



Board Meeting

Wednesday 29 June 2022 at 5.45pm
Coffee and tea available from 5.30pm

The meeting will be held at 119 Main Street with the facility to participate through MS Teams

Agenda

- 1) Welcome and apologies
- 2) Declarations of interest
- 3) Minute of the Board meeting of 25 May 2022 (enclosed)
- 4) Matters arising (paper enclosed)
- 5) Business development
 - a) Minute of the Development Committee of 15 June 2022 (enclosed - confidential)
- 6) Housing management activity
 - a) Minute of the Tenancy Matters Committee of 22 June 2022 (enclosed)
- 7) Property maintenance activity
 - a) Asset management and service delivery update (enclosed)
- 8) Financial matters
 - a) SHAPS consultation (paper enclosed - confidential)
- 9) Operational matters (paper enclosed)
 - a) Board and Director effectiveness (paper enclosed)
- 10) Any other business
 - a) Publication of Board papers
 - b) Date of the next Board meeting – Wednesday 31 August 2022



Board Meeting – Wednesday 29 June 2022

Agenda Item: 3

Subject: Minutes of Board Meeting Wednesday 25 May 2022

Prepared by: Kirsty Broadfoot

Minute of the Board meeting held on Wednesday 25 May 2022 at 5.45pm in 119 Main Street and via Teams.

Present:

Tenant Members

Alice Craig (Teams)
Kenny George (Teams)
Tommy Maughan (Teams)
Anne Wason (Teams)

Community Members

Kelsey Kane (in person)
Simon Leslie – Chair (Teams)
Bobby Pyper (Teams)

In Attendance

Kirsty Broadfoot – Minutes (in person)
Caroline Donald (Teams – until item 6a)
David McGivern (Teams)
Alan Park (Teams)
Wendy Smith (in person – until item 7)
Jim Whiston (in person)

1. Welcome and apologies

Simon welcomed everyone to the meeting. Apologies were received from Amanda Bryan, Gemma Collins, Georgina Dawson, Rhonda Leith and Mike Tomlinson.

2. Declarations of interest

No matters were discussed.

3. Minute of the Board meeting held on Wednesday 27 April 2022

The Minutes of the meeting held on 27 April were accepted as a true record and were proposed by Alice Craig and seconded by Kenny George.

4. Matters arising

The outstanding matter has now been closed off.

5. Business Development

5a. Annual performance reporting

Caroline summarised the main points of the performance digest for the year to 31 March 2022, starting with the customer satisfaction indicators. She noted that the last tenant satisfaction survey was carried out in 2019 and another one is due to be undertaken in September/October 2022. Satisfaction amongst factored owners increased from 33.33% to 52.94% in the last year.

Indicator 18 deals with void loss. This reduced to 0.55% of total rent due in the last year which is good news, however there have been issues with dealing with utility companies where meter changes are required. David confirmed this is a national issue and often results in properties remaining empty for lengthy periods.

Caroline then went on to discuss non-technical arrears which have decreased from 0.80% to 0.75% this year. This is a very positive result given the current environment and reflects the hard work undertaken by the housing and money advice teams. Moving onto access to housing Caroline noted that 94 (5.88%) properties had become vacant in the year. In terms of housing applications, almost 2,000 applications were processed and we met our KPI of processing applications within 10 days. A slight decrease in online applications was noted however we continue to promote this over paper forms. Tenancy sustainment was 94.81% against our target of 90%.

Moving onto aids and adaptations, Caroline noted that a decrease in funding had resulted in adaptations taking longer to complete. Moving forward, surveys will be sent to tenants who have received an adaptation to measure satisfaction levels.

The number of complaints has increased; however, this may be due to better reporting. 31 compliments have been received throughout the year. Anti-social behaviour complaints remained at about the same level as last year and we resolved 94.28% of these.

In the repairs and maintenance category, indicator 6 looks at percentage of homes meeting SHQS. Due to issues with the EICR contractors not fulfilling their contracts, we have fallen below target this year. A new contractor is now in place and we are hopeful that all outstanding tests will be carried out by 31 March 2023. There was a general discussion regarding this point and acknowledgement by the Board of the difficulties surrounding this. There has been an improvement in emergency repairs with average completion time of 7.62 hours compared with 17.92 hours last year. We are hopeful that issues surrounding one of our main contractor's reporting system will continue to improve. Despite the recent difficulties, tenant satisfaction levels remain high and we are looking at promoting My Home for satisfaction surveys as well as other methods as response rates from paper surveys have been low. Surveys have been carried out for the first time for major works (kitchens) and feedback has been positive. We continue to have 100% positive feedback for the money advice service. Jim then summarised the corporate KPIs, noting the development pipeline remains healthy. Acquisitions are below target but the KPI has been amended in the new Business Plan to give a better picture of longer-term trends. We've had successful collaborations with 3 local community groups. Board attendance remains high. Financial indicators are all positive. Bobby thanked Caroline

for all her hard work in pulling together the report which he felt was very user friendly.

The Board agreed to the submission of the ARC to the regulator.

Jim then noted that a report would be provided to the Board next month with an update on our repairs delivery. Our main contractor has given notice that they intend to withdraw from the contract.

6. Housing management activity

6a. Money advice service annual report

Wendy provided a summary of the report. She noted that the caseload has decreased slightly but is still difficult to manage. Financial gains are down slightly this year. Fuel redress funds grant has played a role in arrears prevention with just under £3,000 worth of fuel and cash vouchers having been given out to tenants. We hope to get access to these again. There have been issues with mixed age couples migrating to Universal Credit and the money advice team are working with housing officers to identify these cases. Tenants are very concerned about the rise in energy costs with a few people asking for their meters to be capped. Wendy noted that they have seen an increase in tenants needing to access the Foodbank. Simon thanked Wendy for her report.

7. Property maintenance activity

No matters were discussed.

8. Financial matters

8a. Loan Portfolio Return for the year ended 31 March 2022

Alan summarised the paper, confirming it is a breakdown of our borrowings and exposure to risk.

The Board approved the Loan Portfolio Return for submission to the Scottish Housing Regulator.

9. Operational matters

Coronavirus issues (including health and safety)

Jim confirmed this would be the last Coronavirus related report and this would now revert to “health and safety” as a standing item in the monthly reports. The office opened to the public on 16 May and the specific guidance to staff has been withdrawn although they have been reminded of the general public advice . Footfall has been low so far.

Board effectiveness and governance

These will be carried out before the June Board meeting.

Eydent

A meeting of the chairs and chief officers is being arranged.

Placement opportunities within Ayrshire Housing

Kirsty has been in contact with the Chamber of Commerce with a view to recommencing this.

Staffing issues

Jim provided an update on changes in the staff team. Carine Strain and Jennifer McCann, the new Heads of Service start on 30 May and Patrick Scott, the new Repairs Assistant will start on 6 June.

Staff pension schemes

There will be a further report at the next Human Resources committee.

Audit Committee

The next meeting will be held on 24 August.

Community Engagement and Publicity

Several events have now been held in 'The Local'. We are planning a PR event for Carrick Street in collaboration with the Gaiety theatre. There will also be a competition to name the development. Rhonda and Jim are to speak at the GWSF conference.

Notifiable events and disposals

There have been no notifiable events or disposals since the April meeting.

9a. Equalities and human rights annual report

Jim summarised the report and this was noted by the Board.

10. Any other business

No matters were raised.

10a. Publication of Board papers

It was agreed that the papers could be published in full apart from item 8a.

10b. Date of next Board meeting

Wednesday 29 June 2022.

There was no further business and the meeting closed at 7pm with a vote of thanks to the Chair.

Signed

Dated



Board Meeting – Wednesday 29 June 2022

Agenda item: 4

Subject: Matters arising including outstanding matters from earlier meetings

Prepared by Jim Whiston

Ref	Date	Subject	Progress	Complete?	Due by Board:
B511	25/5/22	Repairs service	See agenda item 7a	Yes	June 2022

Completed Items will be removed from the following month's report. The previous reports are retained within the within the bound Board papers on the websites.



Board Meeting – Wednesday 29 June 2022

Agenda Item: 6a

Subject: Minute of the Tenancy Matters Committee of 22 June 2022

Prepared by: Jen McCann

For noting

Minute of the Tenancy Matters Committee 22 June 2022 held via MS Teams

Present: Amanda Bryan (Chair)
Bobby Pyper
Alice Craig
Gemma Collins
Simon Leslie
Mike Tomlinson

In attendance: Jennifer McCann
Joanne MacLellan (for eviction note only)

1. Apologies

Apologies were received from Jim Whiston.

2. Declarations of Interest

No declarations of interest were noted.

3. Minutes of meeting of 12 May 2021

Minutes were noted. There were no issues arising and they were proposed by Alice Craig and seconded by Bobby Pyper.

4. Briefing on Housing Practice Development

Jen McCann presented an overview on keys tasks and areas of service delivery that have been identified for review. It was agreed that the presentation would be made available for Board members on Basecamp after the meeting.

Question from Bobby in relation to ASB and whether the stats for the past 2 years are a bit of an anomaly. Agreed that across the sector ASB cases have increased over the past 2 years mostly down to covid and the frustrations that came with it. However, this will be monitored over the next year to identify if it is overall on the increase or if the number will reduce. Also identified that the data held on ASB will be identified to establish if there is more that can be done in our neighbourhoods to lower ASB. Highlighted that there is a meeting scheduled for wed 29.06.2022 with the residents of Good Shepherd Court to address ongoing ASB with youths.

Question for Simon on the possible increase on spend for IT equipment for the roll out of mobile working and training on systems and procedures updated. Advised at the moment we don't anticipate an increase in spend as we will be working

with the hardware that we already have however we may need to look at the costs for training if this cannot be supported in house. In the longer term we may look at the systems that we have and identify if they meet the needs of the business but that would be further down the line.

5. Any other business

Joanne discussed a possible case for eviction. After discussion and consideration the panel members unanimously agreed with the recommendation to allow the tenant to pay a lump sum by 31 July 2022 and thereafter make payments to the outstanding balance and ongoing rent, ensuring that the balance is reduced every month and not enforce the Decree if this arrangement is strictly adhered to. However, if the arrangement is not adhered to, Decree will be enforced and the tenant's eviction scheduled.

Date of Next Meeting

To be confirmed – awaiting outcome of eviction case and subsequent payments before agreeing a date for the next meeting.

Board Meeting – Wednesday 29 June 2022

Agenda item: 7a

Subject: Asset management and service delivery update

Prepared by: Carine Strain

Recommendations

The Board is asked to agree to:

- Defer to the full review of the Asset Management Plan action plan until October.
- To include additional information on contract and regulatory compliance within the quarterly performance reporting.
- Agree to the interim arrangements for the delivery of a reactive and voids repairs service.

Introduction

The review of the Asset Management Plan action plan is due each June. It is proposed to delay this until the October Board given both the impact of the Covid restrictions and the recent appointment of new head of service. Below is an update on some of the key aspects of the association's maintenance and repairs activity including compliance with regulatory requirements.

Capital Programme

2021/22

Despite challenging conditions relating to the supply of labour and materials the 2021/22 programme was able to achieve budget spend of 66%, with the likelihood that the majority of this underspend will be carried into the 2022/23 programme. A breakdown of the completed works is noted below:

2021/22 budget (including 20/21 underspend)	£1,533,856.00
Completed works 21/22:	
Boiler Replacements	£271,742.57
Bathroom Programme	£98,291.21
Replacement kitchen	£407,635.17
Asbestos	£3,902.83
Doors 2021- 2022	£14,152.31
Re-roofing	£123,390.50
Heating systems	£38,505.41
Flooring	£3,986.40
Ventilation	£1,424.40
Smoke detection	£4,314.18

External Wall Insulation	£32,085.50
Bin stores	£3,336.00
Windows	£6,819.60
Bollards	£640.80
Total	£1,010,226.88
Underspend/carryover	£523,629.12

2022/23

The 2022/23 key investment and compliance projects are noted below. The 2022/23 budget includes underspend from the 2020/21 and 2021/22 investment programmes. Roof, kitchen and bathroom renewals have been costed, programmed and agreed with contractors, expected completion for these works January 2023. We are currently assessing funding opportunities relative to energy improvement works, we are hopeful that whole or part funding may be available for this year's heating renewal programme. We are starting with some pilot void addresses to determine quality of work, fuel cost savings and funding availability. Further updates will be provided at the next board meeting with the full Asset Plan for 2022/23 being provided in October.

Capital	Properties	Budget	Current Spend	Comments
Roofs	53	£472k	£67k	Pro-Cast on site.
Bathrooms	80	£214k	£0	Gas Sure expected to start July.
Kitchens	103	£371k	£4k	Gas Sure expected to start July.
Boilers	111	£256k	£12k	On hold, investigating funding and electric heating options. Processing urgent renewals only.
External timber painting		£167k	£0	Await tender returns.
External Doors	T.b.c.	£150k	£3k	Procurement exercise ongoing, costs expected to be higher than previous years
Total		£1.495M	£86k	

Compliance	No. of properties	Completed properties	Progress	Comments
Asbestos surveys: Major works programmes	154	0	0%	Surveys relate to kitchen/bathroom renewals.
Electrical tests	1316	19	2%	Tender acceptance. Start date July 2022.
Annual gas service	1349	410	30%	

In addition to the capital programme asbestos surveys, a separate project has been identified to replace historic surveys and provide surveys for properties where none are currently held. 663 properties have been identified for this project which will require planning in terms of delivery and budget.

Stock Condition Surveys

Following the disruption of covid it is our intention to re-commence with stock condition surveys, with a minimum of 20% of our stock being surveyed. We are reviewing the current survey format and working with our system colleagues with the aim of capturing survey data digitally.

Reactive Repairs

Further to receiving Turner Property Services notice to terminate their contract with us, effective from 5th August 2022, we have been working with alternative contractors to obtain costs and availability for temporary provision of a reactive repairs service.

Following the success of Gas Sure handling all out of hours calls and providing a limited emergency repairs service, we have agreed that as of the 20th June 2022 Gas Sure will provide a comprehensive emergency and out of hours service. These works are being monitored on a fortnightly basis to ensure quality control, service provision, customer satisfaction and cost analysis.

Unfortunately, Turners are unable to retain staff in order to facilitate the reactive repairs service, therefore it may be necessary to engage another contractor before the termination date. We are maintaining regular contact with Turners, assessing the situation to mitigate any disruption to tenants.

Further to consultation with Everwarm and Gas Sure, it is our recommendation that Gas Sure be awarded a temporary contract until April 2023, to provide a full reactive repairs service. Given the current industry issues relating to material and labour costs and availability, we are not confident that a competitive tendering exercise would be successful both in terms of cost and contractor engagement at the present time. Our procurement consultant has advised us on the impact procurement regulations on the proposed temporary arrangements and will advise further on the options to procure the long-term delivery of this service.

Regular updates regarding contract management reporting and updates will be provided to the Board through the regular performance reporting.

Recommendations

The Board is asked to agree to:

- Defer to the full review of the Asset Management Plan action plan until October.
- To include additional information on contract and regulatory compliance within the quarterly performance reporting.
- Agree to the interim arrangements for the delivery of a reactive and voids repairs service.



Board Meeting – Wednesday 29 June 2022

Agenda Item: 9

Subject: Operational matters

Prepared by: Jim Whiston

For noting including consideration of the proposed changes to the Social Media Policy, signatories and Financial Regulations

Health and Safety

ACS will carry out audits of compliance the employee health and safety manual on 9 August and of the facilities health and safety manual on 12 September. Reports on the audits and any action required will be presented to the Health and Safety Committee.

Board effectiveness and governance

See the paper below.

There will be seminars for Board members and managers on Tuesday 19 July.

Eydent

A meeting of the chairs and chief officers is being held on 23 June.

Placement opportunities within Ayrshire Housing

We will now take steps with the Ayrshire Chamber of Commerce to reactivate placement opportunities now that the restrictions are easing. In the longer-term we will look at other training opportunities.

Staffing issues

Dionne Taylor has joined us an additional cleaner. We are also seeking sessional workers to assist with the running of The Local.

The post of Project Manager has now been made permanent at the conclusion of the initial three-year appointment. Provision for this was included in the 2022-23 budget.

Staff pension schemes

See the report at 7a.

Audit Committee

The Audit Committee next meets on 31 August.

Community engagement and publicity

South Ayrshire community fun day. This event returns after a two-year break on 10 September. As before, we be taking a stall to promote the association and provide general advice.

Doors Open Day – 11 September. We have included The Local in this year's Ayrshire programme.

Board members are welcome to assist at both events.

There will be a meeting of the Community Engagement Committee on 13 July.

Social Media Policy

The Board approved the policy in April 2020. The policy restricted operation of the social media accounts to four postholders. With the increased use of social media as a communication and promotional tool, it is considered that this is too restrictive. It is proposed that the policy be changed so that the accounts would be operated by specific employees as determined by the Director. The change would not compromise the careful management of the accounts.

Authorised Signatories

It is recommended that the authority be given to:

Jennifer McCann to sign applications for funding in relation to community and tenant related projects, inter-agency and service level agreements and to act as a bank signatory.

Carine Strain to sign applications for grant and other funding for development and asset related projects and to act a bank signatory.

It is also recommended that the Financial Regulations be amended to reflect the changes in the senior management team.

Notifiable events and disposals

There have been no disposals since the May meeting.

There have been no notifiable events since the May meeting.

A consolidated report on disposals and notifiable events will be considered by the Audit Committee at its February 2023 meeting.

Board Meeting – Wednesday 29 June 2022

Agenda Item: 9a

Subject: Board and Director Effectiveness

Prepared By: Caroline Donald and Jim Whiston

The Board is asked to:

- Note the satisfactory outcome of the review process and the further steps to be taken regarding training and development.
- Note the objectives set for the Director.
- Agree the basis for the call for new members.

Introduction

The purpose of this report is to confirm the outcomes of the Board Effectiveness interim reviews and provide recommendations on the findings from this process. It also makes proposals for the development of new development action and training plans.

The report also outlines the proposed call for new members based on the association's approach to succession planning.

Finally, an update on the Director's review process is provided including the objectives for the year ahead.

A full Board Effectiveness review was undertaken in 2021 and is due again in 2023. This year, ten Board members had interim reviews, one new member completed a full review, and one member indicated their intention to leave the Board at the next AGM and therefore did not complete the review process. He though provided useful feedback on his experience as a Board member.

The review took the form of a short meeting to go through last year's appraisal and look at how things have been over the last twelve months, to discuss any issues or areas for Board improvement and to review training or development needs. One Board member completed a full appraisal form, and this was the basis of their review. Except for one member (as noted above), the remaining Board members took part in this process.

Process

The review meetings were completed in June 2022. All Board members were provided with an online copy of last year's review form and asked to review it prior to their meeting. Meetings took place over Teams and were scheduled as follows:

Board Member	Date/Time
Anne Wason	9 th June 2022 at 11.30am
Kelsey Kane	14 th June 2022 at 10:30am

Tommy Maughan	8 th June 2022 at 16:15pm
Georgina Dawson	6 th June 2022 at 10:00am
Amanda Bryan	9 th June 2022 at 10:00am
Rhonda Leith	10 th June 2022 at 14:00pm
Robert Pyper	6 th June 2022 at 14:00pm
Mike Tomlinson	14 th June 2022 at 14:00pm
Kenny George	14 th June at 15:30pm (meeting only, no appraisal carried out)
Gemma Collins	8 th June 2022 at 10:00am
Alice Craig	6 th June 2022 at 11:30am
Simon Leslie	20 th June 2022 at 17:30pm

The Chair's review was undertaken by a panel comprising Rhonda Leith and Amanda Bryan.

The Chair reviewed last year's scores and queried any he thought no longer reflected the experience of a member from his observations at Board and committee meetings. The long-serving Board members felt their scores would have remained the same but those who had only recently joined the Board prior to last year's review felt their scores would have improved.

Meetings were held over Teams and lasted roughly 30 minutes. A note of the meeting was taken by Caroline Donald who created a typed record. This was passed by email to the Chair and the individual Board member for their comments and/or approval and for them to confirm that it was an accurate record of their meeting. It was agreed that an emailed response from each Board member confirming that they were happy with the record of the meeting would act as a "sign off" by the Chair and Board member. An online copy of these notes will be held in a secure location.

Outcomes

The Chair conducted reviews for all other Board members and Caroline Donald attended to record the meetings. From these meetings we were able to gather information about training and support needs and how these could be delivered, as well as some positive suggestions to improve the effectiveness of the Board as a whole.

The information provided will be set out in anonymised training plans for individuals, small groups, and the Board as a whole.

A record of any matters that Board members feel are important for them to consider have also been included within this report.

Longer-serving Board members felt that their skills across the individual sections within the review had stayed the same, whereas the newer Board members felt theirs have improved on last year. One new Board member took part in the appraisal process and the Chair was happy that their scores reflected where he felt new Board members would be after only attending a few meetings.

One Board member expressed their intention to leave the Board at the AGM and no appraisal was undertaken but a general discussion took place about Board membership and any suggested improvements. The Chair thanked the member personally and on

behalf of the Board for their enthusiasm, engagement, and valuable contributions throughout their time on the Board.

Peer review of the Chair’s effectiveness was extremely positive.

Analysis

Personal Details

Factor	General
Sex	7 Female and 5 Male
Years of Service	From 9 months to 12 years. Average Service is 4.7 years.
Occupation status	6 Retired 4 Employed 2 Other (full-time student/currently not working)
Anticipated future periods of service.	11 members indicated a willingness to continue to serve on the Board with 1 member leaving at the September 2022 AGM. 8 longer than 3 years 3 less than 3 years

The Board are balanced in terms of sex and occupation status. The members bring with them a wide range of skills and experience.

All Board members agreed that Teams has improved attendance. The Board have adapted well to online meetings, but a few members indicated a desire to return to face-to-face meetings. Some members continue to feel that their contributions have dropped slightly over the last 12 months and others felt that the meetings can sometimes lack the energy and social interaction that would take place at around the table meetings. With the end of restrictions, a mix of online and face-to-face (“blended”) attendance will accommodate all Board member’s preferences.

The Board commended the staff team for their continued hard work during a very challenging year.

One Board member has over nine years on the Board and a discussion took place about their skills and contribution over the past twelve months. The member indicated a willingness and commitment to remain on the Board.

The Board remains relatively “young”, with an average of 4.7 years’ experience. From a succession planning point of view, it is good to note that eleven members intend to stay on the Board. It is important that we continue to retain and develop our existing members so that they can manage the association’s affairs effectively, retain corporate memory and support new members as they join.

PERSONAL ATTRIBUTES

Longer serving Board members indicated that their scores in this area would remain the same while newer members felt that theirs would have improved.

Preferred Methods of Training:

Board members are happy to attend training, conferences, and events. There was no clear preference between external, conference and in-house. Preferences remained as reported last year, but the table has been updated to included new Board members.

External Training (SHARE, GSWF, SFHA, EVH, CIH, etc)	9
Conferences	7
In-House Training	9
Other	4

Most members felt they needed to be more proactive about external training now that things have “loosened up” and more opportunities are available.

Aspiration: Office Bearers Roles

Vice Chair	8
Chair	6

PERFORMANCE MANAGEMENT

Longer serving Board members indicated that their scores in this area would remain the same while newer members felt that theirs would have improved.

Board members are keen to attend training events.

It was agreed that annual training on Regulation and Governance remains extremely important.

Some members felt less confident with their scrutiny of finance reports and the associated jargon, and it was agreed that further in-house training in this area would be beneficial.

Board members on the whole feel Ayrshire Housing is a well-run organisation that performs well. Relationships within the Board and with senior staff members are positive. The Board are aware that this could cause complacency and are about to undertake some training on constructive challenge and having difficult conversations with a view to pushing targets.

In the past the Board has had to keep an eye out in case members become focussed on the “nitty gritty” of things which affects them as individual tenants rather than the whole tenant body. The Board agree that individual issues should not be brought to meetings. They were pleased to note that this is something which happens a lot less now as current tenant members are more likely to raise issues on behalf of groups of tenants rather than relating their own personal experience.

Discussions took place regarding absences from meetings and support from Ayrshire Housing was offered, if needed to facilitate attendance.

STRATEGIC LEADERSHIP AND COMPLIANCE

Newer Board members would score themselves higher in this section given that they have now experienced a cycle of regulatory returns and with their regular attendance at Board

and committee meetings. The remaining Board members scores remained consistently high in this section. The Board have become much more focussed on strategic issues and spend less time on operational matters.

While the Board are reasonably confident in their roles and responsibilities it was agreed that a refresher session on this topic would be beneficial.

The Board without exception feel comfortable to speak up within Board meetings and able to provide constructive challenge. This is a very positive position particularly given the challenges coming up over the next couple of years. The Chair encouraged all Board members to keep challenging and asking questions.

There are some areas where Board members felt they would benefit from more knowledge such as development, finance jargon, allocations, and repairs/maintenance policy. It was felt that these could be addresses through internal training sessions.

EFFECTIVENESS OF BOARD, COMMITTEES AND CHAIR

Scores remain high in this area. Members prepare well for meetings and the Board works well together. Meeting etiquette is always dealt with well. Members noted that there is a wealth of experience and a good mix of skills within the Board and committees. There is a good corporate spirit across the Board with everyone pulling in the same direction. Members felt that everyone is listened to and that contributions are always positive.

The Chair noted that one of the benefits of Teams meetings was that it gives everyone the opportunity to “speak up and be heard” but it was noted that the recent meetings have been quieter, although it was not felt that this was due to complacency. The Board are confident that the move to blended meetings will help with this. The Chair will continue to encourage contributions from the “quieter” members.

Concern was expressed that the democratic nature of the two-year election could pose the risk of a loss of expertise. While we have managed to avoid a loss of balance in the main, there has been one occasion where we inadvertently lost a good Board member through the election process, and this is something that the Board need to be aware of.

Board members felt that the addition of an Executive Summary at the beginning of Board papers would be of benefit as it would let members know why the paper is being presented (for example, is it legislative or regulatory), what are the risks to the association and to highlight the key areas they should be focussing on. This would also draw attention to the “for noting” papers and ensure that they do not pass without comment or observations.

Review of Chair

Across the Board, members gave an extremely positive assessment of the Chair.

The Chair encouraged all member to speak to him at any time if they see something which they are not happy with or if there are any arears where there could be room for improvement.

Committees

There still seems to be some confusion around committee membership and it was agreed that this would be reviewed after the AGM. The Chair encouraged Board members to try

to attend committees and to take up the opportunity to Chair a committee as this would be beneficial for their ongoing development.

THREATS, OPPORTUNITIES AND CHALLENGES

The Board agreed that the new Heads of Service will make the set-up of Ayrshire Housing much stronger as they start to review policies, processes, and procedures. There is a slight risk that staff might be anxious about all the changes during the transition period and the Board will need to “up their game” to support the new Heads of Service and their changes but also to make sure that things are done the right way. There have been slippages in the past, compounded by Covid, but they still should not have happened – the Board needs to remain vigilant.

Cost of living increases are coming at us on several fronts – development (the increased cost of building), maintenance and the cost of doing repairs which will have an impact on the tenants’ pockets and ultimately affect their ability to pay rent. Everyone needs to be realistic about what this will mean for tenants’ quality of life as more people are being taken below the poverty line.

Covid has caused planned maintenance programmes to be “knocked back” and we are now struggling to get materials and contractors to do the work. We run the risk of the budgets going up as delayed planned works mean a rise in day-to-day repairs at an increased cost. Communication will be key. If tenants are kept up to date, then they will be more accepting should there be bad news.

The Board felt that one of the positives has been making organisations look at how they go about their day-to-day business. The agile working model, in theory, is much better in terms of mental health and performance but it will require more focus and attention to make it work properly. The Board were supportive of continued agile working.

In addition, there are real opportunities to do more around community wealth building. Working with South Ayrshire Council to make sure that they are creating the conditions locally and that we can work jointly with them within our communities. With the Local being open for business, the Board are hopeful that this will create even more opportunities.

TRAINING AND DEVELOPMENT PRIORITIES

The table below highlights the individual, group and whole Board training/development needs identified through the review process.

Individual
<ul style="list-style-type: none">• Repairs and Maintenance (internal session).• Development training session (internally).• Job shadowing (carried over from 2021).• Source short webinars on current issues/practices in housing (carried over from 2021).

Group

- | |
|--|
| <ul style="list-style-type: none"> • Allocations, development, repairs/maintenance policy and process sessions (internal session). • Finance session on understanding reports and terminology (internal). • Health & Safety |
|--|

Board
<ul style="list-style-type: none"> • Constructive challenge and having difficult conversations. • Governance and Regulation (annually). • Refresher session on the role of the Board.

BOARD DEVELOPMENT PRIORITIES

- Review of etiquette and protocols for Board and committee meetings.
- Protocols for leave of absence to be developed.
- Chair, Vice Chair and Director to attend pre-Board meetings.
- Return to two Vice Chairs – one community and one tenant.
- Clarity around the election process.
- Succession planning for Board and Senior Management.
- Development of a “jargon journal” like those published by EVH but specific to Ayrshire Housing.

Staff

- Review of policies and procedure to reflect changes in staff working practices.
- Publicity around office and the Local.

Communication

- Tenant communications in general but particularly in relation to improvement programmes.
- Improved networking and attendance at conferences and external training events.

The Local

- Establishment of Board and staff working group to look at The Local (carried over from 2021).

Community

- Increased involvement in local community projects (carried over from 2021).

Green Energy

- Get involved in discussions with organisations who provide grants (carried over from 2021).

Board and Committee Meetings

- Encourage participation for all (ongoing).
- Encourage Board members to chair committee meetings (ongoing).
- Discussion around committee attendance, roles, and responsibilities (ongoing).
- Continue to review the format and content of Board papers (ongoing).

BOARD EFFECTIVENESS ACTION AND TRAINING PLANS

The following two tables show the generally satisfactory delivery of the 2021-22 action and training plans.

2021-22 Action Plan outcomes

Action	Outcome	Achieved?
Training Plan	Programme based on the plan included in the Board handout.	September 2021
Board Seminar(s)	Improved induction, communication and etiquette (including difficult conversations within the Board).	Session on 19 July 2022
Board/Staff Event	Fuller understanding on roles, communication and on wellbeing.	Session on 19 July 2022
Board communication and ICT survey	Improved communication between Board members and access to information.	Addressed through feedback from individual Board members
Staff/Board field trip	Internal and external networking.	Delayed due to ongoing restrictions

2021-22 Training Plan outcomes

Topic	Outcome	Achieved?
Health & Safety – focus on hybrid working – risks and management.	External speaker	Yes, January 2022
Repairs and Maintenance	Internal briefing delayed due to restrictions – carry over to 2022/23 session.	No
Development (including energy efficiency)	Internal briefing and signposted to Energy Agency seminars.	Yes, briefing scheduled for August Development Committee Meeting.
Allocations and housing management policy and practice	Internal briefing to the Tenancy Matters Committee	Yes, June 2022.
Understanding financial reporting	Internal briefing	Yes, February 2022
Governance and Regulation	Internal briefing	Yes, October 2021
Constructive Challenge	External Speaker	Yes, covered in July 2022 seminar remit

Below are the proposed action and training plans for the Board's 2022-23 session. As can be seen from the commentary in the annex, these cover the points raised in the individual reviews.

Proposed 2022-23 action plan

Action	Outcome sought	When	By whom
Training plan	Deliver	August 2023	Board/staff
Job shadowing	Board member opportunities.	August 2023	Board/staff
Board reviews	Ensure to reflect previous issues on communication and roles.	May 2023	Board
Leave of absence	Guidance in the handbook.	October 2022	Chair/Director
Board per-meetings	For each Board meeting.	August 2022	Chair/Director
Jargon	Survey Board members on needs and formats.	October 2022	Board/Staff
Information on election process	Guidance in the handbook.	October 2022	Chair/Director
Board paper format	Agree new templates.	November 2022	Board/staff
Responsibilities, membership and chairing of committees	Guidance to the October Board meeting.	October 2022	Board/staff

Proposed 2020-23 training plan

Topic	Delivery	When
Board role and regulation	Internal briefing	October 2022
Financial reporting	Internal briefing	February 2023
Allocations etc	Internal briefing	May 2023
Repairs and maintenance	Internal briefing	May 2023
Health and safety	External speaker	January 2023
Board refresh sessions	Short presentation at Board meetings	By August 2023

There is a total budget of £16,500 for training which is sufficient to cover the Board's development and training needs alongside those of staff.

SUCCESSION PLANNING AND THE CALL FOR NEW MEMBERS

Based on the above review, it is not considered necessary to change the association's approach to advertising for new members. This is on the basis that the Board already possesses a balanced range of experiences and skills, and that notwithstanding the annual retirement process this is not likely to change for some years.

At this year's AGM, the following are due to retire:

- Kenny George (tenant member)
- Simon Leslie (community member)
- Mike Tomlinson (community member)

All are eligible to seek re-election. It is understood though that Kenny George intends not to seek re-election.

The vacancies will be publicly advertised within the timeframe set by the articles. Board membership will also be promoted through the community and tenant newsletters. The Company Profile will also be updated. There is sufficient provision within the association's budget for this exercise.

The outcome of the electoral process will be announced at the AGM on 7 September 2022.

BOARD EFFECTIVENESS POLICY

The current policy is subject to review. It is suggested that no changes are required except for minor changes to reference the current Business Plan and to take account of the now established status of the Regulatory Standards. It is recommended that the Policy be so amended and reissued with an effective date of January 2022. A further review would be held no later than January 2025.

DIRECTOR'S REVIEW

The Director's annual performance review took place on 20 June 2022. The Director's performance continues to be more than satisfactory. The following objectives have been agreed for 2022-23. These will be reported on each quarter to his review panel.

Business Plan Objective	Objectives and Targets (action, outputs/outcomes, please be as specific as possible)	Resources/Support Required	Timescale for Completion
Providing an excellent service	Ensure that the association's service levels are brought back to and then beyond pre-pandemic levels with a particular focus on repairs procurement and the streamlining communication with tenants and contractors.	From colleagues	March 2023
	To ensure greater levels of satisfaction and tenant influence on the management of their estates including by improving recording processes and communication.	From colleagues	March 2023
Quality Homes	To review the Asset Management Plan to ensure	From colleagues	March 2023

	that sufficient steps including fundability are being taken to respond to EESSH 2.		
	Taking steps to minimise risk exposure in the development programme given current market conditions. Ensuring that a pipeline of projects is delivered to ensure medium term potential.	From colleagues	March 2023
Thriving Communities	Developing the full potential of The Local in terms of engagement with tenants, community and voluntary organisations and networking with key partners.	Staff/Board assistance in developing ideas and relationships.	March 2023
	Continued promotion of our community grants by building more active funding partnerships with other local voluntary organisations.	Staff/Board assistance in developing ideas and relationships	March 2023
A forward looking and sustainable association.	To continue to develop the senior management arrangements including their relation to Board governance. To advise the Board on options for further enhancements including succession planning.	From the Board and colleagues	June 2022
	Assure our commitment to agile working is fully realised to the benefit of both the association and to individual staff members.	From colleagues	March 2023
	To apply our Equalities and Human Rights Policy by actively engaging with equalities groups and improving knowledge and understanding across the association.	Through motivating and up-skilling our staff.	March 2023

RECOMMENDATION

The Board is asked to:

- Note the satisfactory outcome of the review process and the further steps to be taken regarding training and development.

- Agree to reissue the Board Effectiveness Policy with minor amendments.
- Note the objectives set for the Director.
- Agree the basis for the call for new members.

Annex

Board training priorities – 2022-23

Individual
<ul style="list-style-type: none">• Repairs and Maintenance (internal session). Comment: included in training plan• Development training session (internally). Comment: included in training plan• Job shadowing (carried over from 2021). Comment: include in action plan• Source short webinars on current issues/practices in housing (carried over from 2021). Comment: include signposting in Board handout and Basecamp posts
Group
<ul style="list-style-type: none">• Allocations, development, repairs/maintenance policy and process sessions (internal session). Comment: included in training plan• Finance session on understanding reports and terminology (internal). Comment: included in training plan• Health & Safety Comment: included in training plan
Board
<ul style="list-style-type: none">• Constructive challenge and having difficult conversations. Comment: include discussion on needs in next Board reviews (in action plan)• Governance and Regulation (annually). Comment: include in training plan• Refresher session on the role of the Board. Comment: include in above session

Board Development priorities – 2022-23

- Review of etiquette and protocols for Board and committee meetings.
Comment: following July 2022 seminar, include feedback in next Board reviews (action plan)
- Protocols for leave of absence to be developed.
Comment: to be included in Board member handbook (action plan)
- Chair, Vice Chair and Director to attend pre-Board meetings.
Comment: meetings to be scheduled (action plan)
- Return to two Vice Chairs – one community and one tenant.
Comment: to be included in action plan for October meeting
- Clarity around the election process.
Comment: to be included in Board members handbook (action plan)

- Succession planning for Board and Senior Management.
Comment: to be included in June 2023 report for Board and preceding reviews and agenda for the Human Resources Committee for staff (action plan)
- Development of a “jargon journal” like those published by EVH but specific to Ayrshire Housing.
Comment: survey Board members on requirements in addition to the EVH guides (action plan)

Staff

- Review of policies and procedure to reflect changes in staff working practices.
Comment: included within Development Plan reporting and staff performance management.
- Publicity around office and the Local.
Comment: ongoing reporting to the Board and Community Engagement Committee

Communication

- Tenant communications in general but particularly in relation to improvement programmes.
Comment: to be covered in the annual reports on tenant participation (August)
- Improved networking and attendance at conferences and external training events.
Comment: to be covered through regular suggestions on conferences

HUB

- Establishment of Board and staff working group to look at the HUB (carried over from 2021).
Comment: included in the remit of the Community Engagement Committee

Community

- Increased involvement in local community projects (carried over from 2021).
Comment: included in the agendas for the Community Engagement Committee

Green Energy

- Get involved in discussions with organisations who provide grants (carried over from 2021).
Comment: will be included in the review of the Asset Management Plan.

Board and Committee Meetings

- Encourage participation for all (ongoing).
- Encourage Board members to chair committee meetings (ongoing).
- Discussion around committee attendance, roles and responsibilities (ongoing).
- Continue to review the format and content of Board papers (ongoing).
Comment: cover in July seminar and at October meeting (action plan)