

Board Meeting

Held: Board Room, Viewpoint Offices

Minutes of the meeting of the Board
at 9.30am on **17 December 2025**

Paper 0
Meeting No:9

Date of Meeting: 17 December 2025

Board Members

Mr D Mcintosh (DM) (Chair)
Mr J Clyne (JC) (Part)
Ms Y Preen (YP)
Mr M Dalziel (MD)

Ms P Russell (PR) (Vice Chair)
Mr L Parry (LP) (Teams)
Mr M Kerr (MK)
Ms L Peaty (Nee Anderson)
(LA)

Mr M Kerr (MK)
Ms MG Hogan-Smith (MH) (Teams)
Mr R Whitehouse (RW)

Attending

Jean Gray, Chief Executive Officer (CEO)
David Aitken, Director of Finance (DF)
Sue Shone, Director of Housing and Care (DHC)
Megan Macdonald, Governance and Compliance
Officer (GCO) (Minutes)

Tom Hainey, Strategic Development Director (SDD)
Simon Haile, Director of Assets (DA)
Karen Thomson, HR Manager (HRM)
Dave Lyons, IT Consultant (ITC)

Apologies received

Mr S Robertson (SR)

Minutes

| Item | Subject | Action | Due Date |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------|
| 1 | Welcome to Board Meeting | | |
| 1.a. | Apologies | | |
| | There being a quorum present, the Chair welcomed all and introduced the newer Board members to LP who had been on a leave of absence. | | |
| 1.b. | Declarations/Conflicts of Interest | | |
| | There were no declarations and no conflicts of interest declared | | |
| 2. | Minutes of previous meetings and matters arising | | |
| 2.a. | Minutes of Board meeting 19 November 2025 | | |
| | There were no matters arising from the minutes of the meeting of 19 November 2025 and the Board unanimously approved them as an accurate record | | |

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| 2.b. | <p>Outstanding actions</p> <p>There were the following outstanding actions:</p> <p>Action 251: Disaster Recovery Plan – will be completed at the January Operations Meeting</p> <p>Action 253: Discussion on Respite Care - will be organised for January upon SR return</p> <p>Action 260: Seek clarity on rules around tenant Board members conflict in rent increase discussion – The CEO confirmed that it was standard practice for tenant Board members to leave the room during rent discussions but that historically Viewpoint had made the decision to allow tenants to stay in the discussion as it would provide further information how the decision was made.</p> <p>Action 261: Review on information provided on care home competitors – The HC is now back to work and will provide an update for the next Board meeting in February.</p> | | |
| 3. | <p>CEO Update Report</p> <div data-bbox="277 757 1366 1509" style="background-color: black; width: 100%; height: 336px;"></div> | | |

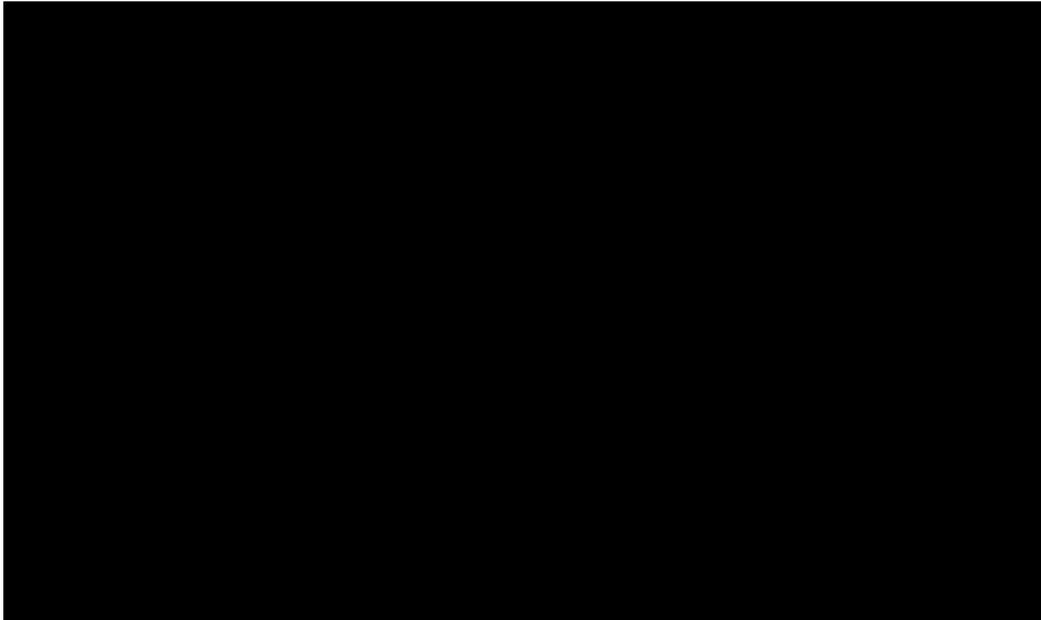
The CEO highlighted the information included within the report about Edinburgh Council considering extending the suspension of its housing lettings policy until March 2027. She noted this was having an adverse effect on a number of RSL's, however due to Viewpoint's client base we are not as badly affected.

There was an unexpected visit from the Care Inspectorate at Marian House, after a complaint was received about insufficient staff on night duty. [REDACTED]

[REDACTED]. Following the investigation the Care Inspectorate closed the complaint, noting they were satisfied with the staffing, commenting positively on the calm and well-ordered atmosphere in the home. YP asked for clarification on how staffing works when someone calls in sick last minute and the DHC explained that there are agency, floating and shift staff that can be asked to come in if required.

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YP then asked for an update on the [REDACTED] contract and given the teething issues noted in the report if in hindsight the Management team still believed it was the right decision to appoint them. The DHC explained that the issues were around logistics, such as delivery times, but that [REDACTED] were being responsive and problems were to be expected when implementing something so new. Credit was given to the interim kitchen lead and also the new Health and Safety Advisor who had both been very helpful and supportive in the roll out of the contract. The CEO noted that bringing in [REDACTED] had freed the kitchen staff up to become more visible to residents and also focus on breakfast, afternoon snacks etc Overall feedback from residents, staff and families has been positive so far and a further update will be given in the coming months.



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| 4. | Finance Papers | | |
| 4.a. | Management Accounts to 31 October 2025 | | |

The DF advised that this was a brief monthly report outside the quarterly reporting cycle. He highlighted the housing void loss income which showed a favourable variance of 1.92% vs 2% budget for October. Routine maintenance was also favourable at [REDACTED] year to date vs [REDACTED] budget, but more repairs are expected over the winter months. Occupancy in the care homes remains static, the DHC was pleased to confirm there were currently just 7 empty beds in the care homes but stressed that the winter can have a negative effect on the care home occupancy and some residents are currently receiving end of life care.

RW asked for further explanation on pension costs, the DF confirmed that these are included in the management accounts within the staff costs but are disclosed separately in the annual audited accounts. There was discussion with the Board members who noted that historically pensions have been an issue for the Board. It was thought beneficial to include a session on pensions during one of the FRAC meetings next year. The DF confirmed that an update on pensions would be provided to the January FRAC meeting.

DF

FRAC
2026

RW also commented to say it was positive to see that residents are staying longer in the care homes, he asked how this would affect Viewpoint financially if these residents had to move to local authority funding from being privately funded. The DF confirmed that

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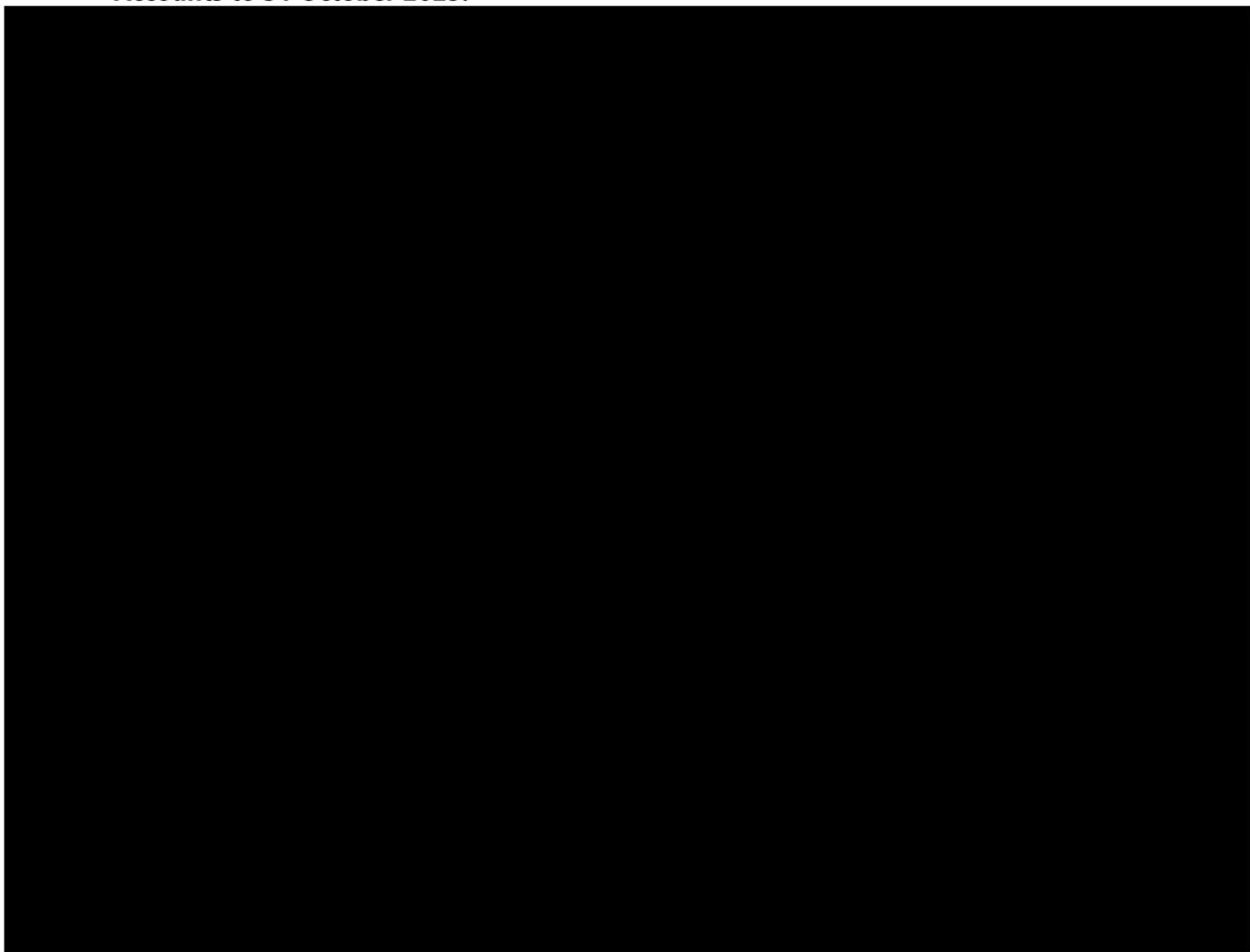
they worked closely with the care home managers who had a clear record of residents' funds and were able to forecast this and budget accordingly.

MH queried where investments were reflected within the accounts, the DF confirmed these were noted under investments on page 8 of the balance sheet. DM asked if there was a current valuation that could be shared, the DF confirmed the next valuation was due at the end of December 2025 and would be reported to the January FRAC meeting. There was discussion on the merge of investment accounts after Viewpoint Trust was dissolved and the decision on renaming or merging that accounts which had remained separate due to their levels of risk. The CEO noted that further discussion on this would be included in the January Board Away Day.

DF

Jan
26

There were no further questions and the Board approved the Management Accounts to 31 October 2025.



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| 6. | Strategic Objectives Report Q2 Update | | |
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The CEO confirmed to the Board that the teams continue to deliver business as usual as well as focus on the strategic objectives. The new [REDACTED] system is working well and is much more transparent in the recording, monitoring and updating. She introduced the new ITC and then invited him to give an update on work done recently to Viewpoint's IT systems and the strategic direction of the service.



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[REDACTED]

The CEO added a further update on the tender of the HR system which is ongoing and explained to the Board that there may be further budget implications involved. The spend for next year may need some changes to ensure there are adequate in-house resources to implement the system successfully.

LP asked if moving away from the remote desktop would save money as these can be expensive, the ITC explained that it would release some money from the budget but that it would be needed elsewhere so rather than saving money it would be redistributed. LP then asked about for further details on the HR system, the HRM confirmed that it was a full internal management system which would help managers to manage their staff and free the HR team up to deal with welfare matters etc. At the moment it will not include payroll but should make the process easier, and in time there is also the option to add on a timesheet's module. LP asked if it was cloud based which the HRM confirmed it was. DM confirmed that he and MH had been involved in the tender process and that the scoring could be shared with LP once ready. PR noted that the rate in which the IT work had been done was impressive and gave thanks to all involved.

DM ASAP

RW noted that the strategic update report looked positive overall but asked for clarification on the colours of the targets report, the CEO confirmed that all green actions had been completed, the amber were in progress, red missed or overdue and the grey not due yet. There was some discussion around the clarity of dates, and it was noted that this module was still relatively new and a work in progress, going forward staff could be asked to add the date to their updates in the notes section so progress could be tracked. It was suggested that a session on the strategic objectives module could be arranged for any Board members who would like further details on the report and that the CEO could add a brief cover report similar to that provided for the risk register going forward. YP noted that some of the Aims were very specific [REDACTED] and that it may be worth reviewing these as the actions change.

CEO Q3

There were no further questions and the Board approved the Strategic Update Report.

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| 7. | Governance Report | | |
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The DF noted that this was the usual report that the Board were used to and highlighted the upcoming events. The CEO also mentioned that there were some useful events coming up with the Chartered Institute of Housing and that these dates could be circulated with Board members.

GCO ASAP

[REDACTED]

MH asked when the 2026 audit plan goes to the Board, the DF noted that the annual plan goes to the April FRAC meeting for approval but that there was a current three year schedule which could be uploaded to the [REDACTED] document library.

GCO ASAP

There were no questions and the Board noted the Governance Report.

8. Policies

- a. **Succession Planning Policy** The HRM informed the Board that this was a brand new policy and would be part of the strategic road map and people strategy. She noted the SFHA guidance focusses on senior leadership but within Viewpoint it was thought best to include guidance of other levels of succession as well especially due to the current restructure of the Assets department. PR voice her opinion that this was a good policy, and asked if it would be worthwhile to have a Board or Committee session on the succession plans annually. The CEO noted that the Chair was currently working with the HRM on training material for Board members and that initial ideas would be shared at the January Away Day.

MG asked if the succession plan would feed into the new HR Management system and it was confirmed by the HRM that regular 121s with managers would be included within the system where succession planning could be discussed and HR would be able to access copies of the 121 notes. She also added that some systems would allow staff to indicate any training they felt would be beneficial and that this could be fed directly to the HR team. MG asked if the succession plan could go to the Board annually, the HRM noted that it was not available yet and would take a number of months to get up and running but that this could be looked into once available.

- b. **CEO Recruitment Guidance** – The HRM noted that she was awaiting input from SR. She noted that this guidance provides a clear framework for the recruitment of the CEO to ensure compliance with regulatory requirements and to promote transparency, effective governance and safeguard the reputation of the organisation. She explained to the Board that training would be provided and that recruitment of the CEO is the responsibility of the Board, but that they would be supported by the HR team throughout the process.

The Board approved the Succession Planning Policy and the CEO Recruitment Guidance.

9. AOCB

There was a confidential matter to be discussed and all staff excluding the CEO and HRM left the room. Private minutes were taken by the HRM and will be distributed separately.

The next Board meeting is scheduled for Wednesday 18 February 2026 @ 4pm.

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:

David McIntosh, Chair of Board