

MINUTE OF MEETING OF KEY BOARD  
HELD ON WEDNESDAY, 3 DECEMBER 2025

At 6.00 p.m. in The Square, 70 Renton Street, Glasgow

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PRESENT

Sheenagh Simpson (Chair)  
John Paterson  
Ann McGuigan  
David Meechan  
Gillian Anderson  
Paul Hush  
Wendy Hall  
James Cox  
Liz Matheson  
Mary Parker (online)

IN ATTENDANCE

Andrea Wood (CEO)  
Alison Wood (Director of Finance)  
Gordon Anderson (Director of Housing, Development & Corporate Services)  
Glenn Harrold (Director of People and Organisational Development)  
Jean Ramsay (Director of Support)  
Asa Brooks (Governance, Regulation and Compliance Manager)  
Leam MacKeown (Inclusion Manager – Supporting TAG)

ACTION

1.1 APOLOGIES

Dave Le Sage's leave of absence was approved. Apologies were received from Daniel McCafferty. Jack Crombie was also on leave of absence.

The Chief Executive explained that the TAG members who were due to provide a presentation on our Glasgow development work couldn't attend as planned. They will be invited back in 2026.

1.2 DECLARATIONS OF INTEREST

There were no declarations of interest.

1.3 MINUTE OF PREVIOUS MEETING (1.10.25)

The minute of the meeting of 1 October 2025 was approved.

1.4 MATTERS ARISING

1.4.1 Pay Review Update (Old Item 1.4.2)

The Chief Executive advised that the pay offer had been accepted by Unite members and expressed thanks to colleagues in the Union for their fair and productive approach to this year's negotiations. The Board noted that the real living wage for 2026/27 has been announced but the Scottish Government is yet to confirm what funding it will provide in support of this.

ACTION

1.4.2 Annual Assurance Statement (Old Item 1.9)

The Chief Executive confirmed that the Annual Assurance Statement approved by the Board at its meeting on 1 October 2025 was submitted to the Scottish Housing Regulator ahead of the deadline.

1.5 STAFFING ISSUES

The Board noted the report.

1.6 REVIEW GROUPS

1.6.1 Housing & Development (1.10.25)

The Board noted the report.

1.6.2 ICT (9.10.25)

The Board noted the report.

1.6.3 Finance (4.11.25)

The Board noted the report.

1.6.4 Workforce (5.11.25)

The Board noted the report. The Director of People informed the Board that the Review Group had discussed Key's systems development work in depth. The ICT and Workforce review groups will receive further updates in February 2026.

The Board noted that modern slavery and gender pay gap reports were also approved by the Review Group under its delegated authority.

1.7 AUDIT COMMITTEE – MINUTE OF MEETING (4.11.25)

The Board noted the report. They recognised that it is rare and impressive for organisations in our sector to receive a 'substantial' grading for an ICT internal audit. They also noted that Key has achieved the Cyber Essentials Plus accreditation, helping boost our cyber security and meet funders' requirements.

ACTION

1.8 6-MONTH VARIANCE REPORT

The Director of Finance spoke to a report and presentation reviewing income and expenditure during the first six months of the current financial year. The overall position shows a surplus. The Board noted that the budgeted surplus was higher than previous years.

The Board noted that Key has been successfully added to Glasgow Council's new framework starting in February 2026 and West Dunbartonshire have announced that they will be seeking tenders for a new framework soon.

It was also noted that Key will be contributing to the Scottish Government's review of the national weightings used to allocate funding to providers to pay the annual pay increase.

With the detail of the variance report having been considered at the Finance Review Group meeting in November 2025, the Board noted the report.

1.9 NOTE OF BUSINESS CONTINUITY TEAM MEETING (18.11.25)

The minute of the latest Business Continuity Team meeting was noted by the Board.

The Board agreed that it will no longer receive the BCP Team meeting minutes twice yearly at Board meetings. Instead, an annual report will be provided to the Audit Committee, including a review of the past year's BCP activities and any incidents, the current status of plans and tests, and future improvements/work. Key issues or areas of concern that require Board attention in-year, will of course continue to be tabled, with access to BCP minutes being enabled through the Board Hub.

1.10 BOARD MEETING & REVIEW GROUP ARRANGEMENTS

The Chief Executive spoke to the report which outlined a number of areas of review for the Board, related to the scheduling of meetings and sub-committee/review groups. The last review of this kind was carried out in 2019.

The Board discussed the report and decided that the number of meetings held each year was appropriate, and would not be too demanding even for Board members who worked full time. Board meetings with fewer substantial agenda items allow for presentations, engagement and discussions on the wide range of work and issues Key deals with.

ACTION

The Board agreed that our current approach to strategic planning was working well, and ensured that TAG members could take part in the longer-term strategy and vision.

It was recognised that attendance at review group meetings in addition to Board meetings might be viewed as more challenging for some, especially as some of these are held during office hours. But it was felt that the issues they deal with are important and the number of the review group meetings should not be reduced without further discussion taking place with members of the review groups. This can be added to the appropriate agendas.

Review  
Group  
Officers

The Board also felt that it was helpful that it is made clear during meetings which agenda items require discussion, and which ones are purely for noting.

Gov  
Manager

Board members agreed that the Board and review groups would benefit from some fresh recruitment, particularly in relation to younger people and people from minority ethnic groups, to improve the diversity and perspectives available to the Board. The Chief Executive will review our options for targeted recruitment. Board members will also let the Chief Executive or Chairperson know if they are aware of any potential candidates.

CEO

2. QUARTERLY REPORTS

The Board noted the report.

3. HOUSING, DEVELOPMENT AND ADMINISTRATION ISSUES

3.1 Bank mandates

The Board approved the signatories on new bank mandates for the account presented, and noted the amended bank mandates that were also presented.

3.2 Service transfers

The Board noted the report.

4. AOB

The Director of Housing explained that, as part of the standard regulatory approach to systemically important housing associations, officers from the

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ACTION

Scottish Housing Regulator will attend the Board meeting in January 2026 as observers.

5. DATE OF NEXT MEETING

The Board will next meet on Wednesday, 21 January 2026.