

Argyll Community Housing Association

Board of Management Meeting

Thursday 16th November 2017 at 10.00am in the Inveraray Inn, Inveraray

Minute

Present:

Jim Milne (Chair)
 Douglas Prophet (Vice Chair)
 Councillor Roddy McCuish (Secretary)
 Danny Kelly (Chair of Audit Committee)
 David Carmichael
 Sandra Glazsher
 Cameron Grant
 Ian McIntyre
 John Muir
 Ray McIntosh-Walley
 Neil Mackay
 Bruce Marshall

Not in Attendance:

In Attendance:

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

The Chair welcomed Ian McIntyre to the meeting who was recently elected Chair of the Oban, Lorn & Isles Area Committee. A round the table introduction took place.

The Chair issued a reminder for all members to complete and return their Declaration of Interest and Code of Conduct forms.

1.	Apologies Bob Munro, Councillor Donnie MacMillan, Councillor Iain Shonny Paterson	Actions to be completed by 14/12/17
2.	Minute of Previous Meeting – 5th October 2017 The Board of Management APPROVED the minute as a true and accurate record of the meeting. Proposed by: Douglas Prophet Seconded by: Danny Kelly	

3.	<p>Matters Arising</p> <p>Page 2 – Item 3 – the Chair advised the MacDougall Place Operational Review remained ongoing.</p> <p>Page 3 – Item 3 – the Chair advised that Cameron Grant had produced a paper relating to the Community Action Fund. The Chair advised the report would require Board consideration/approval. The Chair further advised the report would be put forward to the December Board meeting for discussion, which would allow members time to read the report that Cameron had circulated today.</p> <p>Page 4 – Item 8 – the Chief Executive advised there were some challenges around a development site in Dunbeg. He advised that the Scottish Government had asked Associations to consider further opportunities which could take advantage of areas of slippage. The Chief Executive advised he and the Regeneration Manager would be meeting with Argyll and Bute Council’s new Housing Lead at officer level, Angus Gilmour on Monday 20th November 2017 where slippage opportunities would be on the agenda for discussion.</p> <p>Bruce Marshall asked if there was an update on the possibility of converting the properties at Eton Avenue, Dunoon into office accommodation for ACHA. The Chief Executive advised a feasibility study had been undertaken and a report would be presented to a future Board meeting.</p> <p>Page 5 – Item 9 – Board of Management Training - the Chair confirmed he had issued a follow up letter to Governing Body members highlighting the importance of attending training as requested by Board meeting at their meeting on 5th October.</p> <p>Neil Mackay stated he objected to the paragraph in the letter stating that “not convenient” was not an acceptable reason for non-attendance. The Chair stated the issue had been raised following a recent audit where it had been highlighted that “not convenient” was not a sufficient reason for non-attendance. Neil stated if he was unable to attend he would advise he was not available and would only provide further information on his non-attendance if he felt it was appropriate. He further stated that if that was not acceptable then so be it.</p> <p>Page 5 – Item 10 – Landlord Report – the Chair confirmed the approved Landlord Report for 2016/17 was available on the Association’s website.</p> <p>Page 8 – Item 14 – Contract Extensions – the Chief Executive stated that he, along with the Director of Finance & IT had attended a meeting with Brechin Tindal Oatts and confirmed there had been a satisfactory outcome from the contract review meeting.</p> <p>Page 8 – Item 15 – Extension of Lease to Third Parties for 8A and 6B Scalpay Terrace, Oban – the Chief Executive advised the press release had been drafted and a photo opportunity had arisen for Friday 17th November. The Board were advised the press release would be issued week commencing 20th November 2017. The Chief Executive further advised a press release would be issued on Friday 17th November 2017 in relation to the new build opening at Glenshellach, Oban and it would be</p>	<p>Lesley Lindsay</p> <p>Alastair MacGregor</p>
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	<p>more appropriate to split up the two press releases both relating to the Oban area.</p> <p>Page 13 – Item 24 – Mental Toughness – the Chair advised invitations had been issued to Fyne Homes, West Highland Housing Association and Dunbritton but as yet no response had been received.</p> <p>Page 14 – Item 24 – the Chair confirmed he had sent a letter of thanks to Chandlers Hotel, Rothesay.</p>	
4.	<p>Conflict of Interest to Declare</p> <p>The Acting Director of Investment & Regeneration declared an interest in relation to Item 19 – Recruitment of Director of Investment & Regeneration.</p>	
5.	<p>Correspondence</p> <p>None</p>	
6.	<p>Chief Executive Presentation</p> <p>The Chief Executive welcomed Ian McIntyre to the meeting also.</p> <p>The Chief Executive gave a presentation covering:</p> <ul style="list-style-type: none"> • Key Issues • External Issues <p>The Board of Management NOTED the contents of the presentation.</p> <p>Members in attendance were provided with a copy of the presentation.</p> <p>The Secretary stated he was delighted to see the Health & Social Care partnership joint working progressing. He asked whether discussions had taken place in relation to clients only or for housing for carers too. He advised he had met some carers in the Oban area who had advised him there was no housing available for care workers. He queried the direction of travel in relation to accommodation for clients and care workers. The Chief Executive advised the meeting had taken place recently and had primarily discussed the housing of clients on the waiting list and clients in hospitals/institutions with difficult health challenges. He further advised trends had been looked at to allow Housing Associations to work alongside Health & Social Care to consider how to meet particular needs.</p> <p>The Chief Executive stated on the separate issue of lack of carers housing, he, along with the Director of Housing & Neighbourhood Services, had met with Ann Austin from Scottish Care regarding the particular challenges in Oban, Lorn & Isles of the lack of care workers. The Chief Executive stated it was his view that the lack of care workers was not due to housing shortage but more due to poor wages and high workloads. He stated that some constructive suggestions had been made and it may be that this issue needs to be discussed in the context of the Strategic Housing Plan. This will be discussed with Argyll and Bute Council and the Scottish Government. In addition it had been agreed to provide information on Home Argyll.</p> <p>The Chief Executive advised that the issue of the guest rooms in the Sheltered Housing complexes had been discussed. As they were not</p>	

	<p>always utilised it had been agreed to look at the possibility of using them in the short term to provide accommodation for care workers brought in to cover the Oban area.</p> <p>The Secretary commented he would support the continental approach to housing for the vulnerable. He asked whether it would be possible to periodically utilise empty flats. The Chief Executive advised that had been discussed several years ago but would require funding. The Director of Housing & Neighbourhood Services advised that ACHA had worked with the Council in the past on progressive care; with a view to fast tracking clients wishing sheltered housing but the initiative had petered out. She stated that more joined up working was required. The Chief Executive advised that from a housing point of view ACHA would do as much as possible.</p> <p>Bruce Marshall stated he was surprised at the quality of housing being demolished. He advised he had watched a programme on TV where Stockton Council were offering void properties in poor condition to the public for £1 with several stipulations; local person, good job, would refurbish and had the means to do so. He asked whether ACHA had considered that option. The Chief Executive advised an options paper had previously been considered by the Board of Management but that option had not been included. The Director of Housing & Neighbourhood Services stated that a huge amount of research had been carried out within the private market, especially in the Bute area. She advised there were stunning flats for sale at ridiculously low prices and they had not sold. She further advised the Association had spoken to Estate Agents who advised it was their opinion the flats would not sell, even for a very low price.</p> <p>John Muir asked whether ACHA could put pressure on the Government to create housing for the elderly with spaces in the complex for carers. The Chief Executive stated he would have no difficulty in raising the issue within the wider dynamic.</p> <p>The Chair stated there was now momentum in discussions with the Health & Social Care Partnership.</p>	Alastair MacGregor
7.	<p>Board of Management Health & Safety Representative</p> <p>The Director of Human Resources & Corporate Services advised Lorraine-Anne Drysdale had been the Board of Management representative and stated the position was now vacant following Lorraine-Anne's resignation. She stated the Health & Safety Committee met four times per year, via telephone and membership would not be overly onerous.</p> <p>Any Board member with a keen interest in Health & Safety was asked to volunteer to fill the position.</p> <p>Ray McIntosh-Walley volunteered to take on the role as Board of Management representative on the Health & Safety Committee. The Board of Management APPROVED the appointment.</p>	
8.	<p>Proposed Programme of Meetings for 2018</p> <p>The Director of Human Resources & Corporate Services stated that while every effort was made to stick to the six weekly meeting cycle not all</p>	

	<p>meetings could be accommodated due to the reasons provided in the report summary. She advised that the Director of Finance & IT had full input to the programme of meetings.</p> <p>The Chair stated he was aware of the amount of work that went into producing the programme of meetings and stated it was his view what was being proposed was sensible.</p> <p>Cameron Grant advised he had passed a list of the meeting dates for the Tenants Panel to the PA to the Board to be incorporated into the schedule.</p> <p>The Board of Management APPROVED the programme of meetings for 2018.</p>	Lesley Lindsay
9.	<p>Ardenslate, Dunoon</p> <p>The Chief Executive provided the Board of Management with a background to the development and took members through his report.</p> <p>The Board of Management AGREED to await clarification from the Scottish Government and discuss further at the December meeting.</p>	
10.	<p>AHFA Management Accounts at 30/09/17</p> <p>The Director of Finance & IT took the Board through his report highlighting:</p> <ul style="list-style-type: none"> • Forecast Outturn Position • Expenditure <p>The Board of Management NOTED the contents of the report.</p>	
11.	<p>ACHA Management Accounts at 30/09/17</p> <p>The Director of Finance & IT took the Board through his report and stated there was not a huge change in the management accounts and were mainly in line with the last couple of Board meetings.</p> <p>The Board of Management NOTED the contents of the report.</p>	
12.	<p>Budget and Business Plan 2018/19</p> <p>The Director of Finance & IT took the Board through his report and advised it set out the key issues in relation to the upcoming budget process.</p> <p>He advised the appendix to his report restated the Association's six key strategic objectives, which are kept in mind whilst updating the Business Plan. He advised that work had already been carried out; reviewing detailed costings, reviewing assumptions around inflation etc, pay award etc., however further work was required to be carried out to finalise the budget for new builds. The Board noted that work to date was generally in line with the timetable.</p> <p>The Director of Finance & IT advised it was proposed to provide the Board of Management with a draft budget for the December meeting to allow scrutiny to be carried out with the final budget being presented at the Board meeting on 8th February 2018 for consideration and approval.</p> <p>The Secretary stated he was well aware of the pain of the annual budget setting process and questioned whether ACHA had an opportunity to set a</p>	

	<p>three year budget. The Director of Finance & IT stated the budget process had not been dreadfully painful over the last couple of years. He advised that realistically the budgets were required to be reviewed each year. He added that he did not start with a blank sheet every year but was required to consider items such as the annual rent increase, the rate of inflation and tenant affordability as rents were the Association's largest area of income. He further advised that it was vitally important to keep control up to 2022 as borrowing levels could not be exceeded. The Director of Finance & IT advised that the Association had a five year framework in place and the budget process for 2018/19 was part of that framework.</p> <p>The Board of Management NOTED the approach and timescale for 2018/19 update to budget and Business Plan.</p>	
13.	CONFIDENTIAL	
14.	<p>Rent Consultation</p> <p>The Director of Finance & IT took the Board through his report and advised the draft rent consultation leaflet was also attached to his report.</p> <p>The Director of Finance & IT stated the key issue was what level of rent increase should be issued as the proposal. He advised traditionally the rent increase proposal was the December RPI plus 1%. As the December RPI will not be available until mid-January 2018 it will not be possible to carry out consultation on rents and get feedback in time for the budget decision in February 2018 and then issue rent increase notices by 2nd March 2018. As a result the September RPI figure had been used as a guide.</p> <p>The Director of Finance & IT advised the September RPI figure was 3.9%. With the addition of the 1% this would equate to a proposed rent increase of 4.9% but in addition the phasing of year three of the rent restructuring would add a further 1.3% leading to a potential overall rent increase of 6.2%. The Director of Finance & IT stated that was fairly high and crossing the 6% barrier was a significant issue.</p> <p>The Director of Finance & IT advised the Business Plan assumed a 4.2% increase for 2018/19 which would provide sufficient rental income and would underpin the budget. As such the Director of Finance & IT advised it was his recommendation the Board of Management consider a 4.2% increase on the basis it would support the expenditure requirements as set out in the Business Plan. He added that if rents were increased by more there would be more income but if rent were increased by less there would be less income. He stated that each 1% roughly equated to £200k per annum.</p> <p>The Director of Finance & IT stated that in terms of the rent consultation leaflet he had received feedback from the Chair, in the main suggesting the re-ordering of some of the paragraphs and additional information to tenants which would be incorporated. He further stated that the leaflet may also require additional tweaks to get the information to fit once the leaflet had been to the printers.</p> <p>The Vice Chair stated above the box, the word "average" should be</p>	<p>Bruce</p>

	<p>included, which was AGREED by the Board. The Director of Finance & IT advised he would make the required amendments.</p> <p>The Secretary stated the leaflet was straightforward and he was happy to approve it.</p> <p>Cameron Grant stated he understood the reasoning behind the 4.2% increase but asked if there was a contingency position if tenants felt the figure was too high. The Director of Finance & IT advised the feedback from the rent consultation would be provided to the Board at the February meeting where the 2018/19 budget would also be due for consideration.</p> <p>The Director of Finance & IT advised if the Board decided to implement a 2.2% rent increase, they would be required to understand there would be around £400k less income into the business and a decision would then require to be taken on how to save expenditure; less on repairs/maintenance, less on new build or reduced services provided.</p> <p>The Secretary stated it would be helpful for the February meeting to be provided with what would require to be reduced to make allowance for £400k less income.</p> <p>The Chief Executive stated a lower rent increase would also have a consequential impact on the following year increase.</p> <p>Bruce Marshall requested information be provided for the February meeting highlighting the difference between ACHA rents and the other RSLs in Argyll and Bute. The Director of Finance & IT stated he could insert the comparative information which is also contained within comparisons with the benchmarking group. Bruce Marshall asked if the information could be included within the consultation leaflet – how do ACHA rents compare to others.</p> <p>The Board of Management APPROVED the proposed approach to the rent consultation 2018/19 based on a proposed rent increase of 4.2% and APPROVED the draft rent consultation leaflet.</p>	<p>West</p> <p>Bruce West</p>
15.	<p>Reviewed ACHA & AHFA Risk Matrices following 19th October 2017 Strategic Planning Session</p> <p>The Director of Human Resources and Corporate Services advised the revised Risk Matrices were following amendments made at the Strategic Planning Review.</p> <p>She took the Board through the four revisions contained within her report and advised approval was being sought to allow the revised Risk Registers to be updated and used.</p> <p>The Chair stated the Board had agreed the revisions at the Strategic Planning review on 19th October 2017.</p> <p>The Board of Management APPROVED the revised Risk Registers.</p>	
16.	<p>Investment & Regeneration Update</p> <p>The Acting Director of Investment & Regeneration took the Board through</p>	

	<p>his report highlighting:</p> <ul style="list-style-type: none"> • Percentage spend • Percentage Numbers • Kitchens & Bathrooms • Windows & Doors • Heating & Rewire • Roof & Roughcast/Refurbishment <p>CARS Project Inveraray – now complete Underfloor insulation pilot project in Lomond progressing well – lot learnt from pilot</p> <p>The Acting Director of Investment & Regeneration took the Board through the completed projects:</p> <ul style="list-style-type: none"> • Islay external wall insulation Phase 2 • Matilda's Blanket Internal Wall Insulation pilot completed • Lomond roof and roughcast completed • Cowal & Bute roof and roughcast completed <p>The Acting Director of Investment & Regeneration took the Board through his Regeneration update.</p> <p>The Secretary thanked the Acting Director of Investment & Regeneration for his update and stated the works done highlighted the Association was more than just houses. He reiterated the Association do not make enough of what is done.</p> <p>The Chief Executive advised a press release would be issued on Friday 17th November 2017 in relation to the new build properties completed in Glenshellach, Oban. He stated the article would also contain information on workers, jobs and benefits to the community.</p> <p>The Chief Executive advised he would be meeting with Angus Gilmour on Monday 20th November in relation to Glencruitten road access issues and a positive outcome was hoped for.</p> <p>The Board of Management NOTED the contents of the report.</p>	
17.	<p>KPI Reporting and Board Scorecard The Board of Management NOTED the contents of the KPI Reporting and Scorecard. No issues were raised.</p>	
18.	<p>CONFIDENTIAL</p>	
19.	<p>Recruitment of Director of Investment & Regeneration David McColl left the meeting.</p> <p>The Chief Executive took the Board through his report and advised that as the vacancy was a Grade 2 post there was a requirement for Board members to be involved in the interview/recruitment process.</p> <p>The Board of Management noted the post had been advertised with a closing date of Friday 17th November 2017.</p>	

	<p>The Chief Executive advised the recommended recruitment participants were:</p> <p>Two Office Bearers – Jim Milne and Douglas Prophet</p> <p>One other Board member not appointed by the Office Bearers – Councillor Roddy McCuish</p> <p>The Chief Executive – Alastair MacGregor</p> <p>One external expert appointed by the Board – Tony Graham</p> <p>HR support – Colette Benham, Director of Human Resources & Corporate Services</p> <p>The Chief Executive further advised that if approved, shortlisting would take place on 21st November 2017 with interviews taking place on 4th December 2017.</p> <p>The Board of Management APPROVED the recruitment panel and timetable.</p> <p>The Director of Human Resources & Corporate Services asked the members of the panel whether they would wish electronic copies of the application forms in advance of receiving paper copies. The Chair advised he only wished an electronic copy.</p> <p>David McColl returned to the meeting.</p>	
20.	<p>Linda Haig – A Tribute</p> <p>The Chief Executive stated that following the sad passing of Linda Haig a number of suggestions had been received from staff members which the Association would like to progress:</p> <ol style="list-style-type: none"> 1. It would be a nice mark of respect if the ACHA owned Bute office could be named after Linda and would be particularly poignant as her grandparents came from the Island 2. Having the Dalriada House courtyard, which Linda's window overlooked, as a garden area for quiet reflection. Linda's partner Fay has offered that some of the plants from Linda's garden at home could also be incorporated into the courtyard area. 3. Also we could hold a little fundraiser annually in Linda's memory <p>The Chief Executive confirmed that Linda's family were supportive of the ideas/suggestions and were thankful for ACHA's support.</p> <p>Sandra Glazsher asked if all three suggestions could be accommodated. The Chief Executive advised they could.</p> <p>The Chief Executive advised he would speak to Linda's family on the timeline for naming the Bute office.</p> <p>The Chair stated the Board were very supportive of all the suggestions made by staff.</p>	Alastair MacGregor
21.	<p>New Membership Applications</p> <p>The Board of Management APPROVED one new membership application.</p>	

22.	<p>Cancelled Memberships The Board of Management noted the cancellation of three memberships.</p> <p>The Board of Management noted the current membership total of 249 as at 06/11/17.</p>	
23.	<p>A.O.C.B. Permission to Recruit The Director of Human Resources & Corporate Services stated the Chair had approved the Decision Under Urgency to appoint the son of a member of staff to the post of Modern Apprentice. The Board of Management RATIFIED the decision under urgency.</p> <p>Resignation of Malcolm Campbell The Chair advised that Malcolm Campbell had resigned from both the ACHA and AHFA Board due to poor health. He further advised a letter had been received on behalf of Malcolm from his son.</p> <p>Board Vacancy on AHFA Board of Directors The Chair advised that due to the resignation of Malcolm Campbell a vacancy existed for an ACHA Board member to sit on the AHFA Board of Directors. Ray McIntosh-Walley volunteered to fill the vacancy. The Board of Management APPROVED the appointment.</p> <p>Remuneration Committee Bruce Marhsall advised he would be happy to serve on the Remuneration Committee. The Board of Management APPROVED the appointment. The Chair advised that the Remuneration Committee would welcome any other new members.</p> <p>Audit Committee The Chair advised there were vacancies on the Audit Committee and if any member was interested they should contact Danny Kelly, Chair of the Audit Committee.</p> <p>Lorraine-Anne Drysdale The Chair advised that former Board member Lorraine-Anne Drysdale was unable to attend the December Board meeting for lunch and a small presentation. The Chair advised he would be in contact with Lorraine-Anne and he would reiterate the Board's invitation. He stated her commitment to ACHA should be recognised. The Vice Chair stated Lorraine-Anne was a very private person and may not wish to attend. He further advised that due to health reasons she may not be able to attend. The Chief Executive stated that if Lorraine-Anne was unable/unwilling to attend a separate, smaller presentation could be arranged.</p> <p>The Chair advised there were leaflets at the tea/coffee station in relation to becoming a Housing Association Governing Body member. He urged Board members to circulate to friends and family.</p> <p>Ray McIntosh-Walley stated he had heard on the news that Westminster were proposing to write off Housing Association debt and questioned whether this might be something the Scottish Government would take forward. The Chief Executive advised he would make enquiries and report</p>	<p>Alastair MacGregor</p>

	<p>back.</p> <p>The Secretary advised he had a conversation with Transport Minister who had advised the travel budget was being increased from £40million to £80million to encourage people to walk and cycle more. The Secretary stated that initiative worked well in urban areas but was not so manageable for rural living.</p> <p>Cameron Grant advised he was a member of the Scottish Government's National Engagement Committee who had recently won an award from TPAS for Best Practice. Cameron circulated the award.</p>	
24.	<p>Date & Time of Next Meeting</p> <p>Thursday 14th December 2017 at 10.00am in the Inveraray Inn, Inveraray</p>	