



Argyll Community Housing Association

Board of Management Meeting

Thursday 30th March 2017 at 10.00am in Inveraray Inn, Inveraray

Minute

Present:

Jim Milne (Chair)
Lorraine-Anne Drysdale (Vice Chair)
Councillor Roddy McCuish (Secretary)
Douglas Prophet (Chair of Audit Committee)
Malcolm Campbell
David Carmichael
Sandra Glazsher
Cameron Grant
Danny Kelly
Councillor Donnie MacMillan
Councillor Bruce Marshall
John Muir
Bob Munro
Councillor Richard Trail

Not in Attendance:

In Attendance:

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

The Chair welcomed Lorna Clark, Janet Dickie and Joyce Stewart from the Scottish Housing Regulator to the meeting.

The Chair advised the Board had a full agenda and requested members keep questions relevant to the agenda items.

The Chair requested that members speak up to ensure everyone could hear due to the additional tables and space between members.

1.	Apologies No apologies received but the Board are being asked under Item 6 to	
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	consider a leave of absence request from Neil Mackay.	
2.	<p>Minute of Previous Meeting – 16th February 2017</p> <p>The Board of Management approved the minute as an accurate record.</p> <p>Proposed by: Douglas Prophet Seconded by: John Muir</p>	
3.	<p>Matters Arising</p> <p>Page 2 – Item 3 – Councillor Bruce Marshall advised that input from local communities would be required to access money, which has not been happening. No further action required.</p> <p>Page 2 – Item 3 – the Director of Finance & IT advised the IT Manager was looking into several aspects in relation to electronic Board paper access for Board members and was likely to conclude that exercise within the next week or so. He advised that following that exercise, the IT Manager would arrange a further meeting of the IT Working Group.</p> <p>Page 7 – Item 11 – the Director of Human Resources & Corporate Services advised she had met with John Muir on 29th March 2017 to go through the Group Absence Policy. She confirmed a copy of the Absence Policy had been provided.</p> <p>Page 14 – Item 18 – the Director of Housing & Neighbourhood Services confirmed she had provided the required information to Councillor Bruce Marshall. Councillor Marshall confirmed he was satisfied with the information provided.</p> <p>Page 15 – item 21 – the Director of Investment & Regeneration confirmed she had written to the Council but to date had not received a response.</p> <p>Page 16 – Item 24 – the Director of Finance & IT advised he had spoken to the Council’s Legal Services Team but had no instruction had been received to transfer the piece of land.</p> <p>Page 17 – Item 25 – Mid Argyll & Kintyre Area Committee – Cameron Grant stated there was currently no-one from Campbeltown on the Area Committee. He advised he had spoken to a Campbeltown resident who was considering joining both the Area Committee and the Tenants Panel but no further communication was received.</p>	
4.	<p>Approved Minute of Audit Committee – 3rd November 2016 for Ratification</p> <p>The Chair of the Audit Committee stated the minute was fairly succinct and asked for any questions. No questions were raised and the Board of Management RATIFIED the minute.</p>	
5.	<p>Conflict of Interest to Declare</p> <p>The Chair declared an interest on behalf of himself, the Vice Chair and Malcolm Campbell in relation to Items 14, 15, 16 and 25 as they were also AHFA Board members. The Chair advised they would not leave the meeting</p>	

	but would not take part in discussions.	
6.	<p>Correspondence Correspondence from SFHA re renewal The Secretary stated the correspondence from Mary Taylor, Chief Executive of the SFHA and his response had been circulated for information. The Board of Management NOTED the correspondence.</p> <p>Leave of Absence request from Neil Mackay The Chair stated the leave of absence request from Neil Mackay had been circulated to Board members. The Chair advised that Neil had experienced a difficult period. The Board of Management APPROVED the leave of absence request from Neil Mackay to end March 2017.</p>	
7.	<p>New Membership Applications The Board of Management APPROVED three new membership applications.</p> <p>The Board of Management NOTED the current membership total of 254 members as at 20th March 2017.</p>	
8.	<p>Chief Executive Presentation The Chief Executive welcomed colleagues from the Scottish Housing Regulator.</p> <p>The Chief Executive gave a presentation covering:</p> <ul style="list-style-type: none"> • Key Issues Update • Other Issues Update <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>Cameron Grant asked for information on the timeframe for the new build site at Jutland Court, Helensburgh. The Director of Investment & Regeneration advised the demolition works had commenced.</p> <p>Cameron Grant advised that as a point of interest the responses from the Freedom of Information consultation were available on the Scottish Government's website.</p> <p>The Secretary stated he was delighted to see the progress of the new build on Coll and stated that two new houses on Coll and confirmed this provision equated to building 10 new properties on the mainland. The Secretary further stated he would be keen to see families on the island being allocated the new properties. The Chief Executive advised he would be surprised if the two properties were not allocated to Coll residents. He further advised that allocations would be based on housing need. The Chief Executive advised that the two new build properties, once complete would bring the stock total to 14 on the island.</p> <p>The Secretary stated that ACHA would play a huge role in the Dunbeg</p>	

	<p>Master Plan as they owned a piece of land the Council would require access to for infrastructure. He asked whether the Council had approached ACHA in connection to the matter. The Chief Executive stated he had received no formal request but had received a telephone call from a Council official to advise such a request would be made.</p> <p>The Secretary thanked all the ACHA staff involved for their assistance in resolving the issues around the Council's new bin collection rotas. He advised that the Council had included an additional £200k to address the challenges. The Chief Executive stated that a satisfactory conclusion had been reached due to joint working and confirmed that ACHA staff had assisted Council colleagues.</p> <p>Councillor Bruce Marshall queried whether all Syrian refugee families had remained on Bute. The Director of Housing & Neighbourhood Services stated that two families had left the island, primarily their move to England was to integrate with a wider family network as they had been finding it difficult to settle on the island. Argyll and Bute Council had worked jointly with other Council's to assist in facilitating the moves. The Board of Management were advised that a total of 13 Syrian refugee families remained on Bute with most still receiving support. The Chief Executive added that many members of the families had become involved in community activities.</p>	
9.	<p>Documentation following Strategic/Business Planning</p> <p>The Director of Human Resources & Corporate Services stated the revised documents had been amended following the two day Strategic Planning sessions.</p> <p>Corporate Plan</p> <p>The Director of Human Resources & Corporate Services advised a figure that had not been available at the time was now available and had been inserted into the Corporate Plan. She advised Board members the figure was on page 12 of 20 and related to the measure in relation to point one. She confirmed the figure of 29 new homes by March 2018.</p> <p>The Director of Human Resources & Corporate Services stated she was seeking confirmation from the Board they were satisfied with the amended document for approval.</p> <p>The Chair stated a huge amount of work had been undertaken during the two day planning session and Board members should indicate if they did not agree with any of the amendments as he took members through the recommendations contained within the report.</p> <p><u>Recommendation 1</u> Confirm agreement to revised Strategic Plan for 2017-2022 The Board of Management APPROVED the recommendation.</p> <p>PEST</p> <p><u>Recommendation 4</u> Confirm agreement to revised PEST analysis for 2017</p>	

	<p>The Board of Management APPROVED the recommendation</p> <p>SWOT <u>Recommendation 5</u> Confirm agreement to revised SWOT analysis for 2017 The Board of Management APPROVED the recommendation</p> <p>Risk Register ACHA <u>Recommendation 2</u> Confirm agreement to revised group risk register for 2017 The Board of Management APPROVED the recommendation</p> <p>Risk Register AHFA <u>Recommendation 3</u> Confirm agreement to revised group risk register relating to AHFA for 2017 The Board of Management APPROVED the recommendation</p>	
10.	<p>Risk Registers Quarterly Review The Director of Human Resources & Corporate Services took the Board through the current Risk Registers which included updates to end December 2016.</p> <p>The Board of Management NOTED and APPROVED the Risk Registers updated as at December 2016.</p>	
11.	<p>Shared Training with other RSLs The Chair stated a pilot had been undertaken during 2016 whereby Dunbritton Housing Association, Fyne Homes and West Highland Housing Association members had been invited to attend ACHA governing body training events. The Chair advised that representatives from Dunbritton Housing Association and Fyne Homes had attended a number of training events and stated the pilot scheme had been beneficial to all. He further stated their attendance had contributed to the cost of the training session.</p> <p>He advised he had produced the report for consideration to continue shared training sessions where appropriate.</p> <p>The Secretary commented it was his view shared training was a good idea as it was cost effective and brought the RSLs in Argyll & Bute closer together. He added that in certain circumstances it may be worthwhile inviting members of staff to attend. The Chair asked whether all staff should be considered or senior staff. The Secretary stated he was unsure as it would dependent upon the training session. It was agreed the Chief Executive and the Director of Human Resources & Corporate Services would look into what sessions might be appropriate for staff to attend.</p> <p>John Muir asked if a venue suitable to all had been agreed. The Chair advised that all the RSLs had agreed Inveraray would be the most convenient for all.</p> <p>The Board of Management APPROVED the recommendation to invite Board and senior staff members of Argyll & Bute RSLs to attend ACHA Governing</p>	<p>Alastair MacGregor /Colette Benham</p>

	Body training events where appropriate.	
12.	<p>Board of Management Annual Appraisals</p> <p>The Chair took the Board through the summary contained within his report:</p> <ol style="list-style-type: none"> a. There is a good mix of skills, experience and knowledge on the Board b. 75% of Board Members are performing well and rate their knowledge as sound and up to date c. 50% of Board Members consider we do not always get through the agenda with enough time for discussion d. The Board is content with the manner in which it is led e. The enhanced training programme introduced as a result of the 2015 Governance Review is meeting training needs in 2017. However, an additional training session on 'Effective Questioning' or similar should be considered in 2017 f. Overall Board improvement over a period will be noted by a continuance of annual appraisal interviews g. The appraisal form should be reviewed <p>And stated that from the summary came the recommendations contained within his report:</p> <ol style="list-style-type: none"> 1. Renewed effort by the Chair to complete the agenda on time 2. Training identified in the 2016/17 appraisal forms to drive the 2018/19 training package 3. A training session on 'Effective Questioning' or similar be planned into 2017 4. The same interview format for Board appraisals to be retained for 2017/18 5. The 2016 appraisal form be reviewed by the Office Bearers and the Director of Human Resources & Corporate Services to be brought to the Board for approval prior to the start of the 2017 appraisals <p>Councillor Richard Trail commended the Chair on undertaking all the appraisals himself as it would have been extremely time consuming.</p> <p>The Secretary asked if appraisals required to be carried out annually. The Chair advised they did and it was his view the Chair would carry out the interviews on years one and two but be consultant led in year three to give an external perspective. The Director of Human Resources & Corporate Services added that appraisals required to be undertaken annually as part of continuous improvement. She added that annual appraisals would also cover new Board members. The Board noted that the information gained as a result of the appraisal process would also be used for succession planning purposes.</p> <p>John Muir asked if the training sessions could be planned in advance. The Director of Human Resources & Corporate Services advised the training sessions were planned two years in advance.</p> <p>The Board of Management APPROVED the recommendations contained within the report.</p>	
13.	ACHA Management Accounts at 28/02/17	

	<p>The Director of Finance & IT took the Board through his report and stated overall the Management Accounts at end February 2017 showed a favourable variance.</p> <p>The Board of Management NOTED the contents of the report.</p>	
14.	<p>AHFA Business Plan Progress Report at 28/02/17</p> <p>The Director of Finance & IT took the Board through the update summary from the AHFA Business Plan as at end February 2017.</p> <p>The Board of Management NOTED the contents of the report.</p>	
15.	<p>ACHA and AHFA Intercompany Loan Agreement</p> <p>The Board of Management APPROVED the adoption of the resolution as set out in Appendix 2. The Board of Management APPROVED the issuing of the letter set out in Appendix 3 to AHFA.</p>	
16.	<p>Loan Agreement Amendment for FRS102</p> <p>The Director of Finance & IT stated that although a fairly large report it was relatively straightforward. He advised as part of the implementation of FRS102 the loan agreement required to be tidied up to reflect the different wording used.</p> <p>The Director of Finance & IT stated that one covenant related to cashflow which had been the definition back to 2006 but following the implementation of FRS102 different wording had been used. He further stated that in practical terms there was no difficulty as Lloyds Banking understood the terms of the loan agreement and the differences between that and FRS102 as did ACHA but to avoid any potential misunderstanding a formal amendment to the agreement to reflect the changes brought about by the implementation of FRS102 has been drafted.</p> <p>The Director of Finance & IT stated that the Board of Management were being asked to consider approving the recommendations contained within the report:</p> <ul style="list-style-type: none"> • Approve the draft amendment agreement as per Appendix 1 • Authorise Bruce Daniel West, Director of Finance & IT to complete and sign the officers certificate as set out in Appendix 2 • Adopt a resolution as set out in Appendix 3 • Approve Alastair MacGregor, Chief Executive, Bruce West, Director of Finance & IT, Allan MacDonald, Finance Manager and John MacNab, Finance Manager as the officers authorised to sign finance documents relating to the loan facilities with Lloyds Banking Group <p>The Chair of the Audit Committee stated that recommendation two named Bruce Daniel West but recommendation four named Bruce West and asked for clarification. The Director of Finance & IT stated one form had requested his full name and clarified there would be no impact on the documents.</p> <p>The Board of Management APPROVED the recommendations contained within the report and highlighted above.</p>	
17.	<p>Longer Term Budget Strategy Update</p>	

	<p>The Director of Finance & IT took the Board through his update report and advised that during the budget review in February 2016 a number of options had been identified to take forward which would result in savings and improvements. He stated it was fair to say his update was on a long term document which was an evolving situation.</p> <p>The Director of Finance & IT stated good progress had been made against the actions identified in February 2016 however progress made was not absolutely in line with what had been envisaged but would be regularly reviewed. The Board were advised the report provided an update on each of the proposals. He stated he would provide updates on progress to the Board.</p> <p>The Chair stated the report was for considering and noting and the timescale on the report was to 2022. The Chair further stated that good progress had been made behind the scenes.</p> <p>Councillor Richard Trail stated the Management Accounts showed a £199k saving but the report stated £100k of business improvements were required to be made. He asked whether the saving from the current year could offset the saving required to be made. The Director of Finance & IT advised there were still lump sum amounts and accruals to be paid out which would mean there would not be a saving of £199k at the close of the financial year.</p> <p>The Board of Management NOTED the contents of the report.</p>	
18.	<p>Treasury Management Strategy 2017-18</p> <p>The Director of Finance & IT stated it was the Board's role to approve a revised Treasury Strategy each year. He stated the Treasury Management Strategy for 2017-18 had been considered by the Audit Committee, the scrutiny body for that purpose. He confirmed the Audit Committee had not recommended any amendments to the Strategy and had agreed it could be brought to the Board for consideration.</p> <p>The Director of Finance & IT further advised that David Tolson Partnership had completed a review of the Strategy and had added some separate notes as set out on pages 4-8 of the report. The Board were advised that against each of the comments from DTP, observations had been inserted on ACHA's position against each of the comments.</p> <p>The Director of Finance & IT stated the key points contained within the Strategy were supported by David Tolson Partnership, ACHA's Treasury Advisors.</p> <p>The Director of Finance & IT directed the meeting to the key points as set out on pages one and two of the report and took the Board through each of the key points contained within the summary section.</p> <p>The Chair stated that regular treasury management updates were provided to the Board and noted the Strategy was supported by David Tolson Partnership and had been approved by the Audit Committee.</p>	

	<p>The Board of Management APPROVED the Treasury Management Strategy for 2017-18.</p>	
<p>19.</p>	<p>Draft Value for Money Strategy/Plan</p> <p>The Director of Finance & IT stated securing and demonstrating value for money was a very important concept and vitally important to ACHA. He further stated that it could be quite difficult as value for money means different things to different people; to tenants and the internal operations of an organisation. The Director of Finance & IT advised that consideration had to be given to how value for money was measured as there was no ratio that could be used and therefore monitoring would require a complex and sensitive approach with a range of different measurements and assessments to determine value for money.</p> <p>The Board were advised the report highlighted each of the different elements of value for money beginning with tenant satisfaction and internal operations. The Director of Finance & IT advised the approach taken had been to work through each of the KPI figures already collated to avoid creating a whole new suite of indicators and for each component an existing indicator was sought. He stated the approach drew heavily on information collated for the ARC, internal KPIs and other information already collected for submission to the Scottish Housing Regulator.</p> <p>The Director of Finance & IT stated he proposed to put in place an annual review to ascertain how well the Association was progressing in terms of value for money. He advised the review would highlight what had progressed well and where there was scope to improve.</p> <p>The Director of Finance & IT advised the last page of his report captured all the points on a single sheet of A3 paper, he then took the Board through each of the points.</p> <p>Cameron Grant stated he was happy with the proposals contained within the report and he proposed approving the Strategy.</p> <p>The Secretary reiterated that value for money meant different things to different people and commented that sometimes best value is not financial. He stated he supported the Strategy.</p> <p>Councillor Bruce Marshall commented it would a huge amount of work for the Finance team to undertake and asked if it was a statutory obligation. The Director of Human Resources & Corporate Services stated that the information was required for the landlord report. The Director of Finance & IT stated that each indicator included within the Strategy was already collected for other purposes; avoiding the additional creation of indicators.</p> <p>The Chief Executive stated time had been spent trying to balance the framework against review. He further stated GHA had carried out some work on value for money and the Association had looked at other examples.</p> <p>The Chair stated it had been very obvious at the Argyll RSL Chair and Chief Executive meeting that value for money created differing opinions from each RSL. He thanked the Director of Finance & IT for his report and the fold out</p>	

	<p>A3 page which had been very useful, readable and understandable.</p> <p>The Board of Management APPROVED the Value for Money Strategy as a working draft for ongoing development.</p>	
20.	<p>Prospective Tenderer Financial Standing Assessment</p> <p>The Director of Finance & IT advised his report was as a result of a new procurement regime which required more specific financial information to be considered.</p> <p>The Board were advised the four bullet points at the top of page two of the report were a straight quote from the European single questionnaire.</p> <p>The Director of Finance & IT stated there were a limited number of questions that could be asked in terms of financial standing and in addition could not simply reply on a third party rating agency, however some aspects could still be utilised. The Board were reminded that ACHA engaged in several different types of contracts: works, supplies and services and stated the higher the value and length of the contract the greater the risk to ACHA.</p> <p>The Director of Finance & IT stated his report proposed a two tier approach to assess financial standing, the first being relatively straightforward:</p> <p>For all supplies and services contracts and works contracts up to a value of £1m:</p> <ul style="list-style-type: none"> • Tenderers must meet three of the following four criteria • Tenderers must have an Equifax score check grade of better than D (this means above average) • Tenderers must have an operating profit for the most recent financial year of greater than zero (they must not have made a loss) • Tenderers must have a current assets which exceed creditors due for payment within 12 months (this means they have adequate working capital to meet current liabilities) • Tenderers must have shareholders' funds greater than zero (the value of assets at least equals liabilities) <p>For works contracts with an estimated value in excess of £1m: Tenders must meet six of the following eight criteria</p> <ul style="list-style-type: none"> • Tenderers must have an Equifax score check grade of better than D (this means above average) • Tenderers must have an operating profit for the most recent financial year of greater than zero (they must not have made a loss) • Tenderers must have an operating profit that is at least double the net interest paid (this means if profit reduces by half the company can still pay interest on its borrowing and continue to trade) • Tenderers must have a current assets which exceed creditors due for payment within 12 months (this means they have adequate working capital to meet current liabilities) • Tenderers must have a current assets less stock which exceeds creditors due for payment within 12 months (this means they have adequate cash and debtors to meet current liabilities) • Net cashflow from operating activities is at least equal to zero (in 	

addition to trading profitably tenderers need to be able to turn that profit into cash in order to meeting payment)

- Tenderers must have shareholders' funds greater than zero (the value of assets at least equals liabilities)
- The gearing ratio of creditors due in more than 12 months as a percentage of total assets less creditors due within 12 months is no more than 34% (the company is not too dependent on borrowing)

The Director of Finance & IT reminded the Board that the assessment of financial standing could not be fail safe nor guaranteed but by putting in place checks and tests which look at all partners interested in doing business could be the balance between companies that might run the risk of going into liquidation versus a good list of tenderers.

The Director of Finance & IT advised he had included in his report names of the organisations which the Association paid the most to.

The Secretary stated that a natural red flag would be if a company had no money in their bank account. The Director of Finance & IT stated he had some sympathy with that approach if the check was carried out at that point in time but the procurement regulations were based on a company's annual accounts and while there may be situation where an organisation meets the criteria at that point in time but at the end of the financial year their position has changed. The Director of Finance & IT stated the new regime had definite issues of timing.

The Director of Finance & IT stated that cyclical issues were more complicated and he would be concerned if borrowing was up and not aligned to investment and fixed assets.

The Board were advised that a balance required to be struck so as not to exclude potentially good suppliers/contractors due to timing issues which working three out of four and six out of eight criteria should ensure. The Director of Finance & IT stated there were very clear key themes from the procurement regulations but the playing field should be kept as wide as possible for tenders.

John Muir asked if a performance bond could be put in place before a contract started. The Director of Investment & Regeneration stated all large scale contracts required a contract bond to be in place before the contract started.

The Director of Investment & Regeneration advised she had carried out a review of all public procurement and confirmed ACHA was consistent and beyond what others were doing. She stated it was her view ACHA were doing everything possible to balance getting contractors interested and meeting the criteria.

The Chair asked based on the proposed new procedure whether a red flag would have been raised against Stewart McNee. The Director of Investment & Regeneration stated she could not say. The Director of Finance & IT added that if a company were to become financially distressed, the process

	<p>proceeded from normally distressed to very heavily distressed quickly.</p> <p>Councillor Richard Trail asked whether the new process would be onerous on staff. The Director of Finance & IT advised that prospective tenderers would be required to provide the information. The Director of Investment & Regeneration stated the changes to legislation required ACHA to carry out the same assessment for all prospective tenderers which is very much based on self-assessment by the contractor which streamlined the procurement process and made it open and accountable within the process.</p> <p>Cameron Grant asked whether it was likely the qualifying checks would increase. The Director of Finance & IT stated the process would require to be tested using the four and eight criteria to begin with.</p> <p>The Chair of the Audit Committee asked whether the same criteria would be applied to AHFA. The Director of Investment & Regeneration advised no tender process was required for a repairs contract.</p> <p>The Board of Management APPROVED the proposed approach to assessing the financial standing of prospective tenderers.</p>	
21.	<p>Former Tenants Arrears Write-Off</p> <p>The Director of Finance & IT stated ACHA had a very conservative approach to writing off Former Tenant rent arrears and stated his report proposed a change to the process. The Board were advised that ACHA were at odds with the majority of RSLs in its approach to writing off former tenant arrears.</p> <p>The Director of Finance & IT took the Board through the proposal contained within his report, stating that if approved all former tenant rent arrears more than 12 months old would be written off.</p> <p>The Director of Finance & IT stated the proposal may appear an aggressive debt write off policy but Board members should bear in mind the vast majority of former tenant rent arrears related to evictions or abandonments and that 100% bad debt provision was allowed for within the accounts removing any impact on the Business Plan.</p> <p>The Board were advised that ACHA's ARC indicator for former tenant arrears was considerably higher than other RSLs due to the current write off policy. The Board noted that other RSLs write off 43% of former tenant arrears as opposed to ACHA's write off of just less than 10%. The Director of Finance & IT stated the proposals outlined in the report would bring ACHA in line with the majority of RSLs.</p> <p>The Director of Finance & IT stated the report submitted to the Audit Committee containing the first set of write offs would amount to £751k, covering the period back to 2006/07, excluding prescribed debt and sequestrations. He further stated there would be no impact on the 2016/17 ARC figures but would bring ACHA into line with other RSLs in future ARC returns.</p> <p>The Secretary stated he understood the reason for debt write off and asked</p>	

	<p>if there were any specific areas with higher former tenant debt. The Director of Housing & Neighbourhood Services stated traditionally Cowal had higher former tenant arrears. She stated that it was very difficult to pursue the debt for non-traceable former tenants. She added that former tenants may eventually return to the waiting list where they would be picked up and pursued for the debt.</p> <p>Cameron Grant asked whether ACHA had the right to sell bad debt. The Director of Housing & Neighbourhood Services advised that would be possible but currently the Association utilises the assistance of tracing agents.</p> <p>John Muir asked if in the tenancy agreement the tenant's National Insurance number could be held to assist tracing them if they abscond. The Director of Housing & Neighbourhood Services advised the Association were only allowed to hold information for specific purposes and that would not be an allowed purpose.</p> <p>Councillor Bruce Marshall asked if RSLs were allowed to share information in relation to former tenants. The Director of Housing & Neighbourhood Services stated the Argyll RSLs operate a common housing register so in theory former tenants should be picked up.</p> <p>The Board of Management APPROVED the write off of former tenants rent arrears as outlined in the report The Board of Management APPROVED adopting the approach outlined in the report to write off former tenant rent arrears The Board of Management APPROVED updating the bad debt policy in light of the proposals set out in the report.</p>	
22.	<p>Finance & IT Staffing Restructure</p> <p>The Director of Finance & IT advised the impending retirement of a member of staff in conjunction with the end of Right to Buy afforded an opportunity to review the staffing structure. He stated his report outlined the proposed revised staff structure and the bottom of page three outlined the benefits of the proposed restructure. The Director of Finance & IT took the meeting through his report.</p> <p>Councillor Richard Trail asked where the budget saving of £18k would go. The Director of Finance & IT advised it would be invested into the IT service.</p> <p>The Chair commented the summary on the bottom of page three had been very helpful.</p> <p>The Board of Management APPROVED the revised staffing structure in Finance & IT The Board of Management APPROVED the implementation of the staffing structure and recruit to vacant posts The Board of Management APPROVED submitting the posts of Assistant Finance Manager Financial Services and Assistant Finance Manager Accountancy for job evaluation</p>	

23.

Investment & Regeneration Programme Update

The Director of Investment & Regeneration took the Board through her investment update highlighting expenditure and the roof and roughcast programme. She then took the Board through her regeneration update and advised:

- Ardenslate – will not be possible to conclude by March 2017 as the Scottish Government have not yet reached an agreement with the Golf Club. It is hoped an agreement will be reached in a matter of weeks. Councillor Bruce Marshall stated Cowal Golf Club had received a letter from the Scottish Government’s lawyers which required to be accepted within 14 days or the offer would be withdrawn. He further stated the offer was only 10% of what had been promised by the original developer.
- Jutland Court, Helensburgh – land acquisition complete and demolition contractor on site
- Accelerated programme – a third property at Cairnbaan was added
- Inveraray Site Acquisition – hope to obtain acquisition this financial year. Just received tenders back which are high against the benchmark
- North Connel - specialist house to be built for family with profoundly disabled member. Build was delayed due to further interaction with prospective tenant to ensure the design is correct
- Connel – further adapted property for a family with specific needs added to the programme.

The Director of Investment & Regeneration took the Board through updates to the Programme to 2020/21:

- Garelochhead – out to tender
- Cardross – developer now received in principle planning approval with a range of conditions. ACHA in negotiations to provide a percentage of the affordable requirements on site. Cameron Grant stated the proposed development in Cardross had caused unrest as there were a dedicated group in the village against the development. Cameron asked whether representatives from ACHA would meet with the group. The Director of Investment & Regeneration stated the development was currently very much in the hands of the developer and therefore would be too early for ACHA to engage with residents. Councillor Richard Trail stated he had taken part in the planning decision and had not been aware of ACHA’s involvement with the site. The Director of Investment & Regeneration stated the planning application had been submitted by Avont Homes and not the Association but Board members had been advised of the potential link in the new build programme considered in March.

The Director of Investment & Regeneration stated she would be happy to meet with any of the Councillors who serve on the Council’s Planning Committee.

The Secretary commented it was his view the contribution of ACHA to the economy was not being recognised enough. The Chief Executive stated ACHA regularly issued press releases and in addition would shortly issue a ‘More than bricks and mortar’ article to the press.

	<p>The Chair of the Audit Committee asked who the builder for the Garelochhead development would be as he had received favourable comments during the cladding works contract carried out. The Director of Investment & Regeneration advised the works were currently out to tender.</p> <p>The Board of Management NOTED the contents of the Investment & Regeneration update.</p>	
24.	<p>New Build Design Guide Review</p> <p>The Director of Investment & Regeneration stated members in attendance at the Strategic Planning days would have noted the ‘blue sky thinking’ presentation by Stewart Early from Colthart Early.</p> <p>The Director of Investment & Regeneration stated her report was a formal follow up as identified within the Asset Management Strategy, approved by the Board in December 2016. She stated up to three Board members were being invited to participate on the steering group, which would involve attending around two to three meetings in Lochgilphead.</p> <p>The Director of Investment & Regeneration advised that if approved the brief would be published in Public Contract Scotland for a two stage restricted procurement process. She stated it was hoped to have a mixed disciplinary team in place by April 2018.</p> <p>Malcolm Campbell, Cameron Grant and Douglas Prophet volunteered to sit on the steering group.</p> <p>The Board of Management APPROVED the review of the New Build Design Guide</p> <p>The Board of Management APPROVED Malcolm Campbell, Cameron Grant and Douglas Prophet to sit on the consultation panel.</p>	
25.	<p>Bute & Cowal Estate Management Action Plan Approvals</p> <p>The Director of Housing & Neighbourhood Services advised the Estate Management Action Plans would normally be delegated to the Area Committees to consider but as the Bute & Cowal Area Committee was not operating, the Board of Management were being asked to consider two projects.</p> <p><u>Alfred Street, Dunoon</u> Remove tired and broken slabs and replace with weed control membrane and lay stone chips to 50mm depth. The cost of the project, £6,450 would be payable from the Estate Management Action Plan budget for Bute & Cowal. The Board of Management APPROVED the project.</p> <p><u>Eton Avenue, Dunoon</u> Replace the doors on the 36 bin stores with lockable doors in an attempt to stop the fly tipping that has been occurring. ACHA are aware the unkempt area is off putting for potential new tenants as they have commented on the condition of the area. Fitting new doors would improve the general look of</p>	

	<p>the area and encourage potential new tenants. The cost of the project would be £12,455 which would be payable from the Cowal Estate Management Action Plan budget.</p> <p>John Muir requested the doors be designed properly to fit the bin stores. The Board of Management questioned if anything sat above the bin stores or whether they could be demolished. The Director of Housing & Neighbourhood Services advised she would report back to the next meeting.</p> <p>The Board of Management AGREED to defer the decision until its next meeting.</p>	Christine Johnston
26.	<p>Welfare Rights Service Resource and Staff Review CONFIDENTIAL</p> <p>The Chair stated the meeting had reached the three hour cut off point and the Board required to approve suspending the standing orders to continue the meeting. He advised he needed a two thirds majority to suspend the standing orders. A vote showed 12 members in favour of suspending the standing orders to allow the meeting to exceed the three hour limit.</p> <p>The Board of Management APPROVED the report.</p> <p>The Chair requested regular updates be provided to the Board of Management.</p>	
27.	<p>A.O.C.B.</p> <p>The Director of Human Resources & Corporate Services stated there had been a fire at Salisbury Terrace, Dunoon which was a Notifiable Event as there could have been a serious threat to life. She advised that a vulnerable tenant had been admitted to hospital suffering from smoke inhalation. On release from hospital the tenant was offered accommodation in the guest room at the Sheltered Housing complex. The tenant did not have home insurance but does have a support working assisting. The cause of the fire is not yet known. The Board of Management NOTED the Notifiable Event. The Chair asked if an update could be provided to the next meeting on the tenant's wellbeing.</p>	Colette Benham
28.	<p>Date & Time of Next Meeting Thursday 25th May 2017 at 10.00am in the Inveraray Inn, Inveraray</p>	
<p>POST MEETING NOTE</p> <p>Following discussion between the Chair and the Governance & Compliance Manager it has been agreed that ACHA Board members appointed to the AHFA Board can take part in general business discussions and vote on AHFA matters presented at the ACHA Board.</p>		