

## Board Meeting

Minutes of the meeting of the Board  
at 5:30pm on **21 March 2023**

### Board Members

Mr I Thompson (Chair)	Ms K Kennedy (KK) (virtual)	Ms C Lumsden (CL) (virtual)
Mr D McIntosh (DMI)	Mr S R Mclvor (RM)	Mr L Parry (LP) (virtual)
Mr S Robertson (SR) (virtual)	Mr T Roehricht (TR)	Ms P Russell (PR)

### Attending

Jean Gray, Chief Executive Officer (CEO)	Howard Vaughan, Director of Finance (DF)
John Bain, Director of Business Support (DBS)	Esther Wilson, Director of Housing and Support (DHS)
Tom Hainey, Director of Assets (DA)	Lynne Feeney, Administrator (minute taker)

### Apologies received

Mr J Clyne (JC)

### Minutes

Item	Subject	Action	Due Date
00	Welcome		
a	There being a quorum present, the Chair welcomed all and opened the meeting.		
b	JC had given his apologies. The Chair welcomed back CL following her period of leave of absence.		
c	There were no conflicts of interest noted other than those presently on record.		
01	Minutes of previous meetings		
a	The minutes of the meeting on 7 February 2023 were reviewed and <b>the Board unanimously approved them as an accurate record.</b>		
b	The private minutes of the meeting on 7 February 2023 were also reviewed. The Board noted that the DF wished to have an amendment made at point 02c (ii) c "one off costs of closure of Lennox House were" as this was not factually correct and suggested the following wording to replace it "deficit for the year of the discontinued activity of Lennox House was". <b>The Board unanimously approved the Minute as an accurate record, with the suggested amendment.</b>		

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	The DBS said he would have the amendment made and have the Minute signed by IT at the end of the meeting.	DBS	ASAP
c	The minute of the written resolution was presented for homologation by the Board. All Board members had responded to the written resolution and voted unanimously to accept the recommendation of the report. <b>The Board unanimously approved the minute of the written resolution as an accurate record and homologated the decision taken.</b>		
01c	Matters arising and outstanding actions		
a	Matters and actions arising from previous minutes were discussed and key updates provided as follows:		
b	Action 168: The Risk Register was considered by IT, the DF and the DBS and decided to recommend to the Board not to change the software package which supports the Risk Register, but instead to work to make the current register more comprehensible. IT suggested that in future the Board have a more in-depth look at one of the risks on a rolling basis and this was agreed. <b>The Board agreed that this action could now be closed.</b>		
c	Action 170: close.		
d	Action 177: close.		
e	Action 181: The CEO reported that we had not yet received the final report but that when it is received it will be dealt with in the usual way. <b>The Board agreed to close this item.</b>		
f	Action 182: close.		
g	Action 185: close.		
h	Action 186: ongoing, due date is end of June 2023.		
i	There were no other matters arising which were not on today's agenda.		
01d	Ops Committee Update (verbal)		
a	PR provided a verbal update on the Ops Committee meeting held on 23 February 2023.		
b	The Committee reviewed and approved fifteen policies.		
c	The Committee had received an Operations Report, similar to the CEO Report which the Board receives, and this had been well received and was very useful.		
d	There had been an update given on void performance.		
e	There was a presentation on Works Order Variations, and while not straightforward, the Committee felt that they now had a much better understanding of variations and a plan of action is now in place for improvements in this area of work.		
f	The Committee had considered the Continuous Improvement Plan which is still evolving.		
g	There were no H&S areas of concern.		
h	The HR Report had provided really good, useful information.		

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i	The Complaints Report, which now also included Compliments, raised no areas of concern.		
j	There were no questions and <b>the Board noted the verbal update.</b>		
02	February Management Accounts		
a	<p><u>February 2023 Management Accounts</u></p> <p>The DF presented the accounts, stating that most of the patterns in the accounts have continued as they were throughout the year. He highlighted the key variances in the February 2023 Management Accounts as follows:-</p> <p>Overall <b>turnover</b> was £871k down on budget but of this £692k was attributable to Lennox House.</p> <p><b>Operating costs</b> were £1,023k under budget, the main elements being:</p> <p>Overall maintenance was £429k under budget.</p> <p>Central overheads were £341k under budget (£195k under on staff costs and £109k under on recruitment and training).</p> <p>Gas and electricity was £90k under budget.</p> <p>Other service costs were £110k under budget</p> <p>Questioned on the likely outturn of the maintenance spend for the full year DF reported that there may be, for example surveyor's fees due at the end of the financial year and further electrical remedial work to be processed in the final month. The draft March year-end management accounts would be available for the FRAC meeting on 25<sup>th</sup> April in advance of the external audit fieldworks which is scheduled to take place in the first two weeks of May.</p> <p>The DA confirmed that work was progressing with establishing a planned maintenance programme for the coming three years.</p> <p>The DF also confirmed that it was likely, with one month remaining of the financial year that the full year deficit for Lennox House was likely to be less than the £441k reforecast deficit.</p> <p>There were no further questions on the management accounts.</p> <p><b>The Board approved unanimously the February 2023 Management Accounts.</b></p>		
03	Tenant Participation Strategy 2023/2026		
a	<p>The DHS presented this report.</p> <p>The DHS said that the review had taken place over the course of the past year, consulting with tenants to ensure we are delivering what they want. There is not a huge change to the overall direction and, the approaches we are taking are in line with tenant expectations.</p> <p>We have tried to get the Fife and Lothian groups up and running but this has proved to be difficult, with significant interruption due to COVID. Moving forward, we are trying to establish one group who we would aim to work with at a more strategic level. It was noted that at present we have in the region of 38 tenant volunteers, allowing them to dip in and out according to their availability and interests, etc.</p>		

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	<p>CL felt this was a really good report. It was noted that we have a Tenant Participation and Communications Officer, Heather Jeffrie (HJ), who has put a lot of work into this.</p> <p><b><i>The Board unanimously approved this Strategy document and thanked HJ and all other staff involved for their work on it.</i></b></p>		
04	Internal Management Plan Q3		
a	The DBS presented this report, drawing attention to the fact that it related to Q3, therefore covered the period up to 31 December 2022. He proceeded to update the Board on what has happened since then.		
b	It was noted that with regard to Aim 4 – to value and invest in our people – the DBS confirmed that we were on schedule with that as it related mostly to the remuneration and restructuring work that has since been discussed and approved at the February 2023 Board meeting.		
c	There was a request for the Board to receive information on the IT systems we are reviewing and how we would think about renewing/replacing them.		
	*** CL left the meeting at this point. ***		
d	With regard to IT systems, we currently use Civica and QL and the current version of Civica Keystone is about to reach end of life status and further development of this version of the software will not take place. There will be a meeting in early April to consider whether it would be appropriate to replace it with the new version.		
e	It was agreed that the Board would like to have sight again of the IT Eco system map showing our current systems which was presented at the Board Away Day in November 2021.	DBS	next Board meeting
f	There was a suggestion from the Board to see if we could bench mark our IT spend with peer group organisations. The Executive Team will explore what information may be available from our peers.		
	*** CL re-joined the meeting. SR joined the meeting. ***		
05	CEO Update Report		
a	The Board noted the CEO report.		
b	The CEO said that she was very happy with the new executive structure. She informed the Board that the DBS would be leaving his interim post on 12 May, and will attend the next Board meeting.		
c	The Board noted that the Interim HC had been asked, and accepted, to stay on in the interim role until 31 March 2024. This will among other things assist the DHS as she settles into her new role as Director of Housing and Care (DHC).		
d	There was an update on the City Park project and the Board noted that all fire safety works are now complete. The DBS updated the Board on a number of issues that have been raised by one of the tenants and confirmed that the Executive Team were dealing with these		

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	Operational issues that are the subject of extensive communications with the tenant including dealing with their issues as a Stage 2 complaint and responding to FOI requests. The CEO confirmed that IT had been kept informed of the matters and she updated the Board on current discussions with the SHR in relation to these matters.		
e	The CEO wished to express her thanks to the Executive Team who have provided the support, and in particular to the Assets Team around the fire safety issues.		
f	Following some discussion, the Board were reassured that everything had been done to ensure we complied with fire safety legislation.		
g	With regard to the Step Up, Step Down initiative, the CEO and the DHC will discuss this further as consideration has to be given to our existing tenants.	CEO / DHC	08.08.23
h	Stock Condition Survey – the DA reported that a solution to address the interface problem had been largely resolved with Civica. There remains a continuing issue over the ability to upload previously taken large file size photos. It is expected that with the main fix implemented the stock condition work will be able to progress.		
i	<b><i>The Board noted the contents of the CEO Report.</i></b>		

## 06 Q3 Performance Review

- a The DBS presented this report, pointing out that there was one correction to the colour of an arrow on Gross Rent Arrears as a % of rent due which should have been red as the Q3 figure was slightly higher than the target for the year -
- b The CEO also confirmed the missing Q3 figures for the Key Performance Indicators as follows:-
  - All care staff registered with SSSC within 6 months of employment – 100%
  - All staff receive specialist training in-house – 74%
  - All staff receive specialist dementia training – 80.5%
- c In response to a query about lessons learned from complaints, the DBS explained that when we log/record resolved complaints, if there is a learning point we take that on as an action. It was noted that a more detailed report on complaints and compliments goes to the Ops Committee every quarter.
- d In response to a query on the time taken for furniture and fittings, it was noted that this was something we don't provide and have no control over. While we could be as supporting and accommodating as possible to signpost any tenant to available support, we were not responsible for third party suppliers providing goods.
- e With regard to staff turnover, it was noted that this primarily related to the closure of Lennox House, but that some related to the restructuring. The market appears to be slightly better now and there has been a good response to some of the recent vacancies. There was a suggestion about us taking on graduates or students and the CEO agreed this was a good idea and noted that we continue to explore this.

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f	TR thanked the DBS for this report, saying he found the narrative supporting the figures particularly useful.		
g	<b>The Board noted the contents of the Report.</b>		
07	Write Off Report		
a	The DHS presented this report.		
b	It was noted that the write offs were quite high, but this was mainly due to one particular debt being suggested for write off. The DHS was able to confirm that all steps were taken to recover this debt but were unsuccessful. The Board noted that the DHS and the DF reviewed the arrears every month.		
d	It was agreed to further explore the content of the write off report for example to show which debts had already been provided for together with some method of "early warning" re the likelihood of future bad debts.	DHS / DF	09.05.23
e	<b>The Board noted the contents of this report, and formally approved the Write Offs.</b>		
	*** LP left the meeting at this point. ***		
08	Governance Report		
a	DBS presented the report, and drew attention to the Notifiable Events one of which has now been closed off and the other we are awaiting word from the SHR to close.		
b	There have been no incidents of fraud to note. IT will sign the Fraud Register at the end of the meeting and this register was available at the meeting for inspection by Board members.		
c	<b>The Governance Report was noted with no questions or comments.</b>		
09	Policies for Approval		
a	<u>Social Media Policy</u> The Board noted that there were no material changes to this policy. <b>The Board approved the Social Media Policy unanimously.</b>		
b	<u>Standing Orders Policy</u> The DBS had one point to draw attention to and that was the change of the reference to the DBS to Director of Finance and Business Support from 1 April. <b>The Board approved the Policy with the name change being made now (to avoid having to bring the policy back to the Board) and noting that it is effective from 1 April 2023.</b>		
10	AOCB		
a	There being no items of other business, the meeting was closed.		
8	Date of next meeting		
a	The next Board Meeting will take place on Tuesday 9 May 2023 at 5.30pm in Viewpoint HQ.		

The formal meeting closed at 6.55pm.

**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:

Iain Thompson, Chair