



## Board Meeting

Held: Board Room, Viewpoint Offices

Minutes of the meeting of the Board  
at 4.00pm on **29 May 2024**

**Paper 0**  
**Meeting No:3**

**Date of Meeting: 29 May 2024**

### Board Members

Mr I Thompson (Chair)	Mr L Parry (LP)
Mr T Roehricht (TR) (Vice Chair)	Mr S Robertson (SR)
Ms P Russell (PR)	Mr J Clyne (JC)
Ms J Brown (JB)	

### Attending

Jean Gray, Chief Executive Officer (CEO)

Esther Wilson, Director of Housing and Care (DHC)  
Tom Hailey, Director of Assets (DA)

Karen Thomson, HR Manager (HRM)



### Apologies received

Mr D McIntosh (DM)  
Ms L Anderson (LA)

Howard Vaughan, Director of Finance and Business Support (DFBS)

### Minutes

Item	Subject	Action	Due Date
1	Welcome to Board Meeting		
1.a.	Apologies		
<p>There being a quorum present, the Chair welcomed all, introduced Megan Macdonald the new Governance and Compliance Officer, and opened the meeting.</p> <p>Apologies had been received from DM, LA and DFBS.</p>			
1.b.	Declarations/Conflicts of Interest		
<p>There were no declarations and no conflicts of interest declared. It was noted the meeting was being recorded via Teams and there were no objections to this.</p>			
2	Minutes of previous meetings and matters arising		
2.a.	Minutes of previous meeting held on 20 March 2024		

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There were no matters arising from the minutes of the meeting of 20 March 2024 and **the Board unanimously approved them as an accurate record.**

**2.b. Outstanding actions**

There were the following outstanding actions

Action 212: Provide Ops Committee with further analysis on repairs overspends. This will be discussed at the next Operations meeting – move to close	DA	June
Action 214: Reconnect with interested development partners. CEO confirmed that these discussions are ongoing	CEO	Ongoing
Action 221: Review policy approval process. This is ongoing	Exec	Ongoing
Actions 215, 216, 217,218, 220, 222, 223, 225 and 226: were closed.	Chair	

**2c. Verbal update from FRAC Committee of 30 April 2024**

**Internal Audit**

It was noted that Viewpoint had performed well in the recent internal audits, it was highlighted that the HR absence management report received a “strong” outcome (the highest score possible) with 2 low level recommendations. In the follow up review which pulls together all actions from audits, there had been 19 recommendations, due to timescales 12 of these had been partially implemented, 5 had been fully implemented and 2 were not implemented (both of which were for the IT department). Since the audit the recommendation for disaster recovery has subsequently been actioned. Overall this was a positive report and overall we are performing better than that of our peer group.

**External Audit**

The external audit plan was discussed, this is a standard form and there were no concerns.

**Finance Papers**

The finance papers were discussed in detail, these will be covered later in the meeting (Item 3). The main things of note were the sale of Lennox House, and the increasing deficit in housing.

**Treasury Management Report**

It was noted that the portfolio with Brewin Dolphin has grown by 4.2% in the last quarter.

**Draft ARC Report**

The draft ARC report was discussed, and will be included later in the meeting (Item 4)

**Risk Register**

The Risk Register was discussed and it was agreed that housing voids were no longer a risk.

**Committee Terms of Reference**

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This will be discussed later in today's meeting (Item 10), it was agreed that H&S would be moved from the Operations Committee to FRAC, but the safeguarding in care homes to remain within Operations.

3	Finance Papers		
3.a.	Management Accounts to 31 January 2024		

Management Accounts to 31 March 2024 were presented by the CEO in the absence of DFBS and HF. The CEO noted that any detailed questions may need to be picked up on their return.

The CEO highlighted the following areas;

The key changes are the gain on the sale of the shared ownership properties (£290k) and the downward valuation of the Scottish Housing Associations Pensions Scheme (£595k). There is a rumour that the deficit payments will be coming back in April 2026 which would affect our cash flow, but CEO stressed that this has not been confirmed. TR asked if there was a deficit last year as well, the CEO recalls this was the case.

The CEO drew attention to page 2 of the report which shows surplus and deficit and showed the key variances in Housing.. This has been discussed in previous meetings so is not new information, and will be monitored and picked up in new financial year.

Attention was drawn to the central support costs, which are currently under budget, 16.3% of turnover vs 17.1% in budget.

There were no concerns with regards to the Care homes, the improvements currently being actioned shall be reflected in the fees moving forward.

**There were no further questions on the Management Accounts to 31 March 2024 and these were approved by the Board.**

	b Draft Five Year Financial Plan for submission to SHR		
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The CEO noted that originally the Board would have been presented with a 30 year financial plan, however there were some concerns due to access to information in the absence of DFBS, so for this meeting the Five Year Financial Plan was presented for review. The 30 Year Plan will be completed and presented during the Board Away Day and will also include various financial scenarios and their impact, similar to last year.

Following review of the Five Year Financial Plan it will be submitted on Friday 31 May to the SHR. Items to note were:

[REDACTED]

[REDACTED]

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The CEO noted that the Regulator may also ask for the 30 year plan and this would be provided once complete and agreed by the Board.

**There were no further questions on the Five Year Financial Plan and this was approved by the Board for submission to SHR.**

4	ARC Return 2023/24 (presentation)		
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The CEO noted this was scrutinised at the FRAC meeting but is happy to go through this in more detail with the Board, however it was noted that there are no concerns and there has been a significant improvement in many areas in the past year.

DA explained that the previous survey data provided by Dysons was now over 5 years old and not considered by the SHR to be current. It has been decided by the DA and DFBS to delete that Dysons data and rely entirely upon the new Hardies survey data. He advised that our approach to the current stock condition survey was to complete 100% external surveys and a minimum 25% internal survey of properties in each development.

Rather than cloning that internal survey data to create a fully populated property stock condition database we were now using the Keystone extrapolation tool. This tool takes all survey data and models investment requirements across the whole stock thus providing data for business planning purposes.

He explained that the proportion of properties considered to have current surveys for ARC purposes is the proportion of internal surveys completed but assured the Board that the data now held on our stock is better than that previously collected particularly because it now included measured quantities for works such as roofing and external rendering and insulation.

PR questioned if there was any worry about whether the SHR will approve the figures and the CEO replied that it is not unusual within sector and that although Viewpoint has never done it this way before, she believes it will be seen in a positive light as this data has been refreshed and is more detailed and reliable. DA noted that each year we will complete 20% stock surveys to ensure data is updated continually.

The CEO advised that we would normally complete a tenant satisfaction survey every 3 years and is due in this financial year (Q4). Following a discussion with the DHC we would prefer to defer this until the spring 2025 (Q1) and so the DHC will speak to the SHR to get approval.

DHC      ASAP

PR questioned if RAAC should be included in report, CEO answered to say not within the ARC but an update will be provided to the SHR in a separate notification.

**There were no further questions on the ARC Report and this was approved by the Board for submission to the SHR on 31 May 2024.**

5 Q4 Internal Management Plan – Q4

The CEO explained that this was the Plan as at the end of Q4 (to 31 March 2023).

There are still a few amber items but explanations are included within the plan and these will roll over to the next financial year. We will provide the new outcomes and Q1 update for 2024/25 to the August Board meeting.

It was noted that progress on the South Oswald Road options appraisal had been delayed largely as a result of key consultancy inputs not being delivered within expected timescales. This delay is not considered to be of any material concern to the delivery of the project.

**There were no further questions and the Board noted the Plan and commented that it looks positive overall.**

6 Performance Report  
a Q4

The CEO noted that the report is fairly self-explanatory and asked for any questions.

TR commented that this was a great report and that any questions were fully explained on the report in detail.

IT added that he compared this report to the report from the previous year, and there has been a good improvement.

PR questioned the downward trend on the time responding to FOI and DPA requests. The CEO explained that this was unfortunately due to staffing issues but with a review of processes and the introduction of the new GCO this issue should not be repeated going forward.

**There were no further questions and the Board noted the Performance Report.**

b Key Performance Indicators 2024-25

The CEO informed the Board that the KPI's have been discussed internally and considered in line with current performance, realistically some have remained the same

DHC identified a couple of new KPIs linked to care that were not in the report.. She mentioned that the report is currently very focussed on care finance and it

was felt that we could reflect more on customer experience and satisfaction in care:

- Viewpoint's rating on carehome.co.uk to be included as KPI. This is the main place families' look when searching for a Care home for loved ones. All reviews are carried out by family members.
- Viewpoint's Care Inspectorate Score – this is currently at 5 with 6 being the highest and we would wish to maintain Grade 5s if not exceed these.

PR enquired about the average length to re-let a property and why the new target has decreased from 60 days to 40 days when the actual number of days taken were 84. The DA explained that this target was 38 days pre-covid and the trajectory continues to decrease. This was considered realistic following internal discussion with process improvement and performance management.

PR congratulated everyone involved in the improvement of the KPI's. The CEO also congratulated team, especially the DHC and the DA for their hard work in overall management of this area and the continual improvement in void performance.

PR also questioned the variations, the DA advised that this level of variation primarily was due to all repair works being grouped together previously as "response repairs". These works have now been re-categorised in the updated Housing Repairs and Maintenance Policy. This will ensure that only true response repairs will be included in future variation reports and the proposed variation KPI is achievable.

It was asked why the average number of days to complete a non-emergency repair completed had been increased from 5 days to 8. The DA explained that the timescale for completion of routine repairs had been extended from 8 working days to 15 and that as a consequence the average number of days to complete would need to be increased. He explained that the purpose of increasing the number of days to complete routine repairs was to allow more time for coordination of contractor labour and material resources which should allow for more repairs to be completed right first time and with better value for money being delivered. He also noted that 15 days was consistent with KPIs set by most other housing associations. He emphasised that most tenants would have their routine repairs completed well within the 15 day limit.

JB questioned if repairs are followed up before they are closed and what happens if the same issue is reported again in a short timescale. DA explained that scenarios like this are fully investigated and that it is not always the same issue despite being recorded as such. These are all looked at in detail and if issues do reoccur then it is decided if a more permanent remedy is needed. An example was given of repetitive leaks being reported and the need for a new roof.

**There were no further questions and the Board approved the KPIs for 2024-25.**

The CEO presented the report and highlighted the following points;



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**Lennox House**

Sale has now been fully completed.

JC questioned why the "For Sale" sign is still up on site if the sale was completed and asked if it could be removed. DA mentioned that this may be due to the buyer's details not being released publically and noted legally as Viewpoint no longer own the property we would not be allowed to remove the sign. The CEO agreed to contact the estate agent and ask if sign can be removed.

**RAAC**

There are continued investigation around the properties with RAAC, all affected tenants have had updated correspondence. The CEO will update the SHR early next week with current status.

**Internal Audit**

The 2024-25 Internal Audit was amended to include the area of spend in Assets and how this is being managed. It was confirmed this will form part of the plan in 2024/25

**Hannover Telecare**

The DHC mentioned that the Hannover reaccreditation had been achieved. The DHC will be going back out to procurement in the coming months for telecare from 2025/26 onwards.

JB asked what the process is when tenants have medical issues and referred to a specific tenant. The DHC informed that Hannover have a process to decide the correct route to take when tenants report medical issues, including ambulance call out. The DHC will pick up this matter up regarding the issue with the specific tenant.

**There were no further questions and the Board noted the CEO Report.**

8	Governance Report		
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The CEO had no additions to the Governance report and asked if there were any questions.

TR had a concern that there had been no further details in regards to the SFHA Annual Conference. The GCO will look into the details and respond.

GCO

June

Item	Subject	Action	Due Date
	<p><b>Application for Lesley Anderson</b></p> <p>This was considered by the Board and approved</p> <p><b>The Board noted the Governance Report</b></p>	GCO	
9	<p>Policies for Review</p> <p>a People Strategy</p> <p>The HRM informed the Board that the People Strategy is new to Viewpoint and the reasoning behind it is to ensure we remain a competitive and inclusive employer. It is believed that the improvement in training and development will help drive employee engagement and satisfaction, and strengthen the Viewpoint Brand</p> <p>A training matrix is currently in development and will be publicised once complete. The aim is to develop future leaders within the organisation and encourage development. This will span across all departments</p> <p>A similar training matrix for all Board members will also be brought in which will include mandatory training to ensure we remain compliant.</p> <p>TR stated his interest in the People Strategy, particularly the part about succession planning for the Board. He reflected that this may be difficult given that Chairs and Vice Chairs are only in appointment for one year. HRM informed that this will help make sure all Board members have the same opportunities and mentioned the potential of being given a mentor internally to prepare for other roles. The CEO mentioned that in other organisations Vice Chairs do not always become Chairs and that we need to ensure we are open and transparent. Chair noted that when new members join they are asked about whether they have an interest in becoming chair in future.</p> <p>LP asked if Viewpoint had an employee wellbeing survey and was informed that yes one had been sent out recently. He also mentioned that there could be a better use of teams and SharePoint within the organisation.</p> <p>PR voiced thoughts that this was a good policy which has been needed for some time. She noted that it can be adapted to go to the Operations Committee.</p> <p>Chair commented that a change in culture is hard to do within an organisation. HRM added it takes every level of staff to get behind the charge and that the Working Groups which started recently have been a good start to this. They have given all employees a voice and chance to be involved in future changes.</p> <p>PR noted that the culture within Viewpoint has already improved a lot since she started and that this policy will be "challenging but doable".</p> <p><b>There were no further questions and the Board unanimously approved the People</b></p>		

b ICT System Security Policy



Item	Subject	Action	Due Date
	<p>The CEO advised the Board that the IT Manager had advised that there were no major changes to previous policy</p> <p>TR asked for "sometimes called purpose" to be removed from the policy document. This will be amended.</p> <p>LP commented on the format of "aims and value" in this policy and asked if we could format it the same way as the People Strategy. The CEO informed that this policy is in the same format as the website but that this is due to be looked at in the upcoming financial year.</p> <p><b>There were no further questions and the Board unanimously approved the Policy subject to the minor amendment.</b></p>	CEO	ASAP
10	Committee Terms of Reference		
	<p>The DHC requested a move of safeguarding to FRAC.</p> <p><b>There were no further questions and the Board unanimously approved the Terms of Reference for both Committees pending the minor amendment.</b></p>	CEO	ASAP
11	AOCB		
	<p>The CEO noted that now following [REDACTED] departure from the Board we have one less member on the Operations Committee and that we should have another person to ensure quorum is reached. PR will reach out to JB and LA to see if either of them would be interested in joining</p>	PR	ASAP
12	Date of Next Meeting		
	<p>The next meeting is scheduled for 19 June at 4pm. The Chair noted this is the rescheduled date and was previously 26 June.</p>		

The formal meeting closed at 5.35pm.

### Approval of the minutes

Signed as a true record of the meeting, following the approval of the draft minutes by a meeting of the Board.

Signed:

Date: