

**Minutes of the Meeting of the Board of Management
held on Thursday 18 May 2017 at 11.45am
7 Eagle Street, Glasgow**

PRESENT:	Mrs S Napier	Chair
	Mrs P Dawson	
	Mrs I Deuling	
	Mr W Nicolson	
	Mr G O'Sullivan	
	Mr D Scobie	
	Ms M Sibbald	
	Mr M Singh	
	Mr W Smalley	
IN ATTENDANCE:	Mr B Logan	Chief Executive
	Mr C Dickson	Director of Care Services
	Mr S Dow	Director of Asset Management
	Mr S Smith	Director of Finance & ICT Services
	Mrs N Harcus	Assistant Director (Strategic Development)/ Acting Director of HR
	Ms C Innes	Head of Development (Minute 3169(v) only)
	Miss C Beesley	Governance & Administration Manager

3162. Apologies for Absence

Apologies for absence were received from Mr H Carr, Mr R Fernie, Dr L Holdsworth, Mrs J McCormick, Mr M McFee and Ms I McGarvie.

3163. Declaration of Interest

There were no declarations of interest.

**3164. Minutes of the Meeting held on 23 March 2017
Confidential Minutes of the Meeting held on 23 March 2017**

The minutes of both meetings, having been previously circulated, were approved and signed by the Chair.

3165. /...

3165. Business Arising

- (i) Minute 3153(ii) – Property Management – Programme of Works 2017-18
The Director of Asset Management advised that, in respect of the query raised regarding work to care properties and, in particular, signage, there had been pressures from local authorities, and others, to undertake the replacement signage works. This work had therefore gone ahead in order to maintain the service.
- (ii) Minute 3156(ii) – ICT Strategy – Annual Update
The Chair raised the issue of the recent hacking problems which had affected the NHS and whether Bield was confident with its level of security. The Director of Finance & ICT advised that Bield had not encountered any issues such as those at the NHS and confirmed that a significant amount of money was spent on ICT security with patches distributed on an almost daily basis. He also confirmed that all emails were intercepted by Mimecast which also added a layer of security to systems. The Director of Finance & ICT Services confirmed that the patches should also be in place for members who, although not on the Bield network, link into Bield's services.

3166. Priority Items

- (i) Confidential Item: Report from the Chief Executive
- (ii) Annual Return on the Charter (ARC) and Energy Efficiency Standard for Social Housing (EESH) Return
The Board received Report BOM/5(ii)/MAY/17 and a report in relation thereto from the Business Improvement Manager. The Assistant Director (Strategic Development)/Acting Director of HR began by highlighting the significant amount of work which goes into completion of the Return and wished to thank staff across Bield for their work in this.

It was noted that the Assistant Director (Strategic Development)/Acting Director of HR had received some queries from Board members relating to the ARC and these had all now been answered to the satisfaction of the Board.

Further queries were raised as follows:

Page 7 – C1.2.6 – the total number of staff – it was highlighted that the figure of 695.6 FTE reported in the ARC was different from the figure of 804 reported within the Regulation Plan. The Chief Executive advised that the figure within the Regulation Plan was likely taken from last year's ARC report. Since then there had been reduction in staff numbers due to closures/redundancies etc

Page 66 – Percentage of tenancy offers refused during the year – it was suggested that this figure appeared to be high. However, it was noted that this figure had reduced from 30.77% last year to 25.97% this year

Page 76 – Average time to complete approved application for medical adaptations in the reporting year – it was requested that Board members receive information on the target set and whether this target was being met as it was suggested that the figure of 64.02 days was high. However, it was noted that this figure had reduced from previous years and therefore the trend was an improving one

Page 85 – Rent collected as a percentage of total rent due in the reporting year – it was suggested that this figure appeared unusual at 100.16%. However, it was explained that this figure included arrears collection from the previous year.

The Board of Management:

- (i) provided feedback on the Annual Return on the Charter (ARC) and ESSH Return; and**
- (ii) approved the contents for submission to the Scottish Housing Regulator.**
- (iii) Confidential Item: Long Term Financial Projections
- (iv) Confidential Item: Business Transformation Project

3167. Performance

- (i) Confidential Item: Management Accounts to 31 March 2017

3168. Governance

- (i) Declarations of Interest – Annual Report

The Board received Report BOM/7(i)/MAY/17 and a report in relation thereto from the Governance & Administration Manager. It was noted that this was a standard annual report which detailed declarations from Board and senior staff throughout the year.

The Governance & Administration Manager highlighted an error on Page 3 of the report. The penultimate paragraph made reference to 23 declarations made by a member of the Performance & Audit and Remuneration Committees. However, this should, in fact, make reference to declarations made by staff at these meetings.

The Board of Management noted the Annual Report on Declarations of Interest.

3169. Update Reports

- (i) Report from the Company Secretary

The Board received Report BOM/8(i)/MAY/17 and a report in relation thereto from the Governance & Administration Manager.

There was a request from a Board member that the equality and diversity information within the membership application remain confidential and not be part of the paper to the Board. The Governance & Administration Manager confirmed that she could amend this going forward. It was also noted that there was a typographical error on Page 1 of the report at the address of Mrs Dawson.

The Board:

- (i) approved the four applications for membership of Bield;**
- (ii) noted the Register of Legal Documents;**
- (iii) noted the uses of Standing Order 10; and**
- (iv) noted the applications for employment from relatives of staff members.**

(ii) Scottish Housing Quality Standard (SHQS) – Progress Report

The Board received Report BOM/8(ii)/MAY/17 and a report in relation thereto from the Director of Asset Management. He advised that there had been reasonably good progress made, with a reduction in failing properties from 330 to 146.

It was noted that there was an error on page 2 of the report – in respect of the total properties position as at the end of March 2017, the figure should read 321 rather than 319.

The Board noted the contents of the paper.

(iii) Bield Improvement Group (BIG) Report – Ending a Tenancy

The Board received Report BOM/8(iii)/MAY/17 and a report in relation thereto from the Housing Performance Manager.

There had been a presentation provided by members of the BIG group that morning as part of a pre-Board session. This had been very informative and was welcomed by Board members. The Director of Care Services/Interim Director of Housing Services advised that an action plan would be prepared for the next Board meeting in July. He confirmed that the SMT had met separately with the BIG and had agreed with most of the proposals, other than that relating to the key charge which would require to be looked at in more detail given the financial implications.

It was suggested that not all decisions relating to this would require to come to the Board and could be dealt with at an operational level. In respect of the draft letter attached to the report, it was suggested that the first sentence could be amended slightly as it did not read well. It was also suggested that the final paragraph was not ideal as not all tenants receive benefits so it may cause unnecessary concern.

The Board of Management:

- (i) noted the report and considered the points raised; and**

(ii) requested that the Interim Director of Housing Services provide a detailed response to the recommendations and their implications for consideration at a future meeting.

(iv) Tenant Engagement Strategy – Annual Report

The Board received Report BOM/8(iv) and a report in relation thereto from the Tenant Engagement Officer. The Director of Care Services/Interim Director of Housing Services advised that the report highlighted the progress which had been made over the year. The Board agreed that the report was very positive.

The Board of Management noted and approved the following documents:

- (i) Tenant Engagement Strategy Annual Report;
- (ii) Updated Tenant Engagement Strategy Action Plan for 2015-2018; and
- (iii) Draft Annual Tenant Engagement Report 2016-17.

(v) Confidential Item: Development Progress Report – Six Month Update

3170. Policy Review

(i) Volunteer Strategy - revised

The Board received Report BOM/9(i)/MAY/17 and a report in relation thereto from the Assistant Director (Strategic Development)/Acting Director of HR. She advised that the Strategy was more specific than previously in respect of more consistency between volunteer services across Bield. It was noted that more work was required in respect of data management and how this is mapped across the organisation. There was data cleansing work being undertaken at the moment in this respect.

The following areas within the report were discussed:

Page 4 – in respect of the contributory factors as to why there was a decline in volunteers, it was noted that one of the reasons was listed as being in relation to the handover of volunteer line management from the Volunteer Development Worker to local managers – the Assistant Director (Strategic Development)/Acting Director of HR advised that it had proved difficult to keep the line management of volunteers centrally but that this was an area being looked at in more detail.

Page 5 – in respect of reference at 3.3 1)d), to reviewing arrangements for opportunities within all departments, it was noted that there was work being done around the possibility of recruiting more volunteers to assist in the office environment with administration work.

A suggestion was raised that Bield should look to gain the Investors in Volunteers award and the Assistant Director (Strategic Development)/Acting Director of HR

advised that she could look into this possibility but it would be dependent on costs and resources involved. This would not be taken forward until all data had been looked at by which time it would be easier to determine what was required.

It was suggested that more training for managers may be required and that the voices of volunteers were not always heard.

It was noted that the Board were not required for Volunteers Week in June and the Assistant Director (Strategic Development)/Acting Director of HR advised that, although there was a last minute request for a Board member to attend one event, there had not been as much demand this year. However, she confirmed that the Board would continue to be asked to help out during Volunteers Week each year.

The Board of Management approved the Volunteer Strategy for the five year period 2017-2022.

(ii) Financial Strategy - revised

The Board received Report BOM/9(ii)/MAY/17 and a report in relation thereto from the Director of Finance & ICT Services. He advised that the main change to the Strategy related to Section 3.4 – Efficiency and Value for Money. The figure relating to Bield's 'Administration Costs' had been reduced from 17.5% to 15% of turnover. It was felt that this was a more accurate reflection of the position.

In respect of Section 3.7, the Director of Finance & ICT Services confirmed that any use of investments for 'business transformation' would be subject to Board approval.

The Board of Management approved the revised Financial Strategy.

(iii) Recruitment and Training Policy for Board and Committee Members – revised

The Board received Report BOM/9(iii)/MAY/17 and a report in relation thereto from the Governance & Administration Manager.

An additional bullet point under 'Induction Training' was suggested as follows:

'understand the legal and regulatory requirements of the organisation and its governance arrangements'

The Board of Management reviewed and approved, subject to the addition of the bullet point as outlined above, the revised Recruitment & Training Policy for Board and Committee members.

(iv) Claims and Compensation Policy – New

The Board received Report BOM/9(iv)/MAY/17 and a report in relation thereto from the Communications & Marketing Manager. The Assistant Director (Strategic Development)/Acting Director of HR advised that the Policy was a new one which would be managed and reviewed centrally. She confirmed that payment of compensation did not happen often but that there were claims from time to time but up until now there had been no policy to deal with this.

A suggestion was made for development managers to check whether their tenants had contents insurance given Bield did now not provide this cover. However, this was the tenants' and not Bield's responsibility, although Bield had arranged the cover on behalf of the tenants previously. It was agreed that a reminder to tenants to obtain contents insurance cover could be provided in a future Bield Bulletin.

The Board of Management approved the Claims and Compensation Policy.

(v) Code of Conduct for all Employees, Casual Workers and Volunteers – revised

The Board received Report BOM/9(v)/MAY/17 and a report in relation thereto from the Assistant Director (Strategic Development)/Acting Director of HR. She advised that the revised Code was in line with the SFHA model and all staff and volunteers would be issued with a copy. This would be followed up by team meetings, PDP reviews etc.

There was a suggestion to make reference to staff who require to be members of certain bodies as part of their role. However, it was noted that this information would be contained within staff contracts of employment.

The Board of Management approved the revised Code of Conduct for all Employees, Casual Workers and Volunteers.

(vi) Entitlements, Payments and Benefits Policy – new

The Board received Report BOM/9(vi)/MAY/17 and a report in relation thereto from the Assistant Director (Strategic Development)/Acting Director of HR. She advised that the Policy followed the SFHA model introduced in December 2016. In respect of communication of the Policy, it was noted that this would be dealt with in the same way as the Code of Conduct as previously discussed.

A query was raised as to why Board approval was required for staff wishing to attend events as per the Appendix to the report. It was advised that this would, in practice, likely be delegated to the SMT but that the reference was within the Policy to provide additional controls. It was noted that these situations would mostly involve events which could potentially cost substantial amounts of money. The Chief Executive confirmed that any such events would be reported through his Chief Executive's report to the Board.

The Chief Executive highlighted that the Policy also applied to Board members so caution required to be taken, particularly in respect of relationships with contractors, for example.

In respect of reference to 'Our people seeking donations from our contractors/suppliers when fundraising for charity', as part of the Appendix to the Policy, it was suggested to re-word the 'Further Action' comment to: 'This is permitted provided:

- Approval is gained from **Bield's** Fundraiser prior to making any approach...'

The Board of Management approved the new Entitlements, Payments and Benefits Policy, subject to the suggested amendment.

3171. Compliance

(i) Loan Portfolio Return – SHR

The Board received Report BOM/10(i)/MAY/17 and a report in relation thereto from the Director of Finance & ICT Services.

The Board of Management approved the Loan Portfolio Return and its submission to the Scottish Housing Regulator.

(ii) Five Year Financial Projections –SHR Return

The Board received Report BOM/10(ii)/MAY/17 and a report in relation thereto from the Director of Finance & ICT Services.

The Board of Management considered the Five Year Financial Projections and approved their submission to the Scottish Housing Regulator.

3172. Reports from Committee

(i) Confidential Minutes of the Remuneration Committee held on 17 March 2017

The Board noted the Confidential Minutes of the Remuneration Committee held on 17 March 2017.

(ii) Minutes of the Partnership Forum held on 9 May 2017

The Board noted the Minutes of the Partnership Forum held on 9 May 2017.

3173. Date of Next Meeting – Thursday 6 July 2017, 79 Hopetoun Street, Edinburgh

The date of the next meeting was confirmed as Thursday 6 July 2017 within Bield's Edinburgh Office at 79 Hopetoun Street, Edinburgh.

3174. Any Other Business

There was no other business.