

## Board meeting

Minutes of the meeting of the Board  
at 5:30pm on **15<sup>th</sup> March 2022**

### Board Members

Mr I Thompson (Chair)  
Mr T Roehricht  
Mrs C Jardine

Mr L Parry  
Mrs C Lumsden

Ms P Russell  
Mr D McIntosh

### Attending

Jean Gray, Chief Executive Officer (CEO)  
John Bain, Director of Business Support (DBS)  
Tom Hainey, Director of Assets (DA)  
Howard Vaughan, Director of Finance (DF)

Esther Wilson, Director of Housing and Support (DHS)  
Bianca Culbert, Corporate Support Administrator  
(Minutes)

### Apologies received

Mr J Muir (leave of absence)  
Ms K Kennedy  
Mary Burns, Head of Care (HC)

Ann Wood, Director of Care (DC)  
Mr J Clyne

### Minutes

Item	Subject	Action	Due Date
00	Welcome		
a	There being a quorum present, the Chair welcomed all and opened the meeting.		
b	Apologies were received from the DC, HC and KK. JC was unable to connect to MS Teams and also passed on his apologies. JM is currently on a leave of absence.		
c	Declarations of interest were noted from LP in relation to item 2 (Co-Option of new Board Member) and from the DBS in relation to item 5 (CEO Report).		
01a	Minutes of previous meetings (08.02.2022)		
a	The minutes of the main meeting on 08.02.2022 were reviewed and approved as an accurate record, although there was a query about apologies received. JC and JM were both listed as having given apologies, but the minute stated under item 00c that JC and JM had not passed on apologies. JM wrote a letter of apology prior to the meeting, which was received after the meeting. JC passed on his apologies in an email towards the end of the meeting, which was read on the following day.		

Item	Subject	Action	Due Date
	CL proposed approving the minute of 08.02.2022, which was seconded by PR. The minute of 08.02.2022 was approved unanimously.		
b	The following change was agreed to the minutes of the private meeting on 08.02.2022: (redacted) [REDACTED]		
	Otherwise, CL proposed approving the private minute from 08.02.2022 as an accurate record of the discussion, which was seconded by PR. The private minute of 08.02.2022 was approved unanimously.		
c	CL proposed approving the minutes of the written resolution closing 22.02.2022 an accurate record, which was seconded by TR. The minute of the written resolution was approved unanimously. Option 2 will be taken forward as per majority vote.		
d	There were no other queries or comments regarding either minute.		
e	In order for us to comply with Viewpoint Standing Orders, any approval of minutes, policies and decisions requires to be formally proposed and seconded, which should be reflected in the minute.		
<b>01b Matters arising and outstanding actions</b>			
a	Matters and actions arising from previous minutes were discussed and key updates provided as follows:		
b	Action 142: Board Training is being progressed between the Chair and CEO.		
e	Action 151: The DBS is liaising with the Regulator about removal of Notifiable Events.		
d	All other outstanding actions were considered to be closed.		
e	There were no other matters arising not on today`s agenda or not included in the outstanding actions log.		
<b>01c Operations Committee Meeting.</b>			
a	The Operations Committee met on 24 <sup>th</sup> February. CL, Chair of the Operations Committee, summarised key points discussed:		
b	Following review of its TOR the Operations Committee will now be receiving and reviewing H&SCG minutes as a standing agenda item.		
c	The Committee considered a paper on advocacy, which was raised by one of our tenants with the SHR with a proposal that the provision of advocacy services to social housing tenants should become mandatory. While we cannot influence the Regulator regarding this matter, it was felt that we can act as a positive example by promoting advocacy services. Therefore, Viewpoint has developed a very comprehensive leaflet about advocacy featuring a list of free local advocacy services, which will be built into staff training and complaints processes.		
d	The quarterly HR report highlighted once again the challenges around absences, recruitment and retention, as well as the continued high workload for the HR team.		
e	The quarterly Complaints report once again included a very valuable section on lessons learnt, which is testament to the fact that we are using complaint as a methodology for continued service improvement.		

Item	Subject	Action	Due Date
f	Going forward, continuous improvement and actions from the OGAP and GIAP will form part of the standing agenda for the Operations Committee.		
g	5 policies were approved: Serious Complaints about CEO Policy, Allocations Policy, Mobility Scooter Policy, Sub-letting of Social Housing Policy and Permission to Accommodate Lodgers Policy.		
h	<p>Housing voids remain an area of significant concern, so further information was presented regarding the Assets processes. CL thanked the DA and his team for their very forensic analysis which gave a good understanding of relevant processes and the current challenges – report and presentation both available on Convene (Document Library / Board / Void report).</p> <p>Although the bottom line is not expected to change much in the near future, there is now a clear timeline for improvements relating to processes and KPIs for ourselves and our contractors.</p> <p>A similar report will be provided from Housing for the Operations Committee meeting in May. Voids will remain on the agenda for at least the next 12 months to monitor progress in this area.</p>		
02	Co-Option of new Board Member		
a	LP left the meeting at this point.		
b	<p>LP attended the previous Board meeting as a guest and subsequently confirmed his continued interest in joining the Board.</p> <p>The DBS sought approval from the Board to the co-option of LP as a Board Member until the next AGM in September, by which time LP will be eligible to stand for formal election.</p> <p>CJ proposed approving the co-option of LP as a Board Member, which was seconded by CL. The Board unanimously approved the co-option of LP as a Board Member.</p>		
c	LP re-joined the meeting.		
03	Business Plan 2022 - 2025		
a	The CEO has updated the Business Plan (BP) to incorporate further feedback from the Board, Exec and Leadership team and a Tenant Representative group. As required we have aligned the format of the BP with the SHR recommended guidance.		
b	There are now fewer, more succinct, objectives within the Business Plan. It is important that we have adequate staff and financial resources to deliver on our objectives.		
c	More information on finances was also included. The 5 and 30 year Financial Plans were provided to the Board on Convene (Document Library / Board / Financial Information).		
d	Supporting strategies will be shared prior to the Away Day.		
e	SWOT and PESTLE analysis will be considered together at the Board Away Day.		
f	We are aware of the risks and potential challenges arising from the National Care Service, which we will continue to monitor. This will also be discussed further at the Away Day.		
g	Further information, e.g. on energy efficiency, will arise from the stock condition survey, once completed.		

Item	Subject	Action	Due Date
h	The Business Plan is considered nearly complete, but the CEO stressed that there is still time and scope for further input and amendments. The CEO invited questions and comments.		
i	DM commented very positively on the significant improvements in relation to the first version of the Business Plan. DM confirmed that he was comfortable with the Business Plan as a very good evaluation strategy on what we need to get through over the next few years while also formulating aspirations for the longer term.		
j	LP concurred with DM and confirmed that he had no further suggestions.		
k	CL commended the team on the clear ambitions outlined in its Business Plan, while hoping for more detail on energy efficiency, affordability and other challenges for tenants to be added by April.  CL queried if we felt we had enough oversight of all those challenges particularly around affordability. The CEO and DHS confirmed that there is a lot of information already available in the supporting strategy. More information can be sought as required. The DHS explained that we have already improved the way we capture referrals to our internal Welfare Rights Officer, which is now a full time post. We are also engaging with peers around various initiatives e.g. through ARCHIE for access to debt advice		
l	TR deemed the Business Plan an excellent document giving the organisation a good direction. However, TR remains concerned about financial stability, e.g. in terms of budgeting for next year and housing voids. For the 30-year Financial Plan, we will have to make more assumptions.		
m	CJ considers the Business Plan a good strategic plan which she recommended complimenting with a delivery plan and resourcing plan, with particular consideration of human resources.  The CEO confirmed that a delivery plan is already being considered. It was noted that we may have to bring Business Cases for additional staff members to the Board so our plans can be achieved. However with our current financial constraints we will endeavour to manage within current staffing establishment.		
n	PR concurred with everything which was said before and confirmed that she had no further comments.		
o	The Board noted the intention to review SWOT/PESTLE within the BP at Board Away Day		
04	Management Accounts to 31 January 2022/ Final Budget 2022/23 / Finance SLWG Feedback		
a	The FR SLWG met again last week and started to consider Management Accounts for February, specifically the reforecast for planned maintenance.		
b	In order to meet the reforecast, we would still require to spend £560k in the last month. There is approximately £465k of work in progress which would mean that the year-end outturn will be much closer to the reforecast figure for planned maintenance, although some of this may have to be accrued.		
c	If the current pattern continues housing void loss would be around £503k against a reforecast of £490k.		
d	Staff cost in care homes are still above budget but have started to stabilise.		

Item	Subject	Action	Due Date
e	The payment of sustainability funds has been confirmed until 30 <sup>th</sup> June 2022.		
f	Overall, the DF remains confident that we will conclude the year ahead of the reforecast surplus of £100k. We have managed to make savings in several areas, including planned maintenance. Unfortunately with the planned maintenance we cannot just move this expenditure into the following year or at least without having to further delay works budgeted for in that year.		
g	The new carer rates have impacted on our budget for 2022/23, which now shows a surplus of £44K. (redacted)  redacted)		
	While the DF is not proposing any further changes to the budget at the moment, he recommends completing an early reforecast after Q1 with consideration of potential savings elsewhere at that point. This way forward was agreed by all.		
h	The DF has recently attended a meeting of Scottish Care, with other care providers, which was chaired by Donald MacAskill. Mr MacAskill has stated that the Scottish Government was committed to coming up with a new cost of care model would take into account factors such as the sizes of different care homes. Many providers have expressed concerns about their financial survival, and some already had to close care homes.		
i	PR proposed approving the 2022/23 Budget as presented. This was seconded by DM and agreed unanimously.		

## 05 CEO Update Report

- a The DBS left the meeting at this point.

### DBS – Contract Extension

The DBS was initially appointed for 3 months on an interim basis. Various issues within team, including the recent departure of the HR manager, have required the DBS to take a more operational role in the HR team. As hoped, the DBS has not yet been able to assess the team structure and future requirements as planned.

The CEO sought approval from the Board to extend his appointment with Viewpoint until 31. March 2023, which the DBS has, in principle, agreed to.

PR proposed approving the extension of the DBS appointment with Viewpoint until 31. March 2023. This was seconded by DM and approved unanimously by the Board.

The DBS returned to the meeting.

- b Regulator update:

Following submission of updated information regarding the Organisational Governance Action Plan and Health & Safety and Compliance matters, the CEO met with the Regulator on 15th February. They acknowledged that, if we can evidence that we addressed all areas of concern, we can review our Engagement Plan and be considered compliant without there being a requirement to provide a further Annual Assurance Statement.

Item	Subject	Action	Due Date
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The CEO was subsequently asked to give additional clarity and reassurance about our compliance in relation to City Park and electrical safety. The CEO has explained that we have a small number of 'no access' in relation to electrical inspections and confirmed within the report that as at that date we are compliant in the other areas.

Today, the CEO has received a further email from the Regulator asking again for confirmation of compliance in relation to fire safety in City Park. On 1<sup>st</sup> March, the CEO had already submitted detailed information, including a letter from M4 confirming that all work in City Park had been programmed and as a result City Park was now deemed at low risk in relation to fire safety.

The CEO will consider if there is further information we can provide to the Regulator in relation to compliance regarding fire safety in City Park.

CEO 17.5.2022

CJ suggested requesting clarity from the Regulator on the difference between "being compliant" and "not being aware of any material non-compliance". Those terms appear to be used interchangeably, but are not the same thing.

CEO 17.5.2022

The CEO advised she would contact the SHR on 16 March 2022.

(redacted)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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[Redacted]

[Redacted]

- d Our care homes are no longer considered in a Covid outbreak, so we have started to admit new residents again. There are still 3 vacancies in Lennox House, which is also where most of our current staff vacancies are. If we fill our bed vacancies, it is important we have sufficient staff to deliver the care.

Item	Subject	Action	Due Date
e	<p>Our Tenant Satisfaction Survey has now been concluded. The external consultant who completed this survey will deliver a presentation on the outcomes at the next Board Meeting in May 2022.</p> <p>The response rate as of 4 March was just over 45%, which represents an improvement in relation to the previous tenant satisfaction survey and is comfortably above the 40% response rate required.</p> <p>We actively sought to boost responses from General Needs and Fife tenants and were able to improve response rates from those groups to around 60%.</p> <p>While Covid has impacted negatively on tenant satisfaction across the sector, the indication is that there is little change for our own results. Ideally, we would have liked to see an improvement across measures of satisfaction, but peers have reported a reduction of 4-5%.</p> <p>Key improvements sought by our tenants were relating to the upgrading of homes and improving communication.</p>		
06	Away Day Actions Update / Internal Management Plan (Q3)		
a	The Away Day in April will be held at the Radisson Blu Hotel on the Royal Mile in Edinburgh.		
b	Updates on actions from the previous Away Day were provided, with reasons for delays where required. More detail will be given at the next Away Day.		
c	The IMP for Q3 covers all activity up to 31 <sup>st</sup> December 2021. Some items have progressed further in the meantime.		
d	CL queried the longer term sustainability of care services. The Operations Committee considered a Deep Dive into Lennox House last year which raised further questions which still require to be answered.		
e	Item HTS3 - Care Home Strategy: CL would appreciate more clarity around how the objective contributes to the overall aim, suggesting that the narrative may not match the enormity of the task. CL and the CEO will discuss this separately.	CL, CEO	
f	There were no other questions or comments on the Away Day Actions or the Internal Management Plan.		
07	Q3 Performance Report		
a	IT noted that the arrows indicating trends and performance against targets are now appearing much more consistent.		
b	TR noted that the average cost of voids has increased substantially and queried how we determine the cost of a void. While we do use invoices for work completed (repairs and opportunities), planned maintenance work to voids should be budgeted to Planned Maintenance rather than Void Cost.		
c	<p>DM was delighted to see variations being reported on now but stressed the need for clearer targets. Variations need to be actively managed and monitored. Our internal auditor is due to start an audit into Maintenance and Repairs shortly, and TH has asked the auditor to consider variations, too.</p> <p>We are currently reviewing all our KPIs and will propose a KPI for variations as well – to be considered at the next Board Meeting.</p>	DA	17.05.2022

Item	Subject	Action	Due Date
d	There were no further questions and comments on the Performance Report. PR commented that the Performance Report is becoming better and more informative.		
08	Governance Report		
a	<p>Just after the March 22 Governance Report was written last week, a new notifiable event was raised with the Regulator regarding potential fraudulent activity by an employee of one of our contractors and involving a Viewpoint tenant.</p> <p>We have notified the Police and have also appointed an Investigating Manager and are currently investigating this matter, and If it is established that fraud or attempted fraud has taken place, we will include a record of this in our Fraud Register. We have also kept the tenant informed of the actions we are taking in this matter. We will keep the Board updated on this investigation and this will be included in future Governance Reports as the Notifiable event procedure is followed.</p>		
b	<p>The other new notifiable event raised with the Regulator this month related to signing a Settlement Agreement with a staff member. (redacted)</p>		
c	The Board noted the report and CL proposed the formal approval of JM's request for leave of absence from the Board until August, which was seconded by DM and unanimously approved.		
09	Write-off Report		
a	<p>The DHS asked the Board to approve the write-off of a total figure of £4,929.28. TR proposed approving this, which was seconded by PR and approved unanimously.</p> <p>The DHS has already approved write-offs up to her own threshold and these were noted A few write-ons previously agreed were also noted as having changed to refunds and listed in the report provided.</p>		
b	For future, PR suggested providing cumulative write-off and write-on figures for the year, which was agreed. TR asked for budgeted figures also to be added.	DHS	
10	Policies for Approval		
a	<p><u>Medication Policy (@Home)</u></p> <p>The DHS asked for the policy to be extended to 1<sup>st</sup> April 2022 to reflect the point where this service will end.</p> <p>TR proposed approving the extension of this policy, which was seconded by LP and unanimously approved.</p>		
b	<p><u>Compensation Policy</u></p> <p>This policy has been changed in relation to authorisation thresholds – up to £250 for directors (with approval from DF) and up to £500 for CEO (with DF). We also included reference to emergency authorisation by Chair/ Vice Chair (with CEO) for up to £100k.</p> <p>PR proposed approving the updates to this policy, which was seconded by CJ and unanimously approved.</p>		



Item	Subject	Action	Due Date
c	<p><u>Entitlements, Payments &amp; Benefits Policy</u></p> <p>In order for this policy to comply with the new model policy from the SFHA, this policy was subject to some substantive changes which were outlined in the report.</p> <p>Details on conflict of interest and use of contractors were moved from the Code of Conduct into the policy, and a definition was given on who consists a "connected person".</p>		
d	<p>CJ asked if we had taken guidance regarding the reference to the "Refer a Friend" scheme, given that the individuals we are referring to here would consist connected persons. ARK Housing Association also operate a "Refer a Friend" scheme and stated to the DBS that the scheme met Regulator satisfaction as long as the person introducing the new staff member is not line managing or participating in the recruitment process for that person. Our Recruitment Policy allows for this kind of relationship, as long as this is made clear.</p> <p>CJ proposed approving the updates to this policy, which was seconded by LP and unanimously approved.</p>		
e	<p><u>Standing Orders</u></p> <p>There were no changes to the Standing Orders.</p> <p>CJ proposed approving the Standing Orders as presented, which was seconded by LP and unanimously approved.</p>		

11	AOCB		
a	There were no AOCB.		
12	Date of next meeting		
a	The next meeting will take place on 24 <sup>th</sup> May 2022 at 5.30pm – venue Board Room.		

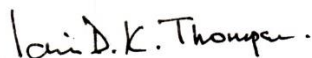
The meeting closed at 7:23pm.

### Approval of the minutes

Signed as a true record of the meeting, following the approval of the draft minutes by a meeting of the Board.

Signed:

Date:  
24.5.2022



Iain Thompson, Chair