

BOARD AGENDA – 6 SEPTEMBER 2017

PRELIMINARY MATTERS

Item	Description	Presented By	Action	Page No	Time
1	Attendance & Apologies	Chair	Noting	3	
2	Declaration of Interest	Chair	Noting	-	
3	Minute of Board Meeting 28 June 2017	Chair	Approval	5	
4	Action Sheet	Chief Executive	Noting	11	5.30 pm
5	Date of Next Meeting 7 September 2017	Chair	Approval	-	- 5.40 pm
6	Health & Safety	Director of Operations	Noting	-	
-	Presentation of Awards to Staff	-	-	-	

ITEMS FOR DECISION

Item	Description	Presented By	Action	Page No	Time
7	Rule Change	Chief Executive	Approval	14	
8	Governance Report Compliance Report AGM Charitable Donations Draft Timetable 2018	Chief Executive	Approval	57	
9	5 Year Development Plan	Chief Executive	Approval	66	5.40 pm
10	2017/18 Development Update	Chief Executive	Approval	86	- 6.10 pm
11	Investment Programme Monitoring Reports	Assets & Contracts Manager	Approval	93	
12	Training Plan 2017/18	Director of F&CS	Approval	100	

POLICIES FOR APPROVAL

Item	Description	Presented By	Action	Page No	Time
13	Low Demand Properties	Director of Operations	Approval	108	
14	Health & Safety Policies Alcohol & Drugs Policy Lone Working Policy	Corporate Resources Manager	Approval	114	6.10 pm
15	Particular Housing Needs Policy	Director of Operations	Approval	130	- 6.30 pm
16	Unacceptable Actions by Complainants Policy	Service Development Manager	Approval	137	

MONITORING & UPDATE REPORTS

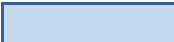



Item	Description	Presented By	Action	Page No	Time
17	Quarterly Treasury Report	Director of F&CS	Noting	147	
18	Management Report to 30 June 2017	Finance Manager	Noting	154	6.30 pm -
19	Tenant Participation Strategy 2016-20 Update	Director of Operations	Noting	177	6.50 pm

MEETING GOES INTO PRIVATE SESSION

Board Meetings 2017/18

Board Members	Notes	24-May-17	28-Jun-17	06-Sep-17	07-Sep-17	15-Nov-17				
Mairi Bremner										
Jane MacKinnon			X							
Daniel Coyle		X								
Alasdair Mackenzie										
Calum Mackay										
Iain Macmillan		X								
Kevin Paterson	1									
Gordon Murray	2	X								
Roddy Mackay	3	X								
Norman Macleod	4		X							
John Mitchell	5									

- 1 - Elected as Board Member at AGM on 7 September 2016
- 2 - Elected as Council Member following local elections on 4 May 2017
- 3 - Elected as Council Member following local elections on 4 May 2017
- 4 - Appointed as Board Member on 24 May 2017
- 5 - Elected as Council Member following local elections on 4 May 2017

 Member present at meeting
 Member not present at meeting
 Cancellation of travel due to weather/
 technical problems
 Member not required to be present at meeting

Special Leave

Board Training 2017/18

Board Members	Notes							
Mairi Bremner								
Jane MacKinnon								
Daniel Coyle								
Alasdair Mackenzie								
Calum Mackay								
Iain Macmillan								
Kevin Paterson	1							
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Member not present at meeting

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technical problems

Member not required to be present at meeting

HEBRIDEAN HOUSING PARTNERSHIP

Board

Minutes of Meeting held in HHP Board Room, Creed Court, Wednesday 28 June 2017 @ 5.30pm

ATTENDANCE & APOLOGIES																																																				
1	<p>The Chair opened the meeting by welcoming the two new Council appointed members to the Board and also welcomed Mr Peter Freer from the Scottish Housing Regulator.</p> <p>The Chair acknowledged the two recent national events which have had an impact locally. The families of Eilidh Macleod and Laura Macintyre continue to be in our thoughts following the Manchester attack. The Chair extended sympathies to everyone affected by the tragedy at Grenfell Tower, which resulted in significant loss of life. This will have a direct impact on social housing and will have an ongoing effect on the housing and construction industry.</p> <p><u>Attendance & Apologies</u></p> <table border="0"> <tr> <td><u>Present</u></td> <td><u>Apologies</u></td> <td><u>Staff & Consultants In Attendance</u></td> </tr> <tr> <td>Iain Macmillan</td> <td>Jane Mackinnon</td> <td>Dena Macleod (Chief Executive)</td> </tr> <tr> <td>Calum Mackay</td> <td>Norman Macleod</td> <td>John Maciver (Director of Operations)</td> </tr> <tr> <td>Mairi Bremner</td> <td></td> <td>Donald Macleod (Director of Finance & Corporate Services)</td> </tr> <tr> <td>Alasdair Mackenzie</td> <td></td> <td>Peter O'Donnell (Investment Manager)</td> </tr> <tr> <td>Kevin Paterson</td> <td></td> <td>Angus MacNeil (Assets & Contracts Manager)</td> </tr> <tr> <td>Danny Coyle</td> <td></td> <td>Angus Smith (Corporate Resources Manager)</td> </tr> <tr> <td>Roddy Mackay</td> <td></td> <td>Angela Smith (Corporate Governance Manager)</td> </tr> <tr> <td>John Mitchell</td> <td></td> <td>Donalda Mackinnon (Area Manager)</td> </tr> <tr> <td>Gordon Murray</td> <td></td> <td>Mina Maclean (Allocations Officer)</td> </tr> <tr> <td></td> <td></td> <td>Garry Campbell (Debt Management Officer)</td> </tr> <tr> <td></td> <td></td> <td>Rona Morrison (Customer Service Assistant)</td> </tr> <tr> <td></td> <td></td> <td>James Morrison (Finance Assistant)</td> </tr> <tr> <td></td> <td></td> <td>Sabrina Morice-Broom (Customer Service Assistant)</td> </tr> <tr> <td></td> <td></td> <td>Iona France (Governance Admin Officer - Minute Taker)</td> </tr> <tr> <td></td> <td></td> <td>Jane Ballantyne (TPAS)</td> </tr> <tr> <td></td> <td></td> <td>Peter Freer (Scottish Housing Regulator)</td> </tr> </table>	<u>Present</u>	<u>Apologies</u>	<u>Staff & Consultants In Attendance</u>	Iain Macmillan	Jane Mackinnon	Dena Macleod (Chief Executive)	Calum Mackay	Norman Macleod	John Maciver (Director of Operations)	Mairi Bremner		Donald Macleod (Director of Finance & Corporate Services)	Alasdair Mackenzie		Peter O'Donnell (Investment Manager)	Kevin Paterson		Angus MacNeil (Assets & Contracts Manager)	Danny Coyle		Angus Smith (Corporate Resources Manager)	Roddy Mackay		Angela Smith (Corporate Governance Manager)	John Mitchell		Donalda Mackinnon (Area Manager)	Gordon Murray		Mina Maclean (Allocations Officer)			Garry Campbell (Debt Management Officer)			Rona Morrison (Customer Service Assistant)			James Morrison (Finance Assistant)			Sabrina Morice-Broom (Customer Service Assistant)			Iona France (Governance Admin Officer - Minute Taker)			Jane Ballantyne (TPAS)			Peter Freer (Scottish Housing Regulator)
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PRELIMINARY PROCEDURAL MATTERS																																																				
2	<p><u>Declaration of Interest</u></p> <p>Calum Mackay declared an interest in Item 16.</p> <p>Alasdair Mackenzie declared an interest in Item 16.</p>																																																			
3	<p><u>Minute of Board Meeting 24 May 2017</u></p> <p>The minute of the Board meeting of 24 May 2017 was submitted and approved as a true and accurate record of the proceedings of that meeting subject to an amendment to the wording of the recommendation in Item 9(b) to <i>“Approved the exploration and potential purchase of sites in line with the 2017/18 Development Plan and in consultation with the Development Workgroup”</i> and the addition of Mr Gordon Murray to the list of apologies.</p>																																																			
4	<p><u>Action Sheet</u></p> <p>The Chief Executive advised that there were several items relating to development on the Action Sheet and these would be discussed at Item 14.</p> <p><u>Item 11</u></p> <p>Alasdair Mackenzie requested that this be dealt with timeously. The Chief Executive advised that it would be discussed at the next Executive Team meeting.</p> <p><u>Item 27</u></p> <p>An additional paper will be presented at Item 23 on the Agenda.</p> <p>The Action Sheet was noted.</p>																																																			
5	<p><u>Date of Next Meeting</u></p> <p>The date of the next meeting will be 6 September 2017. Mairi Bremner tendered her apologies for this meeting.</p>																																																			

6	<p><u>Health & Safety</u></p> <p>The Director of Operations advised that following the fire at Grenfell Tower, a number of requests had been received requesting information about HHP's housing stock. HHP have no multi storey blocks and no blocks with external cladding of the type involved. Tenants in blocks with higher than 2 storeys have been written to, to provide assurance. HHP carry out fire checks twice a year on flatted blocks and also replace smoke alarms and fire equipment on a rolling cycle. Mairi Bremner suggested that an article be placed in the next newsletter to reassure all tenants and also remind tenants of their responsibility to keep alarms dust free, etc.</p> <p>Calum Mackay requested that a report on HHP's fire safety measures across all stock be brought to the September 2017 Board meeting.</p>
7	<p><u>Scottish Housing Regulator</u></p> <p>Peter Freer, of the Scottish Housing Regulator reiterated HHP's status of systemic importance owing to its position as the only large scale RSL in the Outer Hebrides. Mr Freer stressed that there were no great concerns and this was a routine visit and one of the requirements of the Regulation Plan. One of the key roles of the Regulator is undertaking a risk assessment for all registered social landlords in Scotland, looking at 4 areas - Governance, stock quality, service quality and finance. Information from the ARC and 5 Year Financial Programme feeds into the assessment process as does engagement with the Executive Team throughout the year. Mr Freer had met with the Executive Team earlier in the day to discuss the Business Plan and these discussions focussed on rent affordability, asset management and development. HHP has medium engagement with the Regulator due to HHP's systemic importance and as they are a large developer and regular contact provides continual assurance. Attendance at Board meetings on an annual basis assures the Regulator that the Board are receiving good quality information and provide a challenge to Executive Team. Mr Freer advised that there would be a Governance Self Assessment thematic available later in the year and more communication would be available in due course.</p>

ITEMS FOR APPROVAL	
8	<p><u>Annual Report & Financial Statements for Year Ended 31 March 2017</u></p> <p>The Director of Finance & Corporate Services advised the Board that the Annual Report and Financial Statements for year ended 31 March 2017 had received an unqualified report from HHP's external auditor, Wylie & Bisset, and internal auditor, Scott Moncrieff. The Report had been to the Audit & Risk Committee the previous day and had been recommended to the Board for approval accordingly.</p> <p>The Director of Finance & Corporate Services highlighted some key areas including the repairs overspend, the improvement in arrears performance for the 7th consecutive year, and the changes to the pension assumption.</p> <p>The Board were asked to note the Subsidiary Accounts and the decision not to prepare group accounts due to the immateriality of the trading activity of the Company during the year. Kevin Paterson enquired about the worth of the Subsidiary as it was not being used but was accruing debt. The Chief Executive advised that the Subsidiary had been set up in 2010 to look at a specific commercial activity but this had proven not to be feasible. At a meeting of the Subsidiary Directors the previous day several ideas had been discussed and it was proposed to convene a further meeting prior to the September 2017 Board meeting to explore these suggestions further and a report will be brought to the September Board meeting. The Director of Finance & Corporate Services further advised that this was an inter-company debt rather than a debt owed to a third party.</p> <p>The Board:</p> <ul style="list-style-type: none"> a) approved the Annual Report and Financial Statements for the year ended 31 March 2017; b) approved the summary of the Financial Statements for inclusion in the Tenants Newsletter; and c) noted the Subsidiary Accounts for the year ended 31 March 2017.
9	<p><u>SHR Returns 2016/17</u></p> <p>The report advised the Board of the Loan Portfolio return (2016/17), Annual Financial Statements (2016/17) and Five Year plans (2017-2022) which are required to be submitted to the SHR on an annual basis. The Director of Finance & Corporate Services advised that following submission the Five Year plan will be updated with the impact of the recent announcement by the Scottish Government to the increase in Resource Planning Assumptions.</p> <p>The Board approved for submission to the Scottish Housing Regulator:</p> <ul style="list-style-type: none"> a) the Loan Portfolio Return for 2016/17; b) the Annual Financial Statements Return for 2016/17; c) the Five Year plan Return for 2017-2022; and d) the 2017 updated 30 year cashflows.
10	<p><u>Budgetary Performance for Year Ended 31 March 2017</u></p> <p>The Report detailed performance against budget for the year ended 31 March 2017 and included an overview of Board Members' expenses and consultancy spend for the year. The Director of Finance & Corporate Services highlighted some of the variances in the budgets including the underspend in Management costs and the overspend on the Repairs budget. The Director of Finance & Corporate Services further advised that the shortfall compared to budget on income was driven by HEEPS grant monies which were capitalised at Year End as opposed to recognised in the Income & Expenditure account. This meant that total turnover, when adjusted for this accounting entry was slightly below budget.</p>

	<p>The report outlined the proposals for carrying forward underspend of £824,492 from 2016/17 into 2017/18. This figure includes previous Board approved carryover of £490k for investment, RHI and unadopted infrastructure. Calum Mackay asked for reassurance that the investment works would be completed and the Director of Operations confirmed that the works were in progress but had not been completed as at Year End. However, they had now been successfully completed.</p> <p>The Board was asked to consider making a recommendation to the AGM in respect of charitable donations as in previous years. Board Members agreed that a sum of £5,000 be set aside for donating to local charities.</p> <p>The Board:</p> <ul style="list-style-type: none"> a) reviewed the performance against budget for the year ended 31 March 2017; b) approved the carry forward of £824,492 of slippage into 2017/18; c) noted the Financial Covenant for 2016/17; and d) approved a recommendation to the AGM that £5,000 of the surplus be donated to local charities during 2017/18;
11	<p><u>Management Report to 31 May 2017</u></p> <p>The Director of Finance & Corporate Services presented the Management Report to 31 May 2017. This was the first management report for the year 2017/18 and the information is presented at a high level to provide Board Members assurance that expenditure is within approved budgets and income collected is on target. The repairs budget is slightly above target but the forecast outturn is still in line with the budget.</p> <p>The Board noted the Management Report at 31 May 2017.</p>
12	<p><u>Rule Change</u></p> <p>The Board were asked to consider a revised set of Partnership Rules for presentation to the Membership at a Special General Meeting for approval. The revised rules ensure the governance arrangements are appropriate for the future requirements of the business plan, comply with Regulatory Standards and comply with the model rules as revised by the SFHA in 2015.</p> <p>The Board agreed at the May 2017 Board Meeting to amend the Rules to replace Council appointed Board Members with Independent Members and HHP's lawyers were instructed to prepare a revised set of rules on that basis. The Chief Executive stressed that Council appointed Board Members would be encouraged to apply to be Independent Members and that the changes were to ensure a balance of skills within the Board Membership and minimise the impact of the ONS reclassification.</p> <p>The report had been discussed in detail at the Audit & Risk Committee the previous day and the Committee requested details on the selection and interview process for Independent Board Members and these were presented to the Board. The Chief Executive advised that comments on the process would be welcomed over the next few weeks while the proposed changes would go to the Regulator, FCA and ultimately the Membership for approval. HHP Funder's have given their approval to the changes.</p> <p>Alasdair Mackenzie queried paragraph 44.5 of the amended Rules which read:</p> <p><i>"A Board member will cease to be a Board Member if a Tenant Board Member or Community member or Independent Board Member becomes an elected member of the Council".</i></p> <p>The Chief Executive confirmed that this clause should be removed.</p> <p>The Board:</p> <ul style="list-style-type: none"> a) approved the revised Rules subject to an amendment at paragraph 44.5; b) noted the changes; c) noted the results of the consultation exercise; and d) approved the timetable and action plan.
13	<p><u>Development Plan 2017/18 - 2021/22</u></p> <p>The report updated the Board on the Scottish Government Grant Funding available for 2018/19 to 2020/21. The Chief Executive advised that the Scottish Government announced on 13 June 2017 the Resources Planning Assumption (RPA) for Affordable Housing for the next three years. The amount allocated to the Comhairle is, in total, £30.918m. This is a significant increase from what is currently included in HHP's Development Plan. Following this announcement a revised Development Plan will be presented to the Board in September 2017 following more detailed discussions with the Comhairle and the Development Work Group.</p> <p>Calum Mackay said that it was important to acknowledge the impact of this additional money to HHP, partnership agencies and the wider community.</p> <p>The Board noted:</p> <ul style="list-style-type: none"> a) the RPA's announced by the Scottish Government for 2018/19 to 2020/21 of £25.147m; and b) the five year Development Plan for 2017/18 to 2021/22 will be updated in discussion with the Comhairle and the Development Workgroup and be presented to the Board in September 2017 for review and approval.
14	<p><u>Development Programme 2017/18</u></p> <p>The report advised the Board of progress with the Development Programme 2017/18 and a proposed change to the current policy in how Shared Equity properties are allocated.</p>

	<p>MACKENZIE AVENUE Contractors are on site and progressing well.</p> <p>CAMERON TERRACE This is currently out to tender with returns due on Friday 14 July 2017.</p> <p>TARBERT CENTRAL Planning permission has been refused. The Development Work Group will convene shortly to discuss whether to appeal the decision.</p> <p>TARBERT POLICE STATION An application will be submitted to planning shortly.</p> <p>ACQUISITIONS Several sites are being investigated and feasibility studies are being carried out.</p> <p>GOATHILL FARM The Masterplan is currently being worked on and is due to be completed by September 2017. Intensive discussions are underway with the Comhairle and other partners to ensure the project is moved forward with as little delay as possible.</p> <p>The Chief Executive advised that if any Board Members have an interest in Development they would be welcome to join the Development Work Group meetings.</p> <p>TIG are currently redrafting the Policy on the allocation of Shared Equity properties to amend the basis from first come first served to the equivalent of a waiting list.</p> <p>The Board:</p> <ul style="list-style-type: none"> a) Noted the progress on the Development Programme for 2017/18; b) Noted the forecast out-turn spend on the Development Programme for 2017/18; and c) Delegated the approval of the revised Policy to the allocation of Shared Equity properties to the Development Workgroup.
15	<p><u>ICT Strategy</u></p> <p>The Corporate Resources Manager presented to the Board the proposed revised ICT Strategy for HHP covering the period 2017 to 2020 and stressed the importance of IT to all functions of the organisation. The Strategy focussed on the review, replacement, development of core hardware infrastructure and software systems and improving tenant inclusion.</p> <p>This is a working document and as elements are implemented and investigations and improvements considered and progressed they will be brought back to Board for approval and specific decisions, if required.</p> <p>The Board approved the revised ICT Strategy (2017-2020).</p>
16	<p><u>Tenant Participation Update</u></p> <p>Mr Calum Mackay and Mr Alasdair Mackenzie left the room whilst this item was discussed.</p> <p>The Tenant Participation Strategy was approved for consultation by the Board in June 2016 and a summary of current activity was included at Appendix 1.</p> <p>The Director of Operations advised that a funding request had been received from the Cearns Community Association and Western Isles Resident Forum to support 6 places at the TPAS (Scotland) Annual Conference in November 2017. The Forum also wish to have a clear approach to funding expenses for tenants taking part in participation activities.</p> <p>The Board:</p> <ul style="list-style-type: none"> a) agreed to fund 6 places for the Cearns Community Association and Western Isles Housing Association Communities Forum at the annual TPAS Conference in November 2017; and b) approved refunding tenant expenses in line with the Forum’s policy at Appendix 4.
17	<p><u>Lease of Ground in Plasterfield</u></p> <p>This report provided information on a request received from the Men’s Shed Stornoway group to erect a shed on an area of ground in Plasterfield owned by HHP. The area of ground was previously part of the garden of 76 Plasterfield, however, it is not being maintained and has been fenced off from the remainder of the garden. There has been community support for the project but some of the details of the project were still required.</p> <p>Alasdair Mackenzie enquired if the tenant in 76 Plasterfield was happy with the proposals and the Director of Operations advised that this would form part of the more detailed discussions on terms and conditions.</p> <p>The Board approved:</p> <ul style="list-style-type: none"> a) In Principle permission be given to Men’s Shed Stornoway to erect a shed in Plasterfield and that annual rental be in line with garage site rental; and b) the final decision be delegated to the Chief Executive subject to agreement being reached with the group on the detailed terms and conditions.

POLICIES	
18	<p><u>Community Grants Policy</u></p> <p>This report presented a proposed policy to address community requests for financial assistance for consideration by the Board. The Board agreed on 1 February 2017 to develop a policy framework for such requests. It is a requirement of the draft policy that any proposal benefits HHP tenants and the draft policy is in line with approaches taken by other RSLs. It was proposed that formal consultation with tenants be undertaken before the policy is approved.</p> <p>The Board approved the Draft Community Grants Policy for consultation with tenants.</p>
19	<p><u>Policy Review June 2017</u></p> <p>The Board agreed a schedule for reviewing policies and four policies were due for review. There were minor changes made to three of the policies to reflect current management information and change to legislation. The Repairs & Maintenance Policy has been updated in respect of lettable standards and repairs target and will be required to go for consultation with tenants prior to being approved.</p> <p>The Board approved the:</p> <ul style="list-style-type: none"> a) Equal Opportunities Policy; b) Training & Development Policy; c) Risk Management Policy and Strategy; and d) Repairs and Maintenance Policy for consultation.
ITEMS FOR NOTING	
20	<p><u>Review of Corporate Registers</u></p> <p>The Chief Executive confirmed to the Board that HHP's Registers are being kept in accordance with the Partnership's constitutional documents, regulatory and legal requirements and that they are fully up to date, with the possible exception of the Membership Register whereby it can be difficult to keep up to date with deceased Members.</p> <p>Calum Mackay suggested contacting the Registrar's Office to ascertain if they can provide this information. A copy of the Membership Register will also be provided to Board Members to enable them to inform the Governance Team of personal knowledge they may have of any Members who are deceased.</p> <p>The Board noted the review.</p>

MEETING WENT INTO PRIVATE SESSION

MONITORING REPORTS	
26	<p><u>Business Plan 2-15/16 - 2019/20 Year 3 Monitoring Report</u></p> <p>The Board noted the progress in the Business Plan Objectives Monitoring report.</p>
27	<p><u>Investment Programme 2017/18 Monitoring Report</u></p> <p>The Board noted the 2017/18 Investment Programme progress and financial updates.</p>
28	<p><u>Fuel Poverty Update</u></p> <p>The Board noted the report.</p>
29	<p><u>Housing Allocations Annual Report 2016/17</u></p> <p>THIS ITEM WAS TAKEN AFTER ITEM 17</p> <p>The Senior Allocations Officer presented the annual Housing Allocations report to the Board setting out information on supply and demand. The report allows trends and changes in supply and demand to be monitored and informs decisions on the requirement for and location of, new supply. The report showed that demand is in decline in rural areas with the highest demand being in the main centres of population with 59% of applicants recording Stornoway as their preference. The low demand for rural areas is increasing and continues to be a cause for concern.</p> <p>Calum Mackay stated that there was a great deal of information contained in the report and hoped that it was taken into account in the Local Housing Strategy. The Chair agreed that this information should be considered in strategic discussions.</p> <p>Calum Mackay enquired if it was imperative to continue with the 50% quota for Homeless and the Director of Operations confirmed that there was a legal requirement to assist the Comhairle in providing homes to homeless persons in a reasonable amount of time.</p>

	<p>The Board:</p> <ul style="list-style-type: none">a) noted the report; andb) approved the quotas for allocating properties in Stornoway at 50% for homeless applicants.
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Chairperson Mr Iain MacMillan

SIGNED

DATE

Board Action Sheet

Action Point	MINUTE NUMBER	ACTION TO BE TAKEN	ACTION BY	PROGRESS
1	28 June 17 (6)	Report on fire safety measures across all HHP stock to be presented to September Board meeting. Article to be placed in Newsletter reminding tenants of their responsibilities in respect of smoke alarms and reassure tenants of the fire safety measures undertaken by HHP.	Director of Operations	On Agenda. Included in August Newsletter.
2	28 June 17 (8)	Report to September Board on Subsidiary activities.	Director of Finance & Corporate Services	This has been postponed to November to allow a meeting of the Subsidiary to be convened. This has been delayed due to holidays etc.
3	28 June 2017 (9)	Submit returns to Scottish Housing Regulator.	Director of Finance & Corporate Services	Completed.
4	28 June 2017 (10)	Recommendation to be made to AGM re charitable donations.	Chief Executive	Done.
5	28 June 2017 (12)	a) Proposed Rule Changes to Regulator and FCA. b) Clause 44.5 to be removed from the amended Rules.	Chief Executive	Report on Agenda - Item 8.
6	28 June 2017 (13)	Five Year Development Plan to be updated following the increase in RPA and presented to the Board in September.	Chief Executive	Report on Agenda - Item 12.
7	28 June 17 (14)	a) Convene meeting of Development Working Group to discuss options for Tarbert Central. b) Submit planning application for Tarbert Police Station. c) Development Working Group to approve the revised Policy of the allocation of Shared Equity properties.	Chief Executive Director of Operations	Meeting held and Minute in Information Bulletin. Application submitted July 2017. On hold awaiting information from TIG.
8	28 June 17 (16)	Arrange funding of 6 places for Cearns Community Association and WIHACF at the annual TPAS conference	Director of Operations	Completed.

Action Point	MINUTE NUMBER	ACTION TO BE TAKEN	ACTION BY	PROGRESS
9	28 June 17 (17)	a) Inform Men's Shed of in principle decision to erect shed and that annual rent be in line with garage rent. b) Chief Executive to make final decision subject to agreement being reached with the group on terms and conditions.	Director of Operations Chief Executive	Completed. Awaiting response from Committee.
10	28 June 17 (18)	Draft Community Grants Policy to go to consultation with tenants.	Chief Executive	Consultation in progress.
11	28 June 17 (19)	Draft Repairs & Maintenance Policy to go to consultation with tenants	Director of Operations	Consultation in progress.
12	28 June 27 (20)	Contact Registrar's Office to ascertain if they can provide information for Members' Register. Provide Members' Register to Board Members for updates.	Corporate Governance Manager	Registrars Office contacted but they would be unable to do this and could potentially have Data Protection issues. Provided & updates received. Register updated.
13	24 May 17 (9)	Progress legal work to amend Deed of Conditions. Convene meeting of Development Work Group to explore potential development sites.	Chief Executive/Director of Operations	Completed.
14	24 May 2017 (13)	Consider increasing cash limits on a permanent basis when reviewing the Financial Regulations.	Director of Finance & Corporate Services	To be reviewed as part of the next update to the Financial Regulations.
15	16 Mar 17 (9)	Feasibility studies to be carried out in Tarbert, Lochmaddy & Balivanich.	Director of Operations	Tender returns for feasibility studies being evaluated.
16	16 Mar 17 (11)	Re-tender process to be carried out for Funders Valuation Stock Condition Survey to be carried out in 2017.	Director of Finance & Corporate Services Director of Operations	Re-tender process will be initiated in the second half of 2017. Tender process underway.
17	16 Mar 17 (14)	Add garage roof at Creagan to Roofing Programme. Install infra-red heating in up to 3 larger properties.	Director of Operations	Virement completed. Purchase order issued. No properties confirmed - 2 refusals.
18	16 Mar 17 (15)	Provide further details to Board Members on Goathill Farm development when available.	Director of Operations	Design team appointed for Goathill Farm Masterplanning and due to report in September 2017. Update on Agenda.

Action Point	MINUTE NUMBER	ACTION TO BE TAKEN	ACTION BY	PROGRESS
19	1 Feb 17 (7)	Finance Working Group to look at anomalies in rents and rent structure.	Director of Finance & Corporate Services	Rent structure review to be undertaken late in 2017.
20	1 Feb 17 (11)	Progress Level 2 accreditation with Quality Scotland.	Corporate Governance Manager	Self Assessment undertaken with both Stornoway & Uist staff. Assessments with individual teams to be carried out and action plan to be finalised by mid September.
21	1 Feb 17 (18)	Convene a meeting of the Housing Management Working Group to progress the implications of the Housing (Scotland) 2014 Act.	Director of Operations	Date being arranged.
22	1 Feb 17 (20)	Convene meeting of Investment Working Group to discuss fuel poverty and energy efficiency measures.	Director of Operations	Date being arranged.
23	16 Nov 16 (9)	ICT Strategy to be presented to Board in February 2017.	Corporate Resources Manager	Approved at June 2017 meeting.
24	16 Nov 16 (14)	Arrange the demolition of 20 Winfield Close.	Director of Operations	Delayed as awaiting disconnection of electricity supply by Npower. Complaint lodged with supplier over delay. Start date now arranged for demolition.
25	16 Nov 16 (24)	A further Gas Audit to be carried out in 2017.	Investment Manager	Booked for 31 July to 4 August.
26	6 Sep 16 (12)	Add HHP/CNES liaison meetings to calendar once they are confirmed.	Corporate Governance Manager	Awaiting confirmation of suitable dates from CNES.
27	6 Sep 16 (18)	Fuel Poverty Survey to be carried out as part of the 2017 Stock Condition Survey.	Director of Operations	Included in brief for survey.
28	22 June 16 (7)	Arrange refresher training on accounting process for Board members at next Business Planning Day.	Corporate Governance Manager	Plan in respect of o/s Board Training to be prepared and passed to Executive Team week commencing 21 August.
29	16 Mar 16 (21)	Performance Monitoring of Repairs & Maintenance Budget to be reported regularly to the Board.	Director of Operations	Report went to the June Board meeting and a further report to November 2016 meeting. Budget update in Management Accounts.

RULE CHANGE

Audit & Risk 6 September 2017 Board 6 September 2017

Report by Chief Executive

Purpose of Report

- 1.1 To consider a revised set of Partnership Rules for presentation to the Membership at a Special General Meeting for approval.

Summary

- 2.1 The updated Rules approved at the Board meeting on 28 June 2017 were submitted to the Regulator for approval on 30 June 2017. As part of the Regulator's review we were asked to provide evidence that the Comhairle were content with the proposed changes to the Rules. The Comhairle's Chief Executive indicated in an email that they were not content with the changes and the reasons are outlined in a letter which is at Appendix 1.
- 2.2 Taking into consideration the Comhairle and the Regulator's view of the revised Rules and the significant challenges ahead to deliver the Development Plan, it is proposed to delay implementing the full changes to the Rules until 2020.
- 2.3 In the interim, in order for HHP to avoid being classified as a public body following the ONS reclassification, it is being proposed that the Council Appointed Board Members be reduced to 3 and the Community Appointed Board Members increased to 5.
- 2.4 A revised set of Rules is at Appendix 2 for consideration and approval.
- 2.5 An SGM will be held in November 2017 for the Membership to consider the revised Rules.

Competence

- 3.1 The exercise will cost approximately £3,500 in fees and there will be a requirement for a number of statutory meetings with members, and permissions obtained from Scottish Housing Regulator, FCA and OSCR. Full details are at Paragraphs 5.1 to 8.2.

Recommendations

- 4.1 It is recommended that the:
 - a) **Audit & Risk Committee consider the revised Rules and recommend approval to the Board; and**
 - b) **Board:**
 - i) **approve the postponing of the full review of the Rules to 2020;**
 - ii) **approve the revised Rules at Appendix 2;**
 - iii) **note the changes at Appendix 3; and**
 - iv) **approve the revised timetable and action plan at Appendix 4.**

Competence

Financial

- 5.1 The costs involved in amending the rules are estimated to be £3,500 which are mainly legal and registration costs. There will be a cost to arranging the Special General Meeting.
- 5.2 The costs can be met from the budgets for corporate legal fees and meetings.

Legal

- 6.1 Rule 21.1 to 23 and 88.1 to 88.3 make provision to change the Rules and call a Special General Meeting.
- 6.2 Standing Orders 12.1 to 12.5 outline the role and remit of the Board which includes "ensuring there is a balance of skills, experience and diversity of equality on the Board". Part 2 states changes in Rules are a matter reserved to the Board. Reviewing the Rules is a referred function of the Audit & Risk Committee.
- 6.3 Approval for Rule changes is required from SHR, the FCA and OSCR.
- 6.4 The Office of National Statistics recently re-classified housing associations as public bodies. The Scottish Government is currently drafting legislation to effectively reverse the re-classification.
- 6.5 The Revised Rules at Appendix 1 have been prepared by our lawyers, Harper Macleod.

Regulatory Guidance

- 7.1 The relevant Regulatory Standards are:

Standard 6 The Governing Body and senior officers have the skills and knowledge they need to be effective

6.1 The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. The governing body annually assesses the skills, knowledge and diversity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes and manage its affairs.

6.2 The RSL plans effectively to achieve the appropriate and effective composition and profile of governing body members through ongoing performance evaluation and active succession planning. The governing body is able to assure that any non-executive member seeking re-election after nine years continuous service can demonstrate their continued effectiveness.

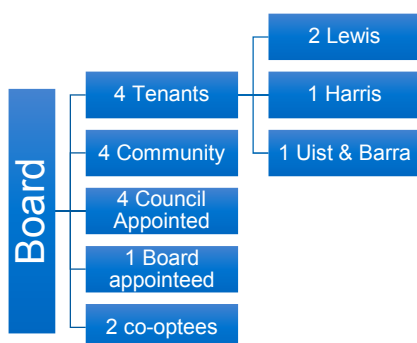
Risk

- 8.1 Governance of the Partnership is critical to its long term viability. Reviewing and updating the Rules as outlined in this report should ensure the Partnership will not be classified as a public body and will mitigate non-compliance with Regulatory requirements.

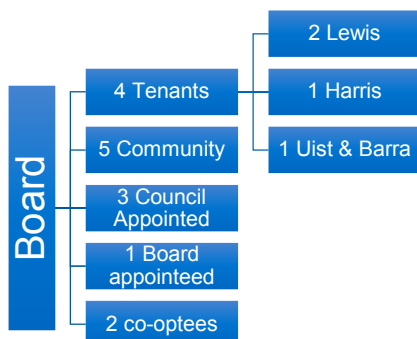
Report Details

Background

- 9.1 At the meeting of the Board on 28 June 2017 the Board approved a proposal to revise the Rules to ensure the Partnership would not be classified as a public body and to ensure the appropriate mix of skills was in place for the robust governance of HHP.
- 9.2 'In Principle' approval was sought from the Regulator, who returned with a number of queries and requirements, one of which was that written assurance was obtained from the Comhairle that they were content with the Partnership's proposal to revoke the Council Appointed Membership category.
- 9.3 This assurance was sought from the Comhairle who returned to advise that at this time, they were not able to give their consent to HHP's proposals. The reasons are at Appendix 1.
- 9.4 The Stock Transfer Agreement and our current Rules do not require us to obtain consent from the Comhairle for changes to the Rules, however, a strong partnership with the Comhairle is vital to ensure we have the best opportunity to deliver the considerable Development Programme for the next three years and therefore their view needs to be taken into consideration.
- 9.5 It is proposed that presentation to the Membership at an SGM of the Rules approved in June 2017 be postponed until 2020 and as an interim the Rules be changed as shown below:
- 9.6 The current structure is:



- 9.7 The revised proposed structure is:



- 9.8 During the next two years work will be carried out with the Comhairle to provide reassurance on how the skills assessment for Board Members will operate.
- 9.9 The Rules have been revised by Harper MacLeod to reflect the above and they have also been updated to take account of the requirements of the 2015 Model Rules.

- 9.10 The Chief Executive has been in touch with the Comhairle to discuss the revised plan and they are content with the interim position.
- 9.11 The Corporate Governance Manager has sent Mr Burr a copy of the proposed 'Board Member Appointment Pack' for reference to provide further clarity on how the Councillors could still have a presence on HHP's Board, despite the proposed removal of the Council Board Member category in 2020.

Next Steps

- 9.12 If Board approves the Rules to be presented at an SGM, 'In Principle' approval will be sought from the Regulator to commence the process once again and the steps on the Action Plan at Appendix 3 will be followed through.
- 9.13 It is anticipated that an SGM will take place in November 2017.

APPENDIX 1	Letter from Comhairle's Chief Executive (to follow)
APPENDIX 2	Revised Rules
APPENDIX 3	Changes to Rules
APPENDIX 4	Timetable and Action Plan
Background Papers:	Board Reports on Rule Change presented on 24 May 2017 & 28 June 2017

Angela Smith

Subject: PROPOSED CHANGE OF RULES RE APPOINTMENT OF BOARD MEMBERS FROM COMHAIRLE NAN EILEAN SIAR

Dear Ms Smith,

HHP: PROPOSED CHANGE OF RULES RE APPOINTMENT OF BOARD MEMBERS FROM COMHAIRLE NAN EILEAN SIAR

Thank you for your e-mail of 13 July regarding HHP's proposed rule change to end the right of Comhairle nan Eilean Siar to appoint a number of its Members to HHP's Board.

Dena Macleod, Chief Executive, and I discussed the matter at our meeting on 18 July, and the Comhairle's position is that it is unable to consent to the proposed rule change, for the reasons set out in my e-mail of 13 July 2017. Dena has agreed that she will send to me the proposed Skills Matrix which future applicants for membership of the Board would be required to meet, for further consideration, and I confirm that the Comhairle is happy to discuss, and consider formally, the proposal once that information is available. I understand that the advice of the Scottish Housing Regulator is, understandably, that there are no hard and fast rules on this point, and that it is therefore for each Council and RSL to decide, provided that there is an appropriate balance of skills and experience to ensure good governance of the RSL. Again, for the reasons set out in my e-mail, I think that the appointment of Comhairle members contributes to just that appropriate balance, and I am sure that we can reach a satisfactory outcome to this debate. For example, if there are particular skills which HHP feels that the Board requires, the Comhairle can take that assessment into account in making its appointments to the Board.

We can discuss again once the Comhairle has had a chance to consider the Skills Matrix which might apply.

Kind regard

Malcolm Burr

APPENDIX 2

Model Rules 2013 [\(as amended\)](#)

These are the Rules
of

Hebridean Housing Partnership Limited

Based upon
SFHA Charitable Model Rules (Scotland) 2013
[\(as amended 2015\)](#)

Registered under the
Co-operative and Community Benefit Societies Act 2014
and the Housing (Scotland) Act 2010

**Published by
the Scottish Federation of Housing Associations
in co-operation with The Scottish Housing Regulator**

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Fax: 0141 332 9684

Further guidance

Further Advice

A separate document is also available from the SFHA Rules Service, which gives guidance on the use of these rules and the options. Advice is also available from staff at The Scottish Housing Regulator.

Advice on the procedural aspects of making a Rule registration application or Rule Amendment application is also available from the SFHA Rules Service.

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INTRODUCTION

Name

- 1 The name of the Society shall be Hebridean Housing Partnership Limited (hereinafter referred to as the "Partnership").

Objects

- 2 The objects of the Partnership are:
 - 2.1 to provide for the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage through the provision, construction, improvement and management of land and accommodation and the provision of care; and
 - 2.2 any other purpose or object permitted under Section 24 of the Housing (Scotland) Act 2010 which is charitable both for the purposes of Section 7 of the Charities and Trustee Investment (Scotland) Act 2005 and also in relation to the application of the Taxes Acts.
- 3 The permitted activities and powers of the Partnership will include anything which is necessary or expedient to help the Partnership achieve these objects. The Partnership will operate principally in the administrative area of Comhairle Nan Eilean Siar. Deleted: 1
- 4.1 [The Partnership shall not trade for profit and any profits shall only be applied for the purpose of furthering the Partnership's objects and/or in accordance with these Rules.](#)
- 4.2 [Nothing shall be paid or transferred by way of profit to Members.](#)
- 5 The registered office of the Partnership is at: Creed Court, Gleann Seileach Business Park, Willowglen, Stornoway, Isle of Lewis, HS1 2QP. Deleted:

MEMBERSHIP

- 6 The Members of the Partnership shall be those persons or organisations who hold a share in the Partnership and whose names are entered in the Register of Members.

Applying for Membership

- 7.1 The Board shall set, review and publish its membership policy for admitting new Members. Deleted: 2 3
- 7.2 There shall be three categories of membership, being: Deleted: -
- 7.2.1 Tenant Members, which category shall be sub-divided into the following four sub-categories: Deleted: -
- 7.2.1.1 Lewis Tenant Members;
 - 7.2.1.2 Harris Tenant Members;
 - 7.2.1.3 Uist Tenant Members; and
 - 7.2.1.4 Barra Tenant Members;
- 7.2.2 Community Members; and
- 7.2.3 the Council.
- 7.3 No-one can be a Member in more than one category at any one time. Deleted: m
- 7.4 If you are applying for membership you must send a completed and signed application form and the sum of one pound (which will be returned to you if the application is not approved) to the Partnership's registered office. Whilst it is the Partnership's intention to encourage membership, the Board has absolute discretion in deciding on applications for membership and the following shall constitute grounds for refusal of an application for membership: Deleted: 2
- 7.4.1 Where membership would be contrary to the Partnership's Rules or policies; Deleted: 2
 - 7.4.2 Where a conflict of interest may exist which, even allowing for the disclosure of such an interest, may adversely affect the work of the Partnership; Deleted: 2
 - 7.4.3 Where the Board considers that accepting the application would not be in the best interests of the Partnership. Deleted: 2
- 7.5 Your application shall be considered by the Board as soon as reasonably practicable after its receipt by the Partnership. An application for membership will not be considered by the Board within the period of 14 days before the date of a general meeting. The Board has the power in its absolute discretion to accept or reject the application. Deleted: 3
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- 7.6 If the Board approves your application, you will immediately become a Member and your name and other necessary particulars will be included in the Register of Members within seven working days. You will then be issued one share in the Partnership. Deleted: 4
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- 8 You can apply for membership of the Partnership from the age of 16.
- 9 No Member can hold more than one share in the Partnership.

- 10 If you change your address, you must let the Partnership know by writing to the Secretary at the registered office within three months. This requirement does not apply if you are a tenant of the Partnership and have moved home by transferring your tenancy to another property owned and managed by the Partnership. Where any such transfer of tenancy results in a Tenant Member residing in a property which qualifies for a different Tenant Membership Category then the Member shall be deemed to have his/her category of membership altered accordingly.

ENDING YOUR MEMBERSHIP

- 11.1 Your membership of the Partnership will end and the Board will cancel your share and record the ending of your membership in the Register of Members if:
- Deleted: -
- 11.1.1 You resign your membership giving seven days notice in writing to the Secretary at the Partnership's registered office:
- Deleted: .
- 11.1.2 The Board reasonably believes that you have failed to tell the Partnership of a change of address as required by Rule 10:
- Deleted: .
- 11.1.3 If you are a Tenant Member and cease to be a tenant but meet the qualifying criteria to be a Community Member, you will automatically become a Community Member from the date on which your tenancy ends, and the Secretary will amend the Register of Members to reflect the change in your category of membership:
- Deleted: .
- 11.1.4 If you are a Community Member (including someone who has changed from being a Tenant Member in terms of Rule 11.1.3) and cease to have or maintain sufficient local connection with the Western Isles, we will end your membership and cancel your share:
- Deleted: .
- 11.1.5 For five annual general meetings in a row you have not attended, submitted apologies, exercised a postal vote or appointed a representative to attend and vote on your behalf by proxy;
- 11.1.6 The Partnership receives a complaint about your behaviour and two-thirds of the Members voting at a special general meeting agree to end your membership. The following conditions apply to this procedure:
- 11.1.6.1 the complaint must be in writing and must relate to behaviour which could harm the interests of the Partnership:
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- 11.1.6.2 the Secretary must notify the Member of the complaint in writing not less than one calendar month before the meeting takes place;
- 11.1.6.3 the notice for the special general meeting will give details of the business for which the meeting is being called;
- 11.1.6.4 you will be called to answer the complaint at the meeting. The Members present will consider the evidence supporting the complaint and any evidence you decide to introduce;
- 11.1.6.5 the Members can vote in person or through a representative by proxy;
- 11.1.6.6 if you receive proper notice but do not go to the meeting without providing a good reason, the meeting will go ahead without you and the Members will be entitled to vote to end your membership.

11.2 If your membership is ended in accordance with Rule 11.1.6, you will immediately cease to be a Member from the date that the resolution to end your membership was passed and any further application for membership by you will need to be approved by two-thirds of the Members voting at a general meeting.

REPRESENTING AN ORGANISATION

12.1 An organisation which is a Member is free to nominate any person it considers suitable as its representative to the Partnership. That person will represent all of the organisation's rights and powers at general meetings.

12.2 To confirm the identity of a representative, the organisation must send the Partnership a copy of the authorisation or appointment of an individual as a representative. This should be signed by a Director, Secretary or Authorised Signatory of the organisation which signature must be witnessed, or in the case of a local authority, by the Chief Executive, or properly authorised Officer of the local authority.

12.3 An organisation can change the identity of the person entitled to represent that organisation at any time by confirming the identity of the new representative in terms of Rule 12.2 and withdrawing the authority of the original representative.

12.4 If you are a representative in terms of Rule 12.2, of an organisation which is a Member, you cannot be a Member as an individual yourself. If you are already a Member as an individual when you start to represent an organisation which is a Member, the Partnership will suspend your membership as an individual, until such time as you are no longer a representative of an organisation which is a Member.

SHARE CAPITAL

Shares

13 The share capital of the Partnership will be raised by issuing one pound shares to Members. Shares cannot be held jointly. Joint tenants of the Partnership may each become individual Members.

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14 There is no interest, dividend or bonus payable on shares.

Transferring Shares

15 You shall not be entitled to any property of the Partnership in your capacity as a Member and your share is not withdrawable or transferable save in the circumstances set out in Rules 16 and 17.

16 You cannot sell your share but you can transfer it if the Board agrees.

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17.1 If you die or end your membership or have your membership ended, or you are a representative of an organisation which no longer exists, the Board will cancel your share (except in those circumstances outlined in Rules 17.2 and 17.3) and the value of the share will then belong to the Partnership.

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17.2 You can nominate the person to whom the Partnership must transfer your share in the Partnership when you die, as long as the person that you nominate is eligible for membership under these Rules and in terms of the Partnership's membership policies. On being notified of your death, the Board shall transfer or pay the full value of your share to the person you have identified. Your nomination must be in the terms required by the Co-operative and Community Benefit Societies Act 2014.

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17.3 If you die or become bankrupt and your personal representative or trustee in bankruptcy seeks to claim your share, the Board (to the extent that your personal representative or trustee in bankruptcy has right) will transfer or pay the value of your share in terms of your representative's or trustee's instructions.

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BORROWING POWERS

18.1 The Partnership can borrow money as long as the total borrowing at any time is not more than £200 million.

18.2 In respect of any proposed borrowing for the purposes of Rule 18.1, the amount remaining undischarged of any index-linked loan previously borrowed by the Partnership or any deep discounted security shall be deemed to be the amount needed to repay such borrowing in full if the pre-existing borrowing became repayable in full at the time of the proposed borrowing.

18.3 For the purposes of Rule 18.1 in respect of any proposed borrowing intended to be index-linked or on any deep discounted security the amount of borrowings shall be deemed to be the proceeds of such proposed borrowings that would be receivable by the Partnership at the time of the proposed borrowing.

18.4 The Partnership will not pay more than the market rate of interest as determined by the Board having regard to the terms of the loan on any money borrowed.

18.5 The Partnership will not accept money on deposit.

18.6 The Partnership can lend money to an organisation which is a subsidiary of the Partnership within the meaning of the Companies Act 2006 or the Co-operative and Community Benefit Societies Act 2014 at a market rate of interest as determined by the Board having regard to the terms of the loan. Where the Partnership is using a loan facility to on lend it must comply with the Regulatory Framework and Regulatory Guidance issued by The Scottish Housing Regulator from time to time.

18.7 The Partnership may borrow money from such lawful sources as is permitted by its Treasury Management Policy subject always to the requirement that the Partnership will comply with the Regulatory Framework and Regulatory Guidance issued by The Scottish Housing Regulator from time to time.

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18.8 The Partnership shall have the power to enter into and perform a Rate Cap Transaction, or series of Rate Cap Transactions, or to enter into a Collar Transaction or series of Collar Transactions or to enter into an Interest Rate Swap Transaction or series of Interest Rate Swap Transactions (each a "Transaction") where in relation to any such Transaction the following conditions are satisfied namely that:

18.8.1 the relevant instruments relate solely to amounts denominated in Sterling or, if the Euro has been adopted as currency in the United Kingdom, its equivalent amount in Euros;

18.8.2 the relevant Transaction provides (in the case of an Interest Rate Swap Transaction) for the Partnership to undertake to pay a specified fixed rate on an applicable notional sum denominated in Sterling or, if the Euro has been adopted as currency in the United Kingdom, its equivalent amount in Euros, but not otherwise;

18.8.3 the relevant Transaction in the case of a Collar Transaction provides for the simultaneous buying of an instrument relating to a rate cap and the selling of an instrument providing for a floor at a lower strike price to such Cap;

18.8.4 any counterparty to the Transaction is one of the principal clearing banks in the United Kingdom;

18.8.5 the Board or a duly authorised sub-committee established under the Rules considers the entry by the Partnership into such Transaction to be in the best interests of the Partnership.

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PROVIDED that at the time of entry into any Transaction the sum of the Calculation Amount of any Transaction previously entered into and remaining in effect, and the Calculation Amount of the proposed Transaction shall not exceed (a) the aggregate amount of the Partnership's Variable Rate Borrowings either at the Effective Date or (b) having regard at the Effective Date to the Partnership's obligations to repay Variable Rate Borrowings, the amount of Variable Rate Borrowings which will be outstanding at any time on or prior to the proposed Termination Date.

18.9 Before exercising its power under Rule 18.8 the Partnership shall obtain and consider proper advice on the question whether the Transaction is satisfactory having regard to:

18.9.1 the possible fluctuations in the rate of interest payable by the Partnership on its Variable Rate Borrowings during the terms of the relevant Transaction;

18.9.2 the Partnership's ability to meet its payment obligations under such Borrowings during the term of the relevant Transaction if such Transaction was or were not entered into;

18.9.3 the payment obligation under the relevant Transaction(s);

18.9.4 the terms and conditions of the relevant Transaction(s); and

18.9.5 the Partnership's actual and projected annual income and expenditure position.

- 18.10 For the purposes of Rule 18.9 proper advice shall mean the advice of a person who is reasonably believed by the Board to be qualified by his/[her](#) ability in the practical experience of financial matters and the appropriate Transaction; such advice may be given by a person notwithstanding that he/[she](#) gives it in the course of his/[her](#) employment as an Officer.
- 18.11 A person entering into a relevant Transaction with the Partnership who has received a written certificate signed by the Secretary confirming the Partnership's compliance with Rules 18.8 and 18.9 shall not be concerned to enquire further whether or not the Partnership has complied with the provisions of Rules 18.8 and 18.9 and such Transaction shall be valid at the date it is entered into and throughout its term in favour of such person (or any assignee or successor in title) whether or not the provisions of Rules 18.8 and 18.9 have been complied with.
- 18.12 For the purposes of this Rule 18:
- “Calculation Amount”, “Effective Date” “Floating Rate Payer”, “Term” and “Termination Date” have the respective meanings given in the 2000 International Swaps and Derivatives Association (ISDA) Definitions as amended from time to time;
- “Variable Rate Borrowings” mean any borrowing by the Partnership pursuant to Rule 18.1 in respect of which the rate of interest has not been fixed for a term in excess of twelve months and the term “fixed” shall exclude any borrowing where the rate of interest is indexed in accordance with a retail price index or other published index;
- “Rate Cap Transaction”, “Collar Transaction” and “Interest Rate Swap Transaction” mean respectively any transaction so designated within the meaning of the category “Swap Transaction” as defined in the 2000 ISDA Definitions as amended from time to time.
- 18.13 Subject to the foregoing provisions the Board can determine and change the conditions under which the Partnership borrows or lends money.
19. The Partnership shall not lend money to Members.

GENERAL MEETINGS

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Annual General Meeting

20. The Partnership will hold a general meeting known as the annual general meeting within six months of the end of each financial year of the Partnership. The functions of the annual general meeting are to:
- 20.1 present the Chairperson's report on the Partnership's activities for the previous year;
 - 20.2 present the accounts, balance sheet and auditor's report;
 - 20.3 elect Board Members.
 - 20.4 appoint the auditor for the following year; and
 - 20.5 consider any other general business included in the notice calling the meeting.

Special General Meeting

21.1 All general meetings other than annual general meetings are known as special general meetings. The Secretary will call a special general meeting if:

21.1.1 the Board requests one; or

21.1.2 ~~at least four Members request one in writing. If there are more than 40 Members, at least one-tenth of all the Members must ask for the meeting.~~

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21.2 Whoever asks for the meeting must give the Secretary details of the business to be discussed at the meeting.

21.3 If a special general meeting is requested, the Secretary must within 10 days of having received the request give all Members notice calling the meeting. The meeting must take place within 28 days of the Secretary receiving the Members' request. The Secretary should decide on a time, date and place for the meeting in consultation with the Board or the Chairperson, but if such consultation is not practicable the Secretary can on his/her own decide the time, date and place for the meeting.

21.4 If the Secretary fails to call the meeting within ~~10 days, the Board or the Members who~~ requested the meeting can arrange the meeting themselves.

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21.5 A special general meeting must not discuss any business other than the business mentioned in the notice calling the meeting.

Notice for Meetings

22.1 The Secretary will call all general meetings by written notice posted or sent by fax or email to every Member at the address, fax number or email address given in the Register of Members at least 14 days before the date of the meeting. This notice will give details of:

22.1.1 the time, date and place of the meeting;

22.1.2 whether the meeting is an annual or special general meeting;

22.1.3 the business for which the meeting is being called.

22.2 The Board may ask the Secretary to include with the letter or send separately to Members any relevant papers or accounts. If a Member does not receive notice of a meeting or papers relating to the meeting, this will not stop the meeting going ahead as planned. Each communication sent to a Member by post, addressed to his/her registered address, shall be deemed to have arrived ~~48 hours after being posted.~~ Each communication sent to a Member by fax or email shall be deemed to have arrived on the day it is sent.

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23 The proceedings of a meeting shall not be invalidated by the inadvertent failure of the Partnership to send a notice calling the meeting to any Member.

PROCEDURE AT GENERAL MEETINGS

24.1 For a meeting to take place there must be at least seven Members either present at the venue or represented at the venue by a representative approved in terms of Rule 27.1. If there are more than 70 Members, at least one-tenth must either be present or represented at the venue by a representative in terms of Rule 27.1.

- 24.2 If not enough Members are present in person or by representative within half an hour of the time the meeting was scheduled to start, the meeting shall be rescheduled to the same day the following week at the same time and at such place as may be fixed by the Chairperson of the meeting and announced at the meeting. There is no need to give notice to Members of the rescheduled meeting. If at that meeting there are not enough Members present in person or by representative at the scheduled starting time the meeting can still go ahead.
- 25 If a majority of Members present agree, the Chairperson of a meeting can adjourn the meeting. No business can be discussed at the adjourned meeting other than the business not reached or left unfinished at the original meeting. There is no need to give notice to Members of the adjourned meeting.
- 26.1 The Chairperson of the Board or in his/her absence the Vice-Chairperson will be Chairperson at all meetings of the Partnership. If there is no Chairperson or Vice-Chairperson present or neither is willing to act, the Members present must elect a Member of the Board to be Chairperson of the meeting. If no Board Members are present, the Members present must elect a Member to be Chairperson of the meeting.
- 26.2 If the Chairperson arrives later, after the meeting has commenced, he/she will take over as Chairperson of the meeting as soon as the current agenda item is concluded.

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Proxies/Representatives/Postal Votes

- 27.1 To appoint a representative to vote on your behalf by proxy, you must let the Partnership have a properly completed document in the form shown in Appendix 1. Your representative does not need to be a Member. The document must reach the Partnership at least five days before the meeting at which you want to be represented.
- 27.2 If there is any doubt about whether your representative has authority to vote, the Chairperson will decide and his/her decision will be final.
- 27.3 The maximum number of proxy votes that may be cast by any one person is 10.
- 27.4 To reverse your appointment of a representative, you must let the Partnership have a properly completed document in the form shown in Appendix 2. The document must be presented to the Partnership before the meeting at which you no longer want to be represented convenes. Alternatively, if you declare yourself present before the meeting convenes, the appointment of a representative to vote on your behalf will automatically fall.
- 27.5 The Chairperson will report to the meeting the details of any documents seeking to appoint a representative received but which are not valid. If you represent an organisation, your authorisation or appointment as a representative requires to be in accordance with the terms of Rule 12.2.

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- 27.6 If there is to be an election of Tenant or Community Board Members at an annual general meeting, you can vote by post. Not less than 14 days before a meeting is held at which one or more Board Members will be elected, you will receive a ballot paper for the election. You can vote in the election by returning the ballot paper to the Secretary at least five days before the day of the meeting, or by bringing your ballot paper along to the meeting.

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Voting

- 28 If a decision of a meeting is put to the vote, the outcome will be determined by the majority of those Members voting. Voting will be by a show of hands except where a poll is requested or required. Votes cannot be taken on resolutions which conflict with any provisions of these Rules or the law.
- 29.1 Where a vote is by a show of hands every Member present in person has one vote. Where a vote is by a poll every Member present in person or who has appointed a representative has one vote. Where an appointed proxy is present, and he/she advises the Chairperson, the Chairperson shall direct that the vote is by a poll.
- 29.2 In relation to the election of Board Members, the vote is by a poll using the ballot paper issued to the Members prior to the meeting; votes received by post in advance of the meeting will be counted in the total number of votes at the meeting.
- 30 If there is an equal number of votes for and against a resolution, or in relation to the election of Board Members, the Chairperson will have a second and deciding vote. The Chairperson's announcement of the decision of a vote will be final and conclusive. The decision is then recorded in the minutes of the meeting. There is no need to record the number of votes for or against the decision.
- 31.1 A poll can be required before or immediately after a vote by a show of hands, if at least one-tenth of the Members present at the meeting (in person or by proxy through a representative appointed in accordance with Rule 27.1) request this.
- 31.2 A poll must take place as soon as the Chairperson has agreed to it, in line with the Chairperson's instructions. The result of the poll will stand as the decision of the meeting.

PROCEEDINGS AT GENERAL MEETINGS

- 32 All speakers must direct their words to the Chairperson. All Members must remain quiet and orderly while this is happening.
- 33 You will not be allowed to speak more than once on any individual matter unless it is to explain something or ask for an explanation until every other Member has had the chance to speak. You will then have the opportunity to speak a second time on a matter but only if the Chairperson agrees. Where the Chairperson raised the matter for discussion initially, he/she shall be permitted to make a final reply on the matter.
- 34 The Chairperson will decide how long each speaker is allowed to speak, allowing equal time to each speaker.
- 35 If any point arises which is not covered in these Rules, the Chairperson will give his/her ruling. If the Chairperson's ruling is challenged by more than one person, the Chairperson will step down and those present will decide the point raised on a majority vote. If the vote is tied, the Chairperson's original ruling is carried.
- 36 Meetings must not last longer than two hours unless at least two-thirds of the Members present agree after the end of that time to continue the meeting.

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THE BOARD OF MANAGEMENT

Composition of the Board

- 37.1 The Partnership shall have a Board of Management which shall have a minimum of seven and a maximum (including co-optees) of 15 persons. The Partnership shall keep up to date a register of the names of the Board Members which shall be made available to any person at no cost. The names of Board Members will also be published by the Partnership on its website, and in its annual reports and other similar documentation.
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- 37.2 The composition of the Board shall include:
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- 37.2.1 up to four Tenant Board Members (made up in accordance with the provisions of Rule 37.3);
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- 37.2.2 up to three Council Board Members; and
- Deleted: up to four Council Board Members;
- 37.2.3 up to five Community Board Members; and
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- 37.2.4 up to one Appointed Board Member.
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- 37.3 Subject to the aftermentioned proviso, of the Tenant Board Members at any one time:
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- 37.3.1 no more than two shall be Lewis Tenant Members;
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- 37.3.2 no more than one shall be a Harris Tenant Member; and
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- 37.3.3 no more than one shall be either a Uist Tenant Member or a Barra Tenant Member.
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- provided that, if there are fewer Tenant Members standing for election to any of the Tenant Board Membership Categories set out in Rules 37.3.1 to 37.3.3 above than the number of available places, then it shall be competent for a Tenant Member from another Tenant Membership Category who satisfies the criteria for election as a Tenant Board Member to be elected to fill the relevant place or places.
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- 37.4 Rule 37.2 shall be subject to the overriding proviso that the members of any one Board Member Group shall at any time always be less than one half of those places on the Board which are filled at that time. Should any one Board Member Group (excluding co-optees) comprise one half or more of the filled Board places at any time, the Board will be under an obligation to take such steps as the Board considers appropriate to restore the balance of the Board's composition so that the members of any one Board Member Group do not comprise one half or more than one half of the places on the Board which are filled. In fulfilling this obligation, the Board will initially seek to recruit new Board Members, and only if balance cannot be restored in this way will any Board Member be required to resign from the Board. Should any such resignation be required, the procedure for dealing with the same will be determined by the Board, but in so doing the Board will seek to avoid any disproportionate impact on any one Board Member Group, so far as is practicable.
- 37.5 A person must be aged 18 or over and a Member to become a Board Member (including any person appointed to fill a casual vacancy) other than a person appointed as a co-optee or appointed by The Scottish Housing Regulator who must be aged 18 or over but need not be a Member.

- 37.6 Neither a Tenant Board Member nor a Community Board Member nor an Appointed Board Member may be an elected member of the Council.
- 37.7 An employee of the Group (including the Partnership), or a Close Relative of any such employee, may not be a Board Member.
- 37.8 No Board Member may take office until they have agreed to and signed the Partnership's code of conduct for Board Members.
- 37.9 The Board shall assess annually the skills, knowledge, diversity and objectivity that it needs for its decision making and what is contributed by the Board Members by way of annual performance reviews. The Board must be assured that any Board Member who has continuous service on the Board of nine years or more and who is seeking re-election or re-appointment is able to demonstrate his/her continued effectiveness as a Board Member before he/she may stand for re-election or re-appointment.
- 37.10 Each of the Board Members shall, in exercising his/her role as a Board Member, act in the best interests of the Partnership, its tenants and service users and will not place any personal or other interests ahead of his/her primary duty to the Partnership; and, in particular, must:
 - 37.10.1 seek, in good faith, to ensure that the Partnership acts in a manner which is in accordance with its objects.
 - 37.10.2 act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person.
 - 37.10.3 in circumstances giving rise to the possibility of a conflict of interest between the Partnership and any other party:
 - 37.10.3.1 put the interests of the Partnership before that of the other party, in taking decisions as a Board Member;
 - 37.10.3.2 where any other duty prevents him/her from doing so, disclose the conflicting interest to the Partnership and refrain from participating in any discussions or decisions involving the other Board Members with regard to the matter in question;
 - 37.10.4 ensure that the Partnership complies with any direction, requirement, notice or duty imposed on it by the Charities and Trustee Investment (Scotland) Act 2005.

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Interests

- 38.1 The Board shall set and periodically review its policy on payments and benefits. If a person is a Member, employee of the Partnership or serves on the Board or any sub-committee he/she must not receive any payment or benefit unless it is permitted by the policy. In making any payment or conferring any benefit the Partnership shall act at all times with transparency, honesty and propriety.

38.2 If a person serves on the Board or any sub-committee he/she must declare any personal or other external interests on an annual basis in accordance with the Partnership's Code of Conduct for Board Members. If while serving on the Board that person has any conflict of interest in any contract or other matter about to be discussed at a meeting, he/she must tell the Board. He/she will be required to leave the meeting while the matter is discussed and will not be allowed to vote on the matter or to stay in the meeting while any vote on the matter is being held. If that person is inadvertently allowed to stay in the meeting and vote on the matter, his/her vote will not be counted.

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38.3 If a person serves on the Board or any sub-committee he/she must not receive any payment or benefit unless it is permitted by the Charities and Trustee Investment (Scotland) Act 2005 and as set out in the Partnership's policy referred to in Rule 38.1. He/she shall also comply with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 in respect of any conflict of interest that might arise.

ELECTING AND APPOINTING BOARD MEMBERS

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39.1 At the end of every annual general meeting, two Tenant Board Members and two Community Board Members must retire. Anybody appointed as a co-optee under Rule 42.1 or to fill a casual vacancy under Rule 41 and who retires for that reason, shall not count towards the foregoing requirements. The retiring Board Members should be selected in accordance with Rule 39.2.

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39.2 The retiring Board Members should be those in their respective Board Member Groups who have served the longest on the Board since the date of their last election. If two or more Board Members within the same Board Member Group have served equally long and cannot agree who should retire, they must draw lots.

39.3 Board Members must also retire if they have been co-opted onto the Board under Rule 42.1 or have filled casual vacancies under Rule 41.

39.4 If an [elected](#) Board Member retires from the Board in terms of Rule 39 before or on the date of the next annual general meeting, that Board Member can stand for re-election without being nominated.

40.1 If, at the annual general meeting, the number of Tenant Members standing for election to a Tenant Board Membership Category is equal to the number of vacancies in that Tenant Board Membership Category in terms of Rule 37.3 the Chairperson will at the general meeting declare them to be elected without a vote.

40.2 If there are more Tenant Members standing for election to a Tenant Board Membership Category than there are vacant places in that Tenant Board Membership Category, then those present at the general meeting or those exercising a postal vote in accordance with Rule 27.6, who are entitled to vote for the respective candidates, in terms of this Rule 40, will elect the Tenant Board Members for that Tenant Board Membership Category onto the Board in accordance with Rule 29.2. You must not give more than one vote to any one candidate.

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40.3 Tenant Members are only entitled to vote for a candidate representing the same Tenant Membership Category to which they belong unless the vote is required as a result of deficiency of nominations in terms of Rule 37.3. For the purpose of electing a Tenant Board Member for the Board Membership Category of the Uists and Barra, both the Barra Tenant Members and the Uist Tenant Members shall participate in that vote.

40.4 If, at the annual general meeting, the number of Community Members standing for election is equal to the number of Community Board Members to be elected in terms of Rule 37.2 the Chairperson will at the general meeting declare them to be elected without a vote. If there are more Community Members standing for election than there are vacant Community Board Member places then those present at the general meeting or those exercising a postal vote in accordance with Rule 27.6, will elect the Community Board Members onto the Board in accordance with Rule 29.2. You must not give more than one vote to any one candidate.

40.5 Neither Community Members nor the Council are entitled to vote in the election of Tenant Board Members.

40.6 Tenant Members and the Council will be entitled to vote in the election of Community Board Members along with Community Members.

40.7 The Partnership will post or send by fax or email intimation of the intended date of the annual general meeting and information on the nomination procedure to each Member at the address, fax number or email address given in the Register of Members of the Partnership not less than 49 days before the date of the meeting. Tenant Members may only nominate other Tenant Members from the same Tenant Membership Category to which they belong. Nominations for election to the Board must be in writing and in the form specified by the Partnership and must give the full name, address and occupation of the Member being nominated. A Member cannot nominate himself/herself for election to the Board. Nominations must be signed by and include a signed statement from the Member being nominated to show that they are eligible to join the Board in accordance with Rules 37.7 and 43, and that they are willing to be elected. Nomination forms can be obtained from the Partnership and must be completed fully and returned by hand or by post to the Partnership's registered office at least 35 days before the general meeting.

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40.8 The Council will be entitled to appoint or to revoke the appointment of any Council Board Member to the Board by delivering to the Secretary written notice of its wish to appoint or revoke the appointment of someone as a Council Board Member, giving the full name and address and occupation of the person being nominated or revoked. In the case of an appointment, the notice must also be signed by and include a signed statement from the person being appointed to show that they are willing to become a Board Member. The Board will not be entitled to reject such appointment. The person will become a Council Board Member as from the date of the Council appointment. If a Council Board Member is required to leave the Board in terms of Rule 44.5, the Secretary will invite the Council to appoint someone else to take his/her place.

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- 40.9 The Board will be entitled at any time to appoint an Appointed Board Member to the Board. A person so appointed by the Board must be a Member who the Board considers will enhance the skills, knowledge, diversity and/or objectivity of the Board and its decision-making. The manner of identifying, selecting and appointing an Appointed Board Member shall be determined by the Board from time to time. When appointing an Appointed Board Member the Board must determine the proposed duration of the appointment, which must be no longer than three years (but without prejudice to a retiring Appointed Board Member being eligible to be re-appointed by the Board).
- 41 If an elected Board Member leaves the Board between the annual general meetings, this creates a casual vacancy and the Board can appoint a Member to take their place on the Board until the next annual general meeting.

Co-optees

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- 42.1 The Board can co-opt to the Board or sub-committee anyone the it considers is suitable to become a Board Member or member of a sub-committee. Co-optees do not need to be Members, but they can only serve as co-optees on the Board or sub-committee until the next annual general meeting or until removed by the Board. A person co-opted to the Board can also serve on any sub- committees.
- 42.2 A person appointed as a co-optee shall undertake the role of Board Member or member of a sub-committee and accordingly will be subject to the duties and responsibilities of a Board Member. Co-optees can take part in discussions at the Board or any sub-committees and vote at Board and sub-committee meetings on all matters except those which directly affect the Rules, the membership of the Partnership or the election of the Partnership's Office Bearers. Co-optees may not stand for election, nor be elected as one of the Office Bearers of the Board.
- 42.3 Board Members co-opted in this way must not make up more than one-third of the total number of the Board or sub-committee members at any one time. The presence of co-optees at Board Meetings will not be counted when establishing whether the minimum number of Board Members are present to allow the meeting to take place as required by Rule 48 and the presence of co-optees will not count towards the quorum for sub-committee meetings.

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Eligibility for the Board

- 43.1 A person will not be eligible to be a Board Member and cannot be appointed or elected as such if:
- 43.1.1 he/she has been adjudged bankrupt, has granted a trust deed for or entered into an arrangement with creditors or his/her estate has been sequestrated and has not been discharged;
- 43.1.2 he/she has been convicted of an offence involving dishonesty which is not spent by virtue of the Rehabilitation of Offenders Act 1974 or an offence under the Charities and Trustee Investment (Scotland) Act 2005;
- 43.1.3 he/she is a party to any legal proceedings in any Court of Law by or against the Partnership;
- 43.1.4 he/she is or will be unable to attend Board Meetings for a period of 12 months;
- 43.1.5 he/she has been removed from the Board of another registered social landlord within the previous five years;

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- 43.1.6 he/she has resigned from the Board in the previous five years in circumstances where the resignation was submitted after the date of his/her receipt of notice of a special Board meeting convened to consider a resolution for his/her removal from the Board in terms of Rule 44.6;
- 43.1.7 he/she has been removed from the Board in terms of Rules 44.4 or 44.6 within the previous five years;
- 43.1.8 he/she has been removed, disqualified or suspended from a position of management or control of a charity under the provisions of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990 or the Charities and Trustee Investment (Scotland) Act 2005;
- 43.1.9 he/she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners for England and Wales or by Her Majesty's High Court of Justice in England on the grounds of any misconduct in the administration of the charity for which he/she were responsible or to which he/she were privy, or which his/her conduct contributed to or facilitated;
- 43.1.10 a disqualification order or disqualification undertaking has been made against that person under the Company Directors' Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002 (which relate to the power of a Court to prevent someone from being a director, liquidator or administrator of a company or a receiver or manager of company property or being involved in the promotion, formation or management of a company); or
- 43.1.11 at an annual general meeting, he/she has served as a Board Member for a continuous period of nine years or more and the Board has not resolved to permit him/her to stand again or otherwise be nominated for re-election.

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43.2 A person cannot be re-elected or re-appointed as a Board Member if the Board is not satisfied in terms of Rule 37.8 of the individual's continued effectiveness as a Board Member. In these circumstances the Board must not allow the individual to stand for re-election or re-appointment.

- 44 A Board Member will cease to be a Board Member if:
- 44.1 he/she resigns his/her position as a Board Member in writing;
 - 44.2 he/she ceases to be a Member unless he/she is a co-optee in terms of Rule 42.1 or an appointee of The Scottish Housing Regulator;
 - 44.3 he/she misses four Board Meetings in a row without special leave of absence previously being granted by the Board either at his/her request or by exercise of the Board's discretion;
 - 44.4 the majority of Members within the same Membership Category as the relevant Board Member voting at a general meeting decide this. The Members at the meeting within the relevant Membership Category may then elect someone else from that Membership Category to take his/her place. If a replacement is not elected at the meeting, the Board may appoint a Board Member in terms of Rule 41:
 - 44.5 a Tenant Board Member or Community Board Member or Appointed Board Member becomes an elected member of the Council; or
 - 44.6 the majority of those remaining Board Members present and voting at a special meeting of the Board convened for the purpose decide to remove him/her as a Board Member. The resolution to remove him/her as a Board Member must relate to one of the following issues:

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- 44.6.1 failure to perform to the published standards laid down by the Scottish Federation of Housing Partnerships and/or The Scottish Housing Regulator adopted and operated by the Partnership;
- 44.6.2 failure to sign or failure to comply with the Partnership's code of conduct for Board Members; or
- 44.6.3 a breach of the Partnership's Rules, standing orders or other policy requirements;
- 44.7 he/she becomes ineligible as a Board Member in terms of Rule 43;
- 44.8 he/she is a co-optee whose period of office is ended in accordance with Rules 39.1 or 42.1;
- 44.9 he/she is a Board Member retiring in accordance with Rule 39.1; or
- 44.10 he/she is an Appointed Board Member and the period of their appointment as determined by the Board in accordance with Rule 40.9 comes to an end.

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POWERS OF THE BOARD OF MANAGEMENT

45 The Board is responsible for directing the affairs of the Partnership and its business and may do anything lawful which is necessary or expedient to achieve the objects of the Partnership. The Board is not permitted to exercise any powers which are reserved to the Partnership in general meetings either by these Rules or by statute. The Board is responsible for the leadership, strategic direction and control of the Partnership with the aim of achieving good outcomes for its tenants and other service users in accordance with the Regulatory Standards and Regulatory Guidance issued by The Scottish Housing Regulator from time to time.

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46 The Board acts in the name of the Partnership in everything it does. A third party acting in good faith and without prior notice does not need to check if the powers of the Board have been restricted, unless they are already aware that such a restriction may exist.

47 Amongst its most important powers, the Board can:

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47.1 buy, sell, build upon, lease or exchange any land and accept responsibility for any related contracts and expenses;

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47.2 agree the terms of engagement and remuneration of anyone employed in connection with the business of the Partnership and act as employer for anyone employed by the Partnership;

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47.3 grant heritable securities over land owned by the Partnership and floating charges over all or any part of property and assets both present and in future owned by the Partnership. This includes accepting responsibility for any related expenses;

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47.4 decide, monitor and vary the terms and conditions under which property owned by the Partnership is to be let, managed, used or disposed of;

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47.5 appoint and remove solicitors, surveyors, consultants, managing agents and employees, as required by the Partnership's business;

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47.6 refund any necessary expenses as are wholly necessary incurred by Board Members and sub-committee members in connection with their duties;

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47.7 compromise, settle, conduct, enforce or resist either in a Court of Law or by arbitration any suit, debt, liability or claim by or against the Partnership;

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47.8 accept donations in support of the activities of the Partnership.

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BOARD PROCEDURE

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48 It is up to the Board to decide when and where to hold its ordinary meetings, but it must meet at least six times a year. There must be at least four Board Members present for the meeting to take place. For the meeting to take place the Board Members present must represent at least two Board Member Groups.

49 The Board will continue to act while it has vacancies for Members. However, if at any time the number of Board Members falls below seven, the Board can continue to act only for another two months. If at the end of that period the Board has not found new Members to bring the number of Board Members up to seven, the only power it will have is to act to bring the number of Board Members up to seven.

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50 Board Members must be sent written notice of Board meetings posted, or delivered, by hand or sent by fax or email to the last such address for such communications given to the Secretary at least seven days before the date of the meeting. The accidental failure to give notice to a Board Member or the failure of the Board Member to receive such notice shall not invalidate the proceeding of the relevant meeting.

51 Board Meetings can take place in any manner which permits those attending to hear and comment on the proceedings.

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52 All speakers must direct their words to the Chairperson. All Board Members must remain quiet and maintain order while this is happening. The Chairperson will decide who can speak and for how long.

53 If any point arises which is not covered in these Rules, the Chairperson will give his/her ruling which will be final.

54 All acts done in good faith as a result of a Board Meeting or sub-committee meeting will be valid even if it is discovered afterwards that a Board Member was not entitled to be on the Board.

55 A written resolution signed by not fewer than three-quarters of the Board Members or three quarters of the members of a sub-committee will be as valid as if it had been passed at a Board Meeting or sub-committee meeting duly called and constituted.

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Special Board Meetings

56.1 The Chairperson or two Board Members can request a special meeting of the Board by writing to the Secretary with details of the business to be discussed. The Secretary will send a copy of the request to all Board Members within three working days of receiving it. The meeting will take place at a place mutually convenient for the majority of Board Members, normally the usual place where Board Meetings are held, between 10 and 14 days after the Secretary receives the request.

56.2 No other business may be discussed at the meeting other than the business for which the meeting has been called.

56.3 If the Secretary does not call the special meeting as set out above, the Chairperson or the Board Members who request the meeting can call the meeting. In this case, they must write to all Board Members at least seven days before the date of the meeting.

57 If a Board Member does not receive notice of the meeting, this will not prevent the meeting going ahead.

Sub-committees

58.1 The Board can delegate its powers to sub-committees or to staff or to Office Bearers. The Board will establish the terms of reference for such delegation, which will be set down in writing and communicated to the recipient of the delegated powers. Such delegation will be set out down in writing in standing orders, schemes of delegated authority or other appropriate documentation. In the case of a sub-committee such delegation shall include the purposes of the sub-committee, its composition and quorum for meetings. A minimum number of members for a sub-committee shall be three. There must be at least three of the members of a sub-committee present for the meeting to take place. The Board shall be responsible for the on-going monitoring and evaluation of the use of delegated powers.

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58.2 The meetings and procedures of sub-committees or otherwise must comply with the relevant terms of reference.

58.3 Any decision made by sub-committee must be reported to the next Board Meeting.

58.4 The Board can establish and delegate powers to sub-committees, designated as Area Committees, to take decisions relating to the management and maintenance of properties within a particular geographical area. The Board will determine the membership and delegated responsibility of an Area Committee in its terms of reference. An Area Committee shall exercise such delegated powers notwithstanding the provisions of Rules 42.1 and 42.3 which provisions shall not apply to Area Committees.

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THE SECRETARY AND OFFICE BEARERS

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59.1 The Partnership must have a Secretary, a Chairperson and any other Office Bearers the Board considers necessary. The Office Bearers, except for the Secretary, must be elected Board Members and cannot be co-optees. An employee may hold the office of Secretary although not be a Board Member. The Board will appoint these Office Bearers. If the Secretary cannot carry out his/her duties, the Board, or in an emergency the Chairperson, can ask another Office Bearer or employee to carry out the Secretary's duties until the Secretary returns.

59.2 The Secretary and the other Office Bearers will be controlled, supervised and instructed by the Board.

59.3 The Secretary's duties include the following (these duties can be delegated to an appropriate employee with the Secretary assuming responsibility for ensuring that they are carried out in an effective manner):

- 59.3.1 calling and going to all meetings of the Partnership and all the Board Meetings;
- 59.3.2 keeping the minutes for all meetings of the Partnership and Board;
- 59.3.3 sending out letters, notices calling meetings and relevant documents to Members before a meeting;
- 59.3.4 preparing and sending all the necessary reports to the Financial Conduct Authority and The Scottish Housing Regulator;
- 59.3.5 ensuring compliance with these Rules;
- 59.3.6 keeping the Register of Members and other registers required under these Rules;

- 59.3.7 supervision of the Partnership's seal;
- 59.3.8 keeping all the books of accounts and receiving all contributions and payments owned to the Partnership; and
- 59.3.9 paying over the contributions and payments received by the Partnership as instructed by the Board.

59.4 The Secretary must produce or give up all the Partnership's books, registers, documents and property whenever requested by a resolution of the Board, or of a general meeting.

59.5 At its first meeting after registration of the Partnership, the Board will elect the Chairperson of the Partnership. Thereafter a Chairperson will be appointed on an annual basis at the next scheduled Board Meeting held after each annual general meeting. The Chairperson will be appointed from either the Tenant Board Members or the Community Board Members, unless no Tenant Board Member or Community Board Member is willing to assume the role of Chairperson in which case it will be permissible for a Council Board Member to be appointed as Chairperson.

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Role of the Chair

The Chairperson is responsible for the leadership of the Board and ensuring its effectiveness in all aspects of the Board's role and to ensure that the Board properly discharges its responsibilities as required by law, the Rules and the standing orders of the Partnership. The Chairperson will be delegated such powers as is required to allow the Chairperson to properly discharge the responsibilities of the office. Among the responsibilities of the Chairperson are that:

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- 59.5.1 the Board works effectively with the senior staff;
- 59.5.2 an overview of business of the Partnership is maintained;
- 59.5.3 the Agenda for each meeting is set;
- 59.5.4 meetings are conducted effectively;
- 59.5.5 minutes are approved and decisions and actions arising from meetings are implemented;
- 59.5.6 the standing orders, code of conduct for Board Members and other relevant policies and procedures affecting the governance of the Partnership are complied with;
- 59.5.7 where necessary, decisions are made under delegated authority for the effective operation of the Partnership between meetings;
- 59.5.8 the Board monitors the use of delegated powers;
- 59.5.9 the Board receives professional advice when it is needed;
- 59.5.10 the Partnership is represented at external events appropriately;

59.5.11 appraisal of the performance of Board Members is undertaken, and that the senior staff officer's appraisal is carried out in accordance with the agreed policies and procedures of the Partnership; and

59.5.12 the training requirements of Board Members, and the recruitment and induction of new Board Members is undertaken.

59.6 The Chairperson must be elected from the Board Members (excluding co-optees) and must be prepared to act as Chairperson until the end of the next annual general meeting (unless he/she resigns the post). The Chairperson can only be required to resign if a majority of the remaining Board Members present at a special meeting agree to this.

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59.7 If the Chairperson is not present at a Board meeting or is not willing to act, the Board Members present will elect another Board Member to be Chairperson for the Board Meeting. If the Chairperson arrives at the meeting late, he/she will take over as Chairperson of the Board meeting as soon as the current agenda item is concluded.

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59.8 If the votes of the Board Members are divided equally for and against an issue, the Chairperson will have a second and deciding vote.

59.9 The Chairperson can resign his/her office in writing to the Secretary and must resign if he/she leaves the Board or is prevented from standing for, or being elected to the Board under Rule 43. The Board will then elect another Board Member as Chairperson.

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59.10 The Chairperson can be re-elected but must not hold office continuously for more than five years.

FINANCIAL GUARANTEES FOR OFFICERS

60.1 The Board shall take out fidelity guarantee insurance to cover all Office Bearers and employees who receive or are responsible for the Partnership's money, or, these office bearers and employees must be covered by a bond as set out in Schedule 1 of the Co-operative and Community Benefit Societies Act 2014, or a guarantee under which they promise to account for and repay money due to the Partnership accurately.

60.2 The Board shall have the power to purchase and maintain indemnity insurance for, or for the benefit of, persons who are, or were at any time, Board Members, officers or employees of the Partnership. A Board Member may form part of a quorum and vote at a meeting where such insurance is under consideration notwithstanding the terms of Rules 38.1 and 38.2.

61 Office Bearers and employees will not be responsible for the Partnership's loss while they are carrying out their duties unless there has been gross negligence or dishonesty. If an Office Bearer or employee is dishonest, the Partnership will try to recover any loss that it has suffered and may alert the police or other relevant authority.

THE BOARD'S MINUTES, SEAL, REGISTERS AND BOOKS

Minutes

- 62 Minutes of every general meeting, Board Meeting and sub-committee meeting must be kept. Those minutes must be presented at the next appropriate meeting and if accepted as a true record, signed by the Chairperson of the meeting at which they are presented. All minutes signed by the Chairperson of the meeting shall be conclusive evidence that the minutes are a true record of the proceedings at the relevant meeting.

Execution of Documents and Seal

- 63 The Partnership shall execute deeds and documents in accordance with the provisions of the Requirements of Writing (Scotland) Act 1995 and record the execution in the register. The use of a common seal is not required. The Partnership may have a seal which the Secretary must keep in a secure place unless the Board decides that someone else should look after it. The seal must only be used if the Board decides this. When the seal is used, the deed or document must be signed by the Secretary or a Member of the Board or another person duly authorised to subscribe the deed or document on the Partnership's behalf and recorded in the register.

Registers

- 64 The Partnership must keep at its registered office a Register containing:
- 64.1 the names and addresses of the Members and where provided for the purposes of electronic communication, fax numbers and email addresses;
 - 64.2 a statement of the share held by each Member and the amount each Member paid for it;
 - 64.3 the date each person was entered in the Register as a Member and the date at which any person ceased to be a Member of the Partnership;
 - 64.4 a statement of other property in the Partnership, whether in loans or loan stock held by each Member; and
 - 64.5 the names and addresses of the Office Bearers of the Partnership, their positions and the dates they took and left office.
- 65.1 The Partnership must also keep at its registered office:
- 65.1.1 a second copy of the Register showing the same details as above but not the statements of shares and property. This second register must be used to confirm the information recorded in the original Register;
 - 65.1.2 a register of loans and to whom they are made; and
 - 65.1.3 a register showing details of all loans and charges on the Partnership's land.
- 65.2 The inclusion or omission of the name of any person from the original Register of Members shall, in the absence of evidence to the contrary, be conclusive that the person is or is not a Member of the Partnership.

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Registered Name

66 The registered name of the Partnership must be clearly shown on the outside of every office or place where the Partnership's business is carried out. The name must also be engraved clearly on the Partnership's seal and printed on all its business letters, notices, adverts, official publications, website and legal and financial documents.

Documentation

67 The Partnership's books of account, registers, securities and other documents must be kept at the registered office or any other place the Board decides is secure.

68 At the last Board Meeting before the annual general meeting, the Secretary must confirm in writing to the Board that Rules 62 to 67 have been followed or, if they have not been followed, the reasons for this. The Secretary's confirmation or report must be recorded in the minutes of the Board Meeting.

ACCOUNTS

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69 The Partnership must keep proper books of accounts to cover its income, expenditure transactions and its assets, liabilities and reserves in line with [Part 7](#) of the Co-operative and Community Benefit Societies Act 2014. It must also set up and maintain a suitable system for controlling its books of accounts, its cash and its receipts and invoices.

Deleted: sections 75 and 76

70 The Board must send the Partnership's accounts and balance sheet to the Partnership's auditor. The auditor must then report to the Partnership on the accounts it has examined. In doing this, the auditor must follow the conditions set out in [Part 7](#) of the Co-operative and Community Benefit Societies Act 2014 and [Part 6](#) of the Housing (Scotland) Act 2010.

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Deleted: paragraphs 69 (1) and (2) of

71 The Partnership must provide The Scottish Housing Regulator and the Financial Conduct Authority with a copy of its accounts and the auditor's report within six months of the end of the period to which they relate.

THE AUDITOR

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72.1 Each year the Partnership must appoint, at a general meeting of the Partnership, a qualified auditor to audit the Partnership's accounts and balance sheet. In this Rule "qualified auditor" means someone who is a qualified auditor under Section 91 of the Co-operative and Community Benefit Societies Act 2014.

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72.2 None of the following can act as auditor to the Partnership:

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72.2.1 a Board Member or employee of the Partnership;

72.2.2 a person who is a partner of, or an employee or employer of a Board Member or employee of the Partnership;

72.2.3 an organisation which is a Member of the Partnership.

73 The Partnership must appoint an auditor within three months of being registered by the Financial Conduct Authority. The Board will appoint the auditor unless there is a meeting of the Partnership within that time. The Board may appoint an auditor to fill in a casual vacancy occurring between general meetings of the Partnership. The Board shall take such steps as it considers necessary to ensure the continuing independence of the Partnership's auditor including the periodic review of the need for audit rotation. The Partnership must send a copy of its accounts and the auditor's report to The Scottish Housing Regulator within six months of the end of the period to which they relate.

74.1 An auditor appointed to act for the Partnership one year will be re-appointed for the following year unless;

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74.1.1 a decision has been made at a general meeting to appoint someone else or specifically not to appoint them again; or

74.1.2 they have given the Partnership notice in writing that they do not want to be re-appointed; or

74.1.3 they are not a qualified auditor or are excluded under Rule 72.2; or

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74.1.4 they are no longer capable of acting as auditor to the Partnership; or

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74.1.5 notice to appoint another auditor has been given.

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74.2 To prevent an auditor being re-appointed or to appoint another person as auditor, not less than 28 days notice must be given to the Partnership that the matter requires to be discussed at the next meeting of the Partnership.

74.3 The Partnership shall give notice to the auditor who is to be asked to step down that the matter will be discussed at the next meeting of the Partnership. If possible the Partnership will also give proper notice of this matter to the Members but if this is not possible, the Partnership can give notice by advertising in the local newspaper at least 14 days before the meeting.

74.4 The retiring auditor may make representations to the Partnership or give notice that he/she intends to make representations at the meeting and the Partnership must tell the Members of any representations made by the auditor under Section 95 of the Co-operative and Community Benefit Societies Act 2014 .

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ANNUAL RETURNS AND BALANCE SHEET

75.1 Every year, within the time allowed by the law, the Secretary shall send to the Financial Conduct Authority the annual return in the form required by the Financial Conduct Authority.

75.2 The Secretary must also send:

75.2.1 a copy of the auditor's report on the Partnership's accounts for the period covered by the return; and

75.2.2 a copy of each balance sheet made during that period and of the auditor's report on that balance sheet.

76 The Partnership must provide a free copy of the latest annual return and auditor's reports to Members or people with a financial interest in the Partnership.

- 77 The Partnership must always keep a copy of the latest balance sheet and auditor's report publicly displayed at its registered office.
- 78 The Partnership must comply with the requests of The Scottish Housing Regulator for annual returns.

SURPLUSES AND DONATIONS

- 79.1 The Partnership must not distribute its surpluses to Members.
- 79.2 The Board shall set and review periodically its policy for the donation of funds to charities. Such donations must further the objects of the Partnership and the Board shall report to the Members on such donations.

INVESTMENTS

- 80 The Partnership's funds may be invested by the Board in such manner as is permitted by its Investment Policy subject always to the requirement that the Partnership will comply with the Regulatory Framework and Regulatory Guidance issued by The Scottish Housing Regulator from time to time.

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INSPECTING THE REGISTER

- 81 Any Member or person having a financial interest in the Partnership can inspect their own account. They may also inspect the second copy of the Register of Members which shall be made available to them for inspection within seven days of the request of a Member or eligible person. The books must be available for inspection at the place they are kept at all reasonable hours. The Board may set conditions for inspecting the books. The Partnership will also maintain a register of the names of those Members who have given consent for this purpose which shall be made available for inspection within seven days of the request of any person.

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DISPUTES

- 82 Every dispute between the Partnership or the Board and:
 - 82.1 a Member; or
 - 82.2 a person aggrieved who has ceased to be a Member within the previous six months; or
 - 82.3 a person claiming under the Rules of the Partnership.

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shall be dealt with in accordance with these Rules and any procedures determined by the Board from time to time but without prejudice to all rights which any person may have to raise an action on the matter in any court with competent jurisdiction, including without prejudice the Sheriff Court in the Sheriffdom in which the Partnership's registered office is located.

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STATUTORY APPLICATIONS TO THE FINANCIAL CONDUCT AUTHORITY

- 83 Any 10 Members of the Partnership who have been Members for at least the 12 previous months can apply to the Financial Conduct Authority to appoint an accountant or actuary to inspect and report on the Partnership's books on payment to the Financial Conduct Authority of the costs required.
- 84.1 One-tenth of Members can apply to the Financial Conduct Authority to:
- 84.1.1 appoint an inspector to examine and report on the affairs of the Partnership;
or
 - 84.1.2 call a special general meeting of the Partnership.
- 84.2 If there are more than 1000 Members in the Partnership, only 100 Members need to apply to the Financial Conduct Authority in terms of Rule 84.1.

COPIES OF RULES

- 85 The Secretary shall, on demand, provide a copy of the Rules of the Partnership free of charge to any Member who has not previously been given a copy and, upon payment of such fee as the Partnership may require, not exceeding the amount specified by law, to any other person.

CLOSING DOWN THE ASSOCIATION

- 86.1 The Partnership may be closed down in either of the following ways:
- 86.1.1 by an order or resolution to wind up the Partnership as set out in the Insolvency Act 1986 and/or Section 105 of the Housing (Scotland) Act 2010;
or
 - 86.1.2 in accordance with Section 119 of the Co-operative and Community Benefit Societies Act 2014 , by an instrument of dissolution to which not less than three-fourths of the Members have given their consent testified by their signatures to the instrument.
- 86.2 The prior approval of the Office of the Scottish Charity Regulator is required before the Partnership can be dissolved. The Partnership must submit its application for approval to the Office of the Scottish Charity Regulator not less than 42 days before the date on which the Partnership intends to dissolve.
- 87 If any property remains after the Partnership has paid its debts, this property will be transferred to such other charitable registered social landlord as determined by The Scottish Housing Regulator.

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CHANGING THE RULES

- 88.1 Any of these Rules can be changed or deleted and new Rules can be introduced if:

- 88.1.1 three-quarters of the votes at a special general meeting are in favour of the change(s); and
 - 88.1.2 The Scottish Housing Regulator has approved the change(s).
- 88.2 Where an amendment of these Rules affects the purposes of the Partnership the prior approval of the Office of the Scottish Charity Regulator is required. The Partnership must submit its application for approval to the Office of the Scottish Charity Regulator not less than 42 days before the date on which the Partnership intends to amend its purposes. Any other amendment of these Rules requires to be notified to them within three months of the change having been made.
- 88.3 The Partnership must apply to the Financial Conduct Authority to register every rule change as set out in treasury regulations. Each Member must receive a copy of the change. No change is valid until it has been registered by the Financial Conduct Authority.
- 88.4 The Partnership can change its name if:
- 88.4.1 three-quarters of the votes at a special general meeting are in favour of the change; and
 - 88.4.2 the Financial Conduct Authority approves the change in writing.
 - 88.4.3 the Office of the Scottish Charity Regulator has given its prior approval. The Partnership must submit its application for approval to the Office of the Scottish Charity Regulator not less than 42 days before the date on which the Partnership intends to change its name.
- 88.5 If the Partnership changes its name in terms of Rule 88.4 it must inform The Scottish Housing Regulator in writing within 14 days.
- 88.6 The Partnership can change its registered office but must:
- 88.6.1 notify The Scottish Housing Regulator and the Financial Conduct Authority of the change in registered office within seven working days of the decision having been made; and
 - 88.6.2 notify the Office of the Scottish Charity Regulator within three months of the change having been made.

INTERPRETING THESE RULES

89.1 In these Rules, the following words and phrases have the meanings given below:

- 89.1.1 "A person claiming through a Member" includes an heir executor assignee or nominee. This heading would be used in connection with disputes about the transfer of a Member's share after his death. It would also cover executors of a former Member.
- 89.1.2 "Appointed Board Member" means a Member who is appointed to the Board pursuant to Rule 40.9;
- 89.1.3 "Barra Tenant Member" means a Tenant Member residing in the geographical area of Barra.
- 89.1.4 "Board" means the Board of Management appointed in line with Rule 38.
- 89.1.5 "Board Meeting" means a meeting of the Board.
- 89.1.6 "Board Member" means a member of the Board.

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- 89.1.7 “Board Member Group” means either (a) the total number of Tenant Board members on the Board at any time, called the Tenant Board Member Group, or (b) the total number of Community Board Members on the Board at any time, called the Community Board Member Group or (c) the total number of Council Board Members on the Board at any time called the Council Group;
- 89.1.8 “Chairperson” means the Chairperson of the Partnership referred to in Rule 59.1.
- 89.1.9 “Close Relative” means someone who is the spouse or civil partner of a person, or (being either of the same or different sex) who cohabits with that person, or is that person’s parent, grandparent, child, stepchild, grandchild, brother or sister.
- 89.1.10 ~~“Community Board Member” means a Board Member elected from the category of Community Members.~~
- 89.1.11 ~~“Community Member” means a Member of the Partnership who is a resident member of the community of the Western Isles and who is not a tenant of the Partnership and shall include any member of an organisation (other than the Council) in terms of Rule 12.~~
- 89.1.12 “Council” means Comhairle Nan Eilean Siar or any statutory successor to that body which is responsible as local authority for the Western Isles administrative area (or, if there is more than one such successor body, the body responsible for the housing function) and “Councillor” is an elected member of the Council.
- 89.1.13 ~~“Council Board Member” means an elected member of the Council who is appointed as a Council Board Member in terms of Rule 40.8.~~
- 89.1.14 “Financial Conduct Authority” means the registering authority for societies registered under the Co-operative and Community Benefit Societies Act 2014 and the Credit Unions Act 1979 set up in terms of the Financial Services Act 2012 or its successor body.
- 89.1.15 “Group” means the Partnership and any organisation which is its parent, its subsidiary or is a subsidiary of its parent.
- 89.1.16 “Harris Tenant Member” means a Tenant Member residing in the geographical area of Harris.
- 89.1.17 “Lewis Tenant Member” means a Tenant Member residing in the geographical area of Lewis.
- 89.1.18 “Meeting” means a general meeting of the Partnership, whether special, general or annual referred to in Rules 20-23.
- 89.1.19 “Member” means a member of the Partnership whose name is entered in the Register of Members.
- 89.1.20 “Membership Category” means any of the categories of membership of the Partnership as set out in Rule 7.2.
- 89.1.21 “Office Bearer” means the Chairperson, Secretary, and such other Officer Bearer appointed under Rule 59.1.
- 89.1.22 “Office of the Scottish Charity Regulator” means the body set up under the Charities and Trustee Investment (Scotland) Act 2005 to regulate charities in Scotland.
- 89.1.23 “organisation” means a legal body which exists separately and distinctly from its members and includes companies, building societies, community benefit societies, local authorities and so on and also for the purposes of these Rules includes unincorporated organisation such as social clubs, branches of political parties or trade unions and other voluntary bodies.
- 89.1.24 “Partnership” means the registered social landlord referred to in Rule 1 whose Rules these are.
- 89.1.25 “property” includes everything which can be passed on by inheritance (including loans, certificates, books and papers).

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Deleted: 89.1.26

Deleted: A reference to law or statute is a reference to that law or statute as re-enacted, amended or replaced.

- 89.1.26 "Register of Members" means the register of members referred to in Rule 64. Deleted: 7
- 89.1.27 "Rules" means the registered Rules of the Partnership. Deleted: 8
- "Secretary" means the Office Bearer appointed by the Board to be the Secretary of the Partnership or anyone authorised by the Board to stand in for the Secretary.
- 89.1.28 "Taxes Acts" means Part 11 of the Corporation Tax Act 2010 as read with Schedule 6 of the Finance Act 2010 and any statute or statutory provision which amends, extends, consolidates or replaces the same. Deleted: 30
- 89.1.29 "Tenant Board Member" means a Board Member elected from any one category of Tenant Members and included within the Tenant Board Member
- 89.1.30 Group. Deleted: 2
- "Tenant Board Membership Categories" means the three categories of Tenant Board Membership representing the geographical areas of (a) Lewis, (b) Harris, and (c) the Uists and Barra respectively and Tenant Board
- 89.1.31 Membership Category shall be any one of these. Deleted: 3
- 89.1.32 "Tenant Member" means any person who is from time to time a tenant under a lease entered into with the Partnership and is a Member. Deleted: 4
- "Tenant Membership Categories" means the four categories of tenant membership representing the geographical areas of (a) Lewis, (b) Harris, (c) the Uists and (d) Barra respectively and as referred to in Rule 7.2 and Tenant
- 89.1.33 Membership Category shall be any one of these. Deleted: 5
- 89.1.34 "The Scottish Housing Regulator" means The Scottish Housing Regulator as established pursuant to Section 1 of the Housing (Scotland) Act 2010. Deleted: 6
- "The Western Isles" means that local government administrative area for which the Council have responsibility. Deleted: ;
- 89.1.35 "Uist Tenant Member" means a Tenant Member residing in the geographical areas of the Uists. Deleted: 7
- 89.1.36 "Vice-Chairperson" means the vice-chairperson appointed in terms of the Partnership's standing orders.
- 89.1.37 Words in the singular also include the plural. Words in the plural also include the singular. Deleted: 8
- 89.1.38 A reference to law or statute is a reference to that law or statute as re-enacted, amended or replaced.

89.2 In the event of Sterling joining the Euro any sums of money referred to in Sterling in these Rules shall be redenominated into Euros at the rate of exchange applying for such redenomination as at the date of joining the Euro.

APPENDIX 1

PROXY FORM

You must use the wording shown below to appoint a representative to vote at a meeting for you. Please see Rule 27.1 for more details.

I (insert name) am a member of (insert name) _____ Limited.

My address is: (please insert).

I hereby appoint (insert name) who lives at (insert address) to be my representative and vote for me at the Partnership's meeting on (insert date) and any other dates that meeting continue on.

Your name _____

Your signature _____

Date _____

APPENDIX 2

CANCELLATION OF PROXY

You must use the wording shown below to reverse your application to send a representative to vote at a meeting for you. Please see Rule 27.4 for more details.

I (insert name) am a member of (insert name) _____ Limited.

My address is: (please insert).

I hereby revoke the appointment of (insert name) as my representative to vote for me at the Partnership's meeting on (insert date) made by me on the (insert date).

I no longer authorise the person referred to above to represent me at the meeting referred to above.

Your name _____

Your signature _____

SIGNATURE OF BOARD MEMBERS

Date _____

1. _____

2. _____

3. _____

4. _____ Members

5. _____

6. _____

7. _____

_____ Secretary

CO-OPERATIVE AND COMMUNITY BENEFIT SOCIETIES ACT 2014

Registration Number _____ R

_____ Limited has today been registered
under
_____ the Co-operative and Community Benefit Societies Act 2014.

Date _____

APPENDIX 3

Amendments to Draft Approved by the Board on 28 June 2017.

Actual changes to current Rules are highlighted in yellow.

Rule	HM Comment
7.2.3	Membership category for the Council reinstated on the basis that the category of Council Board Member will remain.
37.2	Amended to include Tenant Board Members at rule 37.2.1.
37.2.2	Amended to reduce Council Board Members to three.
37.2.3	Amended to increase Community Board Members to five.
37.2	Amended to refer to a maximum of 15 persons to correspond with this rule.
37.5	Previous amendments to this rule rejected, which now reflects the model rule.
37.6	Reinstated to reflect the reinstatement of the Council Board Member category.
39.4	Amended to refer to elected Board Members.
40.2	Reinstated regarding candidates.
40.3, 40.5, and 40.6	Reinstated regarding specific voting rights for Board Member categories.
40.5 and 40.6	Reinstated regarding Council Board Members and the Appointed Board Member.
43.2	Reference in this rule has been amended.
44.5	Reinstated as it is within HHP's current rules, to avoid the prospect of having too many elected members of the Council acting outside their constituencies.
59.5	Final sentence of this rule reinstated to reflect HHP's current rules regarding which Board Member categories can be appointed as the Chairperson.
89.1.2	Reinstated
89.1.13	Reinstated

Rule	HM Comment
89.1.18	Reinstated
89.1.36	Reinstated

APPENDIX 4-TIMETABLE & ACTION PLAN

Item	Description	Responsible	Timescale
1	Approve changes to Rules	Board	6 September 2017
2	Rules updated	Legal Advisor	6 September 2017
3	Tenant & Comhairle Consultation	Corporate Governance Manager	8 September 2017 – 6 October 2017
4	Consultation with Funder	Director of Finance & Corporate Services	September 2017
5	Scottish Housing Regulator (In Principle) consent	Legal Advisor	16 September 2017
6	Arrange for Special General Meeting of Members to approve rule change	Corporate Governance Manager / Membership	November 2017
7	Rules approved by SHR	Corporate Governance Manager/Legal Advisor	December 2017
8	Rules approved by FCA	Legal Advisor	December 2017/ January 2018
9	Update Standing Orders	Corporate Governance Manager	December 2017/ January 2018
10	OSCR Notification	Corporate Governance Manager	January 2018

GOVERNANCE REPORT

Board 6 September 2017

Report by Chief Executive

Purpose of Report

- 1.1 The purpose of this report is to present information to the Board in respect of:
- Rule compliance;
 - AGM charitable donations; and
 - a draft timetable for 2018.

Summary

- 2.1 The Rules require the Company Secretary to confirm in writing at the last Board Meeting before the Annual General Meeting, that Rules 62 to 67 have been complied with. Details of each Rule is at Appendix 1.
- 2.2 At the Board Meeting of 28 June 2017 it was agreed that a recommendation would be made to the AGM that £5,000 of the surplus at 31 March 2017 would be donated between 5 local charities during 2017/18. The charities would be drawn from a rolling list agreed in June 2016. The list is at Appendix 2. One new charity has been added to the list in 2016/17.
- 2.3 A draft timetable for 2017 is at Appendix 3.

Competence

- 3.1 Legal and financial constraints to the recommendation in this report being implemented are at 5.1 – 6.1

Recommendations

- 4.1 It is recommended that the Board:
- a) note that the Partnership has complied with Rules 62 to 67 for the year 2016/17;**
 - b) approve the 5 charities at Appendix 2 be proposed at the AGM on 7 September 2017 to each receive £1,000; and**
 - c) approve the Draft 2018 Timetable at Appendix 3.**

APPENDIX 1 Compliance with Rules 62 – 67
APPENDIX 2 Rolling List for Charitable Donations
APPENDIX 3 Draft Timetable 2018

Background Papers: HHP Rules

Writer of Report: Angela C Smith

Tel: 0300 123 0773

Competence

Financial

- 5.1 There will be a financial cost to the Partnership should the recommendation to approve the charitable donations be approved. This will come from HHP's 2016/17 surplus.

Legal

- 6.1 This report will ensure that the Board complies with the requirements of the Rules with regard to minutes and books of account as set out in Rule 68.
- 6.2 In respect of charitable donations made, all details of donations and recipients will be properly recorded in the appropriate register.
- 6.3 Donations will only be made to registered charities, and only in the financial years HHP makes a surplus.

Regulatory Guidance

- 7.1 The relevant Regulatory Standards are:

Standard 1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and service users

- 1.3 Decision-making complies with the RSL's constitution (which adheres to Regulatory Standards and constitutional requirements) and its legal obligations.

Standard 3 The RSL manages its resources to ensure its financial well-being and economic effectiveness.

- 3.1 The RSL has effective financial and treasury management controls and procedures, to achieve the right balance between costs and outcomes. The RSL ensures security of assets, the proper use of public and private funds, and access to sufficient liquidity at all times.

Risk

- 8.1 There is no risk to HHP if the recommendations in this report are implemented.

Report Details

Compliance

- 9.1 Assurance is hereby given to the Board that the requirements of the Rules in respect of minutes and books of account as set out in Rule 68 have been complied with.

Charitable Donations

- 10.1 It was agreed at the Board Meeting on 28 June 2017 that £5,000 of the surplus at 31 March 2017 would be recommended to the AGM to be distributed between 5 local charities. Appendix 2 details the charities proposed for 2017.

- 10.2 A rotational system is in place to ensure monies are distributed fairly and no single charity benefits too frequently.
- 10.3 One new charity was added to the list since the last AGM. It has not received monies in the past so it has been added to the top of the list to receive a donation this year.

Draft Timetable 2018

- 11.1 The draft 2018 Meeting Schedule has been compiled and takes account of Board Meetings, various deadlines, and other key dates in the Partnership's calendar, and is presented to the Board for consideration and approval.
- 11.2 The timetable is at Appendix 3.

Rule 62 Minutes

Minutes of every general meeting, Board Meeting and sub-committee meeting must be kept. Those minutes must be presented at the next appropriate meeting and if accepted as a true record, signed by the Chairperson of the meeting at which they are presented. All minutes signed by the Chairperson of the meeting shall be conclusive evidence that the minutes are a true record of the proceedings at the relevant meeting.

Rule 63 Seal

The Partnership shall execute deeds and documents in accordance with the provisions of the Requirements of Writing (Scotland) Act 1995 and record the execution in the register. The use of a common seal is not required. The Partnership may have a seal which the Secretary must keep in a secure place unless the Board decides that someone else should look after it. The seal must only be used if the Board decides this. When the seal is used, the deed or document must be signed by the Secretary or a Member of the Board or another person duly authorised to subscribe the deed or document on the Partnership's behalf and recorded in the register.

Rule 64 Registers

The Partnership must keep at its registered office a Register containing:

64.1	the names and addresses of the Members and where provided for the purposes of electronic communication, fax numbers and e-mail addresses;
64.2	a statement of the share held by each Member and the amount each Member paid for it;
64.3	the date each person was entered in the Register as a Member and the date at which any person ceased to be a Member of the Partnership;
64.4	a statement of other property in the Partnership, whether in loans or loan stock held by each Member; and
64.5	the names and addresses of the Office Bearers of the Partnership, their positions and the dates they took and left office.

Rule 65.1 Registered Office

The Partnership must also keep at its registered office

65.1.1	a second copy of the Register showing the same details as above but not the statements of shares and property. This second register must be used to confirm the information recorded in the main Register.
65.1.2	a register of loans and to whom they are made.
65.1.3	a register showing details of all loans and charges on the Partnership's land.

Rule 66 Registered Name

The registered name of the Partnership must be clearly shown on the outside of every office or place where the Partnership's business is carried out. The name must also be engraved clearly on the Partnership's seal and printed on all its business letters, notices, adverts, official publications, website and legal and financial documents.

Rule 67 Documentation

The Partnership's books of account, registers, securities and other documents must be kept at the registered office or any other place the Board decides is secure.



HHP CHARITABLE DONATIONS

NOMINATIONS IN 2017

CHARITY	CHARITY NUMBER
MacMillan Nurses	SCO39907
Young Musicians Hebrides	SCO26059
Stornoway Phab Club	SCO25468
Western Isles Carers Support Network	SCO30468
<i>Western Isles Community Care Forum</i>	<i>SCO23918</i>

* Added to the list in 2016/17 following nomination by the charity



ROLLING LIST FOR HHP CHARITABLE DONATIONS

CHARITY	CHARITY NUMBER	ADDED TO CHARITIES LIST	LAST RECEIVED	AMOUNT	POTENTIALLY ELIGIBLE TO RECEIVE NEXT*
Western Isles Community Care Forum	SCO23918	August 2017	-		2017
MacMillan Nurses	SCO39907	August 2011	2011	£250	2017
Young Musicians Hebrides	SCO26059	August 2011	2011	£250	2017
Stornoway Phab Club	SCO25468	August 2012	2012	£500	2017
Western Isles Carers Support Network	SCO30468	August 2012	2012	£500	2017
Caraidean Uibhist	SCO34083	August 2013	2013	£500	2018
Cobhair Bharraigh	SCO32278	August 2013	2013	£500	2018
Eilean Siar Foodbank	SCO35127	August 2013	2013	£500	2018
Western Isles Kidney Patients' Association	SCO31520	August 2013	2013	£500	2018
Tagsa Uibhist	SCO29417	August 2014	2014	£750	2018
CRY (Andrew MacLeod Memorial Fund)	1050845	August 2014	2014	£750	2019
Crossroads Lewis & Harris	SCO17522 SCO03872	August 2012	2015	£500 EACH	2019
The Leanne Fund	SCO41268	September 2015	2015	£1,000	2019
The Salvation Army	SCO09359	September 2014	2015	£1,000	2019
RNLI	SCO37736	September 2012	2015	£1,000	2019
Befriending Lewis	SCO15053	July 2016	2016	£1,000	2020
Marie Curie Nursing Assistants	SCO38731	August 2016	2016	£1,000	2020
Gàradh a' Bhagh	SCO41742	August 2016	2016	£1,000	2020

CHARITY	CHARITY NUMBER	ADDED TO CHARITIES LIST	LAST RECEIVED	AMOUNT	POTENTIALLY ELIGIBLE TO RECEIVE NEXT*
a' Tuath					
Bethesda Hospice	SCO15783	August 2011	2016	£1,000	2020
Action for Children	SCO38092	August 2011	2016	£1,000	2020

*depending on new charities added to the list in the year



	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	
Mon	1 Public Holiday									1			Mon
Tue	2 Public Holiday				1					2			Tue
Wed	3				2			1		3			Wed
Thu	4 Sch Open	1	1		3			2		4	1		Thu
Fri	5	2 Agenda Deadline	2		4 Public Holiday Sch clo	1 SFHA 2017		3 •Public Holiday		5 Agenda Deadline	2		Fri
Sat	6	3	3		5	2 SFHA 2017		4	1	6	3 TPAS 2017	1	Sat
Sun	7	4	4	1	6	3	1	5	2	7	4 TPAS 2017	2	Sun
Mon	8	5 Board Deadline	5 Reports Deadline	2 Public Holiday	7 Public Holiday Sch Op	4	2	6 Public Holiday	3	8	5 Report Deadline	3	Mon
Tue	9	6	6	3	8 Report Deadline	5	3	13 Board Notice	4	9	6	4	Tue
Wed	10	7 Sch Closed	7	4	9	6	4	8	5	10	7	5	Wed
Thu	11	8 Sch Closed	8	5	10	7	5	9	6	11	8	6	Thu
Fri	12	9 Sch Closed	9	6 Agenda Deadline	11 •Agenda Deadline	8 •	6 •	10	7	12 Public Holiday	9	7	Fri
Sat	13	10	10	7	12	9	7	11	8	13	10 SFHA Fin 2017	8	Sat
Sun	14	11	11	8	13	10	8	12	9	14	11 SFHA Fin 2017	9	Sun
Mon	15 Board Notice	12 Sch Closed	12 Board Deadline	9	14 Board Deadline	11 Report Deadline	9	13 Report Deadline	10	15 Public Holiday	12 Board Deadline	10	Mon
Tue	16	13	13	10	15	12	10	14	11	16	13	11	Tue
Wed	17	14 Board	14	11	16	13	11	15	12	17	14	12	Wed
Thu	18	15 Debrief	15	12	17	14	12	16	13	18	15	13	Thu
Fri	19 •	16 •	16 •	13 •	18	15	13 Agenda Deadline	17	14	19	16	14	Fri
Sat	20	17	17	14	19	16	14	18	15	20	17	15	Sat
Sun	21	18	18	15	20	17	15	19	16	21	18	16	Sun
Mon	22	19	19	16 Sch Open	21	18 Board Deadline	16	27 Board Deadline	17	22 Board Notice	19	17	Mon
Tue	23	20	20	17	22	19	17	21	18	23	20	18	Tue
Wed	24	21	21 Board	18	23 Board	20	18 AGM Nomination	22	19	24	21 Board	19	Wed
Thu	25	22	22 Debrief	19	24 Debrief	21	19	23	20	25	22 Debrief	20	Thu
Fri	26	23	23	20	25	22	20	24	21	26 •	23 •	21 •	Fri
Sat	27	24	24	21	26	23	21	25	22	27 EVH 2017	24	22	Sat
Sun	28	25	25	22	27	24	22	26	23	28 EVH 2017	25	23	Sun
Mon	22 Reports Deadline	26 Board Notice	26	23 Board Notice	28 Board Notice	25 AGM Notification	23	27	24	29 EVH 2017	26	24 Office Closed	Mon
Tue	30	27 CIH Scot	27	24	29	26 Audit & Risk	24	28	25	30	27	25 Public Holiday	Tue
Wed	31	28 CIH Scot	28	25	30	27 Board	25	29 Board	26	31	28	26 Public Holiday	Wed
Thu			29	26	31	28 Debrief Sch Close	26	30 AGM	27		29	27 Office Closed	Thu
Fri			30 Public Holiday Sch C	27		29	27	31 •Debrief	28 •		30	28 Office Closed	Fri
Sat			31	28		30	28		29			29	Sat
Sun				29			29		30			30	Sun
Mon				30			30					31 Office Closed	Mon
Tue							31						Tue

26 - 28 June CIH 2018

5 YEAR DEVELOPMENT PLAN

Board 6 September 2017

Report by Chief Executive

Purpose of Report

- 1.1 To present to the Board the revised five year Development Plan for 2018/19 to 2020/21.

Summary

- 2.1 Our five year Development Plan has been updated to take account of the change in Resource Planning Assumptions announced by the Scottish Government on 13 June 2017 and is at Appendix 1.
- 2.2 Guidance for the preparation of the Comhairle's Strategic Housing Investment Programme (SHIP) has been issued by the Scottish Government and recommends that a minimum slippage factor of 25% be applied on an annual basis to the Affordable Housing Strategic Programme (AHSP). A slippage factor of 21% has currently been built into our plan for the next 2 years and work is ongoing to bring it closer to the recommended 25%.
- 2.3 The Comhairle are required to submit their SHIP by 27 October 2017. Further changes to the five year Development Plan may be required and will be brought to the Board in November 2017.

Competence

- 3.1 The financial, legal and other constraints are detailed at paragraphs 5.1 to 7.2.

Recommendations

- 4.1 **It is recommended that the Board approve the five year Development Plan for 2017/18 to 2021/22 at Appendix 1.**

APPENDIX1: Five Year Development Plan for 2017/18 – 2021/22

Background Papers: None

Writer of Report: Dena Macleod

Tel: 0300 123 0773

Competence

Financial

- 5.1 Provision has been made in the approved Business Plan for £9.688m of private finance to deliver the Development Programme. The announcement by the Scottish Government of the additional funds available for affordable housing will result in the level of private finance required being increased in the region of £3m.
- 5.2 Approval of our Funder will be required for any increase to the Development Programme in the Business Plan.

Regulatory Guidance

- 6.1 The relevant Regulatory Standards are:

Standard 1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users

- 1.1 The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's strategic and financial plans to achieve its purpose and intended outcomes for its tenants and other service users.
-

Standard 3 The RSL manages its resources to ensure its financial well-being and economic effectiveness

- 3.3 The RSL has a robust business planning and control framework and effective systems to monitor and accurately report delivery of its plans. Risks to the delivery of financial plans are identified and managed effectively. The RSL considers sufficiently the financial implications of risks to the delivery of plans.
-

Standard 4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose

- 4.1 The governing body ensures it receives good quality information and advice from staff and, where necessary, expert independent advisers, that is timely and appropriate to its strategic role and decisions. The governing body is able to evidence any of its decisions.
-

Risk

- 7.1 Development is inherently risky due to the level of funds involved and there are negative financial consequences to building the wrong type of properties in the wrong location. It is even more so at a time when there is general economic uncertainty, forecasts on population decline and weakening demand. Risk will be mitigated by carrying out feasibility work to ascertain the suitability and capacity of potential sites for development and working with the Community Planning Partnership to support the work they are undertaking to ensure the forecasts on population decline do not become a reality. The greater risk could be doing nothing.
- 7.2 Development has a lengthy lead-in time and significant work is required to ensure that the 2018/19 programme can be delivered on target. In particular the strategic direction needs to be set which will then inform site acquisition work particularly in rural areas. Site acquisition can be a difficult and lengthy process and at present no land bank exists in rural areas. This should be based on strategic priorities.



hebridean housing
partnership



► Five Year Development Plan
2017/18 to 2021/22
2017/18 Review

Version ► 4

Review Date: ► July 2017

Approved by HHP Board: Next meeting

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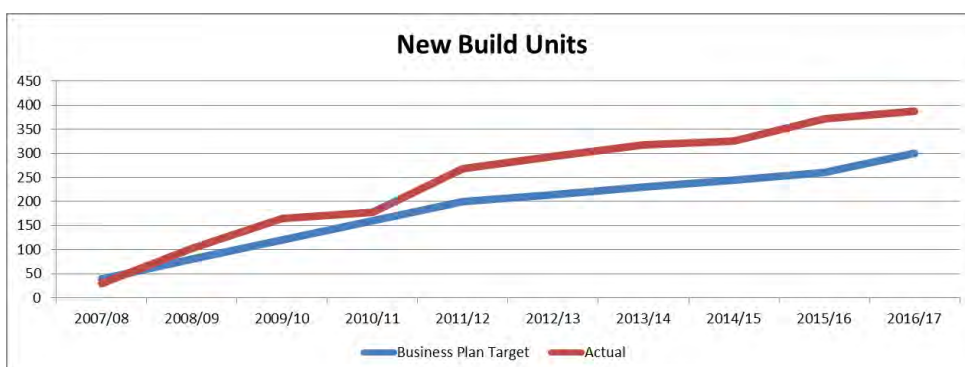
FIVE YEAR DEVELOPMENT PLAN

INTRODUCTION

- 1.1 The Board prepares a development plan covering a five year period which corresponds with the time frame used by the Comhairle for the Strategic Housing Investment Plan (SHIP). The Development Plan provides a framework for the Partnership's development activities over a five year period and reflects the requirements of the draft Local Housing Strategy (LHS) 2017 to 2022 for affordable rented houses.
- 1.2 The Partnership's strategic objectives are:
- i. *Placing tenants at the centre of everything we do, and engaging the wider community;*
 - ii. *Investing in a sustainable way in tenant's homes;*
 - iii. *Delivering continuous improvement over time;*
 - iv. *Providing efficient, effective housing services of the highest quality whilst keeping rents affordable;*
 - v. *Being a good employer that attracts and retains high quality staff;*
 - vi. *Delivering value for money; and*
 - vii. *Making the biggest impact on the economic wellbeing of communities throughout the Outer Hebrides that resources allow.*

The Development plan will contribute to the Partnership's ability to achieve its objectives particularly (vii) as a solid development programme will make a significant contribution to the local economy.

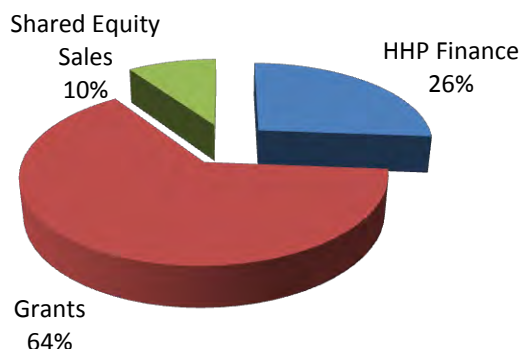
- 1.3 The plan was approved by the Board in March 2017 and now requires to be updated to take account of the Scottish Government's announcement of Resource Planning Assumptions (RPA) for 2018/19 to 2021/22.
- 1.4 To date the number of new build news delivered has exceeded the target set in the original Business Plan as shown in the table below. It has proved challenging over the past couple of years to deliver the target units due to a combination of conveyancing, utility, legal and planning issues which have caused slippage on our largest development at Mackenzie Avenue.



- 1.5 The Scottish Government have committed to building 50,000 homes over the next 5 years of which 35,000 are to be for affordable rent. This substantial increase in funding is unlikely to be repeated in the future and we are working with the Comhairle to enable them to be in the best position to utilise the funds allocated by the Scottish Government. The Scottish Government have made it clear the funds will be directed to where there is a clear demonstrable demand for new units. The plan demonstrates how the Partnership can contribute to the delivery of the Government's target.
- 1.6 The Comhairle released a press statement at the end of October 2016 stating "that the projected population decline in the Western Isles is 'more severe' than previously thought with a 13% decline forecast over the next 20 years". To avoid planning for decline, action is required now by all partners. Development is seen as being vital to stimulating the local economy. HHP has a significant role to play and must balance security and affordability for current customers with the flexibility required to enable new developments to support the local economy.
- 1.7 The Integrated Joint Board are currently reviewing the re-provisioning of the care homes in Stornoway and master planning is underway on the site at Goathill Farm (purchased in 2014) to determine the suitability of the site for a care home and extra care housing. The changing demographics and the continued pressure on the services for the elderly bring urgency to finding a solution. The land at Goathill Farm presents a great opportunity for a good and innovative solution to be found that delivers on care provision and also on additional homes which are more suitable for those needing extra support as they grow older.
- 1.8 There are a number of Community Land Trusts operating in the Outer Hebrides the majority of which have indicated they would like to see affordable housing developed in their areas. The success of working in Partnership with the Trusts can be seen in the development at Horgabost which was completed in September 2016. HHP are committed to working with the Trusts to deliver the Comhairle's requirements for affordable homes in the Outer Hebrides.
- 1.9 The Stornoway Port Authority and the Stornoway Regeneration Group have unveiled exciting and ambitious plans for stimulating growth in the town centre which will reap benefits for the wider communities in the islands.
- 1.10 Integrated Strategic plans between the partners are vital to provide a coherent strategy for addressing issues and co-ordinating activity. We have made submissions to the Comhairle on the forthcoming Local Housing Strategy and set out our views on the issues which we would wish the LHS to set clear priorities and direction.

SUMMARY

- 2.1 The plan provides for the delivery of 344 units at a cost of £54.4m funded by Government grants, Shared Equity Sales and HHP finance. The grant funding in the plan is higher than the RPA to allow for slippage.



- 2.2 Included within the 344 units are 80 for extra care housing and 75 for shared equity.
- 2.3 The plan will require an additional 50 units to be added to the Partnership's long term financial plans.
- 2.4 HHP's ability to deliver the SHIP is dependent on a number of factors
- Finance
 - Demand for new homes both rented and for shared equity purchase
 - Availability of land
- 2.5 The plan is flexible to allow for HHP to respond to a variety of external pressures, including the requirement to meet obligations to meet new standards for current housing stock and the ability to participate in projects which are contributing to the wider strategic role, sustainability of the communities etc.
- 2.6 To make the best use of the resources currently available and also to ensure the necessary finance is in place, decisions are required by September 2017 from our Partners (the Comhairle and the Integrated Joint Board) on the housing requirement for extra care housing.
- 2.7 A new post of Development Manager has been established to provide additional resource for delivering the development programme.
- 2.8 The Partnership will explore along with community land trusts all options for delivering affordable homes within their locality.
- 2.9 We are also in discussion with local contractors regarding their role and the potential for them to bring forward proposals for new developments.
- 2.10 The provision of supported accommodation to assist the delivery of the objectives in the Strategic Health Plan in relation to Alcohol & Drug Addiction and Mental health will be examined along with the relevant agencies.
- 2.11 The Development Plan is more than a summary of project names and the number of units. Clarity on who we are building for, and where we are building is critical for enabling priorities to be agreed. The establishment of a clear strategic direction and priorities within the LHS is essential to addressing these issues. We will also examine a re-provisioning programme for areas

where we have long term empty properties and no demand in the foreseeable future.

DETAIL

- 3.1 The Partnership's current long term forecasts of 298 new build is up to and including the year 2021/22. The new RPA's issued by the Scottish Government show the potential for an additional 50 units to be funded.

Year	RPA £m	Previous RPA £m
2017/18	£5.771	£3.839
2018/19	£7.533	£2.879
2019/20	£8.522	£1.920
2021/22	£9.092	
Total	£30.918	£8.638

- 3.2 Slippage has been an issue in the past couple of years due to a number of factors and the following steps have been taken to reduce the impact of slippage:

- a) The plan has more units shown than there is currently funding for;
- b) Provision has been made for land banking for 3 years from 2017/18 to 2019/20;
- c) the post of Development Manager's post has been established and advertised;
- d) a review is being undertaken of the overall process to improve the administration and timescales;
- e) Feasibility work has been tendered for a 3 year period
- f) long term plans have been updated and discussions are underway with our Funder to create a level of flexibility on the timing of developments to have a more responsive plan.

- 3.3 An analysis of our current waiting list is underway and this will inform any requirement for re-provisioning of housing stock to deliver the Comhairle's overall housing strategy.

WHAT IS DRIVING THE CHANGE?

- 4.1 The SHIP 2017/18 to 2021/22 reflects the number of affordable homes for rent in the draft LHS (due to be finalised in June 2017). The number of units required is based on a Scottish Government needs assessment tool and may be subject to change following the consultation period on the LHS. There is a weakness in the tool in that it doesn't address how to account for a falling population. The SHIP also takes account of the Comhairle's Care Home re-provisioning initiative which accounts for 80 of the new units in the plan.

- 4.2 HHP's assessment of the number of new units required over the next five years is around 150 units, this is based on the decrease in current waiting lists and forecasts for demographic change over the next 20 years. However, there is work underway by the Community Planning Partnership to put measures in place to address the decline of the population and hopefully change the demographic and therefore a number of options for development have been examined:
- 1) Number of units as per SHIP
 - 2) Number of units as per SHIP with a higher level of grant on the units for extra care housing
 - 3) Number of units based on HHP's waiting list
 - 4) Shared Equity developments being front funded by Comhairle
- 4.3 The assumptions are detailed in Para 5.1 to 5.10.

ASSUMPTIONS

- 5.1 The key planning assumptions used in the Development Plan are unit costs, grant contribution, timing and location of projects.

Unit Costs

- 5.2 Unit costs are estimated based on costs for current project and reflect the higher costs for development in the rural areas. The costs are updated each year for RPI
- 5.3 The unit costs include all costs e.g. land, construction, consultants fees, planning.

Grant contribution

- 5.4 The Partnership will fund 35% of the project up to a maximum of £52,690 a unit (increased by RPI each year). The remainder of the project will be funded by Grant. The Comhairle and Scottish Government will determine the proportion of the grant to be funded by Government and the remainder will come from Comhairle Grant. It should be noted there is no certainty around the level of grant which the Comhairle will be in a position to contribute due to the cost pressures and savings local authorities are required to deliver over the coming years.
- 5.5 The only exception to the contribution level of the Partnership will be when the Board, having examined the project in detail, are of the view that the project is necessary and that there is no detrimental impact on the long term financial health of the Partnership.
- 5.6 The funding for Shared Equity properties comes from Government Grant, sale proceeds from buyers and in rare instances a top up grant from the Comhairle. The Partnership do not put any funding towards Shared Equity developments other than to front fund the work until the houses have been sold.
- 5.7 The estimates for the sales proceeds on Shared Equity developments are based on current valuations prepared by external valuers.

Timing and location of Projects

- 5.8 Timing of projects is dependent on acquiring land, capacity of construction industry, obtaining planning permission and waiting list in various areas. It is expected that the SHIP will be more specific in identifying sites which the Comhairle wish to see progressed.
- 5.9 The location of all developments are agreed with the Comhairle before they are included in the Development plan.
- 5.10 Once a project is on site it will take around 10 months to complete a 12 unit development this is dependent on there being no issues with the provision of utility services.

OPTION APPRAISAL

- 6.1 Our long term financial plans are extremely sensitive to changes in rent increases and voids so each new development will be assessed to ensure the units will be viable in the long term (30 years) and produce a positive value to the business. Sustainability of demand and rent affordability will be taken into account. The risks of building additional units which may not be required in the future and end up as long term voids will also be examined.

PREPARING FOR THE FUTURE

Land

- 7.1 Land is vital to being able to deliver the Development Plan and it is essential land is purchased well ahead of when the development is required. We currently own two sites and these are at Appendix 4.
- 7.2 HHP will actively look for land which can be acquired for development and which will be informed by the local Development Plan. This will be a key priority for the new Development Manager. It is very important that the LHS sets out priorities which inform discussions on where land should be acquired and development pursued.
- 7.3 Provision has been made in 2017/18 through to 2019/20 to land bank for future years and the assumption is this will be 100% funded by Government Grant.

Feasibility Studies

- 7.4 We will make £20,000 a year available for the next five years to carry out strategic feasibility studies in partnership with the Comhairle. If a project goes ahead the feasibility costs will be included in the overall cost of the development. The 2017/18 budget has been uplifted by £20k to £40k to assist in securing a sold development pipeline.

Infrastructure & Master planning

- 7.5 The Scottish Government have recognised the critical nature of infrastructure to developments and they have made a fund available for Registered Social Landlords (RSL's) to support infrastructure works. A bid has been submitted to the fund for Goathill Farm for master planning and infrastructure.

Review of Delivery

- 7.6 A review of the development process is being undertaken during 2017 to identify areas where efficiencies and improvements/innovations can be delivered in the following areas:
- Construction methods
 - Design
 - Administration
 - Funding
 - Staffing
- 7.7 To deliver the enhanced programme will require additional staffing resources and planning and preparation time to be invested at the start of the process to ensure the plan is resilient.

APPENDICES

Appendix		
1	Proposed Development Plan	
2	Current Projects	
3	Proposed Projects	
4	Land bank	

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
<i>HHP or Partnership</i>	Hebridean Housing Partnership
<i>Board</i>	Means the Board of the Hebridean Housing Partnership
<i>Board Members</i>	All Members of the Board including co-opted Members
<i>RPA</i>	Resources Planning Assumptions
<i>SHIP</i>	Strategic Housing Investment Plan
<i>LHS</i>	Local Housing Strategy
All references to the masculine gender in this plan shall read as equally applicable to the feminine gender	



HHP is a registered society under the Co-operative and Community Benefit Societies Act 2014, Registered Number: 2644R(S). Registered Office: Creed Court, Gleann Seileach Business Park, Willowglen Road, STORNOWAY, Isle of Lewis HS1 2QP. It is a charity registered in Scotland, Charity Number: SC035767, registered as Registered Social Landlord with the Scottish Housing Regulator, Registration Number: 359 and registered as a Property Factor, Registration Number PF000183

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

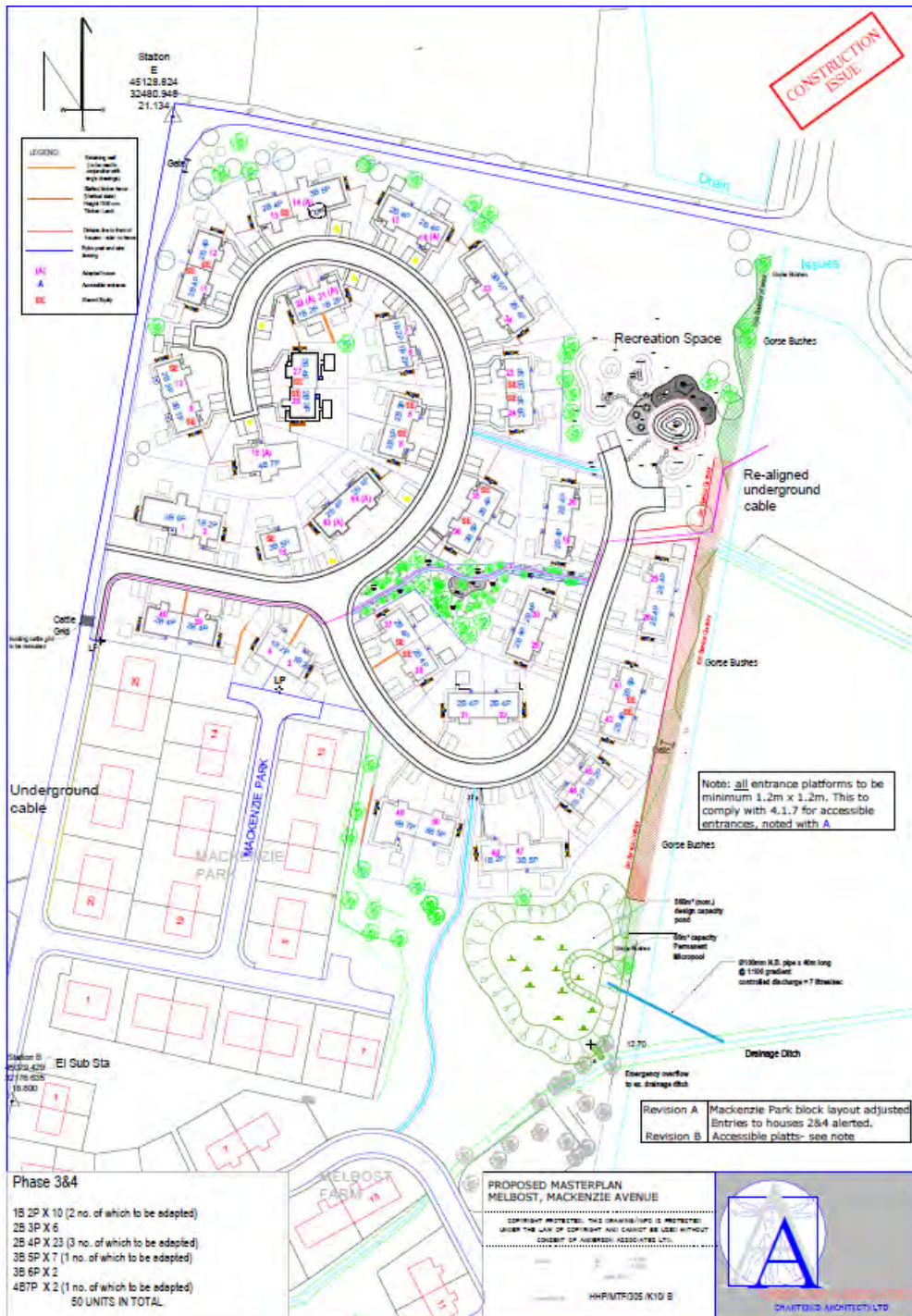
Phone: 0300 123 0773

APPENDIX 2- Current Projects

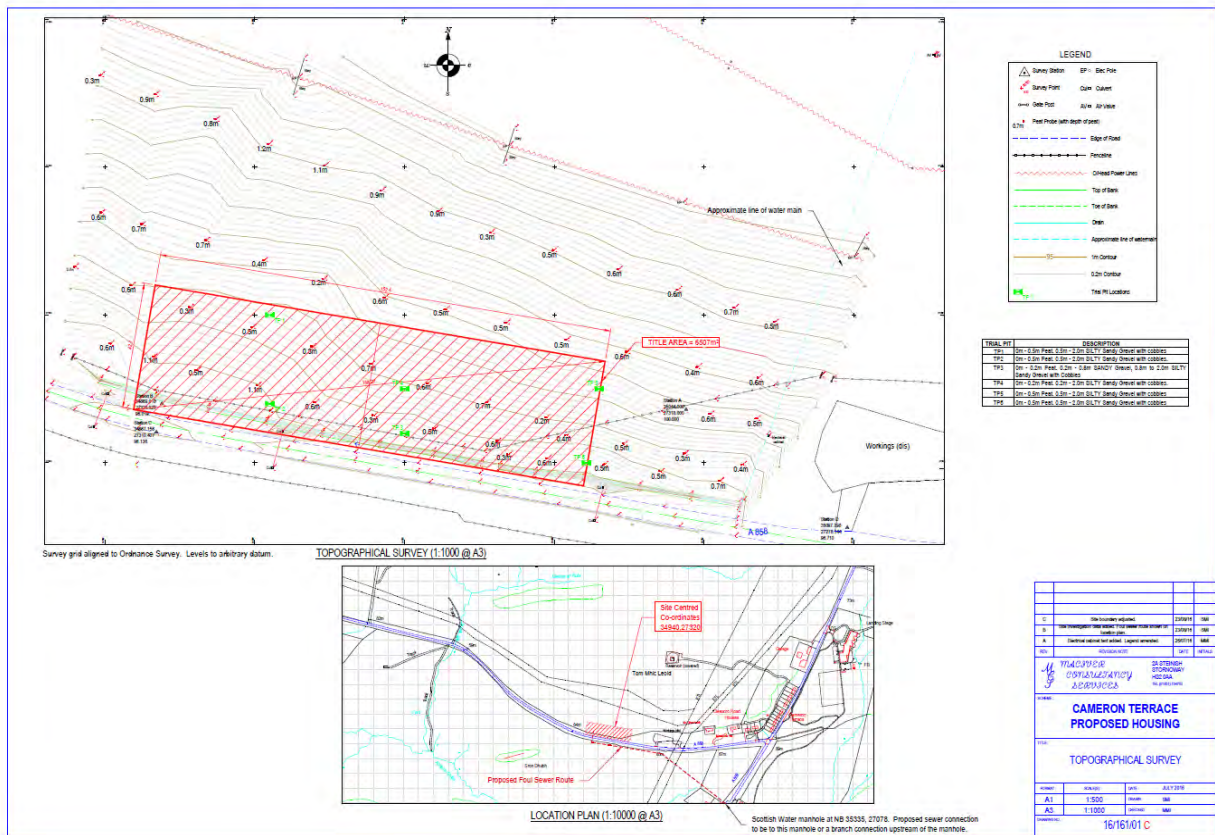
2017/18 Mackenzie Avenue

This development is the final stage of the Melbost Farm land and includes Melbost 3 Stage 3 and Melbost 4. There will be a total of 50 new homes with a mix of tenure, Rent (32) and Shared Equity (18). The mix of tenure will be reviewed depending on the demand for Shared Equity. The Masterplan for the site is below.

Site start late March 2017 estimated completion Sept 2019.



2017/18 Cleascro Road



Barra-Corran Ciosmul



APPENDIX 3-Potential Projects

Harris- Tarbert Central

APPENDIX 4-Land Bank

Owned

Goathill Farm

Garrynamonie

Potential-to be investigated

Scott Road (Currently in Comhairle ownership)

Balivanich (Currently in Comhairle ownership)

Lochmaddy Police House

2017/18 DEVELOPMENT UPDATE

Board 6 September 2017

Report by Director of Operations

Purpose of Report

- 1.1 To advise the Board of progress with the development Programme 2017/18.

Summary

- 2.1 Mackenzie Avenue is on site and continuing to progress well. All statutory consents are now in place.
- 2.2 A planning application was submitted for Tarbert Police Station and this was due to be considered on 31 August 2017.
- 2.3 The planning application for Tarbert Central was refused. A copy of the decision notification is at Appendix 1. The Board are requested to consider whether they wish to appeal this decision.
- 2.4 Corran Ciosmul has been issued for tender with returns due on 8 September 2017.
- 2.5 Appendix 2 provides a summary of spend for the 2017/18 programme and details of the spend to date on individual projects can be found in the private papers.
- 2.6 The Development Workgroup met on 15 August 2017 to discuss progress on the programme and associated issues. A note of the meeting is at Appendix 3.

Competence

- 3.1 The financial, legal and other constraints are detailed at paragraphs 5 and 6.

Recommendations

- 4.1 It is recommended that Board:
- a) **Note the progress on the Development Programme for 2017/18;**
 - b) **Note the forecast out-turn spend on the Development Programme for 2017/18 at Appendix 1; and**
 - c) **Determine whether to appeal the refusal of the planning application for Tarbert Central.**

APPENDIX 1:	Tarbert Central – Planning Application Decision Letter
APPENDIX 2:	Development Programme - Progress to 31 July 2017
APPENDIX 3:	Note of Development Workgroup Meeting of 15 August 2017 (Private)
Background Papers:	None
Writer of Report:	John Maciver Tel: 0300 123 0773

Competence

Financial

- 5.1 There is a private finance budget of £1.2m for the 2017/18 Development Programme.
- 5.2 £11k so far has been invested in the Tarbert Central site. If an appeal is not lodged these costs will need to be written off as abortive development costs.

Legal

- 6.1 There are no specific legal implications arising from consideration of this report.

Regulatory Guidance

- 7.1 The relevant Regulatory Standards are:

Standard 2 The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholder. And its primary focus is the sustainable achievement of these priorities

- 2.2 The governing body recognizes it is accountable to its tenants, and has a wider public accountability to the taxpayer as a recipient of public funds, and actively manages its accountabilities. It is open about what it does, publishes information about its activities and, wherever possible, agrees to requests for information about the work of the governing body and the RSL.
- 2.3 The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of this information in its strategies, plans and decisions.

Standard 3 The RSL manages its resources to ensure its financial well-being and economic effectiveness

- 3.2 The governing body fully understands the implications of the treasury management strategy it adopts, ensures this is in the best interests of the RSL and that it understands the associated risks. Where the RSL makes use of financial derivatives it applies the guidance at 3.13.
 - 3.3 The RSL has a robust business planning and control framework and effective systems to monitor and accurately report delivery of its plans. Risks to the delivery of financial plans are identified and managed effectively. The RSL considers sufficiently the financial implications of risks to the delivery of plans.
-

Risk

- 8.1 Development is inherently risky. Feasibility work to ascertain the suitability and capacity of potential sites for development helps to reduce risk. Feasibility studies are jointly funded by HHP and the Comhairle and are undertaken by Tighean Innse Gall.
- 8.2 Risk related to particular development is assessed as part of the feasibility study.

Report Details

Progress On Site

Mackenzie Avenue (Melbost Phase 3 Stage 3 and Melbost Phase 4)

- 9.1 Work started on site in March 2017 and the handover of the first phase is planned for June 2018 with the final completion in September 2019. Work is progressing well.

Cameron Terrace, Lochs

- 9.2 This project was tendered and awarded to Calmax Construction on a Design Build basis. A planning application was due to be submitted week commencing 21 August 2017. Tender prices were within budget. The contractor has proposed to increase the number of units to 10 and this has been agreed.

Acquisition

Tarbert Police Station

- 10.1 A planning application has been submitted for this site which was due to be determined on 31 August 2017. An update will be provided at the meeting.

Tarbert Central

- 10.2 8 objections were received to the planning application and the application was subsequently refused by Comhairle Nan Eilean Siar on 20 June 2017. A copy of the decision letter is at Appendix 1.
- 10.3 The Comhairle's planning service had recommended approval of the application. Advice from the design team is that an appeal would have a very high likelihood of success. They are willing to carry out the required work at no charge.
- 10.4 An appeal would have no cost to HHP and would not commit the Partnership to the development.
- 10.5 The Development Workgroup discussed the pros and cons of making an appeal and agreed it was a matter for the Board to decide given the political sensitivities surrounding the project.

Acquisitions and Developer Led Proposals

- 11.1 A number of potential site acquisitions and developer led proposals are currently being explored. These have been discussed in detail with the Development Working Group. Further information will be brought forward if these are viable.
- 11.2 The provision of consultancy support for feasibility studies has been tendered and a contract award is expected in week commencing 21 August 2017. This will enable further sites to be explored with a view to acquisition and development.

Goathill Farm

- 12.1 Architects, Robert Potter and Partners have been appointed and master planning is underway with a view to the masterplan being completed by September 2017.
- 12.2 This project is the subject of a separate report on the agenda.



COMHAIRLE NAN EILEAN SIAR

Sandwick Road, Stornoway, HS1 2BW

Rathad Shanndabhaig, Steornabhagh, HS1 2BW

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Writer	Mairi MacKinnon (01851 822690)
Our Reference	MMK/CCM
Your Reference	
Date	20 June 2017

Hebridean Housing Partnership
c/o Rural Design Ltd
Per Alan Dickson
The Green
Portree
Isle Of Skye
IV51 9BT

Dear Sir/Madam

YOUR APPLICATION HAS BEEN REFUSED

APPLICATION REFERENCE NO: **17/00166**

TYPE OF APPLICATION: **Planning Permission (Detailed)**

LOCATION OF DEVELOPMENT: **Housing Development
Main Street
Tarbert
Isle Of Harris**

PROPOSAL: **Erection of 4 dwellings at gap site, Main Street, Tarbert, with associated access and car parking.**

Please find enclosed a copy of the decision of the Comhairle in relation to the above application.

Yours faithfully



Mairi MacKinnon
Planning Officer
Development Department



REFUSAL OF PLANNING PERMISSION

TOWN AND COUNTRY PLANNING (SCOTLAND) ACT 1997 (THE ACT)
AS AMENDED BY THE PLANNING ETC (SCOTLAND) ACT 2006

APPLICATION REFERENCE NO:	17/00166
TYPE OF APPLICATION:	Planning Permission (Detailed)
VALID APPLICATION RECEIVED:	28 March 2017
PROPOSED DEVELOPMENT:	Erection of 4 dwellings at gap site, Main Street, Tarbert, with associated access and car parking.
LOCATION OF DEVELOPMENT:	Housing Development Main Street Tarbert Isle Of Harris
APPLICANT:	Hebridean Housing Partnership

Having considered the application for Planning Permission, details of which are shown above, **Comhairle nan Eilean Siar hereby REFUSE Planning Permission** under Section 37 (1)(b) of the Town and Country Planning (Scotland) Act 1997 for the development described above for the reasons shown in the Schedule to this Notice.

Date: 20 June 2017

Signed:


Head of Development Services

DECISION NOTICE SENT TO:

Hebridean Housing Partnership
c/o Rural Design Ltd
Per Alan Dickson
The Green
Portree
Isle Of Skye
IV51 9BT

SCHEDULE OF REASONS FOR REFUSAL

APPLICATION REFERENCE NO: 17/00166

Comhairle nan Eilean Siar has refused the application for the following reason(s):

- Reason 1** **The proposal would lead to an over-development of the site and would therefore be contrary to the recommended density provisions of Policy 1 and Policy 13 of the Outer Hebrides Local Development Plan.**
- Reason 2** **The loss of functional and green space within the main settlement of Tarbert is such that the development would be contrary to Policy 1 of the Outer Hebrides Local Development Plan.**
- Reason 3** **The proximity of the development to a road which is considered congested; to a school and public bus stop; and above the public car-park is such that the development is considered to have an adverse impact on road safety.**

AREA	COST				GRANTS & SALES PROCEEDS				PRIVATE FINANCE				Amend to Private Finance £
	Budget £	31 July 17 £	Remaining £	Out-turn £	Budget £	31 July 17 £	Remaining £	Out-turn £	Budget £	31 July 17 £	Remaining £	Out-turn £	
New Build	5,933,380	880,676	150,000	6,083,380	(4,288,800)	(478,515)	(97,500)	(4,386,300)	1,644,580	402,161	52,500	1,697,080	52,500
Retentions	67,480	1,426	-	67,480	-	-	-	-	67,480	1,426	-	67,480	-
Shared Equity	1,216,430	453,523	89,680	1,306,110	(1,705,150)	(813,264)	-	(1,705,150)	(488,720)	(359,741)	89,680	(399,040)	89,680
Mortgage to Rent	-	-	-	-	-	-	-	-	-	-	-	-	-
Land banking	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	7,217,290	1,335,624	239,680	7,456,970	(5,993,950)	(1,291,779)	(97,500)	(6,091,450)	1,223,340	43,845	142,180	1,365,520	142,180

OVERALL COMMENT ON PROGRESS OF PROGRAMME	PROGRAMMES WITH TIME DELAYS
<p>Projects on site progressing well</p> <p>MacKenzie Lane handed over May 2017.</p> <p>Mackenzie Avenue: work continues on site with small deviation to cash flows being recovered on a month by month basis.</p> <p>Tenders and planning applications for Corran Ciosmul, Cameron Terrace and Tarbert Police Station went out in the second quarter of 2017/18.</p> <ul style="list-style-type: none"> - Cameron Terrace tender awarded in July 2017. - Tarbert Police Station development to go to council committee. 	<p>Tarbert Central - planning refused</p>
PROGRAMMES WITH PROJECTED BUDGET OVERRUNS	PROPOSALS FOR BRINGING PROGRAMME WITHIN BUDGET
<p>Melbost 3 Stage 3 and Melbost 4 -cost savings to initial tender identified and work is progressing on this basis.</p>	<p>Several Projects are being pursued and discussions are underway with contractors and land and community trusts.</p>

INVESTMENT PROGRAMME 2017/18

Board 6 September 2017

Report by Director of Operations

Purpose of Report

- 1.1 To provide an update on the delivery of the 2017/18 Investment Programme. (The report also provides proposals for the use of the unallocated budget).

Summary

- 2.1 The works for the 2017/18 approved programme are being delivered through the Investment Framework. The report provides information on progress of works at Appendix 1 and a financial update at Appendix 2.
- 2.2 The report provides a list of additional work for approval utilising the unallocated budget. The works have been prioritised by level of urgency. The additional work is being finalised and Appendix 3 will be included in To Follow papers.
- 2.3 It is recommended that infra red heating be installed in two bedroom properties at Plasterfield due to constraints with siting of air source heat pumps. Current approval for use of infra red heating applies only to 1 bedroom properties.
- 2.4 Two bids have been submitted for the National Grid Warm Homes Fund for infra red heating at Plasterfield and for installing 30 air source heating systems to replace current coal heating systems. A decision is expected by 31 October 2017.

Competence

- 3.1 The legal, financial or other constraints to the recommendations in this report are contained in paragraphs 5, 6 and 7.

Recommendations

- 4.1 It is recommended that:
- a) **The 2017/18 Investment Programme progress at Appendix 1 be noted;**
 - b) **The installation of infra red heating in 2 bedroom properties at Plasterfield be approved;**
 - c) **The bid to the National Grid Warm Homes Fund to be noted; and**
 - d) **Monies be vired from the unallocated budget to carry out works as set out in Appendix 3.**

APPENDIX 1: Progress update 2017/18 Programme

APPENDIX 2: Financial update 2017/18 Programme

APPENDIX 3: Unallocated Works - Proposed Additional Works – (To Follow)

Background Papers: None

Writer of Report: Angus MacNeil

Tel: 0300 123 0773

Competence

Financial

- 5.1 The Board approved an Investment Programme for 2015-19 in November 2014 subject to annual budget approval.
- 5.2 The investment budget for the 2017/18 Investment Programme is approved at £4.227m.
- 5.3 There is currently a budget of £590k which has yet to be allocated to specific projects. Proposals for the use of this unallocated budget are at Appendix 3.
- 5.4 The works being carried out by Insulation Kind and Save Scotland Energy are not included in State Aid assessments.

Legal

- 6.1 The decision to approve or amend Strategy, Business Plan and budgets including virements to or from a budget head in excess of £50,000 is reserved to the Board.
- 6.2 Financial Regulations require that actual forecast and progress on the Investment Programme be reported to each routine meeting of the Board.
- 6.3 Procurement of the additional works at Appendix 3 would be carried out through the investment Framework contract.

Regulatory Guidance

- 7.1 The relevant Regulatory Standards are:

Standard 1 The governing body leads and direct the RSL to achieve good outcomes for its tenants and other service users

- 1.1 The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's strategic and financial plans to achieve its purpose and intended outcomes for its tenants and other service users.
- 1.3 Decision making complies with the RSL's constitution (which adheres to Regulatory Standards and constitutional requirements) and its legal obligations.

Standard 3 The RSL manages its resources to ensure its financial well-being and economic effectiveness

- 3.1 The RSL has effective financial and treasury management controls and procedures, to achieve the right balance between costs and outcomes. The RSL ensures security of assets, the proper use of public and private funds, and access to sufficient liquidity at all times.
- 3.3 The RSL has a robust business planning and control framework and effective systems to monitor and accurately report delivery of its plans. Risks to the delivery of financial plans are identified and managed effectively. The RSL considers sufficiently the financial implications of risks to the delivery of plans.

- 3.4 The RSL bases its financial forecasts on appropriate and reasonable assumptions and information.
-

Risk

- 8.1 There are risks highlighted in the Risk Register which are relevant to Investment including specifically the failure of a major contractor.
- 8.2 There is a risk in installing infra red heating prior to it being finally assessed through the EESSH and SAP frameworks. It may be that these systems will not ultimately be assessed positively. However, these are viewed positively by the majority of tenants where they have been installed.

Report Details

Progress of Investment Works

- 9.1 Progress on the 2017/18 Investment Programme is shown at Appendix 1.
- 9.2 Insulation works have yet to be tendered as works are currently being carried out at no cost to HHP by Insulation King under the Eco funding scheme. On completion of these works a revised programme will be finalised.
- 9.3 HHP has been approached by Save Scotland Energy (SSE) to carry out cavity insulation works where the existing cavity is wool based and to replace this with bead insulation. Inspections have taken place to determine which houses have wool cavity insulation and whether these are covered by a guarantee. If a guarantee exists then there is no need to remove the insulation. SSE will also be carrying out works to top up loft insulation and to provide under-floor insulation where surveys have indicated that it is required and viable. These works are 100% funded by Save Scotland Energy through their access to grant funding.

Additional Works – Unallocated Budget

- 10.1 There is finance within the unallocated budget to undertake further Investment works. The proposed programme of works is attached at Appendix 3 which will be included in the To Follow papers.

Heating Systems at Plasterfield

- 11.1 The first tranche of the 2017/18 heating programme has been awarded which leaves 29 houses at Plasterfield in Stornoway. These have been delayed pending further information on the EESSH review being carried out by the Scottish Government which is ongoing. These are detached properties with limited garden space and all properties are confined in a small footprint and therefore may not be wholly suitable for air source heat pumps. The construction of the properties makes them a good fit for infrared heating as all internal and external walls are brick or poured concrete.
- 11.2 HHP policy at present only allows 1 bedroom properties to have infrared systems installed although a trial is being undertaken for 3 bedroom or larger housing. To enable Plasterfield to receive infrared would require Board approval.
- 11.3 However, as previously advised, infrared heating currently fails the EESSH standard. This type of heating is not specifically assessed within the software that is used to produce scores for EESSH. HHP has spoken to the Scottish Governments Better Homes Division who are reviewing EESSH. They advise that while the exact wording has not

been agreed that an exemption or abeyance for infrared is a reasonable assumption of what will come out of the EESSH review. The review has been delayed for at least 2 months whilst a consultation on standards takes place following the Grenfell Tower fire.

Funding Bids

- 12.1 HHP has submitted two bids under the National Grid Warm Homes Fund. Funding was being offered to provide financial support to install affordable heating solutions to rural homes and those off the gas grid.
- 12.2 Both bids are for 30 heating system replacements. The first bid is for infrared heating in Plasterfield. The bid has been made ahead of Board approval as these had to be submitted by 8 September 2017. The second bid is for 30 air source heat pump systems. If successful, this will be used to replace the remaining coal fired properties in rural areas where previous tenants have refused new heating.
- 12.3 A decision on the outcome is expected by 31 October 2017. It is also understood that further funds from the scheme will also be available in Spring 2018. The two current bids will help gauge the effectiveness of HHP's submission.

Lot	Work	Contractor	Start	Finish	Houses	Completed	%	On target	Comments
Lewis & Harris									
1	Windows & Doors	Neil Mackay and Co.	18/09/2017	12/02/2018	17	0	0%	●	Contract awarded. Pre start meeting to take place.
2	Heating	Alex Murray Construction	18/09/2017	02/02/2018	52	0	0%	●	Contract awarded. Surveying underway
2a	Gas Heating	Alex Murray Construction	01/05/2017	02/02/2018	86	17	20%	●	Works on site
2b	Heating	To be tendered			29	0	0%		Plasterfield scheme only
3	Bathroom & Showers	Alex Murray Construction	12/06/2017	21/07/2017	18	18	100%	●	All works now complete.
4	Kitchens	O'Mac Construction	04/07/2017	19/12/2017	77	12	16%	●	Works on site
5	Roofing	Alex Murray Construction	18/09/2017	27/10/2017	7	0	0%	●	Contract awarded. Surveying underway
6	Roughcast	Neil Mackay and Co.	04/09/2017	29/09/2017	6	0	0%	●	Contract awarded. Surveying underway
7	Electrical				** TBC	0	0%	●	Awaiting contract award
15	Environmental Works	Alex Murray Construction			61	0	0%	●	Contract awarded. Awaiting site surveys.
19	Energy Efficiency				** TBC	0	0%		Preparing works schedule.
*	Energy Efficiency				37	14	38%		100% grant funded works being carried out by Insulation King working through previous refusals
Uist & Barra									
8	Windows and Doors	Alex Murray Construction	18/09/2017	01/12/2017	8	0	0%	●	Contract awarded. Surveys underway
10	Bathrooms	FES	18/09/2017	12/10/2017	5	0	0%	●	Contract awarded. Surveys underway
11	Kitchens	Alex Murray Construction	19/09/2017	19/12/2017	39	0	0%	●	Contract awarded. Surveys underway
20	Energy Efficiency				** TBC	0	0%		
*	Energy Efficiency				77	38	49%		100% grant funded works being carried out by Insulation King working through previous refusals

* Energy Efficiency - external funding programmes

** To Be Confirmed

Line	SUMMARY	2017-2018		ACTUAL Spend to 31 July 2017 £	BUDGET REMAINING		FORECAST OUT-TURN		
		Initial Budget £	Revised Budget £		Revised Budget £	Revised Budget %	Slippage/ Saving £	Over/ B/F	at 31 Mar 18 £
1	INVESTMENT -VAT								
2	Roofs & Roughcast	109,760	126,165	-	126,165	100%	-	-	126,165
3	Insulation	144,840	144,840	650	144,190	100%	-	-	144,840
4	Total Externals	254,600	271,005	650	270,355	100%	-	-	271,005
5	Internal								
6	Kitchens	446,250	455,930	55,452	400,478	88%	-	-	455,930
7	Bathrooms	61,200	78,600	25,317	53,283	68%	-	-	78,600
8	Heating	1,770,740	1,873,176	86,033	1,787,143	95%	-	-	1,873,176
9	Windows	257,990	304,236	3,050	301,186	99%	-	-	304,236
10	Total Internal	2,536,180	2,711,942	169,851	2,542,091	94%	-	-	2,711,942
11	Other								
	Rewiring	-	7,150	1,528	5,622	79%	-	-	7,150
12	Smoke Detectors & Fire Doors	116,000	116,000	(333)	116,333	100%	-	(1,732)	114,268
13	Fencing	233,260	251,410	12,760	238,650	95%	-	-	251,410
	Drainage	-	11,550	-	11,550	100%	-	-	11,550
14	Total Investment VAT	349,260	386,110	13,955	372,155	96%	-	-	384,378
15	INVESTMENT -NON VAT								
16	OT Works	120,000	246,000	62,436	183,564	75%	-	-	246,000
17	Showers	44,400	72,100	10,406	61,694	86%	-	-	72,100
18	Other	-	9,450	-	9,450	100%	-	-	9,450
19	Total Investment Non VAT	164,400	327,550	72,842	254,708	78%	-	-	327,550
20	INVESTMENT-5RSL								
21	Insulation	17,040	17,040	-	17,040	100%	-	-	17,040
22	Kitchens	90,000	95,720	180	95,540	100%	-	-	95,720
23	Heating	77,440	77,440	45,589	31,851	41%	-	-	77,440
24	Smoke Detectors	-	-	1,732	(1,732)	-	-	1,732	1,732
25	Total Investment 5 RSL	184,480	190,200	47,502	142,698	75%	-	-	191,932
26									
27	Unallocated & Efficiency Budgets								
28	Unallocated budgets	738,310	590,040	-	590,040	100%	-	-	590,040
29	Efficiency Savings	-	-	-	-	-	-	-	-
30	Total Budget Available	738,310	590,040	-	590,040	100%	-	-	590,040
31				0					
32	Total Investment	4,227,230	4,476,847	304,800	4,172,047	93%	-	-	4,476,847

APPENDIX 3- UNALLOCATED WORKS

Item	HOUSE NO	SCHEME	DESCRIPTION OF WORKS	TOTAL COST - £	PRIORITY	Reason for replacement
1	23	Ashdail Cottages	Demolish chimney and roof over	3,300	High	Water ingress
2	1,2,3,6	Caladh Siar	Replace timber Comhairle doors	5,500	High	Poor condition
3	2 & 5	Cameron Terrace	Flat roof works to single storey extension	7,700	High	Water ingress
4	1,2,3,4,5,8	Sunnyhill	Replace timber Comhairle doors	13,200	High	Poor condition
5	Garages 1-4	Winfield Close	Renew up and over garage doors which are in poor condition	2,784	High	Security
6	Scheme	Doig Crescent	Replace leaking/ rotten windows and doors	198,000	High	Poor condition
7	13	Keose Glebe	Garden drainage	5,124	High	Flooding
8	2	Rubha Doigheag	Surface water drainage	4,111	Medium	Flooding
9	1	Barony Square	Windows (unique house type)	4,000	High	Aluminium windows need replaced
10	6 houses	Various	ASHP/ Infrared system (where previous tenants refused)	80,000	High	Alleviate fuel poverty / pass EESSH
11	5, 24, 30, 34	Vatisker Park	ASHP/ Infrared system	45,000	High	Bring forward to reduce fuel poverty / pass EESSH
12	Various	Various	Swedish Timber/ Scan System External Insulation works	120,000	High	Improve insulation to pass EESSH
13	5	Cearn Shulaisgeir	Demolish chimney and roof over	4,000	High	Chimney surveyed and requires removal
14	5	Cearn Shulaisgeir	Air Source heat pump	13,000	High	Bring forward heating / avoid re-building chimney
15	24	Seaview, Knock	External doors	2,000	Medium	Non-standard obsolete doors need replaced
16	Scheme	Ashdail Cottages	Garden drainage	10,000	Medium	Reduce fuel poverty / pass EESSH
				517,720		

Additional Notes:

- 6 Poor condition of windows and numerous complaints regarding draughts and leaks
- 10 6 new tenants in homes where previous tenants refused air source heating. Tenants have indicated a desire to have new heating
- 11 4 houses did not receive air source heating in 2014. 1 aborted RTB and 3 where existing heating was less than 10 years old. Properties all fail EESSH
- 12 Financial provision made to support funding application for external insulation. Dunmore Crescent prioritised due to poor condition of external painted finish
- 13/14 Budget previously agreed to demolish chimney due to condition. Tenant does not want infrared. ASHP is appropriate in view of location of property
- 15 Tenant was previous RTB. Doors no longer lockable and existing manufacturer no longer supports parts required to repair door

TRAINING PLAN 2017/18 – 2019/20

Board 6 September 2017

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 To present to the Board an updated HHP Staff Training Plan for the above period.

Summary

- 2.1 HHP's training requirements are identified through a number of different sources and are collated at a corporate level to form one plan.
- 2.2 The requirements are developed in two ways – top down, where Directors and Managers look to implement agreed business goals, and also bottom up, where the specific focus on individual training comes from a staff member's annual appraisal process with line managers.
- 2.3 There are various different types of training areas and needs within the business, ranging from initial training, refresher courses or specific courses to ensure that staff and board members are in a position to achieve HHP's goals and business plan objectives.
- 2.4 The training plan is at Appendix 1.
- 2.5 Completed and in progress training from 2016/17 is at Appendix 2.

Competence

- 3.1 The legal, financial or other constraints to any recommendations in this report are at paragraph 5.1-6.1.

Recommendations

- 4.1 **It is recommended that the Board approve HHP's updated Training Plan 2017/18 – 2019/20.**

APPENDIX 1: Training Plan 2017/18 – 2019/20

APPENDIX 2: Completed Training 2016/17

Background Papers: None

Writer of Report: Angus Smith

Tel: 0300 123 0773

Competence

Financial

- 5.1 There are no financial implications arising directly from consideration of this report however specific training may have budgetary implications. A budget exists for staff training and a defined training plan will allow managers to plan and allocate resources appropriately. The budget for staff training is £45,000.
- 5.2 As evidenced in Appendix 2, training has been performed over and above what was approved in the initial Training Plan. HHP are committed to training and thereafter will provide training as the need arises within agreed budgets. A number of the training sessions provided, incremental to the initial approved training plan were provided at nil cost.

Legal

- 6.1 There are no legal implications arising directly out of consideration of this report but training may be required to enable HHP to meet its legal and statutory requirements.

Regulatory Guidance

- 7.1 The relevant Regulatory Standards are:

Standard 6 The governing body and senior officers have the skills and knowledge they need to be effective.

6.1 The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. The governing body annually assesses the skills, knowledge and diversity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage its affairs.

6.3 The RSL supports new governing body members with effective induction to enable them to exercise their governance responsibilities. Existing governing body members are given ongoing support and training to sustain their continued effectiveness.

6.5 The governing body is satisfied that the senior officer has the necessary skills and knowledge to do his/her job.

Risk

- 8.1 The lack of training within an organisation carries a number of risks that can impact in all areas of its internal and external operations. It is important that HHP has the correct Policies, Procedures and Staff Guidance in place to prevent problems and to provide the appropriate support and information for effective service delivery. It is equally important that staff fully understand these procedures and guidance where it relates to the tasks they are asked to carry out. Managers will monitor that employees have the right skills-set, through the employees' day to day performance, during regular one-to-one meetings and employee appraisals, with training needs being identified as required.
- 8.2 HHP's Risk Register has given high priority to staff training with Legislation and Regulatory Changes and Loss of Key Staff as items on the register.

3 YEAR TRAINING PLAN 2017/18

Training Topic	Specific Training Areas	Required Outcomes	Required Staff to be trained	Training Delivery Method	Training to be provided by	Length of Training	Budget £	Frequency	Financial Year Due	Notes
Governance/ Induction	Social Housing (Basic)	For all HHP staff members to have an understanding of general Housing sector and RSLs.	All Staff	In work training	In-house	¼ day	Nil	On Induction	Annually	This training is for new starts at HHP
	Openness & Confidentiality	Refresher training of HHP's Policy	All staff	Classroom Training	In-house	½ day	Nil	Every 3 years	2017/18	To be arranged for Sept/Oct 2017
	Leadership Training		All new managers	Classroom Training	TBC		TBC	On starting new position		
Dynamics / General ledger	Assets		Finance Team	Classroom Training Course	Perfect Image	¼ day	225	As software updates dictate		
	Debtors		Finance Team	Classroom Training Course	Perfect Image	¼ day	225			
	Financial		Finance Team	Classroom Training Course	Perfect Image	¼ day	225			
	Sales		Finance Team	Classroom Training Course	Perfect Image	¼ day	225			
	System Administration			Classroom Training Course	Perfect Image	¼ day	225			
	General Introduction			Classroom Training Course	Perfect Image	½ day	450			

Training Topic	Specific Training Areas	Required Outcomes	Required Staff to be trained	Training Delivery Method	Training to be provided by	Length of Training	Budget £	Frequency	Financial Year Due	Notes
	User Groups	Updated training following upgrades	All Dynamics users	Meeting	Perfect image	1 day	600			
CPD Training	Continual development		Chief Executive, DFC&S	Various	Various		3,000	Annually	2017/18	
Modern Apprentice	Working towards qualification	SVQ Level 2 or 3 in Business Administration		Classroom Training Course	CNES	½ day per week	TBC	As required	2017/18	
Housing Management	Welfare Reform & bedroom tax changes	Update training before rollout in May 2018.	All Staff	Classroom Training Course	Bill Irvine HB Advice & Advocacy & Universal Credit Advice	1 day	600	Re-fresher	2017/18	Arranged for 21/22 November 2017
Procurement	Legislative changes	Knowledge of Procurement Reform (Scotland) Act, EU Procurement Regulations and any changes	All staff involved in HHP's tender process	Classroom Training Course	PASS/ Scottish Government	1 day	Nil	Every 3 years	2017/18	
Asset Management	Energy Efficiency/Fuel poverty		Operations Team staff	Classroom Training Course	Energy Action Scotland	1 day	Nil	Re-fresher	2017/18	
	EPC Training		(5) Clerks of Works	Classroom Training Course	CIH	1 day	1,300	Annually (Mandatory)	2017/18	Arranged for 3 October

Training Topic	Specific Training Areas	Required Outcomes	Required Staff to be trained	Training Delivery Method	Training to be provided by	Length of Training	Budget £	Frequency	Financial Year Due	Notes
Active H	System Administration			In work training	MIS	½ day	Nil	Every 2 years	2017/18	
	Rents			Classroom Training Course	MIS	3 days	Nil			
	Workflow/Keyfax/SQL		Customer Service & I.T.	Classroom Training Course	MIS/Omfax	1 day	Nil			
	Planned maintenance			Classroom Training Course	MIS/Omfax	1 day	Nil			
	User Groups									
Brixx (Development Module)	Plan construction for budget preparation	Ability to budget using software and getting training on software updates	Director of F&CS and F&BS Manager	Online	Brixx	1 day	1,500		2017/18	
	Development Module demo also requested									
Finance	Professional Body Qualification		Finance & Business Services Manager	Distant Learning	Kaplan/BPP	4 years	2,500		2017/18 – 2020/21	
Microsoft Office	Basic Microsoft Word		All Staff	Classroom Training Course	In-House (corporate resources)	3 hours	Nil	Every 2years	2017/18	
Housing Management	Anti Social Behaviour		All Customer facing staff. Operations	Classroom Training Course	CIH	½ day	240	Every 3 years	2017/18	

Training Topic	Specific Training Areas	Required Outcomes	Required Staff to be trained	Training Delivery Method	Training to be provided by	Length of Training	Budget £	Frequency	Financial Year Due	Notes
			Team							
	Legal Training	Better understanding of Housing Law	Housing Officers/Debt Management Officers	Classroom Training Course	CIH	½ day	TBC	Every 3 years or legislation changes	2017/18	
	Conveyancing	Knowledge of legal issues in housing, land and conveyancing practices	Corporate Governance Admin Officer	Training Course	CIH	½ day	TBC		2017/18	
Data Protection	General Data Protection Regulation	Overview of new regulations	All staff & Board Members	Classroom Training Course		½ day	2,400		2017/18	
Equality		Refresher training on Policy	All Staff	On line		1 Hour	TBC	Every 3 years	2017/18	
Recruitment	Interviewing		Management	Classroom Training Course	EVH	½ day	1,500	Every 2 years	2018/19	
Human Resources	Personnel & Employment Law	Knowledge of employment law and practices	Personal Assistant	Annual Conference	EVH	1 day	205	Every 2 years	2018/19	
Health and Safety	Management of Health and Safety		Chief Executive	Classroom Training Course	EVH	1 Day		Re-fresher	2017/18	Booked for 2 November 17
	Emergency 1 st Aid		Lone Workers	Classroom Training Course	Red Cross	1 Day	1,700	Every 3 Years	2019/20	

Training Topic	Specific Training Areas	Required Outcomes	Required Staff to be trained	Training Delivery Method	Training to be provided by	Length of Training	Budget £	Frequency	Financial Year Due	Notes
	Basic 1 st Aid		First Aider	Classroom Training Course	Red Cross	3 days	350	Every 3 years	2019/20	
Microsoft Office	Excel Advanced		All Staff	Classroom Training Course	In-House (corporate resources)	3 hours	Nil	Every 2 years	2019/20	
	Excel Basic & Intermediate									

Completed Training from Training Plan 2016/17

Training Topic	Specific Training Area	Training provided by	Completed	Number of Staff
Procurement	Legislative changes	PASS	May 2016	2
Recruitment	Interviewing	EVH	June 2016	3
Active H	System Administration Keyfax Workflow/ SQL	MIS/ Omfax	July 2016	2
Health and Safety	Emergency First Aid – Uist Staff	UCVLO	November 2016	5
Health and Safety	Emergency First Aid – Stornoway Staff	Red Cross	November 2016	16
Health & Safety	Risk Assessment	BCARM	December 2016	
Health & Safety	Personal Safety	BCARM	December 2016	
Governance/ Induction	New staff to gain understanding of HHP and housing sector.	In House for all new starts	January 2017 & in progress	

Completed Training not on Training Plan in 2016/17

Training Topic	Training provided by	Completed	Number of Staff
Business Continuity	Orbit Agency	May 2016	39
Housing Charter	TPAS	May 2016	13
Customer Service Workshop	FES	September 2016	22
Minute Taking	HQN	October 2016	8
Dementia Awareness	Alzheimer's Scotland	November 2016	18
Entitlements, Payments & Benefits	Stuart Eglinton	November 2016	52
Child Protection	WICP Committee	November 2016	6
Notifiable Events	In house	January 2017	9
ASSIST	NHS Western Isles	March 2017	1
Asbestos eLearning	ACS	March 2017	7
CDM Site Safety	CDM Scotland	March 2017	7
Report Writing	Orbit Agency	March 2017	11
Protected Species	Wild Survey Scotland	March 2017	18

LOW DEMAND PROPERTIES

Board 6 September 2017

Report by Director of Operations

Purpose of Report

- 1.1 This report provides an update on demand issues in South Uist and particularly within the Lochboisdale and Daliburgh areas. Consideration should be given to the re-provisioning of the housing stock in South Uist.

Summary

- 2.1 A previous report to the Board on 7 September 2016 considered the issue of low demand for properties in South Uist. The turnover of properties continues to be high with long periods of voids and no demand for some properties.
- 2.2 This is most visible in Lochboisdale where Braehead is a scheme of eight flatted properties with five currently vacant.
- 2.4 Calabhaigh has 24 houses and flats. Seven properties are void with two further voids expected.
- 2.5 Daliburgh is also experiencing significant low demand issues.

Competence

- 3.1 Legal, financial or other constraints are listed at paragraphs 5 and 6.

Recommendations

- 4.1 It is recommended that:
- a) **Further work be carried out to explore options for stock with high turnover and limited demand; and**
 - b) **A Project Team be established to carry out this work with an initial report being provided to Board in February 2018.**

APPENDIX 1: Details of Turnover in Lochboisdale

APPENDIX 2: Photos of Braehead

Background Papers: None

Writer of Report: Katie Walker

Tel: 01870 603939

Competence

Financial

- 5.1 Void properties and low demand properties has an impact on HHP's income stream. Void rent loss has increased in the last 2 years from around 0.5% of debit to 1% which is an increase of £ 26k.
- 5.2 Full Council Tax is payable on properties after they have been vacant for six months.

Legal

- 6.1 There are no specific legal issues arising from consideration of this report. Consents would be required from the Scottish Housing Regulator, RBS and possibly the Scottish Ministers for alternative uses or disposal of properties.
- 6.2 Rule 47.4 gives the power to explore and progress these options.

Regulatory Guidance

- 7.1 The relevant Regulatory Standards are:

Standard 1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

- 1.1 The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's strategic and financial plans to achieve its purpose and intended outcomes for its tenants and other service users.

- 1.3 Decision-making complies with the RSL's constitution (which adheres to Regulatory Standards and constitutional requirements) and its legal obligations.

Standard 2 The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.

- 2.1 The RSL gives tenants, service users and other stakeholders information that meets their needs about the RSL, its services, its performance and its future plans.

- 2.2 The governing body recognises it is accountable to its tenants, and has a wider public accountability to the taxpayer as a recipient of public funds, and actively manages its accountabilities. It is open about what it does, publishes information about its activities and, wherever possible, agrees to requests for information about the work of the governing body and the RSL.

- 2.3 The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of

this information in its strategies, plans and decisions.

Standard 3 The RSL manages its resources to ensure its financial well-being and economic effectiveness.

- 3.3 The RSL has a robust business planning and control framework and effective systems to monitor and accurately report delivery of its plans. Risks to the delivery of financial plans are identified and managed effectively. The RSL considers sufficiently the financial implications of risks to the delivery of plans.
-

Standard 4 The RSL manages its resources to ensure its financial well-being and economic effectiveness.

- 4.1 The governing body ensures it receives good quality information and advice from staff and, where necessary, expert independent advisers, that is timely and appropriate to its strategic role and decisions. The governing body is able to evidence any of its decisions.
-

Risk

- 8.1 The Risk Register includes risks related to population decline and housing demand.

Report Details

Low Demand and Void Properties

- 9.1 Housing Waiting lists have been exhausted for Lochboisdale and Daliburgh areas.
9.2 Properties are advertised on HHP's web site and in the Balivanich Office.
9.3 Adverts were included in the local *Am Paipear* advertising available properties.
9.4 Notice boards were displayed at each of the local games and agricultural shows and local festival in the hope of attracting new tenants to these areas.

Lochboisdale

- 10.1 Thirteen properties are currently void in Lochboisdale and Daliburgh with termination notice expected on a further two properties at Calabhaigh, Lochboisdale.
10.2 A property at Casimir Place has been vacant for over five months with four refusals.
10.3 There is a high turnover of houses particularly in Lochboisdale with many tenancies of a short duration with fifteen turnover of tenancies in Calabhaigh in the past year. Further information is provided at Appendix 1. There has been substantial investment in the Lochboisdale harbour area by Storas Uibhist with the construction of a new marina and community garden which improves the outlook from the Calabhaigh properties. There are future plans for further development of Gasaigh island.
10.4 One of the Braehead properties has been void for over a year, the previous occupant transferred to bungalow accommodation in Daliburgh.

- 10.5 The location of the houses at Braehead remains unpopular due to the outlook onto commercial premises and lack of garden space. Half the properties have a frontage onto the main road as demonstrated in Appendix 1.
- 10.6 Lack of amenities in the area has had a detrimental effect on the Housing Waiting List. Infrequent transport links make it an unpopular area especially since the local Lochboisdale shop closed down over a year ago, the nearest shop in Daliburgh is over four miles away. A local grocery shop and fishmongers is due to open in the future.
- 10.7 In general there appears to be an over supply of housing in the Lochboisdale area and Daliburgh is also a hard to let area. There is some housing demand for the Eochar and Carnan and West Gerinish areas. (Nine applicants require one bedroomed housing, one applicant requires two bedroomed housing and two transfer applicants require three bedroomed housing).
- 10.8 Void properties can lead to a perception of decline and blight in an area.
- 10.9 It is clear that alternative approaches need to be considered to address these issues. Continuing to attempt to let these properties in the same way to decreasing numbers of applicants is not likely to be successful or provide value for money.
- 10.10 It is therefore proposed that other options be explored. These would include exploring alternative uses through the subsidiary, disposal of surplus stock and/or re-provisioning of unpopular stock.
- 10.11 These options would be examined with partners particularly the Comhairle and Storas Uibhist. It is proposed that detailed work be carried out through a Project Team and that this be explored by the appropriate Working Groups in the first instance with proposals being reported back to the Board in due course.
- 10.12 Discussions and consultation will also be undertaken with tenants and representative groups and with other community groups and interested parties.

Lochboisdale and Daliburgh - Termination Reasons From August 2016 – August 2017**Transfer and forwarding addresses were within the Western Isles unless otherwise stated**

Termination Reason	Number	%
Transfer	7	32
Moved to Family Home	4	18
Moved to Mainland	3	14
Moved in With Partner	3	14
Private Rented	2	10
Moved to Residential Care	1	4
Abandoned	1	4
Tenant Evicted	1	4
Total	22	100



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APPENDIX 2

PHOTOS OF BRAEHEAD



HEALTH & SAFETY POLICES

Board 6 September 2017

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 To present to the Board the revised Alcohol & Drugs and Lone Working Policies.

Summary

- 2.1 The Partnership's Alcohol & Drugs and Lone Working Policies are scheduled for review. The policies have been reviewed and are at Appendix 1 & 2 to this report.
- 2.2 There are no material changes to either policies following this review, however they have been updated to the new corporate standard.

Competence

- 3.1 The legal, financial or other constraints to any recommendations in this report are detailed at paragraph 5.1-6.2.

Recommendations

- 4.1 **It is recommended that Board review and approve the revised Alcohol & Drugs and Lone Working Policies at Appendix 1 & 2.**

APPENDIX 1 Alcohol & Drugs Policy

APPENDIX 2 Lone Working Policy

Background Papers: None

Writer of Report: Angus Smith

Tel: 0300 123 0773

Competence

Financial

- 5.1 The costs involved in implementing the revision to the policies are:

Policy	Costs	Notes
Alcohol & Drugs	None	
Lone Working	None	

Legal

- 6.1 The approval and amendment of policies is a matter reserved to the Board.
- 6.2 The Board has referred the following function to the Audit & Risk Committee: "monitoring and reviewing policies and procedures relating to the Board's system of internal control, risk evaluation and corporate governance".

Regulatory Guidance

- 7.1 The relevant Regulatory Standards are:

Standard 4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.

- 4.3 The governing body identifies risks that might prevent it from achieving the RSL's purpose and has effective strategies and systems for risk management and mitigation, internal control and audit.

Risk

- 8.1 Alcohol & Drugs misuse within an organisation carries a number of risks that can impact in all areas of its internal and external operations. It is important that HHP has the correct Policies, Procedures and Staff Guidance in place to prevent problems and to provide the appropriate support and information.
- 8.2 In an organisation where an employee is in a position whereby they may be working alone, a number of risks are incurred which can impact on all areas of its internal and external operations. It is important that HHP has the correct Policies, Procedures and Staff Guidance in place to prevent problems and to provide the appropriate support and information.



hebridean housing
partnership



▶ Alcohol & Drugs Policy

Effective Date: ▶ September 2017
Review Date: ▶ September 2020
Approved by HHP Board: 6 September 2017

ALCOHOL & DRUGS POLICY

INTRODUCTION

- 1.1 Our employees are our most valuable resource and their Health and Safety (H&S) is of the utmost importance. Alcohol and drug misuse has the potential to damage the health and well-being of our employees and Board Members and threaten the success of our business.
- 1.2 The aim of this policy is to protect the H&S of our employees and to help anyone who may be suffering from an alcohol or drug-related problem. The policy sets out the principles within which our business will usually work. (However, since no two cases will be the same, this policy should be regarded as laying down guidelines only and not as being of contractual effect).

OBJECTIVES

- 2.1 The primary objectives of this policy are the prevention of the adverse effects of alcohol and drugs in the workplace and the early diagnosis, treatment and rehabilitation of employees who have alcohol or drug-related problems.
- 2.2 In addition to our duties to our staff, all employees are personally responsible for their own H&S and the safety of others who may be affected by their acts and omissions.
- 2.3 Consumption of alcohol or drugs may affect an employee's ability to properly perform his job and may also endanger the H&S of others. Employees are therefore required to advise their line manager if they are taking prescribed drugs that may impact on their work.
- 2.4 We will not get involved in an employee's use of alcohol or drugs in his private life unless, and until, that use has an actual or potentially adverse effect upon the employee's performance of his duties or upon the best interests (principally name and reputation) of HHP. In these circumstances the fact that the alcohol and drugs are taken, may be outside the working hours or off our premises, shall not prevent us from taking action in response.
- 2.5 We reserve the right to conduct or require an alcohol and drug screen on any employee whilst at work or on HHP property. Such screening will only be carried out with the employee's consent. However, refusal to provide appropriate samples may lead us to draw our own inferences against the employee.
- 2.6 Employees should recognise that it is their responsibility and in their best interests to seek help at the earliest possible stage when treatment may be easier and before the problem affects work and becomes a disciplinary matter.
- 2.7 We will ensure that there are confidential means for employees to seek assistance and advice for any alcohol or drug problem, whether by self-referral or at our request.
- 2.8 Where appropriate, we will provide support internally and/or through external agencies to employees who seek help for an alcohol or drug problem.

- 2.9 If any employee with an alcohol or drug problem fails to comply with the recommendations of the agreed programme of treatment, immediate disciplinary action may be taken.
- 2.10 Employees enrolled on a rehabilitation programme will usually be subject to normal sickness/absence rules.
- 2.11 The use, possession, distribution, purchase, sale or being under the influence of alcohol (except on authorised occasions) or any controlled drugs whilst at work or on HHP property is prohibited and may be viewed as gross misconduct.
- 2.12 Employees should be aware that the Misuse of Drugs Act 1971 makes it a criminal offence for HHP to knowingly allow the production or supply on its premises of any controlled drugs, and for any individual who allows such activities by his neglect or connivance. We will press for the prosecution of any employee found breaking these laws on its premises.
- 2.13 Breach of this policy by an employee will be fully investigated and normally be dealt with under our Disciplinary Procedure. Depending on the nature of the conduct, the employee may be dismissed without notice.

IMPLEMENTING THE POLICY

- 3.1 The Chief Executive has overall responsibility for the implementation of this policy.
- 3.2 Procedures relating to the implementation, monitoring and enforcement of this policy will be developed and maintained by the Health & Safety Committee and updated as required.
- 3.3 Day-to-day responsibility for the implementation of this policy lies with line managers but all employees are obliged to adhere to, and facilitate the implementation of the policy in the workplace.
- 3.4 Employees with alcohol or drug problems who are referred for treatment, whether voluntarily or mandatory will be dealt with in the strictest confidence.

COMMUNICATING THE POLICY

- 4.1 We will inform our employees, and other agencies and companies who operate from our offices and stores about the Alcohol and Drugs Policy. Managers responsible for implementing and operating the policy will receive regular training. All employees will be trained in the operation of the policy and alcohol and drug awareness.
- 4.2 All new employees will be given a copy of the Alcohol and Drugs Policy (e.g. at induction).
- 4.3 A copy of the policy will be posted on our intranet.

MONITORING & REVIEWING THE POLICY

- 5.1 This policy will be reviewed every 3 years. More frequent reviews will be considered if, for example, there is a need to respond to new legislation/policy guidance.

HHP PROCEDURES RELATING TO THE ALCOHOL AND DRUGS POLICY

PREVENTION AND REHABILITATION

- 1.1 The primary objectives of this policy are the prevention of the adverse effects of alcohol and drugs in the workplace and the early diagnosis, treatment and rehabilitation of employees who have alcohol or drug-related problems.
- 1.2 We will ensure that there are confidential means whereby employees can seek assistance and advice for any alcohol problem, whether by self-referral or at the request of the organisation.
- 1.3 Employees should recognise that it is their responsibility and in their best interests to seek help at the earliest possible stage when treatment may be easier and before the problem affects work sufficiently to become a disciplinary matter.
- 1.4 If any employee with an alcohol or drug problem fails to comply with the recommendations of the agreed programme of treatment, immediate disciplinary action may be taken.
- 1.5 Employees enrolled on a rehabilitation programme will usually be subject to normal sickness/absence rules.

SCREENING WHEN ALCOHOL OR DRUGS ABUSE IS SUSPECTED

- 2.1 Where line managers observe unusual behaviour or unacceptable performance by an employee at work such that they have reasonable cause to believe that the employee is suffering the effects of alcohol or drugs, the line managers will initiate the following procedure:
 - a) they will ask the employee to explain his behaviour. They will then ask the employee to accept a referral to the Occupational Nurse for a medical review. In all cases a medical review will take place to ensure that there is no underlying medical reason for the unusual behaviour or unacceptable performance and that the employee receives the appropriate and confidential care;
 - b) it is anticipated that most cases will not proceed to an alcohol and drugs screen but will be handled using normal line management practices. However, in the absence of a satisfactory alternative explanation for the behaviour or performance, and where the employee is suspected of, or admits to, being in breach of this policy, an alcohol and drug screen will be performed;
 - c) the procedure for screening is held by the Occupational Nurse. The consent form will be prepared by the Occupational Nurse and signed by the employee and the Occupational Nurse taking the samples. Upon completion of the screen, the employee may be suspended on full pay for as short a time as possible until the results of the test are known; and
 - d) if an employee refuses to co-operate with the screening or to allow the organisation access to the results, the consent form will be completed accordingly. The employee will be suspended immediately on full pay

and the organisation's Disciplinary Policy will be instigated. The behaviour that gave rise to the suspicion may also be grounds for disciplinary action. Failure to follow or co-operate with procedures laid down to safeguard the H&S of employees may be regarded as gross misconduct and may lead to disciplinary action up to and including dismissal.

DEALING WITH THE RESULTS

- 3.1 Employees will be told the results of the screen as soon as practicable.
- 3.2 If the result of the screen is negative the employee's behaviour will continue to be investigated and in appropriate cases our Disciplinary Procedure will be instigated.
- 3.3 If the result is positive, the line manager will continue the investigation and medical advice will be sought.
- 3.4 If no alcohol or drug dependency is found or admitted, our Disciplinary Procedure will be instigated and, depending on the seriousness of the conduct that gave rise to the investigation, we may dismiss the employee.
- 3.5 We may alternatively, at its absolute discretion, treat the employee's alcohol or drug dependency as an illness. Where appropriate the employee will be offered support and access to treatment for rehabilitation. A formal rehabilitation plan will be agreed. Any time off to attend rehabilitation will be treated as sickness absence but the employee will receive payment over and above statutory sick pay only at the our discretion.
- 3.6 The Occupational Nurse will review the employee's fitness for work and liaise with external agencies (if applicable) to ensure that the employee is co-operating with the rehabilitation programme.
- 3.7 It is anticipated that most employees will complete rehabilitation successfully. However, if the employee fails to complete the rehabilitation programme (or fails any screening tests), the matter will be dealt with in accordance with our Disciplinary Policy. Failure to complete rehabilitation successfully may be regarded as gross misconduct and may lead to disciplinary action up to and including dismissal.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1	New policy based on the Croner Model Policy	June 2011	Angus Smith
2	Policy reviewed and standardised	June 2014	Angus Smith
3	Policy reviewed and standardised	August 2017	Shona Paton

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
<i>We/our/us</i>	Hebridean Housing Partnership/HHP
<i>Board</i>	Means the Board of the Hebridean Housing Partnership
<i>Board Members</i>	All Members of the Board including co-opted Members
<i>H&S</i>	Health and Safety
<i>Alcohol Misuse</i>	Refers to an alcohol related problem which is defined as any drinking, either intermittent or continual, which interferes with a person's health and social functioning and/or work capability or conduct.
<i>Drug</i>	Refers to any psychoactive drug whether illegal, over the counter from pharmacies and other retail outlets, or legal substances such as solvents. In the case of prescribeds, their possession and proper use is acknowledged as legitimate.
<i>Drug Misuse</i>	Refers to use of illegal drugs and the misuse whether deliberate or unintentional of prescribed medicines or solvents.
<i>Premises</i>	HHP's Business Offices, Stores, Garages, Caravans, Houses, Flats, Vehicles or any other property used by HHP in the course of its business.
<i>Occupational Nurse</i>	Occupational nurses work to prevent, investigate, and treat workplace related illnesses and injuries. This service is sourced outwith HHP.
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



HHP is a registered society under the Co-operative and Community Benefit Societies Act 2014, Registered Number: 2644R(S), Registered Office: Creed Court, Gleann Seileach Business Park, Willowglen Road, STORNOWAY, Isle of Lewis HS1 2QP. It is a charity registered in Scotland, Charity Number: SC035767, registered as Registered Social Landlord with the Scottish Housing Regulator, Registration Number: 359 and registered as a Property Factor, Registration Number PF000183

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Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773



▶ Lone Working Policy

Effective Date: ▶ September 2017
Review Date: ▶ September 2020
Approved by HHP Board: 6 September 2017

LONE WORKING POLICY

INTRODUCTION

- 1.1 HHP recognises that lone workers face particular problems, and will not require employees to work alone where this results in unacceptable risks. HHP will ensure that all lone workers are thoroughly trained at the start of employment, receive regular monitoring and supervision, and are instructed in all matters relating to their Health and Safety (H&S) at work.
- 1.2 This policy applies to all employees including temporary employees, contractors, students and those on work experience. It forms an integral part of the Partnership's H&S Policies. The policy applies to all situations involving lone working arising in connection with the duties and activities of our employees, including:
 - employees working on their own within our offices; and
 - employees working on their own out with our offices.

OBJECTIVES

- 2.1 We aim to increase employee awareness of safety issues relating to lone working.
- 2.2 To make sure that the risk of lone working is assessed in a systematic and ongoing way, and that safe systems and methods of work are put in place to reduce the risk so far as is reasonably practicable.
- 2.3 To make sure that appropriate training is available to employees in all areas that equips them to recognise risk and provides practical advice on safety when working alone.
- 2.4 To make sure that appropriate support is available to employees who have to work alone.
- 2.5 To encourage full reporting and recording of all adverse incidents relating to lone working.
- 2.6 To reduce the number of incidents and injuries to employees related to lone working.

IMPLEMENTING THE POLICY

- 3.1 Lone working environments present a unique H&S problem. Although there is no specific legal guidance on lone working, under the Health and Safety at Work etc. Act 1974, and the Management of Health and Safety Regulations 1999, as amended, the Partnership has a duty of care and must organise and control the health & safety of lone workers.
- 3.2 The Chief Executive has overall responsibility for the implementation of this policy.
- 3.3 We will implement arrangements for identifying, evaluating and managing risk associated with lone working.

- 3.4 We will provide resources for putting the policy into practice and will make sure that there are arrangements for monitoring incidents linked to lone working.
- 3.5 Procedures relating to the implementation, monitoring and enforcement of this policy will be developed and maintained by the Health & Safety Committee and updated as required.
- 3.6 Day-to-day responsibility for the implementation of this policy lies with line managers but all employees are obliged to adhere to, and facilitate the implementation of the policy and its related procedures in the workplace.
- 3.7 We will ensure that this procedure for lone workers ensures safe and effective systems of work at all times. All employees are therefore required to draw to the attention of their line manager any amendments or additions to the procedure which may become necessary from time to time.
- 3.8 All employees have a responsibility to act in such a way as not to put themselves or their colleagues at risk. Where employees work alone, HHP places even greater trust in them to act responsibly and safely. Any breaches of that trust will be viewed very seriously and may result in disciplinary action being taken.
- 3.9 All candidates for positions in which lone working is a significant factor must undergo a full medical examination, if appropriate. Each individual's suitability on medical grounds will be related to the specific job applied for and the particular hazards and risks associated with that job. Requests for medical reports/medical records will be subject to the Access to Medical Reports Act 1988 where appropriate and to the Access to Health Records Act 1990.
- 3.10 The Health & Safety Committee is responsible for ensuring that risk assessments are undertaken and procedures are followed throughout their teams.
- 3.11 The Health & Safety Committee is responsible for setting up and maintaining an effective procedure relating to all equipment/machinery used by their employees to ensure that:
 - a) all equipment/machinery is safe;
 - b) defects are quickly reported and rectified; and
 - c) regular maintenance is carried out.
- 3.12 We will regularly review the training needs of their employees, and ensure that refresher training, or training in new working methods, is provided.
- 3.13 All lone workers will have regular personal contact with their line manager at least once a week.
- 3.14 All lone workers will be informed by their line manager whom they should contact for help and support in fulfilling their duties. Where possible the contact will be an office-based employee, and readily available. In the event that the contact is unavailable and advice urgently required, employees should contact Customer Services on tel: 0300 123 0773.
- 3.15 All lone workers will have quick and easy access to first-aid facilities. Lone workers will be provided with a first-aid kit.

- 3.16 In circumstances where we accept that a lone worker could have difficulty in raising the alarm in an emergency, we will install or provide an alarm system appropriate to the situation.
- 3.17 Where lone workers are mobile during their working day, systems will be established whereby the location of individuals at any particular time can be determined; this may include the requirement to report to a central point at the end of an appointment or working day. Such systems must be strictly adhered to.
- 3.18 No ad hoc lone working will be permitted without written authorisation from the relevant Director.

COMMUNICATING THE POLICY

- 4.1 We will inform its employees, and other agencies and companies who operate from our offices and stores, about the Lone Working Policy.
- 4.2 Line managers who carry out implementing and operating the policy will receive regular in-depth training. All employees will be trained in the procedures and the operation of the policy.
- 4.2 All new appointees to lone working positions will receive comprehensive induction training. All employees must satisfy their line manager that they are competent in:
 - a) the duties of the particular post;
 - b) safety aspects of all machinery/equipment to be used; and
 - c) emergency procedures: fire, accident, illness, physical attack.
- 4.3 A copy of the policy will be posted on HHP's intranet.

MONITORING AND REVIEW OF POLICY

- 5.1 This policy will be reviewed every 3 years. More frequent reviews will be considered if, for example, there is a need to respond to new legislation/policy guidance.

HHP PROCEDURES RELATING TO THE LONE WORKING POLICY

1.2 The Health & Safety Committee are responsible for:

- a) making sure that all employees are aware of the Policy;
- b) making sure that risk assessments are carried out and reviewed regularly;
- c) putting procedures and safe systems of work into practice which are designed to eliminate or reduce the risks associated with working alone;
- d) making sure that employees identified as being at risk are given appropriate information, instruction and training, including training at induction, updates and refresher training as necessary;
- e) making sure that appropriate support is given to employees involved in any incident; and
- f) managing the effectiveness of preventative measures through an effective system of reporting, investigating and recording incidents.

1.2 All employees are responsible for:

- a) taking reasonable care of themselves and other people who may be affected by their actions;
- b) co-operating by following rules and procedures designed for safe working;
- c) reporting all incidents that may affect the H&S of themselves or others and asking for guidance as appropriate.
- d) taking part in training designed to meet the requirements of the Policy; and
- e) reporting any dangers they identify or any concerns they might have in respect of working alone.

1.3 Procedures written specifically in relation to the working requirements of:

- Housing Officers
- Handymen
- Clerk of Works
- Cleaners

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.0	New Policy based on the Croner Model Policy	June 2011	Angus Smith
2.0	Policy and procedure reviewed in light of building layout changes.	June 2014	Angus Smith
3.0	Policy reviewed and standardised	August 2017	Shona Paton

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
<i>We/our/us</i>	Hebridean Housing Partnership/HHP
<i>Board</i>	Means the Board of the Hebridean Housing Partnership
<i>Board Members</i>	All Members of the Board including co-opted Members
<i>Lone Workers</i>	<i>Employees whose working activities involve situations where they are without any kind of close or direct supervision</i>
<i>H&S</i>	<i>Health and Safety</i>
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



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Phone: 0300 123 0773

PARTICULAR HOUSING NEEDS POLICY

Board 6 September 2017

Report by Director of Operations

Purpose of Report

- 1.1 To present to the Board the revised Particular Housing Needs Policy for consideration and approval.

Summary

- 2.1 The Particular Housing Needs Policy was last updated in September 2013 and should be reviewed every three years in compliance with the Policy Review Schedule.
- 2.2 The Particular Housing Needs Policy has now been reviewed and updated.

Competence

- 3.1 The financial, legal and other constraints are detailed in paragraph 5 and 6.

Recommendations

- 4.1 **It is recommended that the Board approve the revised Particular Housing Needs Policy.**

APPENDIX 1 Particular Housing Needs Policy

Background Papers None

Writer of Report John MacIver

Tel: 0300 123 0773

Competence

Financial

- 5.1 There are no financial obligations arising directly out of consideration of this report.

Legal

- 6.1 There are no legal implications arising directly out of consideration of this report.

Regulatory Guidance

- 7.1 The relevant Regulatory Standards are:

Standard 1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

- 1.1 The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's strategic and financial plans to achieve its purpose and intended outcomes for its tenants and other service users.

Standard 2 The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.

- 2.1 The RSL gives tenants, service users and other stakeholders information that meets their needs about the RSL, its services, its performance and its future plans.

- 2.3 The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of this information in its strategies, plans and decisions.

Risk

- 8.1 There are no risk implications arising directly out of consideration of this report.

Report Details

- 9.1 The Particular Housing Needs Policy was last updated in September 2013, and should be reviewed every three years as per the Policy Review Schedule.
- 9.2 The policy has been reviewed and there are no significant changes required. Minor changes have been made to wording of the policy.
- 9.3 The policy should also be read in conjunction with the Allocations Policy.
- 9.4 The revised policy is now being passed to the Board for consideration and approval.



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▶ Particular Housing Needs Policy

Effective Date: ▶ September 2017
Review Date: ▶ September 2020
Approved by HHP Board: 6 September 2017

PARTICULAR HOUSING NEEDS POLICY

INTRODUCTION

- 1.1 We will endeavour to improve the profile of housing in Health & Social Care and be as fully involved in its planning as possible.
- 1.2 We will include within its objectives the provision of good quality housing for Health & Social Care and Particular Housing Needs.
- 1.3 We will work in partnership with other agencies involved in Health & Social Care, especially Comhairle nan Eilean Siar and the Western Isles Health Board. We will at all times aim to work in co-operation with these agencies.
- 1.4 Our objectives include the provision of affordable housing for anyone over the age of 16.

AIMS

- 2.1 We will work in partnership with the Health Board, Comhairle nan Eilean Siar, and the Integrated Joint Board and with Voluntary Agencies, and other relevant agencies, in assessing particular housing needs of applicants.
- 2.2 We will work with the above agencies to meet housing need by providing a range of housing, thus increasing choices for people with particular needs in relation to housing.
- 2.3 Where it is not possible or appropriate for HHP to directly manage Particular Needs Housing, we will either lease properties to appropriate managing agents or devolve management responsibility to such an agent (e.g voluntary organisations, Social Work Department, Health Board). Where this is done, any required consents will be sought from the Scottish Housing Regulator. A Lease or Management Agreement will be signed by both organisations.
- 2.4 We will seek to create opportunities for prospective tenants (where tenants have been identified prior to development) and client groups to express their needs and desires in relation to area, type and make up of their possible future housing.
- 2.5 When planning future development, we will be sensitive to the needs of the prospective tenants in terms of area, recognising that it is appropriate for elderly, and people with mobility problems to be close to amenities and public transport, etc.
- 2.6 We will make provision for particular needs housing wherever possible, within housing developments. This should apply to all particular needs housing including that which requires physical adaption.

BACKGROUND

- 3.1 We recognise that, when people's circumstances/physical needs change, they very often do not want to move from their own homes.

- 3.2 We will enable tenants to remain in their homes (wherever possible) by working together with the tenants, the Occupational Therapy service, Social Work Department and others, to provide any practicable adaptations necessary to enable them to do so.

HEADING DESIGN AND DEVELOPMENT

- 4.1 Wherever specially designed or adapted housing or housing projects are necessary, we will develop these to a type and scale which fits in with the surrounding environment and that is compatible with the rest of the housing scheme.
- 4.2 All new build ground floor developments will be built to 'varying needs' standards which are intended to enable the house to meet the needs of householders as they move through the stages of life.

ALLOCATIONS

- 5.1 We recognise that, in some cases, it is appropriate to identify the future tenants prior to or during the development of housing. Where this is necessary, the allocation policy will still be applied to assess those in most housing need.
- 5.2 Everybody aged 16 or over has the right to fill in an application form and be assessed for housing. Allocations will be made fairly and will not discriminate on grounds of sex, religion, creed, race, sexual orientation, disability or marital status.
- 5.3 We will seek, through the Housing Allocations Policy, to ensure that the best use is made of existing housing stock. Where vacancies arise which have adaptations these will be targeted to applicants who require such adaptations.

MANAGEMENT

- 6.1 (i) We will, wherever legally possible, offer tenants security of tenure by signing with them, a legal binding Scottish Secure Tenancy agreement; and
- (ii) Where this is not legally possible (e.g. if the Partnership's property is leased to a managing agent), we will ensure that the leasing agreement provides for each resident to have an appropriate tenancy agreement.

MONITORING AND REVIEW OF POLICY

- 7.1 Where we have devolved management responsibilities to another agency by entering into a lease or a management agreement, they will ensure that good management practices are adhered to.
- This will be done by a system of written procedures, monitoring and liaison with that agency.
- 7.2 The Policy will be reviewed by the Board at least every three years.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
3.0	Minor changes to wording. Inclusion of partnership working with the Integrated Joint Board.	7 September 2017	Donalda MacKinnon

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
We or Our	Hebridean Housing Partnership
Board	Means the Board of the Hebridean Housing Partnership
Board Members	All Members of the Board including co-opted Members
IJB	The Integrated Joint Board is the formal Health and Social Care Partnership between the Western Isles Health Board and Comhairle Nan Eilean Siar.
CNES	Comhairle Nan Eilean Siar
WIHB	Western Isles Health Board
Adapted Housing	Referring to houses that have been specially designed or adapted to a tenant's physical needs, eg. A wheelchair accessible flat
Supported Accommodation	Housing, whether specifically designed or not, that provides an element of care or support either through paid members of staff or by other statutory or voluntary agencies by way of an agreed care plan
Particular Housing Needs	A term for Housing for groups including, but not restricted to: <ul style="list-style-type: none"> • Older people; • People with physical disabilities; • People with learning disabilities; • People with poor mental health or ARBD and people who misuse drugs & alcohol; • People subject to domestic violence; and • Vulnerable young people
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



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UNACCEPTABLE ACTIONS BY COMPLAINANTS POLICY

Board 6 September 2017

Report by Director of Operations

Purpose of Report

- 1.1 To present to the Board the revised Unacceptable Actions by Complainants Policy for consideration and approval.

Summary

- 2.1 The Unacceptable Actions by Complainants Policy was last updated on 3 September 2014, and should be reviewed every three years in compliance with the Policy Review Schedule.
- 2.2 The Unacceptable Actions by Complainants Policy complements the Comments, Complaints and Compliments Policy.
- 2.3 The Unacceptable Actions by Complainants Policy has now been reviewed and updated and is at Appendix 1. There are no significant changes proposed to the Policy.

Competence

- 3.1 Legal, financial or other constraints are listed at paragraphs 5.1 to 8.1.

Recommendations

- 4.1 **It is recommended that the Board approve the revised Unacceptable Actions by Complainants Policy at Appendix 1.**

APPENDIX 1	Unacceptable Actions By Complainants Policy
Background Papers	Managing Violence & Aggression at Work Policy
Writer of Report	Katie Walker

Tel: 0300 123 0773

Competence

Financial

- 5.1 There are no financial obligations arising directly out of consideration of this report.

Legal

- 6.1 There are no legal implications arising directly out of consideration of this report.

Regulatory Guidance

- 7.1 The relevant Regulatory Standards are:

Standard 1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

1.1 The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's strategic and financial plans to achieve its purpose and intended outcomes for its tenants and other service users.

1.2 The RSL's governance policies and arrangements set out the respective roles, responsibilities and accountabilities of governing body members and senior officers, and the governing body exercises overall responsibility and control of the strategic leadership of the RSL.

1.3 Decision-making complies with the RSL's constitution (which adheres to Regulatory Standards and constitutional requirements) and its legal obligations.

Standard 2 The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.

2.2 The governing body recognises it is accountable to its tenants, and has a wider public accountability to the taxpayer as a recipient of public funds, and actively manages its accountabilities. It is open about what it does, publishes information about its activities and, wherever possible, agrees to requests for information about the work of the governing body and the RSL.

Standard 4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.

4.3 The governing body identifies risks that might prevent it from achieving the RSL's purpose and has effective strategies and systems for risk management and mitigation, internal control and audit.

Standard 5 The RSL conducts its affairs with honesty and integrity.

- 5.1 The RSL conducts its affairs with honesty and integrity and, through the actions of the governing body and staff, upholds the good reputation of the RSL and the sector.
-

Risk

- 8.1 There are no risk implications arising directly out of consideration of this report.

Report Details

Policy Review

- 9.1 The Unacceptable Actions by Complainants Policy was last updated in September 2014, and should be reviewed every three years as per the Policy Review Schedule.
- 9.2 The Policy has been reviewed and there are no significant changes required. Minor changes have been made to the layout and wording of the policy.
- 9.3 The Policy complements the Comments, Compliments and Complaints Policy which was reviewed in line with Scottish Public Services Ombudsman (SPSO) guidance and model policy. The SPSO guidance includes the need for an Unacceptable Actions by Complainants Policy but does not include a model policy.
- 9.4 The Policy should also be read in conjunction with the Managing Violence and Aggression at Work Policy.
- 9.5 The Policy is now being passed to the Board for consideration and approval.



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► Unacceptable Actions By Complainants Policy

Effective Date: ► 6 September 2017
Review Date: ► September 2020
Approved by HHP Board: 6 September 2017

UNACCEPTABLE ACTIONS BY COMPLAINANTS POLICY

INTRODUCTION

- 1.1 The Comments, Compliments and Complaints Policy aims to make it clear to all complainants, both at initial contact and throughout their dealings with HHP, what we can and cannot do in relation to their complaint. In doing so, we aim to be open and not raise hopes or expectations that cannot be met.
- 1.2 We believe that complainants have the right to be heard, understood and respected.
- 1.3 HHP aims to provide the best possible service to promote and maintain the good health of the people it serves. Our tenants, housing applicants and visitors can expect to be treated with respect whilst employees working for or with HHP are entitled to work without fear of abuse or violence.
- 1.4 The Unacceptable Actions by Complainants Policy should be read in conjunction with the Comments, Compliments and Complaints Policy and the Managing Violence and Aggression at Work Policy.

AIMS

- 2.1 To ensure that other complainants and our staff do not suffer any disadvantage from complainants who act in an unacceptable manner.
- 2.2 This Policy sets out what is considered unacceptable and how we will deal with the behaviour or actions of individuals which is deemed unacceptable.

AGGRESSIVE OR ABUSIVE BEHAVIOUR

- 3.1 We understand that complainants may be angry about the issues that they have raised in their complaint. If that anger escalates into aggression towards our staff, we consider this to be unacceptable.
- 3.2 Violence is not restricted to acts of aggression that may result in physical harm. It also includes behaviour or language (whether oral or written, including postings on social media sites) that may cause staff to feel afraid, threatened or abused.
- 3.3 We also consider that inflammatory statements and unsubstantiated allegations can be abusive behaviour. These may include oral, written or posted on social networking.

UNREASONABLE DEMAND

- 4.1 Complainants may make what we consider unreasonable demands on staff through the amount of information they seek, the nature and scale of service they expect or the number of approaches they make. What amounts to unreasonable demands will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the complainant.

- 4.2 A demand becomes unreasonable when it starts to (or complying with the demand would) impact substantially on the work of HHP. An example of such an impact would be that the demand takes up an excessive amount of staff time and in so doing disadvantages other complainants or functions. Examples of actions grouped under this heading include:
- Repeatedly demanding responses within an unreasonable timescale;
 - Insisting on seeking or speaking to a particular member of staff when it is not appropriate; and
 - Repeatedly changing the substance of a complaint or raising unrelated concerns.

UNREASONABLE PERSISTENCE

- 5.1 We recognise that some complainants will not or cannot accept that HHP is unable to assist them further or provide a level of service other than that provided already. Complainants may persist in disagreeing with the action or decision taken in relation to their complaint or contact the Partnership persistently about the same issue.
- 5.2 Examples under this heading include:
- Persistent refusal to accept a decision made in relation to a complaint;
 - Persistent refusal to accept explanations relating to what HHP can or cannot do and continuing to pursue a complaint without presenting new information.
- 5.3 The way in which these complainants approach our office may be entirely reasonable, but it is their persistent behaviour in continuing to do so that is not.
- 5.4 We consider the actions of persistent complainants to be unacceptable when they take up that we regard as being a disproportionate amount of time and resources.

MANAGING AGGRESSIVE OR ABUSIVE BEHAVIOUR

- 6.1 Our staff that directly experience aggressive or abusive behavior from a complainant have the authority to deal immediately with that behavior in a manner they consider appropriate to the situation and in line with this Policy.
- 6.2 The threat or use of physical violence, verbal abuse or harassment towards HHP staff is likely to result in the ending of all direct contact with the complainant. Incidents may be reported to the Police. This will always be the case if physical violence is used or threatened.
- 6.3 We do not deal with communication that is judged to be abusive to staff or contains allegations that lack substantive evidence. When this happens we tell the complainant that we consider their language offensive, unnecessary and unhelpful. We ask them to stop using such language and state that we will not respond to their communication if they do not stop. We may require future contact to be through a third party.
- 6.4 HHP staff will end telephone calls if the caller is considered aggressive, abusive or offensive. The staff member taking the call has the right to make the decision, tell the caller that the behavior is unacceptable and end the call if the behavior does not stop.

MANAGING UNREASONABLE DEMAND AND PERSISTENCE

- 7.1 When a complainant repeatedly phones, visits HHP offices, send irrelevant documents or repeatedly raises the same issues, which have already been responded to, HHP may decide to:
- a) Only take telephone calls from the complainant at set times on set days or put an arrangement in place for only one member of staff to deal with calls or correspondence from the complainant in the future.
 - b) Require the complainant to make an appointment to see a named member of staff before visiting our offices or that the complainant contacts HHP in writing only.
 - c) Return the documents to the complainant or, in extreme cases advise the complainant that further irrelevant documents will be destroyed.
 - d) Take other action that we consider appropriate. We will however, always tell the complainant what action we are taking and why.
- 7.2 Where a complainant continues to correspond on a wide range of issues, and this action is considered excessive, then the complainant will be told only a certain number of issues will be considered in a given period and asked to limit or focus their requests accordingly.
- 7.3 Complainant action may be considered unreasonably persistent if all internal review mechanisms have been exhausted and the complainant continues to dispute HHP's decision relating to the complaint. The complainant will be given details of the Scottish Public Services Ombudsman (SPSO). A complaint will not be considered further by HHP once it has been referred to the SPSO unless they provide significant new information relating to the complaint.

DECIDING TO RESTRICT COMPLAINANT CONTACT

- 8.1 With the exception of immediate decisions taken at the time of an incident, decisions to restrict contact with HHP will only be taken after careful consideration of the situation by HHP's Director of Operations.
- 8.2 Wherever possible the complainant will be given opportunity to modify their behaviour or action before a decision is taken.
- 8.3 Complainants will be told in writing why a decision has been made to restrict future contact, the restricted contact arrangements and, if relevant, the length of time that these restrictions will be in place.

APPEALING A DECISION TO RESTRICT CONTACT

- 9.1 A complainant may appeal a decision to restrict contact. HHP's Chief Executive will consider such an appeal. The Chief Executive will advise the complainant in writing that, either the restricted contact arrangements still apply or agree an alternative course of action.

RECODING AND REVIEWING A DECISION TO RESTRICT CONTACT

- 10.1 All incidents of unacceptable actions by complainants will be logged. Where it is decided to restrict complainant contact an entry noting this is made on the relevant file and on appropriate computer records.

10.2 A decision to restrict complainant contact may be reconsidered if the complainant demonstrates a more acceptable approach. The status of complainants with restricted contact arrangements will be reviewed on a regular basis.

POLICY REVIEW

11.1 This Policy will be reviewed on a 3 yearly basis.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
2.1	Wording change at 6.3 – correspondence to communication; new corporate standard applied; and SPSO added to interpretations and abbreviations.	6 September 2017	Katie Walker

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
<i>HHP or Partnership</i>	Hebridean Housing Partnership
<i>Board</i>	Means the Board of the Hebridean Housing Partnership
<i>Board Members</i>	All Members of the Board including co-opted Members
<i>SPSO</i>	Scottish Public Services Ombudsman
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



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QUARTERLY TREASURY REPORT TO 30 JUNE 2017

Board 6 September 2017

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 To inform the Board of the Treasury Management activities of the first quarter of 2017/18.

Summary

- 2.1 The quarterly Analysis of Investment and Borrowing report required by the Treasury Management Policy is at Appendix 1.

Competence

- 3.1 Financial and legal constraints arising from the recommendation to this report being implemented are detailed at 5.1 – 6.1.

Recommendations

- 4.1 **It is recommended that the Board:**
- a) **Note the quarterly report on the Analysis of Investment and Borrowing as shown at Appendix 1;**
 - b) **Note the outstanding loans at 30 June 2017 of £5.088 million; and**
 - c) **Note the cash balance at 30 June 2017 of £8.917 million.**

APPENDIX 1: Analysis of Investment and Borrowings
APPENDIX 2: Quarterly Income and Expenditure Profile
Background Papers: None
Writer of Report: Donald Macleod

Tel: 0300 123 0773

Competence

Financial

5.1 This report deals entirely with the cash resources utilized over the first quarter of 2017/18.

Legal

6.1 Rule 19.1 to 20.1 details the Partnership's borrowing powers.

6.2 The effecting of borrowing and lending money is in accordance with the Partnership's borrowing and lending policies and CIPFA's "Treasury Management in Housing Partnerships: A Code of Practice" and has been delegated to the Director of Finance & Corporate Services.

6.3. The Treasury Management Policy requires that as a minimum a quarterly report is provided to the Board in the form "Analysis of Investment and Borrowing".

6.4 The Treasury Management Policy requires that if the cash balances exceed £2.5 million the funds should be spread over no fewer than three interest bearing accounts. The cash balances are in a special interest account with Royal Bank of Scotland (RBOS). The remainder is held in the current accounts with the RBOS.

6.5 The Board approved that the limit for deposit of cash surpluses held by one institution be set at £1.5 million for 2017/18.

6.6 Currently HHP are in the process of opening another account with Santander to ensure continued compliance with Treasury Management Policy.

Regulatory Guidance

7.1 The relevant Regulatory Standards are:

Standard 3 The RSL manages its resources to ensure its financial well-being and economic effectiveness.

3.1 The RSL has effective financial and treasury management controls and procedures, to achieve the right balance between costs and outcomes. The RSL ensures security of assets, the proper use of public and private funds, and access to sufficient liquidity at all times.

Risk

8.1 There are a number of risks highlighted in the Risk Register in relation to Treasury Management. The risk scored as "high" is the impact of increases in the interest rate and inflation rate and this has been addressed in Appendix 1.

Report Details

7.1 There were no borrowings during the first quarter, which is in line with the Annual Financing Strategy for 2017/18.

7.2 The first quarter of the year saw £2.949 million expenditure of which £1.049 million related to new build.

7.3 The income for the first quarter was just over £4.422 million and comprised Rental Income (45%) and other (4.2%) and Government Grants including new build (22.1%), Right to Buy & LIFT receipts (28.4%).

- 7.4 Appendix 2 summarises the income and expenditure profiles for the first quarter.
- 7.5 The cash balances at 30 June 2017 increased quarter on quarter by £2.715 million to £8.917 million. This was driven by LIFT receipts, increased RTB receipts and timing of investment spend (budgeted in the first quarter moving to the second and third quarter).
- 7.6 HHP currently holds RTB receipts of £1.895 million which are repayable on demand to the Scottish Government. HAG repayable of £218K is also repayable to the Scottish Government following the sale of properties through the RTB scheme.
- 7.7 Covenants for 2017/18 are yet to be confirmed by our funders. This is expected to be received in the second quarter.

INVESTMENTS

	Mar-17	Jun-17	Average
<i>DEPOSIT ACCOUNTS</i>	£000's	£000's	£000's
Royal Bank	2,758	2,760	2,759
CWS	1	0	1
BOS	1,151	1,156	1,154
Abbey	606	606	606
Total Deposit	4,516	4,522	4,519
<i>CURRENT ACCOUNTS</i>			
General Account	547	645	596
Standing Order	352	825	589
Direct Debit	305	1,302	803
Office/Cash	465	1,601	1,033
Property Factorir	17	23	20
Total current	1,686	4,396	3,041
Total	6,202	8,919	7,560

Balances shown are taken from the Bank Statements and not the ledger.

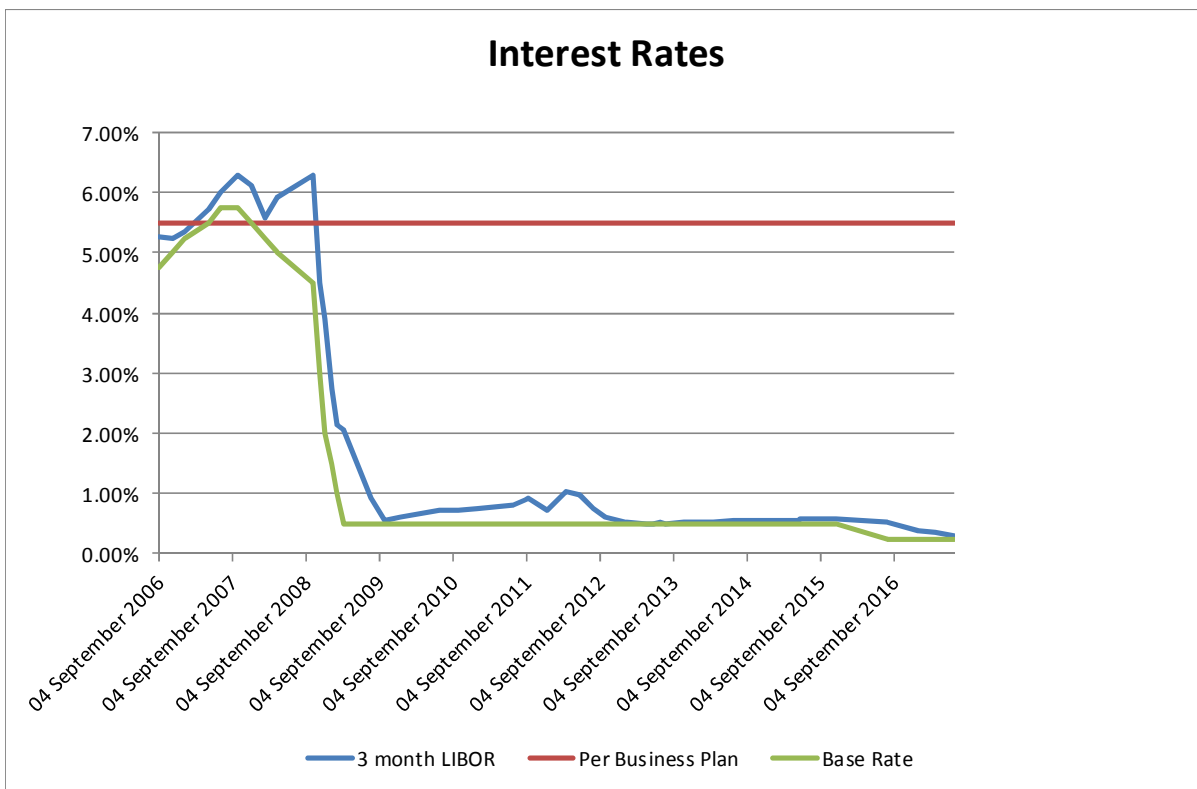
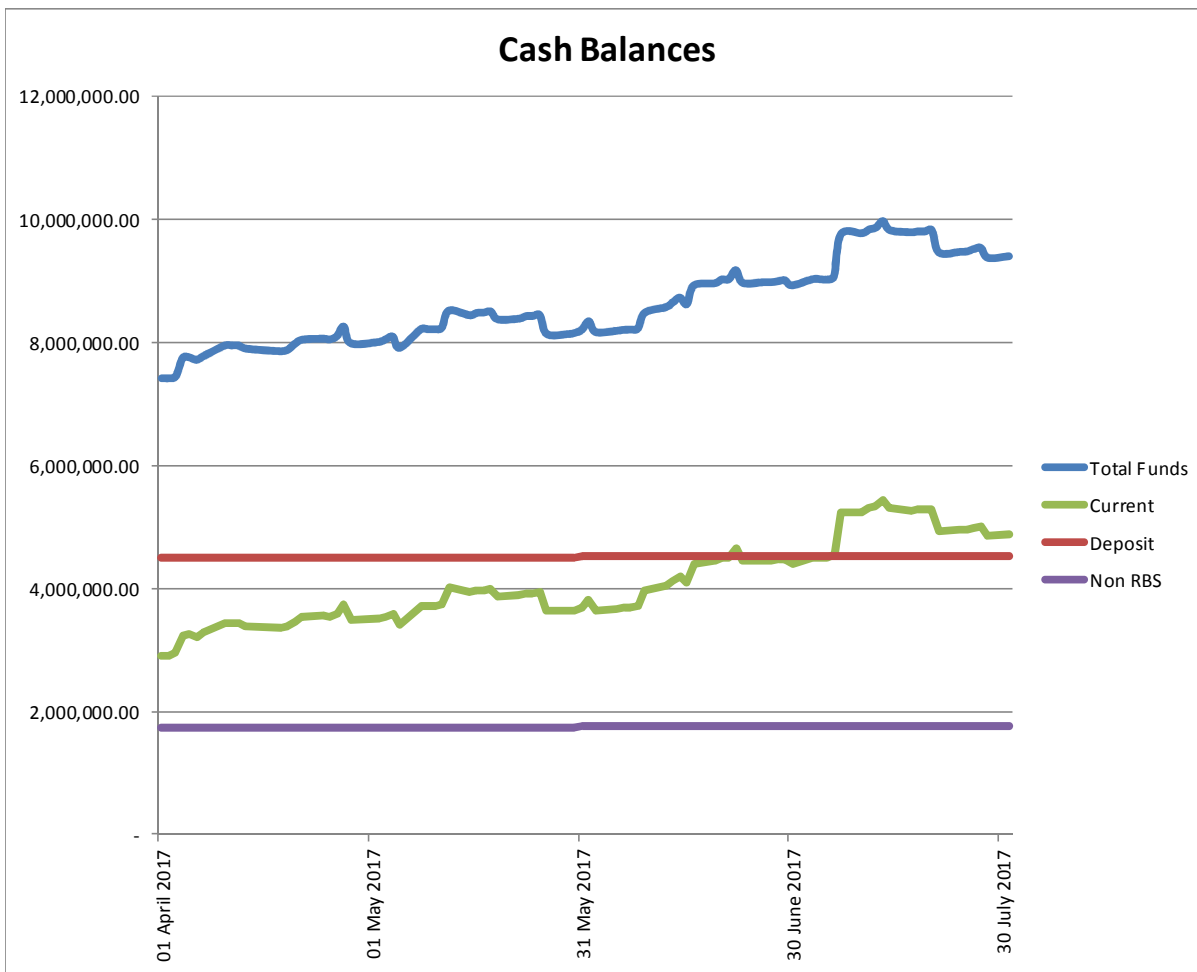
The cash held at the Royal Bank is split between 5 operational accounts totalling £4.396m and 4 special deposit accounts totalling £2.760m.

BORROWINGS

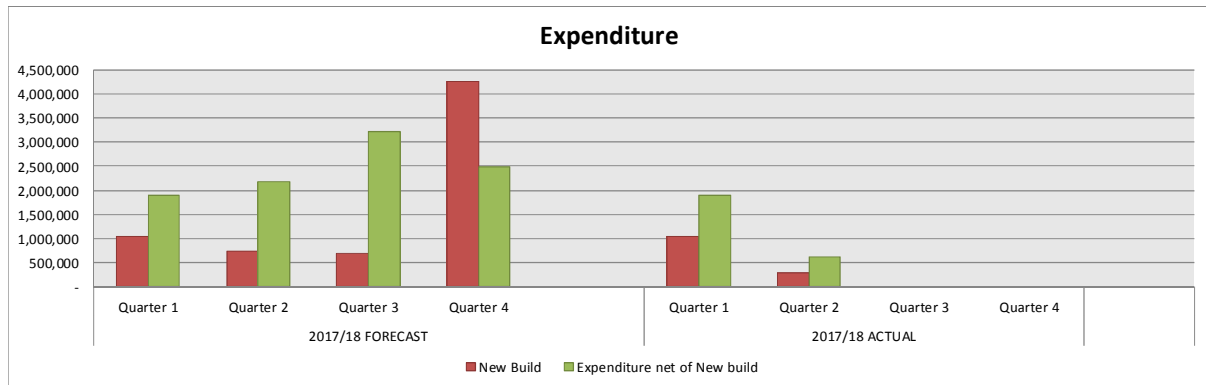
Core Funding Facility	£m
Estimated debt outstanding (per Business Plan) Yr 7	5.10
Actual amount outstanding	5.09
Difference	0.02

Compliance with Cash Flow Forecasts

The Annual Financing Strategy for 2017/18 forecast there may be a requirement to borrow during the year but this is unlikely given current cash balances.

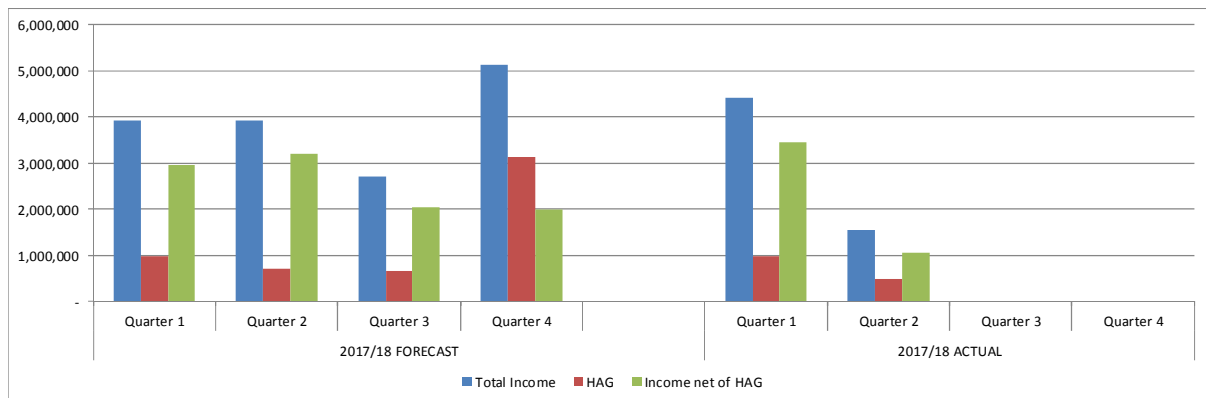


EXPENDITURE



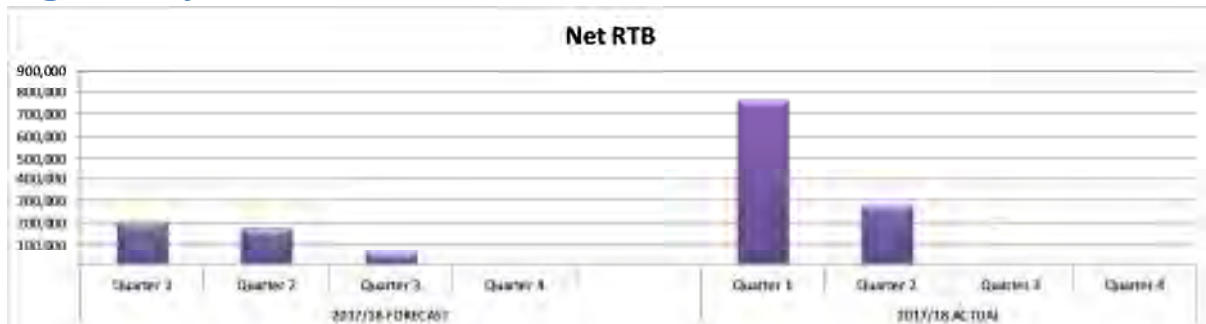
Overall the expenditure for the first quarter of 2017/18 is in line with the revised forecast. Financial covenants have not yet been received. The forecast for the remaining year has been updated to reflect the changed phasing in the programmed works.

INCOME



Total Income for the first quarter of 2017/18 is greater than cash flow forecasts as a result of higher than forecasted RTB unit sales.

Right to Buy



RTB receipts for the first quarter are above forecast mainly due to the large volume of applications received prior to the deadline of 31 July 2016 now being approved and sold. Receipts for the year are already above forecast and will continue to rise as applications are approved.

MANAGEMENT REPORT TO 31 JULY 2017

Board 6 September 2017

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 To present a Management Report for the month ended 31 July 2017 for the Board for review.

Summary

- 2.1 This is the Management Report to 31 July 2017 and the information is presented in compliance with regulations and to provide Board Members with assurance that expenditure is within approved budgets and income collected is on target. A copy of the report is at Appendix 1.
- 2.2 Details of all material variances are contained in the report at Appendix 1.

Competence

- 3.1 The legal, financial or other constraints to any recommendation in this report are contained in Paragraphs 5.1 to 6.1.

Recommendations

- 4.1 **It is recommended that the Board notes the management information at 31 July 2017 as detailed in Appendix 1.**

APPENDIX 1 Management Report to 31 July 2017

Background Papers none

Writer of Report Katia Petteloot

Tel: 0300 123 0773

Competence

Financial

- 5.1 The Board approved budgets for 2017/18 in February 2017 which projected a surplus for the year of £1,911,630. The Revised Budget figure is £1,840,344 with a forecasted out turn of £1,873,670. Therefore no increase in funds is needed.

Legal

- 6.1 There are no legal matters arising from the consideration of this report.
- 6.2 HHP's Financial Regulations require that this report complies with statutory requirements, accounting standards and appropriate codes of practice.

Regulatory Guidance

- 7.1 The relevant Regulatory Standards are:

Standard 2 **The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.**

2.1 The RSL gives tenants, service users and other stakeholders information that meets their needs about the RSL, its services, its performance and its future plans.

2.2 The governing body recognizes it is accountable to its tenants, and has a wider public accountability to the taxpayer as a recipient of public funds, and actively manages its accountabilities. It is open about what it does, publishes information about its activities and, wherever possible, agrees to requests of information about the work of the governing body and the RSL.

2.4 The RSL is open, co-operative, and engages effectively with all its regulators and funders, notifying them of anything that may affect its ability to fulfil its obligations. It informs the Scottish Housing Regulator about any significant events such as a major issue, event or change as set out and required in our notifiable events guidance.

Standard 3 **The RSL manages its resources to ensure its financial well-being and economic effectiveness**

3.1 The RSL has effective financial and treasury management controls and procedures, to achieve the right balance between costs and outcomes. The RSL ensures security of assets, the proper use of public and private funds, and access to sufficient liquidity at all times.

Risk

- 8.1 The key risk is that HHP does not meet its Financial Covenants on an ongoing basis. The covenant for 2017/18 has been reset at an annual cashflow deficit of £1,513,380.

Hebridean Housing Partnership
Registered Scottish Charity SCO 35767

Management Reports

To 31 July 2017



2017/18

Introduction

The Management Reports for 31 July 2017 are attached and if Board Members or Managers have any areas of concern or would like additional information they should contact the Finance and Business Services Manager or the Director of Finance & Corporate Services.

The Management Reports are made up of three sections:

Section 1: High Level Summary

- Written by the Director of Finance & Corporate Services. This section shows in graphical format how HHP is performing in relation to the annual budget for 2017/18.

Section 2: Management Accounts

- Prepared by the Finance and Business Services Manager. Provides an Income & Expenditure Account, Balance Sheet and detailed operational budgets for the period. The Management Accounts include a more detailed commentary from Budget Managers on performance.

Section 3: Key Financial Performance Measures

- Prepared by the Finance and Business Services Manager including a review of Financial Covenants to provide the Board with assurance that the Covenant for 2017/18 will not be breached.

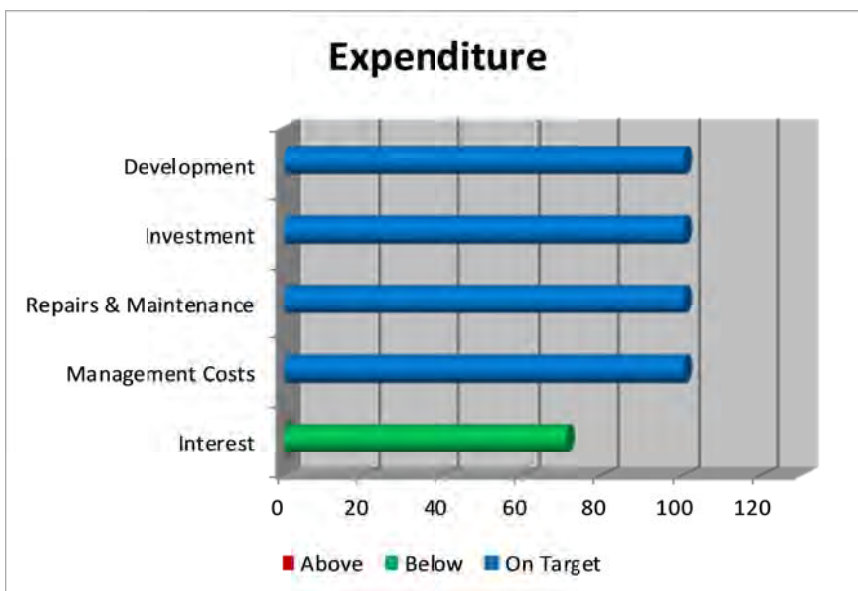
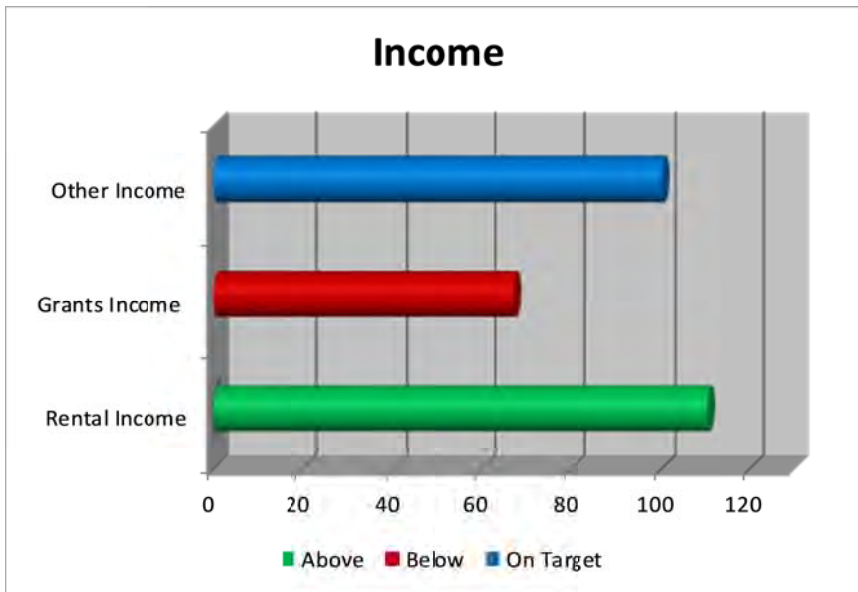
Section 1-High Level Summary

Commentary on Performance by Director of Finance & Corporate Services

	£
Initial approved Surplus	1,911,630
Slippage Carried Forward from 2016/17	(140,000)
Virement/Adjustment	68,714
Revised Surplus	1,840,344
Changes identified this financial year	
Changes to Income increases/(decreases)	33,327
Cost (increases)/decreases	-
Depreciation	-
Grant Amortisation	-
Forecast Surplus to 31 March 2018	1,873,670
Increase in funds required to meet forecast out-turn	(33,327)

The forecast out-turn is more than the revised budget due to RHI income offsetting the number of RTB sales which have already exceeded what was assumed in the budget. These RTB sales continue to drive a loss, partially offset with better voids performance.

High RTB sales YTD have resulted in a reduction in rental income and this has been reflected in the revised budget figure.



Cashflow continues to be healthy due to the Right to Buy receipts received YTD. Cash has been placed on higher interest deposit accounts in accordance with Financial Regulations.

Right to buy ceased on 31st July 2016. There currently are 9 applications outstanding with no applications awaiting an offer being made.

The financial covenant for 2017/18 has yet to be formally approved by our Funders. Schedule 5 Part A "Annual Cash Flow Deficit Cover" currently represents the Financial Covenant Levels as per the Funders' letter dated 11 November 2016. This will be updated once we have formal approval of the 2017/18 covenants from our funders.

Section 2 Management Accounts

	Page
Summary Income & Expenditure Account	6
Balance Sheet at 31 July 2017	7
Rental Income	8
Supervision & Management Costs	9
Repairs & Maintenance	10
Estate Works	11
Aids & Adaptations	12
Investment	13
Non-Housing Investment	14
Development	15

Income & Expenditure Account

For the period ended 31 July 2017

Line		CURRENT YEAR BUDGET		BUDGET to 31-Jul-17	ACTUAL Spend to 31-Jul-17	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget	Revised Budget			Budget to date	Budget to date	Revised Budget	Revised Budget	Over/ (under)	at 31/03/2018
		£	£	£	£	£	%	£	%	£	£
1	Dwelling rents (net)	8,214,570	8,192,284	2,738,560	2,799,168	(60,608)	-2%	5,393,115	65.83%	-	8,192,284
2	Non Dwelling rents (net)	13,200	13,200	4,140	7,689	(3,549)	-86%	5,511	41.75%	-	13,200
3	Right to Buy Sales	(102,480)	(102,480)	(34,120)	(95,003)	60,883	-178%	(7,477)	7.30%	(37,524)	(140,004)
4	Grant Funding	120,000	246,000	120,000	91,953	28,047	23%	154,047	62.62%	-	246,000
5	Other Income	44,450	44,450	16,250	22,274	(6,024)	-37%	22,176	49.89%	70,851	115,301
6	TOTAL INCOME	8,289,740	8,393,454	2,844,830	2,826,082	18,748	1%	5,567,372	66.33%	33,327	8,426,780
7	Supervision & Management	2,351,970	2,526,970	818,460	793,436	25,024	3%	1,733,534	68.60%	-	2,526,970
8	Response Repairs	1,231,510	1,231,510	365,335	415,120	(49,785)	-14%	816,390	66.29%	-	1,231,510
9	Estate Works	175,570	175,570	19,490	5,517	13,973	72%	170,053	96.86%	-	175,570
10	Planned/Cyclical Maintenance	645,710	645,710	171,630	256,367	(84,737)	-49%	389,343	60.30%	-	645,710
11	Total Operating Expenditure	4,404,760	4,579,760	1,374,915	1,470,439	(95,524)	-7%	3,109,321	67.89%	-	4,579,760
12	Operating Surplus/(Deficit)	3,884,980	3,813,694	1,469,915	1,355,642	114,273	8%	2,458,051	64.45%	33,327	3,847,020
13	Interest received	5,000	5,000	1,000	1,703	(703)	-70%	3,297	65.94%	-	5,000
14	Interest paid	457,650	457,650	137,560	113,854	23,706	17%	343,796	75.12%	-	457,650
15	Surplus/(Deficit)	3,432,330	3,361,044	1,333,355	1,243,491	89,864	7%	2,117,553	63.00%	33,327	3,394,370
16	Depreciation	2,720,700	2,720,700	906,900	857,925	48,975	5%	1,862,775	68.47%	-	2,720,700
17	Grant Amortisation	(1,200,000)	(1,200,000)	(400,000)	(399,444)	(556)		(800,556)	66.71%	-	(1,200,000)
18	Surplus/(Deficit)	1,911,630	1,840,344	826,455	785,009	41,446	5%	1,055,334	57.34%	33,327	1,873,670

CAPITAL INVESTMENT											
19	Housing Investment Programme	4,227,230	4,476,847	322,635	304,800	17,835	6%	4,172,047	93.19%	-	4,476,847
20	Non Housing Investment	30,000	65,875	-	1,097	(1,097)		64,778	98.34%	-	65,875
21	Development Programme	1,165,340	1,326,020	(525,100)	(237,302)	(287,798)	55%	1,563,322	117.90%	-	1,326,020
		5,422,570	5,868,742	(202,465)	68,594	(271,059)	134%	5,800,148	98.83%	-	5,868,742

Commentary on Performance

The main points to note are

- Line 3 RTB Sales** Higher than forecasted losses driven by high discounts is reflected in the adjustment to Forecast Out-turn.
- Line 6 Total Income** The forecast out-turn is more than the revised budget due to RHI income offsetting the number of RTB sales in the year surpassing the assumptions in the initial budget in terms of the number of properties sold and the loss per unit on disposal.
- Line 7 Supervision & Mgt** 2017/18 forecast in line with the revised budget.
- Line 11 Total Operating expenditure** Response Repairs, Estate Works and Planned Maintenance are three areas that currently run over YTD budget by £141k. This is partly offset by a saving in Supervision & Management of £25k. Planned maintenance is expected to be in line with budget for the full year.
- Line 12 Operating Surplus** The operating surplus is currently 8% ahead of budget. Higher than expected RTB sales and the phasing of these in the first 4 months of the current Financial Year, off set by better than expected rental income.
- Line 21 Development** Included in total budget are £816k sales proceeds and £889k HAG on the LIFT programme.

More detailed explanations of variances can be found on pages 8 to 14

Balance Sheet at 31 July 2017

		31/0717	31 March 2017
		£	£
	Notes		
Fixed Assets			
1	Tangible assets-social housing	72,049,208	73,557,295
2	Development & Investment Programme	68,594	-
3	Tangible assets - property, plant and equipment	845,415	845,418
4	Landbank	683,060	683,060
5	Investments	2	2
		<u>73,646,279</u>	<u>75,085,775</u>
Current Assets			
6	Stock	388,883	388,883
7	Trade and other debtors due within one year	961,911	1,193,860
8	Debtors due after more than one year	212,831	212,831
9	Short-term deposits	4,524,295	4,506,629
10	Cash at bank and in hand	4,910,511	2,724,142
11	Loan to subsidiary	16,066	16,053
		<u>11,014,497</u>	<u>9,042,398</u>
12	Creditors: amounts falling due within one year	(1,200,405)	(2,491,833)
	Net current assets	<u>9,814,092</u>	<u>6,550,565</u>
	Total assets less current liabilities	<u>83,460,372</u>	<u>81,636,340</u>
13	Creditors: amounts falling due after more than one year	(11,892,624)	(10,583,000)
14	Deferred capital grants	(41,417,257)	(41,687,852)
15	Pension Liability	(3,238,000)	(3,238,000)
16	Net Assets	<u>26,912,491</u>	<u>26,127,488</u>
Capital and Reserves			
17	Share Capital	197	197
18	Revenue Reserve	26,912,294	26,127,291
		<u>26,912,491</u>	<u>26,127,488</u>

Commentary on Performance

Note 1 Fixed Assets	Fixed Assets are shown at gross cost and are reduced by the depreciation charge for the period.
Note 2 Development & Investment	The value of work in progress on current properties and new developments.
Note 3 Trade Debtors	Reduction in Sundry debtors & the removal of the accrued benefit income accrual driving the majority of the reduction in Trade Debtors since Mar'17. Sundry debtors consisted of grant claims for HEEPS at Year End settled in Q1 of current Financial Year.
Note 4 Cash	More detailed information is available in the Performance Report. Delays in development and investment works commencing as well as the increased RTB sales have contributed to the increase in cash balances. RTB Deferred receipts currently amount to £1.9m, the HAG repayable amount is £218K.

Rental Income

For the period ended 31 July 2017

Line	CURRENT YEAR BUDGET		BUDGET to 31-Jul-17 £	ACTUAL Spend to 31-Jul-17 £	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
	Initial Budget £	Revised Budget £			Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-18 £
1 Dwelling Rent Gross	8,549,350	8,527,064	2,849,800	2,842,762	7,038	0%	5,684,302	66.66%		8,527,064
2 Non Dwelling Rent Gross	14,520	14,520	4,840	8,518	(3,678)	-76%	6,002	41.33%		14,520
3 Voids - Dwelling	(166,680)	(166,680)	(55,200)	(43,530)	(11,670)	21%	(123,150)	73.88%		(166,680)
4 Voids - Other	(1,320)	(1,320)	(700)	(829)	129	-18%	(491)	37.20%		(1,320)
5 Bad Debts	(168,100)	(168,100)	(56,040)	(63)	(55,977)	100%	(168,037)	99.96%		(168,100)
6 TOTAL	8,227,770	8,205,484	2,742,700	2,806,857	(64,157)	-2%	5,398,626	65.79%	-	8,205,484

Commentary on Performance

Line 1 Dwelling Rent Gross The number of RTB applications which result in sales is higher than what was assumed in the initial budget. This has been reflected in the Forecast Out-turn & virements have been made in July to revise the existing budget.

Line 6 Total Income Voids performance is better than forecasted. Bad Debts are much lower than budgeted. Both factors result in net income for the year to date being above budget .

Supervision & Management Costs

For the period ended 31 July 2017

Line	Heading	CURRENT YEAR BUDGET		BUDGET to 31-Jul-17	Actual Spend to 31-Jul-17	BUDGET VARIANCE		BUDGET VARIANCE		forecast out-turn	
		Initial Budget	Revised Budget			Budget to date	Budget to date	Revised Budget	Revised Budget	Over/ (under)	at 31-Mar-18
		£	£	£	£	£	%	£	%	£	£
1	Salaries and Wages	1,161,020	1,236,020	388,920	384,763	4,157	1%	851,257	69%	-	1,236,020
2	National Insurance	113,380	113,380	37,920	37,018	902	2%	76,362	67%	-	113,380
3	Pension Costs	215,370	215,370	72,000	72,927	(927)	-1%	142,443	66%	-	215,370
4	Other Employee Costs	42,860	42,860	12,390	10,993	1,397	11%	31,867	74%	-	42,860
5	Travel & Subsistence	33,700	33,700	8,650	5,307	3,343	39%	28,393	84%	-	33,700
6	EMPLOYEE COSTS	1,566,330	1,641,330	519,880	511,009	8,871	2%	1,130,321	69%	-	1,641,330
7	Premises Costs	44,900	44,900	14,960	12,879	2,081	5%	32,021	71%	-	44,900
8	IT & Telecoms	209,490	209,490	69,380	70,039	(659)	0%	139,451	67%	-	209,490
9	Area Offices	25,200	25,200	8,400	8,460	(60)	0%	16,740	66%	-	25,200
10	Payroll & Cashdesk	14,200	14,200	6,900	3,777	3,123	22%	10,423	73%	-	14,200
11	External Finance Services	4,010	4,010	4,010	4,010	-	0%	-	0%	-	4,010
12	SUPPLIES & SERVICES	297,800	297,800	103,650	99,166	4,484	4%	198,634	67%	-	297,800
13	Postage, Printing & Stationery	44,700	44,700	15,880	8,339	7,541	47%	36,361	81%	-	44,700
14	Admin Furniture & Equipment	3,000	3,000	1,040	230	810	78%	2,770	92%	-	3,000
15	Training Courses	55,450	95,450	17,920	9,683	8,237	46%	85,767	90%	-	95,450
16	Community Support	34,310	34,310	23,810	8,713	15,097	75%	25,597	75%	-	34,310
17	Health & Safety	9,250	9,250	2,980	947	2,033	68%	8,303	90%	-	9,250
18	Recruitment Costs	20,500	20,500	6,840	360	6,480	95%	20,140	98%	-	20,500
19	ADMINISTRATION COSTS	167,210	207,210	68,470	28,272	40,198	59%	178,938	86%	-	207,210
20	Professional Fees	355,860	385,860	104,360	64,470	39,890	38%	321,390	83%	-	385,860
21	Insurance	221,350	221,350	75,160	73,850	1,310	2%	147,500	67%	-	221,350
22	Affiliation Fees	29,650	29,650	9,880	9,881	(1)	0%	19,769	67%	-	29,650
23	Charitable Donations	5,000	5,000	-	-	-	-	5,000	100%	-	5,000
24	Governance	41,600	51,600	11,240	2,833	8,407	75%	48,767	95%	-	51,600
25	Bank Charges	9,500	9,500	3,200	2,608	592	19%	6,892	73%	-	9,500
26	Public Relations/Marketing	15,080	35,080	5,000	1,349	3,651	73%	33,731	96%	-	35,080
27	CORPORATE EXPENSES	678,040	738,040	208,840	154,990	53,850	26%	583,050	79%	-	738,040
28	Fees charged to capital	(348,410)	(348,410)	(80,380)	-	(80,380)	-	(348,410)	100%	-	(348,410)
29	VAT Received - Partial Exemption	(9,000)	(9,000)	(2,000)	-	(2,000)	100%	(9,000)	100%	-	(9,000)
31	RECHARGES	(357,410)	(357,410)	(82,380)	-	(82,380)	100%	(357,410)	100%	-	(357,410)
	TOTAL SUPERVISION AND										
32	MANAGEMENT COST	2,351,970	2,526,970	818,460	793,436	25,024	3%	1,733,534	69%	-	2,526,970

Commentary on performance

Line 19 Administration Costs	Main driver of underspend is Community Support and Training courses, with an additional underspend in Postage, Printing & Stationery, Health & Safety and Recruitment Costs.
Line 27 Corporate Exp	£54K underspend is mainly driven by underspend in Professional fees due to phasing of RTB legal fees and Corrective Conveyancing costs. These costs will be captured in the following months.
Line 31 Recharges	Delay in Fees Charged to Capital is driven by phasing of Investment & Development programmes.

Repairs & Maintenance

For the period ended 31 July 2017

Line	Heading	CURRENT YEAR BUDGET		BUDGET to 31-Jul-17	ACTUAL Spend to 31-Jul-17	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget	Revised Budget			Budget to date	Budget to date	Revised Budget	Revised Budget	Over/ (under)	at 31-Mar-18
		£	£	£	£	£	%	£	%	£	£
1	Responsive Repairs	756,205	756,205	210,460	251,446	(40,986)	-19%	504,759	67%		756,205
2	Void Repairs	180,250	180,250	46,520	77,624	(31,104)	-67%	102,626	57%		180,250
3	Handymen	121,950	121,950	40,960	29,127	11,833	29%	92,823	76%		121,950
4	GENERAL REPAIRS	1,058,405	1,058,405	297,940	358,197	(60,257)	-20%	700,208	66%		1,058,405
5	Decoration Allowance	46,530	46,530	18,570	16,980	1,590	9%	29,550	64%		46,530
7	Council Tax empty properties	9,800	9,800	3,200	1,495	1,705	53%	8,305	85%		9,800
8	Minor Aids & Adaptations	500	500	-	-	-	-	500	-		500
9	Compensation	10,195	10,195	9,895	579	9,316	94%	9,616	94%		10,195
10	SPECIFIC ITEMS	67,025	67,025	31,665	19,055	12,610	40%	47,970	72%		67,025
11	Rechargeable Repairs	48,900	48,900	16,820	26,505	(9,685)	-58%	22,395	46%		48,900
12	Rechargeable Repairs Recoverable	(10,700)	(10,700)	-	(11,661)	11,661	-	961	-9%		(10,700)
13	Insurance Repairs	55,000	55,000	9,600	130,327	(120,727)	-1258%	(75,327)	-137%	75,327	150,500
14	Insurance Claims Recoverable	(17,500)	(17,500)	-	(113,000)	113,000	-546%	95,500	-546%	(95,500)	(113,000)
15	RECOVERABLE EXPENDITURE	75,700	75,700	26,420	32,171	(5,751)	-22%	43,529	58%	(20,173)	75,700
16	Commercial Properties	1,200	1,200	400	-	400	100%	1,200	100%		1,200
17	Communal Lighting	29,180	29,180	8,910	5,697	3,213	36%	23,483	80%		29,180
18	NON DWELLING REPAIRS	30,380	30,380	9,310	5,697	3,613	39%	24,683			30,380
19	Planned maintenance	506,800	506,800	129,370	191,408	(62,038)	-48%	315,392	62%		506,800
20	Gas Servicing	60,000	60,000	20,000	25,798	(5,798)	-29%	34,202	57%		60,000
21	Estate Management	14,320	14,320	5,760	5,209	551	10%	9,111	64%		14,320
22	Heating Servicing	44,360	44,360	14,440	33,107	(18,667)	-129%	11,253	25%		44,360
23	Stair Lifts and Door Entry Systems	2,080	2,080	1,030	762	268	26%	1,318	63%		2,080
24	Gutter Cleaning	9,300	9,300	1,030	-	1,030	100%	9,300	100%		9,300
25	Sewage Pumps	-	700	-	83	(83)	-	617	-		700
26	Energy Costs	-	-	-	-	-	-	-	-		0
27	Dun Berisay Heat	8,150	8,150	-	-	-	-	8,150	-		8,150
28	CYCLICAL MAINTENANCE	645,710	645,710	171,630	256,367	(84,737)	-49%	389,343	60%		645,710
29	TOTAL REPAIRS & MAINTENANCE	1,877,220	1,877,220	536,965	671,487	(134,522)	-25%	1,205,733	64%	(20,173)	1,877,220

Commentary on performance

Line 13 + 14 Insurance repairs and Claims Recoverable:

Gross costs are estimated at £150k of which £113k is recoverable after deduction of £10k for the excess. Forecast out-turn has been uplifted to take the costs and recoverables into account.

Line 29 Total Repairs The overall forecast out-turn position shows two budget areas different to the approved YTD budget but running within full year budget:

- 1) General Repairs: overspend of £72K for the year. This is partly offset by the YTD underspend in Handymen costs of £12K. Higher cost in Void Repairs is due to number of properties falling void in the first 4 months of the year and a slightly higher cost per unit spend. The investment in void repairs is helping to reduce the void loss figure.
- 2) Planned Maintenance comes in at £62K over YTD budget, driven by budget profiling as works were pulled forward to the summer months, with the forecast out-turn on budget.

Estate Works

For the period ended 31 July 2017

Line	Heading	CURRENT YEAR BUDGET		BUDGET to 31-Jul-17 £	ACTUAL Spend to 31-Jul-17 £	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £			Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-18 £
1	Garage Repairs	3,110	3,110	1,040	-	1,040	100%	3,110	100%		3,110
2	Unadopted Infrastructure	129,510	129,510	6,520	1,347	5,173	79%	128,163	99%		129,510
3	Grounds Maintenance	42,950	42,950	11,930	4,170	7,760	65%	38,780	90%		42,950
4	TOTAL ESTATE WORKS	175,570	175,570	19,490	5,517	13,973	72%	170,053	97%	-	175,570

Aids & Adaptations

For the period ended 31 July 2017

Line	Heading	CURRENT YEAR BUDGET		BUDGET to 31-Jul-17 £	ACTUAL Spend to 31-Jul-17 £	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £			Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-18 £
1	Revenue Repairs Minor Aids & Adaptations Investment Programme	500	500		-	-		500	100%		500
2	Aids & Adaptations Grants	120,000	246,000	48,000	62,436	(14,436)	-30%	183,564	75%		246,000
3	Received	(120,000)	(246,000)	(120,000)	(25,919)	(94,081)	78%	(220,081)	89%		(246,000)
4	TOTAL AIDS & ADAPTATIONS	500	500	(72,000)	36,517	(108,517)		(36,017)		-	500

Investment Expenditure

For the period ended 31 July 2017

Line	Heading	CURRENT YEAR BUDGET		BUDGET to 31-Jul-17 £	ACTUAL Spend to 31-Jul-17 £	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £			Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-18 £
1	Roofs	77,000	93,405	-	-	-	-	93,405	100%	-	93,405
2	Insulation	161,880	161,880	-	650	(650)	-	161,230	100%	-	161,880
3	Roofs	238,880	255,285	-	650	(650)	-	254,635	100%	-	255,285
4	Kitchen	536,250	551,650	37,675	55,632	(17,957)	-48%	496,018	90%	-	551,650
5	Bathrooms	61,200	78,600	55,020	25,317	29,703	54%	53,283	68%	-	78,600
6	OT Aids & Adaptations	120,000	246,000	48,000	62,436	(14,436)	-30%	183,564	75%	-	246,000
7	Showers	44,400	72,100	45,900	10,406	35,494	77%	61,694	86%	-	72,100
8	Heating	1,848,180	1,950,616	128,890	131,622	(2,732)	-2%	1,818,994	93%	-	1,950,616
9	Rewiring	-	7,150	7,150	1,528	5,622	79%	5,622	79%	-	7,150
10	Smoke/CO2 Detectors	116,000	116,000	-	1,399	(1,399)	-	114,601	99%	-	116,000
11	Internals	2,726,030	3,022,116	322,635	288,340	34,295	11%	2,733,776	90%	-	3,022,116
12	Windows	257,990	304,236	-	3,050	(3,050)	-	301,186	99%	-	304,236
13	Windows & Doors	257,990	304,236	-	3,050	(3,050)	-	301,186	99%	-	304,236
14	Roughcast house & wall	32,760	32,760	-	-	-	-	32,760	100%	-	32,760
16	Fencing	233,260	251,410	-	12,760	(12,760)	-	238,650	95%	-	251,410
17	Drainage/Sewers	-	11,550	-	-	-	-	11,550	100%	-	11,550
18	Structure	-	-	-	-	-	-	-	100%	-	-
19	Other	-	9,450	-	-	-	-	9,450	-	-	9,450
20	Unallocated Expenditure	738,310	590,040	-	-	-	-	590,040	100%	-	590,040
21	Efficiency Savings	-	-	-	-	-	-	-	-	-	-
22	Externals	1,004,330	895,210	-	12,760	(12,760)	-	882,450	99%	-	895,210
23	Total Investment	4,227,230	4,476,847	322,635	304,800	17,835	6%	4,172,047	93%	-	4,476,847

Commentary on Performance

Line 23 Total investment out turn The overall programme is within budget.

Non Housing Investment

For the period ended 31 July 2017

Line	Heading	CURRENT YEAR BUDGET		BUDGET to 31-Jul-17	ACTUAL Spend to 31-Jul-17	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget	Revised Budget			Budget to date	Budget to date	Revised Budget	Revised Budget	Over/ (under)	at 31-Mar-18
		£	£	£	£	£	%	£	%	£	£
1	Total Uist Office	-	-	-	-	-	-	-	-	-	-
2	Furniture & Fittings		6,100		197	(197)		5,903			6,100
3	IT equipment	30,000	59,775		900	(900)		58,875			59,775
4	Total Stornoway Office	30,000	65,875	-	1,097	(1,097)	-	64,778	-	-	65,875
5	Total	30,000	65,875	-	1,097	(1,097)	-	64,778	-	-	65,875

Commentary on Performance

Forecast out-turn The forecast out-turn is in line with the revised budget.

Development Expenditure

For the period ended 31 July 2017

Line		CURRENT YEAR BUDGET		BUDGET Budget to 31-Jul-17 £	ACTUAL Spend to 31-Jul-17 £	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £			Budget to date	Budget to date	Revised Budget £	Revised Budget £	Over/ (under) £	at 31-Mar-18 £
1	New Build	5,932,860	6,000,860	738,780	882,101	(143,321)	-19%	5,118,759	85%	-	6,000,860
2	Retentions	13,000	13,000	13,000	-	13,000	100%	13,000	100%	-	13,000
3	LIFT	1,216,430	1,306,110	478,100	453,524	24,576	5%	852,586	65%	-	1,306,110
4	Total Development Costs	7,162,290	7,319,970	1,229,880	1,335,625	(105,745)	-9%	5,984,345	82%	-	7,319,970
	Housing Association Grant										
5	New Build	(4,291,800)	(4,288,800)	(696,620)	(478,515)	(218,105)	31%	(3,810,285)	89%	-	(4,288,800)
6	Retentions	-	-	-	-	-	-	-	-	-	-
7	LIFT	(1,705,150)	(1,705,150)	(1,058,360)	(813,264)	(245,096)	23%	(891,886)	52%	-	(1,705,150)
8	Total Grants	(5,996,950)	(5,993,950)	(1,754,980)	(1,291,779)	(463,201)	26%	(4,702,171)	78%	-	(5,993,950)
	Private Finance required										
9	New Build	1,641,060	1,712,060	42,160	403,586	(361,426)	-857%	1,308,474	76%	-	1,712,060
10	Retentions	13,000	13,000	13,000	-	13,000	100%	13,000	100%	-	13,000
11	LIFT	(488,720)	(399,040)	(580,260)	(359,740)	(220,520)	38%	(39,300)	10%	-	(399,040)
12	Private Finance required	1,165,340	1,326,020	(525,100)	43,846	(568,946)	108%	1,282,174	97%	-	1,326,020

Commentary on Performance

Overall Spend to Date	The purchase of the former Police Station building in Tarbert was completed on the 18 th of April 2017.
Contract completions	Melbost 3 stage 3 and Melbost 4 works began on site in March'17. Mackenzie Lane was handed over in May'17. Tarbert Central planning was refused in June and options are currently being evaluated.

Section 3: Key Financial Performance Measures

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Financial Covenants

For the period ended 31 July 2017

The revised facility agreement with our Funders has one Financial Covenant, Interest Cover. Where a deficit is projected in any financial year, the covenant is based on an absolute sum rather than a percentage, so the covenant for 2017/18 is a maximum cash flow deficit of £1,513,380. This new covenant figure has been agreed with our funders, and will be confirmed in the next months. The covenant will be met in March 2018.

	Interest Cover
Covenants for 2017/18 Deficit	(£1,513,380)
Forecast to 31 March 2018	(£1,024,007)
Tolerance available	£489,373
Reduction in expenditure required to achieve covenant	£0

Annual Cash flow Deficit

Line	Detail	Current Position	Forecast
	Income	£	£
1	Dwelling rents (net)	2,799,168	8,192,284
2	Non Dwelling rents (net)	7,689	13,200
3	Right to Buy Sales	859,750	1,242,985
4	Grant Funding	91,953	246,000
5	Other Income	22,274	115,301
6	Grant received for New Build	478,515	4,288,800
7	Sale of LIFT received	-	-
8	Grant on LIFT received	813,264	1,705,150
9	Insurance Receipts	-	17,500
10	Total Income	5,072,613	15,821,220
	Expenditure		
13	Supervision & Management	793,436	2,875,380
14	Response Repairs	415,120	1,231,510
15	Estate Works	5,517	175,570
16	Planned/Cyclical Maintenance	256,367	645,710
17	Investment Programme	304,800	4,128,437
18	Office Alterations and IT	1,097	29,000
19	LIFT Costs	453,524	1,306,110
20	Opening Balances		
21	Development Costs	882,101	6,000,860
22	Total Expenditure	3,111,961	16,392,577
23	Net Operating Cashflow	1,960,652	(571,357)
24	Interest Paid	113,854	457,650
25	Interest Collected	(1,703)	(5,000)
26	Total Interest	112,151	452,650
27	Annual Cashflow Surplus/(Deficit)	1,848,501	(1,024,007)
	Interest Ratio	6%	-79%
	Covenant Requirement		
	Maximum Annual Cashflow deficit	(1,513,380)	(1,513,380)
	Tolerance	3,361,881	489,373
		-222%	-32%

Financial Ratios

For the period ended 31 July 2017

Key Ratios			
	Current	Forecast	2016/17
Current Ratio (Current Assets/Current Liabilities)	9.00	9.24	6.14
Net Debt Per Unit Borrowing/ stock units	£2,342.88	£2,279.98	£2,314.89
Voids% Voids as % of Rental Income Due	1.56%	1.97%	0.80%
Bad Debts % Bad Debts written off as % of Rental Income Due	0.00%	1.97%	0.80%
Staff Cost/Turnover %	18.08%	19.55%	12.08%
Gross Surplus Operating Surplus/Turnover	47.97%	45.44%	24.28%
Net Surplus Net Surplus/Turnover	27.78%	21.93%	28.48%

Right to Buy

For the period ended 31 July 2017

RIGHT TO BUY				
	Full Year 2015/2016	Full Year 2015/2016	Full Year 2016/2017	to July 2017/2018
Number of applications received	54	63	79	n/a
Number of sales	17	40	48	19

With the Right to Buy ending in 2016 the number of sales has been increasing. The average receipts per month are forecast over 12 months however it is likely that receipts will cease in a shorter time period. The figures have been adjusted accordingly.

The level of receipts is above forecast and the loss on sale of the assets is just under overall budget but is exceeding YTD budget by £58k. Sales are higher than estimated YTD with 19 properties being sold. High discounts have resulted in a loss YTD.

Right to buy receipts impact on the cash flow and therefore the covenants, so the critical measure is the level of receipts rather than the profit or loss made on sale.

Right to Buy receipts

£

Forecast for 2017/18	1,242,985
Average per month	103,582
Budgeted to 31 July 2017	414,328
Actual to 31 July 2017	859,750
Less HAG to be repaid to Scottish Government	46,905
Net Receipts	812,845
Receipts exceeding forecast	398,517

Cash Flow Forecast 2017/18

Monthly Cash Flow Forecast													Version	1
Year Ended 31-Mar-18	30-Apr-17 Month 1	31-May-17 Month 2	30-Jun-17 Month 3	31-Jul-17 Month 4	31-Aug-17 Month 5	30-Sep-17 Month 6	31-Oct-17 Month 7	30-Nov-17 Month 8	31-Dec-17 Month 9	31-Jan-18 Month 10	28-Feb-18 Month 11	31-Mar-18 Month 12	Total	
Cash on Hand at beginning of month	2,909,082	3,468,428	3,627,101	4,381,571	5,011,334	5,487,327	5,358,007	4,977,367	4,510,357	4,145,449	3,961,084	3,973,443	2,521,923	
Cash Receipts														
Rent	632,160	749,718	622,556	728,179	1,039,353	723,144	696,221	622,390	611,137	712,143	627,093	607,828	8,371,921	
Sale of Assets	378,020	149,610	728,915	280,500	-	-	-	-	-	-	-	-	1,537,045	
Grant Income	758,153	187,538	31,403	493,577	244,477	244,477	243,741	242,995	171,658	168,720	168,720	2,783,880	5,739,340	
Bank Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	
Insurance Claims	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other income	46,997	122,908	13,691	19,353	66,568	63,144	43,537	37,015	33,859	23,185	23,859	7,780	501,896	
Loan/Other cash injection	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total	1,815,329	1,209,775	1,396,565	1,521,609	1,350,398	1,030,766	983,498	902,400	816,655	904,048	819,672	3,399,488	16,150,202	
Total Cash Available	4,724,411	4,678,203	5,023,666	5,903,179	6,361,731	6,518,093	6,341,505	5,879,767	5,327,012	5,049,497	4,780,756	7,372,931		
Cash Paid Out														
Payroll	118,798	121,462	123,978	131,431	124,209	124,209	124,209	124,209	124,209	124,209	124,209	124,209	1,489,342	
Management Costs	117,702	42,185	37,290	42,683	64,880	114,880	64,880	64,880	114,880	64,880	64,880	64,880	858,900	
Repairs	42,350	319,988	207,907	181,205	146,089	151,584	160,407	176,021	176,669	177,722	99,772	421,876	2,261,590	
Investment	513,259	138,085	45,460	193,070	293,173	539,241	666,014	774,128	535,633	407,783	288,282	426,108	4,820,236	
Development	398,735	427,159	223,327	286,437	230,171	230,171	230,171	230,171	230,171	230,171	230,171	3,797,820	6,744,675	
	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total	1,190,843	1,048,879	637,962	834,827	858,522	1,160,085	1,245,680	1,369,409	1,181,563	1,004,765	807,314	4,834,893	16,174,743	
Cash Paid Out (Non P & L)														
Loan Interest	59,779	356	1,336	53,969	15,883	-	118,459	-	-	83,648	-	16,115	349,545	
Refunds	5,361	1,866	2,798	3,049	-	-	-	-	-	-	-	-	13,074	
Total	65,140	2,222	4,134	57,018	15,883	-	118,459	-	-	83,648	-	16,115	362,618	
Total Cash Paid out	1,255,983	1,051,101	642,095	891,846	874,405	1,160,085	1,364,139	1,369,409	1,181,563	1,088,414	807,314	4,851,008		
Cash Position at End of Month	3,468,428	3,627,101	4,381,571	5,011,334	5,487,327	5,358,007	4,977,367	4,510,357	4,145,449	3,961,084	3,973,443	2,521,923	-	
Deposit Acct At end of Month	4,500,137	4,500,137	4,500,137	4,500,137	4,500,137	4,500,137	4,500,137	4,500,137	4,500,137	4,500,137	4,500,137	4,500,137	4,500,137	
Total Funds Available	7,968,565	8,127,238	8,881,707	9,511,470	9,987,464	9,858,144	9,477,503	9,010,494	8,645,586	8,461,221	8,473,579	7,022,059		

The above cash flow shows the actual income received and the payments made for the period to July'17 with projections for the remainder of the year.

TENANT PARTICIPATION STRATEGY 2016-2020 UPDATE

Board 6 September 2017

Report by Director of Operations

Purpose of Report

- 1.1 To update the Board on the Tenant Participation Strategy and progress on delivering the Action Plan.

Summary

- 2.1 Landlords are required to have a Tenant Participation Strategy and Action Plan in place. By meeting the statutory tenant participation duties, it is necessary for HHP to take account of the views and priorities of their tenants and develop and improve services to reflect these views.
- 2.2 The current Tenant Participation Strategy was agreed in June 2016 and covers the time period 2016 – 2020 with an action plan being updated annually. This report provides an update at Appendix 1.
- 2.3 HHP has entered into an agreement with the Tenant Participation Advisory Service (TPAS) to provide a service to enable tenant participation. Following a recent tender exercise the contract was awarded to TPAS for a further two years.
- 2.4 The Scottish Social Housing Charter (2012) outcomes are integrated in the action plan. HHP vision, values and objectives are also reflected in the Strategy and Action Plan.

Competence

- 3.1 The legal, financial or other constraints to the recommendations in this report are contained in paragraphs 5 and 6.

Recommendations

- 4.1 **It is recommended that the Board note progress with the Tenant Participation Action Plan.**

APPENDIX 1: Tenant Participation Strategy Action Plan

APPENDIX 2: Detailed Commentary on Action Plan

Background Papers: None

Writer of Report: Jane Ballantyne

Tel: 0300 123 0773

Competence

Financial

- 5.1 There are no financial implications arising from the consideration of this report. Support to develop and promote participation is included in existing budgets.

Legal

- 6.1 There are no specific legal implications to the report.

Regulatory Guidance

- 7.1 The relevant Regulatory Standards are:

Standard 2 The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities

- 2.1 The RSL gives tenants, service users and other stakeholders information that meets their needs about the RSL, its services, its performance and its future plans.
- 2.3 The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of this information in its strategies, plans and decisions.

Risk

- 8.1 Tenant Participation is a statutory responsibility. There is an expectation from the Regulator that Registered Social Landlords engage effectively with tenants.
- 8.2 The Risk Register includes actions to encourage Board participation and membership through tenant and resident engagement.

Report Details

Background

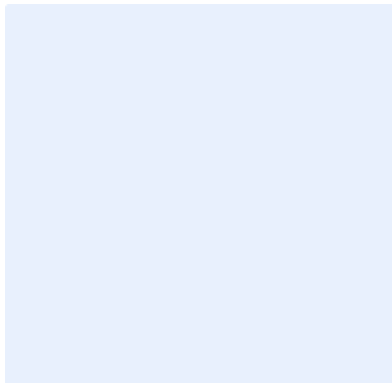
- 9.1 Effective tenant participation is about tenants taking part in decision making processes and influencing decisions about housing policies, housing conditions and related services. It is a two way process that involves the sharing of information, ideas and power.
- 9.2 Tenants state that they want participation and engagement processes to be informal, with more focus on action and less on formalities and paperwork. Tenants would like staff to be visible and accessible in neighbourhoods and localities. It is acknowledged that effective tenant participation will take time and requires a team approach across the organisation.
- 9.3 Tenants have identified a number of specific opportunities to get involved, these are primarily focused on communication, information and housing management procedures. These include terminating tenancy, letting standards, process for rechargeable repairs, repairs, information handbooks and leaflets and responding to concerns and comments.

Progress and Current Activity

- 10.1 An update on the Tenant Participation Strategy Action Plan is provided at Appendix 1. A more detailed commentary on activity is at Appendix 2.

Tenant Participation Action Plan Update

2017 - 2018



TENANT PARTICIPATION ACTION PLAN UPDATE - [SELECT DATE]

Tenant Participation Action Plan

What we will do	How we will do it	Progress
<p>We will make sure we communicate effectively with tenants and provide good quality, accessible information that tenants want</p> <p>Continuously develop ways of improving communication and information to meet the needs of all our tenants</p> <p>And this means</p> <p>Tenants will know that their comments and views have helped HHP make changes to policies and services.</p> <p>The information will explain important aspects of the housing services and provide information on what is happening in local areas.</p> <p>Technology will be developed and used to provide information to tenants and to deliver services.</p>	<ol style="list-style-type: none"> 1. make this strategy accessible and user-friendly; 2. review and improve the content on our tenant participation web page and all aspects of the website 3. review & produce a tenant handbook (leaflets) Leaflets will be developed providing information and advice on key aspects of the service – start with letting standards 4. Develop a communication strategy and plan and make sure that it features in our training; 5. inform tenants about the housing capital investment programme and our progress in meeting SHQS and ESSH; 6. give our tenants’ and residents’ associations information about other sources of funding: and 7. encourage tenants’ and residents’ associations to make the best use of information technology 8. Home ward will be produced 3 times per year, we will encourage tenants to be involved in producing the newsletter and writing articles 9. This information will be included on the website and will be easy to read and navigate. 	<ol style="list-style-type: none"> 1. Summary version produced. 2. TP page reviewed and draft content prepared ready for insertion on to the website later this year. 3. Two leaflets printed and distributed. Two more being prepared and ready for print. These will be placed on the website (letting standards, rent arrears & avoiding eviction, terminating tenancy, starting new tenancy) 4. Tenants’ communication plan produced within corporate strategy. 5. Investment booklet is sent to all tenants. Information about standards are included in newsletters. 6. Information circulated on Facebook and at meetings 7. Tenant groups have set up Facebook sites. 8. Newsletter is produced every 4 months. The newsletter has been refreshed and now includes many articles regarding TP, local news and tenant focused articles. 9. The TP section of the website and navigation has been reviewed and will be improved by the beginning of next year

What we will do	How we will do it	Progress
<p>Improve the culture and practice of involving tenants across housing services.</p> <p>Carry out good practice in tenant participation across all parts of the housing service.</p> <p>And this means</p> <p>Increased awareness and understanding of tenant involvement and requirements across all HHP services</p> <p>All housing staff will understand and contribute to promoting and supporting, carrying out and recording practice in involving tenants</p> <p>Tenants are willing and want to engage with HHP on all services</p> <p>Information from satisfaction surveys and tenants' feedback, comments and views will be used to improve performance. This information will be shared with tenants via the homeward newsletter.</p>	<ol style="list-style-type: none"> 1. continue to deliver training for all housing services staff with support from TPAS 2. develop a toolkit to support tenant involvement across the housing service. 3. help hold working group meetings every three months which will involve all parts of the housing service and tenant representatives so that we can report on, plan and discuss activity in involving tenants; 4. develop and put into practice service standards to make sure that we will include this work in all parts of the housing service. 5. gain accreditation and other relevant awards linked to involving tenants; Landlord Accreditation 6. HHP will seek tenants' views on all aspects of housing services through formal and informal mechanisms. (Surveys, produce information for newsletters, comment cards, six monthly performance report) repairs, investment, new tenancy etc. 7. Produce updates every three months for tenants, housing and related services staff with input from all housing service areas. 	<ol style="list-style-type: none"> 1. Scottish Housing Charter update planned for staff, tenants and Board members later this year. TP training planned for the Autumn 2. Items for the toolkit are being developed 3. Small local group meetings have been held with tenants across the Western Isles. 4. Service standards are included in contractors' code of practice, compact, complaints procedure, tenant participation strategy & tenants' communication plan. The new leaflets also cover service standards. 5. It is proposed to pursue formal accreditation. 6. HHP seeks views through a variety of methods. This information continues to be analyzed and communicated to tenants through the website and newsletter. 7. Explore TP specific newsletter/information being developed. TP worker attends relevant staff operational meetings to update staff.

What we will do	How we will do it	Progress
<p>We will improve our feedback to tenants so that we can demonstrate where our tenants and other service users have influenced or shaped the housing service.</p> <p>We will show that we consider tenants' views as part of the decision making process.</p> <p>We will regularly promote the outcomes of tenant involvement to make sure that tenants can see where they are making a difference</p> <p>And this means</p> <p>Tenant participation is working.</p> <p>Individual tenants and tenants' and residents' associations are encouraged to get involved.</p> <p>Tenants better understand decision-making processes and how tenant involvement fits in with this.</p> <p>We share direct, up-to-date evidence of the effect of tenant involvement with tenants.</p> <p>Tenants know what works well and what areas need improving and they have the support to influence improvement and change in service delivery.</p>	<p>We will:</p> <ol style="list-style-type: none"> 1. tell relevant people about changed proposals as a result of consultation and publicize this in Homeward and our website; 2. acknowledge tenants' and tenants' and residents associations' responses to consultation saying how we will use their views and when decisions are likely; 3. support RTOs/groups to demonstrate their achievements locally and to a wider audience of tenants and service users; 4. publish tenant involvement outcomes each year as part of the TP performance report; 5. provide information to tenants about decision making processes and how the tenant participation framework fits with this; 6. demonstrate the outcomes of tenant involvement and tenant-scrutiny activities; and 7. produce a report for interested tenants and RTOs. 8. We will asks tenants views about all our services on an ongoing basis through formal and informal means and will develop feedback mechanisms. 	<ol style="list-style-type: none"> 1. Outcome and information is communicated in homeward and on the website. 2. Carried out as appropriate 3. Explore TP specific newsletter/information being developed. TP worker attends relevant staff operational meetings to update staff. 4. Ongoing – and inform Board membership opportunities. 5. Work is ongoing at present focusing on the repairs service and all tenants are being kept updated on this. This will be expanded as tenant capacity develops. Board membership to be promoted. 6. Update in August 2017 Newsletter. 7. Planned. 8. Ongoing

What we will do	How we will do it	Progress
<p>We will promote and provide a wide range of options for tenants to get involved with us. We will review and promote existing methods available to tenants to get involved both as individuals and as part of more formal structures.</p> <p>We will introduce new methods so that we increase the ways tenants can get involved and provide methods which may be more attractive to under-represented groups</p> <p>And this means</p> <p>Increase tenants' awareness and understanding of options and support available to help them get involved.</p> <p>Increase the number of tenants getting involved.</p> <p>Provide new methods of involvement and incentives for getting involved</p> <p>Increase the tenants experiencing satisfaction with opportunities available for participation.</p>	<p>We will:</p> <ol style="list-style-type: none"> 1. promote the menu of options and support in place to encourage tenants to get involved (produce and send out a range of leaflets); 2. support tenants' and residents' associations to produce leaflets or websites (or both) promoting the work that they do and how to get involved; 3. promote and increase the number of tenants on the interested-tenants' register; 4. develop training and support provided to tenants' and residents' associations, and tenants on the interested-tenants' register 5. continue to deliver a tenant conference or event each year across the Islands 6. explore new methods to provide information and gather tenants' views (social media, texting); and 7. Investigate options for area budgets with our tenants' and residents' associations. 8. Encourage and promote Board Membership 9. Resume estate inspections 	<ol style="list-style-type: none"> 1. Menu of options developed and included in TP strategy –information on. Leaflet developed 2. This is being developed via social media, website and newsletter. Information is available for tenants in the welcome pack. 3. A number of tenants are on a list of 'interested tenants' 4. Training is developed and available. 5. Ongoing 6. Texting, email, social media, live chats is being used, face to face, letters, outreach, community events, community councils 7. This will be explored as tenant groups develop 8. Membership is promoted at all events – and feature in homeward. 9. Inspections have started.
<p>We will make sure tenants are aware of the options available to them to shape housing services going forward.</p> <p>And this means</p> <p>Tenants know in advance about different options</p>	<p>We will:</p> <ol style="list-style-type: none"> 1. introduce an annual consultation/event calendar; 2. consult tenants on rents and setting 	<ol style="list-style-type: none"> 1. Calender prepared 2. Consultation planned for this year 3. Part of the repairs group work and local group meetings. 4. See above

What we will do	How we will do it	Progress
<p>Develop arrangements to increase tenant-scrutiny activity and assess our performance in line with the new requirements under the Scottish Social Housing Charter and new regulatory</p> <p>And this means</p> <p>We will make sure that we keep to requirements under the Scottish Social Housing Charter and as part of the new regulatory framework.</p> <p>We will develop an effective performance monitoring group who can challenge us and hold us to account.</p> <p>Tenants will; have the support they require to engage with HHP to improve services.</p> <p>We will provide opportunities for tenants to test and influence housing services performance</p> <p>Provide performance information in a format which is useful and easy to understand.</p>	<p>We will:</p> <ol style="list-style-type: none"> 1. agree with tenants how often you want us to report to you and in what style; 2. discuss with tenants setting up a tenant scrutiny panel to discuss and scrutinise the charter performance results; WIRF 3. recruit tenants onto the tenant scrutiny panel; introduce tenant-scrutiny activities which focus on areas identified by tenants, begin with repairs. 4. support scrutiny activity by offering formal training for staff and tenants taking part; 5. agree with tenants how they want to be involved; 6. agree which indicators will feature in the report; 7. examine the best style to use to make sure the report is accessible and easy to understand 8. agree a timescale for producing the report: 9. produce a mock report 10. support existing RTO and other groups to participate in tenant led inspection 	<ol style="list-style-type: none"> 1. This work is being taken forward through the repairs scrutiny which will provide learning for further scrutiny activity

What we will do	How we will do it	Progress
<p>We will make sure that the resources we put in and practices we carry out are adequate to support and develop tenant activity linked to involving tenants.</p> <p>We will carry out a review of tenant participation policies and procedures, including how we resource and support tenant involvement</p> <p>And this means</p> <p>We want to have enough resources to carry out activity linked to involving tenants and new tenant scrutiny requirements.</p> <p>We will show value for money.</p> <p>We will review tenant involvement and share good practice.</p>	<p>We will:</p> <ul style="list-style-type: none"> • review the resources needed to deliver tenant involvement and tenant scrutiny requirements; • review the grant system and resources provided to RTOs, including the resources needed in community premises; • Support existing RTO's • review the registration process; • hold an 'away day' each year for tenant representatives; • carry out an annual audit of tenants' and residents' associations; 	<p>Registration process reviewed and updated</p> <p>Audit carried out earlier this year</p> <p>Draft guidance about grants to groups developed</p> <p>Tenant expenses guidance agreed and approved by tenants and HPP board</p> <p>Resources to be reviewed</p> <p>Explore options for tenant/tenant group away days</p>

TENANT PARTICIPATION PROGRESS REPORT AND PLANNED ACTIVITY

1. PROGRESS

The first phase of work focussed on making connections and developing relationships with tenants, staff, community groups and partner organisations. This takes time and a commitment to develop these relationships.

This initial phase also focused on developing an engagement infrastructure to enable and facilitate tenant participation, for example, tenant expenses policy, developing communication channels and methods, consultation methods, improvements with the newsletter and website, tenant information leaflets, information in tenant welcome packs, and a social media presence.

An internal communication group has been established. This provides a forum to pool ideas and resources and to co-ordinate all tenant faced communication. The TP workers Facebook site is the most effective way to communicate with tenants on a regular basis and also provides space for initial contact

The Housing Officers have signposted 27 tenants to the TP worker for follow up and potential involvement. All these tenants are contacted directly and offered an opportunity to meet and go through the opportunities for getting involved

There are currently 17 tenant and resident groups and many individual tenants on the participation list. These connections sometimes lead to greater involvement and participation and /or the formation of a tenant and resident group.

Tenant participation requires a variety of methods and approaches to suit individual and tenant group requirements. A number of approaches have been tried over the past two years, from drop in sessions at the Bridge Café, Stornoway to small informal meetings in tenant's homes. Some of these are very effective. These approaches are continually reviewed to ensure a balance between effectiveness and resources.

As an example, a review of the tenants' events in Uists, Barra and Benbecula and Berneray over the past two years led to a different approach this year. The local housing team wanted to promote HHP and the services by taking an 'outreach approach' and over the summer attended 7 local events, shows and festival. 64 tenants entered the raffle, several comment forms were completed (30 tenants and 72 other, totalling 102 comment forms completed).

The Tenant Participation Assistant has met many tenants since being in post. This has provided the opportunity to bring a handful of tenants together with the aim of forming a tenants group to focus on repairs. This group has met 6 times and produced an interim report for HHP Board in July 2017 with a further report planned later in the year.

The TP worker has developed a strong partnership with young people via the Western Isles Foyer. This has entailed sessions and discussions about housing, letting standards, allocations and sustaining tenancies.

2. PLANNED ACTIVITY

Activity is underway or planned for 2017/18 and beyond. These are outlined below.

Tenant Engagement

- Maintain, develop and facilitate tenants' engagement working directly with the Housing Managers and Housing Officers and embedding participation into the culture of HHP. This will include tenant participation being integrated into the staff training programme,
- Ongoing support for the tenant umbrella organisation (Western Isles Housing Association Communities Forum) and other established tenant groups and emerging groups. Maintain ongoing and regular contact with all the tenant groups via email, Facebook, text and face to face.
- Extend drop in/outreach approach and work with front line housing staff to establish local area meetings. There have been several estate inspections involving tenants in Uist. Estate inspection are starting on Lewis with the first one planned in Plaster field.
- Visits to local services, housing and support services, for example WIAMH, Salvation Army to promote and engage with people in relation to tenant participation, housing and allocations.
- Explore developing a separate report/newsletter communicating the difference and benefits that tenant participation contributes to services, housing and communities with contributions directly from RTO's and tenant/resident groups
- Scottish Housing Charter update session planned for autumn for tenants, staff and HHP Board.
- Review the resources available for tenant groups and RTO's and the information regarding resources available will be communicated to tenants and tenant groups.

Focus Groups/Scrutiny Group

- The Repairs Focus Group will continue to meet. The Group have developed a work programme and plan to review lettable standards including the change of tenancy process and information and approaches to damp in tenants homes. The TP worker and local housing team in Balivanich plan to establish a similar group.

- Development and support for local tenant and resident groups. There are plans to bring together members of the community in the Laxdale area. Tenants in MacKellaig Place, South Uist are forming a registered tenant group and want to explore establishing a social enterprise. The Plasterfield Recreation Association are also planning to extend their remit to cover the Plasterfield area, community and estate.

Consultations

- There are 3 key consultations planned for 2017, Allocations, Rent, Housing (Scotland) Act 2014 – an outline proposal for each of these has been developed. Information regarding the Act and allocations is being distributed to give people an opportunity to familiarise themselves with the information.
- A number of tenants have commented about value for money in context of the rents and services. This is a good opportunity to build on these conversations and gather feedback regarding value for money, affordability and rent setting.
- The HHP allocations policy was due to be reviewed in November 2016. The consultation was delayed until the implementation of the 2014 Act. While this has not taken place yet the guidance already issued is unlikely to change significantly and therefore it is planned to go ahead with this consultation.
- Implement a refreshed TP section on the website, including good news stories, working alongside the Customer Services Manager. This will provide clear easy to follow information for tenants regarding their housing service and tenant participation information.

Implementation

- The Strategy and Action Plan will be implemented through the HHP Operations Management Team working in partnership with the TPA, Tenants and Tenants Groups.
- The TPAS Tenant participation self-assessment review will be used to scope the current position, review progress with the tenant satisfaction action plan, and identify successes, achievements and areas for improvement. The Tenant Participation action plan will be amended to ensure that HHP's goal is gold standard accreditation.

Monitoring and Review



Making our house your home

APPENDIX 2

- The Strategy and Action plan will be reviewed on an ongoing basis. Progress reports will be provided to management team and tenants on a three monthly basis and to the Board, bi annually.