

## AGENDA ITEM: 3.1

### BOARD OF MANAGEMENT MEETING MINUTES

Meeting held on Tuesday, 21 May 2024 at 6pm via video call on Microsoft Teams

**Attendance:**

**Board Members:** Gavin Waddell, Chairperson  
Stephen Boag  
David McIndoe  
Jade Murray

**Staff/Advisor(s):** Anne Marie Brown, Chief Executive  
Graeme Bruce, Lethame Business Services Limited (Finance Agent)  
Carla Cameron, Finance & Corporate Services Manager  
Jennie Cameron, Senior Customer Services Officer  
Arlene Dickson, Care Services Manager  
Paul McNeill, Director HRC (Temp Finance Agent)  
Alison Smith, Allanpark Consultants Ltd (Item 7.4 only)  
Kimberley Tennant, Corporate Services Officer  
Dougie Wilson, Customer Services Manager

Board meeting minute prepared by K Tennant, Corporate Services Officer post meeting from the meeting recording.

ITEM	NOTE	ACTION
	<p><b>WELCOME AND ORDER OF BUSINESS</b></p> <p>The Chair welcomed all to the meeting and confirmed that the interim meeting pack was issued to members on <b>Tuesday 14 May 2024 with a revised full pack issued on Wednesday 15 May 2024.</b></p> <p>The Chair welcomed and introduced Alison Smith from Allanpark Consultants Ltd who will be presenting Agenda Item 7.4, and asked members to agree to amending the agenda by bringing forward items 7.4 and 11.1 for discussion before main business. All in attendance <b>agreed.</b></p>	
<b>7.4</b>	<b>AGENDA ITEMS BROUGHT FORWARD</b>	
<b>Report Summary</b>	<p><b>DRAFT BUSINESS PLAN 2024/2029 – UPDATE REPORT</b> <b>CONFIDENTIAL</b></p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	

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Discussion	[REDACTED]		
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Decision	[REDACTED]		
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	[REDACTED]		KT
Decision	Following consideration, the Board:		
	<b>Approved</b> the content of the draft Business Plan 2024 – 2029, subject to feedback from absent members.		
	<b>Noted</b> that a finalised Business Plan 2024 – 2029 will be presented to the Board on 2 July 2024 for approval.		
	[REDACTED]		
11.1	<b>Performance Report Q4, 2023/2024</b>		
Report Summary	J Cameron presented the year end Performance Report for Q4 for 2023/2024.		
	Members were advised that the Association is carrying out ARC Verification this week with C Dugan, noting that the visit may result in some reported figures needing to be amended. J Cameron advised that if this the case the report will be updated with the validated figures, and it shall be reissued to all members.		JC
	J Cameron advised that the Tenants Satisfaction figure overall has decreased slightly from the previous year/s and that staff actively continue to contact tenants who express dissatisfaction and meet with contractors when a tenant expresses dissatisfaction.		
	Continuing to present the report J Cameron advised Members that since the last report there has been a marked improvement in rent collections in the last quarter with around £25,000 of additional money received which was helped by the receipt of the double payment of Housing Benefit.		

On 31 March 2024 the eviction ban was lifted in Scotland and staff have commenced serving Notice of Proceedings to those qualifying tenants.

There are more than expected tenants moving onto Universal Credit due to benefit migration and the processing time for Housing Benefit is taking up to 16 weeks. These factors are both having a direct impact on the rent arrears with three large cases currently being monitored.

The working relationship with the Citizens Advice Bureau (CAB), Tenancy Sustainment Officer and Community Links continues to work well.

J Cameron asked Board members to consider approving a revised gross rent arrears target for the year ahead of 6%, noting a three-year improvement plan to reduce rent arrears is almost finalised and the aim is to reduce the target by 1% annually until it reaches 3%. The management of rent arrears is a top priority within the Customer Services Team.

Continuing on to the allocations and tenancy management performance, J Cameron advised that there has been 22 lets in the last quarter and the allocation target of 65% for Section 5 allocations was achieved.

There has been an increase of abandoned properties mainly due to tenants not adhering to their tenancy agreement obligations of a 28-day notice period.

There is one case of anti-social behaviour that is being monitored with a joint agreement in place, advising that if there is a reoccurrence of poor behaviour eviction proceedings will commence.

J Cameron advised that emergency and routine repair targets are all being met.

A Dickson provided members with an overview of performance within Care Services highlighting there has been 7 notifications to the Care Inspectorate, one incident has triggered an AP1 to Social Work. Staff are working closely with the tenant and the mental health team to support them.

One notification initiated a Duty of Candour; a tenant and staff member who raised complaints about one another. Following investigations each party received action points and the Care Inspectorate agreed for the incident to be closed.

Members were updated on the DOSCG analysis that parental income has reduced in March due to a service user no longer requiring the service. The continues to be promoted through open days and evenings. It was noted that the Association have been working with [REDACTED] MSP in the hope of receiving external funding for DOSCG, as the funding stream that was provided last year from the Scottish Government is no longer available.

#### Discussion

Member asked how the debt of the factored owner will be handled and time scales for pursuing? C Cameron advised members that if the owner remains unresponsive to contact, the Association will pursue the debt through its Solicitor issuing a Notice of

	<p>Potential Liability which would have a direct impact on the owner's ability to sell their property. The Finance Officer will continue to pursue this debt from the owner to try and avoid this outcome.</p> <p>Member asked for clarification on why the gross rent arrears target increase is being sought. J Cameron advised that the target has been 4% for a number of years now and it has not been achieved. J Cameron is wanting the Customer Services Team to work toward achievable targets as a motivational tool and provide a sense of achievement. Although noting that each % point equates to roughly £30k J Cameron feels that the 6% target is more achievable for staff to work towards while initially stabilising current arrears and former arrears and reducing write offs. An Action Plan for reducing rent arrears and increasing cash received is almost complete and will be introduced at the same time as new staff starting within the Team.</p> <p>Member asked if there was a trend or standout reasons for the turnover of properties and is our performance comparable to other local RSLs? J Cameron advised that this figure usually sits at around 8% which is comparable to other local landlords, however there are no standout reasons for terminations at present. J Cameron will check benchmarking figures and report back to the Board.</p> <p>Members wished to extend congratulations to J Cameron on their permanent appointment as Senior Customer Services Officer.</p>	JC
<b>Decision</b>	<p>Following consideration, the Board:</p> <p><b>Noted</b> the content of the Q4 Performance Report, 2023/24, including Appendix 1 and the general updates provided within this report.</p> <p><b>Approved</b> the revised gross rent arrears target of 6% for 2024/25 and the aim of reducing gross arrears by £45k by the year-end.</p> <p>[for the purpose of the minute it was noted that J Cameron remained in the meeting]</p>	
<b>1.0</b>	<b>APOLOGIES</b>	
	Apologies received in advance of the meeting from M Donnelly, D Edgar, J Henderson, F Polding and A Williamson.	
<b>1.1</b>	<b>Approved Leave of Absence</b>	
	The Chair advised that both J Gherardi and I Lennox are on an approved LOA, noting that I Lennox has asked for a 3-month LOA with effect from 14 May 2024 for personal reasons.	
<b>1.2</b>	<b>Non-Attendance</b>	
	The were no non-attendances to note.	
<b>2.0</b>	<b>DECLARATIONS OF INTEREST</b>	
	The Chair asked for any declarations of interest; there were none to note.	
<b>3.0</b>	<b>MINUTES OF PREVIOUS MEETINGS</b>	
<b>3.1</b>	<b>Minute of previous Board meeting 26 March 2024</b>	
	The minutes were <b>approved</b> on a proposal by J Murray and seconded by D McIndoe.	



3.2	<b>Audit and Risk Committee 13 May 2024</b> The minutes were noted.
4.0	<b>RECOMMENDATIONS TO THE BOARD FOR APPROVAL FROM AUDIT &amp; RISK COMMITTEE, 13 MAY 2024</b>
4.1	<b>Internal Audit Reports: (a) IT Systems (b) Arrears Management (c) Follow-up &amp; (d) Annual Audit Report, 2023/2024</b>
<b>Report Summary</b>	<p>AM Brown presented the internal audit reports to the Board for approval providing updates to members on the recommendations contained within the audit reports.</p> <p><b>IT Systems Internal Audit Report:</b> Was given a weak level of assurance based on audit findings. AM Brown advised that the weak level of assurance is reflective of one high risk recommendation. Members were advised that the staff Team are working through the recommendations and updates have and will continue to be provided to the Audit &amp; Risk Committee through the Recommendations Monitor.</p> <p>AM Brown advised members that procurement of new Internal Auditors will commence shortly, and once awarded an additional IT Systems audit will be arranged out during 2024/25 for further assurance.</p> <p><b>Arrears Management Internal Audit Report:</b> AM Brown advised that the Association received a strong level of assurance in the audit report with two low level recommendations made, once in respect of the Debt Recovery Policy which requires to be reviewed.</p> <p>Members were advised that the Audit &amp; Risk Committee were notified that the Management Response target date was initially set as 30 June 2024. The date has been pushed back due to the Policy Review Working Group's meeting schedule. AM Brown advised that the Debt Recovery Policy will be taken to the September 2024 Policy Review Working Group meeting.</p> <p><b>Follow up Internal Audit Report:</b> AM Brown clarified that the Association received a substantial level of assurance in this audit report and some actions continue to be ongoing, which are highlighted in the report and will be added to the Recommendations Monitor.</p> <p><b>Annual Audit Report 2023/2024:</b> AM Brown assured members that Wylie Bisset have given the Association positive feedback for audits carried out in the previous financial year.</p> <p>Directing members to Wylie Bisset internal KPI's table within the report, which shows that the Association has missed two of the targets. The first target was missed due to annual leave, the second target was missed due to the procurement process for IT support services.</p>
<b>Discussion</b>	Member asked if the IT Systems Audit recommendations and the target timescales to implement the recommendations was achievable? C Cameron advised that the

Association has already rectified the high-grade recommendation for multi-factor authentication and all Microsoft 365 accounts now have this applied.

Members were further advised that the Association are looking at upgrading the IT equipment used by both staff and Board and looking at Azure Active Directory which provides a higher level of security. The Association are due to have a meeting with the IT provider to discuss the findings of the audit, and the findings will be reported back to the Board.

It was clarified that the Association has already carried out a cyber security penetration test and the systems are fully protected against any attacks from hackers.

Members were advised that planning for a Disaster Recovery Plan scenario test is currently underway.

Member advised the meeting that it was clarified during the Audit & Risk Committee meeting from the Auditors that they had taken comfort from updates provided by staff in connection to the IT audit's high recommendation and were satisfied with the proposed course of action and timescales set by the Association.

Member asked if there was a timescale in place for the rechargeable repairs arrears recommendation from the Follow Up Report Audi? C Cameron advised that this has been completed.

#### Decision

Following consideration, the Board:

**Approved** the contents of the Internal Audit reports for IT Systems, Arrears Management and Follow up including Audit Report.

**Noted** the recommendations contained within the reports will be added to the Recommendations Monitor.

#### 4.2

Management Accounts to 31 March 2024 (Q4) **Confidential**

#### Report Summary

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

CC

		CC/GB
Discussion		
Decision	<p>Following consideration, the Board:</p> <p><b>Approved</b> the Management Accounts for Quarter 4 to 31 March 2024.</p> <p><b>Annual Assurance Statement &amp; Self-Assurance Process: Proposals for 2024</b></p>	
4.3	AM Brown presented the Annual Assurance Statement & self-assurance process proposals for 2024 to the Board for approval.	
Report Summary	<p>Members were advised that the current methodology used to demonstrate the Association's compliance with its regulatory compliance works well and the intention is to continue with this tried and tested process, and to introduce some enhancements for 2024.</p> <p>There were no questions raised.</p>	
Discussion	Following consideration, the Board:	
Decision	<p>On recommendation from the Audit &amp; Risk Committee <b>approved</b> the methodology for this year's Annual Assurance Statement and self-assurance process as outlined in sections 3.3.1 to 3.3.8 within the report.</p> <p><b>Loan Portfolio Return to the SHR</b></p>	
4.4	G Bruce presented the Loan Portfolio 2023/24 return for approval and submission to the SHR by 30 June 2024.	
Report Summary	<p>Members were advised that the Loan Portfolio, one of three financial returns that are submitted annually to the SHR, details all loan balances that the Association has.</p> <p>It was noted that the Association had £3m worth of loan balances as at 31 March 2024 which is detailed within the report.</p> <p>G Bruce noted that there is nothing of concern within the return and that all covenants with Unity Bank are being met.</p> <p>There were no questions raised.</p>	
Discussion	Following consideration, the Board:	
Decision	<p><b>Noted</b> the report contents.</p> <p><b>Approved</b> the Loan Portfolio as at 31 March 2024 and subsequent submission to the SHR by the 30 June 2024.</p>	AMB
5.0	<b>BOARD MATTERS ARISING SCHEDULE</b>	
Report Summary	AM Brown presented the Matters Arising Schedule to members advising that AM Brown, the Chairperson and Vice Chair have agreed to meet on 22 May 2024 to discuss item 8; Succession Planning.	





## Decision

Following consideration, the Board:

Noted the contents of this report, especially:

- a. Appendix 1 - Chief Executive's Work Objectives 2024 update.

Agreed to the following:

- a. [REDACTED] request for a 3-month Leave of Absence effective from 14 May 2024 for personal reasons.

## 7.0

## GOVERNANCE

## 7.1

## Delivery Plan Quarterly Update Report

Report  
Summary

AM Brown presented the Board with an update on implementing the actions contained within the Delivery Plan for Year 3, 2023/2024, noting that the Association awaits a date from John Martin Partnership on the commencement of Phase 2 for the Stock Condition Surveys. Surveys are expected to begin in July or August 2024.

Members were advised that D Wilson is now in receipt of the Stonework report from the architect, A Grant. The Association will need to review the information and proposals contained within the report.

Closing the update AM Brown clarified that the DOSCG service is not in deficit, however the income has reduced against the assumptions made for income in 2023/24.

## Discussion

Members discussed the two vacant shop units owned by the Association and it was noted that interest has been expressed in one of the units.

## Decision

Following consideration, the Board:

Noted the covering report.

Approved the updates to the Delivery Plan, Year 3 for 2023/2024 as at Appendix 1.

## 7.2

## Annual Return on the Charter

Report  
Summary

D Wilson presented the report to the Board with results of key Annual Return on the Charter (ARC) indicators for approval prior to the ARC being submitted to the Scottish Housing Regulator (SHR) by the due date of the 31 May 2024.

Members were advised that this report format is different from previous years as the validation by C Dugan has taken place after the report was written. C Dugan's validation

	<p>visit took place on the 20 and 21 May 2024. As a result, there are some changes required to the Annual Return on the Charter prior to submission to the SHR. Members were advised that the Association have also carried out a desktop validation with the Scottish Housing Network with a report received on the figures that require to be review, again this was received after the Board papers were issued. It was noted that the report from C Duggan will be presented to the Board at the July meeting.</p> <p>C Duggan has partially validated two out of the ten chartered outcomes identifying that data cleansing is required to others. This issue was expected due to the transition mid-year from one IT system to another.</p> <p>Members were advised that the Association are seeking approval of Delegated Authority to be given to the Chief Executive, to make the amendments required to the data on the Annual Return to the Charter, prior to its submission to the Scottish Housing Regulator. Amendments made to the ARC figures will be reported to the Board at its July 2024 meeting.</p> <p>It is hoped that the process of data collection will be more streamlined next year with the introduction of the Homemaster system.</p>	
Discussion	D Wilson advised that all recommendations and suggestions made by the Scottish Housing Network following their review will be superseded by the report provided by C Duggan.	DW
Decision	<p>Following consideration, the Board:</p> <p><b>Noted</b> the contents of this covering report.</p> <p><b>Approved</b> the draft ARC for submission to the Scottish Housing Regulator, noting a summary of key indicators are attached in <b>Appendix 1</b>.</p> <p><b>Delegated</b> authority to the Chief Executive to agree any changes to the ARC which may be required prior to submission.</p> <p><b>Delegated</b> authority to the Chief Executive to make the ARC submission to the SHR on behalf of the Board by the 31 May 2024.</p>	AMB
<b>7.3</b>	<b>Annual Declaration Update Report</b>	
Report Summary	<p>K Tennant presented the report to provide the Board with an update on the annual declaration process for both Board members and staff.</p> <p>Members were advised that a new approach to the annual declarations has been devised and all paperwork has been combined into one document.</p> <p>Members were assured that in regard to the electronic element of the signed declarations assurance has been received from the Association's internal auditors to ensure that digital signatures can replace wet signatures. The internal auditors confirmed that there would be no issues with this from an auditing and compliance perspective.</p>	
Discussion	Members were happy with the layout of the booklet and requested that this is sent out as soon as possible for Members to sign.	

	<p>It was clarified that a few final tweaks are required to ensure that all necessary parts of the booklet can be completed digitally and once these have been rectified, the booklet will be issued to Board members to complete and return.</p>	KT
Decision	<p>Following consideration, the Board:</p> <p><b>Approved</b> the new format of the annual declarations and acceptances (see booklet attached at <b>Appendix 1</b>).</p> <p><b>Noted</b> that the declarations booklet will be issued to all Board members following approval.</p>	
8.0	<p><b>STRATEGY</b></p> <p>No reports.</p>	
9.0	<p><b>FINANCE</b></p>	
9.1	<p><b>Revised 30-Year Financial Projections</b> <b>Confidential</b></p>	
Report Summary	<div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> <div> <div></div> <div></div> </div> <div> <div></div> <div></div> </div> <div> <div></div> <div></div> <div></div> </div> <div> <div></div> <div></div> <div></div> </div> <div> <div></div> <div></div> <div></div> </div> <div> <div></div> <div></div> <div></div> </div> <div> <div></div> <div></div> <div></div> </div> <div> <div></div> <div></div> <div></div> </div>	



Discussion

[REDACTED]

PMcN

Decision

Following consideration, the Board:

**Noted** the contents of the report and the recent consultation to date on the closure of the defined benefit scheme and the introduction of salary sacrifice.

PMcN

9.4

Close Cleaning Tender Report **Confidential**

Report

Summary

[REDACTED]

[REDACTED]

[REDACTED]

Discussion

[REDACTED]

Decision

Following consideration, the Board:

**Noted** the contents of this report.

**Noted** the contents of Ewing Summerville report (**Appendix 1**).

**Approved** the close cleaning tender proposal, with Protec Facilities Management for common close cleaning services, for the amount of [REDACTED] exclusive of VAT, for a 2-year contract period.

10.0

STAFFING



No reports.

11.0 OPERATIONS

11.2 DEVELOPMENT UPDATE REPORT **CONFIDENTIAL**

## Report Summary

[REDACTED]

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## Discussion

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## Decision

Following consideration, the Board:

**Noted** the contents of this progress development update report.

## 12.0 HEALTH AND SAFETY

No reports.

## 13.0 USE OF DELEGATED AUTHORITY

No reports.

14.0	ANY OTHER COMPETENT BUSINESS
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14.1	Share learning portal and update from the Chair
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K Tennant advised members that SHARE have a new online learning portal and Board members should have now received emails to set up their new account.

K Tennant will send an email to Board members to enquire if anyone would like a 1-2-1 meeting to look at the new learning portal and a demonstration on how to navigate within it.

KT

Members were advised that all courses on the learning portal all count towards CPD points, and portal is compatible with all mobile devices.

<b>Discussion</b>	Members were pleased to hear about the portal and noted it would provide more flexibility in terms of carrying out training at times more suitable to Board members.
<b>Decision</b>	Following consideration, the Board: <b>Noted</b> the learning portal update.
<b>14.2</b>	<b>Updated Board/Committee Workplan 2024-2025</b>
<b>Report Summary</b>	AM Brown presented the updated Board and Committee Workplan for 2024-2025 and advised that there were no other points to add.
<b>Discussion</b>	There were no questions raised.
<b>Decision</b>	Following consideration, the Board: <b>Noted</b> the contents of the report.
<b>15.0</b>	<b>DATE OF NEXT MEETINGS</b>
	<b>Board Meeting:</b> 2 July 2024 at 6pm (currently hybrid but the Chair is keen for this meeting to be in-person) <b>Staffing Committee Meeting:</b> 4 June 2024 at 6pm (online) <b>Policy Review Working Group Meeting:</b> 11 June 2024 at 6pm (online)  The meeting closed at 8.31pm

Signed \_\_\_\_\_ Date \_\_\_\_\_

(Chairperson)