HOME GROUP SCOTLAND
MINUTES OF THE BOARD MEETING
HELD ON 21 MAY 2026 ON MS TEAMS

Present:

Susan Deacon	– Chair
Gavin McKenzie	– Board Member
June Wylie	– Board Member
Andrew Wilmot	– Board Member
Catherine Wood	– Board Member
Emmanuel Asante	– Board Member
Mark Henderson	– Board Member
Robyn Inglis	– Board Member
Grant Campbell	– Board Member

In Attendance:

Raquel Garrido	- Observer
Austin Woods	- General Counsel
Bryony Willett	- Director of Scotland
Will Gardner	- Executive Director of Development and Investments
Jeremy Kape	- Interim Executive Director of Property and Asset
Graham Cowan	- Director of Health and Safety
Chris Hopkins	- Director of Finance
Karen Wolstencroft	- Head of Service Delivery
Tom Cuthill	- Head of Maintenance
Christine Stretesky	- Head of Governance
Catherine Wheeldon	- Group Risk and Resilience Manager
Ruth Corless	- Governance Business Partner

2333 CHAIR'S WELCOME AND APOLOGIES

The Chair welcomed all to the meeting. A warm welcome was given to Raquel Garrido, proposed Board Member, who was observing the meeting.

Apologies were received from Jackie McIntosh, Helen Meehan and Paul Walker.

The Chair confirmed that two members would be leaving early, Catherine Wood (11:30) and Robyn Inglis (10:00). The Chair invited Christine Stretesky, Head of Governance to introduce herself.

Chris Hopkins was in attendance in Helen's absence.

The Chair explained the timings set for particular items and asked Board members to be conscious of this as the meeting progressed.

2334 DECLARATIONS OF INTEREST

The Chair sought any updates to the published declarations of interest.

Gavin and Grant advised a change in circumstances, and confirmed these would not impact any items on the agenda and would provide details of these after the meeting.
Action: Governance Team

2335 DRAFT MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting were considered.

The Board agreed the minutes as a true record. No amendments were proposed. Matters arising would be dealt with during the meeting.

The Board **APPROVED** the minutes of 11 March 2026.

2336 ACTION COMMITTEE MINUTES

Royal Bank of Scotland (RBS) Loan

The Chair confirmed the purpose and mechanism of Action Committees and confirmed the April meeting had been undertaken via email. The full Board had been updated throughout.

The Board **APPROVED** the RBS Loan action committee minutes.

2337 ACTION POINTS

Action: 2325 The Chair proposed the action relating to Awaab's Law could be closed. Bryony suggested this was best left on the list until the August meeting when Scotland specific reporting on Awaab's Law compliance would be available. The closure date would be updated.
Action: Governance Team

The Chair advised that **Action 2231** could be closed.

Gavin asked that the recharge breakdown be circulated as agreed.
It was noted that this was completed but would be recirculated after the meeting. **Action 2329** remained closed.
The Chair reminded the Board that they were also welcome to raise any questions outside of the meeting.

The Board **NOTED** the Action Points.

2338 PROGRAMME OF BUSINESS

The Chair noted the details of the programme in place and proposed the incoming Chair might revisit this.

No questions were raised.

The Board **NOTED** the Programme of Business.

2339 BOARD, COMMITTEES AND GENERAL COUNSEL REPORT

The Chair welcomed the details of the report and the contribution HGS Board Members gave to Home Group (HG) committees.

Austin highlighted the bid for Social Affordable and Housing Programme (SAHP) which would position Home Group as a Strategic Partner or Strategic Partner Plus, with Homes England. This was a large-scale bid with implications for the overall business plan for the next ten years. This outstanding matter would be reported at future meetings.

The Board was informed of a regulatory inspection due to take place for HG in the next two months. This would involve Regulator attendance at meetings, and interviews with the Executive and Non-Executives.

Changes at Home Board were reported. Ken Gillespie would be stepping down after 9 years and Ian Drummond would take up a position on the Board following Ken's retirement. Kobby Osei, a Customer Board member had been appointed to the Audit and Risk Committee. Kobby's sound financial background and regulatory insight would be an asset to this committee and ensured the customer voice was heard throughout the governance structure.

June highlighted that the deep dive with colleagues before the last Group Safety Governance Committee had been very helpful. This was to be planned for other committees to link operational and strategic aspects of the organisation.

Gavin said that the Audit and Risk Committee (ARC) had been very busy with a high number of internal audit reports being received. These showed nothing of immediate concern for the HGS Board. The risk register, to be discussed later in the meeting, had also been reviewed.

Austin confirmed the next Development Committee was 28 May 2026 and reports to the HGS Board would follow this. The Chair noted that the representation of HGS Board Members on group committees was part of the assurance received.

Austin updated the Board on recruitment and confirmed Raquel's appointment would be ratified at the next Home Board meeting cycle. The HGS panel approval of Andrew Johnston as Customer Committee Member in light of a candidate's withdrawal, was noted. Andrew had agreed to Chair the Regional Oversight Group once this was underway.

The matter of HGS Board remuneration was still under consideration. Feedback from the Regulator had been sought and external legal advice would now be taken.

The Chair thanked the team for their work in progressing these items and welcomed the steps being taken.

The Board **NOTED** the General Counsel Report.

2340 DIRECTOR OF SCOTLAND REPORT

Bryony presented the report and noted the outcome of the Scottish Parliament election which would determine future impact on the housing sector in Scotland. Early suggestions confirmed that the More Homes Scotland agency would continue to be progressed, however the form of the agency's work was unclear.

The Board's approval was sought on the Procurement Policy which had been provided as an appendix. June questioned the way in which social value of contracts could be weighted. Bryony confirmed this was project-dependent and would form part of the quality assessment consideration for new contracts. Some projects would have a 1% contract value figure set, whilst others might have more. Core service delivery would always take precedence in awarding contracts, but the social value was included.

Emmanuel asked if there was a way forward in signing Bell Group as backup contractor to Novus. Bryony confirmed that a backup contractor was not yet in place. Novus had been able to manage the broader works, however specialist adaptations, for example, presented a challenge. This had resulted in a job-specific quotation process. Targets and progress were not currently impacted by this. Discussions with Bell Group would continue.

Gavin asked how financial inclusion related to the proposal and asked that the capital and revenue threshold figures be included in the Procurement Policy. Bryony agreed to add these (c£1.5Million and c£170K) into the document. Financial inclusion had been cited as part of the context rather than being directly related procurement activities.
Action: Bryony Willett

Andrew asked if More Homes Scotland was likely to change the way HGS operated. Bryony stated there was cautious optimism in the sector and impact was currently uncertain. It was hoped that strategic development sites would be unlocked and more development opportunities be created, particularly S75 opportunities. Engagement with the Scottish Federation of Housing Associations (SFHA) and Homes for Scotland (HFS) would continue to contribute to the conversation.

The Chair invited Mark to comment on this considering his experience with Homes England. Mark highlighted the need to manage bureaucracy, ensure real funding, a long-term strategy and for ministers to remain at arm's length. Home Group Scotland's (HGS) important role within the sector was acknowledged.

The Board **NOTED** the report.

The Board **APPROVED** the Procurement Policy upon the addition of the capital and revenue threshold figures.

2341 DEVELOPMENT APPROVALS

Will joined the meeting and provided details of the approvals proposals. The project was a reapproval in light of contract sum changes for phase 7 of East Balornock. Will outlined the delays that had led to the cost increases. This approval was sought prior to signing the contract. New KPIs had been set out in the Board report.

Catherine had highlighted the scheme delivered fewer homes than had been demolished. Will advised the Council had been obliged to fund the scheme and some land had been retained with a view to a potential phase 8 development. If more funding became available, the additional homes would be created. Will highlighted this was a difficult site with varying level changes.

The Chair acknowledged the reasons for the revised proposal and sought the Board's decision.

The Board **APPROVED** the development of East Balornock Phase 7.

2342 REGIONAL ASSET AND DEVELOPMENT PLAN

Jeremy joined the meeting and shared details of the regional asset plan for Scotland in light of the group asset strategy shared in November 2025. Priorities had been agreed for the Scottish context.

The plan outlined priorities for the short and longer term. Progress would be monitored and reported to the Board on a six-monthly basis. Details of growth areas had been identified and provided in the plan. Three key areas of growth had been identified; Glasgow, West Lothian and Edinburgh.

Bryony explained the reasons for choosing these areas and why other areas had not been prioritised. Steps were in place to develop strategic relationships in these local authorities.

The Board asked why these local-authority areas had been prioritised. Bryony confirmed the reasons, and alignment to HGS strategic objectives. Glasgow is a large landowner and aligned to the type of houses HG wants to build (low-rise family homes). East Lothian was a large growth area for S75 developments where relationships and housing type alignment were strong. Edinburgh City council had channelled significant resources into accelerating growth of more affordable homes. S75 and existing developer relationships were strong in

Edinburgh.

Bryony outlined those in category two and explained the weaker alignment in Dumfries and Galloway and Dundee. Other opportunities had been presented in wider areas, such as Falkirk, however HGS did not currently have a footprint there. Leadership would remain open to the opportunities being presented and would consider closeness to transport links and other amenities when making decisions.

The Chair invited comments.

Gavin noted the positive report and complimented the process of inclusion for the Board during the process. Clarity was sought on the differentiation between blocks and homes. Timelines would be queried outside of the meeting. Bryony confirmed that blocks and homes were both listed so that analysis could be completed at both levels. A tenement block would have shared space, but within the block itself, individual homes would also have requirements.

June commended the report and sought clarity on the age profile of stock. The growth in new Council areas was also highlighted in order that service levels could be met and maintained. Emmanuel noted HG's capacity across growth regions and the potential positive impact.

Andrew asked if HGS had obligations to other areas or whether there was freedom to choose which areas were targeted for development. Bryony confirmed that HGS was free to choose and decide based on strategic fit.

Grant queried the decision for six-monthly reporting. Jeremy said that monthly reporting would show little progress. This reporting timescale was recommended allowing Quarter 1 and Quarter 3 reporting. The Asset Management Panel would also see the six-month progress.

Bryony confirmed there were many more opportunities than could be taken up. These were regularly reviewed. Resources for the current plans were in place and whilst some flex in ambitions might be needed, all was in place for the proposals being made. HGS would remain actively involved in maintaining links in all areas.

The Chair welcomed the positive comments and confirmation of long standing discussions that were now coming to fruition. The Board's overview of plans, stock oversight and regional ambitions was welcomed, and the wider teamwork was acknowledged and commended.

The Board **APPROVED** the Scotland Asset and Development Plan and NOTED that 6 monthly updates against the plan will be provided to Board.

2343 ANNUAL RETURN ON THE CHARTER

Bryony explained the Return on the Charter made to the Scottish Housing Regulator which provided key statistical and performance data and was required from all registered social housing providers. The annual return fed into the risk assessment undertaken by the Regulator. Board oversight and verification of the information was required. The content was compiled from across HG and verified by function leads. Additional indicators had been included in this financial year, 25/26.

The Chair noted that the data in the return was presented across the year as part of Board reports and sought the Board's consideration of the process rather than the detailed content.

Grant asked how the new items could be benchmarked and given value in this first year. Bryony confirmed that clear notice of the additional items had been received and collation of this had been put in place in preparation for the 25/26 report. Some elements were not being previously recorded but were now in place e.g. damp and mould cases being reopened. Some new processes had been developed to comply with this. Performance data across HG was robust.

The Chair acknowledged the intensive amount of work required to prepare this return and communicated the Board's appreciation to all involved. The Board had a high degree of confidence in the data presented across the year which was consolidated for this return.

The Board **APPROVED** the Annual Return on the Charter for submission to the Regulator.

2344 BUSINESS PLAN UPDATE

Bryony presented the report and reminded the Board that the Business Plan is the key strategic annual plan for Scotland. The plan outlined the delivery, resources and external environment across the year and included risks. This had been previously presented and was being collated into a single document and framework. The targets and projects had been shared with Board previously and other aspects of the report were being presented for approval at this meeting.

Bryony was confident that HGS was meeting Regulatory expectations in the preparation of the plan and confirmed this plan was developed in line with Regulatory guidance.

Gavin noted some of the KPIs included were not as Specific, Measurable, Achievable, Relevant, Time-bound (SMART) as others. Bryony agreed to reconsider these.

The identified residual risks were challenged. Bryony confirmed these were the current key risks and remained the same for HG overall.

Andrew asked if the return on the charter measures were industry standards. Bryony confirmed these were set by the Regulator. Other targets were in place for HG and benchmarking helped give context to these measures.

The Chair acknowledged the clarification and consolidation of priorities for HGS from the Business Plan.

The Board **APPROVED** the updated Business Plan.

2345 FIVE YEAR FINANCIAL PROJECTIONS

Robyn left the meeting at this point.

Chris presented the five-year financial projections report and sought approval of the financial plan.

Chris confirmed that the plan set out the strategic and operational objectives and provided the Board with the details of precautions and financial robustness in place. A similar process to previous years had been followed pulling this together by working across the business and undertaking a full stress test once the plan was completed. The format of this report had been updated.

The projections confirmed that covenant headroom was strong. Surplus before tax was expected in each of the five years, though this figure reduced year on year due to increasing investment in new and existing homes.

Stress testing had included rent-freeze scenarios, inflation challenges and a series of situations. Mitigation to deal with these had been applied.

The projections were required to be submitted, if approved, to the Scottish Housing Regulator with the Scotland plan being consolidated into the overall group plan in June and presented to the Home Group Board.

Grant asked if the stress testing had taken in the new elements of the ARC report. Chris confirmed the plan had been built on what was known and assumed to happen. The stress testing process sought to think 'what else could happen' and model this.

June welcomed the report and asked about the average used for home investment. Chris confirmed this was a blunt average with some customers requiring more to be spent on homes, and some much less.

The Board **APPROVED** the five-year financial projections report and **APPROVED** the submission to the Scottish Housing Regulator.

2346 REPAIRS AND MAINTENANCE DELIVERY

Tom Cuthill joined the meeting and presented the report. The Board was reminded of the extensive Board input in considering options for repairs and maintenance in Scotland since June 2025. The historical context and options had been presented in full to the Board.

Tom outlined the approval that was being sought. Members present at the discussion in April confirmed the measured and considered approach that had been taken. There had been a clear analysis between the price and performance and a detailed analysis and raising of dissatisfaction previously with Novus had been made. This had been communicated fully to the Board. Board members had found the development session very helpful with Emmanuel noting the clear costs, stability, addressing communication gaps and response to manage issues that had been set out.

The Chair acknowledged the extensive amount of effort over several years to address the underperformance of Novus, and in handling communications with customers around the issues that had been raised. The customer experience and resolving of repairs had remained paramount. The progress observed and the testing of models had been highly encouraging. This had been a very considered decision and had been made with the best interest of customers in mind.

The Chair stated that the progress seen was clear, the proposal would serve customers well on the condition that the contractor's performance was maintained and internal processes impacting customer experience continued positively.

The Board **APPROVED** a two-year extension of the Novus Responsive and Planned contract

The Board **APPROVED** the tender for the gas and electrical compliance contract.

The Board **APPROVED** the market testing and tender for the Wheatley Homes

South contract.

2347 TREASURY REPORT

Steve Hallowell joined the meeting and presented the bi-annual report to the Board.

Steve confirmed the Royal Bank of Scotland (RBS) loan had now been signed, following the action committee held earlier in the period. This would secure future liquidity.

The treasury KPI measurement of 'headroom in covenants', showed liquidity for 31 months, prior to the RBS loan being signed, giving significant assurance of the HGS liquidity position.

The Loan Portfolio Return (LPR) was presented to the Board for consideration prior to regulatory return. The Board were advised that any material changes to the loans, covenants and financial results would be brought back to the Board.

A correction to the year-figure for returns was noted.

Emmanuel asked about the debt profile outlined in the report and enquired why external sources of finance were drawn down in preference to internal sources being used. Steve confirmed that external facilities carried a fee if they were not drawn down, which was not the case for an intergroup loan, therefore it was advantageous to draw external sources first.

The Board **NOTED** the Treasury Update Report.

The Board **APPROVED** the submission of the LPR.

2348 STRATEGIC RISK REGISTER UPDATE

Catherine Wheeldon joined the meeting at this point and was introduced by Austin. An explanation of the risk register development for Scotland was given. Gavin had sent questions prior to the meeting and responses to these would be shared with the full Board after the meeting.
Action: Catherine Wheeldon

Additional work on risk appetite was proposed prior to the August meeting. This would be scheduled on the Programme of Business.

Catherine thanked Bryony for her support in outlining the Scotland context since taking up her role. The proposed HGS risk register had been shared with the Board and Catherine explained that the register contained both Group-wide and Scotland specific risks. The previous version of the risk register has been enhanced to include risk descriptions, Scotland specific impacts and the addition of the risk category with its associated appetite. Target scores for risks would be re-introduced, in the future. The introduction of 'partial' (P) reference, in the risk register, to demonstrate existence/ effectiveness of controls was noted.

Discussions took place surrounding the assurance mapping element of the register along with the age and rationale of scoring. Austin confirmed this would be reviewed by the Audit and Risk Committee (ARC) and will be resubmitted to the Board in the future. Important controls would be scrutinised, by internal audit reporting to ARC.

The effective viewing and reviewing of the risk register was queried. This would be followed up outside of the meeting, with additional guidance on how to read

the register developed and to utilise Board Intelligence to ensure font size can be clearly read.
ACTION: Catherine Wheeldon

Austin updated the Board on the data strategic risk and the challenges that had raised concerns about the Lake House, where the data is stored. Data governance is core to the business, and a two-year cleansing programme was now in place. This included overlaying the data Lake House with relevant applications (so they are all utilising the one source of data truth) and the review of data deposit at Lake House. Some legacy systems still relied on historical data, and work was underway to ensure systems and data met the required standard.

Austin agreed to share Gavin's email questions with the Board to allow the HGS risk register to be signed off via email prior to a workshop in August, or to finalise with further debate at the workshop. Gavin highlighted the 'partial' risk scores and sought confirmation that introduced controls were still effective, even though 'partial'. Catherine confirmed that discussions with risk owners would take place and the live register would be reviewed. It was made clear that as the effectiveness of a control was assessed, this level of assurance of such a control would be considered when scoring the risk e.g. a fully effective control might improve the risk score whilst ineffective controls would increase the risk score.

Gavin was concerned that the Board had not been given sufficient time to consider this. Austin confirmed that regular reports would be presented to the Board, there would be a reiteration of the new risks in place.

The Chair noted the development of and confidence in the risk register and the effective monitoring and assurance needed. A discussion on risk appetite was needed and a workshop in August was proposed. The Chair noted, and the Board and Management agreed, that a Board meeting around the development of risk can sometimes be challenging and therefore further dedicated time in a workshop outside of a Board meeting would be the best way to progress.

It was agreed a risk workshop would take place in Dundee, to allow the sign off of the risk register and a further debate on risk appetite, which would assure the Board that emerging risks had been addressed.
ACTION: Austin Woods/ Catherine Wheeldon

The Chair confirmed that the Board could not approve the risk register yet but agreed that the Board were largely comfortable with the risks being considered – the Board agreed that the Risk and Risk Descriptions were accurate as presented. Further work to finesse controls and lines of defence and scores was now needed. Catherine agreed that the register would be reviewed with the Board in August and a risk appetite session planned.

Bryony confirmed that there were no regulatory requirements for the risk register to be approved at this meeting. The Board noted the risk register presented and sought further review and Board discussion in August.

The Board **NOTED** the risk register, **APPROVED** the risks within the risk register but sought further work around the assurance mapping prior to approval of the risk register in its entirety.

2349 Q4 KPI PERFORMANCE REPORT

Bryony advised the Board that the format and the structure of the report was the key issue to be considered. In line with the group KPI framework a Scotland specific framework had been developed. The Board's approval of the new approach was being sought.

Bryony explained the indicators and how these had been determined. Gavin sought clarity on the planned reports. Bryony confirmed the strengthening of KPIs to prioritise alignment with the strategy in addition to the regulatory performance requirements. The same information would be seen in reports, and other KPIs would be highlighted more strongly. New KPIs would be introduced e.g. percentage of overdue risk actions.

The Board raised queries about the nature, focus and detail to be expected. The framework would be included with appendices for regulatory indicators and the Operational Delivery Plan. The Customer Engagement target determination was discussed, this was being considered across the Group as part of the Customer Influence Strategy.

The Board agreed to the reporting updates and sought preparation to actively engage in them. A workshop was proposed. The Board agreed that further refinement after Quarter 1 may be needed.
ACTION: Bryony Willett/ Gillian Burliston

The Board **APPROVED** the updated approach to performance reporting, and proposed headline KPIs.

2350 Q4 FINANCE REPORT

Chris Hopkins presented the report and confirmed that this performance was strong and that performance was ahead of budget due to savings on maintenance, operations expenditure and lower interest payments than expected.

The savings had not impacted customer service but had been a result of contractor savings through proactive contractor management and less borrowing. The outturn was £2.8Million surplus before tax.

Gavin suggested period 12 reporting alone was less useful but noted year-to-date figures to compare variability and timings.

Lower bad debts reported were queried. Chris explained this resulted from charges to customers when leaving properties in need of repair. Recovery was challenging and therefore whilst charges were raised, the expectation of receiving this income was low and recorded against bad debts. This figure was improving. Bryony confirmed that recharge of repairs would always be managed as it impacts VAT bad debt relief.

Maintenance costs had improved due to savings with component replacement work . Bryony confirmed that work was in line with the overall programme of component replacement.

The Chair queried the increase in professional fees and sought assurance of legal work undertaken. Bryony confirmed that the increase was due to a significant rise in prices from the lawyers used rather than an increase in legal cases work required. There had been some complex legal cases, but the overall increase in costs was due to charge rates increasing.

The Chair asked how the volatility in energy costs was being handled. Chris confirmed that recent gas price increases would lead to electricity costs. However, the procurement team were overseeing this and have been able to secure far lower rises, of less than 10% as per the budget, compared to recent market peaks in excess of 30% higher.

The Board **NOTED** the Finance Report.

2351 Q4 COMPLAINTS PERFORMANCE REPORT

Karen joined the meeting and presented the report. The Board were informed that future reports would focus on 'lessons learned'. The ACT tool was being developed and would provide insight into deep dives for complaints and lessons learned. Individual accountability would be strengthened through this process.

The Board were informed of the current performance of Stage 1 and Stage 2 complaints. Reporting to the ombudsman was noted. Zero complaints being upheld by the ombudsman confirmed that HGS complaints were being handled as expected and effectively captured via the Salesforce system.

Karen was aware of the seasonal complaints trend relating to ground maintenance contracts. This was being closely monitored, and site visits would take place to ensure that customers' concerns were addressed.

Karen provided the Board with a summary of the complaints process, stages and response times for the benefit of new members. The ombudsman support of customers following due process was confirmed in the low level of cases presented. The Board welcomed the opportunity to hear of lessons learned in future reports.

The Board **NOTED** the Complaints Performance Report.

2352 Q4 HEALTH AND SAFETY PERFORMANCE REPORT

Graham Cowan joined the meeting to present the Health and Safety Performance report.

Graham confirmed that there were zero near-miss reports, zero Riddor reportable incidents and that the People Safe system was still being promoted to all relevant colleagues. Strong encouragement remained to report all near misses.

Colleague safety training completion was reported as strong. Refresher training was being rolled out at this time and compliance tracked for all training generally.

Engagement with contractors continued to be driven. This ensured that assurance to the Health and Safety Executive remained in a strong position as last year. Reports were received from all principal contractors to support risk decisions and audits. A three-stage safe contract appointment process was in place.

Graham informed the Board of the fire service regulatory inspections completed and closure of actions. There were no negative or regulatory notices served.

The performance data period (2025 rather than 2026) was noted as incorrect on page 1 of the report.

Emmanuel asked about the reporting period for damp and mould since this varied in timescale. Graham confirmed the response times varied within the Service Level Agreement depending on the issues being addressed. Bryony confirmed that damp and mould timeframes were now aligned to the requirements in England for Awaab's Law as part of Group wide performance expectations. This was ahead of legal introduction in Scotland.

The Board **NOTED** the Health and Safety Performance Report.

2353 Q4 OPERATIONAL DELIVERY PLAN

Bryony presented the report and advised the Board of format changes to this report going forward to reduce the operational detail.

In line with previous reporting the Board was advised on improvements in the contacting of Housing Managers.

The revised plan was presented to the Board and approval sought. Gavin welcomed a copy of the old report for reference purposes during the time of transition.
ACTION: Bryony Willett

The Board **APPROVED** the proposed additions to the HGS 2026/27 ODP.

The Board **NOTED** that employee engagement and maintenance improvement actions still need to be added.

The Board **NOTED** that changes will be formalised in the annual review of the HGS Governance Framework due in autumn 2026.

2354 Q4 ASSET PERFORMANCE REPORT

Jeremy Kape joined the meeting to present the Asset Performance Report and reminded the Board this would become the Asset Update Report as discussed earlier.

The Board were advised of good performance for stock condition surveys, and that the Scottish Housing Quality Standard (SHQS) was down on average for the year.

There was a strong performance reported for the energy efficiency of homes (97% EPC C or above) and the disposal target was in line with budget expectations.

No questions were raised.

The Board **NOTED** the Asset Performance Report.

2355 Q4 DEVELOPMENT PERFORMANCE REPORT

Will Gardner joined the meeting and advised the Board of 110 new build properties started, against a target of 134. This would be monitored for impact in later years. An above-target number of completions was reported. This had taken advantage of the acquisition programme with the Scottish Government.

Pipeline opportunities were reported and exploration of new areas had been considered in the period, however, were waiting for Board approval of growth area locations.

No questions were raised.

The Board **NOTED** the change of format for this report from next meeting.

The Board **NOTED** the contents of the report.

2356 DEVELOPMENT PIPELINE REPORT

This item presented a conflict of interest for Catherine Wood. Packs had been amended to redact appropriate information. However, Catherine had left the meeting in line with her stated time of departure and was not present for this item.

Will presented the Development Pipeline Report and advised on the positive relationship with the developer in England. Hog Hill Farm is an opportunity in West Lothian with Miller Homes which was due to deliver in 2027/2028. Metrics and grant rates were outlined, and planning was in place due to the withdrawal of another registered provider. Formal approval would be sought in the August meeting if this pipeline proposal was accepted.

Gavin asked about the transport links and location of this scheme. Will confirmed the proposal was close to existing HGS homes in West Lothian and the lettings policy would ensure that customers would not be left stranded. Bryony had confirmed this was a good scheme and appropriate communication would be applied during the letting process with potential tenants.

Will presented a proposed scheme at Dechmonts with Lovell, which was in a similar location and had similar metrics to the Miller proposal. Additional grants available would meet the KPIs.

Andrew welcomed the information received for approval proposals and asked for a similar level of detail on pipeline projects, e.g. site locations/plans. Will agreed to provide this for both pipeline and approval packs.
ACTION: Will Gardner

The Board **NOTED** the Development Pipeline Report.

2357 ANY OTHER BUSINESS

June asked that the Development Session slides be made available to the Board. Ruth confirmed these would be sent by the end of the week via EGRESS.
ACTION: Ruth Corless

2358 DATE OF NEXT MEETING:

Online session: 2 June 2026

In person meeting: Dundee 11 August 2026

The Chair summarised the business of the meeting and noted the strategizing, clarity and planning that had gone into the culmination and continued progression of work for HGS. The Chair commended Bryony and the team in Scotland for their work, progress and effective refinement of Board reports.

The Board were reminded of Robyn's last meeting in Dundee and Helen Forsyth's attendance as an observer at the next meeting.

Signed: Susan C. De **Date:** 11/8/26
Chair