C by 2030 as a minimum ambition was sufficiently bold, given Clyde Valley's strong starting position. While recognising the need not to commit to unaffordable or inappropriate technologies prematurely, the member suggested the organisation may wish to articulate a clearer aspiration to exceed minimum standards. N Macholla responded that she would be in better position to confirm this when all planned EPC surveys are completed and also when new regulations are confirmed.
- 3.6.3. A Members asked for clarification of the definition of the "Clyde Valley Standards", N Macholla responded that the aspiration were above the minimum regulatory standards and indicates a higher benchmark. She advised that this was being addressed in the Asset Management Strategy and part of the Delivery Plan for 2026/27, Understanding our Assets and would reflect an approach tailored to the organisation's homes, tenants and financial context, ensuring investment decisions are right for Clyde Valley rather than purely driven by external policy.
- 3.6.4. With no further questions or comments Members:
- **Approved** the Sustainability Roadmap is set out in **Appendix 1** as the long-term strategic framework guiding Clyde Valley Group's approach sustainability.
 - **Approved** the commencement of Phase 1 (2026–2030), enabling the organisation to begin foundational activities to strengthen culture, governance, capability, data maturity, and operational readiness for delivering the roadmap.

3.7. **CVPS Lease Agreement – Confidential**

- 3.7.1 **Information removed or edited due to information relating to personal/confidential items or being commercially sensitive.**

4. **Oversight and Monitoring**

4.1. **New Supply Report - Confidential**

- 4.1.1. **Information removed or edited due to information relating to personal/confidential items or being commercially sensitive.**

4.1.2. With no questions or comments Members **noted** the contents of this report.

4.2. **Operational Performance Report – Non-confidential**

- 4.2.1. N Macholla introduced this report is to provide the Board with a comprehensive and integrated overview of organisational delivery, performance, and compliance as we bring the 2025/26 Delivery Plan to a formal close. She advised the report sets out a clear assessment of progress against agreed priorities, highlighting completed projects, areas of strong

delivery, and those where revised timelines were necessary due to resourcing, scope or interdependency considerations.

4.2.2. Members noted their thanks for the continued upper quartile performance in 2025/26 and noted that the final year KPI performance was strong, they also acknowledged the overall position against the 2025/26 Delivery Plan. Members also noted that they appreciated the benchmarking information that was now included in the report.

4.2.3. With no further questions or comments Members.

- **noted** the final position of the 2025/26 Delivery Plan, including achievements, key milestones reached, revised timescales, and areas requiring continued focus as the plan is brought to a formal close.
- The Board **noted** the organisation's operational performance against agreed KPIs, including exception-based analysis where performance is off track, and the actions in place to address variances and strengthen performance.

5. Minutes of Meetings and Action Log

5.1. Action Log

5.1.1. With no comments the action log was **approved**.

5.2. CVHA Minutes – 2 February 2026

5.2.1. **Approved** the minutes as a true record of the meeting

All staff left the meeting.

6. AOCB

6.1. Additional Bank Holiday – Confidential

Information removed or edited due to information relating to personal/confidential items or being commercially sensitive.

7. Date of next meeting

Monday 1 June 2026

8. Check Out

The Chair reminded members that he and the Chair of Audit Committee would be conducting the CEO Appraisal shortly and asked for any feedback to inform their discussions to be forwarded as soon as possible.