ATRIUM HOMES

Minutes of Meeting of the Board held on Tuesday 28 April 2026

At 6:00 p.m. via Zoom

Present: Alistair Reid, Carolyn Hope, Julie Templeton, Maureen Gimby, Alan White, Craig Leitch, Ron Sharpe, Jon Hopkins

Attending: Brian Praties (Director of Property Services, DoPS), Shannon Watson (Chief Executive, CX)

Chair: Alistair Reid

The Chair opened the meeting asking everyone to confirm that they had read and understood the papers which had been circulated via DropBox the week prior to the meeting.

The Chair confirmed that the meeting was quorate.

Confirmed

Item	
1	**Apologies**
	Ken Tudhope, Dominic O’Donnell, Joshua Hopkins, Martin Gilbertson
2	**Declarations of Interest**
	No declarations of interest in business to be discussed were noted.
3	**Minutes of Meeting on 31 March 2026**
	The minutes of the meeting of the Board held on 31 March 2026 were reviewed and approved as an accurate record of the meeting. *Approved for publication*
4	**Matters Arising**
	a) Board noted the items which remained in progress and the updates provided. *Noted* b) Board noted that Atrium is up to date with all compliance requirements. *Noted*
5	**Review of Board’s Appetite for Risk for 2026/27**
	CX spoke to the paper which detailed the process undertaken recently to arrive at Atrium’s updated Strategic Risk Register. CX took Board through the detail which had been provided for each of the strategic risks which require to be monitored. This documents the factors which impact inherent risk, control measures in place to mitigate these risks, and then the resulting residual risk for each of the risks being monitored. CX asked Board to consider the detail provided and the scoring put in place, and then to discuss whether: • The scoring recorded by management is appropriate and • Whether Board was willing to accept a residual risk score for each of the strategic risks which was lower/ about the same / higher (their appetite for risk) than that

already achieved by the controls and other mitigating actions taken by management.

A Board member asked CX to clarify the reference to "contemplated actions" in the covering paper and CX confirmed that this was a reference to potential future activities in line with the Group Corporate Strategy rather than the mitigating actions and controls already in place.

Board considered each of the risks in turn and confirmed the following:

Risk One - The Residual Risk score is considered to be at the right level given the mitigating actions taken and the results of external professional reviews of Atrium's financial arrangements, and Board's appetite for risk is in line with this score.

Risk Two - The Residual Risk score is considered to be at the right level given the mitigating actions taken, balanced against Atrium's inability to predict future changes to staff and board composition. Board noted that the current work on the Target Operating Model Review should strengthen internal processes in due course, and Board's appetite for risk is in line with this score.

Risk Three - The Residual Risk score is considered to be at the right level given the mitigating actions taken and Board's appetite for risk is in line with this score.

A Board member noted that the long-term assumption of CPI + rent increases in the budgets would be difficult for tenants to afford but that reducing rent increases to where they are below the level at which operating costs to deliver essential services to tenants increase would not be financially sustainable. The Board will endeavour to keep rent affordable by carefully considering the level of increase each year.

Board discussed that at present there was little management could do to reduce the residual risk score. CX noted that this risk scoring will be reviewed in detail when Atrium is considering new build activities in the future, in line with the ambitions of the corporate strategy.

Risk Four - Board noted that the Residual Risk score is high in comparison to that of the other risks under review. Atrium has committed to developing an integrated asset management strategy which will considerably reduce the potential impact of unknown changes to its tenants' homes and the wider environment in which they live.

Board discussed how rising costs due to international events could negatively impact Atrium's ability to fund maintenance and improvement ambitions and so the higher residual risk score is appropriate at this time.

Board noted that they are willing to accept this risk score for now, on the understanding that it is under review.

Risk Five - Board noted that they considered the residual risk score for the likelihood of this risk impacting Atrium to be a bit higher than necessary given the positive results of the internal auditor's recent reviews. CX noted that this scoring was coloured by the imminent roll-out of the Awaab's law regulations and the new requirements for RSLs which have not yet been finalised or published by the Scottish Government.

	Board considered that the residual risk score had been set too high and that their appetite would be lower in line with the Likelihood of this risk impacting Atrium being reduced by one point. Risk Six - The Residual Risk score is considered to be at the right level given the mitigating actions taken, balanced against the external risks inherent in working with external contractors, and Board's appetite for risk is in line with this score. Risk Seven - The Residual Risk score is considered to be at the right level given the mitigating actions taken and Atrium's track record on managing this risk, and Board's appetite for risk is in line with this score. Risk Eight - The Board agreed that the Impact score for the Residual risk on this item should be increased due to the inherent risk to Atrium and its customers of a cyber event. A Board member asked whether Atrium was at a lower risk of a cyber attack due to its size and CX confirmed that organisations smaller than Atrium have been targeted by criminals. CX confirmed that Atrium has Cyber insurance in place and will be reviewing whether further mitigating actions can be taken when the new ICT Support provider is in place. Risk Nine - Board considered the Residual risk score for this risk to be appropriate as the industry is still waiting for the final requirements of the Scottish Government to be published. The work undertaken on the fabric of some of our older tenant homes as reduced the Residual risk score slightly but the risk to the organisation remains high. Board agreed that Atrium should aim to reduce this Residual risk score as soon as guidance and suitable solutions are in place, but for now the risk cannot be reduced beyond the measures already put in place. Board agreed the amended scoring based on the conversations above and approved the updated Strategic Risk Register. *Approved*
6	**Staffing**
	CX spoke to the paper which set out two changes Board was being asked to approve. The cost of the appointment of a highly qualified HR consultant will be covered by the budget for a post which became empty in 2025 and was not replaced. This person will work with Atrium to provide support for the Target Operating Model review which is underway, and will be a day to day HR resource for staff as well as supporting some Strategic work needed. The consultant will be appointed for an initial 12-week period and the resource requirement will be reviewed to ensure that it remains appropriate before the appointment is extended any further. The cost of the post has been included in the approved budgets. CX asked Board to approve the extension of the fixed term contract of a post which is due to come to an end in June, to 31 December. The incumbent will support the Atrium team to carry out tenant engagement and communication activities as we launch the new strategy and carry out the Target Operating Model review, providing administrative support to management. The cost of the post has been included in the approved budgets.

	Board approved the changes requested. *Approved*
7	**Internal Management Plan 2026/27**
	Board noted the updates provided against the Action plan for 2026/27. *Noted*
8	**Complaints, SAR and FOI/EIR**
	Board considered the report which set out the number of complaints received in the quarter ended 31 March 2026, and what the reasons for these were. Board noted that all complaints had been dealt with within the statutory time limits. Board further noted that no SAR, FOI or EIR request had been received in the quarter. *Noted*
9	**Risk Management - changes to strategic risks / emerging risks**
	Board considered the strategic risk register which had been included in the papers at item 5. This register includes nine strategic risks which will be monitored by the organisation. Board considered the risks on the register and agreed that there were no new emerging risks requiring to be added. *Discussed*
10	**Health & Safety (standing item)**
	DoPS confirmed that there were no new matters to report to the meeting. CX noted that a staff member had been taken ill during the working day and an ambulance called by the first aiders. That staff member is now back at work after a brief illness and Board wished them well. *Noted*
11	**Any Other Competent Business**
	a) CX noted that notifications to lenders and banks were underway to remove the former Director of Property Services from their mandates. CX further noted that there might be a need for additional signatories to be added where the updated mandate only included two signatories after the change, as all lender and bank mandates required at least two signatories on paperwork to approve any changes to accounts and drawdowns of loan funds. Board confirmed their approval for CX to update all mandates as necessary. *Approved* b) A Board member noted that they would be attending the Share annual conference on 30 April with staff members. *Noted*
12	**Date of Next Meeting** **Tuesday 26 May 2026 at 6:00 p.m.** - via Zoom
	The meeting closed at 6:52 p.m.

Chair: .... Date: 26 May 2026