

## Board Meeting

**Held: Board Room, Viewpoint Offices**

Minutes of the meeting of the Board  
at 16.00pm on **25 March 2026**

**Paper 0**  
**Meeting No:2**

**Date of Meeting: 25 March 2026**

## Board Members

Mr D Mcintosh (DM) (Chair) (Teams)	Ms P Russell (PR) (Vice Chair)	Ms MG Hogan-Smith (MH)
Mr J Clyne (JC)	Mr L Parry (LP)	Mr R Whitehouse (RW)
Ms Y Preen (YP)	Ms L Peaty (Nee Anderson)	Mr S Robertson (SR) (Teams)
Mr M Dalziel (MD)	(LA)	
Mr A Sheridan (AS) (Teams)	Mr M Kerr (MK)	

## Attending

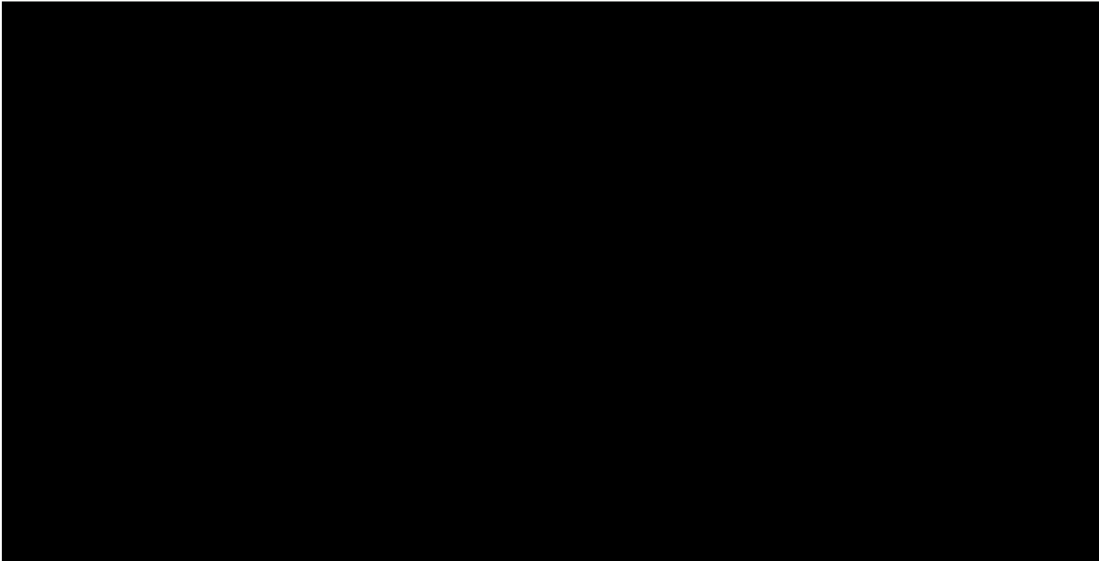
Jean Gray, Chief Executive Officer (CEO)	Tom Hainey, Strategic Development Director (SDD)
David Aitken, Director of Finance (DF)	Simon Haile, Director of Assets (DA)
Sue Shone, Director of Housing and Care (DHC)	Karen Thomson, HR Manager (HRM)
Megan Macdonald, Governance and Compliance Officer (GCO) (Minutes)	Dave Lyons, Digital Director (DD)

## Apologies received

None

## Minutes

Item	Subject	Action	Due Date
1	Welcome to Board Meeting		
1.a.	Apologies		
	The Chair was attending the meeting online so it was agreed beforehand that the Vice Chair would Chair this meeting. There being a quorum present, she welcomed all to the meeting. There were no apologies.		
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 18 February 2026		

Item	Subject	Action	Due Date
	There were no matters arising from the minutes of the meeting of 18 February 2026 and <b>the Board unanimously approved them as an accurate record</b>		
2.b.	Outstanding actions		
	<p>There were the following outstanding actions:</p> <p>Action 253: Discussion on Respite Care – complete, agreed to close</p> <p>Action 261: Review on information provided on care home competitors (Private/larger company, number of beds etc) – complete, agreed to close</p> <p>Action 264: Circulate HR System tender scoring – complete, agreed to close</p> <p>Action 265: Organise strategic objectives session for Board and provide cover report for future strategic objective updates – Will be diarised once the One Advanced Risk Register is reviewed</p> <p>Action 267: Upload current 3 year audit plan to One Advanced Document Library – complete, agreed to close</p> <p>Action 268: Amend occupancy levels within budget and recirculate - complete, agreed to close</p> <p>Action 269: Clarify figures within Digital Road Map: complete, agreed to close</p>		
2.c.	Verbal update from the Operations Committee of 03 March 2026		
	<p>SR gave an update on the Operations meeting which was held on 3<sup>rd</sup> March, confirming it was quorate. The Procurement was reviewed and approved with minor changes to be made by the Executive Team. At the previous meeting there had been a request to include more financial information within the Operations report to ensure budgets were being adhered to, this was included and thought to be a positive change which gave greater assurance to the committee regarding spend v budget. A training update had been provided and improvement seen in the figures for completed training. Due to timing issues the committee agreed a request to homologate the Chair of the Board’s approval that gas prices are fixed with ██████████ for the period 1 April 2028 to 28 February 2031.</p> <p>The CEO advised that the Minutes for the Operations Committee meetings were available on the one advanced system or on request.</p>		
3.	Care		
3.a	Care Homes Project Plan		
		CEO	April

Item	Subject	Action	Due Date
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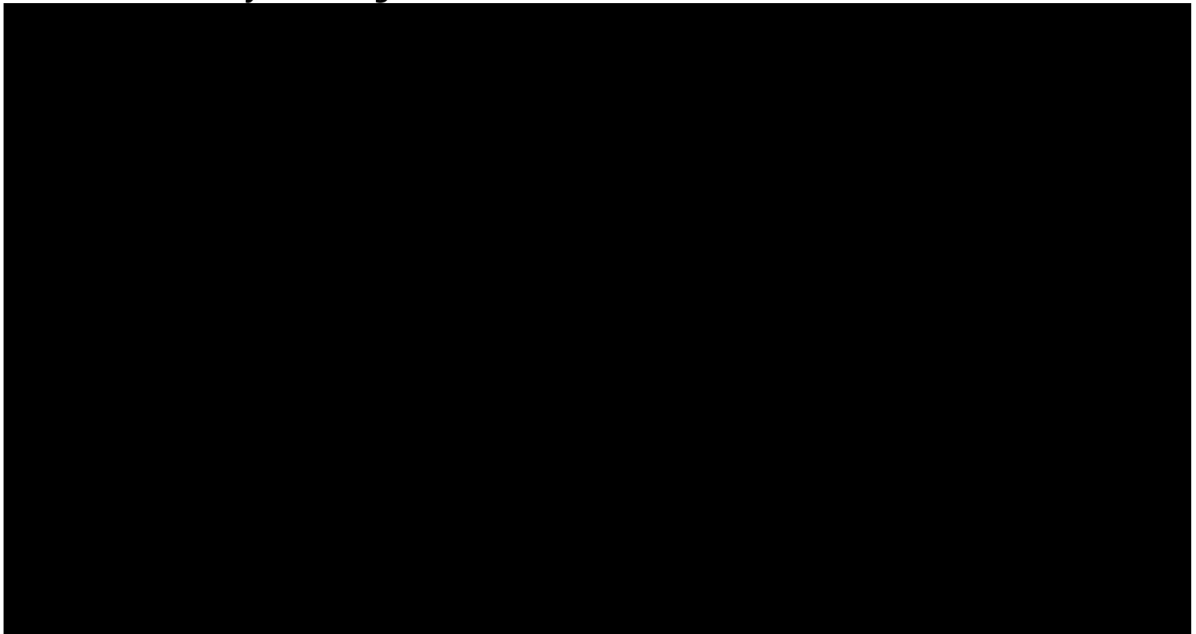


**There were no further queries and the Board noted the contents of the Care Homes Project Plan.**

3.b	Future Strategic Direction		
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**Note: The papers for this discussion were added slightly later to the One Advanced system so one or two members of the Board had not viewed them prior to this meeting.**

**During the discussion the Vice Chair noted the time as 18:00 and the two hour scheduled meeting length had elapsed. The Vice-Chair asked for approval to extend the meeting by a further hour if required or for Board members to reconvene next week at the same time. All Board members approved the extension of today's meeting.**



Item	Subject	Action	Due Date
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July  
26

4.	Finance Papers		
4.a.	Management Accounts to 31 January 2026		



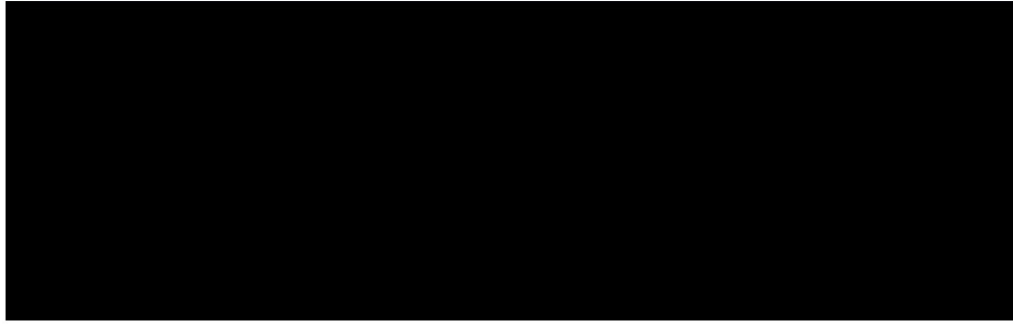
PR highlighted that it was nearing year end and explained to the newer Board members there would be a more in-depth update then.

**There were no further questions, and the Board approved the Management Accounts to 31 January 2026.**

5.	Write Off Report		
5.a.	Write Off Report - Care		

The DF presented the write off report for care, which detailed former care home resident debts which are considered irrecoverable. The write-off report has been completed ahead of year-end to ensure accounts are appropriately tidied up. It was

Item	Subject	Action	Due Date
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5.b	Write of Report – Tenant Recharges		
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The DF presented the write off report for tenant recharges. He explained that the team had recently implemented a new repairs and maintenance process which passes on responsibility of certain costs to the tenants. These can include rechargeable repairs, property damage, clearance or cleaning costs and other tenant-related charges.

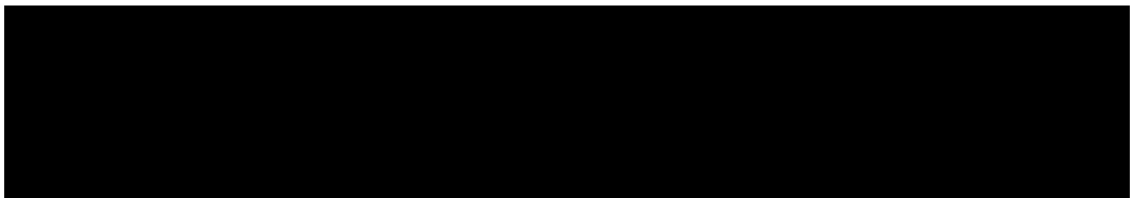
It was noted that the recovery rate was relatively low but that it was an ongoing process and subject to continuous improvement. The finance, housing and assets team have all done considerable work to implement the procedure. The CEO confirmed that should former tenants with outstanding recharge debt return to a Viewpoint property there is the ability to claim this money back.



6.	CEO update		
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The CEO noted that given the time constraints of the meeting she would give a short update. She confirmed the SHR had appointed a new Regulation Manager and Regulation Analyst for Viewpoint who would be in touch in due course to introduce themselves. The annual risk assessment for all social landlords had now been completed and it was confirmed that Viewpoint will have a standard compliant Engagement Plan, which will be published on the SHR’s website on 2<sup>nd</sup> April. PR commented that she was pleased to see we were again compliant this year, and congratulated staff on their hard work over the past few years noting this award was a good endorsement of how much Viewpoint has achieved.

RW asked what size Viewpoint where in comparison to other Organisations governed by the SHR. The CEO confirmed that from the regulators point of view we were relatively small. It is due to the a change in staff at the SHR that we have been assigned new contacts.



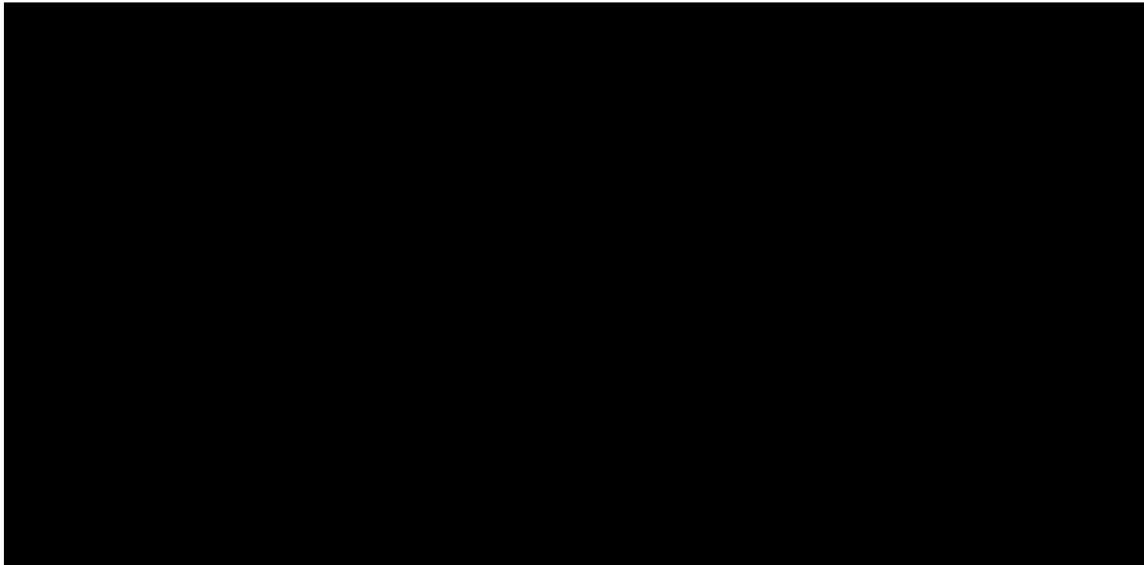
**There were no further questions, and the Board noted the CEO report.**

7.	Strategic Objectives Q3 Update		
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The CEO presented the Strategic Objectives Q3 Update, noting that both a detailed and summary report had been included and that after a successful meeting with FRAC members on changes to the reports for the Risk Register, there would be similar

Item	Subject	Action	Due Date
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clarification sought for these reports going forward. It was noted that the figures were reflective on December.



May Board

May Board

YP requested information on AM7 in relation to Personal Emergency Evacuation Plans (PEEP) within developments, querying the plan in place for tenants that use a lift if these are of action, how many properties have lifts, and what happens day to day when this breakdown. The CEO confirmed that in cases of fire the process is for these tenants to stay put. The DA confirmed that there are 40 Viewpoint properties with lifts, 4 or 5 of the bigger properties have 2 lifts. The CEO explained that the lifts have broken down on occasion and that in one property a stairlift was added to be used when the lift was out of service. She confirmed that there were plans in place for these occasions to ensure residents were not house bound for long and could make appointments.

MH drew attention to P2 – Develop new departmental induction programmes and asked how managers are held to account if probation forms are not completed consistently. The HRM confirmed that the Senior HR Advisor meets with managers monthly to identify any issues, these would then be picked up as a capability issue if required. MH queried if this was working, given it was highlighted in the recent internal audit. The CEO confirmed the current appraisal forms were being reviewed short term and that longer term the new HR system should resolve these issues, this would be clarified within the strategic objectives. The HRM explained that due to the upcoming changes in employment law which gave employees’ rights to tribunals from 6 months instead of the current 12 there would be a tightening up of processes. There has also been a short-term restructure of the HR team which resulted in two members of HR staff having the skills and qualifications to deal with any employee management issues.

HRM

May Board

RW asked for further insight to the grey action statuses, highlighting those with longer target dates. The DA noted that although he couldn’t speak for all, but the grey measures allocated to his team were a result of adding as part of moving the Asset Management Strategy over to the system. There are more to add and he confirmed he has time booked with the GCO to work out the best way for these to be displayed on the system. RW stressed the importance of knowing if actions are on track, the SDD confirmed that more detailed reports on health and safety and compliance matters do go to the FRAC which should give Board members assurance. The Ceo explained that the GCO is in the process of adding FRAC members to the Risk and Goals modules on One Advanced so they can see these in more detail. The overall objectives would also be reviewed as some of the more operational measures may be moved away from the system.

Item	Subject	Action	Due Date
<b>There were no further questions and the Board noted the Strategic Objectives Q3 Update.</b>			
8.	Governance Report		
	<p>The DF noted that this was the standard report to the Board, he highlighted the gas contract approval which was homologated by the Operations Committee at their meeting on 3<sup>rd</sup> March. He noted that given the recent increases in energy prices this was done at just the right time. There were various courses and training courses available to the Board and he confirmed they should contact the GCO should they wish to be booked on to any of them.</p>		
	<p>He requested approval to convene a short life working group to discuss the upcoming Annual Return of the Charter (ARC) submission and Five-Year Financial Plan (FYFP) which are both due 31<sup>st</sup> May. The committee approved and it was agreed that the GCO would confirm dates in due course.</p>	GCO	ASAP
	<p>MH noted the inconsistent details within the Care Home Accidents section, and noted it would be helpful for a reason for the falls to be included going forward.</p>	DHC	May Board
<b>There were no questions and the Board noted the Governance Report.</b>			
8.a	FRAC Terms of Reference		
	<p>The FRAC Terms of Reference went to the FRAC Committee in October and the requested amendments had now been made and were ready for approval by the Board.</p>		
	<p>RW highlighted the section on pensions on page 6, and requested a change to the wording of "Approving the actuarial assumptions to be applied in the calculation of the scheme liabilities used in any valuations".</p>		
	<p>MH queries the frequency of meetings, noting that the winter meeting did not have a risk appetite review which was stated within the TOR. The CEO confirmed that this was due and would be arranged .</p>	CEO	May Board
	<p>MD drew attention to the capital letters within the report in the Treasury Management/Investments section noting meaning should be confirmed or lowercase.</p>		
<b>The Committee approved the FRAC Terms of Reference subject to the above mentioned amendments.</b>			
8.b	Operations Terms of Reference		
	<p>The Operations Terms of Reference went to the Operations Committee in January and the requested amendments had now been made and were ready for approval by the Board. SR confirmed he was happy with the changes as Chair of the Operations Committee and confirmed they incorporated all that was requested.</p>		
	<p>RW asked if the Remuneration Committee were included did that cover all activities within Viewpoint. The CEO confirmed that everything else went to Board or Short Life Working Group(SLWG) for discussion first and then to Board for approval.</p>		
<b>The Committee approved the Operations Terms of Reference.</b>			

Item	Subject	Action	Due Date
9.	Policies		
	<p><b>Retention Policy</b></p> <p>The HRM presented the Retention Policy, noting that it had been reviewed as part of the regular cycle and that there had been only minor amendments made around the “right to work”. The DPO had reviewed the Policy and was happy with the changes and recommended moving it back from a 2 year to a 3 year cycle. MH requested the addition of reference to data protection regulations in the introduction, and queried why this was moving to a 3 year cycle. The HRM confirmed that it had been updated to reflect legislation changes and that Viewpoint Policies were usually reviewed every 3 years unless needed to be reviewed sooner. MH also requested that the disposal method should be included within the schedule, and possible the method in which documents are stored.</p> <p><b>The HRM confirmed that these changes could be made and the policy could be brought back to the FRAC committee on 28<sup>th</sup> April for approval.</b></p>	HRM	April FRAC
	<p><b>Pay and Rewards Policy</b></p> <p>The HRM confirmed that this policy was almost reaching its review cycle due date but that it was brought forward so amendments could be made to allow more clarity and consistency in application due to a discrepancy with annual leave carry over. She noted the succession planning and staff development information had also been added. MH queried the addition of the succession plan inclusion, The HRM explained that it shows investment in staff, not just financial benefit. MH asked if maternity/family leave etc should be included within this policy, the HRM confirmed these were within a separate policy. RW asked for these to be referenced within the policy to provide clarity for staff.</p> <p>JC asked if there was a policy for bereavement leave and requested more information on what staff were entitled to. The HRM confirmed this was included within the Special Leave Policy and that discretion could be used by Management on this as family relationships could be very different.</p> <p>There was discussion around bank holidays and YP noted that there was a discrepancy on the floating bank holiday day entitlement. The HRM will amend this and include a list of the recognised days.</p>	HRM	Strategy Mtg
	<p><b>The Board confirmed that the approval of this policy could be delegated to the Executive Team Strategy Meeting once the above mentioned amendments had been made.</b></p>		
	<p><b>Standing Orders</b></p> <p>The DF confirmed that there had been no substantive changes to the Standing Orders. MD referenced 7.6 noting that although it states Minutes are available for the next Board meeting this was not the case as only a verbal update was provided, the DF confirmed this wording could be amended. MD noted there was no specific reference to adherence to Housing and Care Regulations which was important to know as Board members, he also requested the changes to capital letters and that the Board should see the schedules and appendices referenced within the Standing Orders before approval. The CEO confirmed these could be amended/provided.</p>		
	<p>LP queries if the Standing Orders included the Business Continuity Plan, it was confirmed by the CEO these were within the appendices. He requested a list and title of all relevant appendices be included at the bottom of the document.</p>	DF/ CEO	April FRAC

Item	Subject	Action	Due Date
	<p>RW asked if the SLWGs had decision making authority, it was confirmed that these groups were brought in historically when we were working with the Regulator and kept as they were found useful but that they were discussion based and any decisions made had to go to Board for approval. RW requested that this was referenced within the Standing Orders.</p> <p><b>The DF confirmed that these changes could be made and the policy could be brought back to the FRAC committee on 28<sup>th</sup> April for approval.</b></p>		

10.	<p>AOCB</p> <p>The Chair thanked all Board members for their attendance at the recent Board Appraisal Meetings and noted he would be putting together a report with his findings. A Teams session would be organised with the Executive Team to feedback the findings and recommendations.</p> <p>The Vice Chair noted that it was the SDD’s last Board meeting as he was retiring at the end of the month. She thanked him on behalf of the Board for his hard work over the past few years and presented him with a card and small gift.</p> <p><b>The next Board meeting is scheduled for Wednesday 20 May 2026 @ 4pm.</b></p>		
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**The formal meeting closed at 18.23**

**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