

Board meeting

Minutes of the meeting of the Board
at 5:30pm on **24th May 2022**

Board Members

Mr I Thompson (Chair)	Mr L Parry (virtual) - <i>part</i>	Ms P Russell
Mr T Roehricht	Mrs C Lumsden (virtual)	Mr D McIntosh
Mr J Clyne		

Attending

Jean Gray, Chief Executive Officer (CEO)	Esther Wilson, Director of Housing and Support (DHS)
John Bain, Director of Business Support (DBS)	Bianca Culbert, Corporate Support Administrator
Tom Hailey, Director of Assets (DA)	(Minutes)
Howard Vaughan, Director of Finance (DF)	Alan Kennedy, Knowledge Partnership – <i>item 1</i>
Mary Burns, Head of Care (HC)	

Apologies received

Mr J Muir (leave of absence)	Ann Wood, Director of Care (DC)
Ms K Kennedy	Mrs C Jardine

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, CJ and KK. JM is currently on a leave of absence. Mary Burns, Head of Care, attended the meeting on behalf of the DC.		
c	There were no declarations of interest other than those already on record.		
01	Tenant Satisfaction Survey outcomes		
a	Alan Kennedy, Knowledge Partnership, attended the Board Meeting today to present key outcomes of the Tenant Satisfaction Survey:		
b	Just over half of our tenants have responded to the survey, which concluded mid-March. A survey of our factored owners has just been completed.		
c	Overall, our tenants have reported a high level of satisfaction. 78.6% of tenants said they were satisfied, and 10.7% said they were dissatisfied. This response		

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	<p>was similar to 2019 despite the pandemic, which affected a range of our services.</p> <p>Compared to 2019, overall tenant satisfaction for Viewpoint has decreased by 1% compared to an average drop of 3% across the sector (of those undertaking a survey since the pandemic),</p>		
d	Tenant satisfaction varies according to location, housing type and customer demographic. Tenants aged 16-54 were noted to be more likely to be dissatisfied than older age groups.		
e	Suggestions for improvement related predominantly to internal and external housing upgrades (37.2%). 87% of our tenants however said they were satisfied with housing quality, so some of the responses may have been aspirational.		
f	Most tenants said they could easily afford to heat their homes. Some reported finding this difficult, which may be related to older windows, insulation etc. in particular properties.		
g	77.6% of respondents were satisfied with repairs, but this again varied between different types of complexes. Only those who had had a repair carried out in the last 12 months were prompted to respond to this question.		
h	<p>80.2% of respondents said they feel well informed, but 9.6% did not. People were also asked to evaluate their most recent contact with Viewpoint. Tenants' views on corporate and operational/day to day communication differ.</p> <p>Future/post pandemic contact preferences included telephone, email, tech/digital contact as well as more regular tenant meetings.</p>		
i	Two-thirds of respondents were satisfied with tenant participation opportunities.		
j	<p>76% of respondents feel we provide good value for money, which represents a 2% improvement from 2019.</p> <p>Suggestions for improving value for money included housing upgrades (32.5%) and reducing rent.</p>		
k	<p>75.2% of respondents are satisfied with how we manage our neighbourhoods. Satisfaction in this area was notably lower in Kilravock,</p> <p>Suggestions for improvement were predominantly relating to external communal areas.</p>		
l	91% of respondents expressed an interest in joining focus groups to further discuss specific areas, which AK will facilitate. Increasing tenant satisfaction in one or two targeted areas would further increase overall satisfaction.		
m	The group thanked AK for this interesting and informative overview.		
n	<p>One Board member suggested collecting more data in relation to employment status, age groups and ethnicity, so we can ensure that all groups are appropriately represented. Some of this data is already included in our Housing Strategy.</p> <p>Most of our tenants (84%) are white/Scottish.</p> <p>The age profile of our tenants is generally associated with higher satisfaction. We can compare with our peer groups (Bield, Trust and Hanover) when 2021/22 ARC data becomes available.</p>		

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o	<p>The confidence level of the survey output is 95% with a margin of error of +/- 2.7%.</p> <p>We refresh our tenant participation survey every 3 years but could consider a "rolling survey" approach.</p>		
p	<p>A full report on the survey was provided and circulated to the Board.</p>		
n	<p>*** AK left the meeting ***</p>		
02a	Minutes of previous meetings (15.03.2022)		
a	<p>The minutes of the meeting on 15.03.2022 were reviewed and approved as an accurate record.</p> <p>TR proposed approving the minutes, which was seconded by DM. The minutes of 15.03.2022 was approved unanimously.</p>		
b	<p>There were no queries or comments regarding the previous minutes.</p>		
02b	Matters arising and outstanding actions		
a	<p>Matters and actions arising from previous minutes were discussed and key updates provided as follows:</p>		
b	<p>Action 142 - Board training: 2 bite sized sessions will be included in the next two Board meetings - fraud and treasury management. The CEO will invite a speaker.</p>		
c	<p>Action 156 – Cumulative write-offs, write-on and budgeted figures will be provided for the next Board Meeting.</p>		
d	<p>All other actions were considered closed or covered in today`s agenda.</p>		
e	<p>There were no other matters arising which are not on today`s agenda.</p>		
02c	Risk & Audit Committee Meeting		
a	<p>The Risk & Audit Committee met on 12th May. TR, Chair of the Risk & Audit Committee, summarised key points discussed:</p>		
b	<p><u>Internal and External Audits:</u></p> <p>The internal audit report on Procurement gave a strong conclusion with only minor recommendations. The internal audit report on Repairs and Maintenance gave a weak conclusion with several recommendations, one of which being high risk and which we have started to implement. The Follow-up audit report gave a substantial conclusion. The audit plan for next year was approved.</p> <p>The external audit is currently in progress. The year-end audit plan was approved subject to a review of cost.</p> <p>A private discussion between Committee members and internal auditors after the main meeting confirmed that they were all on the same page.</p>		
c	<p><u>Risk Register Review:</u> The risks to non-compliance and housing support were closed. The risks to HR and long term care home voids were downgraded. Our tenants will be kept fully informed about our contract with Gazprom, which was considered a potential reputational risk.</p>		
d	<p><u>Policy Approvals:</u></p> <ul style="list-style-type: none"> • Accidents, Incidents and Near Miss Policy 		

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	<ul style="list-style-type: none"> • Asbestos Policy • Fire Safety Policy • Health and Safety Roles and Responsibilities Policy • Landlord Roles and Responsibilities 		
e	<p><u>Health & Safety:</u></p> <p>It was noted positively that the Health & Safety Consultative Group was very actively involved in the Health & Safety Review.</p> <p>Compliance with fire safety training has dropped and will be investigated.</p> <p>Remedial actions from Fire Risk Assessments have been prioritised and are now being progressed.</p>		
f	<p><u>Cybersecurity:</u> An update was given for today, and a full paper will follow.</p>		
g	<p><u>Potential Fraud:</u> lessons learnt discussed. Notifiable event raised with our Regulator.</p>		
02d	Operations Committee Meeting		
a	The Operations Committee met on 12 th May. CL, Chair of the Operations Committee, summarised key points discussed:		
b	The Committee agreed for the revised Repairs and Maintenance Policy to be presented to the Board for approval in August, so items arising from audits can be incorporated.		
c	Tenant Participation Strategy and proposed plan discussed.		
d	There was a good discussion about future reporting to the Operations Committee. Further discussions will take place at the next quarterly Chairs meeting with the CEO.		
e	<p>The DHS gave a comprehensive presentation on the voids and allocations process from a Housing Perspective. The full paper has been uploaded onto Convene and was highly recommended by CL. It was felt that this presentation added a lot to the group`s understanding of the whole voids process, including the human element. The Committee also discussed how we use data and intelligence.</p> <p>Voids will remain a standing agenda item at the Operations Committee for at least the next year.</p>		
03	Business Plan 2022 – 2025		
a	<p>The CEO asked the Board to approve the Business Plan, the SWOT analysis has now been updated following the discussion held at the Away Day.</p> <p>The Business Plan was unanimously approved and will now be shared with all staff and published on our website. We will also order some hardcopies to share with others including our peers.</p>	CEO	asap
04	Financial Papers		
a	The Financial Resilience SLWG met again on Friday 20 May 2022 and discussed the following:		
b	<p>Management Accounts to 31 March 2022 have been passed to our auditors. The bottom line and operating surplus are considerably better than forecast. Care home income has improved, and most planned maintenance was broadly in line with the reforecast figure.</p>		

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c	<p>The Board was asked to note a caveat in relation to our Statutory Accounts: Alexander Sloan have raised some uncertainty in relation to our pension valuations. TPT Retirement Solutions (formerly The Pensions Trust) trustees have suggest there may be some potential additional benefits payable to members, the full detail of which may have to be established at Court and may not be known until 2024.</p> <p>Following advice from Alexander Sloan, we wrote to the pension provider and asked for more detail, but it was acknowledged that they may not be able to provide us with any more certainty at this stage.</p> <p>Our pension liability to be recognised is £101k this year, but this may not be the right figure, so we may have to add a note about contingent liability stating that there is a high degree of uncertainty about this figure.</p> <p>We do not expect there to be any further changes to the Statutory Accounts.</p>		
d	<p>Management Accounts to 30 April 2022 still require discussions with some departments. In future, the DF will re-phase the budget where necessary for planned maintenance to more accurately reflect the planned spend throughout the year – to be considered with Q1 reforecast. All care homes are now fully occupied. Void loss has reduced slightly from 6% to 5.5% and will continue to be monitored closely.</p>		
e	<p>Redacted.</p> <p>Subject to approval from the Board, we will submit the base version of the 5YFP to the Regulator, which assumed 3% inflation in year 2 and 2% thereafter as initially suggested by the inflation indices as used by the UK Government. Other scenarios can be provided on request to the Regulator.</p>		
f	<p>The DF recommended for the Board to approve the 5YFP for submission to the Regulator by 31st May 2022. CL suggested approving the 5YFP, which was seconded by JC. The 5YFP was approved unanimously.</p>	DF	31.5.2022
g	<p>The DF also recommended that the Board approve the Loan Portfolio Annual Return for submission to our Regulator by 30th June 2022. The Loan Portfolio Annual Return was approved unanimously by the Board.</p>	DF	30.6.2022
05	CEO Update Report		
a	<p>Staffing issues were discussed among the Executive team again this morning and will remain subject to ongoing discussion. The CEO has highlighted some particular concerns to the Chair this afternoon.</p>		
b	<p>We have raised two new Notifiable Events with the SHR and updated them on our contract with Gazprom.</p>		
c	<p>We will address lessons learnt from the potential allegation of fraud. Affected tenants will receive compensation and a letter of apology from the contractor. The CEO will also write to those individuals. The Board confirmed that they were happy with our action plan. Our Regulator will receive a minute of today's Board Meeting to keep them updated in terms of the potential allegation of fraud as a Notifiable Event.</p>		
06	ARC Return 2021/22 and Q4 Performance Report		

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a	The DBS asked the Board to approve the ARC return, which was provided along with comparisons to previous years` performance as well as targets for next year.		
b	Appendix B shows proposed targets for next year from the Executive team, which the DBS also asked the Board to approve.		
c	One gas safety inspection was not completed by its anniversary date due to a tenant isolating with Covid, which is deemed an acceptable reason.		
d	The Board unanimously approved the ARC submission and new KPIs for the next year as presented.		
e	The Q4 Performance Report was also noted. Year to date performance has been added, as well as more narrative and some duplication removed, with information going to Committees.		
07	KPIs Targets for 2022/23		
a	<p>Our target for relets has increased from 40 days last year to 88 days this year, which Board Members considered high.</p> <p>Our long term target is to get back to an average of 40 days, but this is not achievable this year. While the Asset Team are working through the backlog to get more properties ready to let, average relet times in the first 6 months of the year are expected to exceed targets. As this backlog is reduced, relet times for newly vacant properties are expected to decrease, and the target of 88 days should be understood as an average for the whole year.</p> <p>Housing and Assets continue to work closely together on improving relet times. A high level KPI is reported to the Board, with Operations Committee reviewing performance in more detail, but more narrative can be provided on request.</p> <p>Actual void loss has decreased slightly in April. Void performance needs to tie in with financial forecasts, which will be considered with the Q1 reforecast.</p>		
b	There was a query about the usefulness of the KPI relating to average length of stay for care home residents as a measure of performance. People now come to care homes much later, so the duration of their stay with us is decreasing, and care home staff are predominantly providing end of life care. The HC confirmed that she found this figure useful but agreed it was a figure that provided context rather than performance. While the DC was not present, the remainder of the Exec Team recalled that this measure had been removed from the KPI list for next year. However it was agreed that this would remain within the Operational Committee Report to monitor ongoing trends regarding the occupancy in our care homes.		
c	<p>The KPI relating to percentage of varied work orders was more than 40% for last year and is now proposed as 25%. This figure was based on our performance in Q4, which was 28%. Given the amount of work undertaken to improve variations, the DA confirmed that he considered this target achievable. Works orders are now being raised with much more attention to detail, and the communication between admin staff on both sides has also improved considerably.</p> <p>Actual cost variations have dropped to less than 0.5%.</p>		
d	The average time to complete non-emergency repairs should be read as 5 working days. The number of urgent repairs was noted to be increasing, which was considered predominantly due to repairs being categorised incorrectly		

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	rather than more serious faults being reported. We will keep monitoring individual performance for all repairs.		
e	Ongoing KPI performance and the monitoring of trends and the external environment will be overseen by the Operations Committee.		
f	*** LP left the meeting at this point. ***		
08	Internal Management Plan (Q4)		
a	The IMP for Q4 was well received, and there were no questions. The Board was pleased to see no "red" items. Items marked "amber" were discussed and are considered in hand.		
09	Procurement Report		
a	The Procurement Report shows all contracts awarded in the previous 2 quarters. There was an error in the Q3 report in that the right hand column should say that those figures were <i>excluding</i> VAT. The Q4 report correctly includes VAT.		
b	The DF pointed out that the figure in the right hand column does not necessarily reflect actual spend. Quotes are often based on a "shopping basket" of typical, rather than specific, items. Any variations will be addressed with the Q1 reforecast.		
c	The group agreed that, in future, the procurement update no longer needs to be reported to the full Board – can be Operations Committee or RAC. This will be discussed once we have established the Committee structure, going forward.		
10	Governance Report		
a	RBS have contacted the CEO regarding a fraudulent transaction on her credit card. RBS have fully refunded the sum, and we have added the incident to our fraud register.		
b	The Chair had registered to attend a webinar "Fraud Risk for Board" with the SFHA. Unfortunately, this session had to be postponed, and he is currently awaiting a new date. Other Board members can still provide a note of interest, if they wish to attend.		
c	The Chair and CEO have registered to attend the Annual SFHA Conference on 14-15 June. While other Board members would have been interested, the dates unfortunately were not suitable.		
d	The Chair thanked everyone for their time and cooperation with the Board Annual Assessment exercise. The Chair felt the Board are more cohesive than in the past and responded consistently with previous years` responses.		
11	Write-off report		
a	The DHS requested Board approval to write off a total figure of £2,671.88 and write on £5,040.54 Both figures were unanimously approved by the Board.		
b	The Board also noted the write-offs and write-ons already approved under delegated authority as listed in Appendix 1.		
12	Policies for Approval		
a	<u>Unacceptable Actions Policy</u>		

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	This policy was completely re-written. It was noted to be a very important policy, which we do have to enforce on occasion.		
b	<u>Treasury Management Policy</u> Based on discussions at RAC, some minor changes were made to this policy. Redacted		
c	Both policies were unanimously approved by the Board as presented.		
13	AOCB		
a	Payment of contribution for Jubilee parties in housing complexes will be discussed separately between JC and the DHS.		
b	Actions arising from the Away Days will be discussed at the Board Meeting in June.		
c	There were no other AOCB.		
14	Date of next meeting		
a	The next meeting will take place on 28 th June 2022 at 5.30pm – HQ Board Room.		

The meeting closed at 7:22pm.

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: 28.6.2022

Iain Thompson, Chair