

## Argyll Community Housing Association

### Board of Management Meeting

Thursday 31<sup>st</sup> March 2016 at 10.30am in Inveraray Inn, Inveraray

#### Minute

##### Present:

Jim Milne (Chair)  
Councillor Roddy McCuish (Secretary) (Items 1 – 15.4 (exc Item 15.1))  
Douglas Prophet (Chair Finance & Audit Committee)  
Colin Davidson (Items 1 – 15.4 (exc Item 15.1))  
Cameron Grant (Items 1 – 13.4)  
Danny Kelly  
Councillor Donnie MacMillan  
Councillor Bruce Marshall  
John Muir  
Councillor Richard Trail

##### Not in Attendance:

Councillor Sandy Taylor

##### In Attendance:

Alastair MacGregor, Chief Executive  
Bruce West, Director of Finance & IT  
Linda Haig, Director of Investment & Regeneration  
Christine Johnston, Director of Housing & Neighbourhood Services  
Colette Benham, Director of Human Resources & Corporate Services  
Gayle Stead, Governance & Compliance Manager  
Lesley Lindsay, PA to Board of Management

The Chair stated he proposed items 15.1 and 16.1 be moved to the afternoon Strategic Vision session. Board members were asked to advise on attendance to ensure a quorum. Councillor Roddy McCuish, Cameron Grant, and Colin Davidson advised they would not be available for the afternoon session. It was confirmed a quorum of 7 would be met. The Chair asked for approval in line with the Association's Standing Orders to agree to an extension of the Board meeting. The Board of Management unanimously **AGREED** to the extension.

The Chair advised there would be an additional item covered under AOCB relating to the emergency approval of a contractor.

The Chair advised the position of Chair of the Remuneration Committee remained unfilled and asked for volunteers. He stated no formal meeting of the Remuneration Committee had been arranged but advised a Pay Benchmarking exercise was due to be carried out in the near future.

The Chair highlighted a number of articles contained within the Board Information Pack:

- Welfare Rights update

- Sheltered Housing Survey results
- OSCR guidance for charity trustees on the EU referendum
- IT Infrastructure Progress Report

The Chair confirmed Mike Brown had been invited to attend lunch but no response had been received to date.

The Chair advised the Vice Chair was currently hospitalised and a get well card had been circulated for Board members to sign. The Board of Management took the opportunity to wish her well.

1.	<b>Apologies</b> Lorraine-Anne Drysdale, Neil Mackay  Leave of Absence Stafford Day	
2.	<b>Minutes of Previous Meeting – 18<sup>th</sup> February 2016</b> The minute of the previous meeting was <b>APPROVED</b> as an accurate record.  Proposed by: Douglas Prophet Seconded by: Councillor Bruce Marshall	
2.1	<b>Minute of Finance &amp; Audit Committee meeting for ratification – 3<sup>rd</sup> December 2015</b> Page 2 – Item 2 – second last paragraph, second line – remove the superfluous ‘is’  Subject to the above amendment, the Board of Management <b>RATIFIED</b> the minute.  The Board of Management requested page numbers be inserted.  Item 6 – Contract Management Arrangements – John Muir asked whether the review date had been inserted. The Director of Investment & Regeneration confirmed the review date had been inserted.  Item 6 - ICT Management Control Arrangements – John Muir asked for clarification on the reasons for reducing the number of departmental databases. The Director of Finance & IT advised a further email had been issued to staff requesting that all information be recorded in the management systems where possible as opposed to stand alone databases or spreadsheets. He further advised the next stage would be to establish what information could be held within Capita, Sun, Cascade etc.  The Director of Human Resources & Corporate Services advised an internal audit had been undertaken week commencing 20 <sup>th</sup> March 2016 and confirmed an updated report would be provided as most of the actions had been completed.	<b>Gayle Stead</b>
3.	<b>Matters Arising</b> Page 4 – Item 6 – the Chair confirmed a letter had been sent to the Scottish Housing Regulator, which would be covered under Item 5.	

	<p>Page 4 – Item 6 – the Chair advised that he had met with Joyce Stewart on 10<sup>th</sup> March 2016 and confirmed he would update Board members on the meeting under Item 17 of the agenda.</p> <p>Page 6 – Item 9 – the Director of Investment &amp; Regeneration advised dialogue remained ongoing between ACHA, Argyll Properties and the Scottish Government. The Board were advised that a response remained outstanding from the Scottish Government. The Director of Investment &amp; Regeneration confirmed she would ask the Scottish Government for a response.</p> <p>Councillor Bruce Marshall asked about the involvement of the Cowal Golf Club. The Director of Investment &amp; Regeneration advised that ACHA had not had any involvement with the Cowal Golf Club.</p> <p>Page 11 – Item 12.2 – the Director of Finance &amp; IT advised that information relating to AHFA fleet remained outstanding but confirmed he would report back as soon as the information was available.</p> <p>Page 14 – Item 12.5 – the Chief Executive advised that a press release had been issued.</p> <p>Page 15 – Item 12.6 – the Director of Housing &amp; Neighbourhood Services advised she, along with the Director of Finance &amp; IT would be amending the wording to ensure a clear message was given to tenants on the cessation of the Right to Buy.</p> <p>Page 21 – Item 16 – the Chair confirmed that the previous chair, Mike Brown had been invited to join the Board for lunch and a response was awaited.</p>	<p><b>Linda Haig</b></p> <p><b>Bruce West</b></p> <p><b>Christine Johnston/ Bruce West</b></p>
4.	<p><b>Conflict of Interest to Declare</b></p> <p>Item 7 – Outcome of Pay Consultation 2016 - staff declared a conflict of interest and advised they would leave the meeting for that item.</p> <p>The Chair declared an interest as an AHFA Board member in relation to Items 15 and 17.</p>	
5.	<p><b>Correspondence</b></p> <p><u>Response to SHR</u></p> <p>The Chair advised that a response had been sent to the Scottish Housing Regulator and as a result a meeting had been held on 10<sup>th</sup> March 2016. The Chair advised he would provide an update on the meeting under Item 17 AOCB.</p> <p>The Board of Management <b>NOTED</b> the content of the letter.</p>	
6.	<p><b>Draft Training Programme</b></p> <p>The Chair reminded Board members that the proposed training sessions were as a result of Board members discussions with North Star during the Independent Governance Review.</p>	

	<p>The Chair advised that costings had not been obtained for all training sessions but stated approval was being sought for the training sessions and proposed providers.</p> <p>The Board of Management <b>AGREED</b> to hold the SHARE training sessions in one day and the EVH training sessions in one day to reduce costs.</p> <p>The Chair drew Board members attention to the ACAS website and advised that ACAS were providing 16 on-line courses, free of charge that Board members could register for and work through. He further advised that each module lasted for approximately 30 minutes and a certificate was provided upon successful completion. The Director of Human Resources &amp; Corporate Services advised that one of the ACAS modules was on Remuneration.</p> <p>John Muir stated he was not computer literate and asked what he should do. The Chair advised that he should attend the training sessions arranged by ACHA.</p> <p>The Chair requested that the proposed Remuneration training session be brought forward from 2017 to late 2016.</p> <p>The Board of Management stated that they wished Hugh Laird to undertake the training for BDA.</p> <p>The Board of Management <b>APPROVED</b> the training sessions as set out and further <b>APPROVED</b> the recommended providers.</p>	<b>LL</b>
7.	<p><b>Outcome of Pay Consultation 2016</b></p> <p>All staff members, with the exception of the minute taker, left the meeting.</p> <p>The Board of Management were asked to consider the recommendation to approve the implementation of the two year pay deal which is 1.4% pay award to all ACHA and AHFA staff, effective 1<sup>st</sup> April 2016 and also between 1.5% and 2% effective 1<sup>st</sup> April 2017;</p> <p>0-1% CPI would result in a 1.5% pay award  1-2% CPI would result in a 1.8% pay award  2-3% CPI would result in a 2% pay award  CPI would be based on the December rate.</p> <p>The Board of Management <b>APPROVED</b> the recommendation.</p> <p>Staff members returned to the meeting.</p>	
8.	<p><b>SFHA and GWSF Membership</b></p> <p>The Chief Executive reminded Board members they had taken the decision for the financial year 2015/16 that ACHA would be a member of the Glasgow and West of Scotland Forum of Housing Associations and not the SFHA. For the financial year 2016/17 it had been agreed the matter would be reviewed again having had the benefit of a year's membership of the GWSF to compare against previous membership of the SFHA. He advised</p>	

	<p>membership renewal had been received from GWSF, which stated the cost of membership was £1,112 and also included details on the value of GWSF membership, their successes during 2015/16 and looking ahead to 2016/17. The Chief Executive further advised that no information had been received from the SFHA.</p> <p>The general consensus of the Board was that as the SFHA had not provided information to allow the Board to make a comparison their preferred option would be membership renewal of the GWSF.</p> <p>The Chair of the Finance &amp; Audit Committee stated that two members from the SFHA that were due to attend the official opening at Tayvallich and did not turn up.</p> <p>The Chair asked if there was a cost comparison between the two organisations. The Chief Executive advised that costs had only been received from the GWSF but further advised the last membership fee the Association had paid to the SFHA had been in excess of £16,000.</p> <p>The Secretary stated there had been no detrimental impact on the Association while not being members of the SFHA and it was his view the Association were happy with the services of the GWSF.</p> <p>The Chair asked staff members whether they had missed the support provided by the SFHA. The Governance &amp; Compliance Manager stated the rule changes had been slightly different but the Association had found the required information via a different route and there had been no detrimental impact on the business.</p> <p>The Board of Management <b>APPROVED</b> membership renewal of the Glasgow and West of Scotland Forum of Housing Associations at a cost of £1,112.</p>	
9.	<p><b>Tenant Board Vacancies</b></p> <p>The Chief Executive stated that as a result of an advertising initiative, three expressions of interest to become members of ACHA's Board of Management had been received:</p> <p>Alexandra Glazsher – previously served on the Board and lives in Garelochhead. She has indicated she would be willing to serve again and could give the time and commitment to do so;</p> <p>Robert Munro – a tenant of the Association living in Port Ellen, Islay. He is a retired army chef and wishes to give something back in a volunteering capacity. He has been briefed on the commitment required including training and has intimated he could give the time required;</p> <p>John Colquhoun – a tenant of the Association living in Dunoon. He is a lorry driver with a local company. He has intimated he wishes to give something back to the community in a volunteering capacity. He has further intimated he could give the time required to serve on the Board but would require confirmation from his employer regarding availability on Thursdays. The</p>	

	<p>Chief Executive advised that at the time of writing the report Mr Colquhoun had not received that confirmation from his employer.</p> <p>The Board were asked to consider co-opting the three tenants to serve on the Board to fill the current vacancies until the next AGM.</p> <p>John Muir advised he had spoken to a new tenant of the Association who appeared interested in becoming a Board member. The Chief Executive advised he would be happy to discuss the remaining vacancies with her. Colin Davidson asked whether the tenant was interested in becoming a Board or Area Committee member. John advised the tenant would be interested in either position and confirmed her name as Mrs Orton. The Chair of the Finance &amp; Audit Committee asked if Mrs Orton was a member, John advised he was unsure.</p> <p>Cameron Grant asked whether there were video conferencing facilities available on Islay. The Chair stated that would be a possibility for the future. The Chief Executive advised that Mr Munro had confirmed his availability to attend meetings on the mainland.</p> <p>The Chair and the Secretary recommended inviting all three tenants to fill the tenant vacancies available.</p> <p>Councillor Bruce Marshall stated that he hoped Mr Colquhoun would be in a position to attend.</p> <p>The Board of Management <b>AGREED</b> to co-opt all three tenants and stated they should be invited to attend the next meeting scheduled to be held in May.</p>	
10.	<p><b>Review of Chair and Chief Executive Roadshows</b></p> <p>The Chief Executive advised that as part of the Association's engagement with tenants and customers it had been agreed to pilot a series of roadshows, during 2015/16, involving the Chair and Chief Executive and stated his report summarised the outcome of the roadshows;</p> <p>He highlighted the total attendance for all 7 roadshows had been 25 with the highest level of attendance being in Helensburgh, with 7 attendees, and the lowest level being in Lochgilphead, where there had been no attendees.</p> <p>The Chief Executive took the Board through the structure of the meetings and highlighted the types of questions asked. He stated he had been advised the low attendance level was due to a general satisfaction with the Association and clashes with other commitments. He concluded he had enjoyed the roadshows but questioned whether the low level of attendance was good value for money. He added the Association could reach a wider audience using alternative methods such as social media. He advised the cost attached to the roadshows had been in the region of £1,500.</p> <p>Councillor Bruce Marshall stated it was his view the roadshows had been a futile exercise and a waste of money and time. He further stated the money could be better spent.</p>	

	<p>Councillor Donnie MacMillan suggested holding roadshows during the day to encourage attendance.</p> <p>Cameron Grant suggested holding roadshows in conjunction with Community Council meetings. The Chief Executive advised that he, along with other staff members had attended Community Council meetings and would continue to do so if requested.</p> <p>The Secretary stated ACHA that had piloted the roadshows and tried to engage with communities but looking at the figures it was his view that similar future events would not be worthwhile. He further stated that ACHA staff are available to anyone who wished information and were doing a good job.</p> <p>Councillor Richard Trail stated the numbers spoke for themselves and a better focus would be on Area Committees. Colin Davidson agreed and added a more valuable exercise would be to try to resurrect the Bute &amp; Cowal Area Committee.</p> <p>The Chief Executive advised that the advert in the media had been explicit in stating it was an opportunity to question the Chair and Chief Executive of the Association. He further advised that he regularly met tenants' outwith that forum.</p> <p>Councillor Bruce Marshall stated that it was generally younger people who had an interest in social media and asked whether the Association had a dedicated member of staff to interact via social media. The Chief Executive stated the Association did not, but there were potential options if resources allowed.</p> <p>The Chair asked members to vote on whether the Chair and Chief Executive roadshows should continue:</p> <p>1 member voted to continue with the roadshows 9 members voted to discontinue the roadshows</p> <p>As a result of the vote, the Board of Management <b>AGREED</b> to discontinue the Chair and Chief Executive Roadshows.</p>	
11.	<p><b>New Membership Applications</b> The Board of Management <b>APPROVED</b> three new membership applications.</p> <p>The Board of Management <b>NOTED</b> the current membership total as at 22/03/16 was 260.</p>	
11.1	<p><b>Cancelled Members</b> The Board of Management <b>NOTED</b> the cancellation of five memberships.</p>	
12.	<p><b>Chief Executive Presentation</b> The Chief Executive gave a presentation covering:</p>	

	<ul style="list-style-type: none"> <li>• Key Issues</li> <li>• External Issues</li> </ul> <p>All members in attendance were provided with a copy of the presentation.</p> <p>Councillor Richard Trail asked whether the outcome of the EU referendum would have an impact on the EU Procurement rule for the Association. The Director of Investment &amp; Regeneration advised that if the EU Procurement legislation was removed, the legislation put in place by the Scottish Government would be more onerous on the Association.</p> <p>The Secretary asked if ACHA could take advantage of the Scottish Government's investment in infrastructure fund. The Chief Executive advised that the Scottish Government had set aside £50million for capital and infrastructure programmes. He confirmed if the Association had a scheme that was struggling due to infrastructure challenges then ACHA could apply for funding. The Director of Investment &amp; Regeneration stated there was nothing in the Association's current list of projects as projects had only been put forward where costs could be containable. The Chief Executive advised that West Highland Housing Association had a new build site in Dunbeg that had been impeded by costs relating to capital and infrastructure and added that in theory West Highland Housing Association may consider an application. The Chief Executive stated it may be a question for Argyll and Bute Council to ask.</p> <p>Councillor Bruce Marshall stated that he was a 'brexit' supporter as EU legislation had been very damaging to local businesses. He added he was disappointed that the procurement legislation, set out by the Scottish Government would be more onerous to the Association.</p> <p>The Chair asked whether the reduction in the Council's Strategic Housing Fund grant rate was being reduced to allow more homes to be funded. The Chief Executive stated the rationale behind the recommendation had not been formally given but the primary reason may be due to the increases in the Scottish Government's grant rate.</p>	
13.	<p><b>Equalities Action Plan</b></p> <p>Colin Davidson commented that the status of the report should be for consideration as opposed to agreement and implementation. The Director of Housing &amp; Neighbourhood Services apologised for the oversight.</p> <p>The Director of Housing &amp; Neighbourhood Services advised the Association was required to keep records of protected characteristics but once the information had been collected, the Association were unsure of why, where and what to do with the information. As a result it had been agreed to seek guidance from Scotland's Housing Network (SHN). The advice given by SHN was to strip back all information gathered to the legal requirement only. Following the guidance, a number of areas were reviewed as outlined within the report.</p> <p>The Board were advised that the Governing Body data questionnaire should</p>	



	<p>only collect information on four of the nine protected characteristics; age, gender, disability and ethnic origin.</p> <p>In addition, an action plan had been developed to ensure compliance with current legislation.</p> <p>The Secretary stated that the collection of information did not make any real difference. The Director of Housing &amp; Neighbourhood Services advised it was used for diversity purposes amongst other things. Colin Davidson stated that the information could be used against organisations and gave the example that ACHA's target shows there should be more females on the Board of Management but stated it was impossible to achieve the target if females showed no interest in becoming Board members.</p> <p>Following recognition that the collection of certain information was a requirement, the Board of Management <b>APPROVED</b> the implementation of the recommendations from the Scottish Housing Network review of the equalities action plan and processes.</p>	
13.1	<p><b>Your Voice Group – outcome of scrutiny task</b></p> <p>The Director of Housing &amp; Neighbourhood Services advised that ACHA's Void Letting Policy had been the first task undertaken by the scrutiny group.</p> <p>The Board were advised the main body of the report had been written by TPAS on behalf of the Your Voice Group.</p> <p>The Director of Housing &amp; Neighbourhood Services took the Board through the various stages completed by the scrutiny panel and advised their report contained a number of recommendations as highlighted within the report. The Board were advised a report of their decision would be reported back to the scrutiny group at their next meeting.</p> <p>The Your Voice primary recommendation had been for ACHA to set up a short life working group to tighten up on processes and change processes where required. The Director of Housing &amp; Neighbourhood Services confirmed there should be no financial impact on the Association.</p> <p>The Board were advised that the scrutiny group were keen to get a perspective from new tenants on whether they were clear on the standards and were fairly satisfied overall with the procedure.</p> <p>The Chair of the Finance &amp; Audit Committee stated that in his opinion Recommendations 3a and 3b should already be carried out. The Director of Housing &amp; Neighbourhood Services agreed but added that it had been found in some cases properties were not being post inspected. She confirmed that the Association did have a quality assurance system in place but every case had not met the group's expectations. She advised the scrutiny group recommended the standards be more defined.</p> <p>The Chair of the Finance &amp; Audit Committee asked if AHFA could undertake recommendation 3c. The Director of Investment &amp; Regeneration advised that was not part of the void policy and the Association had budget</p>	

	<p>constraints.</p> <p>John Muir asked if a disabled tenant could be made aware of which organisations were available to provide assistance. The Director of Housing &amp; Neighbourhood Services advised that would be part of the remit of the short life working group.</p> <p>Councillor Bruce Marshall stated the minimum letting standard was to ensure properties were wind and watertight and free from rising and penetrating dampness. He advised that a Councillor from the Dunoon area had received complaints that properties were being let below the minimum standard. The Director of Housing &amp; Neighbourhood Services advised that the Association did have properties that were subject to water ingress issues but void properties should not be re-let with water ingress/dampness issues. The Director of Investment &amp; Regeneration stated that any representations to Councillors should be reported as soon as possible as details of properties affected would be required to allow the Association to address the issues.</p> <p>The Secretary asked whether the short life working group could give consideration to the 72 hour discharge from hospitals as higher numbers of tenants required to be looked after in their own homes. He stated that more investment in homes would be required and asked if the Association was prepared. The Director of Housing &amp; Neighbourhood Services stated that specific issue would not be relevant in relation to void properties. She further advised that the Association had a reasonably good working relationship with hospitals but occasionally did get short notice of works requiring to be carried out. She advised the Association worked closely with OTs to facilitate the requirements but sometimes not enough notice was given. She advised that thankfully that was by exception rather than the rule.</p> <p>The Secretary asked if it would be possible to have vacant properties available to accommodate tenants on a short term basis while work was being carried out on their homes. The Director of Housing &amp; Neighbourhood Services advised that would be possible in Campbeltown and Rothesay but not in other areas as demand was too high.</p> <p>Cameron Grant asked how often the Your Voice group would review policies. The Director of Housing &amp; Neighbourhood Services advised the group had many procedures to review and the regularity of review was at the discretion of the group.</p> <p>Councillor Richard Trail stated he was impressed by the level of work carried out by the Your Voice group and asked whether any of the members were also Area Committee members. The Director of Housing &amp; Neighbourhood Services advised that the group had a wide range of knowledge and were very enthusiastic. She stated that there were a couple of Area Committee members on the group. Councillor Trail stated that there may be a benefit in giving the Area Committees similar tasks to undertake to encourage participation.</p>	
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	<p>The Chair of the Finance &amp; Audit Committee asked what the External Support cost of £4,018.02 was for. The Director of Housing &amp; Neighbourhood Services advised the cost was attached to external bodies developing and supporting the group, which was a requirement.</p> <p>The Chair congratulated the work of the Your Voice group.</p> <p>The Board of Management <b>APPROVED</b> the recommendations contained within the report:</p> <ol style="list-style-type: none"> <li>1. A Void Standard statement is to be agreed which is to be used across media platforms (appendix 1, section 5.1)</li> <li>2. The agreed statement to be used, where possible, on communications with HOME Argyll applicants requesting rehousing with ACHA</li> <li>3. A short life staff working group to be set up to: <ol style="list-style-type: none"> <li>a. Define standards of cleanliness and decoration for void properties</li> <li>b. Develop a "Quality Assured" approach to certify that all properties have been post inspected and quality checked before being released for relet (appendix 1, section 5.1.3)</li> <li>c. Look at ways to assist elderly/disabled gain assistance with decoration from third party sources and ensure that up to date local support information is collated and available for new tenants</li> <li>d. The refusal options are to be expanded on the Acceptance/Refusal form to include more information relating to condition of property/cleanliness</li> <li>e. Assess and evaluate the current practice to pursue debts from previous tenants for cleaning and decoration</li> <li>f. The working group is to report its findings to the Your Voice group</li> <li>g. A leaflet is to be devised by staff and in consultation with tenants which publicises the updated standards and in particular tenant's responsibilities. This form to be used in all suitable contacts with tenants and be put on the ACHA website</li> </ol> </li> <li>4. That staff information and training is developed to support the changes that are agreed and implemented</li> </ol> <p>Two further recommendations were made regarding actions for the medium to long term:-</p> <ol style="list-style-type: none"> <li>5. That a process should be agreed in respect of future consultation and review of void letting, allocation and new tenant practices.</li> <li>6. That the Association's standards be benchmarked to ensure that standards are being maintained</li> </ol>	
13.2	<p><b>Your Voice Group – scrutiny timetable</b></p> <p>The Director of Housing &amp; Neighbourhood Services stated that the Board of Management had requested information on the timetable of the Your Voice group.</p> <p>The Board were advised that the next piece of major work was to review the Repairs and Maintenance Policy. The scrutiny group have still to agree which aspects of the policy they will focus in on.</p>	

	The Board of Management <b>NOTED</b> the contents of the report.	
13.3	<p><b>Gypsy Traveller Survey</b></p> <p>The Director of Housing &amp; Neighbourhood Services reminded the Board of Management that ACHA were the only Association in Scotland with Gypsy Traveller sites. She advised the survey had been carried out January/February and improved satisfaction levels had been noted. She further advised a newsletter had been produced with input from the travellers.</p> <p>Councillor Bruce Marshall stated it was great to see satisfaction figures improving and he asked if there were any plans for the Torlochan site as it had been vacant for over a year. The Director of Housing &amp; Neighbourhood Services advised she had been tasked with speaking to the Council as it was their statutory obligation. She further advised the site had been well advertised but stated it appeared it may not be required. The Board were advised that ACHA received a small grant from Argyll and Bute Council to undertaken improvements, which would reduce pro-rata if the Torlochan site were to be closed.</p> <p>John Muir asked whether the Government regulated how many sites required to be maintained. The Director of Housing &amp; Neighbourhood Services advised new legislation had been issued by the Scottish Government on Gypsy Traveller site standards.</p> <p>The Chief Executive stated he had discussed the issue of the lack of a dedicated capital programme to assist with the improvements to Gypsy Traveller sites with the local MSP who had agreed the matter needed to be looked into.</p> <p>The Board of Management <b>NOTED</b> and <b>APPROVED</b> the content of the Gypsy Travellers Survey 2016.</p> <p>The Chair congratulated the team on the outcome of the survey and improved satisfaction levels.</p>	
13.4	<p><b>2015 Tenant Satisfaction Survey Action Plan Proposals</b></p> <p>The Director of Housing &amp; Neighbourhood Services provided a background to the survey carried out and reminded Board members of the types of questions asked during the survey.</p> <p>The Director of Housing &amp; Neighbourhood Services stated her department had targeted areas with the lowest levels of satisfaction and had begun analysing the results and where appropriate would tease out further information. She advised the telephone surveys had worked well.</p> <p>The Director of Housing &amp; Neighbourhood Services reminded the meeting that at the Strategic Planning sessions held in February, the Board had agreed satisfaction surveys should be carried out on an annual basis. She advised that as a result of that decision, the action plan required to be narrowed down and more intensive work undertaken.</p>	

	<p>The Director of Housing &amp; Neighbourhood Services stated that information in relation to Recommendation 7 had been received and she advised that if a tenant's response was "no opinion" guidance stated that response was required to be counted.</p> <p>The Board were advised that repairs cards continued to show high levels of satisfaction.</p> <p>Councillor Bruce Marshall stated he was pleased there had been a dramatic improvement in satisfaction levels and commented that having context provided during the survey had assisted. He further stated the Association should continue to raise satisfaction levels. The Director of Housing &amp; Neighbourhood Services agreed contextual questions had been useful.</p> <p>Cameron Grant left the meeting.</p> <p>Colin Davidson stated that staff should be congratulated on raising satisfaction levels but questioned the logic of including "no opinion" responses. The Director of Housing &amp; Neighbourhood Services advised the SHR had stated if a question had been answered it was required to be included. She further advised every Housing Association was subject to the same rules.</p> <p>The Chair stated he was slightly unhappy with recommendations 2 and 4 contained within the report and made suggestions to amend them:</p> <p>Recommendation 2 – should start 'agree that'</p> <p>Recommendation 4 – should not be included</p> <p>The Director of Housing &amp; Neighbourhood Services agreed and apologised for Recommendation 4 having been included. She stated that had been an oversight when writing the report.</p> <p>Colin Davidson asked that the status of reports be worded 'for consideration' as the Board may wish to reject.</p> <p>The Board of Management were asked to consider the recommendations:</p> <ol style="list-style-type: none"> <li>1. Approve the priority ARC indicators to be subject of further surveys/actions</li> <li>2. Agree that surveys are undertaken, where appropriate to obtain further information on how we can improve performance/service in relation to these ARC indicators</li> <li>3. Agree that further surveys and/or actions following analysis of feedback, will be targeted on an area basis, with the three lowest ranking areas for each indicator being surveyed</li> <li>4. To be deleted</li> <li>5. The Board agree the draft timetable for completion of associated work in relation to follow up surveys and implementation of change</li> <li>6. It is noted and agreed that Housing &amp; Neighbourhood Services will complete the required work on "theming" the comments from tenants on each indicator</li> </ol>	
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	<p>7. It is also noted that further guidance is being sought regarding the “no opinion” returns</p> <p>The Board of Management <b>APPROVED</b> recommendations 1 – 5 and <b>NOTED</b> recommendations 6-7.</p>	
13.5	<p><b>Glenshellach New Build Names</b></p> <p>The Board of Management <b>APPROVED</b> the names of the two new build development within the Glenshellach area of Oban as Sunderland Drive and Breda Drive.</p> <p>The Chair stated that streets which are named for particular reasons sometimes have a plaque in place highlighting the reason behind the name. He asked whether M &amp; K MacLeods would provide a plaque for the new build sites. The Chief Executive advised he would make enquiries.</p>	Alastair MacGregor
14.	<p><b>Monthly Investment Programme Update</b></p> <p>The Director of Investment &amp; Regeneration took the Board through her report and highlighted that spend was under target. She further advised it was highly likely the target would be met in the year-end figures.</p> <p>She advised the main area affecting spend had been the windows and doors contract. She reminded Board members that a decision had been taken to reduce abeyances around door entry and common doors by meeting costs where the Association was the majority owner. She advised that owner engagement had been required to be undertaken which had taken longer than initially expected. She further advised the contract would catch up quickly.</p> <p>The Board were advised there were no particular issues in relation to the Investment Programme.</p> <p>The Board of Management <b>NOTED</b> the contents of the report.</p>	
14.1	<p><b>New Build Development Programme Update</b></p> <p>Colin Davidson stated it was his view the new build development programme update was an important issue which would require a longer timeframe for discussion. The Chair stated the Director of Investment &amp; Regeneration, along with her team had carried out a huge amount of work and had produced a very detailed report to the Board. He further stated that many of the projects had already been considered by Board members at previous meetings. Board members confirmed they had read and understood the report and appendices.</p> <p>The Director of Investment &amp; Regeneration stated the Association had been working with Argyll &amp; Bute Council within the SHIP group and explained the Council were putting together their new programme and had a meeting set up for early May. The Director of Investment &amp; Regeneration advised she had hoped the Board of Management would support the draft target list of potential projects to allow Argyll and Bute Council to hopefully integrate it into their plan. The Board were advised there was a degree of urgency as the Council’s May meeting would be held before the Board’s May meeting.</p>	

	<p>The Board were advised the draft target list was not 'set in stone' and they would be provided with regular updates as projects progressed. The Director of Investment &amp; Regeneration stated that if the Association did not put forward a target list the door may close on opportunities.</p> <p>The Chair of the Finance &amp; Audit Committee advised he agreed with Colin Davidson and suggested the Board may wish to consider reverting back to monthly meetings to allow more time for discussion.</p> <p>Councillor Richard Trail suggested the agenda could be graded with important items being dealt with higher on the agenda. John Muir agreed that agenda items should be set in order of importance.</p> <p>The Secretary stated recommendation 3 provided comfort of the draft status of the projects. He further stated that staff knew where houses were required to be built.</p> <p>The Chair stated this item had raised a number of issues which were not related to the item itself. There were:</p> <ul style="list-style-type: none"> <li>• Frequency of Board meetings</li> <li>• Order of Agenda Items</li> <li>• Treatment of draft papers</li> </ul> <p>He advised he would discuss each of the matters with the Chief Executive.</p> <p>The Chief Executive stated the Board were being asked to consider the constructs behind the draft target list of potential projects based on the demands analysis that had been applied for possibilities to be discussed with Argyll and Bute Council. He advised the Board Colin had raised a valuable point in that the Association had already secured private finance for the proposed projects.</p> <p>Councillor Donnie MacMillan stated he supported the recommendations contained within the report.</p> <p>The Chair asked for any further comment before a decision would be reached.</p> <p>The Board of Management <b>APPROVED</b> the recommendations contained within the report:</p> <ol style="list-style-type: none"> <li>a. Note the progress on the 2015-2018 programme</li> <li>b. Approve the draft target list of potential projects for 2018-2022</li> <li>c. Approve further negotiations with private funders to support additional development</li> <li>d. Consider in due course a request for additional development staff resources if required</li> </ol> <p>The Chair advised he would consider options to resolve the unrelated issues raised.</p>	<p><b>Jim Milne</b></p> <p><b>Jim Milne</b></p>
15.	<b>AHFA Business Plan Progress Report as at 29/02/16</b>	

	The Board of Management <b>NOTED</b> the contents of the report.	
15.1	<p><b>ACHA Business Plan – review and update for 2016/17</b></p> <p>The Director of Finance &amp; IT gave a presentation covering</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Format</li> <li>• Assumptions</li> <li>• Key Changes to Current Plan</li> <li>• Key Outcomes</li> <li>• Rental Income</li> <li>• Voids</li> <li>• Bad Debts</li> <li>• Other Income</li> <li>• Management Costs</li> <li>• Planned and Reactive Maintenance</li> <li>• Major Repairs</li> <li>• Interest</li> <li>• New Build Development</li> <li>• Sensitivity Summary</li> <li>• Summary Points</li> </ul> <p>The Board of Management <b>NOTED</b> the content of the presentation.</p>	
15.2	<p><b>ACHA Management Accounts as at 29/02/16</b></p> <p>The Board of Management <b>NOTED</b> the content of the report.</p>	
15.3	<p><b>Treasury Management Strategy 2016/17</b></p> <p>The Director of Finance &amp; IT advised the report had been produced with advice from David Tolson Partnership and had been reviewed by the Finance &amp; Audit Committee.</p> <p>The Director of Finance &amp; IT drew the Boards' attention to the range of bullet points at the end of page 3 of the report.</p> <p>The Board of Management <b>APPROVED</b> the draft Treasury Management Strategy for 2016-17.</p>	
15.4	<p><b>Revised Programme of IT Projects</b></p> <p>The Director of Finance &amp; IT advised the main reason for the review was to fit within the budget as approved by the Board in February.</p> <p>The Board were advised priority had been given to projects that supported income collection followed by those related to asset management and then projects of a more transformational nature such as document management, website upgrade, enhanced intranet and use of social media.</p> <p>The Director of Finance &amp; IT advised a significant piece of work would be carried out between October 2016 and March 2017 to scope out what the requirements of the Association are and what systems would be of greatest benefit.</p>	



	<p>The Director of Finance &amp; IT advised a short life working group would be established incorporating IT, Housing &amp; Neighbourhood Services and Investment &amp; Regeneration to take forward the various options.</p> <p>The Chair asked whether the scoping exercise would benefit from input from other Housing Associations. The Director of Investment &amp; Regeneration advised that most Associations used a small range of systems and that options were fairly limited.</p> <p>The Board of Management <b>APPROVED</b> the recommendations contained within the report:</p> <ol style="list-style-type: none"> <li>1. Agree the future projects list for 2016-17 to allow projects to be scheduled and implemented</li> <li>2. Subject to the outcome of the scoping exercise to approve the provisional phasing of projects for 2017-18 and 2018-19</li> <li>3. Agree to carry out a scoping exercise over September 2016 to March 2017 to determine the preferred approach in terms of standalone systems or an integrated solution for asset management, document management, customer service and on-line service systems.</li> </ol>	
16.	<p><b>SPSO Determination</b></p> <p>The Director of Human Resources &amp; Corporate Services advised the determination had been discussed by the Senior Management Team and drew the Board's attention to the recommendations put forward by the SPSO.</p> <p>The Board were advised a letter of apology had been issued and an explanation was being progressed. The Board were also advised that further training sessions may require to be undertaken by staff.</p> <p>The Board of Management <b>NOTED</b> the recommendations put forward by the SPSO.</p> <p>The Director of Investment &amp; Regeneration advised that a package of works had been carried out on the property around April/May time that had been agreed by the tenant. She further advised additional works were due to be carried to compromised plaster on the chimney breast but the tenant had refused to allow the works to proceed. The Board were advised that the independent survey would highlight whether further works are required.</p> <p>Councillor Richard Trail asked if ACHA accepted the comments of the SPSO regarding the condition of the property or whether the comments would be disputed. The Chief Executive stated the grounds for appeal were very narrow and as such the Association would accept the determination by the SPSO.</p> <p>The Chief Executive advised he had written to the SPSO to ascertain why the determination had taken nearly a year to be finalised. He stated he had received a response indicating that some investigations take longer than others and the SPSO had been very busy. They had agreed an earlier</p>	

	<p>determination would have been more beneficial to the tenant and the Association.</p> <p>The Board of Management <b>NOTED</b> the content of the determination letter.</p>	
16.1	<p><b>Corporate Risk Review February 2016</b></p> <p>The Director of HR and Corporate Services recapped on the strategic planning process undertaken in February by the Board of Management. The Board of Management were asked to discuss and approve the presented amended documentation which comprised; the revised Strategic Plan 2016-2021, PEST and SWOT analysis and revised ACHA Risk Register for 2016. The revisions were presented as a result of the Strategic Planning sessions held on 16<sup>th</sup> and 17<sup>th</sup> February 2016.</p> <p><b><u>Strategic Plan</u></b></p> <p>The Strategic Plan was updated to reflect the period 2016 to 2021. The Mission Statement, in section 3, was been amended to read “To improve, develop and manage quality affordable homes across Argyll and Bute by working in partnership”. The Values have been retained as existing. Key objective 2 were amended read “Achieving the Scottish Government housing standards and addressing housing need in Argyll and Bute through development and upgrading”</p> <p>An additional key objective was included to state: Key objective 6 “Continuous improvement of Scottish Social Housing Charter indicators” and the strategic objective measures and targets have been updated.</p> <p>John Muir asked whether the proposed new funding streams would be submitted to the Board for approval prior to progressing and confirmation was provided that the Director of Finance and IT and Managing Director of AHFA would present to the Board for approval.</p> <p>In relation to the measures set for the financial objectives; these were previously identified within a report presented to the Board of Management by the Director of Finance &amp; IT in February 2016.</p> <p>Cllr Richard Trail proposed that the current heading of `Target` be amended to read `Target/Action`. This was agreed by members.</p> <p>John Muir identified that the target to fill Board vacancies prior to September 2016 would be challenging and asked how this would be met. The Director of Human Resources &amp; Corporate Services responded that work was being undertaken to identify potential future members and this would continue.</p> <p>Key objective 6 would be amended to reverse the target and measure.</p> <p>Cllr Bruce Marshall asked for an update on void property management and the Director of Housing &amp; Neighbourhood Services identified that a working Group had been implemented. The Chief Executive confirmed that a report would be presented to the Board of Management by December 2016.</p> <p>The Board <b>Agreed and Approved</b> the strategic plan following agreed</p>	

	<p>amendment.</p> <p><b><u>ACHA Risk Register</u></b> Clarification was provided that the `Line of Tolerance` had been reformatted on the matrix and the `likeliness` categories had been amended as requested.</p> <p><b>Agreed and Approved</b> by the Board of Management following agreed amendments.</p> <p><b><u>AHFA Risk Register</u></b> This has been deferred to the Board of Management meeting to be held on 24<sup>th</sup> May 2016.</p> <p><b><u>PEST (political, economic, social and technological)</u></b> European `referendum` 2016 requires to replace European `election` 2016 and `Scottish Parliamentary` to be included within Political/legal section of analysis.</p> <p>The Chair asked whether the rate of tenants taking up contents insurance had increased or decreased. The Director of Housing &amp; Neighbourhood Services committed to contact the association Insurer to ask for the trend and tenant uptake on contents insurance. However, this would not take into consideration the number of tenants who had procured insurance through other insurers.</p> <p><b>Agreed and Approved</b> by the Board of Management with approved amendments.</p> <p><b><u>SWOT (strengths, weaknesses, opportunities and threats)</u></b> Cllr Richard Trail asked for clarification on the entry regarding `RSL hostile takeover` the Chief Executive outlined the past and more recent takeover history of associations.</p> <p><b>Agreed and Approved</b> by the Board of Management.</p>	Christine Johnston
17.	<p><b>AOCB</b> <b>Update on meeting with SHR 10/03/16</b> The Chair advised he had met with Joyce Stewart and Janet Dickie on the 10<sup>th</sup> March 2016. He further advised a note of the meeting had been taken but had not yet been approved for circulation. He advised he would circulate the note of the meeting once approval from Joyce and Janet had been received. He further advised the meeting had been positive. It was <b>AGREED</b> the outcomes of the meeting would be discussed at the May Board meeting.</p> <p><b>Board Minutes</b> The Chair asked Board members if they were happy with the content of the minute of Board meetings. Councillor Bruce Marshall stated he was happy with the fullness of the minute. The Board of Management <b>AGREED</b> they were satisfied with the level of detail contained within the minutes. The Chief Executive advised the issue had arisen during the Governance</p>	Jim Milne

	<p>Review and was one of the points requiring to be addressed in the Governance Review Action Plan.</p> <p><b>Governing Body CD</b>  The Chair stated that currently Board members are given a Governing Body Manual in CD format. He added the CD contained over 30 items. He proposed reducing the content of the CD to include the:</p> <ul style="list-style-type: none"> <li>• Rules</li> <li>• Standing Orders</li> <li>• Schedule of Delegated Authority and Financial Regulations</li> <li>• Scheme of Delegated Authority</li> <li>• Code of Conduct</li> <li>• Group Corporate Strategic Plan</li> <li>• Scottish Social Housing Standards/Regulatory Standards</li> <li>• Succession Strategy</li> <li>• Expenses Policy</li> </ul> <p>He stated that if Board members wished any additional information they could contact the relevant staff member.</p> <p>The Director of Human Resources &amp; Corporate Services advised a new on-line staff induction scheme would be implemented and asked whether Board members would prefer on-line documents to be made available to them.</p> <p>The Board of Management <b>AGREED</b> to reduce the number of items on the Governing Body CD to the nine listed. The Board of Management further <b>AGREED</b> they would also like the documents to be made available to them on-line.</p> <p><b>Visit to RSL Board Meetings</b>  The Chair advised that during the Governance Review it had been suggested that Board members attend meetings of other RSLs to ascertain how they operated and what types of agenda items they discussed. The Board of Management <b>AGREED</b> it would be beneficial.</p> <p>The Chair suggested that two different Board members attend each of the three RSL meetings (Dumfries &amp; Galloway Housing Partnership, Scottish Borders Housing Association and Riverclyde Homes).</p> <p>The Board were asked to nominate themselves to the PA to the Board of Management who would co-ordinate each of the visits.</p> <p>Councillor Bruce Marshall and the Chair of the Finance &amp; Audit Committee confirmed they would like to participate.</p> <p><b>Board Away Day – Campbeltown</b>  The Chair advised that as a result of the Governance Review, a number of Board members had suggested a team building event.  The Chair suggested that the September Board meeting be held in Campbeltown with a stock tour to follow the meeting. He added there would be a dinner held in a Campbeltown hotel the night before the meeting with</p>	<p><b>Board Members/ PA to Board</b></p>
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activities to follow the dinner. The Chair stated the team building session would include staff members. The Board of Management **AGREED** the format of the team building exercise.

#### **Font Size – 14 or 12?**

The Chair stated that comments had been received from external organisations questioning why font size 14 was used on ACHA correspondence. The Board were advised that the RNIB suggested a minimum font size of 12 should be used.

The Chair stated that by reducing the font size back to 12 each set of minutes would save around five to six pages. He added there would be a financial saving and would be better for the environment.

Board members were advised that larger print would be available if required.

The Board of Management **AGREED** to revert to font size 12.

#### **Consultation – Rent Policy and Service Charge Policy**

The Director of Finance & IT advised the Association would be revising both the Rent Policy and the Service Charge Policy. He stated that once the consultation had been carried out the results would be brought back to the Board of Management for consideration.

#### **Welfare Rights Funding – People & Communities Fund**

The Director of Finance & IT advised that ACHA had been successful in securing grant funding of £170k from the People and Communities Fund in respect of the welfare rights service. The Board were advised that as a result the Association had an additional sum of £138k from the budget previously agreed to fund the welfare rights project.

The Board of Management were asked to consider the recommendations contained within the report:

1. To note the successful outcome to the People and Communities Fund grant application
2. To agree that £22,000 of the budget for welfare rights be allocated to meet the ACHA contribution to the project
3. To provisionally reallocate £80,000 of this budget to accommodate the acceleration of the Islay Office conversion from 2018-19 subject to submission of a business case to the Board in May
4. To note the balance of £58,000 would be retained as a contingency at this stage

The Board of Management **APPROVED** the recommendations

#### **APPROVED LIST OF CONTRACTORS – CARS PROJECT, INVERARAY**

The Director of Investment & Regeneration asked the Board to approve onto the List of Approved Contractors Laing Traditional Masonry Group. She advised the company were based in Stirling and had carried out work on the Church in Inveraray previously. The Board were advised the relevant background checks had been carried out. The Board of Management **APPROVED** the inclusion of Laing Traditional Masonry Group to the List of

	<p>Approved Contractors.</p> <p>The Chief Executive advised the Board of Management of the sad passing of Tom Manion who had been the Chief Executive of Irwell Valley Housing Association. The Board were advised he had passed away on Easter Monday. The Chief Executive stated Tom Manion had spoken at a staff training session in 2006 which was particularly inspiring and asked for consent to write to Irwell Valley Housing Association to pass on ACHA condolences. The Board of Management <b>APPROVED</b> the request.</p>	<p><b>Alastair MacGregor</b></p>
18.	<p><b>Date &amp; Time of Next Meeting</b>  Tuesday 24<sup>th</sup> May 2016 at 10.00am in the Inveraray Inn, Inveraray</p> <p><b>PLEASE NOTE THE EARLIER START TIME</b></p>	