

BOARD AGENDA – 22 MAY 2019

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
1	Attendance & Apologies	Noting	Chair	3	
2	Declaration of Interest	Noting	Chair	-	
3	Minutes				5.30pm
3.1	Minute of Meeting 20 March 2019	Approval	Chair	5	-
3.2	Action Sheet	Approval	Chief Executive	10	5.40pm
4	Date of Next Meeting 19 June 2019	Approval	Chair	-	
5	Health & Safety	Noting	Director of Operations	-	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
6	Items For Decision				
6.1	Annual Return on the Charter 2018/19	Approval	Director of F&CS	12	5.40pm
6.2	Review of Standing Orders	Approval	Chief Executive	121	-
6.3	Asset Management Strategy	Approval	Director of Operations	184	6.10pm
6.4	Development Monitoring Report	Approval	Chief Executive	196	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
7	Policies for Approval				
7.1	Appointment of Consultants Policy	Approval	Chief Executive	210	
7.2	Communications Policy	Approval	Chief Executive	223	6.10pm
7.3	Corporate Payroll Policy	Approval	Chief Executive	242	-
7.4	Entitlements, Payments & Benefits Policy	Approval	Director of F&CS	254	6.40pm
7.5	Membership Policy	Approval	Chief Executive	277	
7.6	Recovery of Sundry Debts Policy	Approval	Director of F&CS	294	
7.7	Health & Safety Policies	Approval	Chief Executive	303	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
	Office Fire Safety Policy, Managing Violence & Aggression at Work Policy;				
7.8	Personal Relationships at Work Policy	Approval	Chief Executive	330	
7.9	Adverse Weather Policy	Approval	Chief Executive	341	
7.10	Landlord Health & Safety Policies	Approval	Director of Operations	350	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
8	Monitoring Reports				
8.1	Quarterly Treasury Report	Noting	Director of F&CS	385	6.40pm

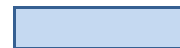
ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
9	Noting Reports				
9.1	Review of Corporate Registers	Noting	Chief Executive	391	6.45pm -
9.2	Engagement Plan	Noting	Chief Executive	393	6.50pm

MEETING GOES INTO PRIVATE SESSION

Board Meetings 2018/19

Board Members	Notes	30-Aug-18	21-Nov-18	13-Feb-19	06-Mar-19	20-Mar-19	27-Mar-19		
Norman Macleod									
Mairi Bremner									
Calum Mackay				Special Leave	Special Leave	Special Leave	Special Leave		
Alasdair Mackenzie									
Iain Macmillan									
John Mitchell	5								
Roddy Mackay									
John Mackay	3								
Dolene Smith									
Fiona Macleod									
David Blaney	1								
Alexander Gardner	2								
Roddy Nicolson	4								
Paul Finnegan	6								
Norman A Macdonald	7								

- 1 - Appointed as a Community Member on 30 August 2018
- 2 - Appointed as a Tenant Member on 30 August 2018
- 3 - Resigned as a Board Member on 22 January 2019
- 4 - Appointed as a Co-opted Member on 13 February 2019
- 5 - Resigned as a Board Member on 6 March 2019
- 6 - Appointed as Council Member on 7 March 2019
- 7 - Appointed as Council Member on 7 March 2019



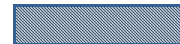
Member present at meeting



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 2018/19

Board Members	Notes	Lobbying Training	Homeless Training	Tenant Satisfaction	Finance Training	Equalities Training	Universal Credit Training	
		28-Jun-18	07-Nov-18	07-Nov-18	21-Nov-18	25-Feb-19	21-Mar-19	
Mairi Bremner								
Alasdair Mackenzie								
Calum Mackay						Special Leave	Special Leave	
Iain Macmillan								
Roddy Mackay								
Norman Macleod								
John Mitchell	5							
John Mackay	3							
Dolene Smith								
Alex Gardner	2							
David Blaney	1							
Fiona Macleod								
Roddy Nicolson	4							
Paul Finnegan	6							
Norman A Macdonald	7							

1 - Appointed as a Community Member on 30 August 2018

2 - Appointed as a Tenant Member on 30 August 2018

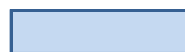
3 - Resigned as a Board Member on 22 January 2019

4 - Appointed as a Co-opted Member on 13 February 2019

5 - Resigned as a Board Member on 6 March 2019

6 - Appointed as Council Member on 7 March 2019

7 - Appointed as Council Member on 7 March 2019



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



HEBRIDEAN HOUSING PARTNERSHIP

Board

Minutes of Meeting held in HHP Board Room, Creed Court on Wednesday, 20 March 2019 @ 5.30pm

ATTENDANCE & APOLOGIES			
1	<u>Attendance & Apologies</u> <table> <tr> <td> <u>Present</u> Norman Macleod Mairi Bremner Roddy Mackay Dolene Smith Alasdair Mackenzie Roddy Nicolson David Blaney Alex Gardner Norman Macdonald Iain Macmillan (Skype) <u>Apologies</u> Paul Finnegan Fiona Macleod </td><td> <u>Staff & Consultants In Attendance</u> Dena Macleod (Chief Executive) John Maciver (Director of Operations) Donald Macleod (Director of Finance & Corporate Services) Donalda Mackinnon (Area Manager, Lewis) Angus Macneil (Assets & Contracts Manager) Katrina Rowlands (Development Manager) Mina Maclean (Senior Allocations Officer) Gary Macleod (Service Development Manager) Isabel Macmillan (Debt Management Officer) Jane Ballantyne (Tenant Participation Officer) Jonathan Fairgrieve (Admin Assistant) Iona France (Governance Officer – Minute Taker) </td></tr> </table> The Chair welcomed Cllrs Norman A Macdonald and Paul Finnegan to the Board and acknowledged their experience and work in the community and hoped that this would enhance the knowledge and skills of the Board. The Chair called for nominations to sit on the Audit & Risk Committee. Mrs Mairi Bremner nominated Mr Roddy Nicolson to sit on the Audit & Risk Committee. Mr Nicolson accepted the nomination to sit on the Audit & Risk Committee.	<u>Present</u> Norman Macleod Mairi Bremner Roddy Mackay Dolene Smith Alasdair Mackenzie Roddy Nicolson David Blaney Alex Gardner Norman Macdonald Iain Macmillan (Skype) <u>Apologies</u> Paul Finnegan Fiona Macleod	<u>Staff & Consultants In Attendance</u> Dena Macleod (Chief Executive) John Maciver (Director of Operations) Donald Macleod (Director of Finance & Corporate Services) Donalda Mackinnon (Area Manager, Lewis) Angus Macneil (Assets & Contracts Manager) Katrina Rowlands (Development Manager) Mina Maclean (Senior Allocations Officer) Gary Macleod (Service Development Manager) Isabel Macmillan (Debt Management Officer) Jane Ballantyne (Tenant Participation Officer) Jonathan Fairgrieve (Admin Assistant) Iona France (Governance Officer – Minute Taker)
<u>Present</u> Norman Macleod Mairi Bremner Roddy Mackay Dolene Smith Alasdair Mackenzie Roddy Nicolson David Blaney Alex Gardner Norman Macdonald Iain Macmillan (Skype) <u>Apologies</u> Paul Finnegan Fiona Macleod	<u>Staff & Consultants In Attendance</u> Dena Macleod (Chief Executive) John Maciver (Director of Operations) Donald Macleod (Director of Finance & Corporate Services) Donalda Mackinnon (Area Manager, Lewis) Angus Macneil (Assets & Contracts Manager) Katrina Rowlands (Development Manager) Mina Maclean (Senior Allocations Officer) Gary Macleod (Service Development Manager) Isabel Macmillan (Debt Management Officer) Jane Ballantyne (Tenant Participation Officer) Jonathan Fairgrieve (Admin Assistant) Iona France (Governance Officer – Minute Taker)		
PRELIMINARY PROCEDURAL MATTERS			
2	<u>Declaration of Interest</u> Mr Alasdair Mackenzie and Mr Alex Gardner declared an interest in Item 6.6.		
	<u>Presentation to Staff Member</u> There was a presentation from the Chair to Mr Magnus Johnson, Senior Housing Officer, who was retiring from his position after 39 years' public service 33 of which were in housing with HHP and, prior to stock transfer, CNES.		
3.1	<u>Minute of Board Meeting 13 February 2019</u> The minute of the Board meeting of 13 February 2019 was submitted and approved as a true and accurate record of the proceedings of the meeting.		
3.2	<u>Action Sheet</u> The Action Sheet was noted.		
4	<u>Date of Next Meeting</u> An additional Board Meeting will be held on 27 March 2019. The next scheduled Board Meeting will be on 22 May 2019.		
5	<u>Health & Safety</u> The Director of Operations provided an update on the three Health & Safety incidents reported to the Board on 13 February 2019: - Following the accident at the Sealladh a' Chliseim development, which had been reported to the Health & Safety Executive (HSE), the employee was back at work; - Following the fire in the property in Daliburgh, the tenant is back home and recovering well; and - Work is continuing at the property in Tong following the fire and the tenant is being housed in temporary accommodation.		

ITEMS FOR DECISION	
6.1	<u>Business Plan 2019/20 – 2023/24</u> The Business Plan 2019/20 – 2023/24 was presented to the Board for review and approval. The 2019/20 – 2023/24 Business Plan takes account of consultation events over the past six months, decisions taken at the Board meeting on 6 March 2019 and responses to the consultation process which ran from 21 February 2019 to 13 March 2019. The Business Plan incorporates the 30 year Financial Projections, an updated five year Development Plan which is prepared in conjunction with CNES' Local Housing Strategy (LHS) and their Strategic Housing Investment Plan (SHIP). The 2019 Risk Appetite Statement and a revised Risk Register were also included in the Business Plan. The Chief Executive advised that the seven Strategic Goals had been reviewed and condensed to four Strategic Goals as follows: 1. Placing tenants at the centre of everything we do 2. Investing in an environmentally sustainable way in tenants' homes 3. Being a good employer that attracts and retains high quality staff 4. Working with partners to contribute to the wellbeing of communities throughout the Outer Hebrides The Business Plan comprises 4 main sections: • Who we are; • Where we are; • Where we want to be; and • How we plan to get there. The key deliverables of the plan will be monitored through a Delivery Plan which will be reviewed by Managers on a monthly basis and presented to the Board on a quarterly basis. The Business Plan will be reviewed on an annual basis with a full review undertaken in Year 4 of the plan. The report also sought approval for the Chief Executive to sign the Outer Hebrides Community Planning Partnership (OHCPP) Agreement. As a Local Partner we are asked to sign the Partnership Agreement which runs from 2018-2027 which was revised in November 2018. The Board: a) approved the Business Plan 2019/20 to 2023/24 including the 30 year cash flow projections; and b) authorised the Chief Executive to sign the OHCPP Partnership Agreement.
6.2	<u>Annual Financing Strategy</u> The report informed the Board that there was no requirement for additional borrowing during 2019/20 based on the budgets which were before the Board for approval at Item 6.3. The Board approved the Annual Financing Strategy.
6.3	<u>Budgets 2019/20</u> The 2019/20 budgets were presented to the Board for consideration and approval. The budgets had been presented to the Finance Working Group on 14 March 2019 and there were minor changes to the budget for a development which had been updated to reflect the tender return costs and resulted in a slight increase to the private finance contribution. The report outlined the variances in the budgets from the previous year. There was a significant increase in the Supervision & Management costs to reflect the outcome of the Pay & Grading review. The Board approved the 2019/20 budgets.
6.4	<u>Fraud Checklist</u> The Director of Finance & Corporate Services presented to the Board the Fraud Checklist for 2018/19. Following approval of the Fraud Policy in March 2016, a Fraud Checklist was introduced to accompany the Fraud Policy. The checklist was approved at Audit & Risk earlier in the day. The Board reviewed and approved the Fraud Checklist.

6.5	<u>Investment Programme Update</u> The report sought approval for an amended Investment Programme 2019/20 – 2023/24. The Assets & Contracts Manager advised the Programme had been updated to take account of the Scottish Government's requirement for additional heat and smoke detectors to be installed in homes by February 2021. The Board: a) noted the 2018/19 Investment Programme progress and financial update; and b) approved the amended Investment Programme 2019/20-2023/24.
6.6	<u>Community Grant Requests</u> Mr Alasdair Mackenzie & Mr Alex Gardner left the meeting whilst this item was discussed. The Board were asked to consider Funding Applications from the Community Grant Fund for two community projects – a Singing Circle based in Stornoway and a Community Garden at Casimir Place, Daliburgh. Our Community Grant Fund makes funding available to support small scale community projects which will improve the quality of life for residents and make a difference to neighbourhoods. There must be a benefit to our tenants residing within the area. The Western Isles Housing Association Communities Forum committee will be responsible for managing the Community Grant Funding for these two projects The Board approved the requests to fund the following proposals: a) Singing Circle in Stornoway; and b) Community Garden at Casimir Place, Daliburgh.
POLICIES FOR APPROVAL	
7.1	<u>Allocations Policy</u> The updated Allocations Policy was presented for review and approval. The Area Manager (Lewis) advised that the Policy had been updated in line with the legislative requirements of the Housing (Scotland) Act 2014 and following a period of consultation with tenants, applicants, partner agencies and stakeholders. Following the consultation period the Housing Management Working Group (HMWG) considered the responses and several amendments were made to the policy. The key amendments to the policy were: • Priority would be awarded to ex-service personnel who have left the Armed Forces within the past 12 months, or expect to leave within six months; • The Housing (Scotland) Act 2014 gives landlords the option to apply to the Court to recover an adapted property if it is not being occupied by anyone who needs the adaptations. Recovery action would only be taken in exceptional circumstances and would require Board approval; • Priority would be given to those with key worker status where local recruitment is unlikely or has been unsuccessful; • Section 5 of the Housing (Scotland) Act 2014 removes the previous prohibition of taking ownership of property into account in allocating social housing. We would take the circumstances of individual cases into account and may decide to allocate social housing to an applicant who owned their own property; and • The majority of points awarded on medical grounds are in the intermediate category. The HMWG agreed to increase the Intermediate point category to 15 and the medium points to 20. This would give applicants with medical conditions an improved chance of being housed sooner. The Board approved the Allocations Policy.
7.2	<u>Development Policies</u> The report sought approval for the replacement of existing development policies with the Development Policy and Development Risk Policy. In May 2018 the Board approved a review schedule for our existing development policies. However, we subsequently removed the need for numerous individual policies by creating a single Development Policy which also incorporates Construction, Design & Management (CDM) and Development Consultation. The Development Risk Policy sets out the approach to the assessment and management of risk associated with our Development Programme. It will be used to identify the risks associated with undertaking development work, to minimise the association's exposure to risk and to take steps to avoid potentially damaging consequences. The Board approved: a) the Development Policy; and b) the Development Risk Policy.
7.3	<u>Expenses Policies</u> The updated Members' Expenses Policy and Staff Expenses Policy were presented to the Board for review and approval. The Director of Finance & Corporate Services advised that there had been no changes to the Members' Expenses Policy and the Staff Expenses Policy had been updated to include a provision for Standby

	payments and a new rate for Benefit in Kind charge to tax in the event of non-compliance with the policy when using vans owned by HHP for private use. The Board approved: a) The Members' Expenses Policy; and b) The Staff Expenses Policy.
7.4	<u>Rent Arrears Policy</u> The updated Rent Arrears Policy was presented for review and approval. The Area Manager (Lewis) confirmed that only minor updates had been made to the Policy. The Board approved the Rent Arrears Policy.
7.5	<u>Vulnerable Consumers Policy</u> The updated Vulnerable Consumers Policy was presented for review and approval. The Area Manager (Lewis) confirmed that only minor updates had been made to the Policy. The Board approved the Vulnerable Consumers Policy.
MONITORING & UPDATE REPORTS	
8.1	<u>Performance Monitoring Report</u> A summary report of performance on Budgets, Investment, Development and Treasury up to 31 January 2019 was presented for review. The Chief Executive advised this report provided a high level overview of all the monitoring reports to enable Board Members to see at a glance how we are performing. The detailed monitoring reports were included at Items 6.5, 8.2, 8.3 and 8.5 on the Agenda to ensure Board Members receive sufficient information to enable scrutiny to be undertaken. The Chief Executive advised that there were no major changes since December 2018. The Board noted the overall performance to 31 January 2019.
8.2	<u>Development Monitoring Report</u> The report provided an update on the progress of the Development Programme 2018-20. The Board noted: a) the detailed update of developments; b) the overview of the Development Programme; and c) the feasibilities update.
8.3	<u>Board Development Plan Progress Report</u> The report provided the progress of the 2018 Board Development following the Board Skills Exercise that was carried out during September and October 2018 and the Board Development Session held on 17 December 2018. The Board noted the progress of the 2019 Board Development Plan.
8.4	<u>Funder's Valuation</u> The report informed the Board of the outcome of the Funders Valuation for 2019 prior to the report being submitted to the Funders. The Director of Finance & Corporate Services advised that the draft Existing Use Value (EUV-SH) of stock was £38.182m. This was a £4.877M increase on the previous year, and all developments due to complete in 2018/19 were included in the valuation. The Board noted the Funder's Valuation.
8.5	<u>Management Report to 31 January 2019</u> The report provided the management information to 31 January 2019. The Board noted the management information at 31 January 2019.
8.6	<u>Planned Maintenance Programme 2019/20</u> An update on the 2019/20 Planned and Cyclical Maintenance Programme was presented to the Board. The Assets & Contracts Manager outlined the methodology of determining what works were required and how they were prioritised within budget constraints. Mr Alasdair Mackenzie asked if the statutory requirements continued to increase would this have an impact on the budget for fabric repairs and environmental works. Mr Macneil confirmed that this could be the case. Budgets were reviewed annually and statutory and regulatory requirements and Health & Safety issues would always be prioritised. It was also noted that there was budgetary provision in the Investment Programme for roofing, roughcasting, and other environmental works.



Board Action Sheet

Action Point	MINUTE NUMBER	ACTION TO BE TAKEN	DEADLINE/TIMESCALE	ACTION BY	PROGRESS
1	20 Mar 19 (4)	Additional Board meeting to be arranged on 27 March 2019.	27 March 2019	Chief Executive	Board Meeting arranged. Minute on Agenda.
2	20 Mar 19 (6.1)	Business Plan to be finalised. OHCPP Agreement to be signed.		Chief Executive	Done. Awaiting OHCPP arrangement for signature.
3	20 Mar 19 (6.6)	Community Grants to be awarded to Singing Circle and Community Garden		Director of Operations	Completed.
4	20 Mar 19 (8.4)	Funders Valuation to be submitted to Funder		Director of Finance & Corporate Resources	JLL have been instructed to submit to funder.
5	20 Mar 19 (8.7)	Hebrides Energy to be advised of substitute Board Members		Director of Operations	Hebrides Energy advised 22 March 2019
6	13 Feb 19 (11)	Refresher Health & Safety Training for Board Members to be arranged.		Director of Finance & Corporate Services	Training arranged for 20 June 2019.
7	13 Feb 19 (16)	Review of change of service provided to Foyer to be concluded.		Chief Executive	Report on Agenda.
8	20 Nov 18 (4)	Meeting of the Subsidiary to be held prior to 31 March 2019	31 March 2019	Director of Finance & Corporate Services	Meeting to be scheduled in June.
9	20 Nov 18 (8)	Investment Programme to be tendered subject to work not being committed until budgets are agreed in February 2019	31 March 2019	Assets & Contracts Manager	Tender documents being prepared with consultancy support. This is the first tendering under new framework.

Action Point	MINUTE NUMBER	ACTION TO BE TAKEN	DEADLINE/ TIMESCALE	ACTION BY	PROGRESS
10	29 Aug 18 (16)	Business Plan Monitoring Report to be reviewed following Business Planning Day.	31 August 2019	Chief Executive	In progress, first report will be to August 2019 Board meeting.
11	27 June 18 (16)	Review Financial Regulations following conclusion of Pay & Grading Review.	31 May 2019	Director of Finance & Corporate Services	Revised Authorities being presented to Board in May 2019.
12	27 June 18 (18)	Report to Investment Working Group on continuous Investment Programme with no break at year end.	September 2019	Director of Operations	Planned for future meeting.

ANNUAL RETURN ON THE CHARTER 2018/19

Board 22 May 2019

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 The purpose of this Report is to bring our Annual Return on the Charter (ARC) 2018/19 before the Board for consideration and approval.

Summary

- 2.1 All social landlords are required to complete the ARC in order to provide information on performance against particular performance indicators, contextual statistical data such as information about stock owned, and information used to monitor progress towards the Scottish Housing Quality Standard (SHQS), in addition to tenant satisfaction with the service provided to them.
- 2.2 The six indicators highlighted on the Regulator's Engagement Plan are highlighted in a separate report on the Agenda.
- 2.3 The completed ARC is at Appendix 1 and EESSH is at Appendix 2.
- 2.4 The ARC must be signed off by the Board prior to submission by 31 May 2019.

Competence

- 3.1 The financial, legal and other implications are detailed in paragraphs 5.1 – 8.1 of this report.

Recommendations

- 4.1 **It is recommended that the Board review and approve, subject to the reconciliation of any queries raised:**
- a) **the Draft Annual Return on the Charter at Appendix 1; and**
 - b) **the Draft EESSH at Appendix 2.**

APPENDIX 1	Draft Annual Return on the Charter 2018/19
APPENDIX 2	Draft EESSH
Background Papers:	HHP Rules & Standing Orders
Writer of Report:	Iona France

Competence

Financial

- 5.1 There are no financial constraints to the recommendation in this report being implemented.

Legal

- 6.1 There is a legal and regulatory requirement to ensure that the ARC is prepared and submitted by 31 May 2019.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 The risks of not submitting the ARC will lead to the Partnership being in breach of regulatory requirements and have a knock-on effect on its risk rating and regulatory engagement.

Report Details

- 9.1 On 1 April 2018, RSLs commenced reporting against the sixth full year of the Annual Return on the Charter (ARC).
- 9.2 The ARC is attached at Appendix 1 for consideration, and some pertinent data is summarised below. Previous year data has been included for comparison.

DETAIL	ARC 2018/19	ARC 2017/18	ARC 2016/17
REPAIRS			
Emergency repairs completed	809	1952	1983
Average length of time to complete emergency repairs	3.43 hours	8.96 hours	10.09 hours
Non-emergency repairs completed	4675	3381	3029
Average length of time to complete non-emergency repairs	2.69 days	3.61 days	3.86 days
Reactive repairs completed right first time	89.48%	90.3%	87.09%
ARREARS			
Total arrear	£295,611	£258,757	£267,923
Former tenant arrear	£128,050	£116,601	£120,093
VOIDS			
Void at year end	15	22	20
	L H U B	L H U B	L H U B
	10 0 5 0	5 1 15 1	4 - 13 3
Void for more than six months	0	7	3 (UIST)
Void loss (not in ARC but included for info)	£56,229	£95,108	£93,759
LETTINGS			
General needs lets	231	220	223

DETAIL	ARC 2018/19	ARC 2017/18	ARC 2016/17
New applicants added to housing list	424	442	453
Cancelled applications	242	222	269
Number of applicants on list	561	583	586
DEVELOPMENT			
New build	24	12	22
Shared Equity	5	0	0
GENERAL			
Rent increase	3.2%	3.9%	3.2%
Staff turnover	13.87%	10.4%	20%
NOPs issued	76	76	96

- 9.3 The completed ESSH is at Appendix 2.
- 9.4 Following the publication of ARC results by the Regulator in the autumn, a Tenant Report will be prepared and issued to all Tenants.

Table Of Contents

1. Social landlord contextual information
2. Staff information, staff turnover and sickness rates (Indicator C1)
3. Governance
4. Parent, subsidiary and other connected organisations (Indicator C2)
5. Agent employed by the landlord to provide all of its services (Indicator C3)
6. RSL members (Indicator C4)
7. Governing body appointments (Indicator C5)
8. Lets
9. Number of lets during the reporting year, split between 'general needs' and 'supported housing' (Indicator C7)
10. The number of lets during the reporting year by source of let (Indicator C8)
11. Types of tenancies granted for lets during the reporting year (Indicator C9)
12. Housing lists (Indicator C10)
13. Stock
14. The landlord's wholly owned stock (Indicator C14)
15. Stock by house types, apartment sizes and average weekly rents (Indicator C17)
16. The number of self-contained and non self-contained units and bedspaces, at the year end by age band (Indicator C19)
17. The number of self-contained properties void at the year end and of those, the number that have been void for more than six months (Indicator C20)
18. Development programme – New units and value (excluding Scottish Government funded developments) (Indicator C32)

19. Comments (Social landlord contextual information)
20. Overall satisfaction
21. Percentage of tenants satisfied with the overall service provided by their landlord (Indicator 1)
22. Comments (Overall satisfaction)
23. The Customer/Landlord relationship
24. Ethnic origins and disability details of service users, staff and for RSLs only, governing body members (Indicator 2)
25. Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions (Indicator 3)
26. Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes (Indicator 6)
27. Comments (The customer / landlord relationship)
28. Housing Quality and Maintenance
29. Quality of Housing
30. Scottish Housing Quality Standard (SHQS) – Stock condition survey information (Indicator C24)
31. Scottish Housing Quality Standard (SHQS) – Stock summary (Indicator C25)
32. Scottish Housing Quality Standard (SHQS) – Stock failing by criterion (Indicator C26)
33. Scottish Housing Quality Standard (SHQS) – Working towards the standard (Indicator C27)
34. Scottish Housing Quality Standard (SHQS) (Indicator C28.1)
35. Scottish Housing Quality Standard (SHQS) – Abeyances at the year end (Indicator C28.2)
36. Scottish Housing Quality Standard (SHQS) – Actual and projected investment by criteria/element (Indicator C29)
37. Percentage of stock meeting the Scottish Housing Quality Standard (SHQS) (Indicator 7)

38. Percentage of properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS, as at 31 March each year (Indicator 8)
39. Percentage of tenants satisfied with the standard of their home when moving in (Indicator 9)
40. Percentage of tenants satisfied with the quality of their home (Indicator 10)
41. Repairs, Maintenance & Improvements
42. Average number of reactive repairs completed per occupied property (Indicator C13)
43. Average length of time taken to complete emergency repairs (Indicator 11)
44. Average length of time taken to complete non-emergency repairs (Indicator 12)
45. Percentage of reactive repairs carried out in the last year completed right first time (Indicator 13)
46. Percentage of repairs appointments kept (Indicator 14)
47. Percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date (Indicator 15)
48. Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service (Indicator 16)
49. Comments (Housing quality and maintenance)
50. Neighbourhood and Community
51. Estate Management, anti-social behaviour, neighbour nuisance and tenancy disputes
52. Percentage of 1st and 2nd stage complaints resolved by the landlord (Indicators 4 & 5)
53. Percentage of tenants satisfied with the management of the neighbourhood they live in (Indicator 17)
54. Percentage of tenancy offers refused during the year (Indicator 18)
55. Percentage of anti-social behaviour cases reported in the last year which were resolved within locally agreed targets (Indicator 19)
56. Percentage of the court actions initiated which resulted in eviction and the reasons for eviction (Indicator 24)

- 57. Abandoned properties (Indicator C11)
- 58. Number of notices of proceedings issued and court action initiated (Indicator C12)
- 59. Comments (Neighbourhood & community)
- 60. Access to housing and support
- 61. Housing Options and Access to Social Housing
- 62. Percentage of lettable houses that became vacant in the last year (Indicator 21)
- 63. Average time to re-let properties in the last year (Indicator 35)
- 64. Percentage of approved applications for medical adaptations completed during the reporting year and the average time to complete applications (Indicators 22 & 23)
- 65. Percentage of new tenancies sustained for more than a year, by source of let (Indicator 20)
- 66. Comments (Access to housing and support)
- 67. Getting good value from rents and service charges
- 68. Value for money
- 69. Percentage of tenants who feel that the rent for their property represents good value for money (Indicator 29)
- 70. Percentage of factored owners satisfied with the factoring service they receive (Indicator 33)
- 71. Rents and service charges
- 72. Rent collected as percentage of total rent due in the reporting year (Indicator 30)
- 73. Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (Indicator 31)
- 74. Average annual management fee per factored property (Indicator 32)
- 75. Percentage of rent due lost through properties being empty during the last year (Indicator 34)
- 76. Rent increase (Indicator C21)

- 77. The number of households for which landlords are paid housing costs directly and the total value of payments received in the reporting year (Indicator C22)
- 78. Amount and percentage of former tenant rent arrears written off at the year end (Indicator C23)
- 79. Comments (Getting good value from rents and service charges)
- 80. Other Customers
- 81. Gypsies/travellers – Average weekly rent per pitch (Indicator 36)
- 82. For those who provide sites – percentage of gypsies/travellers satisfied with the landlord's management of the site (Indicator 37)
- 83. Comments (Other customers)

Social landlord contextual information

The information you give us here will allow us to build a profile of you as a landlord and the housing sector. We will use this information to assess performance against the Charter.

Staff information, staff turnover and sickness rates (Indicator C1)

The information you give us here will allow us to build a profile of you as a landlord and the housing sector. We will use this information to assess performance against the Charter.

C1.2 Staff employed by the RSL:

C1.2.1 the number of senior staff

3

C1.1 the name of Chief Executive

Dena Macleod

C1.2.2 the number of office based staff

37.75

C1.2.3 the number of care / support staff

2.5

C1.2.4 the number of concierge staff

0

C1.2.5 the number of direct labour staff

0

C1.2.6 the total number of staff

43.25

C1.3 Staff turnover and sickness absence:

C1.3.1 the percentage of senior staff turnover in the year to the end of the reporting year

0

C1.3.2 the percentage of total staff turnover in the year to the end of the reporting year

13.87



C1.3.3 the percentage of days lost through staff sickness absence in the reporting year

2.65

Governance

The information you give us here will tell us about your governing body and how your organisation is structured.

Parent, subsidiary and other connected organisations (Indicator C2)

If parent organisation

C2.1	C2.1.2	C2.1.3	C2.1.4
Hebridean Community Housing	Not Registered	Not Charitable	other business activities

C2.2 If subsidiary of another organisation, please state:

C2.2.1 the name of the parent organisation

C2.2.2 the address of the parent organisation

If connected with another organisation, please state:

C2.3.1	C2.3.2	C2.3.3	C2.3.4	C2.3.5	C2.3.6
Cearns Community Association	Cearns Resource Centre, Cearn Shuilasgeir, Stornoway, HS1 2YN	Other	No	Other	0
Third Sector Hebrides	30 Francis Street, Stornoway, HS1 2ND	I&P Society	No	Other	0
Western Isles Housing	Association Communities Forum, c/o Alasdair Mackenzie, 6 Inanclete Road, Stornoway, HS1 2RB	Company Ltd by Guarantee	No	Other	0
Lews Castle College	Stornoway, Isle of Lewis, HS2 0XR	Company Ltd by Guarantee	No	Other	0
Comhairle Nan Eilean Siar	Sandwick Road, Stornoway, Isle of	Other	No	Other	5751



C2.3.1	C2.3.2	C2.3.3	C2.3.4	C2.3.5	C2.3.6
	Lewis, HS1 2BW				
TPAS Scotland	Room 2 3rd Floor, Erskine House, 1 North Avenue, G81 2DR	Company Ltd by Guarantee	No	Other	0
Tigheann Innse Gall	13-15 Francis Street, Stornoway, HS1 2NA	I&P Society	No	Other	0
Hebrides Energy	Interest Company, c/o Comhairle nan Eilean Siar, Sandwick Road, Stornoway, HS1 2BW	Other	No	Other	0
Western Isles Citizens Advice	Westview Terrace, Stornoway Hs1 2HP	Other	No	Other	0
Meavaig Fish Farming Ltd	Meavaig South, Isle of Harris, HS3 3DY	Other	No	Other	0
Uig Community Co- operative Ltd	Timsgarry, Uig, Isle of Lewis, HS2 9JD	I&P Society	No	Other	0
Urras Ionad Hiort	Mangersta, Uig, Isle of Lewis, HS2 9EY	Company Ltd by Guarantee	No	Other	0
Urras nan Tursachan	Clanais, Isle of Lewis, HS2 9DY	Company Ltd by Guarantee	No	Other	0
Sgoiltean Ura LLP	Harbour View, Cromwell Street Quay, Stornoway, Isle of Lewis, HS1 2DF	Limited liability partnership	No	Other	0
Sgoil an Iochdar & a'Chomhears	The Old School House, Iochdar, Isle of South Uist, HS8 2RQ	Company Ltd by Guarantee	No	Other	0
Third Sector Hebrides	30 Francis Street, Stornoway, HS1 2ND	I&P Society	No	Other	0
Unite the Union	Ness Horizons Business Centre, Beechwood Business	Company Ltd by Guarantee	No	Other	0

C2.3.1	C2.3.2	C2.3.3	C2.3.4	C2.3.5	C2.3.6
	Park, Inverness, IV2 3BW				
Western Isles Care & Repair	13-15 Francis Street, Stornoway, HS1 2NA	Other	No	Other	0
Bridge Centre Trading Ltd	Lamont Lane, Stornoway, HS1 2EB	Other	No	Other	0
Greenspace Live Ltd	56 Seaforth Road, Stornoway, HS1 2DS	Company Ltd by Shares	Yes	Other	0
UHI Shared Services Ltd	12B Ness Walk, Inverness, IV3 5SQ	Company Ltd by Guarantee	No	Other	0
Port of Ness Harbour Ltd	63 Kenneth Street, Stornoway, HS1 2BW	Company Ltd by Guarantee	No	Other	0
Harris Voluntary Service	Room 15, Old Primary School, West Tarbert, HS3 3BG	Company Ltd by Guarantee	No	Other	0

Agent employed by the landlord to provide all of its services (Indicator C3)

If an agent is employed by the landlord to provide all its services, please state:

(i) the name of the organisation

(ii) contact details of the organisation

C3.1 The name of organisation	

C3.2 Contact name:
C3.2.1 title

C3.2.2 forename	

C3.2.3 surname	

RSL members (Indicator C4)

Please state:

C4.1 The total number of RSL members as at the time of the last Annual General Meeting

120

C4.2 The number of members attending last RSL Annual General Meeting

10

Governing body appointments (Indicator C5)

Please state:

C5.1 The number of governing body vacancies at last Annual General Meeting

8

C5.2 The number of candidates for the vacancies

7

C5.3 The number of vacancies filled

7

Lets

The information you give us here will allow us to build a profile of your lets.

Number of lets during the reporting year, split between 'general needs' and 'supported housing' (Indicator C7)

Please state, excluding mutual exchanges:

C7.1 The number of 'general needs' lets during the reporting year

231

C7.2 The number of 'supported housing' lets during the reporting year

2

The number of lets during the reporting year by source of let (Indicator C8)**Please state:**

C8.1 The number of lets to existing tenants	47
C8.2 The number of lets to housing list applicants	122
C8.3 The number of mutual exchanges	25
C8.4 The number of lets from other sources	0
C8.5 The number of applicants who have been assessed as statutorily homeless by the local authority as:	
C8.5.1 section 5 referrals	0
C8.5.2 nominations from the local authority	64
C8.5.3 other	0
C8.6 the number of other nominations from local authorities	0

Types of tenancies granted for lets during the reporting year (Indicator C9)

Please state, excluding mutual exchanges:

C9.1 The number of occupancy agreements granted in the reporting year

C9.2 The number of short SSTs granted in the reporting year

C9.3 The number of SSTs granted in the reporting year

Housing lists (Indicator C10)**Please state:**

C10.1 What type of housing list do you operate (select all that apply)

Your own housing list

C10.2 The number of new applicants added to the housing list(s)

424

C10.3 The number of applicants on the housing list(s) at end of reporting year

561

C10.4 The number of suspensions from the housing list at end of reporting year

24

C10.5 The number of applications cancelled from the housing list during the reporting year

242

C10.6 The number of Section 5 referrals received during the last reporting year

0

Stock

The information you give us here will allow us to build a profile of your stock and your average weekly rents.

The landlord's wholly owned stock (Indicator C14)

Self contained dwellings are properties where the household has exclusive use of WC, bathroom and kitchen facilities contained within the property.

Non-self contained units/bedspaces are properties where WC, bathroom or kitchen facilities are communal or shared.

Non-housing units are properties that could be used for respite care; commercial activities; office space.

Please note, parts (a), (b) and (c) of indicator C14 are located at the 'Organisation details' section on the Portal and are not included in the ARC return itself. Further information on this is available in the FAQs at the 'Help & Guidance' section.

Please state:

		Of the stock at year end:					
		(d) Low Demand		(e) unlettable		(f) used for temporary accommodation	
For the landlord's wholly owned stock	C14.1 The number of self-contained units	102		0		0	
	C14.2 The number of non self-contained units / bedspaces	0	0	0	0	0	0

Stock by house types, apartment sizes and average weekly rents (Indicator C17)

The stock by type and apartment size reported in this indicator are wholly owned by the landlord and should match the totals provided at C14.

The average weekly rent in this indicator includes service or other charges and is calculated for lettable stock only. For all wholly owned stock, please state:

C17 Stock by type, apartment size and rent	House	High rise	Tenement	4 in a block	Other flat / maisonette	Total	Nos. of lettable units	Average weekly rent £
1 Apt	4	0	9	0	0	13	13	77.73
2 Apt	457	0	139	21	31	648	648	71.70
3 Apt	651	0	123	11	21	806	806	79.01
4 Apt	621	0	2	16	2	641	641	84.18
5 Apt +	62	0	0	0	2	64	64	92.42
Total SC	1795	0	273	48	56	2172	2172	78.74

Number of lettable non self contained units at year end

4

Number of lettable non self contained bed spaces at year end

12

Average weekly rent charge per bed space for the reporting year

37.32

The number of self-contained and non self-contained units and bedspaces, at the year end by age band (Indicator C19)

The stock by age band reported in this indicator are wholly owned by the landlord and should match the totals provided at C14.

For all wholly owned stock, please state:

	(a) pre- 1919	(b) 1919 - 1944	(c) 1945 - 1964	(d) 1965 - 1982	(e) 1983 - 2002	(f) Post- 2002	Total
C19.1 The number of self-contained units	1	126	416	805	349	475	2172
C19.2 The number of non self-contained units	0	0	0	1	0	3	4
C19.2 The number of non self-contained bed spaces	0	0	0	3	0	9	12

The number of self-contained properties void at the year end and of those, the number that have been void for more than six months (Indicator C20)

Please state the number of self-contained properties that:

C20.1 were void at the year end

C20.2 have been void for more than six months

Development programme – New units and value (excluding Scottish Government funded developments) (Indicator C32)

Please state:

	in the current reporting year		
	Social letting	Midmarket / market rents	Low cost home ownership
C32.1.1 RSL	0	0	0
C32.1.2 subsidiary	0	0	0

	projected for the next reporting year		
	Social letting	Midmarket / market rents	Low cost home ownership
C32.1.1 RSL	0	0	0
C32.1.2 subsidiary	0	0	0

	projected for the following year		
	Social letting	Midmarket / market rents	Low cost home ownership
C32.1.1 RSL	0	0	0
C32.1.2 subsidiary	0	0	0

	in the current reporting year	projected for the next reporting year	projected for the following year
C32.2.1 funded through own cash / reserves	0	0	0
C32.2.2 funded through private finance	0	0	0
C32.2.3 funded through other grants / sources	0	0	0
C32.2.4 funded through sales	0	0	0

Comments (Social landlord contextual information)

Please use the comment field below to tell the regulator about any exceptional circumstances regards the figures supplied in the "Social landlord contextual information" section.

Overall satisfaction

The information you give us here will tell us how satisfied your tenants are with the overall service you provide.

Percentage of tenants satisfied with the overall service provided by their landlord (Indicator 1)

1.1 In relation to the overall tenant satisfaction survey carried out, please state:

1.1.1 the number of tenants who were surveyed

824

1.1.2 the fieldwork dates of the survey

July 2018

1.1.3 the method(s) of administering the survey

Telephone
Face-to-Face

1.2 In relation to the tenant satisfaction question on overall services, please state the number of tenants who responded:

1.2.1 very satisfied

365

1.2.2 fairly satisfied

360

1.2.3 neither satisfied nor dissatisfied

38

1.2.4 fairly dissatisfied

38

1.2.5 very dissatisfied

23

1.2.6 no opinion

0

824

Percentage of tenants satisfied with the overall service provided by their landlord (Indicator 1)	87.99	%

Comments (Overall satisfaction)

Please use the comment field below to tell the regulator about any exceptional circumstances regards the figures supplied in the "Overall satisfaction" section.

The Customer/Landlord relationship

The information you give us here will tell us about the relationships you have with your tenants and other service users.

Ethnic origins and disability details of service users, staff and for RSLs only, governing body members (Indicator 2)

Ethnic origins are as based on The Scottish Government and General Register Office for Scotland official Ethnicity Classification for Scottish Official Statistics.

Disability is as defined under the Equality Act 2010.

Please state:

2.1 The ethnic origins of:

2.2 The number of people who consider themselves to have a disability by:

		(a) staff	(b) existing tenants	(c) applicants on housing list	(d) new tenants	(e) governing body members
2.1.1	White (total)	36	1455	545	223	13
	(a) Scottish	31	1208	421	173	13
	(b) Other British	4	189	91	42	0
	(c) Irish	0	5	2	1	0
	(d) Gypsy/traveller	0	0	1	0	0
	(e) Polish	0	10	5	3	0
	(f) any other white background	1	43	25	4	0
2.1.2	Mixed or multiple ethnic background	0	4	1	2	0
	Asian, Asian					



	Scottish, Asian British (total)					
	(a) Indian	0	1	0	0	0
	(b) Pakistani	0	1	0	0	0
	(c) Bangladeshi	0	1	0	1	0
	(d) Chinese	0	2	0	1	0
	(e) Any other Asian background	1	1	1	0	0
2.1.4	Black, Black Scottish, Black British (total)	0	0	2	0	0
	(a) Caribbean	0	0	1	0	0
	(b) African	0	0	1	0	0
	(c) Any other black background	0	0	0	0	0
2.1.5	Other ethnic background	0	17	2	0	0
	(a) Arab, Arab Scottish or Arab British	0	6	2	0	0
	(b) any other group	0	11	0	0	0
2.1.6	Unknown	12	590	10	6	0
2.1.7	Total	49	2072	561	233	13

	(a) staff	(b) existing tenants	(c) applicants on housing list	(d) new tenants	(e) governing body members
	1	260	57	22	3

Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions (Indicator 3)

In relation to satisfaction with how well their landlord keeps tenants informed about their services, please state:

3.1 "How many tenants answered the question How good or poor do you feel your landlord is at keeping you informed about their services and decisions?"

824

3.2 Of the tenants who answered, how many said that their landlord was:

3.2.1 very good at keeping them informed

458

3.2.2 fairly good at keeping them informed

301

3.2.3 neither good nor poor at keeping them informed

25

3.2.4 fairly poor at keeping them informed

30

3.2.5 very poor at keeping them informed

10

824

Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions (Indicator 3)

92.11

%

Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes (Indicator 6)

In relation to satisfaction with opportunities given to tenants to participate in their landlord's decision making process, please state:

6.1 "How many tenants answered the question How satisfied or dissatisfied are you with opportunities given to you to participate in your landlord's decision making processes?"

823

6.2 Of the tenants who answered, how many said that they were:

6.2.1 very satisfied

409

6.2.2 fairly satisfied

286

6.2.3 neither satisfied nor dissatisfied

90

6.2.4 fairly dissatisfied

30

6.2.5 very dissatisfied

8

823

Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes (Indicator 6)

84.45

%



Comments (The customer / landlord relationship)

Housing Quality and Maintenance

The information you give us here will tell us about the quality and energy efficiency of the housing you provide and the repairs service you offer.

Quality of Housing

The information you give us here will tell us about the quality and energy efficiency of the housing you provide and the repairs service you offer.

***Scottish Housing Quality Standard (SHQS) – Stock condition survey
information (Indicator C24)*****Please state:**

C24.1 The date your organisation's stock was last surveyed or assessed for compliance with the SHQS

January 2018

C24.2 What percentage of stock did your organisation fully assess for compliance in the last four years?

20

C24.3 The date of your next scheduled stock condition survey or assessment

March 2020

C24.4 What percentage of your organisation's stock will be fully assessed in the next survey

20

C24.5 How did your organisation use the survey data stated at C24.2 to establish how the stock complied overall with the SHQS

Assets of age, construction, type and in differing areas were developed into cells for a 20% sample.
A contingency list within the cells was also prepared in readiness for cloning across the remainder of the stock
The results of the sample and cloning were cross referenced to known improvements carried out in recent years in order to provide an accurate model of works required across SHQS criteria.

Scottish Housing Quality Standard (SHQS) – Stock summary (Indicator C25)

Please state:

	End of the reporting year	End of the next reporting year
C25.1 Total self-contained stock	2172	2238
C25.2 Self-contained stock exempt from SHQS	304	275
C25.3 Self-contained stock in abeyance from SHQS	107	100
C25.4.1 Self-contained stock failing SHQS for one criterion	0	0
C25.4.2 Self-contained stock failing SHQS for two or more criteria	0	0
C25.4.3 Total self-contained stock failing SHQS	0	0
C25.5 Stock meeting the SHQS	1761	1863

C25.6 Total self-contained stock meeting the SHQS by local authority

Aberdeen City	0	0
Aberdeenshire	0	0
Angus	0	0
Argyll & Bute	0	0
City of Edinburgh	0	0
Clackmannanshire	0	0
Dumfries & Galloway	0	0
Dundee City	0	0
East Ayrshire	0	0
East Dunbartonshire	0	0

East Lothian	0	0
East Renfrewshire	0	0
Eilean Siar	1761	1863
Falkirk	0	0
Fife	0	0
Glasgow City	0	0
Highland	0	0
Inverclyde	0	0
Midlothian	0	0
Moray	0	0
North Ayrshire	0	0
North Lanarkshire	0	0
Orkney Islands	0	0
Perth & Kinross	0	0
Renfrewshire	0	0
Scottish Borders	0	0
Shetland Islands	0	0
South Ayrshire	0	0
South Lanarkshire	0	0
Stirling	0	0
West Dunbartonshire	0	0
West Lothian	0	0

Totals	1761	1863

***Scottish Housing Quality Standard (SHQS) – Stock failing by criterion
(Indicator C26)***

How many of your organisation's properties did not meet the Standard at the end of the reporting year, and how many are projected to not meet the Standard at the end of the next reporting year?

	End of the reporting year	End of the next reporting year
C26.1 Because they were Below the tolerable standard	0	0
C26.2 Because they were in serious disrepair	0	0
C26.3 Because they were not energy efficient	0	0
C26.4 Because they did not have modern facilities and services	0	0
C26.5 Because they were not healthy, safe and secure	0	0
C26.6 If any properties are failing SHQS at the end of the reporting year, or are projected to fail for the next reporting year, then explain what actions your organisation is taking or planning to take to address these.		

***Scottish Housing Quality Standard (SHQS) – Working towards the standard
(Indicator C27)***

Please state:

C27.1 How many properties did your organisation plan to bring fully up to the SHQS during the reporting year?

133

C27.2 How many properties did your organisation fully bring up to the SHQS during the reporting year

32

C27.3 If C27.1 and C27.2 are not the same, please provide an explanation for the difference

Heating works postponed (1 duplicate)	5
Heating works refused	4
Heating installed (infrared) which is exempt	6
Insulation works did not progress due to funding issues (1 duplicate)	13
External insulation completed but still fail on SAP	7
No works on EPC issues	24
No works to common doors	18
New build delayed	26
Adjusted total	101

C27.4 How many properties does your organisation plan to bring fully up to the SHQS during the next reporting year

37

C27.5 The number of properties at C27.4 should equal the difference between the projected pass rates for the end of the reporting year and the end of the next reporting year (as reported at C25.5). If it does not, please explain the difference

Works to address exemptions and abeyances are ongoing.

Scottish Housing Quality Standard (SHQS) (Indicator C28.1)

Please state:

C28.1.1 The number of self-contained properties with exemptions at the year end

304

C28.1.2 The range of elements not met

C Energy Efficiency: 31 Cavity wall insulation, C Energy Efficiency: 35 An energy efficiency rating of NHER 5 or SAP 2001 of 50 (oil, LPG, electric, solid fuel and biomass systems) or 60 (oil, LPG, electric, solid fuel and biomass systems), D Modern Facilities and Services: 38 Kitchen Facilities: safe working arrangements

C28.1.3 The reason(s) the elements are not met

(b) Work cannot physically be done at any cost, or doing the work would cause unacceptable problems in the building, (d) Any other reasons

C28.1.4 What action is your organisation taking or planning to take to address these exemptions

SHQS 31 - No work can be done as cavity is not suitable for cavity insulation (23 properties)
SHQS 35 - 25 heating systems in 2019, 4 internal wall insulations in 2019; 18 heating systems in 2020, 183 infrared heating systems which are currently exempt
SHQS 38 - 70 kitchens are too small to meet standards.

***Scottish Housing Quality Standard (SHQS) – Abeyances at the year end
(Indicator C28.2)***

Please state:

C28.2.1 The number of self-contained properties with abeyances at the year end

107

C28.2.2 The range of elements not met

C Energy Efficiency: 31 Cavity wall insulation, C Energy Efficiency: 34a Full central heating, C Energy Efficiency: 35 An energy efficiency rating of NHER 5 or SAP 2001 of 50 (oil, LPG, electric, solid fuel and biomass systems) or 60 (oil, LPG, electric, solid fuel and biomass systems), D Modern Facilities and Services: 38 Kitchen Facilities: safe working arrangements, E Healthy, Safe & Secure: 54 Secure common external front door entry system (and / or concierge), E Healthy, Safe & Secure: 55 Common external front and rear access doors in a good state of repair (flats only)

C28.2.3 The reason(s) the elements are not met

(b) Work cannot be done because owners object to common repairs, (c) Any other reasons

C28.2.4 What action is your organisation taking or planning to take to address these abeyances

SHQS 31 - no works until owner share costs (5 properties)
SHQS 34a - 1 heating system in 2019
SHQS 35 - 6 heating systems in 2019, 1 internal wall insulation in 2019, install heating at voids (33 properties),
SHQS 38 - Works to be carried out when 1 property becomes void
SHQS 54 - 6 properties being disposed; no works until owners share costs (60 properties)
SHQS 55 - no works until owner share costs (18 properties)

Scottish Housing Quality Standard (SHQS) – Actual and projected investment by criteria/element (Indicator C29)

Please state:

	(i) in the reporting year		(ii) projected for the next reporting year	
	(a) the actual number of homes improved	(b) the amount invested (£s)	(a) the actual number of homes to be improved	(b) the amount to be invested (£s)
C29.1 Because they were/are below the tolerable standard	0	0	0	0
C29.2 Because they were/are in serious disrepair	134	803341	262	361963
C29.3 Because they were/are not energy efficient	239	2325194	229	2862743
C29.4 Because they did/do not have modern facilities and services	113	450032	250	847700
C29.5 Because they were/are not healthy, safe and secure	860	248722	1209	601421
C29.6 The total number of properties improved	1346	3827289	1950	4673827
C29.7 The number of properties demolished as a direct result of the SHQS and the cost of demolition	0	0	0	0

***Percentage of stock meeting the Scottish Housing Quality Standard (SHQS)
(Indicator 7)***

For properties within scope of the SHQS, please state:

7.1 The total number of properties within scope of the SHQS:

7.1.1 at the end of the reporting year

2172

7.1.2 projected to the end of the next reporting year

2238

7.2 The number of properties meeting the SHQS:

7.2.1 at the end of the reporting year

1761

7.2.2 projected to the end of the next reporting year

1863

Percentage of stock meeting the SHQS at the end of the reporting year (Indicator 7)	81.08	%

Percentage of stock meeting the SHQS projected to the end of the next reporting year (Indicator 7)	83.24	%

Percentage of properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS, as at 31 March each year (Indicator 8)

8.1 The total number of properties within scope of the SHQS:

8.1.1 at the end of the reporting year

2172

8.1.2 projected to the end of the next reporting year

2238

8.2 The number of properties meeting the appropriate NHER or SAP ratings specified in element 35 of the SHQS:

8.2.1 at the end of the reporting year

1899

8.2.2 projected to the end of the next reporting year

2000

Percentage of properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS at the end of the reporting year (Indicator 8)	87.43	%

Percentage of properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS projected to the end of the next reporting year(Indicator 8)	89.37	%

Percentage of tenants satisfied with the standard of their home when moving in (Indicator 9)

In relation to tenant satisfaction with the standard of their home when moving in this year, please state:

9.1 Of the tenants who moved into their property in the last year, how many answered the question "Thinking about when you moved in, how satisfied or dissatisfied were you with the standard of your home?"

85

9.2 Of the tenants who answered, how many said that they were:

9.2.1 very satisfied

35

9.2.2 fairly satisfied

40

9.2.3 neither satisfied nor dissatisfied

5

9.2.4 fairly dissatisfied

3

9.2.5 very dissatisfied

2

85

Percentage of tenants satisfied with the standard of their home when moving in (Indicator 9)	88.24	%

Percentage of tenants satisfied with the quality of their home (Indicator 10)

In relation to tenant satisfaction with the quality of their home, please state:

10.1 How many tenants answered the question "Overall, how satisfied or dissatisfied are you with the quality of your home?"

824

10.2 Of the tenants who answered, how many said that they were:

10.2.1 very satisfied

405

10.2.2 fairly satisfied

344

10.2.3 neither satisfied nor dissatisfied

22

10.2.4 fairly dissatisfied

43

10.2.5 very dissatisfied

10

Percentage of tenants satisfied with the quality of their home (Indicator 10)	90.90	%

Repairs, Maintenance & Improvements

The information you give us here will tell us about the quality and energy efficiency of the housing you provide and the repairs service you offer.

***Average number of reactive repairs completed per occupied property
(Indicator C13)***

Please state:

C13.1 The total number of reactive repairs completed during the reporting year

5484.0

C13.2 The number of occupied properties during the reporting year

2157

Average number of reactive repairs completed per occupied property (Indicator C13)	2.54	

Average length of time taken to complete emergency repairs (Indicator 11)

Emergency repairs are reactive repairs necessary to prevent serious damage to the building, danger to health, risk to safety or risk of serious loss or damage to the occupier's property.

Please state:

11.1 The number of emergency repairs completed in the reporting year

809

11.2 The total number of hours taken to complete emergency repairs

2778

Average length of time taken to complete emergency repairs (Indicator 11)	3.43	hours

Average length of time taken to complete non-emergency repairs (Indicator 12)

Non-emergency repairs are reactive repairs that are not categorised as emergency.

Please state:

Please state:

(i) The number of non-emergency repairs completed in the reporting year

(ii) The total number of working days taken to complete non-emergency repairs in the reporting year

12.1 The total number of non-emergency repairs completed in the reporting year

4675

12.2 The total number of working days taken to complete non-emergency repairs

12577

Average length of time taken to complete non-emergency repairs (Indicator 12)	2.69	days

Percentage of reactive repairs carried out in the last year completed right first time (Indicator 13)

Please state:

13.1 The number of reactive repairs completed right first time during the reporting year

4183

13.2 The total number of reactive repairs completed during the reporting year

4675

Percentage of reactive repairs carried out in the last year completed right first time (Indicator 13)	89.48	%

Percentage of repairs appointments kept (Indicator 14)

Please state:

14.1 Does your organisation operate a repairs appointment system?
Yes

14.2 The number of reactive repairs appointments made in the reporting year

4029

14.3 The number of reactive repair appointments kept in the reporting year

4003

Percentage of repairs appointments kept (Indicator 14)	99.35	%

Percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date (Indicator 15)

Please state:

15.1 As at the end of the reporting year, how many properties required gas safety records

408

15.2 For properties which had current gas safety records in place at the end of the reporting year, how many had been renewed by their anniversary dates

408

Percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date (Indicator 15)	100.00	%

Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service (Indicator 16)

In relation to tenant satisfaction with the repairs service provided for those with a repair carried out in the reporting year, please state:

16.1 Of the tenants who had repairs carried out in the last year, how many answered the question "Thinking about the LAST time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by your landlord?"

309

16.2 Of the tenants who answered, how many said that they were:

16.2.1 very satisfied

250

16.2.2 fairly satisfied

54

16.2.3 neither satisfied nor dissatisfied

1

16.2.4 fairly dissatisfied

1

16.2.5 very dissatisfied

3

Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service (Indicator 16)	98.38	%

Comments (Housing quality and maintenance)**Indicator 11**

Emergency priorities changed from 4 hours & 24 hours to 4 hours only. 2018/19 is the first full reporting year with the new priorities.

Neighbourhood and Community

The information you give us here will tell us about the neighbourhoods and communities you manage.



Estate Management, anti-social behaviour, neighbour nuisance and tenancy disputes

The information you give us here will tell us about the neighbourhoods and communities you manage.

***Percentage of 1st and 2nd stage complaints resolved by the landlord
(Indicators 4 & 5)***

Equalities related issues:

	4.1.1 1st Stage complaints		4.1.2 2nd Stage complaints	
	Number	Percentage	Number	Percentage
Received in the reporting year	0	N/a	0	N/a
Carried forward from the previous reporting year	0	N/a	0	N/a
4.1.3 Complaints responded to in full by the landlord in the reporting year	0	0	0	0
4.1.4 Complaints upheld by the landlord in the reporting year	0	0	0	0
5.1 Complaints responded to in full within the timescales set out in the SPSO Model CHP	0	0	0	0

Other issues:

	4.2.1 1st Stage complaints		4.2.2 2nd Stage complaints	
	Number	Percentage	Number	Percentage
Received in the reporting year	54	N/a	43	N/a
Carried forward from the previous reporting year	1	N/a	5	N/a
4.2.3 Complaints responded to in full by the landlord in the reporting year	55	100.0	48	100.0

4.2.4 Complaints upheld by the landlord in the reporting year	24	43.64	17	35.42
5.2 Complaints responded to in full within the timescales set out in the SPSO Model CHP	51	92.73	46	95.83

All complaints:

	4.3.1 1st Stage complaints		4.3.2 2nd Stage complaints	
	Number	Percentage	Number	Percentage
Received in the reporting year	54	N/a	43	N/a
Carried forward from the previous reporting year	1	N/a	5	N/a
4.3.3 Complaints responded to in full by the landlord in the reporting year	55	100.0	48	100.0
4.3.4 Complaints upheld by the landlord in the reporting year	24	43.64	17	35.42
5.3 Complaints responded to in full within the timescales set out in the SPSO Model CHP	51	92.73	46	95.83

Percentage of 1st stage complaints on equalities issues responded to in full by the landlord (Indicators 4 & 5)	0	%

Percentage of 1st stage complaints on other issues responded to in full by the landlord (Indicators 4 & 5)	100.0	%

Percentage of 1st stage complaints on equalities issues upheld by the landlord (Indicators 4 & 5)	0	%

Percentage of 1st stage complaints on other issues upheld by the landlord (Indicators 4 & 5)	43.64	%
Percentage of 2nd stage complaints on equalities issues responded to in full by the landlord (Indicators 4 & 5)	0	%
Percentage of 2nd stage complaints on other issues responded to in full by the landlord (Indicators 4 & 5)	100.0	%
Percentage of 2nd stage complaints on equalities issues upheld by the landlord (Indicators 4 & 5)	0	%
Percentage of 2nd stage complaints on other issues upheld by the landlord (Indicators 4 & 5)	35.42	%
Percentage of 1st stage complaints on equalities issues responded to in full by the landlord within SPSO CHP timescales (Indicators 4 & 5)	0	%
Percentage of 1st stage complaints on other issues responded to in full by the landlord within SPSO CHP timescales (Indicators 4 & 5)	92.73	%
Percentage of 2nd stage complaints on equalities issues responded to in full by the landlord within SPSO CHP timescales (Indicators 4 & 5)	0	%
Percentage of 2nd stage complaints on other issues responded to in full by the landlord within SPSO CHP timescales (Indicators 4 & 5)	95.83	%

Percentage of tenants satisfied with the management of the neighbourhood they live in (Indicator 17)

In relation to tenant satisfaction with their landlord's management of the neighbourhood in which they live, please state:

17.1 How many tenants answered the question "Overall, how satisfied or dissatisfied are you with your landlord's management of the neighbourhood you live in?"

822

17.2 Of the tenants who answered, how many said that they were:

17.2.1 very satisfied

390

17.2.2 fairly satisfied

364

17.2.3 neither satisfied nor dissatisfied

20

17.2.4 fairly dissatisfied

43

17.2.5 very dissatisfied

5

Percentage of tenants satisfied with the management of the neighbourhood they live in (Indicator 17)	91.73	%

Percentage of tenancy offers refused during the year (Indicator 18)

Please state:

18.1 The number of tenancy offers made during the reporting year

365

18.2 The number of tenancy offers that were refused

118

Percentage of tenancy offers refused during the year (Indicator 18)	32.33	%

Percentage of anti-social behaviour cases reported in the last year which were resolved within locally agreed targets (Indicator 19)

Please state:

19.1 The number of cases of anti-social behaviour reported in the reporting year

40

19.2 Of those at 19.1, the number of cases resolved in the reporting year

40

19.3 Of those at 19.1, the number of cases resolved within locally agreed targets in the reporting year

33

Percentage of anti-social behaviour cases reported in the last year which were resolved within locally agreed targets (Indicator 19)	82.50	%

Percentage of the court actions initiated which resulted in eviction and the reasons for eviction (Indicator 24)

Court actions are initiated by the landlord following the issue of a Notice of Proceedings and raising of a court order.

Please state:

24.1 The total number of court actions initiated during the reporting year

19

24.2 The number of properties recovered:

24.2.1 because rent had not been paid

3

24.2.2 because of anti-social behaviour

0

24.2.3 for other reasons

0

Percentage of the court actions initiated which resulted in eviction because rent had not been paid (Indicator 24)

15.79

%

Percentage of the court actions initiated which resulted in eviction because of anti-social behaviour (Indicator 24)

0.0

%

Percentage of the court actions initiated which resulted in eviction for other reasons (Indicator 24)

0.0

%

Percentage of the court actions initiated which resulted in eviction (Indicator 24)

15.79

%

Abandoned properties (Indicator C11)

As defined by the Housing (Scotland) Act 2001, a property is abandoned where the landlord has reasonable grounds to believe that:

the property is unoccupied; and

the tenant does not intend to occupy the property as their home

Please state:

C11.1 The number of properties abandoned during the reporting year

13

Number of notices of proceedings issued and court action initiated (Indicator C12)

Notices of Proceedings are legal documents issued during the first stage in the process of evicting tenant. Orders for recovery of possession are issued by the court and give a landlord the right to repossess a property. Please state:

C12.1 The number of notices of proceedings issued during the reporting year

76

C12.2 The number of orders for recovery of possession granted during the reporting year

4

Comments (Neighbourhood & community)

Access to housing and support

The information you give us here will tell us about how people access your housing stock and how you support new and existing tenants.

Housing Options and Access to Social Housing

The information you give us here allows us to monitor the arrangements your organisation has for providing service users access to its housing, and managing its re-lets.

Percentage of lettable houses that became vacant in the last year (Indicator 21)

Please state:

21.1 The number of empty dwellings that arose during the reporting year in self-contained lettable stock

216

Percentage of lettable houses that became vacant in the last year (Indicator 21)	9.94	%

Average time to re-let properties in the last year (Indicator 35)

Please state:

35.1 The total number of properties re-let in the reporting year

229

35.2 The total number of calendar days properties were empty

6350

Average time to re-let properties in the last year (Indicator 35)	27.73	days

Percentage of approved applications for medical adaptations completed during the reporting year and the average time to complete applications (Indicators 22 & 23)

A 'medical adaptation' is a collective term for a broad range of products (including assistive technology) and changes to the fabric of a building that enable people of all ages to carry out ordinary, daily activities that have been affected by:

- impairment
- ill health
- traumatic injury
- ageing

Please state:

22.1 The number of approved applications on the list for medical adaptations at the start of the reporting year plus any new, approved applications made during the reporting year

163

22.2 The number of approved applications completed between start and end of the reporting year

150

23.1 The total number of days taken to complete approved applications

7131

23.2 The number of medical adaptations completed in the reporting year

261

Percentage of approved applications for medical adaptations completed during the reporting year (Indicator 22)

92.02

%

Average time to complete approved applications for medical adaptations in the reporting year (Indicator 23)

47.54

days

***Percentage of new tenancies sustained for more than a year, by source of let
(Indicator 20)***

Please state:

20.1 The number of tenancies which began in the previous reporting year by:

20.1.1 existing tenants

39

20.1.2 applicants who were assessed as statutory homeless by the local authority

59

20.1.3 applicants from your organisation's housing list

118

20.1.4 nominations from local authority

0

20.1.5 others

0

20.2 The number of tenants at 20.1 who remained in their tenancy for more than a year by:

20.2.1 existing tenants

38

20.2.2 applicants who were assessed as statutory homeless by the local authority

54

20.2.3 applicants from your organisation's housing list

94

20.2.4 nominations from local authority

0

20.2.5 others

0

Percentage of new tenancies to existing tenants sustained for more than a year (Indicator 20)	97.44	%

Percentage of new tenancies to applicants who were assessed as statutory homeless by the local authority sustained for more than a year (Indicator 20)	91.53	%

Percentage of new tenancies to applicants from the landlord's housing list sustained for more than a year (Indicator 20)	79.66	%

Percentage of new tenancies through nominations from local authority sustained for more than a year (Indicator 20)	0.0	%

Percentage of new tenancies to others sustained for more than a year (Indicator 20)	0.0	%

Comments (Access to housing and support)

Getting good value from rents and service charges

The information you give us here will tell us about your charges and the value for money you achieve.

Value for money

The information you give us here will tell us about the value for money you achieve.

Percentage of tenants who feel that the rent for their property represents good value for money (Indicator 29)

In relation to tenant satisfaction with the value for money provided by the rent they pay, please state:

29.1 How many tenants answered the question "Taking into account the accommodation and the services your landlord provides, do you think the rent for your property represents good or poor value for money?"

812

29.2 Of the tenants who answered, how many said that their rent represented:

29.2.1 very good value for money

278

29.2.2 fairly good value for money

361

29.2.3 neither good nor poor value for money

54

29.2.4 fairly poor value for money

96

29.2.5 very poor value for money

23

Percentage of tenants who feel that the rent for their property represents good value for money (Indicator 29)	78.69	%

***Percentage of factored owners satisfied with the factoring service they receive
(Indicator 33)***

In relation to tenant satisfaction with the factoring services provided, please state:

33.1 How many factored owners answered the question "Taking everything into account, how satisfied or dissatisfied are you with the factoring services provided by your landlord?"

3

33.2 Of the factored owners who answered, how many said that they were:

33.2.1 very satisfied

1

33.2.2 fairly satisfied

0

33.2.3 neither satisfied nor dissatisfied

0

33.2.4 fairly dissatisfied

0

33.2.5 very dissatisfied

2

Percentage of factored owners satisfied with the factoring service they receive (Indicator 33)	33.33	%

Rents and service charges

The information you give us here will tell us about how you maximise your income.

Rent collected as percentage of total rent due in the reporting year (Indicator 30)

Please state:

30.1 The total amount of rent collected in the reporting year

8586705

30.2 The total amount of rent due to be collected in the reporting year (annual rent debit)

8485089

Rent collected as percentage of total rent due in the reporting year (Indicator 30)	101.20	%

Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (Indicator 31)

Please state:

31.1 The total value (£) of gross rent arrears as at the end of the reporting year

295611

31.2 The total rent due for the reporting year

8541319

Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (Indicator 31)	3.46	%

Average annual management fee per factored property (Indicator 32)

A factored property is where a landlord is responsible for the delivery of a management service to the owner of the property.

Please state:

32.1 The number of residential properties factored

134

32.2 The total value of management fees invoiced to factored owners in the reporting year

1116

Average annual management fee per factored property (Indicator 32)	£	8.33	

Percentage of rent due lost through properties being empty during the last year (Indicator 34)

Please state:

34.1 The total amount of rent due for the reporting year

8541319.0

34.2 The total amount of rent lost through properties being empty during the reporting year

56229

Percentage of rent due lost through properties being empty during the last year (Indicator 34)	0.66	%

Rent increase (Indicator C21)

Please state:

C21.1 The percentage average weekly rent increase to be applied in the next reporting year

3.20

The number of households for which landlords are paid housing costs directly and the total value of payments received in the reporting year (Indicator C22)

Please state:

C22.1 The number of households the landlord received housing costs directly for during the reporting year

1116

C22.2 The value of direct housing cost payments received during the reporting year

3566386

Amount and percentage of former tenant rent arrears written off at the year end (Indicator C23)

Please state:

C23.1 The total value of former tenant arrears at year end

128050

C23.2 The total value of former tenant arrears written off at year end

40790

Amount and percentage of former tenant rent arrears written off at the year end (Indicator C23)	31.85	%

Comments (Getting good value from rents and service charges)

The increase in Indicator C23 from previous year is due to a larger amount of write offs being passed for approval. In addition, there were 2 tenancies that went through the decree process which resulted in large arrears for both properties.

Other Customers

The information you give us here will tell us about the services you offer to Gypsies/Travellers.

Gypsies/travellers – Average weekly rent per pitch (Indicator 36)

A pitch is a defined serviced area provided by a landlord for mainly Gypsies and Travellers to place their homes.
Please state:

36.1 The total amount of rent set for all pitches during the reporting year

36.2 The total number of pitches

Gypsies/travellers - Average weekly rent per pitch (Indicator 36)	£	0.0	

For those who provide sites – percentage of gypsies/travellers satisfied with the landlord's management of the site (Indicator 37)

In relation to the satisfaction question on the management of sites provided to gypsies/travellers, please state:

37.1 How many Gypsies/Travellers answered the question "How satisfied or dissatisfied are you with your landlord's management of your site?"

37.2 Of the Gypsies/Travellers who answered, how many said that they were:

37.2.1 very satisfied

37.2.2 fairly satisfied

37.2.3 neither satisfied nor dissatisfied

37.2.4 fairly dissatisfied

37.2.5 very dissatisfied

For those who provide sites – percentage of gypsies/travellers satisfied with the landlord's management of the site (Indicator 37)	0.0	%

Comments (Other customers)

Hebridean Housing Partnership Ltd
EESSH Return
2018-19

Percentage of properties meeting the EESSH (Indicator C33)

C33.1 Number of self contained properties

	Gas	Electric	Other fuels	Total
Flats	158	166	0	324
Four-in-a-block	48	0	0	48
Houses (other than detached)	197	1,449	82	1,728
Detached houses	2	69	1	72
Total	405	1,684	83	2,172

C33.2 Number of self contained properties not in scope of the EESSH

	Gas	Electric	Other fuels	Total
Flats	0	0	0	0
Four-in-a-block	0	0	0	0
Houses (other than detached)	0	0	0	0
Detached houses	0	0	0	0
Total	0	0	0	0

C33.3 Number of self contained properties in scope of the EESSH

	Gas	Electric	Other fuels	Total
Flats	158	166	0	324
Four-in-a-block	48	0	0	48
Houses (other than detached)	197	1,449	82	1,728
Detached houses	2	69	1	72
Total	405	1,684	83	2,172

C33.4.1 Number of properties in scope of the EESSH where compliance is unknown

	Gas	Electric	Other fuels	Total
Flats	0	0	0	0
Four-in-a-block	0	0	0	0
Houses (other than detached)	0	0	0	0
Detached houses	0	0	0	0
Total	0	0	0	0

C33.4.2 Where EESSH compliance is unknown for any properties, please explain why

C33.5 Number of properties in scope of the EESSH that do not meet the standard

	Gas	Electric	Other fuels	Total
Flats	17	14	0	31
Four-in-a-block	8	0	0	8
Houses (other than detached)	33	153	15	201
Detached houses	0	4	0	4
Total	58	171	15	244

C33.6 Number of properties in scope of the EESSH that are exempt the standard

	Gas	Electric	Other fuels	Total
Flats	0	14	0	14
Four-in-a-block	0	0	0	0
Houses (other than detached)	0	137	0	137
Detached houses	0	32	0	32
Total	0	183	0	183

C33.7 Number of properties in scope of the EESSH that meet the standard

	Gas	Electric	Other fuels	Total
Flats	141	138	0	279
Four-in-a-block	40	0	0	40
Houses (other than detached)	164	1,159	67	1,390
Detached houses	2	33	1	36
Total	347	1,330	68	1,745

Percentage of properties meeting the EESSH (Indicator C33)

80.3 %

Hebridean Housing Partnership Ltd
EESSH Return
2018-19

Working towards the EESSH (Indicator C34)

C34.1 Number of properties you estimated to bring up to the EESSH during the reporting year

	Gas	Electric	Other fuels	Total
Flats	44	4	0	48
Four-in-a-block	1	0	0	1
Houses (other than detached)	8	73	11	92
Detached houses	0	2	0	2
Total	53	79	11	143

C34.2 Number of properties brought up to the EESSH during the reporting year

	Gas	Electric	Other fuels	Total
Flats	43	0	0	43
Four-in-a-block	1	0	0	1
Houses (other than detached)	2	28	0	30
Detached houses	0	1	0	1
Total	46	29	0	75

C34.3 If the figures at C34.1 and C34.2 are different, please explain why

There were 16 refusals; 38 works were re-profiled; 13 works still resulted in a fail; 11 w

C34.4 The number of properties you estimate to bring up to the EESSH in the next reporting year

	Gas	Electric	Other fuels	Total
Flats	1	4	0	5
Four-in-a-block	0	0	0	0
Houses (other than detached)	19	46	6	71
Detached houses	0	3	0	3
Total	20	53	6	79

Hebridean Housing Partnership Ltd
EESSH Return
2018-19

Anticipated exemptions from the EESSH (Indicator C35)

C35.1 Number of properties you anticipate will require an exemption from the first EESSH milestone in 2020

	Gas	Electric	Other fuels	Total
Flats	1	22	0	23
Four-in-a-block	0	0	0	0
Houses (other than detached)	4	178	13	195
Detached houses	0	32	0	32
Total	5	232	13	250

C35.2 The reasons you anticipate properties will require an exemption

Technical	0
Social	59
Excessive cost	0
New technology	183
Legal	0
Disposal	8
Long term voids	0
Unable to secure funding	0
Other reason / unknown	0

C35.3 If other reason or unknown, please explain

New technology: 183 infrared systems. Social: 59 refusals. Disposal: 8 awaiting disposal

Hebridean Housing Partnership Ltd
EESSH Return
2018-19

Energy Performance Certificates (EPCs) (Indicator C36)

C36.1 EPC rating

	C36.1.1 The number of properties with a valid EPC	C36.1.2 The number of EPCs lodged in the reporting year
A	0	0
B	76	1
C	544	150
D	191	33
E	9	1
F	1	0
G	0	0
Total	821	185

C36.2 Of the properties with a valid EPC, please state which version of the SAP was used for generating the EPCs

SAP 2001	0
SAP 2005	0
SAP 2009	766
SAP 2012	55
Other procedure / unknown	0

C36.3 If other procedure or unknown, please explain

Hebridean Housing Partnership Ltd
EESH Return
2018-19

Investment in the EESH (Indicator C37)

C37.1 The total number of properties brought up to the EESH during the reporting year

75

C37.2 Of the total amount invested in bringing properties up to the EESH, please state how much came from

C37.2.1 Subsidy

£ 0

C37.2.2 The landlord's own financial resource

£ 514,730

C37.2.3 Another source

£

C37.2.4 Total amount invested in bringing properties up to the EESH

£ 514,730

C37.3 Please give reasons for any investment which came from another source

Hebridean Housing Partnership Ltd
EESH Return
2018-19

Validation Summary

The sum of all C35.2 must equal C35.1 Total

C37.2.3 cannot be null if C37.1 is greater than zero

You must provide reason(s) why the return is approved with validation messages showing on your Validation Summary

Date of Approval must be entered

Name of Approver must be entered

Job Role of Approver must be entered

Hebridean Housing Partnership Ltd
ESSH Return
2018-19

Approval

Under exceptional circumstances, if the return is to be approved with validation messages showing on your Validation Summary, you must provide reason(s) why these cannot be cleared:

We confirm that this organisation has completed this return in accordance with the Technical Guidance and has been reviewed and approved by the Governing Body at its meeting on:

Date of Approval

Name of Approver

Job Role of Approver

Submit to SHR

REVIEW OF STANDING ORDERS

Board 22 May 2019

Report by Chief Executive

Purpose of Report

- 1.1 The purpose of this report is to present a set of revised draft of the Standing Orders to the Board following the Pay & Grading Review for consultation.

Summary

- 2.1 The Standing Orders have been updated to include the Head of Executive Office role and reflect that this role will also undertake the Company Secretarial role. The revised Standing Orders also include the Terms of Reference of the Joint Consultative Committee, which will be established as a result of the Pay & Grading review. It is also proposed to combine the Development and Investment Working Group remits to establish an Asset Management Working Group.
- 2.2 The complete amendments are detailed in full in the body of the report, and the revised draft is attached at Appendix 1.

Competence

- 3.1 Financial and legal constraints arising from the recommendation to this report being implemented are detailed at 5.1 – 8.2.

Recommendations

- 4.1 **It is recommended that the Board approve the revised Standing Orders at Appendix 1 for consultation with Board Members and Staff.**

APPENDIX 1: Standing Orders v 10.0

Background Papers: HHP Rules

Writer of Report: Iona France

0300 123 0773

Competence

Financial

- 5.1 There is no financial constraint arising from the recommendation to this report being implemented.

Legal

- 6.1 There is a legal requirement to have a Governance framework in place which outlines how the Board will discharge its responsibilities, and how the Partnership will function. The Standing Orders form part of this framework and detail how the powers and authorities outlined in the Partnership's Rules are to be exercised.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 Governance of the Partnership is critical to its long-term viability. Reviewing and updating the Standing Orders as outlined in this report will ensure the Partnership has a robust Governance framework in place and the Standing Orders are compliant with the Rules.
- 8.2 Legislation and Regulatory Changes are itemised at number 8 on the Risk Register, and failure to recruit Governing Body Members is itemised at number 5.

Report Details

- 9.1 The Standing Orders have been reviewed in light of the recent Pay & Grading review and business requirements, and amendments are detailed in the table below:

Number	Detail
3.1	Date of commencement updated.
4	Process for applications for membership updated to reflect delegation to Company Secretary.
11.1	Reference to Sub-Committee removed (and throughout).
14.2	Updated to reflect that the Head of Executive Office will undertake the duties of Company Secretary.
17.1	Board Papers to be made available 8 days prior to meeting and Board Notice will be posted on social media platforms.
19.1	Addition of Joint Consultative Committee.
19.5	Removal of Gaidhlig Spokesperson.
24.1	Process for approving Minute if no Members available outlined.
37.5	Updated to reflect that the Chief Executive will deputise for the Company Secretary in the use of the common seal, in exceptional circumstances.
Part 2 (f)	New posts and changes to the approved staffing establishment removed
Part 3	Terms of Reference for Joint Consultative Committee added
	Development Working Group and Investment Working Group remits combined to form Asset Management Working Group.
Part 4	Duties of Chief Executive and Directors reviewed and amended and Head of Executive duties added.
	Formatting updated throughout to reflect corporate standard.
	Numbering and Rule referencing has been revised as appropriate throughout.



hebridean housing
partnership

APPENDIX 1

Composite Standing Orders

Version 10 June 2019

Standing Orders provide the detail for implementation of the Partnership's Rules

Version 10 Revised May 2019

CHANGE HISTORY

Version	Date	Detail	Officer
V 6.0	August 2012	Full review and update on previous Standing Orders	DML
V 7.0	18 Feb 2015	Part 4 Scheme of Delegation for Officers, amend Para 6.19 to incorporate changes made to Rent Arrears policy	DML
V 8.0	11 Aug 2015	Full review and update on previous Standing Orders following Rule change	ACS
V 8.1	10 Feb 2016	Amendments agreed at Board on 10 February 2016 incorporated in respect of Scheme of Delegation: 4.12 re special leave, 6.21 re opening subsidiary bank accounts and 6.38 re applying for regulatory consents.	ACS
V 8.2	6 Sep 2016	Following appointment of new Chief Executive, Company Secretarial Role aligned to that post - amendments at 13.2, and 6.32 – 6.38 accordingly. References to Director of Resources amended to Director of Finance and Corporate Services, and Finance Manager amended to Finance Controller throughout.	ACS
V 8.3	17 Mar 2017	Following approval at Board meeting on 15 March 2017, Working Group Remits incorporated at page 35.	ACS
V 9.0	14 Feb 2018	Full review and update on version 8.3 following Rule change.	ACS
V.10.00	22 May 2019	Full review and update on previous Standing Orders	IF

Iona France

14 May 2019

H:\Section Folders\HHP\Constitutional Documents\Governance\Standing Orders

CHANGE HISTORY	1
Interpretations and Abbreviations	4
PART 1-Regulation of Business and Proceedings	5
AIMS AND OBJECTIVES	5
INTRODUCTION	5
COMMENCEMENT	5
MEMBERSHIP	5
THE ROLE AND REMIT OF THE BOARD	10
OFFICE BEARERS	12
CONDUCT OF BOARD MEETINGS	12
APPLICATION, VARIATION AND SUSPENSION OF STANDING ORDERS	24
USE OF THE COMMON SEAL	25
Part 2-Schedule of Decisions Reserved to the Board	26
Part 3-Scheme of Administration for Committees	28
PURPOSE OF SCHEME	28
IMPLEMENTATION	28
INTERPRETATION	28
COMMITTEES, COMMUNITY LIAISON GROUPS AND WORKING GROUPS	28
APPOINTMENT OF MEMBERS	30
APPOINTMENT OF CHAIR	30
QUORUM	30
DELEGATION TO WORKING GROUPS AND HEADS OF SERVICE	31
REFERRED FUNCTION	31
DELEGATED FUNCTIONS	31
CONDITIONAL DELEGATION	31
VARIATION OF SCHEME OF ADMINISTRATION	32
AUDIT & RISK COMMITTEE	33
TERMS OF REFERENCE	33
COMMUNITY LIAISON GROUPS	38
WORKING GROUP REMITS	39
SPOKESPERSON	44

Part 4 Scheme of Delegation for Officers	46
ALL HEADS OF SERVICE.....	48
CHIEF EXECUTIVE	50
DIRECTOR OF FINANCE AND CORPORATE SERVICES	52
DIRECTOR OF OPERATIONS.....	54
COMPANY SECRETARY	56
Part 5-Codes of Governance	59

Interpretations and Abbreviations

The following interpretations and abbreviations are used in the Standing Orders:

Word	Interpretation
<i>Board</i>	The Board of Management of the Partnership
<i>Board Member</i>	A Member of the Board and shall include any person co-opted onto the Board.
<i>Chief Executive</i>	The Chief Executive of Partnership or anyone who is deputising for the Chief Executive.
<i>Committee</i>	A committee of the Partnership appointed by the Board shall have the same meaning as the term sub-committee used in the Rules. In the Standing Orders, the term committee shall include sub-committees unless the sense of the context indicates otherwise.
<i>Scottish Housing Regulator</i>	An independent regulator of RSLs and local authority housing services in Scotland established on 1 April 2011 under the Housing (Scotland) Act 2010.
<i>Council Board Member</i>	Shall have the same meaning as the term "Council Appointed Board Member" in the Rules.
<i>Local Connection</i>	Means having a main or principal residence or principal place of business or operation in the Outer Hebrides and having lived or operated in the Outer Hebrides for a period of three consecutive years.
<i>Rules</i>	The Rules of the Partnership incorporated under the Co-operative and Community Benefit Societies Act 2014 and registered with the Financial Conduct Authority.
<i>The Council</i>	Comhairle Nan Eilean Siar
<i>The Partnership</i>	Hebridean Housing Partnership
<i>Three Main Board Member Categories</i>	The three main Board Member Categories are the Tenant, Community and Council Board Member Categories.
<i>Tablet Device</i>	Or equivalent electronic device
<i>Head of Service</i>	A Director, Head of Executive Office or the Chief Executive
<i>Local Press</i>	Any local paper and/or local news website
Except as otherwise provided, the Standing Orders of the Board with the appropriate changes shall also be the Standing Orders of the committees of the Board.	
All references to the masculine gender in this document shall read as equally applicable to the feminine gender.	

PART 1-Regulation of Business and Proceedings

AIMS AND OBJECTIVES

- 1.1 The Rules of the Partnership define the aims of and set out the powers and authority of the Partnership as vested in the Board.
- 1.2 The Standing Orders provide the detail of how these powers and authorities are to be exercised.
- 1.3 The aim of the Standing Orders is to define in detail how the business of the Partnership will be conducted in practice.

INTRODUCTION

- 2.1 There are three parts to the Partnership's Constitutional documents setting out the mechanism for management and control:
 - a) The Rules;
 - b) The Standing Orders; and
 - c) The Financial Regulations.
- 2.2 If there is a conflict between these Standing Orders and any statutory provision, regulation or The Scottish Housing Regulator's Guidance having the force of statute, the latter shall prevail.
- 2.3 Except in circumstances where the wording of a Standing Order is clearly wrong, due to a typographical error or otherwise, the ruling of the Chair of the Board as to the meaning of these Standing Orders shall be final.

COMMENCEMENT

- 3.1 These Standing Orders shall apply and have effect from 19 June 2019.

MEMBERSHIP

Membership of the Partnership

- 4.1 The Board has delegated responsibility for assessing and approving applications from Community or Tenants members, to the Company Secretary.
- 4.2 Before an application for either Community or Tenant Membership is approved, the Company Secretary will ensure by appropriate checks that the applicant fulfills the respective membership criteria.

- 4.3 In the case of an application by a Tenant, this will include checking that the applicant does reside within the geographic catchment areas by checks of the Partnership's tenancy records or the electoral register. If the applicant's address cannot be verified by means of these standard checks, the applicant will be required to show by clear evidence that the membership criteria detailed in the Membership Policy are satisfied.
- 4.4 Each application for Community or Tenant Membership shall be considered by the Company Secretary as soon as reasonably practicable after receipt of the written application and any additional information required.
- 4.5 If the Company Secretary resolves to admit or refuse admission of an applicant to membership, they shall notify the applicant in writing within a period of seven days of the decision being taken and give reasons in the case of a refusal.
- 4.6 The Board shall have the final say in admitting any person as a Community or Tenant Member. However, there will be a presumption that most applications will be approved. A refusal decision is only likely where:
- a) An applicant does not satisfy the "local connection" criteria of having a main or principal residence or principal place of business or operation in the Outer Hebrides and having lived or operated in the Outer Hebrides for period of three consecutive years. A re-application within five years after an expulsion may also face a refusal decision depending on the circumstances at the time of the application; or
 - b) The Board agrees that the granting of membership would be likely to compromise the interests or independence of the Partnership.
- 4.7 If a Community Member ceases to maintain a local connection with the Outer Hebrides, the Board will end that person's membership and cancel their share.
- 4.8 Community Members who become tenants shall have the option of maintaining their membership as a Community Member or ending their membership in that category and applying to become a Tenant Member.
- 4.9 If a Tenant Member ceases to be a tenant of the Partnership but meets the qualifying criteria to become a Community Member, the Member will automatically become a Community Member from the date on which the tenancy ended. The Register of Members will be changed to reflect the change in category.

Membership of the Board

- 5.1 Members of the Board are elected to serve in accordance with the Partnership's Rules and the Code of Governance.
- 5.2 Membership of the Board is not transferable and shall cease on resignation, retirement or on death for Tenant Board Members and Community Board Members and as otherwise set down in the Rules. The Council's representative on the Board, called the Council Appointed Board Members, will be chosen by the Council and are subject to change at any time.
- 5.3 In accordance with Rule 43.1.11 the Board must determine whether to let Board Members serving for a continuous period of nine years or more continue in service. Any Board Member fulfilling this criteria and who wishes to remain on the Board will be asked to complete a self-evaluation questionnaire to demonstrate their continued effectiveness, and a report will be prepared which the Board will then assess.
- 5.4 If the Board is not satisfied of the Board Member's continued effectiveness in terms of Rule 37.9, the Board must not allow the Board Member to stand for re-election or re-appointment.
- 5.5 The Board shall have up to twelve Board Members and up to three co-opted Members.
- 5.6 Other than co-opted Members, Board membership at all times shall be divided into four categories: the three main Board Member Categories are the Council Category comprising of up to three members, the Tenants Category comprising of up to four members, and the Community Category comprising of up to five members. The fourth category is that of Appointed Board Members in which one member may be appointed should there be a need or requirement to appoint a Board member with a particular skill or experience to the Board. Board Membership of the Partnership is governed by Rules 37 to 44 of the Partnership's Rules and the Partnership's Membership Policy.
- 5.7 The Tenant and Community Board Members are subject to change on a regular basis and are elected in conformity with Rule 40.1 – 40.7. Any vacancies that occur through resignation will be filled by nominations and ballot in the case of Tenant Board Members and Community Board Members at the next Annual General Meeting following such resignation. Nominations shall be in writing and submitted on an approved form to the registered office of the Partnership not later than thirty-five days prior to the Annual General Meeting. A retiring member may stand for re-election without nomination. Where the number of retiring Board Members and

nominations exceeds the numbers available, a ballot of the membership will be taken at the Annual General Meeting.

- 5.8 In accordance with Rule 37.2.4 the Board may use one of the three co-opted Board Member places to appoint an Appointed Board Member whom the Board considers will enhance the skills, knowledge, diversity and/or objectivity of the Board and its decision-making. The appointee must be a Member of the Partnership. 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. A retiring Appointed Board Member may be re-appointed accordingly.
- 5.9 In the interim between the date of a Member's resignation and the next following Annual General Meeting, the Board can appoint a casual vacancy to take the place of the Member who has resigned or who otherwise becomes non-eligible in terms of the Rules to continue to be a Board Member but the casual vacancy must stand down at the next Annual General Meeting. Any member who replaces a Board Member in this way must come from the same category of membership and where the Board Member is a Tenant, from the same Tenant Membership Category.
- 5.10 Board Members shall confirm in writing that they agree with the terms of the Partnership's Code of Governance for Board Members before they can discharge any aspect of their role as a Board Member. If such an agreement in writing is not received within 14 days of the person's election to the position of Board Member and no good reason is given for the delay, the Board shall convene a special meeting under Rule 44.6 to have the Member removed from the Board.

Community Board Membership

- 6.1 Any person or organisation (other than the Council who are not an organisation for the purposes of the Rules) that is eligible by having sufficient "*local connection*" with the Outer Hebrides, shall lodge with the Partnership:
 - a) A written and duly signed prescribed application form for Membership as a Community Board Member;
 - b) Any supporting information required; and
 - c) A fee of £1.00.

Tenant Board Membership

- 7.1 Any person who has entered into a lease with the Partnership in respect of an individual house whether jointly or alone, shall be entitled to apply for

membership as a tenant member of the Tenant Membership Group corresponding to one of the geographical areas of Lewis, Harris, the Uists and Barra in which they reside. As a member of a particular Tenant Membership Group, they will then be entitled to nominate one Tenant Member from the same Tenant Membership Group each except Lewis who will be entitled to nominate two Tenant Members to the Board of the Partnership as Tenant Board Members.

- 7.2 In respect of any Tenant Board Membership vacancy, should there be no nominations received in respect of any Tenant Membership Group, a nomination may be received and accepted from a tenant of another Tenant Membership Group in accordance with Rule 37.3.

Council Board Membership.

- 8.1 The Council category is represented by up to three council representatives and shall be nominated by the Council in terms of Rule 40.8 of the Rules.

Termination of Membership

- 9.1 The Partnership's Rules describe the circumstances under which:
- a) A Board Member shall be removed from office; (Rule 43)
 - b) A Board Member shall not be eligible for election or re-election (Rule 43)
 - c) A Board Member shall no longer be a Board Member; (Rule 44) and
 - d) Board Membership shall cease, including retirement by rotation. (Rules 39.1 to 39.4 and 43.1.11)
- 9.2 Any person wishing to withdraw from holding office of Board Member shall give one month's written notice to the Partnership. The Notice should be addressed to the Chair with a copy to the Secretary. On expiry of the Notice the person shall cease to be a Board Member.

Register of Members

- 10.1 The second copy of the Register of Members referred to in Rules 64 and 65 showing the names, addresses and membership category of each Member shall be available to the public during office hours at the Partnership's registered office in Stornoway and online at other Partnership offices.
- 10.2 At any time, the Board may require Members to provide evidence that they meet the criteria of their relevant Member Category. If the evidence is not provided within 21 days, the Member may be removed from the register and notified accordingly.

- 10.3 It shall be the responsibility of Members to tell the Secretary when they no longer meet the membership criteria and will thus no longer be Members of the Partnership.

Co-opted Members

- 11.1 Where there is a shortage of particular skills, expertise or experience, the Board may co-opt to bring such skills to the Board, Committee or Working Group in respect of particular or general aspects of the Board's work.
- 11.2 To meet such a need, up to three persons may be co-opted in the following type of circumstances:
- a) As a substitute for a Member who may be absent for a prolonged period on special leave;
 - b) To assist with a substantial, complex undertaking, for which the Board's skill base is deficient;
 - c) To assist with a major overhaul of an aspect of Board activities that is in crisis; or
 - d) As an Appointed Board Member in accordance with Rule 37.2.4.
- 11.3 Such persons shall be appointed in accordance with Rule 42 and the Code of Governance for Board Members, following a recruitment process.

Recruitment of Board Members

- 12.1 If a skills gap becomes apparent on the Board, an exercise will be carried out by the Company Secretary and Executive Office to identify potential candidates and make recommendations for approval in line with the procedure.

THE ROLE AND REMIT OF THE BOARD

- 13.1 To ensure there is clarity regarding decisions that may be taken only by the Board and those that may be delegated, the Board has drawn up a Schedule of Decision Reserved to the Board, which is an integral part of these Standing Orders.
- 13.2 The Schedule of Decisions Reserved to the Board shall be subject to an annual review to be completed before the Annual General Meeting.
- 13.3 Board Members shall confirm in writing that they agree with the terms of the Partnership's Code of Governance for Board Members before they can discharge any aspect of their role as a Board Member.

13.4 The Partnership recognises that the Board of Management, referred to as the Board is responsible for a range of functions listed below. These functions are consistent with and complementary to Rule 47 and the Code of Governance for Board Members.

- a) The direction and control of the organisation;
- b) Ensuring that it receives appropriate information and advice to carry out its duties;
- c) The risks and legal responsibilities arising from its control;
- d) Ensuring that the objectives of the organisation are in line with the Rules;
- e) Regularly reviewing the objectives;
- f) Ensuring there is a mechanism for regular performance reviews;
- g) Ensuring there is a balance of skills, experience and diversity of equality on the Board, if necessary by making use of co-options and casual vacancies; and
- h) Decision making related to the range of subjects listed in the "Schedule of Decisions Reserved to the Board".

13.5 The core responsibilities of the Board include ensuring that the organisation:

- a) Operates within the law;
- b) Operates according to its rules and procedures;
- c) Meets the standard laid down by the Scottish Federation of Housing Associations, The Scottish Housing Regulator and other regulatory bodies.
- d) Establishes business and financial objectives;
- e) Protects the assets of the organisation;
- f) Recognises its duty to tenants, applicants and other service users;
- g) Develops, operates and regularly reviews policies designed to achieve these objectives;
- h) Approves each year's budget, exercising financial management and managing responsibly both financial and non-financial risks;
- i) Oversees and exercises control over the organisation's work and services;
- j) Delegates authority to and monitors the work of committees, working groups and staff;
- k) Is responsible for employing staff to carry out the work of the organisation and setting their terms and conditions;
- l) Monitors performance against objectives and performance standards;
- m) Ensure standards of performance are set by the organisation;
- n) Monitors the achievements of performance targets; and
- o) Is assured that the information collected is used to amend targets, policies and/or procedures as necessary.

- 13.6 Board Members have a high level of responsibility and every support will be given to them to enable them to meet the expectations placed upon them. This will include clear information, comprehensive reports with legal and financial implications where appropriate, policies and procedures and training and support as required.
- 13.7 The Secretary will assist the Board in discharging its specific responsibilities and shall ensure that adequate information is provided at the appropriate time to the Board to enable necessary decisions to be made and approvals given.

OFFICE BEARERS

- 14.1 In accordance with Rule 59.1 the Partnership shall have three officer bearers: the Chair, the Vice-Chair and the Secretary. The role of the Chair is outlined in Rules 59.5 to 59.10 and the duties relating to this post are shown at paragraph 23.1 to 23.6 of the Standing Orders. In the Chair's absence the Vice-Chair will perform the same role and duties as the Chair.
- 14.2 The Head of Executive Office, in accord with the job description of that post, shall undertake the duties of Company Secretary listed in Rule 59.
- 14.3 The Board shall elect the Chair and Vice-Chair at a meeting held immediately after the Annual General Meeting, and they will serve until the end of the next Annual General Meeting.
- 14.4 Should the post of Chair or Vice-Chair become vacant during the year, the Board will elect a replacement office bearer who will serve for the remainder of that year until the next AGM.
- 14.5 A person may serve in the post of Chair for a maximum of five consecutive terms, and then will not be eligible for election to that post for a period of one year.
- 14.6 A person may serve in the post of Vice-Chair for a maximum of five consecutive terms, and will then not be eligible for election to that post for a period of one year.

CONDUCT OF BOARD MEETINGS

Frequency

- 15.1 The Board will normally convene no less than six meetings of the Board in any one calendar year. Dates of meetings will be agreed at the first Board Meeting following the AGM.

- 15.2 Dates of meetings may be altered, by arrangement between the Chair and Secretary in accordance with a published timetable circulated at the beginning of the financial year ahead.

Length of Meetings

- 16.1 A meeting will continue for no more than two hours beyond the stated starting time, unless at least two-thirds of the Members present and entitled to vote, agree, on the expiry of that time, to continue the meeting.

Notice of Meetings and Agendas

- 17.1 The Secretary shall ensure that each meeting of the Board and its committees shall be called by written notice posted, or sent by email, and that the agenda, minutes and reports relating to each meeting shall be made available to Board Members for downloading to their Tablet device at least eight days before the date of the meeting.
- 17.2 Public notice of the time and place of meetings of the Board shall be given at least seven clear days before the meeting or, if the meeting is convened at shorter notice, as soon as possible after it has been convened. Notices will be posted at all offices from which the Partnership operates, on the Partnership's website and social media platforms.
- 17.3 The proceedings at any meetings of the Board shall not be invalidated by reason of any failure of delivery of any notice, any vacancy in its membership, any defect in the appointment of any Member, or any informality or defect in the calling of the meeting.
- 17.4 Prior to the agenda of a meeting being finalised, the Secretary shall contact the appropriate Chair to discuss the matters that will appear on the agenda and to confirm the order of business.

Attendance at Board Meetings

- 18.1 Board Members are expected to attend Board meetings. Where four meetings in a row are missed, the Board Member will automatically cease to be a Board Member unless before the start of the fourth meeting in a row:
- a) Special leave of absence has been requested, and granted in writing by the authority of the Chair; and
 - b) A copy of the written authorisation of special leave has been tabled at the Board meeting by the Secretary to enable the matter to be approved.

- 18.2 Special leave shall be granted only in very exceptional circumstances for reasons such as:
- a) Family illness or bereavement of a close relative or a funeral;
 - b) Serious illness;
 - c) Absence on Board business;
 - d) Working/Career development training; or
 - e) Public transport being unavailable as a result of bad weather or technical failure.
- 18.3 Special leave will only be granted in very exceptional circumstances and will not be granted where:
- a) The Chair has reasonable doubt regarding the reasons given or the extent of those circumstances; and
 - b) The Member has attended fewer than half of the Board meetings in the previous two years.
- 18.4 If any Board Member is subject to court proceedings by the Partnership they will automatically cease to be a Member of the Board.

Committees, Working Groups and Spokespersons

- 19.1 The Board will have two standing Committees, the Audit and Risk Committee and the Joint Consultative Committee. The detail regarding the Audit & Risk Committee and the Joint Consultative Committee is in Part 3 of the Standing Orders: the Scheme of Administration for Committees.
- 19.2 The Audit and Risk Committee may appoint a working group as they deem necessary, subject to the prior approval by the Board of their terms of reference in the standard committee template.
- 19.3 The Audit and Risk Committee must meet at least quarterly.
- 19.4 The Board may set up short life working groups and the terms of references for the operation of the workgroups are contained in Part 3 of the Standing Orders.
- 19.5 The Board will appoint a Spokesperson who will take the lead for the following service areas

a)	Developments
b)	Tenant Liaison & Housing Management
c)	Repairs and Investment
d)	Finance

- 19.6 The remit of the Spokesperson is in Part 3 of the Standing Orders.

Quorum for Board, Committees and Working Groups

- 20.1 For any meeting or any item of business, any Member who is able to participate by telephone or videoconference or web link will be regarded as being present, and will count towards the quorum.
- 20.2 Co-opted Members will not count for the purpose of determining a quorum.
- 20.3 Consistent with the terms of Rule 48, no item of business shall be transacted at a meeting of the Board unless at least four Board Members, who must represent at least two of the three different Board Member Categories, are present and entitled to vote on that item.
- 20.4 No item of business shall be transacted at a meeting of a committee unless at least three Board Members, who must represent at least two different main Board Member Categories, are present and entitled to vote on that item.
- 20.5 If there are insufficient Members present to form a quorum within half an hour after the time appointed for the meeting to commence, no business will be transacted and the meeting will be adjourned to a time and place agreed by the Secretary and the Members who turned up for the meeting.

Quorum for General Meetings

- 21.1 All General Meetings other than the Annual General Meeting shall be called Special General Meetings. A Special General Meeting shall be convened in conformity with the Rules.
- 21.2 No item of business shall be transacted at an Annual General Meeting or a Special General Meeting unless:
 - a) At least seven Members, including at least one Member from each of the three main Board Member Categories, are present and entitled to vote on that item; or
 - b) Where the membership exceeds 140 persons, at least one twentieth of the membership, including at least one Member from each of the three main Board Member Categories, are present or represented by proxies, but with at least half of the quorum being present and entitled to vote on that item.
- 21.3 If there are insufficient Members present to form a quorum within half an hour after the time appointed for a General Meeting to commence, no business will be transacted and the meeting will be re-scheduled for the same day the following week at the same time and place, unless such date is clearly unsuitable, in which case the meeting will be re-scheduled to a time and place agreed by the Secretary. Where a meeting is adjourned, at least seven clear days' notice shall be given specifying the time and

place of the adjourned meeting and indicating the general nature of business to be transacted.

- 21.4 A resolution put to a vote at the meeting shall be decided on a show of hands unless before, or on, the declaration of the result of the show of hands, a poll is demanded by a tenth of those entitled to vote. However, in accord with Rule 29.1, where appointed proxies are present, they shall advise the Chair and the Chair shall direct that the vote is by poll. The poll shall be carried out by the Secretary. In the event of a tied vote, the Chairperson has a second and deciding vote.
- 21.5 Where a meeting is adjourned then no further business shall be transacted. Where a meeting is adjourned for 30 days or more, at least seven clear days' notice shall be given specifying the time and place of the adjourned meeting and indicating the general nature of business to be transacted.

Matters of Urgency Outwith Meetings

- 22.1 When, in the opinion of the Board Chair, a decision is urgently required which is reserved to the Board or a Committee, the Board Chair may make such decision on behalf of the Board as the Chair considers to be in the interest of the Board. When the decision relates to a matter delegated to a Committee, the Chair of that Committee shall be consulted before the decision is made. Any such decision and the reason why it was dealt with under this Standing Order shall be reported to the next meeting of the Board, homologated and minuted.

Duties of the Chair

- 23.1 The appointment of the Chair and the procedure for chairing Board meetings will be in accordance with Rule 59.5.1 to 59.5.12.
- 23.2 At every meeting of the Board, including General Meetings, the Chair, if present, shall preside. If the Chair is absent from any meeting the Vice-Chair, if present, shall preside. If the Chair and Vice-Chair are both absent, the Members present at the meeting shall elect from among the non-co-opted Members, a person to act as Chair for that meeting.
- 23.3 The responsibilities of the Chair will be to ensure the smooth running of meeting by:
 - a) Preserving order;
 - b) Making sure those who wish to, are allowed to contribute;
 - c) Ensuring that sufficient opportunity and time is given to Members who wish to speak or express their views on the subject under discussion;
 - c) Ensuring voting procedures are in place and that these are followed;
 - d) Announcing votes at meetings;
 - e) Deciding on all matters of order, competency, relevancy and procedure except as provided in the Standing Orders;

- f) Deciding between two or more Members wishing to speak;
 - g) Ensuring that the sense of the meeting is properly ascertained with regard to any matter which is properly before the meeting;
 - h) At the Chair's discretion, determining all questions for which no express provisions are made under these Standing Orders or otherwise under the Constitutional Documents;
 - i) Providing support for and establishing a constructive working relationship with the Chief Executive;
 - j) Representing the Partnership where authorised;
 - k) Taking all other decisions that are the responsibility of the Chair as laid down in the Rules and Code of Governance for Board Members; and
 - l) Participating in training, where necessary, to enable the above responsibilities to be undertaken.
- 23.4 At all times, deference shall be paid to the authority of the Chair and on all points of order, the ruling of the Chair shall be final and not open to discussion.
- 23.5 If any Member disregards the authority of a Chair or is guilty of obstructive or offensive conduct, the Board may move to exclude the Member for the remainder of the meeting. The motion shall be put without discussion and, if it is carried, the Member shall be asked by the Chair to leave the meeting.
- 23.6 The same principles shall apply to the chairing of committees, and in the absence of the Chair, the remaining Board Members shall appoint one of their number to chair that meeting.

Minutes of Meetings

- 24.1 The Secretary shall ensure that a competent Minute of the proceedings of any meeting of the Board or its committees is drawn up as soon as possible after the end of the meeting, sent to the appropriate Chair for information and comment and thereafter submitted to the next meeting of the Board or committee, for approval. Only Members who were present at a meeting may move or second a motion for the approval of the Minutes as an accurate record of the meeting's proceedings. After a Minute is approved, and any agreed amendments are made to it, the Chair of that meeting shall sign it. If no Members who were present at a meeting are available to approve the minute, e.g., following resignations or retirements, officers who were present at the meeting can agree that the Minute is an accurate record of the meeting's proceedings.
- 24.2 To expedite business, the Chair of a Committee may present a report of recommendations from the Committee to the next meeting of the Board for approval, before the Committee has approved the Minute of the Committee. The Board on the motion by the Chair of the appropriate Committee, or in his absence, by any other Member of the committee, may approve recommendations presented in a report from a committee. If any matter in

the report is challenged, the Board may resolve to withdraw the item so that it will be considered with the approved Minute at the next meeting, or if it is a matter of some urgency, proceed to determine the matter.

- 24.3 For consistency, and so that the reader can follow the Minutes, each set of Minutes of a meeting shall be drafted in conformity with a Corporate Standard for Minutes approved by the Board, and which is likely to be in the following order:
- a) Minute Header and meeting details;
 - b) The Members of the Board or committee present at the meeting;
 - c) The Members who submitted an apology for their non-attendance at the meeting before the start of the meeting;
 - d) Officers or other non-Members attending the meeting;
 - e) Any declaration of interest by a Board Member; and
 - f) Number, narrative and decision relating to each agenda item including the approval of the minutes of the previous meeting.
- 24.4 Minutes may be adopted "*subject to*" the inclusion of an amendment to correct or clarify a point. Any amendment(s) required must be formally proposed, seconded and approved by a majority of Board Members present, prior to the formal adoption of the minutes.
- 24.5 The approved and signed Minutes of the committees shall be submitted to the next meeting of the Board to note the activities of the committee and to approve any recommendations submitted to the Board for decision.
- 24.6 The Secretary shall keep a register of the approved and signed Minutes of the Board and its Standing Committees as the definitive record of the Board's proceedings.
- 24.7 A Board Member who was not present at a particular meeting of that Board, may request clarification of a point in the minutes at the following meeting, but may not re-open the discussion on any item where a decision was made at the previous meeting.
- 24.8 A Board Member who is not a member of a particular committee may request clarification of a point in the respective minutes but may not re-open the discussion on any item, except where the committee has referred an item to the Board for consideration.

Openness and Transparency

- 25.1 There will be a presumption that all proceedings, including agendas, reports, minutes and other documents for Board and committee meetings are non-confidential unless otherwise agreed.
- 25.2 Minutes, with any confidential items omitted, may be viewed on the Partnership's Website or by the general public.

- 25.3 Before the Board or a committee agrees to take an agenda item in private, the Board or a committee shall consider whether to approve a motion to exclude the public and press during consideration of the item in view of the confidential nature of the business to be transacted. The motion shall specify in general terms why the item is considered to be of a confidential nature, e.g. because it relates to a disciplinary matter, a person's personal circumstances, etc. The Board, committee, etc. shall decide by majority when an item should be confidential. Further detail relating to this subject can be found in the Openness and Confidentiality Policy.
- 25.4 The Board and its committees may similarly decide to exclude some or all staff from a meeting where personal or sensitive matters are to be discussed.

Procedure of Meetings

Annual General Meeting

- 26.1 The AGM of the Members of the Partnership will be held at a date and time fixed by the Board. The Annual General Meeting will be advertised in the local press and it will be open for the general public to attend though only Members shall be entitled to participate in the discussions and to vote.
- 26.2 The order of business will be:
- a) to elect a Chair of the meeting if the Chair or Vice-Chair is not present;
 - b) to approve as a correct record and sign the minutes of the last AGM and any extra-ordinary general meeting where the minutes have not been approved;
 - c) the passing of a special resolution or resolution requiring special Notice;
 - d) to receive the accounts and balance sheet;
 - e) to appoint the external auditor;
 - f) to transact any other general business of the Board which has been included in the Notice calling the meeting or is otherwise competent.

Board Meetings

- 27.1 Except where the majority of Board Members present and voting on such matters decide otherwise at the start of the meeting:
- a) the business of the meeting shall proceed in the order it appears on the Agenda;
 - b) no business other than that contained in the Agenda shall be discussed; and
 - c) no item shall be withdrawn from the Agenda.

- 27.2 Since the main responsibilities of the Board relate to strategic and policy matters and performance monitoring, the order of business at Board meetings shall reflect this. A Corporate Standard for Board Agendas shall be approved by the Board with detailed specifications relating to agenda matters.
- 27.3 Members and employees will be given the opportunity to declare an interest in any item on the agenda at the beginning of the meeting. Declarations of interest shall be repeated at the time the item is discussed. If there is a clear and substantial conflict of interest, a Member or employee shall withdraw from the meeting.

Motions and Amendments

- 28.1 Subject to the provisions of the following paragraph, any Member of the Board who wishes to have a particular matter discussed, may submit for consideration by the Board at any ordinary meeting a motion or resolution, by giving notice thereof in writing to the Secretary at least fourteen days prior to the date of the meeting at which it is intended to be submitted. The Secretary shall incorporate such notice in the agenda issued with the notification of the meeting and the Member will be entitled to speak to the motion and seek a seconder. The matter may be determined at the Board meeting or referred on to another meeting for further discussion.
- 28.2 A motion or resolution relating to any matter directly arising from Minutes or an Agenda may be moved without prior notice having been given. If, in the opinion of the Chair of the meeting, any motion or resolution so submitted does not arise directly from the Minutes or Agenda, the Chair may require the mover to give notice thereof.
- 28.3 If a motion, intimation of which is specified in the notice calling the meeting, is not moved by the Member, or by some other Member on his behalf, it shall, unless postponed by leave of the Board, be considered as withdrawn and shall not be moved without further notice.
- 28.4 The following shall apply to motions and amendments:
- a) Every amendment shall be relevant to the motion and may include a proposition that is the direct negative of the motion;
 - b) A motion or amendment moved but not seconded shall not be put to the meeting, but dissent may be recorded in terms of Standing Order 29.1;
 - c) No Member shall move or second:
 - i) An amendment if that Member has moved or seconded the motion;
 - ii) More than one amendment to a motion.
 - d) If a motion or amendment is withdrawn, the mover and the seconder shall, prior to formal debate commencing, be able to move or second another motion or amendment;

- e) There shall be no discussion on any motion or amendment except by the mover until such motion or amendment is seconded;
 - f) When a motion and two or more amendments have been proposed, the Chair of the meeting shall determine in what order the motion and amendments shall be put to the meeting; and
 - g) Any motion or amendment proposing either expenditure or a reduction in income shall identify the source of funding to meet the additional expenditure or income foregone, and an amendment failing to identify such source shall be incompetent.
- 28.5 Subject to the right of reply of the mover of a motion or amendment, no Member shall speak more than once or for longer than five minutes, provided always that a Member may speak to a point of order or in explanation with the consent of the Chair of the meeting.
- 28.6 The movers of a motion and amendments in their right of reply in terms of Standing Order 28.2 (f) and (g), shall speak for no longer than five minutes and shall confine themselves strictly to summing up, answering points made by previous speakers but shall not introduce new material.
- 28.7 When a motion has been made and is under debate, no other motion shall be moved except a motion:
- a) To adjourn the meeting;
 - b) To suspend Standing Orders;
 - c) To exclude a Member or Officer from the meeting;
 - d) To exclude the press and public from the meeting;
 - e) To take the vote by ballot or roll call; or
 - f) That "the question be now put".
- 28.8 At the close of any speech, any Member who is not the mover or seconder of the motion or of any amendment to that motion that is before the meeting and who has not spoken on the question before the meeting, may move that the "*question be now put*". If this is seconded, the Chair of the meeting, if of the opinion that the matter has been fully discussed, shall without further debate and without speeches on the motion that the question be put, have a vote taken on that motion. If the motion is carried, the movers of the original motion and any amendments thereto shall have the right to reply in terms of Standing Order 28.4 (f) and (g) and the question shall be put to the meeting.

Order of Debate

- 29.1 Every motion or amendment shall be moved and seconded, and shall, if required by the Chair of a meeting, be reduced to writing and read before being put to the meeting for approval or formal debate. No motion, to which

an amendment has been moved, or amendment shall be altered or withdrawn without the consent of the mover and the seconder.

29.2 The order of debate shall be as follows:

- a) The mover of the motion;
- b) The movers of amendments in the order moved;
- c) The seconders of the motion';
- d) The seconders of the amendments in the order moved;
- e) Any other Member of the Board who has not spoken in the debate;
- f) The movers of the amendments, in reply to points and to sum up, in the reverse of the order in which the amendments were moved; and
- g) The mover of the motion in reply to points and to sum up.

29.3 The mover of a motion and any mover of an amendment have the right of reply before a vote is taken but may not introduce any new matter after this stage. After the mover of the motion has exercised his right of reply, no other Member may speak on the question unless:

- a) To raise a point of order;
- b) To adjourn the meeting;
- c) To suspend the Standing Orders; or
- d) To exclude a Member or Officer from the meeting.

29.4 Subject to the right of reply of the mover of a motion or amendment, no Member shall speak more than once or for longer than five minutes, provided always that a Member may speak to a point of order or in explanation with the consent of the Chair of the meeting.

29.5 The movers of a motion and amendments in their right of reply in terms of Standing Order 28.4 (f) shall speak for no longer than five minutes and shall confine themselves strictly to summing up, answering points made by previous speakers but shall not introduce new material.

29.6 The Chair shall decide when the resolution or motion is to be put to the vote after debate has concluded.

Entering of Dissent

30.1 No reservation or qualification by any Member with respect to a particular resolution shall be recorded in the Minutes of meetings of the Board, except where a Member has proposed a motion or amendment which has not been seconded, and who has requested that his dissent be recorded from the resolution adopted, prior to the meeting commencing consideration of the next item on the agenda.

Voting/Decision

- 31.1 All acts of, and all questions coming and arising before the Board, shall be done and decided by a majority of the Members present and voting at that meeting of the Board. Majority agreement may be reached by a consensus without a formal vote. Where there is doubt, a formal vote shall be taken.
- 31.2 In the case of an equality of votes, the person presiding at the meeting, in addition to a deliberative vote, shall have a second or casting vote. Where the Chair chooses not to use his second or casting vote the matter shall be determined by lot.
- 31.3 Voting shall be taken by Members by a show of hands; or when the majority of Members present and entitled to vote so determines, by ballot.
- 31.4 Co-opted Members shall not be entitled to vote on matters affecting membership of the Partnership or on the election of Partnership office bearers.

Points of Order

- 32.1 Any Member may raise a point of order in the course of a meeting; all questions of order are decided by the Chair of the meeting. No other Board Member is permitted to speak to the point of order except with the Chair's permission.

Length of Meetings and Adjournments

- 33.1 Meetings will continue for no more than two hours beyond the stated starting time, unless at least two-thirds of the Members present and entitled to vote agree, on the expiry of that time, to continue the meeting.
- 33.2 If there is insufficient support to continue, the meeting will either:
 - a) be closed formally, with the remaining business being added to the agenda for the next scheduled meeting (this option will be followed if there are no matters requiring a decision before the next scheduled meeting); **OR**
 - b) be adjourned to a time and place agreed at the meeting to complete the business, if there are matters requiring a decision before the next scheduled meeting.
- 33.3 An adjourned meeting will be regarded as a continuation of the original meeting. All decisions etc. will be recorded as having been made on the date of the additional meeting. No business will be dealt with at the additional meeting other than the matters not reached or left unfinished at the original meeting.
- 33.4 A motion for the adjournment of a meeting may be made at any time, shall have precedence over all other motions and shall be put to the meeting without amendment or discussion. Unless the time and place are specified in the motion for adjournment, the adjournment shall be until the day of and before the next ordinary meeting.

Officer Advisors at Board Meetings

- 34.1 The Chief Executive shall establish arrangements to ensure that the appropriate level of professional advice is available at all meetings of the Board, its committee and working groups, having regard to the agenda of the particular meeting.
- 34.2 The Chair of a meeting may invite officers of the Board or external advisors to speak to an item of business.
- 34.3 The Chief Executive and Secretary shall attend all meetings of the Board and Standing Committees unless statute or the constitutional documents indicate otherwise.

Policy Safeguards

- 35.1 A policy approved by the Board shall be binding for at least twelve months. This means that it will not be competent to move to change or modify an approved policy within that timescale, except where the Chair of the meeting rules that a "*material change of circumstances*" has occurred: which circumstances shall be specified in the Minutes.
- 35.2 Where a policy is changed or modified, it shall not affect or prejudice any action, proceedings or liability which may have been done or undertaken competently before the policy was amended.

APPLICATION, VARIATION AND SUSPENSION OF STANDING ORDERS

- 36.1 It shall be the duty of any person who chairs meetings of the Board, committees or working groups and the Secretary or a person nominated by the Secretary, to ensure that the Standing Orders are observed.
- 36.2 The Partnership acknowledges that there may be occasions where it is in the best interests of the Partnership to act in a way either not governed by these Standing Orders or to act in a way not in adherence to these Standing Orders. Generally these circumstances will be exceptional and will involve a particular issue usually arising from an emergency or some other unexpected circumstance not in keeping with the normal course of the Partnership's business. Therefore, in order to permit an item of business to be considered at a meeting, the Board or committee may, at the meeting, on a motion duly moved and seconded, suspend or dispense with any Standing Order to be specified in the motion if supported by a majority of the Members of the Board or committee present and voting.
- 36.3 The motion to suspend must be clearly minuted and the minute must contain details of the special circumstances giving rise to the Suspension, any conditions attaching and any time scales applying.

- 36.4 The Secretary may submit a written report to a meeting of the Board recommending a new Standing Order or an alteration of an existing Standing Order, which the Secretary considers to be required for the better conduct of the business of the Board.
- 36.5 The Standing Orders may be varied, revoked or added to at a meeting of the Board by a majority of Members present and voting provided that the agenda, for the meeting at which the proposal is to be considered, clearly states the extent of the proposed repeal, addition or amendment.
- 36.6 The Standing Orders shall be subject to an annual review to be completed before the Annual General Meeting.

USE OF THE COMMON SEAL

- 37.1 The Secretary shall keep the Common Seal of the Partnership in a secure place, be responsible for its safe custody and ensure that it is only used when the Board so decides.
- 37.2 The Board authorises the use of the seal on the following documents:
- a) The Partnership's Share Certificates;
 - b) Documents relating to the sale of property to tenants provided that the sale and the sale price have been calculated in accordance with the Partnership's relevant policies and procedures and the details have been approved by the Secretary;
 - c) Any document for the disposal of any land or property falling within the definition given in the Housing Associations Act 1985, section 9, or any statutory modification or re-enactment of that legislation;
 - d) Any contract, except a contract of employment, with a value greater than £500,000; and
 - e) Any other class or type of deed, or individual deed specifically authorised by the Board.
- 37.3 When the seal is used, the deed or document shall be signed by the Secretary and one Member of the Board duly authorised to subscribe the deed or document on the Partnership's behalf and recorded in the register as required by Rule 63.
- 37.4 Each use of the seal must be recorded in the relevant register.
- 37.5 In cases where it is necessary that a document is sealed, the Seal shall be affixed in the presence of the Secretary and one Board Member duly authorised in accordance with Rule 63. In exceptional circumstances the Chief Executive may deputise for the Secretary.

Part 2-Schedule of Decisions Reserved to the Board

This "*Schedule of Decisions Reserved to the Board*" forms an integral part of the Standing Orders of the Hebridean Housing Partnership.

Decisions relating to the following items of business shall be reserved for **approval** by the Board. Their inclusion on this list does not preclude any item of such business being referred to a Standing or other committee of the Board for detailed consideration and recommendation before being presented to the Board for its formal decision:

- a) Approval and Amendment of Strategy, Business Plans and Budgets, including virements to or from a budget head in **excess of £50,000**;
- b) Approval and amendment of policies;
- b) Annual Rent Setting;
- c) Corporate Governance or Constitutional documents including:
 - i) The Rules;
 - ii) The Standing Orders;
 - iii) The Schedule of Matters Reserved to the Board;
 - iv) The Scheme of Administration for Committees;
 - v) The Scheme of Delegation of Administrative Matters to Officers;
 - vi) The Financial Regulations; and
 - vii) The Scheme of Delegation of Financial Matters to Officers.
- d) All items of capital expenditure and disposal of assets with a value in excess of £10,000, except urgent items of capital expenditure where the time scale for a decision does not allow the matter to be considered by the Board. (Such exceptions shall be dealt with under delegated powers by the Chief Executive, but only with the prior agreement of the Chair of the Board);
- e) Personnel policies for all staff, including arrangements for the appointment, remuneration, appraisal, disciplining and dismissal of staff;
- f) Appointment of Chief Executive and Directors;
- g) Financial and performance reporting arrangements, with compliance with published standards and other key performance indicators being reported to the Board;
- h) Internal Audit appointments;
- i) Treasury Management Policy;
- j) Service Agreements and contracts with a value greater than £50,000;

- k) review of complaints and any reports from the Ombudsman in line with Ombudsman's requirements;
- l) Approval of the annual report and accounts;
- m) The creation and dissolving of Committees and the referral and delegation of business to them;
- n) The annual review of the "*Schedule of Decisions Reserved to the Board*"; and
- o) Review of Board's performance and skills and individual experience of Board Members.

Part 3-Scheme of Administration for Committees

PURPOSE OF SCHEME

- 1.1 The Scheme of Administration shall regulate:
- a) The terms of reference, constitution and membership of the committees, community liaison groups, working groups and spokespersons etc. of the Partnership;
 - b) The reference of the functions of the Board to Committees Community Liaison Groups and Working Groups, etc. for consideration, report and recommendation as appropriate;
 - c) The delegation to Committees to exercise functions of the Board; and
 - d) Such other administrative matters relating to Committees, Community Liaison Groups, Working Groups and Spokespersons, etc. as the Board may determine.

IMPLEMENTATION

- 2.1 This scheme shall come into effect on 19 June 2019, following consideration of a report by the Secretary and subject to the prescribed procedural requirements, be amended or suspended at any time by a decision of the Board.
- 2.2 Members shall be appointed to the Standing Committees at the first Board meeting after the AGM each year.

INTERPRETATION

- 3.1 This "Scheme of Administration" forms an integral part of the Board's Standing Orders.

COMMITTEES, COMMUNITY LIAISON GROUPS AND WORKING GROUPS

Committees

- 4.1 The Board shall have two standing Committees: Audit & Risk Committee and Joint Consultative Committee.
- 4.2 The Board shall determine the terms of reference, objectives, constitution, quorum and what matters shall be referred and delegated to the Standing or other committees. No committee or working group shall be established until their Terms of Reference are approved by the Board.

- 4.3 Notwithstanding that a matter has been delegated to it, a Committee may direct that, before action is taken; its recommendation shall be submitted to the Board for approval.
- 4.4 Where Board Members (including the Chair) are not Members of a committee, subject to the terms of the Constitutional Documents, they shall have the right to attend and speak but not to be involved in motions, amendments or voting at such committees.
- 4.5 Any committee may, with the prior approval of the Board, appoint such work group with such terms of reference, constitution, quorum and what matters shall be referred and delegated to the work group, as it deems necessary.
- 4.6 Committees may comprise Members of the Board and any other person who may be co-opted to serve on a Committee within the terms of their remit. Where functions are being carried out by a Committee, their Members including those who are co-opted, are acting on behalf of the Board.
- 4.7 Subject to any statutory provision, regulation or Direction by a Scottish Minister:
- a) Each Committee shall give effect to any instructions of the Board, and for these purposes, an instruction shall be taken to include a decision taken by the Board against the instructions of the Committee;
 - b) The Board may deal with any matter included in the reference or delegation to a Committee although no report from such a Committee is before it; and
 - c) The Board may vary, add or restrict any reference or delegation to any Committee.
- 4.8 The Terms of Reference approved by the Board for committees and shall be subject to an annual review to be completed before the Annual General Meeting.
- 4.9 At their last meeting before the Annual General Meeting, the standing committees shall consider how they have discharged their obligations having regard to their approved Terms of Reference and recommend to the Board:
- a) How such discharge of obligations can be improved; and
 - b) How the Terms of Reference can be amended.

Community Liaison Groups

- 5.1 Community Liaison Groups will be set up in Stornoway, Rural Lewis, Harris, The Uists and Barra.
- 5.2 Community Liaison Groups will be informal meetings open to all tenants and members of the public. The Community Liaison Groups will operate within terms of their remit.

- 5.3 Notes of meetings will be taken and after approval by the Community Liaison Group will be made available on the Partnership's website. Any personally sensitive information will be excluded from the public note of the meeting.

Working Groups

- 6.1 Working Groups will be set up by the Board as required for specific tasks. The Board will approve the remit and the membership of the working group.
- 6.2 Minutes of meetings of the working groups will be made available to the Board through the Board Information Bulletin. Minutes of working groups will not be published on the website.
- 6.3 The quorum for working groups will be three board members.

APPOINTMENT OF MEMBERS

- 7.1 On the first meeting after the AGM, the Board shall make appointments to the Standing committees, taking into account as far as possible Members' wishes, ascertained by the Secretary at least seven days before the meeting. Appointees shall hold office until the Annual General Meeting following their appointment, providing they remain Members of the Board. Co-opted Members shall also hold office until the Annual General Meeting following their appointment.
- 7.2 Casual vacancies in the committees shall be filled by the Board as soon as practicable following the occurrence of the vacancy. However, for good reasons, the Board may decide that a vacancy shall remain unfilled.

APPOINTMENT OF CHAIR

- 8.1 Except as provided in Statute or in the Constitutional Documents:
- a) The Chair of a Standing or other committee shall be appointed by the relevant Committee; and
 - b) The Chair of a working group should be the Chief Executive or other Head of Service.
- 8.2 The term of office of the Chair of any committee shall be until the Annual General Meeting following their appointment, providing they remain Members of the Board.

QUORUM

- 9.1 Unless otherwise determined by the Board, no item of business shall be transacted at a meeting of the Standing Committee unless at least **three** Board Members, who must represent at least two of the three different Committee Member Categories, are present and entitled to vote on that item. Co-opted Members shall not count towards a quorum.

DELEGATION TO WORKING GROUPS AND HEADS OF SERVICE

- 10.1 Subject to statute and to the "*Schedule of Decisions Reserved to the Board*", a Committee may delegate authority to a working group or to a Head of Service to discharge any function which is delegated to that Committee. The Secretary in consultation with the Chair of the Standing Committee is authorised, where the Secretary deems it to be appropriate for the effective administration of the Board's business to refer a matter otherwise delegated or referred to a working group directly to the relevant parent committee.

REFERRED FUNCTION

- 11.1 Subject to any statutory provision, regulation or Direction by a Scottish Minister, and subject also to the provision of the Board's Constitutional Documents, the Board may refer a matter to the standing committees for consideration but not delegate powers to that committee to enable it to reach a decision. In such cases, the committee shall make a recommendation to the Board which shall require to be approved by the Board.

DELEGATED FUNCTIONS

- 12.1 Subject to any statutory provision, regulation or Direction by a Scottish Minister, and subject also to the provisions of the Board's Constitutional Documents, where any function of the Board is delegated to a committee or officer, the committee or officer shall have the power to exercise the function in like manner in all respects as the Board could have exercised it had there been no delegation. However, it shall be competent for such committee or officer, in relation to any matter, instead of making a decision thereon, to make a recommendation thereon to the Board or committee. In which event, the matter shall be decided by the Board or committee after consideration of the officer's, or committee's recommendation.
- 12.2 Where a Head of Service is unable to make a decision under delegated powers due to the terms of a safeguard listed in paragraph 2.1 of the Scheme of Delegation, the matter shall be determined instead by the appropriate committee.

CONDITIONAL DELEGATION

- 13.1 With the exception of those functions listed in the "*Scheme of Decisions Reserved to the Board*", a Standing Committee may determine matters on behalf of the Board under delegated powers where:
- a) By reason of urgency there is insufficient time for the matter to be referred in accordance with the Scheme of Administration to the Board, which reasons shall be specified in the Minute of the Meeting concerned; and

- b) Where a motion to approve a recommendation to bind the Board to a particular course of action is approved unanimously by the Committee; and

provided always that:

- i) The matter is not contentious; and
- ii) No breach of a major policy position of the Board would result from the decision.

- 13.2 This may apply to any referred function of the Standing Committee which is not specifically reserved to the Board for example:

- a) Implementing urgent Health and Safety action; or
- b) Implementing urgent action recommended by an auditor.

VARIATION OF SCHEME OF ADMINISTRATION

- 14.1 Notwithstanding the above, the Scheme of Administration for Committees may be amended or added to at a meeting of the Board by a majority of Members present and voting provided that the agenda, for the meeting at which the proposal is to be considered, clearly states the extent of the proposed repeal, addition or amendment.

AUDIT & RISK COMMITTEE

TERMS OF REFERENCE

OBJECTIVES

The main objectives are to ensure that:

- ◆ Effective internal controls operate to ensure the Partnership complies with relevant laws, regulations and external reporting requirements
- ◆ The system of controls, financial and otherwise, promotes effective and efficient operations
- ◆ There is an independent review of internal and external audit activity.

Constitution

- 1.1 The Committee shall be appointed by the Board and shall comprise six Board Members, comprising at least two Members from each main Board Member Category. At least one member of the Committee must have relevant financial or audit experience.
- 1.2 If additional expertise or experience is required by the Committee at any time, one additional person may be co-opted to the Committee.
- 1.3 The Chair of the Board is excluded from membership of the Committee.

Quorum

- 2.1 The quorum of the Committee shall be **three** Members, including at least one Member from each of two of the three main Board Member Categories. Co-opted Members will not count towards the quorum.

Committee Chair

- 3.1 The Chair of the Committee shall be appointed by the Committee and shall have a casting vote. In the absence of the Chair, or if the chair is vacated, the Committee shall elect from its Members, a replacement Chair for the whole or part of the meeting.

Frequency

- 4.1 The Committee shall meet at least quarterly on such dates and times as the Committee determines, having regard to the annual time-table of meetings set by the Board. After the Board has appointed the membership of the Committee following the AGM, at the first meeting of the Committee, the Chair of the Committee shall be appointed.
- 4.2 The Secretary, in consultation with the Committee Chair, may convene an additional meeting at any time if the Secretary or the External or Internal Auditor considers that such a meeting is necessary.

Officer Attendance

- 5.1 Staff and external advisers shall attend Committee to present reports and otherwise advise and assist the Committee. Such persons shall leave the meeting if they have a conflict of interest or if they are asked to do so by the Chair, or failing the Vice-Chair or other person presiding at a meeting.

Reporting to the Board

- 6.1 After a meeting of the Committee has approved the Minutes of the previous meeting as a correct record of proceedings, an approved copy of those Minutes shall be presented to the next ordinary meeting of the Board for approval.
- 6.2 If there is a need to expedite business arising from a recommendation of the Committee, the Chair, or in his absence, a Member of the Committee, may present a report of such recommendations from the Committee to the next meeting of the Board for approval, notwithstanding that the minute of the Committee relating to such recommendations has not been approved by the Committee.

Referred Functions

- 7.1 The Committee shall consider the following functions on behalf of the Board and report thereon to the Board for its consideration or decision:

Internal Control and Corporate Governance

- a) Monitoring and reviewing policies and procedures relating to the Board's system of internal control, risk evaluation and corporate governance;
- b) Evaluating the control environment;
- c) Evaluating the decision making processes;
- d) Making arrangements to identify, review, evaluate and manage risks;
- e) Considering quarterly presentation on the evaluation of key business risks;
- f) Undertaking an annual review of control effectiveness;

Internal Audit

- g) To ensure that the Partnership has appropriate internal audit arrangements;
- h) Holding quarterly reviews of the operational effectiveness of the internal audit service by considering performance measures such as audit report completion times, signification recommendations implemented; customer satisfaction surveys, customer requests for assistance, staff turnover, cost of non-productive time, performance against strategic and annual plans, etc;
- i) Identifying and initiating Value for Money studies;
- j) Reviewing and monitoring the Internal Audit Strategy and Plan, particularly by considering quarterly progress reports and comparing activity against the audit plan;
- k) Considering briefings from internal audit on new legislation;

- l) Overseeing and reviewing action taken by the Chief Executive on Internal Audit recommendations and Value for Money reports;

External Audit

- m) Reviewing and monitoring the External Audit strategy and plan; particularly by considering quarterly progress reports and comparing activity against the audit plan;
- n) Overseeing and reviewing action taken by the Chief Executive on External Audit recommendations and Value for Money reports;
- o) Reviewing the External Audit management letters, in particular any relating to the certification of the Board's accounts;
- p) Advising regarding the appointment and terms of the External Auditor;

Constitutional Documents

- q) Monitoring and reviewing the Rules, Standing Orders and Financial Regulations;
- r) Monitoring and reviewing the Scheme of Delegation and the Scheme of Administration;
- s) Monitoring and reviewing the Schedule of Decisions reserved to the Board;
- t) Examining the circumstances on each occasion when the Standing Orders are waived;

Annual Accounts

- u) Reviewing schedules of losses and compensations;
- v) Approving changes in accounting policies;
- w) Considering annual accounts reports with a view to recommending the approval of the Annual Accounts to the Board;

General

- x) In the light of the annual report on the adequate and effectiveness of internal controls obtained from Internal Audit, evaluating the whole internal control environment and providing the Board with an annual statement which addresses business, operational, financial and compliance risks;
- y) Review annually the level of suspected and detected fraud and corruption within the Partnership, and arrangements for prevention and detection; and
- z) Reviewing Accounts Commission and Audit Scotland reports and recommending any necessary action within the Board in response to such reports.

JOINT CONSULTATIVE COMMITTEE

TERMS OF REFERENCE

Objectives

To establish a workable and effective arrangement for good industrial relations, for the avoidance of any misunderstanding and for the promotion of joint participation in all matters of common interest and concern on a genuine consultative and negotiating basis at Organisation level, as outlined in Clauses 7.3 and 7.4 of the Recognition and Procedural Agreement.

Constitution

- 1.1 There shall be an employer's side and a Union side.
- 1.2 The employer's side shall consist of 3 persons nominated by the Board; at least 2 of whom shall be members of the Board.
- 1.3 The Union side shall consist of 3 representatives of the Union who shall be members of staff and elected by the UNISON membership within the Organisation.
- 1.4 Each side shall confirm the names of its representatives on an annual basis and inform the other immediately of any changes in the interim period.
- 1.5 Each side shall make every effort to send its confirmed representatives to each meeting but substitution will be permitted on both sides where it cannot be avoided.
- 1.6 Staff and management will be entitled to have advisors in attendance who will have speaking rights. Except in the case of special meetings each side shall give a minimum of seven days notice to the other side of its intention to invite such advisors to the meeting.

Quorum

- 2.1 Meetings shall be judged to be quorate if 2 members of both sides are present.

Committee Chair

- 3.1 The Chairperson for each meeting of the JCC shall be nominated alternately by the Union side and the Management side.
- 3.2 The two sides shall jointly appoint a secretary who will be responsible for convening meetings, preparing agenda in consultation with both sides, and taking and circulating minutes. Minutes shall be subject to the agreement of the Committee and will be signed by the Chairperson of the meeting at which they are agreed.

Frequency

- 4.1 Meetings of the JCC shall be every 6 months with a prepared agenda which shall be issued fourteen days before each meeting. The agenda shall provide for any other business of an urgent nature to be discussed.
- 4.2 Special meetings may be called by either the Union or the Board. Such meetings must be convened within fourteen days, unless the side requesting the meeting agrees otherwise, but always within twenty-eight days.

Status of Resolutions

- 5.1 Resolutions of the JCC shall not be binding on either side but shall be recommendations only to the respective parties (the Board and the Union) whose ratification shall be required before an agreement is deemed to be reached.

Communications

- 6.1 Members on both sides shall be afforded reasonable facilities to visit and communicate with all offices and staff of the Partnership.

COMMUNITY LIAISON GROUPS

Terms of Reference

OBJECTIVE *To ensure that suitable arrangements are in place in each defined area, so that there is satisfactory consultation and feedback taken from each area before important decisions are taken by the Board which affect the defined area.*

Constitution

- 1.1 The Community Liaison Groups will be made up of tenants, members of the Partnership and residents who reside in the defined area. Board members and council representatives who reside in the area may also be part of the Group.
- 1.2 A quorum of 3 members is required for any business to be transacted at a meeting.
- 1.3 The most senior officer present from HHP will act as the Chairperson.
- 1.4 A note of the meeting will be taken which will record the key actions agreed at the meeting together with a note of all those present. A note of the meeting will be issued to Board Members following the meeting to enable any necessary action to be taken as soon as possible.
- 1.5 The Group will meet on a frequency determined by the group with a minimum of one and a maximum of four meetings a year.
- 1.6 Where an area would prefer to make use of a Community Council rather than set up another group, views from the Community Council on housing matters can be submitted and reviewed by the Board in the same way as Community Liaison Group minutes.

WORKING GROUP REMITS

Asset Management Working Group Remit & Terms of Reference

1.1 The Asset Management Working Group's Remit is:

- To consider potential sites for acquisition;
- To assess and review project and site plans;
- To review HHP's 5 Year Development Plan;
- To represent the Partnership at openings of developments;
- To consider in depth any issues that might arise whilst developments are underway;
- To liaise with partners re the Local Housing Strategy (LHS);
- To prepare responses for consultations relating to local and national development issues;
- To consider any additional matters requested by the Board in respect of the Partnership's development service;
- To contribute to and review the Asset Management Strategy;
- To contribute to and review the Affordable Warmth Strategy and matters pertaining to fuel poverty;
- To review updates to the Investment Programme prior to Board approval being requested;
- To consider the Procurement Framework & procurement matters pertaining to investment work prior to Board approval being requested;
- To consider and review any major updates to the Repairs & Maintenance Policy, Asbestos Policy, Estate Management Policy and Gas Safety Management Policy;
- To review the Grounds Maintenance & Garden Assistance Scheme prior to Board approval being requested;
- To monitor progress against Scottish Housing Quality Standard (SHQS) and the Energy Efficiency Standard for Social Housing (EESH);
- To consider any additional matters requested by the Board in respect of investment in the Partnership's housing stock; and
- To feed back to the Board in respect of achieving the best asset management service for tenants and the Partnership alike.

Membership

- 2.1 The Asset Management Working Group is made up of five Board Members appointed by Board, the Chief Executive, and the Director of Operations. Other officers, including the Development Manager, the Investment Manager and the Assets and Contracts Manager will attend where their skill and expertise is required. To provide continuity and build up skills the Board Members will serve for up to three years from appointment. Where vacancies occur new members will be appointed at the next Board meeting.
- 2.2 The Chief Executive will chair the Working Group and in her absence the Director of Operations will act as Chair.
- 2.3 Action points will be agreed at the end of each meeting and a minute will be drawn up and held as a record of what was discussed and agreed at the meeting.

- 2.4 Working Group meetings cannot proceed unless three Board Members are present.

Frequency of Meetings

- 3.1 The Working Group will meet a minimum of twice a year or more frequently if there is a requirement.

Finance Working Group Remit & Terms of Reference

1.1 The Finance Working Group's Remit is:

- To review the Budget Strategy and rent setting process, including consultation with tenants;
- To review Draft Financial Statements;
- To stress test the long term and short term financial plans which support the Business Plan;
- To contribute to and review the Value for Money Strategy (VFM);
- To consider any additional matters requested by the Board in respect of finance; and
- To give views based on achieving the best financial services for tenants in accordance with the requirements of the Partnership

Membership

- 2.1 The Finance Working Group is made up of five Board Members appointed by the Board, the Director of Finance & Corporate Services, Finance & Business Services Manager and Chief Executive. Other officers will attend from time to time where their skill and expertise is required. To provide continuity and build up skills the Board Members will serve for up to three years from appointment. Where vacancies occur new members will be appointed at the next Board meeting.
- 2.2 The Director of Finance and Corporate Services will Chair the Working Group and in his absence the Finance Manager will act as Chair.
- 2.3 Action points will be agreed at the end of each meeting and a minute will be drawn up and held as a record of what was discussed and agreed at the meeting.
- 2.4 Working Group meetings cannot proceed unless three Board Members are present.

Frequency of Meetings

- 3.1 The Working Group will meet once a year or more frequently if there is a requirement.

Housing Management Working Group Remit & Terms of Reference

1.1 The Housing Management Working Group's Remit is:

- To review legislation in relation to housing management and implement the requirements and recommendations of, for example, the Housing Scotland Act 2014;
- To oversee the review of the Allocations Policy, to include any consultation required;
- To investigate and consider how the Partnership might address difficult to let properties;
- To liaise with the Tenant Participation Officer where required;
- To consider rent structure along with the Finance Working Group;
- To consider any additional matters requested by the Board in respect the management of the Partnership's housing service; and
- To give views based on achieving the best housing management service for tenants and the Partnership alike.

Membership

- 2.1 The Housing Management Working Group is made up of five Board Members appointed by the Board, Director of Operations, Area Managers, Service Development Manager and Chief Executive. Other officers will attend from time to time where their skill and expertise is required. To provide continuity and build up skills the Board Members will serve for up to three years from appointment. Where vacancies occur new members will be appointed at the next Board meeting.
- 2.2 The Director of Operations will Chair the Working Group and in his absence the Chief Executive will act as Chair.
- 2.3 Action points will be agreed at the end of each meeting and a minute will be drawn up and held as a record of what was discussed and agreed at the meeting.
- 2.4 Working Group meetings cannot proceed unless three Board Members are present.

Frequency of Meetings

- 3.1 The Working Group will meet once a year or more frequently if there is a requirement.

Remuneration Working Group Remit & Terms of Reference

- 1.1 The Remuneration Working Group's Remit is:
- To recommend to the Board how the Annual Pay Award will be carried out;
 - To consider recommendations from the Chief Executive for the Annual Pay Review for all staff with the exception of the Chief Executive;
 - To recommend to the Board an Annual Pay Award for the Chief Executive on condition the % awarded does not exceed the % awarded to the staff;
 - To review on a regular basis the grading and salary framework to enable a robust review of the grading of all approved posts;
 - To manage the grading appeals mechanism to deal with grading appeals; and
 - To review when consultancy support is required and to select appropriate consultants within approved budgets.
- 2.1 The Remuneration Working Group is made up of five Board Members appointed by the Board. To provide continuity and build up skills the Board Members will serve for up to three years from appointment. Where vacancies occur new members will be appointed after the AGM or at the next Board Meeting if necessary.
- 2.2 The Chief Executive will provide advice to the Working Group except where external expertise and knowledge is required or a decision is required on the remuneration or terms and conditions of the Chief Executive
- 2.3 Action Points will be agreed at the end of each meeting and held as a record of what was agreed at the meeting. The Action Points will be tabled at the Board Meeting following the Working Group meeting.
- 2.4 At the first meeting of the Working Group after the AGM a Chair of the Working Group will be appointed.
- 2.5 The meetings cannot proceed unless three Board Members are present.

Frequency of Meetings

- 3.1 There will be a minimum of one meeting a year.
- 3.2 There will be a requirement to meet more frequently when the grading and salary framework is being developed but these meetings will be agreed at least a month in advance.

SPOKESPERSON

Remit and Terms of Reference

In addition to the roles, tasks and responsibilities expected of HHP Board Members, the following is expected of Spokespersons:

Development

- To speak on behalf of the Board in matters pertaining to Development;
- To promote an understanding and recognition of issues that are important to HHP's Development Programme;
- To be familiar with the Partnership's policies and procedures regarding Development;
- To develop their wider skills and knowledge with particular regard to this service area in order to better represent the Partnership and its customers alike;
- To keep up-to-date with national issues and risks that are likely to affect HHP's Development Programme;
- To give views based on achieving the best Development service for tenants and the Partnership alike;
- To regularly engage with and seek feedback from officers and others charged with delivering Development services to HHP;
- To represent HHP on relevant partnerships and external bodies as required; and
- To maintain the highest standards of conduct to ensure public confidence in HHP.

Tenant Liaison & Housing Management

- To speak on behalf of the Board in matters pertaining to Tenant Liaison and Housing Management;
- To be familiar with the Partnership's policies and procedures regarding Tenant Liaison and Housing Management;
- To develop wider skills and knowledge with particular regard to this service area in order to better represent the Partnership and its customers alike;
- To keep up-to-date with national issues and risks that are likely to affect HHP's tenants;
- To give views based on achieving the best housing management service for tenants and the Partnership alike;
- To promote an understanding and recognition of issues that are important to HHP's tenants;
- To regularly engage with and seek feedback from tenants regarding any housing management concerns they might have;
- To regularly engage with and seek feedback from officers and others charged with delivering Housing Management services to HHP;
- To represent HHP on relevant partnerships and external bodies as required; and

- To maintain the highest standards of conduct to ensure public confidence in HHP.

Repairs & Investment

- To speak on behalf of the Board in matters pertaining to Repairs and Investment;
- To be familiar with the Partnership's policies and procedures regarding Repairs & Investment;
- To develop wider skills and knowledge with particular regard to this service area in order to better represent the Partnership and its customers alike;
- To keep up-to-date with national issues and risks that are likely to affect HHP's Repairs and Investment Programme;
- To give views based on achieving the best repairs service for tenants in accordance with the resources available to the Partnership;
- To promote an understanding and recognition of issues that are important to HHP's tenants when planning Repairs and Investment works;
- To regularly engage with and seek feedback from officers and others charged with delivering Repairs and Investment services to HHP;
- To represent HHP on relevant partnerships and external bodies as required; and
- To maintain the highest standards of conduct to ensure public confidence in HHP.

Finance

- To speak on behalf of the Board in matters pertaining to Finance;
- To be familiar with the Partnership's policies and procedures regarding Finance;
- To develop wider skills and knowledge with particular regard to this service area in order to better represent the Partnership and its customers alike;
- To keep up-to-date with national issues and risks that are likely to affect HHP's financial resources;
- To give views based on achieving the best financial services for tenants in accordance with the requirements of the Partnership;
- To promote an understanding and recognition of issues that are important to HHP's tenants when allocating resources;
- To regularly engage with and seek feedback from officers and others charged with delivering financial services to HHP;
- To represent HHP on relevant partnerships and external bodies as required; and
- To maintain the highest standards of conduct to ensure public confidence in HHP.

Part 4 Scheme of Delegation for Officers

Hebridean Housing Partnership has a range of responsibilities, which require to be discharged by the Partnership's Board unless the Board specifically delegates them to a Committee or Officer. Matters that cannot be delegated to a Committee or Officer for decisions are listed in the "*Schedule of Decisions Reserved to the Board*" which is Part 2 of these Standing Orders. Responsibilities have been delegated to Committees of the Board as shown in the "*Scheme of Administration*": Part 3 of the Standing Orders. By means of this document, the Board further delegates functions to **Heads of Service** of the Board.

GENERAL

- 1.1 "Heads of Service" shall mean the Chief Executive, any Director or Head of Service, on the understanding that Heads of Service may further delegate to other officers within their service. Such further delegation shall be reported to the Secretary who will maintain a register of such delegation and review it annually.
- 1.2 Any reference in this scheme to procedures or action under previous legislation shall be taken to include references to similar, like or equivalent procedures and action under subsequent legislation.
- 1.3 This "*Scheme of Delegation for Officers*" forms an integral part of the Board's Standing Orders.

SAFEGUARDS

- 2.1 The delegation granted in the Scheme shall be exercised only:
 - a) in compliance with the Board's Standing Orders, Financial Regulations and other Constitutional Documents;
 - b) In respect of matters that are not contentious, sensitive or complex. Where a matter appears to be contentious, sensitive or complex, prior to a decision or action being taken, the Head of Service shall consult the Chief Executive and/or the Board Chair as appropriate;
 - c) On the basis that the exercise of the delegated power will not result in actual expenditure exceeding, or actual income falling below, that set out in the relevant part of the budget to the extent that this could not be contained by the relevant Head of Service viring in accordance with Financial Regulations;

- d) On the basis that the exercise of delegated power will not result in expenditure exceeding that set out in the relevant part of the Investment Programme for the financial year in question;
- e) Subject to a member of the public or, in the case of disciplinary matters, an employee being notified in writing of any rights of appeal;
- f) Where it is consistent with the Board's procedures, policies, corporate standards and strategies;
- g) On the basis that the exercise of the power does not result in budget growth in future years;
- h) On condition that the Heads of Service shall maintain appropriate records of all decisions taken under delegated powers (with the exception of matters involving day to day management e.g. the ordering of office supplies, the granting of annual leave, etc.);
- i) On condition that action (with the exception of matters involving day to day management e.g. the ordering of office supplies, the granting of annual leave, etc.) taken under delegated power shall be reported to the appropriate Committee at a frequency prescribed by the Board;
- j) In the event that a matter requires determination but is in conflict with anyone or more of the above categories a) to i), the Head of Service shall refer that matter to the Board or to the relevant committee or sub-committee for decision; and
- k) Any judgement regarding whether a matter is contentious, sensitive or complex shall be made on the basis of the situation that applied when the decision was taken by the Head of Service exercising the delegated power.

DELEGATION

- 3.1 The following matters have been delegated by the Board to the Heads of Service named and in this context “*delegated*” means that arrangements have been made for the discharge of a function by an officer.
- 3.2 Subject to the provision of **the Act** and any other statutes:
 - a) The Board may vary, restrict, suspend or add to any delegation granted to an officer of the Board;
 - b) The Board or appropriate Committee of the Board may deal directly with any matter included in this Scheme, where they consider there is good reason for so doing.

ALL HEADS OF SERVICE

- 4.1 To take disciplinary action against employees in their service, including suspension and dismissal, in accordance with the Board's disciplinary procedures and guidelines and subject to prior consultation with the Chief Executive.
- 4.2 To determine applications for permission for employees to attend training courses and enrolment for correspondence courses that will help them better discharge the duties of their post and is in line with the approved Training Plan, after consultation with the Chief Executive.
- 4.3 To authorise the purchase of goods and services in accordance with any Board approved purchasing and sourcing policies.
- 4.4 To appoint temporary staff in the following circumstances:
 - a) for a period not exceeding 40 weeks, in the case of an absence from work of a permanent employee taking maternity leave and where such absence would otherwise affect the functioning of the service;
 - b) for a period not exceeding 3 months, to meet the increased requirements of seasonal or other cyclical workloads;
 - c) for a period not exceeding 3 months, in the case of a vacancy arising within a department's establishment, where the absence of the employee undertaking the duties of the post would affect the functioning of the service; or
 - d) for a period not exceeding 3 months, in the case of temporary absences from work of a permanent employee where such absences would otherwise affect the functioning of the service.
- 4.5 The Head of Service will determine the following in line with our Attendance & Absence Policy and Special Leave Policy:
 - a) To determine annual leave arrangements of employees they are responsible for consistent with any standing instructions issued by the Chief Executive.
 - b) To determine applications for paid leave to employees in respect of a bereavement or family illness in accordance with the Board's Scheme of Special Leave.
 - c) To grant up to one week's unpaid leave for reasons not covered by the Special Leave Policy.
 - d) To grant paid paternity leave in line with statutory allowance to an employee on the birth or adoption of a child

- 4.6 To approve essential overtime working in consultation with the Chief Executive and in accordance with the Board's policy on overtime working.
- 4.7 To determine applications from contractors for permission to assign or sub-let a contract or any part thereof.
- 4.8 To prepare and submit statutory and other returns except where there is a specific requirement for Board approval prior to submission.
- 4.9 Subject to prior consultation with the Director of Finance and Corporate Services and the maintenance of records of such transactions, to determine scrap or surplus to the Board's requirements items of plant, equipment, furnishings or other material where the estimated value of such an item is less than £10,000.
- 4.10 To vire expenditure between categories (salaries and supplies) or between elements (departments and projects) subject to a maximum of total annual virement of 5% of the total budget or up to a maximum of £50,000 for the department.

CHIEF EXECUTIVE

- 5.1 Except where otherwise referred to in the Constitutional Documents, and in consultation with the appropriate Chair, determine minor incidental matters on behalf of the Board, provided that the matter falls within the established policy position of the Board.
- 5.2 To appoint staff subject to the written approval of the Director of Finance and Corporate Services that adequate budgetary funding is available, and of the Head of Executive Office regarding the remuneration and other terms and conditions of the post.
- 5.2 To authorise official hospitality.
- 5.3 Where required as a matter of urgency, to submit the views of the Board, to Scottish Ministers, Central Government, Scottish Housing Regulator and other external agencies and individuals, subject to the matter being reported to the next meeting of the Board.
- 5.4 To arrange, in consultation with the relevant Chair, for an external speaker to address a meeting of the Board, a Committee, working group or an informal meeting of Members of the Board, Committee or working group.
- 5.5 To authorise, subject to prior consultation with the Chair of the Board, attendance by Members at seminars, conferences and like events
- 5.6 To determine applications for the release of vacant posts.
- 5.7 To determine applications for retirement on the grounds of ill health where there is a medical certificate that the employee is considered permanently unfit to carry out the duties of the post.
- 5.8 To grant wayleaves or servitudes over property owned by the Hebridean Housing Partnership.
- 5.9 To authorise the transfer and appropriation of land incidental to the Board's decision to construct, alter or dispose of a building where a minister's decision is not involved.
- 5.10 To institute and defend any proceedings on behalf of the Board.
- 5.11 To obtain the opinion or other services of Counsel and/or other legal or financial practitioners up to a maximum cost of £10,000.
- 5.12 To settle claims against the Board up to a figure of £10,000, excluding interest and judicial expenses.

- 5.13 To ensure the implementation and regular revision of the Board's general policy on Health and Safety.
- 5.14 To ensure that all complaints are dealt with in conformity with the Board's Complaints Procedure.
- 5.15 To approve the award in writing of agreements and contracts.
- 5.16 To accept tenders and award contracts provided prior approval has been received from the Board for the plans and/or specification to which the tender or contract relates..
- 5.17 With the agreement of the Chair of the Board, to approve the appointment of staff whose purpose is to obtain new funding and where delay would jeopardise the obtaining of such funding.
- 5.18 With the agreement of the Chair of the Board, to approve urgent items of capital expenditure where the time scale for a decision does not allow the matter to be considered by the Board.

DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1 To open tenders in the presence of another officer of the Board.
- 6.2 To accept a tender other than the lowest only in exceptional circumstances and upon advice from the instructing Head of Service and after prior consultation with the Chief Executive. A report giving the reasons for the acceptance of such tender shall be submitted to the next meeting of the Board.
- 6.3 To draw down and sign for cash from the Scottish Government in accordance with the Board's funding allocation.
- 6.4 To approve applications for financial assistance from outside bodies up to a maximum of £2,500.
- 6.5 To approve all new acquisitions of information technology hardware and software, consistent with relevant standards as may set from time to time by the Board in the Information & Communication Technology Strategy.
- 6.6 To dispose of heritage and lease on the basis of terms recommended by the District Valuer, subject to prior approval of the disposal by the Board.
- 6.7 To determine arrangements for the payment of debts to the Partnership.
- 6.8 In relation to sundry debts, to select and implement appropriate methods of recovery of arrears.
- 6.9 To authorise the payment of expenses and allowances to Members and officers of the Board and to Partnership's Directors, subject to the Chief Executive's having been certified first by the Board's Chair.
- 6.10 To determine requests from directors or officers for advance payment of expenses or allowances.
- 6.11 To determine at what stage the police should be contacted having regard to the terms of the Partnership's Fraud and Corruption Policy.
- 6.12 To determine the type and level of resource to be used in the investigation of suspected fraud.
- 6.13 To undertake all responsibilities under the terms of the Partnership's Fraud and Corruption Policy.
- 6.14 To arrange and review all insurance cover and negotiate all claims.
- 6.15 To authorise the payments of accounts.

- 6.16 To effect the arrangements for the borrowing and lending of money as required by the Partnership in accordance with the Partnership's borrowing and lending policies and the CIPFA "Treasury Management in Housing Partnerships: A Code of Practice."
- 6.17 To ensure compliance with the CIPFA "Treasury Management in Housing Partnerships: A Code of Practice" and to ensure compliance with the approved Treasury Management Policy Statement.
- 6.18 In consultation with the originating Head of Service, to write off individual debts which are irrecoverable, up to a maximum of £1,500.
- 6.19 To authorise the arrestment of wages or salaries in respect of Partnership employees.
- 6.20 To open bank accounts as required, in the name of the Hebridean Housing Partnership and in the name of Hebridean Community Housing Limited.
- 6.21 To apply for purchasing cards for approved users.
- 6.22 To maintain a list of those officers, who are authorised to sign cheques and other payable orders drawn on the Partnership's accounts with commercial Banks. This "*List of Authorised Signatories*" will include specimen signatures and will specify the level of delegated authority for each signatory.
- 6.23 To maintain also in the "*List of Authorised Signatories*" a list of authorised officers for such other purposes as are specified in the Financial Regulations.
- 6.24 To ensure that all discretionary fees and charges are submitted for annual review to the Board for approval before the start of the financial year.
- 6.25 Authorising auditors' reports, signing of cheques & other instructions to bankers, signature for tax liabilities.

DIRECTOR OF OPERATIONS

- 7.1 To deputise for the Chief Executive in her absence.
- 7.2 To allocate Partnership housing.
- 7.3 To allocate agency housing in accordance with their Allocations Policy.
- 7.4 To have the day to day responsibility for rent arrears monitoring and recovery including the issue of Notice of Proceedings for Recovery of Possession. The Area Managers will be responsible for this in the Directors absence.
- 7.5 To determine the amount of allowance to be paid to tenants as a result of works carried out to their homes having regard to approved guidelines.
- 7.6 To determine applications from tenants to alter their homes internally or externally, to erect sheds and garages, install driveways and parking areas, and to keep pets and any other appropriate permissions.
- 7.7 To determine applications from tenants to vacate their dwellings for a period of up to 6 months in any period of 12 months.
- 7.8 To determine applications for transfer outwith the terms of the Partnership's allocation system in cases involving the under-occupancy of Partnership housing.
- 7.9 To transfer tenants of Partnership housing in those cases where it is necessary for their houses to be vacated.
- 7.10 To authorise and, subject to current Partnership policy and procedures, instruct repairs and minor alterations to houses.
- 7.11 To implement and enforce the terms of the Partnership missive of let including repossession and eviction.
- 7.12 To consider and determine applications to sub-let.
- 7.13 To factor property in the Outer Hebrides on behalf of local housing agencies and act as the Partnership's "responsible person" as required by the Property Factors (Scotland) Act 2011.
- 7.14 To arrange for the execution of works in respect of Partnership houses by direct labour or by outside contractors where the estimated cost of the works is less than £50,000.
- 7.15 To repossess houses in pursuance of the Policy on Anti-Social Behaviour and Neighbour Disputes in Housing.

- 7.16 To arrange house management transfers in compliance of the Policy on Anti-Social Behaviour and Neighbour Disputes in Housing.
- 7.17 To initiate Court Proceedings leading to Recovery of Possession of a tenancy at the Sheriff Court following Executive Team approval

HEAD OF EXECUTIVE OFFICE

- 8.1 To act as the Company Secretary and carry out all duties associated with this role accordingly.
- 8.2 Provided they have a relevance to the duties of the post, to authorise the attendance of:
 - a) Employees attending as delegates at seminars, conferences, courses or meetings, which are organised by, recognised bodies;
 - b) Employees invited to lecture in their professional capacity; and
 - c) Employees attending meetings of professional bodies of which they are Members.
- 8.3 To authorise Board Members' expenses claims.
- 8.4 To determine the suitability of a particular post for job share, in consultation with the relevant Head of Service.
- 8.5 To implement the Pay Model approved by the Board and ensure any new posts are assessed and graded in line with the Pay Model.
- 8.6 To interpret conditions of service and to authorise the implementation of revised conditions of service, such as Islands Allowance and First Aid Allowance, and as approved by the Board in respect of employees of the Partnership.
- 8.7 To authorise the acceleration of an employee within his salary, wage, grade (or such extended grade as may be provided for under the relevant condition of service) who, in the opinion of the employee's Head of Service, has achieved advancement within an approved career grade or who is temporarily undertaking duties at a higher level and has met the requirements of the Competency Framework.
- 8.8 To determine applications for leave with pay to employees to attend meetings of Trade Unions recognised by the Board.
- 8.9 To determine applications for leave with pay to employees to attend examinations related to recognised qualifications within the Training Policy.
- 8.10 To determine applications for leave with pay to employees to serve on a jury, subject to the deduction of the allowance received.

Consistent with national agreements, to pay acting-up allowances to staff within the service in respect of periods during which the employee has been authorised by the Head of Service to undertake duties above the employee's current grading.

- 8.11 To issue Contracts of Employment.
- 8.12 To determine requests for training in line with the approved Training Plan.
- 8.13 To apply for Air Discount Scheme Cards for approved Staff and Board Members.
- 8.14 Implement a Performance Management System.
- 8.15 To develop and implement a Corporate Risk Assessment framework.
- 8.16 Authorising Charity returns and any other returns relating to the Company Secretarial role.
- 8.17 To apply for Regulator's consent where it is required.
- 8.18 To authorise the implementation of agreed salary and wage awards in respect of employees of the Partnership.
- 8.18 To determine and approve authorised car users for the Partnership.
- 8.19 To determine and approve the allocation of mobile phones to posts within the Partnership.
- 8.20 To oversee the Partnership's compliance with Data Protection and Freedom of Information legislation.

COMPANY SECRETARY

- 9.1 To arrange, in consultation with the relevant Chair, for an external speaker to address a meeting of the Board, a Committee, working group or an informal meeting of Members of the Board, Committee or working group.
- 9.2 To authorise, subject to prior consultation with the Chair of the Board, attendance by Members at seminars, conferences and like events.
- 9.3 Following consultation with the relevant Chair, to call additional meetings of the Board, committees, sub-committees, Member/officer working parties and like bodies and informal meetings of the Members of such bodies.
- 9.4 To keep the Partnership's Common Seal in a secure location and ensure that it is only used when the Board so decides.
- 9.5 To sign documents upon which the Seal has been used, in conjunction with one Board Member, and to record the details in the register as required by Rule 63.
- 9.6 To approve Membership Applications in accordance with the Membership Policy.
- 9.7 To carry out regular reviews of Board Member and Staff Disclosure of Interest Forms.
- 9.8 Where the Heads of Service further delegate matters listed in this Scheme to nominated officers, the Secretary shall maintain and annually review a list of the scope of such delegation and the officers to whom delegation has been granted.

Part 5-Codes of Governance

ASSET MANAGEMENT STRATEGY 2016-2020

Board 22 May 2019

Report by Director of Operations

Purpose of Report

- 1.1 This report provides an update on progress against the 2016-2020 Action Plan.

Summary

- 2.1 The Asset Management Strategy seeks to not just maintain but, to enhance and add value to properties and estates. It seeks to set out a long term strategy based on the principles of sustainability and a clear understanding of the needs and issues in local communities.
- 2.2 The Strategy has been updated to incorporate new requirements with regard to fire safety and audits of health and safety commissioned by us.
- 2.3 It has been updated to reflect the 2018 Stock Condition Survey. In addition, the strategy proposed that the entire housing stock be revised and categorised to reflect the long term future and viability of each scheme.
- 2.4 The Strategy is structured around the Scottish Housing Regulator's guidance which sets out a 10 strand approach to Asset Management.

Competence

- 3.1 The financial, legal and other constraints to the recommendations in this report are contained in paragraph 5.1 – 8.2.

Recommendations

- 4.1 **It is recommended that the Board approve the Asset Management Strategy Action Plan update at Appendix 1**

APPENDIX1: Asset Management Strategy Action Plan update

Background Papers: Risk Register
Asset Management Strategy 2016-2020

Writer of Report: Angus MacNeil

Tel: 0300 123 0773

Competence

Financial

- 5.1 There are no financial implications arising from this report. The Strategy is based on a financial framework as set out in the Business Plan and 30 year financial projections. The Asset Management Strategy and Business Plan are integrally linked in this way.

Legal

- 6.1 Standing Order 13.5 outline the responsibilities of the Board and this includes that the organisation:
- a) Operates within the law; and
 - b) Meets the standards laid down by the Scottish Housing Regulator.
- 6.2 Preparing the Asset Management Strategy in line with the Regulator's guidance as outlined at paragraph 9.1 – 9.4 will ensure the Board fulfils this legal requirement.
- 6.3 The Asset Management Strategy reflects our legal duties as a landlord and draws heavily on guidance from the Scottish Housing Regulator.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 The Asset Management Strategy is part of our overall approach to risk and seeks to ensure that the housing stock is managed prudently in the long term.
- 8.2 There are several risks identified in the Risk Register including:
- the health of the local economy, particularly the capacity of contractor to deliver programmes;
 - weather events;
 - rent affordability and fuel poverty; and
 - demographic change. This will be examined further in the context of the increase in housing stock as the population shrinks.

Report Details

- 9.1 There is a clear expectation from the Scottish Housing Regulator that RSLs will have a clear and robust strategy for managing their housing stock and other assets, with a whole organisation approach using informed data, and being able to set clear directions using outcomes from the data, whilst working to standards defined in legislation.
- 9.2 The Partnership has finite resources and these must be risk tested and proportionate, taking cognisance of the Business Plan and Value for Money.
- 9.3 The Strategy is interlinked with other HHP policies and strategies and it is important that a whole organisation approach is taken to Asset Management.
- 9.4 It is proposed, as part of the Action Plan, that the housing stock be revised and categorised as follows:
 - 1. **Core Stock** - This is when stock is in good condition and where there is no concern over its ability to continue to meet quality standards in the longer term. There will also be a reasonable demand for vacancies and no long term voids.
 - 2. **Under Review** - This is when the houses are unlikely to continue to meet appropriate standards in the longer term, primarily due to their construction type. This will also include properties where demand is a concern and long term voids are common.
 - 3. **Non-core Stock** – Such stock would be considered for disposal or demolition/re-provisioning. This would be stock which had been reviewed and where properties were not considered to be a positive asset either because of their physical characteristics or because there was no viable demand for the houses.
- 9.5 The strategy will be fully reviewed over the coming 6 months and will be included within the overall timetable for the review of the Business Plan ensuring consistency. A timetable for review will be presented at the August Board meeting.

ASSET MANAGEMENT STRATEGY – ACTION PLAN

ACTION	RESPONSIBLE	TIMESCALE	PROGRESS
STRATEGIC			
Influence Local Housing Strategy on: • Demand • Population change • Population movement • Development requirements	Chief Executive	November 2016	LHS completed in 2017. Ongoing meetings with CNES on annual SHIP programme and through the Investment Delivery Board.
Continue to review current and emerging risks and mitigation measures	Chief Executive	Ongoing	Risk Register fully updated in March 2019 and reviewed on a regular basis. Health and Safety audits carried out in 2018 and recommendations being implemented in 2019/20 programme.
Monitor low demand and report on financial impact	Area Manager	Ongoing and 6 monthly report to Board	Ongoing analysis of long term voids and hard to let assets. Further analysis on reasons for relets and demand in differing areas across island chain. Braehead, Lochboisdale sold subject to legal close. Purchase of Cnoc Mor by community group progressing.
Continue to work with partners to lobby on fuel pricing	Director of Operations	Ongoing	Continued lobbying of SSE. Hebrides Energy launched in Feb 2018 in partnership with Our Power providing a full range of tariffs. Partnering arrangement with Citrus Energy to facilitate search for improved tariffs for tenants. Our Power have now ceased trading.

ACTION	RESPONSIBLE	TIMESCALE	PROGRESS
			Consultation response submitted on Scottish Government Fuel Poverty Consultation in February 2018. Lobbying with partners reflected in Scottish Government acceptance of the need for rural income issues to be reflected in definition of fuel poverty.
TENANT ENGAGEMENT AND FEEDBACK			
Carry out tenants survey	Director of Operations	May 2018	Completed 2018.
Continue to develop ongoing satisfaction measurements - Assess satisfaction with homes and environment - Collect, analyse and use data on ongoing basis on repairs, investment, new lets and environment - Develop 2 way communication channels	Service Development Manager		Tenant Satisfaction Survey and point of service data used to inform services. Daily analysis of repairs being issued in terms of nature of works, value, priority. Patterns of repairs analysed in conjunction with other patterns for recall visits, multiple visits to same properties. Reasons for voids and relets analysed and compared with socio economic demographics published by CNES. Recommendations from contractor reviewed daily and actioned. IT Contractor Gateway implemented to allow more efficient transfer of data between Contractor and HHP allowing more time for analysis of data.

ACTION	RESPONSIBLE	TIMESCALE	PROGRESS
INFORMATION MANAGEMENT			
Carry out Stock Condition Survey	Director of Operations	May 2018	Completed.
Complete updating of historic attribute data	Service Development Manager	July 2018	Completed
Review and document all processes for data input with Q A system integrated	Service Development Manager	Ongoing monthly March 2020	Data reviewed monthly to QA check all data provided by Contractor. Data is robust Electronic invoicing being explored as next step of system development. This will be reflected in new Repairs and Maintenance Contract.
Continued development of Active H Planned Maintenance module:- - Life cycle cost (LCC) plans - Investment programme management - Cash flow management - Interfaces with financial systems	Service Development Manager	Ongoing Annual update March 2018	LCC plans being developed with ongoing uploads of investment and new build attribute data. Stock Condition Survey information uploaded. Data updated as investment works completed. Investment Programme Management process is completed. It is now being reviewed and refined. Regular meetings to improve reporting systems and QA of data input against programmes. Cash flow is prepared via system with system refinements to be carried out by MIS.

ACTION	RESPONSIBLE	TIMESCALE	PROGRESS
Develop interfaces between asset information and customer interface software particularly on repairs diagnosis	Service Development Manager	November 2019	Partially Completed. System development between modules ongoing internally and with system provider – interfaces now in place.
PROTECT CORE STOCK			
Pursue measures to control reactive repairs demand	Service Development Manager/Asset & Contract Manager/Investment Manager	Ongoing Daily and Monthly process in place.	Daily reports and analysis carried out and circulated to members of staff. Regular reporting to Board on patterns of repairs and estimated outturns.
Pursue increased focus on planned and cyclical maintenance	Asset & Contract Manager	Ongoing	Annual and 5 year cycles in place. Monthly meetings with Contractor to review programme and budget.
Address SHQS abeyances and exemptions • Replace all solid fuel heating systems • Continue engagement with owners	Investment Manager	December 2019	Solid fuel systems scheduled for replacement by end 2019. 82 systems remain. Continued development via Investment Programme. All abeyances logged with reasons supporting abeyances. Works carried out as opportunity arises
Review lettable standard	Asset & Contract Manager	Monthly November 2019	Information leaflet completed. Standard repairs and rechargeable repairs reviewed regularly. Void process reviewed to establish

ACTION	RESPONSIBLE	TIMESCALE	PROGRESS
			collaborative working between officers involved in process. Discussions in place with Tenants Forum and final report being prepared.
PROCUREMENT			
Review options for delivery of Repairs & Maintenance work	Director of Operations	March 2018	Completed. Final contract extension awarded, expiry date 31 March 2020. Work underway on contract packaging and procurement. To be report to Board in June 2019.
Repairs & Maintenance arrangements post 2018 agreed and in place	Director of Operations	March 2018	As above.
Review outcomes of current framework contract	Asset & Contract Manager	June 2018	Completed
Determine procurement route for investment programme post 2019	Asset & Contract Manager	November 2018	Completed Procurement options evaluated and new framework in place for 2019 – 2022/23.
ENERGY EFFICIENCY AND FUEL POVERTY			
Assess and report on progress against EEESH Standard	Investment Manager	May Annually	Assets assessed against new guidance. Discussion with members from other organisations in regard to information share.

ACTION	RESPONSIBLE	TIMESCALE	PROGRESS
Evaluate options to address EEESH failures	Investment Manager	May Annually	Areas of failures and SAP calculations evaluated against possible areas for improvements.
Monitor new and emerging solutions to improve energy efficiency	Investment Manager	Ongoing	Ongoing information sharing with members of other organisations. Attendance at Government meeting to discuss energy efficiency ratings for Infra red systems as SAP does not currently provide rating.
ENVIROMENT			
Carry out annual environmental estate management inspections and link to planned maintenance and investment programmes	Area Managers	Annually	Annual estate surveys carried out. Grounds maintenance programmes/sites reviewed annually. Garden Assistance programme reviewed annually. Contract awarded for 2019 and 2020. Continued issues with Scottish Water sites and shared tenure.
LAND AND UNADOPTED INFRASTRUCTURE			
Review land assets on regular basis and consider potential uses including disposal	Asset & Contract Manager	Yearly Review Of Each Site	Ongoing analysis of condition evaluated via • Investment programme • Planned maintenance programme • Housing demand

ACTION	RESPONSIBLE	TIMESCALE	PROGRESS
			Development potential of a number of sites explored and 6 progressed to planning in 2019.
Survey unadopted roads and footpaths and assess maintenance needs and cost implications	Asset & Contract Manager	March 2020	Unadopted Infrastructure surveys being prepared. Surveys will cover • Roads • Footpaths • Kerbing • Drains/ covers • Parking • Lighting
Review effectiveness of grounds maintenance arrangements	Asset & Contract Manager	October Annually	Annual review of existing sites and proposals for inclusion of additional sites particularly new developments. Completed Programme and costs agreed with current provider, CNES.
Pursue adoption of septic tanks and ensure adequate maintenance regime is in place	Asset & Contract Manager	November 2019	Adoption being pursued by TIG on some sites. Continued delays with Scottish Water. Maintenance being carried out as required. The requirement for upgrading works is being assessed.

ACTION	RESPONSIBLE	TIMESCALE	PROGRESS
ENGAGEMENT WITH OWNERS AND FACTORING			
Explore opportunities to assist owners to participate in maintenance works particularly in relation to SHQS works	Asset & Contract Manager	July 2019	HHP undertakes surveys and obtains costs and can inform owners of works and costs. Take up is very limited but is encouraged.
Explore enforcement options for shared responsibilities with owners	Asset & Contract Manager	November 2019	Participation from private owners continues to be problematic across all programmes. Enforcement options require development to ensure HHP stock and estates do not fall into disrepair.
Improve factoring service delivery and owner satisfaction	Area Managers/Service Development Manager	September 2019	Data collected checked for detail to ensure clear information is available to private owners. Improvements made to logs for annual servicing in the event of enquiries. Works programmed annually. Further review of processes to be carried out in 2019.
Carry out annual cyclical maintenance programmes	Asset & Contract Manager	Annually	Works issued via factorage arrangements. Service information logged and available to private owners when invoiced.
Carry out annual planned maintenance programmes	Asset & Contract Manager	Annually	Shared common areas and works are identified on surveys and owners notified in advance to permit opportunity to carry out shared works.

ACTION	RESPONSIBLE	TIMESCALE	PROGRESS
'CAUSE FOR CONCERN' STOCK			
Pursue relocation of tenants and disposal of Cnoc Mor, Breasclete	Director of Operations	Complete	All tenants relocated. Community Group pursuing acquisition.
Valuation of hard to let stock at Braehead, Lochboisdale	Director of Operations	Complete	Valuation carried out and decision to dispose taken in March 2018. Sale in progress.
Monitor stock and investigate issues as they are identified and identify options	Asset and Contracts Manager	Ongoing	Investigate issues identified via Investment, Planned and Cyclical Maintenance and daily repairs. Regular review of data on hard to let and long term voids or patterns of frequent relets to the same property.
Seek to develop a model to enable an assessment to be made of the value of properties to the business	Director of Operations/Asset & Contract Manager	March 2020	Ongoing. Review data from 2018 Stock Condition Survey. Review stock and classify as: • Core Stock; • Under Review; and • Non-core Stock.
PROGRESS MONITORING			
Report to the Board on progress against this Action Plan	Director of Operations	May/June - Annually	

DEVELOPMENT MONITORING REPORT

Board 22 May 2019

Report by Chief Executive

Purpose of Report

- 1.1 To advise the Board of progress with the Development Programme 2018-2021.

Summary

- 2.1 A summary of our current position with regards to our 5 year Development Plan and Scottish Government Grant is shown below.

	Current	Planned 2018-21 (5 year Development Plan)
Units approved	149*	357
Units on Site	50	357
Units Complete	57	333

*Approved to go to tender by Board/awaiting site start

Scottish Government Grant

	Western Isles
For year 2019/20 (RPA)	£8.52M
Developments on Site	£1.84M
Expected on Site 2019/20	£11.692M
Total Estimated Spend*	£12.152M

*including land purchases

- 2.2 The Grant figures are subject to final agreement between HHP, the Comhairle and Scottish Government.
- 2.3 There are currently four developments on site all due for completion during 2019/20. Appendix 1 provides further details on individual sites.
- 2.4 Eight developments are at various stages awaiting site start. One has planning permission and the Planning Department is currently assessing seven. A full detailed table is provided at Appendix 1.
- 2.5 Our lawyers have been instructed to commence the purchase of land at Howmore, Isle of South Uist. Howmore has 4 units on the SHIP for 2020/21. The acquisition is being delayed by corrective conveyancing required by the landowner prior to any offer being made.
- 2.6 The purchase of the site at Melbost West completed at the end of March 2019 with full grant approval for the land acquisition. Masterplanning of the site has now commenced.
- 2.7 Breasclete is now on site and the Community Council have suggested Sgeir Glas as the name for the development.

Competence

3.1 The financial, legal and other constraints are detailed at paragraph 5.1 - 8.3.

Recommendations

4.1 **It is recommended that the Board:**

- a) **agree Sgeir Glas as the name for the new development at Breasclete, Isle of Lewis;**
- b) **note the detailed update of developments at Appendix 1;**
- c) **note the overview of the Development Programme at Appendix 2; and**
- d) **note the feasibilities update at Appendix 3.**

APPENDIX 1: Developments Detailed Update

APPENDIX 2: Development Overview

APPENDIX 3: Feasibility Studies Update

APPENDIX 4: New build progress photographs

Writer of Report: Katrina Rowlands

Tel: 0300 123 0773

Competence

Financial

- 5.1 The agreed budget for Scottish Government Grant in 2019/20 is £8.52M. We have a £15M grant offer for Goathill including £7.27M for 2019/20. There is £1.84M committed with developments already on site and a further spend has been identified in sites awaiting site start. £3.035M is expected to be committed by July on the 6 rural sites and Low Flyer as per Appendix 1.

Legal

- 6.1 The Development Working Group has delegated authority until 31 March 2021, to approve private finance up to 40% of the cost, subject to approval from the Director of Finance & Corporate Services and funding being available through savings.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

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 primarily undertaken by Tighean Inne Gall (TIG). TIG were appointed following a procurement exercise. Additional resource has been put in place through desktop feasibilities being carried out by the Comhairle Asset Management Team.
- 8.2 Risk related to particular development is assessed as part of the feasibility study.
- 8.3 One of the most significant risks at present is the short timescale to acquire sites and to achieve site starts so as to maximise use of the resources made available to the Comhairle and the Outer Hebrides.

Report Details

Feasibility Studies

- 9.1 Details of recent feasibility studies are at Appendix 3.
- 9.2 Work is ongoing with the Comhairle and suitable sites have been prioritised to carry out further feasibility studies on. The lead in communicating with landowners is CnES.

Scott Road, Tarbert

- 9.3 The feasibility study at Scott Road Grazings, Tarbert is largely complete but information is awaited from Scottish Water which will be key to the validity of the project.

Site Acquisitions

- 10.1 The Masterplan exercise for Blackwater is expected to be completed in the next few weeks. Work will then commence on the planning process.
- 10.2 The site at Melbost West was purchased in March 2019. A masterplan will now be required prior to this site being progressed. TIG have been appointed to undertake this work.
- 10.3 Our lawyers have been instructed to commence the purchase of land at Howmore, Isle of South Uist. Howmore has 4 units on the SHIP for 2020/21. Due to an issue with their title being incorrect the acquisition is being delayed until HIE, who are the landowner, have completed a corrective conveyancing exercise.
- 10.4 A site at Eriskay was proposed by Councillor Paul Steele during the Uist Councilors meeting on 24 April 2019. This will be investigated further.

Proposed Site Acquisitions

- 10.5 Feasibility work completed shows that the land at Arnol is suitable for development, although there are challenges around ground conditions and connections to existing electrical services. The financial appraisal shows a unit cost of £215,133 based on 6 units. This requires a Scottish Government Grant of £158,963 and private finance of £56,170 per unit.
- 10.6 Loch Street, Barvas site is suitable for a 6 unit development. The feasibility study and financial appraisal completed show a cost of £198k per unit, which requires £140k Scottish Government grant. A private finance contribution of £56,170 would leave a shortfall of £1.4k per unit.
- 10.7 Both the site at Arnol and Loch Street, Barvas are part of the Barvas Estate common grazings and are in crofting tenure. Both sites are being progressed to site acquisition.

Developer Led Proposals

- 11.1 There have been limited proposals to date from developers.
- 11.2 Scotland Street is a high cost proposal and additional funding opportunities are being sought. The Comhairle have indicated that they may be in a position to offer additional funding and this is being explored further.
- 11.3 A site in North Uist is currently under discussion with the developer.
- 11.4 No further update has been received from the developer in relation to the site at South Dell. The CnES site at Eorpie is now being explored.

Breaschte

- 12.1 Calmax started on site on Monday 15 April 2019 and require to register the development to enable services to be installed.
- 12.2 We have consulted with the local Community Council and they have suggested one name:

"Sgeir Glas" (Grey Rock) as Sgeir Glas is the name given to the shoreline below the development where boats would be moored at low tide.

James Place, Tarbert (Former Police Station)

- 13.1 Douglas & Stewart were awarded the contract for the former Police Station, Tarbert. They arrived on site on 29 April 2019 and work is now underway. A revised programme is now awaited.

New Build Updates

Appendix 1

Progress on Site

Development Name	Progress	Expected Handover
Mackenzie Avenue	There is an outstanding issue with regards to the site boundary. Progress has now been made with the owners and the matter is with our lawyers to be finalised. Handover for the remaining properties is programmed for December 2019.	December 2019
Breasclete, Isle of Lewis	Calmax started on site on Monday 15 April 2019. The site has been cleared and plot positions set out in preparation for foundations.	March 2020
Horgabost, Isle of Harris	Development On Site. Currently 2 weeks behind but will catch up and have foundations complete before kit arrives on site.	March 2020
Tarbert Police Station, Isle of Harris	Contractor arrived on site 29 April 2019.	Programme awaited

Expected Site Starts 19/20 – Summary

Development(s)	Number of Units	Status	Grant 19/20
Rural Uist	7	Planning submitted	£735,000
Rural Lewis	8	Planning submitted	£840,000
Breasclete	10	On site 15 April 2019	£878,000
Tarbert Police	8	On site 29 April 2019	£702,000
Low Flyer	10	Planning submitted	£1,002,000
Horgabost	4	On site	£261,000
Goathill Housing	74	Planning approved	£3,010,000
Housing with Extra Care	50	Planning approved	£4,268,000
Total Units	171	Total Grant in 2019/20	£11,692,000
Blackwater		Masterplanning in progress	£360,000
Rural Site Purchases		Sites being identified	£100,000
		Total Grant in 2019/20	£12,152,000

New Build Updates

Appendix 1

Developments Awaiting Site Start - Detailed

Development Name	Number of Units	Progress	Contractor
Low Flyer, Balivanich	2 x 1 bed 4 x 2 bed 4 x 3 bed	A planning permission application was submitted on 30 October 2018. The contractor has been unable to achieve planning permission. Negotiations are ongoing with the planning department to find a solution.	Douglas & Stewart
Torlum	2 x 2 bed	Planning application was submitted 5 March 2019.	Calmax
Garrynamonie	4 x 3 bed	Planning application was submitted 28 February 2019.	Calmax
Winfield Close	1 x 3 bed	Planning application was submitted 5 March 2019.	Calmax
Cnoc a Runaire, Tolsta	4 x 3 bed	Planning submitted.	Alex Murray
An Glib, Point	2 x 3 bed	Planning submitted.	Alex Murray
Edgemoor Square, Ness	2 x 3 bed	Planning submitted.	Alex Murray

Development	Units*	Split	2018												2019												2020												2021																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
			Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
Mackenzie Avenue	50	Urban																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
Sealladh a' Chlìseim - complete	10	Rural																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
Back Care Unit - complete	3	Urban																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
Tom Na Ba - complete	4	Rural																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
Langley Apartments - complete	12	Urban																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
Tarbert Police Station	8	Rural	X																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															</

Code

	Feasibility
	Tendering
	Tender Award
	On site
	Completion
	Planning
	Masterplan

	Area	Site/Scheme	Feasibility	Time Taken to Complete Feasibility (Days)	Feasibility Status	Feasibility Recommendations	Site Ownership	Comments	Communication with Proposer	Number of Potential Units	Current Committed/ Preferred Number	Current Status
LEWIS												
1	Lewis	Scotland Street	N/A	TBC	Complete			2/5/19 - figures being reviewed. Potential availability of funding assistance from Comhairle.				Additional Funding Required
2	Lewis	An Glib	TIG	34	Complete	Subject to HHP financial appraisal, the site is suitable for development and offers good value for money.	HHP / CnES transferring small strip for access	Need access strip from CNES		2	2	Application for Planning Submitted
3	Lewis	Cnoc A'Runaire, Tolsta	TIG	31	Complete	Subject to HHP financial appraisal, the site is suitable for development and offers good value for money.	HHP	2 x 3 bed units. Possible issue with the shape of land. Would we need to purchase small additional area? Space for additional 2 unit expansion.		6	2	Application for Planning Submitted
4	Lewis	Edgemoor Square, Ness	UOG	103	Complete	Small but well positioned site in relation to services. No major barriers to development	HHP	HHP owned, room for additional units		2	2	Application for Planning Submitted
5	Lewis	Blackwater	TIG	50	Complete	Subject to HHP financial appraisal, the site is suitable for development and offers good value for money.	Crofting Tenure - Stornoway Trust/ J MacIennan			84	40	At Masterplan Stage
6	Lewis	Melbost Farm West	TIG	105	Complete	Subject to financial appraisal - suitable for development. Additional recommendations	Stornoway Trust	Tenant Farmer		170		At Masterplan Stage
7	Lewis	Uig (HIE site)	TIG		Tech Services		HIE					Desktop - Feasibility
8	Lewis	Breacleite Glebe, Bernera	Comhairle Asset Management Team		Tech Services							Desktop - Feasibility
9	Lewis	Caversta, South Lochs	Comhairle Asset Management Team		Tech Services		Common Grazings					Desktop - Feasibility
10	Lewis	Field West of Holm Road Junction	Comhairle Asset Management Team		Tech Services		Common Grazings	Field west of Holm Road junction				Desktop - Feasibility
11	Lewis	Loch an Duin, Aird, Point	Comhairle Asset Management Team		Tech Services		Upper Aird Grazings	Possible 2 units				Desktop - Feasibility
12	Lewis	Crowlista, Uig	Comhairle Asset Management Team		Tech Services							Desktop - Feasibility 1
13	Lewis	Keose Glebe	Comhairle Asset Management Team		Tech Services		Keose Glebe Estate	Proposed by Keose Glebe Estate Next to original Keose Glebe HHP scheme				Desktop - Feasibility 1
14	Lewis	20 Outend, Lemreway	Comhairle Asset Management Team				Kenneth Mackay	possible previous feasibility?	Comhairle Ack February 2019			Desktop - feasibility 1
15	Lewis	4 Eagleton, Point – fishermans holdings	TIG	96	Complete	Based on the information available at the time of writing, it is felt that the construction cost £191,350 per unit deem this site to be unsuitable for development and it is likely that servicing the site will be a problem. It is therefore recommended that this site should not be developed.	Private					Feasibility Complete

	Area	Site/Scheme	Feasibility	Time Taken to Complete Feasibility (Days)	Feasibility Status	Feasibility Recommendations	Site Ownership	Comments	Communication with Proposer	Number of Potential Units	Current Committed/ Preferred Number	Current Status
16	Lewis	4 School Park, Knock	TIG	96	Complete	Based on the findings of this study and subject to HHP's financial appraisal the site is suitable for development on the basis of developing four units on site. If this size of development cannot achieve planning permission the site would be considered less favourable.	Private	0.2 hectares. Site about to go on open market. Contact from owners solicitors. Services are nearby				Feasibility Complete
17	Lewis	Arnol – edge of settlement	UOG	105	Complete	Large & well positioned site. Development costs reflect challenges around ground conditions and connections to existing electrical services.	Barvas Estate Trust	Proposed by Barvas Estate Trust		22	8	Feasibility Complete
18	Lewis	Graham Park, Dell	UOG	104	Complete	Reasonable prospect for new housing but moderate investment in utility infrastructure is needed	HHP	HHP owned, room for additional units		7	2	Feasibility Complete
19	Lewis	Loch Street, Barvas	TIG		Complete		Barvas Estate Trust	Site has moved - there are now 3 private plots. TIG suggest starting any development after the electrical pole due to the cost of moving it.		6	6	Feasibility Complete
20	Lewis	Geilear Road, Bayble	Developer Led	N/A	N/A		Common Grazings	Common grazings, developer led proposal				Not HHP - developer led
21	Lewis	South Dell	Developer Led	N/A	N/A		Common Grazings	Phone call from John Campbell, South Dell Grazings wish to offer up this piece of land for housing. L-shaped plot next to fire station and bus stop. He will get Grazings to email us details of land and a contact number.			6	Not HHP - developer led
22	Lewis	Melbost Junction	N/A									Not HHP - developer led
23	Lewis	Breaclete					Free Church of Scotland	Not been in Common Grazings for years. Mary Ann has emailed Free Church. The village and Grazings are in favour of housing on this land.				Proposed
24	Lewis	Crowlista 2					Church	Land owned by the church close to Crowlista site. Need map of site.				Proposed
25	Lewis	Eoropie	TIG		Commissioned		Comhairle	Opposite Play Park Had been considered for Rural HWEC - see Dan's feasibility.				Feasibility
26	Lewis	Gravir					Common Grazings	Plan requested				Proposed
27	Lewis	Kintulavaig					HHP	HHP owned. Possible shared equity. Development previously aborted.		3		Proposed
28	Lewis	Site past church, Barvas						Proposed by Barvas Estate				Proposed
29	Lewis	Tong Road					Common Grazings	Land on Tong Road, heading to Tolsta, after private housing in Newmarket (serviced plots preferred)				Proposed
30	Lewis	2 Cross	UOG	N/A	Cancelled		Private	Site advertised incorrectly. Too small but may have additional land around it.		0	0	Ruled Out
31	Lewis	Cairn Aonghais, Gravir	TIG	N/A	Cancelled			Next to existing HHP development. Proposed by Pairc Trust.		2	0	Ruled Out
32	Lewis	Callanish	TIG	N/A	Cancelled			Proposed by Carloway Estate Trust				Ruled Out
33	Lewis	Cross	UOG	N/A	Cancelled		Private	No longer available. UOG made contact with owner		0	0	Ruled Out
34	Lewis	Kirivick	TIG	N/A	Cancelled			Proposed by Carloway Estate Trust. Old Quarry				Ruled Out
35	Lewis	Balallan, Pairc Junction	TIG	72	Complete	Construction costs deem this site to be unsuitable for development.	Soval Estate	HLA		4		Ruled Out
36	Lewis	Cnoc a Bhlair, Gravir	TIG	116	Complete	Unsuitable for development		Next to existing HHP development. Proposed by Pairc Trust.		2	2	Ruled Out
37	Lewis	Gress site	TIG	N/A	Complete		Stornoway Trust	No longer available.				Ruled Out
38	Lewis	Heathpark, Bernera	TIG	72	Complete	High cost so recommended NOT to develop	HHP	HHP owned, room for additional units		1		Ruled Out

	Area	Site/Scheme	Feasibility	Time Taken to Complete Feasibility (Days)	Feasibility Status	Feasibility Recommendations	Site Ownership	Comments	Communication with Proposer	Number of Potential Units	Current Committed/ Preferred Number	Current Status
39	Lewis	Lon Ban, Lemreway	TIG	126	Complete	Based on the information available at the time of writing, it is felt that the high construction costs deem this site to be unsuitable for development.		Next to existing HHP development. Proposed by Pairc Trust. In Pairc Primary catchment		2	2	Ruled Out
40	Lewis	Shawbost – site behind Church	UOG	111	Complete	Cost due to wastewater connections. Explore smaller site based on existing infrastructure?	Common Grazings	Has previously been in HLA, road costs were going to be high, re-visit. Common grazings.		20		Ruled Out
41	Lewis	10 Lionel, Ness						Not a priority due to other site in area being progressed.				Ruled Out
42	Lewis	107 Cross Skigersta Road, Ness						Not in crofting	Comhairle Ack February 2019			Ruled Out
43	Lewis	21 Torquil Terrace					Mike McLennan		Comhairle Ack February 2019			Ruled Out
44	Lewis	46 Habost					Ian Graham	1.26ha	Comhairle Ack March 2019			Ruled Out
45	Lewis	58 North Shawbost	TIG				Private	No longer available.				Ruled Out
46	Lewis	97 West End Balallan					Private	29.5k Close to Balallan Pairc Junction site (Ken Macdonald)	N/a			Ruled Out
47	Lewis	Achmore					Bethesda	0.1ha small site close to other property. Possibly 2 units.	Comhairle Ack February 2019	2	0	Ruled Out
48	Lewis	Balallan					Bethesda	0.153ha Too expensive to develop	Comhairle Ack February 2019			Ruled Out
49	Lewis	Breacleite 2					Ian Macdonald	House site and garden area are in process of being decrofted	Comhairle Ack February 2019			Ruled Out
50	Lewis	Marybank					Patricia Campbell	0.56ha land to rear of depository Depository in council ownership?	Comhairle Ack February 2019			Ruled Out
51	Lewis	Millhouse, Breasclete					Iain Macneil	Sufficient for 10-12 houses	Comhairle Ack February 2019			Ruled Out
52	Lewis	South Bragar					Bethesda	0.348ha next to Dounes	Comhairle Ack February 2019			Ruled Out
HARRIS												
53	Harris	Coastguard/Scott Road, Tarbert - 2	TIG		Commissioned							Feasibility Commissioned
54	Harris	Coastguard/Scott Road, Tarbert	TIG	TBC	Complete		Atlantic Land & Property Ltd	High costs, mast needs to stay. Discussions ongoing with CnES/HIE/SG		19		Feasibility Complete
55	Harris	Seilebost	Comhairle Asset Management Team				West Harris Trust	LDP site.		2	2	Feasibility desktop 1
56	Harris	1 Kendibeg, Harris	TIG		Commissioned			0.226ha Site near Diracleit, possibly 4 houses	Comhairle Ack February 2019			Feasibility
57	Harris	Bunavoneadar					North Harris Trust	NHT – land to the west of the hydro-electric scheme, either side of the road (crofting tenure)				Proposed
58	Harris	Meavaig North					North Harris Trust	Large agricultural park between road and shore (NHT own)				Proposed
59	Harris	Near Harris House (Croft 4)	TIG	N/A	Complete	Site is viable. Costs high but consider due to lack of available development sites.	Crofting Tenure - NHT	4 units Unlikely to be able to purchase the site		4	0	Ruled Out
60	Harris	Scalpay school	TIG	99	Complete	Not recommended to proceed	NHT	Feasibility study underway for the re-development		2	2	Ruled Out
61	Harris	10 Scalpay						Large site, access issues?	Comhairle Ack February 2019			Ruled Out
62	Harris	11 Kyles Scalpay						consideration of watercourse required, high design expectation within National Scenic Area, Gradient of note.				Ruled Out
UIST												
63	Uist	Balivanich Commercial Dev. Area (Low Flyer)	TIG	55	Complete	Suitable for development	CnES			10	10	Application for Planning Submitted

	Area	Site/Scheme	Feasibility	Time Taken to Complete Feasibility (Days)	Feasibility Status	Feasibility Recommendations	Site Ownership	Comments	Communication with Proposer	Number of Potential Units	Current Committed/ Preferred Number	Current Status
64	Uist	Garrynamonie	TIG	64	Complete	Subject to HHP's financial appraisal. Recommended for development.	HHP	Expectation in community to develop. Storas say definite interest in Shared Equity – amongst their staff. Previous Feasibility carried out - being updated.		8	4	Application for Planning Submitted
65	Uist	Torlum	TIG	30	Complete	Subject to HHP's financial appraisal, the site is a suitable for development and should be considered for taking forward	HHP	Can take 2 units.		2	2	Application for Planning Submitted
66	Uist	Winfield Close	TIG	N/A	N/A		HHP	Can take 1 unit		1	1	Application for Planning Submitted
67	Uist	West Gerinish, S Uist	TIG		Commissioned		Common Grazings	Land opposite Kildonan Road End, just north of museum				Feasibility Commissioned
68	Uist	Howmore	TIG	58	Complete	Consider for development although there are additional recommendations	HIE	HIE, opposite Beinn Mhor Cottages New septic tank required. Title plan to be amended		12		Feasibility Complete
69	Uist	Dunganichy, Benbecula	Comhairle Asset Management Team		Commissioned		Scottish Ministers	Email from Niall McPherson, Senior Agricultural Officer - offering land for 2 affordable houses before they put it on open market.	2/4/19 email from Katrina to say that we are considering the site and will look at a feasibility.			Feasibility desktop 1
70	Uist	Claddach Illeray, North Uist	Comhairle Asset Management Team				North Uist Estate	Just before Smokehouse. Closer to Clachan than Claddach Illeray.				Feasibility desktop 1
71	Uist	Lochmaddy Hospital	Developer Led	N/A	N/A		Macinnes Brothers	Awaiting full cost details from developer to allow HHP to commit to the site. It is on SHIP for 19/20 for 6 units.				Proposed
72	Uist	Claddach, North Uist					North Uist Estate	Email from Christine Macleod, N Uist Trust to offer land. To go via CNES as strategic lead. Awaiting outcome.				Proposed
73	Uist	Eochar 1					CNES	CnES Education owned – if janitors house and head teachers house cleared. Community council suggestion. – existing dev. not great, at the back of Bualadubh. Would they demolish and re-build.				Proposed
74	Uist	Balivanich school	N/A	N/A	Complete		CnES?	Large area of land behind existing housing. possible issue with current tenants not wanting additional housing. Is it CnES owned?				Ruled Out
75	Uist	Eochar	TIG	125	Complete	Ground remedial costs cause this site to be unsuitable.	Storas			4		Ruled Out
76	Uist	Balivanich Hall					Iain Macdonald	Too close to existing turbine and possible flood risk?	Comhairle Ack February 2019			Ruled Out
77	Uist	Sollas/Claddach Valley						Land no longer available				Ruled Out
BARRA												
78	Barra	Skallary, Isle of Barra	Comhairle Asset Management Team					Land immediately behind Skallary HHP Previously offered to HHP 2-3 years ago	Comhairle Ack February 2019 2 April - CnES to contact landowner for more detail on site.			Desktop - feasibility 2
79	Barra	9 Ardveenish	TIG		Commissioned		Angus Galbraith	Barra croft	Comhairle Ack February 2019	4	4	Feasibility Commissioned
80	Barra	Vatersay	TIG	109	Complete	Costs high but in keeping with Barra. Consider for development.	Private	Need Deed of Servitude or land purchase from SG. Road costs will be high. Previous nearby flooding issues.		14		Feasibility Complete
81	Barra	Brevig						Single adapted house with tenant in mind. Need Social Work confirmation.		1	1	On hold

New Build Progress

Mackenzie Avenue



Pairc Nisabost, Isle of Harris



Breasclete, Isle of Lewis



James Place, Tarbert



APPOINTMENT OF CONSULTANTS POLICY

Board 22 May 2019

Report by Chief Executive

Purpose of Report

- 1.1 To present to the Board the revised Appointment of Consultants Policy.

Summary

- 2.1 The Appointment of Consultants Policy was last reviewed in June 2016 in accordance with the Policy Review Schedule.
- 2.2 Following review, a number of changes in the body of the policy have been made. These do not change the aims and objectives of the policy, but primarily relate to:
- a) The removal of references to the maintenance of a standing list for Approved Consultants; and
 - b) The removal of the section on EU procurement, replaced by linkage back to our procurement policy and strategy.

To meet changes to procurement legislation since the last policy review.

Competence

- 3.1 The legal, financial or other constraints to the recommendation in this report are included in paragraph 5.1 – 6.1.

Recommendations

- 4.1 **It is recommended that the Board review and approve the Appointment of Consultants Policy at Appendix 1.**

APPENDIX1: Appointment of Consultants Policy

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.

Legal

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

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

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



hebridean housing
partnership



► Appointment of Consultants Policy

Effective Date: ► May 2019

Review Date: ► May 2022

Approved by HHP Board: 23 May 2019

TABLE OF CONTENTS

INTRODUCTION	2
PURPOSE OF POLICY	2
CONTEXT	2
THE ROLE OF A CONSULTANT	3
JUSTIFICATION FOR THE USE OF CONSULTANTS	3
PROCUREMENT	4
BRIEFING	4
SELECTION	5
APPOINTMENT	6
FEES	6
REVIEW OF CONSULTANT PERFORMANCE	7
LINKS TO OTHER POLICIES	7
FINANCIAL REPORTING REQUIREMENTS	7
MONITORING AND REVIEW OF POLICY	7
APPENDIX 1	8
POLICY CHANGE HISTORY	9
INTERPRETATIONS & ABBREVIATIONS	10

APPOINTMENT OF CONSULTANTS POLICY

INTRODUCTION

- 1.1 This policy sets out the approach that will be taken in relation to the procurement and use of consultants, in accordance with best practice, regulatory requirements, budgetary constraints, delegated authorities, and our procurement policies and strategy.
- 1.2 It is essential that money is spent in a way that ensures Value for Money (VFM). When the use of consultants is deemed necessary, they need to be used sparingly, appropriately and effectively. Therefore, we must ensure that consultants are only used when:
 - The work cannot be carried out internally, i.e. the required knowledge is not available in-house or from some other source which we can draw on;
 - They can bring relevant knowledge and have proven experience which will add value to the our objectives;
 - Staff have the knowledge and capacity to manage them effectively; and
 - Management demonstrates the commitment to act on any outputs with clear plans on how this might be done.

PURPOSE OF POLICY

- 2.1 The specific objectives of this policy are to:
 - Define the role of a consultant;
 - Ensure the use of consultants can be justified;
 - Determine how the Partnership will identify consultants with the necessary skills and experience;
 - Set out how consultants will be briefed in advance of seeking their involvement in a particular project;
 - Explain how consultants will be selected for a particular project, using value-based assessment;
 - Allow for the demonstration of clear audit trails and accountability;
 - Summarise the arrangement for formalising the appointment of consultants;
 - Give guidance on review of consultant performance; and
 - Highlight how this policy should be used as part of our policy framework in respect of procurement.

CONTEXT

- 3.1 Our approach to the selection and engagement of consultancy services should be taken within the context of its overall approach to procurement with particular regard to ensuring quality and delivering value.
- 3.2 The policy takes into account the expectation that housing associations help to deliver the Scottish Government's efficiency objectives. When using consultants, the Partnership must be able to demonstrate that they are 'investing to save' in the long run.

- 3.3 In accordance with the expectation of the Scottish Government's Procurement Guidelines, the principle of partnering will apply. Partnering involves a high degree of co-operation between us and any consultant engaged, and implies a climate of trust and agreement of mutual objectives.

THE ROLE OF A CONSULTANT

- 4.1 A consultant is a person or body that supplies us with external professional or technical advice or expertise, under contract, to agreed timescales and for an agreed fee.
- 4.2 The services provided by a consultant will be unique, infrequent and usually not available to us from our existing staff.
- 4.3 Consultancy services are expected to aid our work in, but not limited to, the following ways:
- They will provide additional skills and expertise;
 - They are engaged to carry out activities such as investigating problems, providing analysis or advice;
 - They will assist with the development of new or existing systems, structures, or capabilities; and
 - When an independent assessment of a particular function, situation or project is required.

JUSTIFICATION FOR THE USE OF CONSULTANTS

- 5.1 A consultant is never an acceptable substitution for a relatively stable, adequately sized, and high quality management team. However, we will occasionally have the need to employ a consultant to provide a particular set of skills in order to fulfil our business objectives. To that end, the engagement of external support needs to be for defined fixed periods, with clear objectives and outcomes, and at predetermined costs, all of which will be rigorously monitored to ensure Value for Money.
- 5.2 As Value for Money is a priority for us, any decision to engage in consultancy services must be backed up by a thorough business case with justifications as follows:
- the reason for the need – is it concerned with the procurement of external skills/expertise, or is it to overcome a shortage of internal resource/capacity;
 - what the estimated costs are likely to be;
 - there is a clear 'invest to save' case which will support the expenditure that is going to be incurred in terms of the return on the costs involved;
 - evidence that there is no in-house expertise and/or in-house capacity available to undertake the work in the required timescales;
 - evidence that the problem is clearly defined and that the alternatives to the use of consultants have been considered;
 - definition of the range of the work;
 - timescales, milestones, and the form of the deliverables;
 - apportionment of responsibilities for data collection, etc; and
 - a clear plan of how the findings are likely to be actioned.

- 5.3 The Business Case should be prepared for review by the Executive Team, and if the need for consultancy is confirmed in principle, a Report should be prepared which seeks the Board's approval to engage consultancy services accordingly.
- 5.4 There are some areas and tasks within our business environment for which the use of consultants is a requirement. These are detailed at Appendix 1 and may change periodically depending on legal/regulatory requirements.
- 5.5 Board approval will only apply where the anticipated value of fee is in excess of existing approved budgets or outwith the delegation levels set in our standing orders.

PROCUREMENT

- 6.1 Procurement will be carried out in line with our procurement policy and strategy, and tender processes and quotations will generally be sought via the Public Contracts Scotland website.

BRIEFING

- 7.1 When we wish to engage consultancy services, it is imperative that a strategic brief is prepared in which the overall objectives in relation to the consultancy service are detailed.
- 7.2 The brief should be a clear specification from which prospective consultants can prepare a costed proposal and from which their performance can be measured. The brief should be prepared in such a way that allows competing proposals to be measured in terms of quality and price.
- 7.3 It is recognised that different types of consultancy services will require different strategic briefs. However, every brief must have clear objectives, deliverables and milestones, as well as an agreed end date. As a minimum, the brief should contain:
- project detail, aims and objectives;
 - intended client group;
 - community consultation or tenant involvement;
 - functions to be accommodated, such as a link to employment initiatives, support and care initiatives;
 - project timetable and key milestones;
 - key outcomes/deliverables;
 - details of work already completed/work required;
 - reporting requirements (frequency and format);
 - performance standards;
 - detailed financial considerations, including available budget, grants, and indicative cost limits;
 - details of payments (linked to achievement of key milestones and final outcomes);

- details of the process to be followed for procuring consultants' services (or of consultants already appointed), including what is expected of the consultant in response to the strategic brief;
 - mention of the requirement to ensure that skills and knowledge are transferred to HHP staff;
 - Terms & Conditions (legal advice should be sought in accordance with the Partnership's appropriate policy).
- 7.4 Consultants from the relevant discipline will be invited to respond with proposals for professional services which meet our requirements.
- 7.5 The Strategic Brief, prepared by us, will be used as the basis for the appointment of the consultant. The successful consultant will be required to prepare a detailed project brief following appointment.

SELECTION

- 8.1 We recognise the importance of striking an appropriate balance between cost and quality to achieve best value, so selection of the most suitable external support will not be made on cost alone. We will select consultants through the use of a value based assessment as opposed to selecting the lowest fee.
- 8.2 There are likely to be a number of factors which determine the most suitable consultant. These will be detailed under our evaluation criteria for each consultancy service required. The purpose of these procedures is to ensure that there is a robust audit trail to demonstrate fairness, transparency and accountability.
- 8.3 The evaluation criteria should be determined before any approach is made to potential suppliers or advertisement placed, and may include, but not be limited to:
- price (this must include expenses);
 - experience and qualifications;
 - understanding of the Partnership's needs;
 - methodology;
 - feasibility and credibility of the consultant's planned approach;
 - minimisation of our exposure to risk; and
 - ability to complete the project on time and to cost.
- 8.4 The selection process, including who is involved and the extent of their involvement, will vary depending on the scale and complexity of the consultancy service required.
- 8.5 Confirmation of the appointment will be the responsibility of the Chief Executive or appropriate Director.

APPOINTMENT

- 9.1 Appointment of consultants will be made through the Public Contract Scotland website, or where appropriate, by letter.
- 9.2 This letter of appointment will refer to the relevant conditions of appointment for the particular profession, clearly setting out the scope and the nature of the services to be provided and confirming details of the fee agreement. Standard letters will be used, and will include the following elements:
- a description of consultant's tasks and duties;
 - definition of how fees are to be calculated;
 - breakdown of timing of fee payments;
 - a clear statement of standards expected;
 - requirement to maintain Professional Indemnity Insurance for the nature, scale and timing of the commission proposed;
 - termination of appointment procedure;
 - dispute resolution procedure; and
 - ownership of drawings, calculations, and other documentation pertaining to the consultancy service provided.
- 9.3 The Conditions of Appointment will be those relevant to the particular profession (recognising that they may need to be amended to comply with all current legislation), and will be confirmed in the letter of appointment.
- In determination of the appointment of consultants the following approach should be adopted:
- check carried out that value of contract is within consultant's capacity;
 - financial guarantees should be sought from the holding/parent company in respect of works exceeding £150k where work has been awarded to a subsidiary company; and
 - references be obtained for all consultants from bankers and trade suppliers in respect of projects with an estimated cost of over £150k.
- 9.4 Prior to the confirmation of any appointment, there will be a further check on:
- the scope and currency of the consultant's Professional Indemnity Insurance; and
 - whether the appointment would breach the Regulator's Regulatory Standards of Governance and Financial Management, and our Financial Regulations.
- 9.5 The appointment of a consultant will never take the form of an oral agreement.

FEES

- 10.1 The fees payable to each consultant will be the subject of negotiation and will reflect the need for quality service as well as cost.
- 10.2 Payment of fees will be in accordance with the conditions of appointment. We will check all consultants' fee notices prior to making payment.
- 10.3 We will make timeous payment to consultants of fees due for each completed stage of the work.
- 10.4 As far as possible "at risk" works will be avoided.

REVIEW OF CONSULTANT PERFORMANCE

- 11.1 At the conclusion of each project, the performance of the consultant will be reviewed, using a proforma, and reported to the Board.

LINKS TO OTHER POLICIES

- 12.1 The use of Consultants Policy is supported by related HHP policies and procedures and should be read in conjunction with, but not limited to, the following:
- Procurement Policies and Strategy;
 - Openness and Confidentiality Policy;
 - Anti-Corruption Policy Statement;
 - Code of Conduct Policies;
 - Entitlements, Payment and Benefits Policy;
 - Development Policies;
 - Disclosure of Interest Policy;
 - Fraud Policy; and
 - Risk Management Policy.

FINANCIAL REPORTING REQUIREMENTS

- 13.1 Section 31(1) and (2) of the Public Services Reform (Scotland) (PSR) Act 2010 require public bodies to publish a statement of any external consultancy expenditure they have incurred during that financial year as soon as it is reasonably practicable after the end of each financial year.
- 13.2 The responsibility of reporting this expenditure falls within the remit of the Director of Finance & Corporate Services.

MONITORING AND REVIEW OF POLICY

- 14.1 The operation of this policy will be monitored by the Board.
- 14.2 The review period for this policy is every 3 years.

AREAS & TASKS WHICH REQUIRE CONSULTANCY SERVICES

FUNDER'S VALUATION

TREASURY MANAGEMENT

STOCK CONDITION SURVEY

PAY & GRADING REVIEW

SALARY BENCHMARKING

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
2.0	General review with the following amendments incorporated: - the list of consultant areas at 6.1 was expanded to include Governance; and - the list of approved consultants at Appendix 2 was revised.	16 March 2016	Angela Smith
3.0	General review with the following amendments incorporated: - Removal of section 6 and Appendix 2 referring to Approved Consultants list, in line with Procurement legislation - Update of Section 7 to align with and to refer to HHP's procurement policy and strategy.	7 May 2019	Angus Smith

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>VFM</i>	Value for Money
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

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773

COMMUNICATION POLICY

Board 22 May 2019

Report by Chief Executive

Purpose of Report

- 1.1 To present the Communication Policy for review and approval.

Summary

- 2.1 The Communication Policy which is at Appendix 1 and the Communication Tools Policy at Appendix 2 have been reviewed and apart from minor formatting issues the only change that has been made is to increase the review period from 1 year to 3 years.
- 2.2 As there are no material changes being made to the policy we are not proposing to carry out consultation.
- 2.3 The contract with the external communication consultant ended on 31 March 2019. The web site has been fully refreshed and social media presences have been enhanced. The work will be undertaken by the members of the Executive office for the foreseeable future.

Competence

- 3.1 There are no legal, financial and other constraints to the recommendations of this report.

Recommendations

- 4.1 **It is recommended that the Board approve:**
- a) the Communications Policy at Appendix 1; and**
 - b) the Communication Tools Policy at Appendix 2.**

APPENDIX 1: Communication Policy
APPENDIX 2: Communication Tools Policy
Writer of Report: Dena Macleod

Tel: 0300 123 0773



hebridean housing
partnership



► COMMUNICATION POLICY

Effective Date: ► 23 May 2019

Review Date: ► March 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

INTRODUCTION.....	2
AIMS	2
DATA PROTECTION.....	2
EXTERNAL COMMUNICATION	3
INTERNAL COMMUNICATION.....	4
TELEPHONE.....	4
E-MAIL	4
THE USE OF USB/PEN DRIVES	5
DESTROYING INFORMATION	5
PRINCIPLES OF GOOD COMMUNICATION	5
CHANNELS OF COMMUNICATION	5
SOCIAL MEDIA.....	6
WHAT STAKEHOLDERS CAN DO TO ASSIST.....	6
HHP PUBLISHED INFORMATION FOR STAKEHOLDERS	6
LINKS TO OTHER POLICIES	6
MONITORING AND POLICY REVIEW	6
POLICY CHANGE HISTORY	7
INTERPRETATIONS & ABBREVIATIONS.....	8

COMMUNICATION POLICY

INTRODUCTION

- 1.1 Good communication fosters good relationships and assists understanding. Where there is a lack of communication, relationships can suffer and break down. This policy was established, therefore, to ensure a corporate approach is taken when communicating with our customers, stakeholders and the general public, and an appropriate approach is taken when communicating with colleagues, via a variety of communication interfaces and tools.
- 1.2 This policy will ensure that internal communication meets a corporate standard complying with the requirements of the General Data Protection Regulations 2018 (GDPR).
- 1.3 It provides a summary of the information available to customers, stakeholders and the general public and how we interact with tenants.
- 1.4 All staff and Board members who use any of our communication tools, or communicate internally or externally on behalf of the Partnership, consents to all of the provisions in this policy, and agrees to comply with all of its terms and conditions, and with all applicable laws and regulations.

AIMS

- 2.1 To provide relevant information, literature and advice in a variety of formats.
- 2.2 To enable staff and Board members to communicate well with people being mindful of the requirements of the General Data Protection Regulations (GDPR) which came into effect on 25 May 2018.
- 2.3 To establish and monitor good communication across the organisation in accordance with corporate standards.

DATA PROTECTION

- 3.1 In all communication staff will adhere to the 6 principles of the GDPR. This will ensure that personal information is:

Lawfulness

a) processed lawfully, fairly and in a transparent manner in relation to individuals;

Purpose Limitation

b) collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall not be considered to be incompatible with the initial purposes;

Data Minimisation

c) adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed;

Accuracy

d) accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay;

Storage Limitation

e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes subject to implementation of the appropriate technical and organisational measures required by the GDPR in order to safeguard the rights and freedoms of individuals; and

Integrity & Confidentiality

f) processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures."

EXTERNAL COMMUNICATION

4.1 We recognise the need for a high standard of communication. When a person contacts us they should expect any response to be polite and helpful.

Our staff will:

- Always introduce themselves and treat enquiries with respect, confidentiality and honesty;
- Seek to answer phone calls within 6 rings;
- Be trained to deal with queries at the first point of contact;
- Advise enquirers, when to expect a response if the enquiry cannot be dealt with immediately;
- Acknowledge letters within 24 hours, thereafter a written response will be made within 5 working days, and if the query requires a more in-depth written response, within 28 working days;
- Respond to emails and deal with email enquiries in accordance with the Communication Tools Policy;
- Provide an accessible, friendly reception facility for face to face contact; and
- Acknowledge complaints within 3 working days and respond in accordance with our Complaints Policy. A copy of the Complaints Procedure is available from Customer Services or can be downloaded from the website.

- 4.2 Our staff and Board members will never discuss HHP tenants or business in any environment that is not directly connected to the Partnership.

INTERNAL COMMUNICATION

Interpersonal (Face-to-Face)

- 5.1 Interpersonal communication with colleagues ought to be appropriate in content, and polite, respectful and non-aggressive in nature.
- 5.2 At all times, staff and Board members should adhere to the principles of Data Protection as outlined at 3.1, and details of individual tenants should only be discussed when relevant, and in private.

TELEPHONE

- 6.1 When transferring external calls internally, staff should ensure that the following details have been taken from the caller:
- The caller's name; and
 - Some details on what the call is about.
- The call should then be put through to the correct member of staff. Calls should only be forwarded once to avoid frustration to the customer.
- 6.2 Staff should familiarise themselves with the different areas that Housing Officers and Clerk of Works cover to aid the prompt transfer of calls. Lists are available from the Area Housing Manager.
- 6.3 Mobile phone calls will not be taken in any situation where the privacy of the conversation is not guaranteed.

E-MAIL

- 7.1 We encourage open and honest communication and adhere to guidance issued from time to time on the use of e-mail. Where possible face-to-face communication is encouraged rather than inappropriate reliance on e-mail – e-mail should only be used internally where absolutely necessary.
- 7.2 Internal e-mails to colleagues and Board members ought to be respectful in tone and content and strictly adhere to the Communications Tools Policy.
- 7.3 If a member of staff or the Board wishes to send out a blanket e-mail to all members of staff within the Partnership, permission must first be sought from the Chief Executive, Director of Finance and Corporate Services, Head of Executive Office, or Director of Operations, to ensure that intent and content is appropriate.
- 7.4 E-mails from colleagues, and external sources should never be forwarded as per GDPR principles and appended disclaimers (the 'small print') at the foot of many e-mails. If you wish to send information from a third party, the permission of the third party must first be sought. Considerable care should, therefore, be taken that e-mails and e-mail discussions never have unintentionally appended material.
- 7.5 Copies of information pertaining to tenants that arrives via e-mail should be filed in the house or most appropriate file, being mindful of GDPR Principles (b and c) which cover the specific reasons we gather data and whether it is

necessary to process the data for that specific reason. If staff are uncertain whether an item ought to be filed in this manner, guidance should be sought from the Data Protection Officer or their line manager if appropriate.

THE USE OF USB/PEN DRIVES

- 8.1 Portable USB Storage devices should only be used for moving data between equipment or for backups if you are out of the office for short periods.
- 8.2 A Portable USB Storage device belonging to non HHP employees is only permitted with the prior approval of Corporate Resources.
- 8.3 If used outwith HHP premises, Portable USB Storage devices should be encrypted wherever possible, but in all cases data deleted when transfer has been completed.
- 8.4 We have the ability to control access to USB devices, and will limit the ability to upload and download as appropriate.

DESTROYING INFORMATION

- 9.1 When retention times for information have been reached, information must be destroyed and disposed of securely.
- 9.2 It is recognised that retention times will vary for different types of information.
- 9.3 Information should be destroyed in line with the Document Retention Schedule. Documents specifically covered on the schedule, which are recommended for being destroyed, should be brought to the attention of the Company Secretary for determination.

PRINCIPLES OF GOOD COMMUNICATION

- 10.1 Staff and Board members should aspire to write and speak with clarity in a way that:
 - Uses plain English;
 - Takes account of the needs of the recipient;
 - Promotes the reputation of the organisation;
 - Gives complex information in a clear and easy to understand way; and
 - Is polite and helpful;
 - The use of emojis should be avoided in any e-mail correspondence.

CHANNELS OF COMMUNICATION

- 11.1 Some channels of communication that staff may use or encounter in the course of their work, or by consequence of their work, are detailed below:
 - Verbal, by telephone, meetings, surgeries, customer outreach events such as tenants lunches, conferences;
 - Written correspondence, newsletters, advice notes;
 - Website;
 - Media – press statements, interviews on radio and television; and
 - Social media

SOCIAL MEDIA

- 12.1 Employees' rights to a private life are respected and that includes joining any social networking sites they wish. However, members of staff and the Board must adhere to the requirements of the Communication Tools Policy accordingly.
- 12.2 Information posted on such sites is classed as public and not private. Employees must, therefore, not disclose any confidential information relating to the Partnership, its tenants and customers, partners, suppliers, Board members, employees etc., on any social networking sites. It is also prohibited to post any comments on people and events connected to the Partnership, or make any remarks which could potentially bring the Partnership into disrepute.
- 12.3 The use of photographs taken in Partnership premises or at Partnership events, which depict officers, Board members, tenants or other connected persons, is expressly forbidden without the permission of the individuals concerned. Any such actions will result in disciplinary action, which could include dismissal.

WHAT STAKEHOLDERS CAN DO TO ASSIST

- 13.1 It is easier for staff to give a quick, helpful response to an enquiry by telephone rather than e-mail. If the enquiry is urgent e-mails should not be used. E-mails can be delayed or deleted by security software, people can be in a meeting and away from their desk or there may be IT problems.

HHP PUBLISHED INFORMATION FOR STAKEHOLDERS

- 14.1 We publish in our Tenants Handbook, and/or Website, information required for Scottish Secure Tenancies in terms of the Housing (Scotland) Act 2014.

LINKS TO OTHER POLICIES

- 15.1 The Communication Policy is supported by related HHP policies and procedures and should be read in conjunction with, but not limited to, the following:
 - Openness and Confidentiality Policy;
 - Data Protection Policy;
 - Code of Conduct Policies;
 - Code of Governance for Board Members; and
 - Communication Tools Policy.

MONITORING AND POLICY REVIEW

- 16.1 It is the responsibility of the Chief Executive to conduct a review of the Communication Policy.
- 16.2 The review shall be conducted on a three year basis.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.0	First draft presented to Audit & Risk	25 June 2013	Angus Lamont
1.1	Amendments in respect of the use of USB/pen drives and destroying information input. References made to Communication Tools Policy	4 September 2013	Angus Lamont
1.2	Reviewed and no update necessary	September 2015	Angus Lamont
2.0	Amended for General Data Protection Regulation 2018	February 2018	Dena MacLeod
2.1	Reviewed minor amendments made to review period	April 2019	Dena Macleod

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>Working Days</i>	This excludes Public Holidays and the Christmas break period when the HHP offices are closed (usually 24 December – 2 January inclusive but dates can change)
<i>GDPR</i>	General Data Protection Regulations
<i>DPO</i>	Data Protection Officer.
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

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773



hebridean housing
partnership



► COMMUNICATION TOOLS POLICY

Effective Date: ► 22 May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

INTRODUCTION	2
AIMS	2
PRINCIPLES	2
ACCESS	2
PROPER USE	3
SOCIAL MEDIA PLATFORMS	4
POLICY BREACHES	4
PRIVACY	6
SECURITY	6
POLICY REVIEW	6
POLICY CHANGE HISTORY	7
INTERPRETATIONS & ABBREVIATIONS	8

COMMUNICATION TOOLS POLICY

INTRODUCTION

- 1.1 The introduction of e-mail, internet and social media platforms has greatly facilitated internal as well as external communication throughout the world. Unfortunately, these communication tools also have the potential for misuse. The term 'communication tools' will be used throughout this policy to refer to email, internet and social media platforms.

AIMS

- 2.1 This aim of this policy is to set out the standards expected of our employees, governing body, stakeholders, consultants and agency staff when using communication tools, whether that be in connection with our business or in the case of social media platforms, the expression of views that contradict, oppose or infringe on the purpose, ethos or principles of the Partnership.

PRINCIPLES

- 3.1 This policy applies to:
- all employees, governing body members, stakeholders and consultants of HHP and refers to our communication tools; and
 - any person who used our communication tools consents to all of the provisions of this policy and agrees to comply with all of its terms and conditions and with all applicable laws and regulations.
- 3.2 Any user of the communication tools whose actions violate this policy or any other HHP policy or regulation, may be subject to limitations or elimination of any communication tool privileges in addition to disciplinary action in accordance with HHP's disciplinary procedures.
- 3.3 The policy aims to ensure that use of communication tools among our users is consistent with our own internal policies, all applicable legislation, and the individual user's job responsibilities.
- 3.4 The policy also aims to establish basic guidelines for appropriate use of the communication tools.

ACCESS

- 4.1 It is our intent as far as possible to provide basic, network-connected communication tools for the use of staff and Governing Body members.
- 4.2 Occasional and incidental social communications using any communication tools are not disallowed by this policy and are permitted so long as this does not interfere with employees' performance of their expected duties.
- 4.3 As a general principle access to communication tools via HHP's resources will not be available outwith office hours except where prior permission has been sought and granted.

PROPER USE

- 5.1 Communication tools are very informal mediums. They are closer to speech than more formal written communications, yet there is a permanent written record. They typically lack the care given to written communication, and can often be stilted, abbreviated, conversational language, with heavy use of emoticons. In addition, it is often the case that people "say" things in e-mail and on-line (via social media platforms) that they might not otherwise feel comfortable communicating to others face to face.
- 5.2 A combination of such informalities has the potential to create dangerous situations such as:
- sending e-mails or posting comments on social media platforms containing negligent misstatements or binding the organisation in other ways; and
 - harassment of colleagues or others (e-mail and social media networks are common in workplace harassment cases and under existing anti-discrimination legislation, an employer can be liable for the acts of their employees, whether or not done with the employer's knowledge or approval).
- 5.3 The following is a guide on our standards and is not exhaustive:
- guidance will make clear the extent to which personal use is allowed;
 - confidential information must not be transmitted by communication tools unless it is encrypted;
 - external e-mail messages should have appropriate signature files and disclaimers attached;
 - users should be familiar with general housekeeping good practice (e.g. the need to delete messages regularly);
 - users should use appropriate etiquette when writing using communication tools. The use of capital letters, for example, is considered to be the equivalent of SHOUTING;
 - inappropriate messages are prohibited including those which contradict, oppose or infringe on the purpose, ethos or principles of HHP;
 - if a member of staff is in receipt of such messages they should raise any concerns with their line manager immediately;
 - staff also have the right to raise a grievance should they receive offensive communication messages from a fellow employee;
 - if there is concern over a colleague's general conduct using communication tools this must be raised immediately with their line manager;
 - users must not send potentially defamatory communication messages which criticise other individuals or organisations;
 - users must not access or download inappropriate material, such as pornography, from communication tools; and

- users should take care not to infringe copyright when downloading material or forwarding it to others.

SOCIAL MEDIA PLATFORMS

- 6.1 We respect the right to a private life and that includes joining any social media platforms employees wish. However, information posted on such sites is classed as public and not private. Employees are therefore not allowed to disclose confidential information relating to HHP, our customers, partners, suppliers, Board members, employees, or stakeholders on any social networking platforms. It is also prohibited to post any comments on people and events connected to HHP, or make any remarks which could potentially bring the Partnership into disrepute. Any such actions could result in disciplinary action, including dismissal.
- 6.2 If using social media platforms employees are expected to adhere to the following:
- keep profiles set to private and protect tweets; and
 - ensure all passwords are kept private.
- 6.3 We do not prohibit employees from listing the Partnership as their employer however it is advised against.
- 6.4 Employees should be aware of the language and content of their posts, in particular where employees have an association with their employer e.g. listing their employer or linked with colleagues.

POLICY BREACHES

- 7.1 As mentioned earlier, we provide tools to support our communication, learning and service activities and associated administrative functions. Any use of these facilities that interferes with our activities and functions or does not respect the image and reputation of the Partnership will be regarded as breaching this policy.
- 7.2 Any line manager concerned about an employee's breach of this policy, e.g. excessive use of electronic mail for personal use or spending large quantities of time on social media, should not unilaterally seek to gain access to a user's electronic communications. Instead, the manager should:
- review whether or not expectations and standards in this area have been well communicated and made clear to the user;
 - pursue direct communication with the user regarding the issue; and
 - proceed as one would handle any disciplinary action using the appropriate procedures.
- 7.3 The following are some examples of breaches of this policy; this is not exhaustive:
- concealment or misrepresentation of names or affiliations in e-mail messages;

- alteration of source or destination addresses of e-mail;
- use of communication tools for commercial or private business purposes;
- use of communication tools, in a way that unreasonably interferes with or threatens other individuals;
- use of communication tools that degrades or demeans other individuals;
- any form of commercial use using communication tools is prohibited;
- the purchase or sale of personal items through advertising on the internet;
- the use of communication tools to harass employees, vendors, customers, and others;
- the use of communication tools for political purposes;
- the release of untrue, distorted, or confidential information regarding HHP's business via communication tools; and
- viewing/downloading purely entertainment sites or material where there is no benefit to HHP in terms of its learning, communication or service aims described earlier.

7.4 Some generic terms for much of the above are as follows and are expressly prohibited under this policy:

Spamming

Spam is broadly defined as unsolicited, e-mail sent to a large number of recipients, and its content is not related to our business activities. Our e-mail accounts are not allowed to be used for the purpose of sending SPAM messages. Not only is this a misuse of our resources, but it can also result in external sites "blacklisting" HHP, prohibiting delivery of any future e-mails to our location.

Chain letters and Pyramid Schemes

These e-mail messages are sent to a specific number of people, usually professing a "get rich quick" scheme. The recipients are then asked to forward the message on to the same number of people. These types of messages are illegal and not allowed. Email accounts found associated with chain letters or pyramid schemes may be turned off without warning.

Spoofing

Spoofing refers to someone sending any mail that "appears" to be from someone else. This is the same as forging someone else's identity.

Harassment

Harassment (cyber bullying) via any communication tool as specified is prohibited.

PRIVACY

- 8.1 Authors or parties to communication messages should be the primary sources of authorisation in granting access to their information or files. Third party access to email ordinarily may only be accomplished through either the sender or the recipient(s) of that mail.
- 8.2 Certain staff, due to the specific responsibilities of their role, require access to individuals' hardware and software within HHP and personal files or resources contained within them.
- 8.3 It is important that all users are aware that there is the possibility that security levels can and do vary when a message is sent. This can result in messages being visible to others other than the intended recipient.
- 8.4 A member of the Corporate Resources Team will inform all users of the backup system in use and how this affects the retrieval of any data on the Partnership's systems.
- 8.5 We will not monitor the contents of messages as a routine procedure. We do reserve the right to inspect, copy, store, and disclose the contents of electronic messages at any time. However, it will do so only when it believes it is appropriate to prevent or correct improper use, satisfy a legal obligation, or ensure proper operation of the electronic mail facilities. If it is necessary to obtain access the appropriate approval will be sought first.

SECURITY

- 9.1 Security of our information and systems including protection from viruses through communication tools is a serious concern. As a result all users must keep personal log-ons and passwords confidential and change passwords in a compliance with our IT Security Policy. Failure to adhere to this policy jeopardises network security and puts users at risk of potential misuse of the system by other individuals. Network users may be held responsible for all actions taken using their personal network access permissions.
- 9.2 In a further effort to ensure the security of our systems and the information on it, we have local rules, which govern the downloading, and uploading of files. Virus detection software is installed on individual workstations and the network. However, users are responsible for virus checking any downloaded files.
- 9.3 This policy will be updated as appropriate. If any individual requires further clarification with anything contained in this policy they must speak to their line manager.

POLICY REVIEW

- 10.1 Owing to the rapidly changing nature of communication tools, this policy will be reviewed on an annual basis.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.1	Introduction of Policy	12 August 2013	Angela C Smith
2.0	Reviewed to include se spamming.	16 January 2018	Dena Macleod
3.0	Minor amendments to formatting	5 April 2019	Dena Macleod

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
SPAM	Unsolicited emails sent to a large number of recipients not related to business activities
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

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773

CORPORATE PAYROLL POLICY

Board 22 May 2019

Report by Chief Executive

Purpose of Report

- 1.1 To present an updated Corporate Payroll Policy to the Board for review and approval for consultation with staff and Unison.

Summary

- 2.1 The Pay & Grading review is almost complete and the Corporate Payroll Policy requires updating to reflect the new grades and pay scales.
- 2.2 The other material change to the policy is the inclusion of a Joint Consultative Committee for the purposes of agreeing the annual pay award. The standing orders are also being updated to incorporate this change. A meeting has been arranged with Unison for 8 May and an update will be given at the Board of outcome of that meeting.
- 2.3 The consultation period will run from 23 May 2019 to 6 June 2019 and the final policy will be presented to the Board meeting for approval in June 2019.

Competence

- 3.1 There are no financial, legal or other constraints to implementing the recommendations in this report.

Recommendations

- 4.1 **It is recommended that the Board approve the updated Corporate Payroll Policy at Appendix 1 for consultation with staff and Unison.**

APPENDIX 1	Corporate Payroll Policy
Background Papers	None
Writer of Report	Dena Macleod

Tel: 0300 123 0773



hebridean housing
partnership



► Corporate Payroll Policy

Effective Date: ► March 2019
Review Date: ► February 2020
Approved by HHP Board:

TABLE OF CONTENTS

INTRODUCTION	3
AIMS	3
PAY STRUCTURE	3
EQUAL PAY	4
PAY PROTECTION.....	5
MONITORING AND REVIEW OF POLICY	7
POLICY CHANGE HISTORY	8
INTERPRETATIONS & ABBREVIATIONS	9
APPENDIX 1 – GRADES AT 1 APRIL 2019	10
APPENDIX 2 - ANNUAL PAY AWARD PROCESS.....	11

CORPORATE PAYROLL POLICY

INTRODUCTION

- 1.1 Good practice states that it is important for an organisation to have an effective Pay policy. For the employer an effective pay policy is one which:
- a) Enables an organisation to attract and retain employees of the calibre needed to achieve the objectives of the organisation;
 - b) Is competitive with local and business sector market; and
 - c) Is affordable, particularly in terms of the impact on total costs and viability.

For the employee, an effective pay policy is one which they feel:

- a) Rewards effort;
 - b) Recognises contribution;
 - c) Acknowledges internal differentials;
 - d) Is competitive; and
 - e) Enables them to maintain a reasonable standard of living.
- 1.2 The management of a pay policy should be seen as a tool which helps management to achieve corporate goals both in the long term and the short term. The policy should communicate to employees and other the values and standards of the organisation.

AIMS

- 2.1 To have a Policy for payroll which provides a clear reference point for all payroll matters.

PAY STRUCTURE

Grades

- 3.1 A new grading structure came into effect on 1 April 2019 which is used for all posts in the organisation with the exception of the Chief Executive who is on a fixed point salary set by the Board.
- 3.2 Staff will progress through the points in their band following confirmation from their line manager that satisfactory progress has been made during the year and necessary qualifications (where applicable) have been achieved. Increments will be awarded 1 October each year.
- 3.3 The payscales at 1 April 2019 are at Appendix 1.

Benchmarking

- 3.4 Salaries will be benchmarked every three years.

Overtime

- 3.5 Overtime must be authorised in advance and will only be paid in exceptional circumstances. Overtime will not be paid to officers on Grades F to H.

Pay Award

- 3.6 The Remuneration Working Group will make recommendations to the Board on the annual pay award for:
- Staff
 - Chief Executive

- 3.7 The process for agreeing the Annual Pay Award is at Appendix 2.

Scottish Government Living Wage

- 3.8 All staff will be paid at least a minimum hourly rate of the Scottish Government Living Wage. The exception will be Modern Apprentices. The rates for the Modern Apprentice are below:

		April 2019	Annual
Year 1	HHP Apprentice Rate	£6.15	£11,193
Year 2 & 3	Living Wage	£9.00 per hour	£16,380

Temporary Staff

- 3.9 Temporary staff will be paid at the bottom of the grade unless a good case is presented for being paid at a higher point and approved by the Chief Executive.

Jury Service

- 3.9.1 Jury Service is a public duty. Normal salary will be paid for Jury duty up to a period of 4 weeks, thereafter Jurors will have to claim compensation for loss of earnings under the Juror's Allowances Regulations 1978. An employee must not claim for loss of earnings and a salary for the same period.

EQUAL PAY

- 4.1 We are committed to the principle of equal pay for all our employees. We aim to eliminate any sex bias in our pay systems.
- 4.2 We understand that equal pay between men and women is a legal right under both domestic and European law.
- 4.3 It is in the interest of the organisation to ensure that we have a fair and just pay system. It is important that employees have confidence in the process of eliminating sex bias and we are therefore committed to working in partnership with recognised trade unions. As good business practice we are committed to working with trade union/employee representatives to take action to ensure that we provide equal pay.
- 4.4 We believe that in eliminating sex bias in our pay system we are sending a positive message to our staff and customers. It makes good business sense to have a fair, transparent reward system and it helps us to control costs. We recognise that avoiding unfair discrimination will improve morale and enhance efficiency.
- 4.5 Our objectives are to:
- a) Eliminate any unfair, unjust or unlawful practices that impact on pay;
 - b) Take appropriate remedial action;

4.6 We will:

- a) Implement an equal pay review in line with EOC guidance for all current staff and starting pay for new staff (including those on maternity leave, career breaks or non-standard contracts);
- b) Plan and implement actions in partnership with trade union/employee representatives;
- c) Provide training and guidance for those involved in determining pay;
- d) Inform employees of how these practices work and how their own pay is determined;
- e) Respond to grievances on equal pay as a priority; and
- f) In conjunction with trade union/employee representative, monitor pay statistics annually.

PAY PROTECTION

- 5.1 From time to time it may be necessary for the organisation-for business reasons-to undertake a restructuring exercise, redeploy staff to a different post, re-evaluate jobs or amend its pay system. Where any of these actions are necessary, the organisation will commit to protecting employees pay in certain circumstances as defined below.
- 5.2 Pay Protection applies to all employees of the organisation, regardless of job type or grade. In order to qualify for protection, however, the employee must have a minimum of one year's continuous service with the organisation at the time the change is implemented.

Conditions of Eligibility

- 5.3 The circumstances in which employee's pay will normally be protected are where:
 - a) an employee is transferred to a job on a lower grade, or to a job to which a lower salary applies as a result of:
 - 1) restructuring or organisational change;
 - 2) redundancy; or
 - 3) long-term personal ill-health or disability;
 - b) an employee's job is re-graded under a new or revised grading system or job evaluation scheme;
 - c) the employer makes substantial changes to its pay system resulting in a change to the salary payable in respect of an employee's job; or
 - d) an employee's duties are altered for organisational reasons, with the result that a lower salary is appropriate.
- 5.4 Pay protection will not apply where:
 - a) a change of job or job duties is requested by the employee;
 - b) the reduction in pay is caused only by a reduction in hours worked;

- c) an employee is transferred or demoted to a job with a lower salary as a consequence of disciplinary action or performance management proceedings; or
- d) an employee who has, by agreement acted up to a more senior position for a temporary period subsequently resumes his or her normal job duties.

The Scope of Pay Protection

- 5.5 Pay protection will apply only to basic pay, and not to allowances, shift payments, bonuses, commission or overtime payments.
- 5.6 Where pay is variable, for example as a result of an irregular shift pattern, pay protection will be calculated on the basis of the employee's average basic earnings over the 13 weeks/three months immediately prior to the change in role/grade.
- 5.7 Sick pay, holiday pay and maternity, paternity and adoption pay will, where payable be calculated in line with the employee's protected pay rate.
- 5.8 Any non-pay benefits applicable to the employee's previous role but not applicable to the new role will not be protected.
- 5.9 Pay protection does not apply to general terms and conditions of service, which following transfer to a new post to which pay protection applies, will be adjusted if necessary to reflect the normal terms and conditions applicable to the new post.
- 5.10 Pay protection arrangements will cease if an employee applies for, and is appointed to a different post.

The Protection Period

- 5.11 Pay protection arrangements will be applied for a maximum of three years and will over that time period be phased out as follows:

YEAR	Percentage of Pay Protection
First year	100% protection
Second year	75% protection
Third year	50% protection
Fourth year	Pay will be reduced to the top rate of the new grade, or the normal rate for the new job

- 5.12 Pay protection will automatically cease if the employee's basic pay for the new post increases (for any reason) to the extent that it is equal to or greater than the protected basis pay.
- 5.13 If, on transfer to a new post, the employee's hours of work are increased, the additional hours will be paid at the rate applicable to the new job, and not the rate attached to the employee's previous job.

- 5.14 If, on transfer to a new post, the employee's hours of work are reduced, the level of pay protection will also be reduced proportionately.

Support For Employees Whose Pay Is Protected

- 5.15 During the protected period, the organisation, will where appropriate and practicable:
- a) assist the employee, if he wishes to apply for redeployment within the organisation to a post at his or her previous grade or rate of pay.
 - b) offer the employee training or other form of development to enable him to apply for posts at a higher grade or rate of pay.

Future Pay Increases

- 5.16 During the period of pay protection, no pay increases will be applied to the employee until/unless his rate of pay falls within the normal band for the job.
- 5.17 Alternatively, at management discretion, cost-of-living increases may be awarded as part of a general salary review.

Pensions

- 5.18 Where an employee's pay is reduced under this policy after the first year of full pay protection, the effect on the employee's pension will depend on whether he is within 10 years of retirement age under the organisation's pension scheme.
- 5.19 Normally, where an employee is within 10 years of pensionable age, his pension will be protected.
- 5.20 Employees should, however, seek detailed advice from Director of Finance & Corporate Services.

MONITORING AND REVIEW OF POLICY

- 6.1 This Policy will be fully reviewed every three years and the pay scales at Appendix 1 will be refreshed annually.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.0	First Draft	2 March 2010	Dena Macleod
2.0	First three yearly review	3 June 2013	Dena Macleod
3.0	Incorporation of decisions regarding proposals from Remuneration Work Group in respect of pay award and Scottish Government Living Wage.	15 November 2015	Angela Smith
4.0	Updated for method of annual pay award	1 February 2017	Dena Macleod
4.1	Updated for Modern Apprentice rates	21 March 2018	Dena Macleod
5.0	Updated for new Pay & Grading scheme	1 April 2019	Dena Macleod

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
HHP or Partnership	Hebridean Housing Partnership
Board	Means the Board of the Hebridean Housing Partnership
Board Members	All Members of the Board including co-opted Members and Area Committee Members
Close Relative and/or Member of the family	A person is a close relative or a member of the family if: a) he or she is the spouse or he or she cohabits with that person (whether the same or different sexes), or he or she is that person's parent, grandparent, child, stepchild, grandchild, brother, sister.
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	

If there is conflict between this policy and any statutory provision or regulation, the latter shall prevail.



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 1 – GRADES AT 1 APRIL 2019

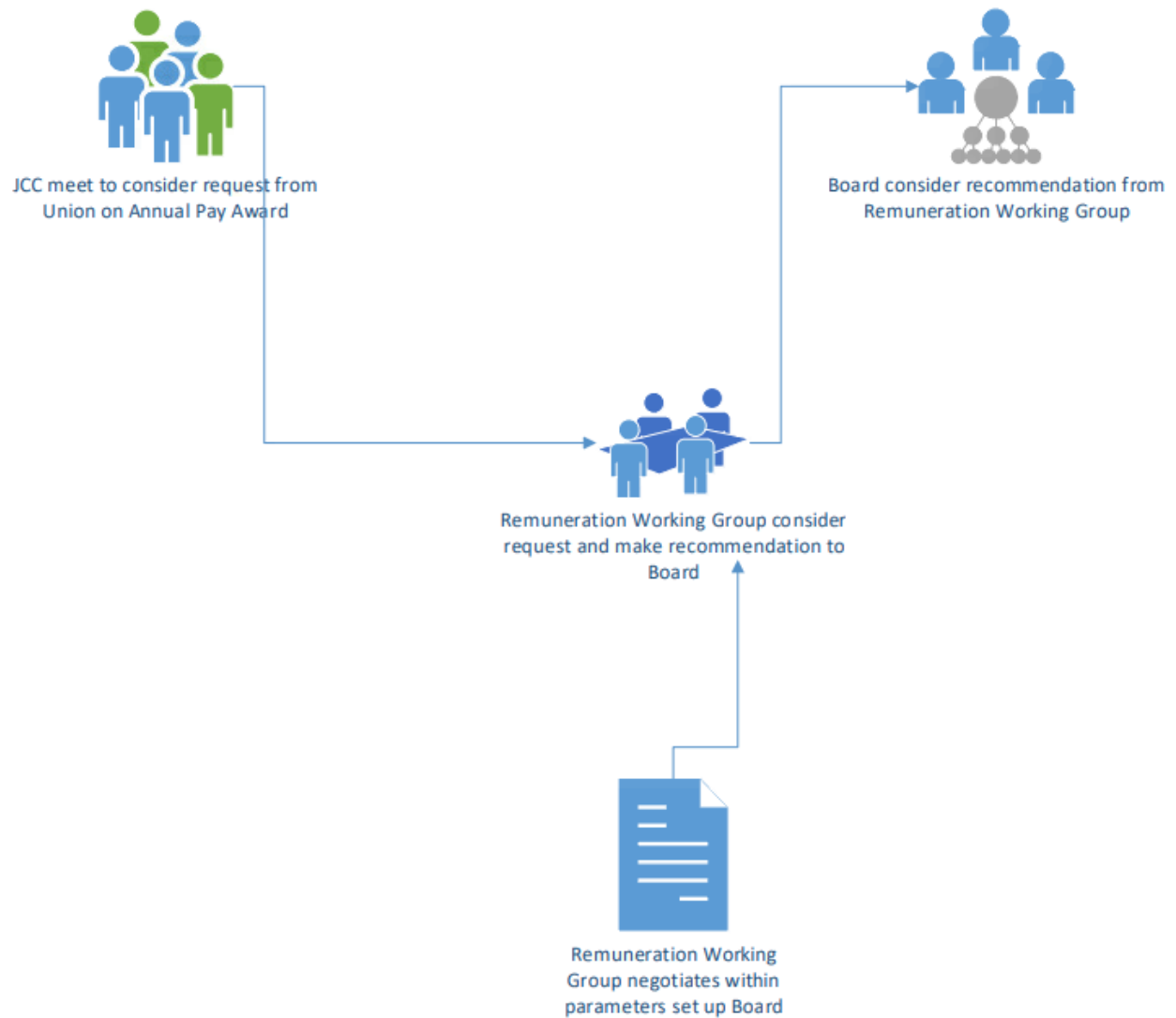
01 April 2019 Notes			
H4	H	4	£63,750
H3	H	3	£61,625
H2	H	2	£59,570
H1	H	1	£57,584
G4	G	4	£53,125
G3	G	3	£51,354
G2	G	2	£49,642
G1	G	1	£47,987
F5	F	5	£42,500
F4	F	4	£40,906
F3	F	3	£39,372
F2	F	2	£37,896
F1	F	1	£36,475
E5	E	5	£34,000
E4	E	4	£32,725
E3	E	3	£31,498
E2	E	2	£30,317
E1	E	1	£29,180
D5	D	5	£27,625
D4	D	4	£26,589
D3	D	3	£25,592
D2	D	2	£24,632
D1	D	1	£23,709
C4	C	4	£23,375
C3	C	3	£22,596
C2	C	2	£21,842
C1	C	1	£21,114
B4	B	4	£19,125
B3	B	3	£18,487
B2	B	2	£17,871
B1	B	1	£17,276
A1	A	Living Wage	£16,380 (i)
MA1	MA	Modern Apprentice	£11,193 (ii)

NOTES

- (i) to be increased in line with Govt Announcements
- (ii) Rate for the 1st year of a Modern Apprenticeship, Year 2 will be the Living Wage

APPENDIX 2 - ANNUAL PAY AWARD PROCESS

APPENDIX 2



The process of annual pay award is currently under discussion with Unison and will be updated in this Appendix once it has been agreed

ENTITLEMENTS, PAYMENTS & BENEFITS POLICY

Board 22 May 2019

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 The purpose of this report is to present the Entitlements, Payments & Benefits Policy to the Board for consideration and approval.

Summary

- 2.1 A model Entitlements, Payments and Benefits Policy was published by the SFHA in July 2015. This document was endorsed by the Regulator.
- 2.2 A decision was taken at the September 2015 Board meeting that we would not adopt this model policy, but would instead work with other Highland and Island housing associations to compose a model policy, based on the SFHA model policy, but with rural housing associations' particular needs taken into consideration.
- 2.3 Our Entitlement's Payments & Benefits Policy was approved at the Board Meeting on 25 May 2016 and is now due for review.
- 2.4 The policy has been reviewed and the contractor/supplier list has been updated. The revised Policy is at Appendix 1.

Competence

- 3.1 The financial, legal or other constraints to the recommendations in this report are contained in paragraphs 5.1 - 8.1.

Recommendations

- 4.1 **It is recommended that the Board approve the Entitlements, Payments and Benefits Policy at Appendix 1.**

APPENDIX1: Entitlements, Payments & Benefits Policy

Background Papers:

Writer of Report: Iona France

Tel: 0300 123 0773

Competence

Financial

- 5.1 There are no financial implications arising directly from consideration of this report.

Legal

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

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 The major risk the Partnership faces in not having a suitable policy on payments and benefits in place is that it will be in breach of:
- the Regulator's Regulatory Standards of Governance and Financial Management and other guidance;
 - the Partnership's own Rules, Standing Orders and various policies on governance and financial management; and
 - rules governing charitable status.
- 8.2 The result of this is likely to be a higher level of engagement with the Regulator and financial penalties from regulatory bodies.



hebridean housing
partnership



► Entitlements, Payments & Benefits Policy

Effective Date: ► 22 May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

INTRODUCTION	2
MANAGING YOUR INTERESTS	3
PEOPLE CONNECTED TO YOU	4
USE OF OUR CONTRACTORS AND SUPPLIES	6
MONITORING AND REVIEW OF POLICY	8
APPENDIX A – ENTITLEMENTS, PAYMENTS & BENEFITS	9
APPENDIX B - CONTRACTOR AND SUPPLIER LIST	17
POLICY CHANGE HISTORY	18
INTERPRETATIONS & ABBREVIATIONS.....	19

ENTITLEMENTS, PAYMENTS & BENEFITS POLICY

INTRODUCTION

Who the Policy Affects

- 1.1 This policy is aimed at people who are:
 - a) Members of our Governing Body and of the Governing Body of any of our subsidiaries; and
 - b) Everyone who works for us or any of our subsidiaries
- 1.2 For the remainder of this policy the above will be referred to as "our people."

About this Policy

- 1.3 We are a Registered Social Landlord (RSL) and a Scottish Charity. We are part of a sector that has a strong reputation for integrity and accountability to the people we exist to help and to our Regulators. We must ensure that the organisation upholds its reputation and that of the sector. Our people cannot benefit inappropriately from their connection with the organisation.
- 1.4 This policy describes the entitlements, payments or benefits that our people are able to receive. It also describes what is not permitted and the arrangements that we have in place to ensure that the requirements of this policy are observed.
- 1.5 The Scottish Housing Regulator (SHR) requires us to have a policy that sets out what payments and benefits we permit and to ensure that these arrangements demonstrate transparency, honesty and propriety. We must ensure there is no justifiable public perception of impropriety.
- 1.6 As we are a Scottish Charity, all of our Governing Body Members must also ensure that they comply with the Office of the Scottish Charity Regulator (OSCR) guidance to Charity Trustees and charity legislation.
- 1.7 This Policy is intended to be a practical document that supports us in meeting all of the above requirements, ensuring that none of our people benefits improperly or inappropriately from their involvement with us, but also that they are not unfairly disadvantaged. We expect our people to act in good faith, and in applying the terms of the policy we will always take this into account.
- 1.8 Everyone who is affected by this policy, is personally responsible for ensuring that they are familiar with and comply with its terms.
- 1.9 At all times, we expect a common-sense and proportionate approach to be applied to the interpretation and application of this policy. If you are unsure about anything relating to benefits, payments or entitlements you should consult with the Chair or Chief Executive (if you are a member of the governing body) or with your line manager (if you are a member of staff).

What this Policy Covers

1.10 This policy covers:

- a) Managing your interests:
 - i. Registering and declaring interests;
 - ii. Entitlements; payments & benefits;
- b) People connected to you:
 - iii. Who else you should consider when declaring interests;
 - iv. What you should consider; and
- c) Use of our contractors/suppliers by our people.

Other Relevant Policies

- 1.11 The Code of Conduct is linked to this policy. Failure to comply with the terms of this policy will be regarded as a breach of the Code of Conduct.
- 1.12 You are also required to be familiar with and observe the terms of our Anti-Corruption Policy Statement and Fraud policy. We prohibit any attempt to induce the organisation or our people to offer preferential services or business terms and we will at all times comply with the Bribery Act 2010.
- 1.13 Our policies relating to the following are also relevant to this document and must be complied with at all times:
 - a) Allocations;
 - b) Repairs and Maintenance;
 - c) Particular Housing Needs;
 - d) Procurement;
 - e) Training;
 - f) Expenses;
 - g) Recruitment;
 - h) Sale of our Property; and
 - i) Decoration Allowances/Prizes.

Please note that this list is not exhaustive and you are required to comply with all of our policies and procedures.

MANAGING YOUR INTERESTS

Registering and Declaring Interests

- 2.1 In order to protect our reputation and demonstrate that we conduct our affairs with openness, honesty and integrity, we maintain a Register of Interests. You must record in this register any interests that you or someone connected to you (see Section 3) has which are relevant to our business. You will be required to confirm annually that your entry is accurate and up to date.

- 2.2 Where you have an interest in any matter that is being discussed or considered at a meeting, you must declare your interest and play no part in the discussion; you must withdraw from any part of a meeting where the interest arises.
- 2.3 The Code of Conduct also contains a section on Declaring Interests that you should comply with at all times.
- 2.4 An annual report will be made to our Governing Body on the entitlements, payments, & benefits that have been recorded in the Register.

Entitlements, Payments & Benefits

- 2.5 Many of the interests you will be required to declare can be classed as entitlements, payments or benefits.
- 2.6 As one of our people, you potentially could be offered benefits over and above that to which you are contractually entitled, such as gifts or hospitality from external parties. Such offers would be as a direct result of you being one of our people and cannot always be accepted. We require that any such offers are managed and recorded very carefully to ensure the highest levels of probity in our organisation. Our people should not benefit – or be seen to benefit – inappropriately from their involvement with us.
- 2.7 Apart from payments that our people are entitled to by contract, statute or other agreement (e.g. salary, expenses), we will only make a payment to, or accept a payment from, someone affected by this policy in exceptional circumstances. Appendix A explains the payments we can and cannot make in more detail.
- 2.8 As we contribute to the economy (ies) of the area(s) we work in and we have commercial and business relationships with many different companies, contractors, suppliers and service providers, you must ensure that we are fully aware of any connection that you or someone you are close to (see section 3) has with any of these businesses or organisations.
- 2.9 Some entitlements, payments and benefits we can never permit, and others we have additional requirements or conditions that must be met before we can permit.
- 2.10 Appendix A lists the entitlements, payments and benefits that fall under this policy, and states:
 - a) Which could be permitted by the organisation;
 - b) Which will never be permitted by the organisation;
 - c) Which you require to declare in the register of interests; and
 - d) Any other further requirements the organisation has before permitting.

PEOPLE CONNECTED TO YOU

Who Else You Should Consider When Declaring Interests

- 3.1 As well as considering your own actions, you must be aware of the potential risk created by the actions of people to whom you are closely associated. There are three groups of people that you need to consider, outlined in Table A:

Table A

Group 1 Members of your household	Group 2 People closely associated with you	Group 3 Others you may need to consider
Anyone who normally lives as part of your household, whether they are related to you or not, including spouses/partners who work away from home and sons and daughters who are studying away from home.	• Parents, parents-in-law and their partners; • Sons and daughters; stepsons and step-daughters and their partners; • Brothers and sisters and their partners; • A partner's parent, child, brother or sister; • Grandparents, grandchildren and their partners; • Someone who is dependent on you or whom you are dependent on; and • Close friends.	Other relatives (e.g. uncles, aunts, nieces, nephews & their partners).

- 3.2 If you become aware of any action or involvement relating to **anyone** in the table then you should consider as soon as possible whether it requires to be declared or managed.
- 3.3 We recognise that you will not always be closely acquainted with or in regular contact with all of the people listed and we do not expect you to go to unreasonable lengths to identify actions or involvement that are covered by this policy.
- 3.4 Please note, we do expect you to be familiar with the actions of members of your household (Group 1) and of any other people listed in the table above with whom you are closely connected and you must take steps to identify, declare and manage these.
- 3.5 **You are not expected to be aware of the actions of people in groups 2 and 3 with whom you do not have a close connection.** We do not expect you to research into the employment, business interests and other activities of all persons with whom you are closely connected.
- 3.6 In relation to 3.2 – 3.5 above, when considering actions you should do so from the point of view of a reasonable and objective observer and a common sense approach should be adopted at all times.

What You Need to Consider

- 3.7 The following are the actions and involvement by those to whom you are closely connected that, should you become aware, we would expect you to notify us by making a declaration in the register:
- a) A significant interest in a company or supplier that we do business with or which is on our approved list. A significant interest means ownership

(whole or part) or a substantial shareholding in a business that distributes profits, but does not include where an individual has shares in large companies such as banks, utility companies or national corporations, i.e. where owning shares would not give the individual any significant influence over the activities of that organisation;

- b) Where the individual may benefit financially from a company we do business with or is on our approved list;
- c) Involvement in the management of any company or supplier that we do business with or which is on our approved list;
- d) Involvement in tendering for or the management of any contract for the provision of goods or services to us;
- e) Application for employment with us;
- f) Application to join our Board or any of its subsidiaries;
- g) Application to be a tenant or service user of the organisation; or
- h) If they are an existing tenant or service user of the organisation.

USE OF OUR CONTRACTORS AND SUPPLIES

- 4.1 "Hebridean Housing Partnership has a well-earned reputation for integrity and honesty and is committed to acting with transparency, honesty and propriety and avoiding any reasonable public perception* of improper conduct. In order to help us maintain our excellent reputation, it is important that staff and Board members do not misuse their position to gain benefits which would not be available to other members of the public."

Reasonable public perception is defined as:

"How does it look to a reasonable and objective member of the public who has knowledge of all the facts?"

- 4.2 At the same time we do not want to see staff and Board members face unreasonable restrictions which put them at a disadvantage compared to other members of the public.
- 4.3 Where, in your personal/home life, you need a service from a contractor or supplier, if it causes no disadvantage or inconvenience to you to avoid using someone off our approved list, then we would ask that such use is avoided.
- 4.4 However, it is extremely important that where you wish to use one of our contractors or suppliers (as listed in Appendix B) you take the following steps to help prevent actual or perceived impropriety:
- a) Ensure the normal commercial rates are paid for this service and no preferential treatment, financial or otherwise, is received;
 - b) Make no reference to your role/position in the Partnership during any private negotiations, and do not respond to any attempt by a supplier/contractor to engage with you on the subject;

- c) Do not approach any suppliers or contractors through the Partnership, this includes the use of work email accounts;
 - d) Do not avail, or attempt to avail yourself of any preferential rates agreed by the Partnership, or draw on Partnership contracts or Framework agreements;
 - e) Make a written declaration that you have not received any advantage or preferential treatment (financial or otherwise) from the contractor or supplier as a result of your connection with the Partnership: written quotes should be provided where these would normally be sought for the type of work in question, and in all cases receipts should be provided; and
 - f) Record the transaction in the Register of Payments and Benefits and keep the entry up to date.
- 4.4.1 You do not need to record any transactions with a value below (£500), but should still act within the spirit of this policy and be able to defend your decision in the light of any complaint or allegation.
- 4.4.2 For transactions with a value between £500 and £5,000, where practical, you should discuss this in advance with the Chief Executive, Secretary or the Chair (as appropriate) and follow any guidance. You must record, in the register, your use of the contractor within 10 days of receiving the goods or service and receipts provided.
- 4.4.3 For any transactions in excess of £5,000, you must receive written approval from the Chief Executive, Secretary or Chair (as appropriate) before entering into any contract. In such cases, you may be required to provide evidence that you have not received any favourable terms as a result of your connection to us.
- 4.5 Appendix B lists the contractors and suppliers to whom this policy applies. We have excluded:
- a) suppliers of low value services such as sandwich shops & other high street stores;
 - b) national chains, utility companies, transport companies, banks and national telecoms providers etc.; and
 - c) contractors or suppliers used so rarely by us that no favour could realistically be gained.
- 4.6 This Policy also applies to situations where you wish to engage services such as factoring, maintenance services, small repairs and Care & Repair, normally provided to the general public by the Partnership or its subsidiary.
- 4.7 If there is any difficulty in agreeing how the requirements of Section 4 of this Policy should be applied, a staff member may appeal through the normal grievance procedure. In the case of Board members, the Chair's decision will be final.

MONITORING AND REVIEW OF POLICY

- 5.1 Our Rules require the Governing Body to set our policy on payments and benefits and keep it under review. This policy has been approved by our Governing Body and is consistent with the requirements of our Codes of Conduct for Governing Body Members and for Staff. These Codes have been confirmed by the Scottish Housing Regulator as meeting their regulatory requirements.
- 5.2 The Company Secretary will be responsible for monitoring compliance with this policy on a regular basis.
- 5.3 The Audit & Risk Committee will receive a report annually, which details:
 - a) numbers of recorded declarations for use of suppliers at each level;
 - b) level of reputational risk arising from staff and Governing Body usage of suppliers and contractors; and
 - c) compliance with, and effectiveness of, this policy.
- 5.4 Internal Audit will be asked to review the implementation and operation of this policy after 1 year and thereafter on a 3-yearly cycle.
- 5.5 This policy was adopted by our Governing Body on 22 May 2019.
It will be reviewed not later than May 2022.

APPENDIX A – ENTITLEMENTS, PAYMENTS & BENEFITS

EXAMPLE	CAN THIS BE PERMITTED?	FURTHER ACTION NECESSARY BEFORE THIS WILL BE PERMITTED?
HUMAN RESOURCES AND RECRUITMENT		
All entitlements arising from your contract of employment with us or one of our subsidiaries, including (but not restricted to): • Payment of salary to staff • access to car or travel loans or salary advances where specified in the employment contract; • pension and/or private health care provided as part of the remuneration package; • performance related pay or bonus awarded in accordance with contractual terms; • books and equipment in connection with employment or training in accordance with agreed policies and/or contractual terms • Reimbursement of professional fees	Yes	Any entitlement in the terms of your contract is always permitted without the need to record in the register of interests. There are Human Resource processes in place for this purpose.
Payment to a member of the governing body for their role as a governing body member, in accordance with the terms of their letter of appointment	No	[Such payments will only be permitted if they are in accordance with the conditions set out in Section 67(3) of the Charities and Trustees Investment (Scotland) Act 2005 ¹

¹ Legislation.Gov.Uk (2005) Charities and Trustees Investment (Scotland) Act 2005 Section 67 (3)

EXAMPLE	CAN THIS BE PERMITTED?	FURTHER ACTION NECESSARY BEFORE THIS WILL BE PERMITTED?
		The payment must be recorded in the register of interests within five days of the appointment being confirmed and the register must be kept up to date]
All payments made in accordance with the terms of our expenses policy including: • payment of permitted out of pocket expenses • reimbursement of travel costs	Yes	Entitlements in connection with your role as one of our people are set out in our expenses policy are always permitted and do not need to be declared provided claims are made in accordance with our procedures.
Provision of a loan by the organisation to one of our people	No	This is not permitted unless in connection with the contractual terms of employment. We cannot make any other loans to individuals.
Redundancy or Voluntary severance payment to an employee	Yes	We can make redundancy payments to an employee in line with terms their contract Or We can make a voluntary severance payment to an employee which is outside the terms of their contract of employment provided: • It arises directly from a decision to terminate the employee's contract of employment • Payment is approved by the Governing Body • That the total sum of the non-contractual payment and benefit does not exceed, in the opinion of our employment adviser, the total cost of a successful application by the employee to a Court or Tribunal (including the likely level of compensation that might be awarded by a court or tribunal and associated costs to the organisation to participate in the tribunal) • Payment does not exceed the equivalent of one year's salary for the employee • That this payment is instead of (rather than additional to) any redundancy entitlement

EXAMPLE	CAN THIS BE PERMITTED?	FURTHER ACTION NECESSARY BEFORE THIS WILL BE PERMITTED?
An offer of employment (temporary or permanent) to someone who is closely connected to a member of staff	Yes	This is permitted as long as: • There has been an open recruitment exercise in accordance with our policy that you have not played any part in and • You have no direct or indirect line management or supervision responsibility for the post and • The offer of employment complies with our policy and is approved by Directors and • You record your connection to the successful applicant in the register within five days of their acceptance of the offer.
The offer of employment to someone who is, or has been in the last twelve months, a member of our Governing Body or to anyone who is a close relative of a member of the Governing Body	No	This cannot be permitted under our Rules. The Rules define a "close relative" as being: spouse, civil partner, cohabitee, parent, grandparent, child, stepchild, grandchild, brother or sister.
Appointment of one of our staff members to the Governing Body	No	This cannot be permitted in accordance with the Rules of the organisation.
Nominations to join the Governing Body from people who are connected to a serving member.	Yes	This can be permitted in accordance with the Rules of the organisation.
OUR PEOPLE AS TENANTS OR SERVICE USERS		
The offer of a tenancy or lease in one of our, or any of our subsidiaries', properties to one of our people or to someone closely connected to them.	Yes	This is permitted as long as • our Policies and Procedures are followed and • Neither the applicant or anyone connected to the applicant is involved in any way or in any part of the allocation process and • The offer is approved by the Governing Body in advance and • The tenancy is recorded as an interest in the appropriate register within five days of the tenancy commencing

EXAMPLE	CAN THIS BE PERMITTED?	FURTHER ACTION NECESSARY BEFORE THIS WILL BE PERMITTED?
Where one of our people (or someone connected to one of our people) is a tenant and receives a repair, improvement or adaptation to their home	Yes	Repairs carried out in accordance with our policy do not need to be recorded. Adaptations must comply with our policy and be approved by Executive Team. The adaptation should be recorded in the register of interests within five days of approval. Improvements must be carried out as part of an approved programme and in accordance with our policy. The person affected should declare their interest if/when the programme is being discussed and the improvement recorded in the register of interests within five days of completion
Where one of our people (or someone connected to one of our people) is a tenant and receives payment of a decoration allowance, tenant reward/incentive as part of an agreed scheme or prize.	Yes	Payment of decoration allowances or incentive/reward payments must be made in accordance with our policies and procedures and recorded in the register within five days of receipt. Prizes or awards in competitions open to all tenants in the same community (e.g. garden competitions) can only be given if the selection process for giving the award/prize has been carried out by someone who is independent. Receipt of the award and the circumstances surrounding it must be recorded in the register within five days of receipt.
TRAINING AND EVENTS		
Attendance at training events or seminars (e.g. SFHA Conferences) or openings/similar events hosted by other RSLs	Yes	There is no requirement to declare and record in the register of interests.
The organisation paying for accommodation in connection with attendance at relevant conferences or events that you are attending on behalf of or in connection with your role with us or our subsidiaries	Yes	Accommodation that is part of a conference or training package does not need to be recorded in the register, but attendance will be recorded on the relevant individual training plan. Residential conferences are important in ensuring that our people have the necessary skills, knowledge and experience to make an effective contribution to our activities.

EXAMPLE	CAN THIS BE PERMITTED?	FURTHER ACTION NECESSARY BEFORE THIS WILL BE PERMITTED?
Attendance by you at events to mark awards, achievements or other significant milestones relevant to our business.	Yes	The Budget holder must approve attendance prior, and will only do so if: • The organisation or one of our people (because of their role with us) has been nominated for an award; or • attendance is in recognition of achievement of or in pursuit of appropriate business development; or • we can demonstrate that attendance or participation is directly related to furthering our aims and objectives. Where we ask you to represent us at such an event, this should be recorded in the register along with any associated costs (including travel, accommodation and the costs of attendance at the event) within five days of attendance. The total cost should not exceed £500 per person and we will make all arrangements in advance. Where costs would exceed £500, you will not be permitted to attend unless there is a clear, viable business case for attending. In such a case, specific approval of the Governing Body would be required.
GIFTS AND HOSPITALITY		
Gifts received from tenants and external sources including prizes from our contractor or suppliers.	Yes (not exceeding a value of £50)	Small gifts (e.g. a box of chocolates, pens, folders, paperweights) and prizes from our contractors and suppliers can be accepted if: • the value does not exceed £50 • you do not receive more than one such gift from the same source in a 12-month period • you record receipt of the gift in the register You should not normally accept other gifts and should decline any gifts with a value of more than £50 unless to do so would cause

EXAMPLE	CAN THIS BE PERMITTED?	FURTHER ACTION NECESSARY BEFORE THIS WILL BE PERMITTED?
		offence or otherwise damage our reputation. In these cases, you must: • Advise the donor that the gift will be donated to charity or will form part of our annual charity fund raising activities • Record the gift and the action taken in the register within five days You should not regularly accept gifts from the same source and never more than once from the same source within a 12-month period. You should also record any offers that you decline and the reasons for this, in the register within five days.
Gifts given from us to one of our people or received by one of our people from external sources to mark special occasions.	Yes	Gifts from the organisation to our people can be permitted in cases where it is to mark a special occasion or significant event including: • Retirement • Leaving the organisation • Long service awards These must be recorded in the relevant register and the value of such gifts will not normally exceed £25 except where specifically allowed for in the terms and conditions of employment, or our own separate policy. Please note, that this does not include collections by our people using their own personal funds to mark special occasions. These are always permitted with no requirement to declare.
Hospitality associated with our business and that of its partners	Yes (when not exceeding a value of £50)	Modest hospitality, such as a sandwich lunch or networking event, is permitted and does not need to be recorded

EXAMPLE	CAN THIS BE PERMITTED?	FURTHER ACTION NECESSARY BEFORE THIS WILL BE PERMITTED?
		All other hospitality up to a value of £50 is permitted but must be recorded in the register, along with an estimation of the value of hospitality received, within five days of attendance. You should not accept invitations with a value that is greater than £50, unless you have prior approval from the Chief Executive or Chair. The type of hospitality offered will also be taken into consideration, e.g. we will not normally accept invitations to sporting events, concerts, golf tournaments etc. In this case, the reason for acceptance must also be included in the register and countersigned by the Company Secretary.
Our people seeking donations from our contractors/suppliers when fundraising for charity	Yes	This is permitted provided: • Approval is gained from Chief Executive prior to making any approach • Any donations received are recorded in the register We recognise our social responsibility and promote charity fundraising by the organisation and our people. We have a separate policy that sets out our approach to supporting other charities.
PROCURING GOODS/SERVICES		
Sale of a property under Right To Buy to someone affected by this policy	Yes	This is permitted with no requirement to declare in the register. The normal process for valuation and sale should be followed and our normal policy would be applied.

EXAMPLE	CAN THIS BE PERMITTED?	FURTHER ACTION NECESSARY BEFORE THIS WILL BE PERMITTED?
Sale of our interest (whole or part) in a property to someone affected by this policy via LIFT, HomeBuy; Help to Buy or other LCHO scheme	Yes	This is permitted, as long as: • Our policy and procedures are followed • Neither the prospective purchaser or anyone connected to them is involved in any way or in any part of the allocation process • The sale is approved by the Governing Body • It is declared and recorded in the register within five days of the missives being concluded confirming the process followed.
The organisation entering into a contract with an organisation where one of our people, or someone closely connected to them, has significant control.	No (in almost all cases)	This is not permitted in almost all circumstances. We could only consider this where: • The person affected by this policy is not involved in any part of the procurement process or decision • The appointment is approved by the Governing Body which is satisfied that the appointment is reasonable in the circumstances • There is no reasonable alternative (e.g. because of geography or the specialist nature of the goods/services) In such rare circumstances, the appointment would be recorded in the register along with details of the process followed.
The purchase of land or other assets from anyone who is, or has been in the last twelve months, one of our people or who is connected to one of our people	No (in almost all cases)	This cannot be permitted in almost all cases. The only exception would be if you were referred to us under the Scottish Government's Mortgage to Rent scheme, where this would be permitted provided: • Our policy and procedures are followed

EXAMPLE	CAN THIS BE PERMITTED?	FURTHER ACTION NECESSARY BEFORE THIS WILL BE PERMITTED?
		• The prospective seller plays no part in the decision to purchase the property or the processing of the transaction by the organisation • It is declared and recorded in the register within five days upon conclusion
The purchase of goods/services from our suppliers/contractors by one of our people	Yes	This should be avoided where it is reasonable to do so but otherwise is permitted if the procedure in Section 4 is followed
The purchase of goods/services (such as factoring and small repairs) from the Partnership or our Subsidiary.	Yes	This is permitted where the services are available to the general public and provided the procedure in Section 4 is followed
Use of Care & Repair services provided by the Partnership or our Subsidiary	Yes	This is permitted where the services are provided on the same terms as they would be to any other member of the public and they are recorded in the register.

APPENDIX B - CONTRACTOR AND SUPPLIER LIST

Contractor	Contract 1	Contract 2	Sub Contractor 1	Sub Contractor 2	Sub Contractor 3	Sub Contractor 4	Sub Contractor 5	Sub Contractor 6
D. Macdonald & Co	Investment Framework		Nessglaze	Neil Campbell				
FES FM Ltd	Investment Framework	Repairs and Maintenance	Alex Murray (Construction) Ltd	AB Electronics	Nessglaze	O'Mac Construction Ltd	A MacArthur Plumbers	H MacLean (Electrician)
O'Mac Construction Ltd	Investment Framework	Development	Stornoway Kitchen Centre					
Neil MacKay & Co	Investment Framework		Nessglaze	Decor8 Stornoway Ltd				
Alex Murray (Construction) Ltd	Investment Framework		Nessglaze	Stornoway Kitchen Centre				
ALT Procurement	Investment Framework	Repairs and Maintenance Procurement						
Lewis Builders Ltd	Development Contracts		Nessglaze					
Calmax Construction Ltd	Development Contracts		A Campbell Electrical Services Ltd	Black Isle Renewables				
Torrance Partnership	Development Contracts		Repairs and Maintenance (Procurement)					
Rennie Partnership	Development Contracts							
Tighean Innse Gall	Development Contracts							
Jon Howarth	Development Contracts							
M MacIver Consultancy	Structural & Civil Engineers		Misc Surveys					
Iain M Morrison	Quantity Surveying Services							
Iain Christie	Quantity Surveying Services							
CNES	Grounds Maintenance							
David's Garden Machinery	Garden Assistance (Uist & Barra)							
Thompson Grounds Maintenance	Garden Assistance (Lewis & Harris)							

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.0	New policy adopted to replace Control of Payments and Benefits Policy based on the SFHA's Model Entitlements, Payments & Benefits Policy – Highlands & Islands Liaison Group (HILG) Variant	25 May 2016	Angela Smith
2.0	Policy reviewed and contractor list updated	22 May 2019	Iona France

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>Chairperson</i>	An individual who presides over a meeting of the Board or Committee
<i>Code of Conduct</i>	The set of rules outlining the conduct, proper practices, and responsibilities of Board and Committee members and staff
<i>Company Secretary</i>	The individual whose responsibility it is to ensure that HHP and its Board obey company law and financial regulation. This post is aligned to that of the Director of Resources
<i>Governing Body</i>	The Board of the Hebridean Housing Partnership
<i>Internal Audit</i>	The independent and objective monitoring and analysis of HHP's business operations
<i>OSCR</i>	Office of the Scottish Charity Regulator
<i>Register of Interests</i>	A register in which interests declared by Board Members and staff are recorded
<i>SHR</i>	Scottish Housing Regulator
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

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773

MEMBERSHIP POLICY

Board 22 May 2019

Report by Chief Executive

Purpose of Report

- 1.1 The purpose of this report is to present the revised Membership Policy to the Board for consideration and approval.

Summary

- 2.1 The Membership Policy was last reviewed in May 2016. In accordance with the Policy Review Schedule it is due for review in 2019.
- 2.2 The local connection definition has been clarified to enable us to accept applications from prospective Members who have either lived or worked in the Outer Hebrides for a period of three consecutive years rather than the last three years.
- 2.3 The current interpretation of the wording of the Policy resulted in applications for Membership from persons who have strong local connections but had lived away from the islands for a period of time and then returned, being declined.

Competence

- 3.1 The financial, legal or other constraints to any recommendations in this report are contained in paragraph 5.1 – 681.

Recommendations

- 4.1 **It is recommended that the Board review and approve the Membership Policy at Appendix 1.**

APPENDIX 1: Membership Policy
Background Papers: HHP's Rules & Standing Orders
Writer of Report: Iona France

Tel: 0300 123 0773

Competence

Financial

- 5.1 There are no financial implications arising directly from 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 Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 The major risk the Partnership faces in not having a suitable Membership Policy in place is that it will be in breach of HHP's Rules and Standing Orders, in addition to regulatory guidance.

Report Details

- 9.1 The Membership Policy has been reviewed and updated to clarify the definition of local connection.

- 9.2 Paragraph 7.2 (a) of the Policy states:

*"Partnership members shall have a "local connection" by having:
a main or principal residence or principal place of business or operation in the administrative area of Comhairle Nan Eilean Siar and having lived or operated in the Western Isles for a period of three years"*

- 9.2 Two recent enquiries for Membership had been received from tenants who had lived on the islands for most of their lives and had recently returned after a brief period living elsewhere.

- 9.3 The current interpretation of the Policy would have resulted in these applications being refused.

- 9.4 As we seek to promote Membership through the community and in particular tenant members this interpretation results in applications being rejected from otherwise suitable applicants.

- 9.5 The definition of local connection has therefore been updated to include those that have lived in the Outer Hebrides for a period of three consecutive years.



hebridean housing
partnership



► Membership Policy

Effective Date: ► 22 May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

MEMBERSHIP POLICY

AIMS AND OBJECTIVES

- 1.1 The objective of this policy is to promote the good governance of the Partnership and to ensure the proper accountability of its Board by having a membership of the Partnership which represents our community as fully as possible, subject to the criteria listed below.
- 1.2 The policy aims to be open, fair and accountable, and to empower members to participate in and contribute to the wider aspects of Partnership activities.
- 1.3 The Partnership Rules deal with Membership in considerable detail. This policy aims to be consistent with the Rules and to clarify aspects not dealt with in detail in the Rules, but not to duplicate matters dealt with clearly in the Rules unless essential for the sense of the policy.

PROMOTION OF MEMBERSHIP

- 2.1 The Partnership will promote membership throughout its community and will particularly seek to attract members from its tenants.
- 2.2 The Partnership will widely publicise and encourage membership by the following methods:
 - a) explain and encourage membership in the tenants' handbook;
 - b) articles on membership in tenants' newsletters;
 - c) distribute membership application forms when tenants are signing tenancy agreements;
 - d) invitations to relevant organisations and individuals with a background in an appropriate profession, trade or discipline, or with a community of interest with the Partnership;
 - e) distribute membership leaflets freely;
 - f) seek opportunities for adverts, articles and other publicity in the local media; and
 - g) develop strategies to communicate with potential members with literacy problems, blindness or visual impairment.
- 2.3 The Partnership emphasises that the obtaining of a tenancy is not affected by whether an applicant is a member of the Partnership or not.

MEMBERSHIP

- 3.1 The members of the Partnership shall be those people who hold a share in the Partnership and whose names are entered in the Register of Members referred to in Rule 64.
- 3.2 There shall be three categories of membership comprising the following:
 - a) **Tenant Members** which shall be sub divided into the following three categories:
 - i) Lewis Tenant Members;

- ii) Harris Tenant Members; and
- iii) Uist and Barra Tenant Members.

b) **Community Members**; and

c) The **Council Member**.

3.3 No-one can be a member in more than one category at any one time.

APPLICATION FOR MEMBERSHIP

- 4.1 To apply for membership, you must send an application form and £1.00 to the Secretary at our registered office. Our Board will consider your application at its next meeting or as soon as possible after that. We will return your money if we do not approve your application. An application for membership will not be considered by the Board within the 14-day period occurring before the date of a general meeting.
- 4.2 If we approve your application, you will immediately become a member of the Partnership and your name will be included in our Register of Members referred to in Rule 64 within seven working days. You will then be issued one share in the Partnership.
- 4.3 If you are a representative of an organisation which is a member of the Partnership, you cannot be a member of the Partnership as an individual yourself. If you are already a member as an individual when you start to represent an organisation which is a member, we shall suspend your membership as an individual, until such times as you are no longer a representative of an organisation which is a member.
- 4.4 You can apply for membership from the age of 16. You must be 18 years old to be considered for membership of the Board.
- 4.5 No member can hold more than one share in the Partnership.
- 4.6 If you change your address, you must let us know by writing to our Secretary at our registered office within three months. This rule does not apply if you are our tenant 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 category of tenant membership then the member shall be deemed to have his category of membership altered accordingly.

APPLICATION PROCESSING

- 5.1 Before an application for either Community or Tenant Membership is presented to the Board for consideration, the Secretary will ensure by appropriate checks that the applicant fulfils the respective membership criteria.
- 5.2 In the case of an application by a Tenant, this will include checking that the applicant does reside within the geographic catchment area by checks of the Partnership's tenancy records or the electoral register. If the applicant's address cannot be verified by means of these standard checks, the applicant

will be required to show by clear evidence that the membership criteria detailed in the Membership Policy are satisfied. Such evidence will be presented to the Board with the application for membership.

- 5.3 Each application for Community or Tenant Membership shall be considered by the Board at the first meeting held after receipt of the written application and any additional information required.
- 5.4 If the Board resolves to admit or refuse admission of an applicant to membership, they shall notify the applicant in writing within a period of seven days of the meeting and give reasons in the case of a refusal.

APPLICATION REJECTION AND APPEAL

- 6.1 Consistent with the terms of Standing Order 4.5, there will be a presumption that most applications will be approved. A rejection decision is only likely where:
 - a) an applicant does not satisfy the "local connection" criteria of having a main or principal residence or principal place of business or operation in the Western Isles and having lived or operated in the Western Isles for a period of three years. A re-application within five years after an expulsion may also face a rejection decision depending on the circumstances at the time of application; or
 - b) the Board agrees that the granting of membership would be likely to compromise the interests or independence of the Partnership.
- 6.2 If an application is rejected, the Secretary shall notify the applicant of the Board's decision and the reasons for it in writing, within 7 days of the Board meeting at which the decision was taken. The applicant shall have the right to lodge an appeal against the decision within 14 days of receipt of the decision.
- 6.3 If the applicant lodges an appeal, an Appeals Panel, comprising three members of the Board, shall consider the appeal within 14 days, or at a time agreed with the applicant. The applicant shall have the right to attend the appeal hearing and be accompanied by a representative to present their case.
- 6.4 The procedure at the appeal hearing is outlined at Appendix 3.

MEMBERSHIP CRITERIA

- 7.1 The Partnership seeks a balanced representative membership, with no particular group having an undue influence. The membership shall comprise persons who have, in a personal or professional capacity, the requisite knowledge, skills and experience, or a community of interest in housing and the care of people with housing needs, appropriate to achieving the Partnership's objects defined in Rule 2. A tenant of the Partnership applying for membership will normally be considered to have the relevant community of interest.
- 7.2 Partnership members shall have a "local connection" by having:
 - a) a main or principal residence or principal place of business or operation in the administrative area of Comhairle Nan Eilean Siar and having lived or operated in the Western Isles for a period of three years; or

- b) in relation to Tenant Membership Categories, by having a tenancy in Lewis, Harris, Uist or Barra as appropriate.
- 7.3 The Partnership seeks to achieve equality of opportunity and to this end; the membership is open to all sections of the community regardless of colour, race, religion, nationality, ethnic origins, gender, disability, age or sexuality. Applications for membership are particularly welcome from:
 - a) black and ethnic minority members; and
 - b) persons who have experience of disability.
- 7.4 The Partnership also welcomes applications for membership from those who have, in a personal or professional capacity, experience of or a personal interest in:
 - a) housing, social work or health;
 - b) finance, law, business or commerce; or
 - c) voluntary organisations or academic institutions.
- 7.5 Membership is open to nominees of unincorporated bodies, societies and companies. A corporate body may appoint a deputy to exercise its rights and powers at any general meeting of the Partnership.

MEMBERS' RESPONSIBILITIES

- 8.1 The main role of the Partnership Member is to advance the good governance of the Partnership and to ensure that the Board is accountable for its acts or omissions. Members' powers are usually exercised at general meetings mainly by scrutinising the Annual Accounts and Balance Sheet, the appointment of the Auditor, the election of the Board, the application of surpluses for particular purposes, the amendment of the Rules and the dissolution of the Partnership. In addition, the requisite number of members may apply to the Registrar to appoint an accountant or actuary to inspect the Partnership's books, appoint an inspector to report on the affairs of the Partnership or to call a Special General Meeting.
- 8.2 It shall be the responsibility of Members to tell the Secretary when they no longer meet the membership criteria and will no longer be Members.

BENEFITS OF MEMBERSHIP

- 9.1 Members are entitled to be given 14 days notice of, and to be present and vote at any General Meeting of the Partnership.
- 9.2 Members will also receive an invitation to any other Partnership meetings of general interest which may be held during the course of the year.
- 9.3 Members have the opportunity to stand for election to the Board of Management under the terms of the Rules of the Partnership. Details of the composition of the Board, roles and responsibilities of Board Members, etc. can be found in paragraphs 37 to 44 of the Partnership's Rules and in paragraphs 5.1 to 13.6 of the Standing Orders.
- 9.4 The membership has voting rights as provided for by the Rules of the Partnership, including the right to vote to appoint members to the Board.

- 9.5 Members shall receive a copy of the Partnership's Annual Report and Accounts and any relevant newsletters.

ENDING YOUR MEMBERSHIP

- 10.1 You can end your membership of the Partnership by giving the Board Secretary seven day's notice in writing.
- 10.2 If you are a Tenant Member and cease to be a tenant but maintain sufficient local connection with the Western Isles, you will automatically become a Community Member from the date on which your tenancy ends. The Secretary will amend the Register of Members to reflect the change in your category of membership.
- 10.3 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 shall end your membership and cancel your share.
- 10.4 If the Board is satisfied that:
- a) you have failed to tell us of a change of address as set out in Rule 10; or
 - b) you have failed to attend five annual general meetings in a row and you did not submit apologies;
- we shall end your membership and cancel your share.
- 10.5 The value of the share will then belong to us with effect from the date of a Board resolution to that effect. The ending of your membership will be recorded in the Register of Members referred to in Rule 64.
- 10.6 We may end your membership if we receive a complaint about your behaviour and two-thirds of the members voting at a special general meeting agree to this. The following conditions apply to this procedure:
- a) the complaint must be in writing and must relate to behaviour which could harm the interests of the Partnership;
 - b) the notice for the SGM will give details of the business for which the meeting is being called;
 - c) the Secretary must notify the member of the complaint in writing not less than one calendar month before the meeting referred to in Rule 11.1.6 takes place;
 - d) 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;
 - e) the members can vote in person or through a representative by proxy; and
 - e) if you receive proper notice but do not go to the meeting referred to at Rule 11.1.6 above without providing a good reason, the meeting may come to a decision without you.

- 10.7 If you are expelled from membership, you will immediately cease to be a member from the date that the resolution to expel you was passed.
- 10.8 If we end your membership in this way, any further application for membership by you within five years will need to be approved by two-thirds of the members voting at a general meeting.

PERFORMANCE MONITORING

- 11.1 The Partnership will monitor its membership annually to establish the extent to which its membership criteria are being met.
- 11.2 The Partnership will monitor the following aspects of its membership by asking applicants to complete an application form to give information on:
- a) membership category: tenant, councillor, community or organisation;
 - b) evidence of local connection: residence or business in Western Isles;
 - c) profession, trade, etc. and involvement in voluntary work;
 - d) other skills and experience that could be of benefit to the Partnership; and
 - e) age, gender, ethnicity and disability for monitoring purposes only.
- 11.3 The information supplied will be collated and used to address skills gaps for Board membership, to assess the effectiveness of the promotion of membership to the Partnership and how representative the membership is of the local community. The Partnership will include an analysis of membership within the annual report, including the number of new members approved, the number resigned and the number expelled.

CONSULTATION

- 12.1 The Partnership consults with Tenants and Registered Tenants' Organisations (RTOs) prior to any amendment to the Rules. This Policy is based on the requirements of the Rules and during the preparation for Rule amendment, Members, Tenants and Registered Tenant Organisations (RTOs) were consulted.

REVIEW

- 13.1 The Membership Policy shall be reviewed every three years, or in accordance with any change to the Rules.
- 13.2 The Board shall receive a report on the operation of this policy annually in June.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
5.0	Updated to be consistent with revised Rules and Standing Orders. Updated Membership Application Leaflet.	4 September 2013	Angela C Smith
6.0	Updated for consistency with revised Rules and Standing Orders. Consultation process clarified. Additional appendix detailing procedure at appeal hearing. Updated Membership leaflet.	25 May 2016	Angela C Smith
7.0	Local Connection definition clarified: <i>Applicants should have lived or operated in the Western Isles for a period of three consecutive years – not necessarily the three previous years.</i> Updated Membership Application Leaflet	20 May 2019	Iona France

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>RTO</i>	Registered Tenants' Organisation
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

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773



Membership Application

Before completing this form please study the enclosed Membership Leaflet. **Please type or print using black ink.**

First Name		Surname	
Date of Birth	/	/	
Address			
Postcode			
Have you been resident in the Outer Hebrides for 3 consecutive years? Yes ☐ No ☐			

Please give details of your address history (including dates):	
Address	
Address	

Contact Tel No.	Day:	Evening:

I have read the aims and objectives of the Partnership and am in full agreement with them. I therefore enclose a cheque/postal order for £1.00 being my share subscription, and apply for membership.

Signed		Date	/	/

We would appreciate it if you would take the time to complete the questions overleaf: ➡

When completed please return this form to the Partnership's office:

**Hebridean Housing Partnership Ltd, Creed Court, Gleann Seileach Business Park,
Willowglen Road, Stornoway, Isle of Lewis, HS1 2QP**

The information you give us on this form will be placed on the Hebridean Housing Partnership's Register of Members in accordance with HHP's Fair Processing Notice which complies with the General Data Protection Regulation (GDPR). A copy of the list of Members can be viewed at the Partnerships Registered office.

Other Useful Information

The Partnership is interested in attracting members from all the groups and communities that they serve and we will not adversely discriminate on the grounds of race, colour, sex, religion or other factors and would therefore be pleased if you could complete these optional questions about yourself:

1. What would you like to get out of membership of the Partnership?

2. Are you currently employed? If so, perhaps you might like to tell us a little about what you do?

3. It would be of interest to know of any particular abilities you may have that the Partnership might benefit from occasionally in furtherance of its aims.



Thank you for taking the time to complete this form



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: SCO35767, 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

EQUAL OPPORTUNITIES MONITORING FORM

Hebridean Housing Partnership is committed to equal opportunities in employment, regardless of: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins, and citizenship), religion/belief, sex and sexual orientation.

We would therefore ask you to please complete the following questionnaire to help us ensure that we are reaching all sections of the community, and to check the effectiveness of our recruitment practices.

All information will be treated in the strictest confidence, in line with requirement of Data Protection Act 1998, and will not affect your application.

Gender: ☐ Female ☐ Male ☐ Trans Gender

Disability: Do you consider yourself to have a disability/special needs?

☐ Yes ☐ No

If yes, please describe your disability/special needs (e.g visual, speech, hearing). This will help us to facilitate your needs/requirements.

Please indicate any individual requirements/equipment

Ethnic Origin: Please choose ONE section for A to E, then tick the appropriate box to indicate your cultural background.

A. White	B. Mixed	C. Asian or Asian Scottish/British	D. Black or Black Scottish/British	E. Other Ethnic Group

- ☐ English
- ☐ Scottish
- ☐ Welsh
- ☐ Irish
- ☐ Polish
- ☐ Gypsy Traveller
- ☐ Other White

- ☐ Any mixed background

- ☐ Indian
- ☐ Pakistani
- ☐ Bangladeshi
- ☐ Chinese
- ☐ Other Asian

- ☐ Caribbean
- ☐ African
- ☐ Other Black

- ☐ Arab,
- ☐ Arab Scottish/British

☐ Prefer not to say

Any other ethnic group (please state): _____

Religion: I would describe my religious background/belief as: _____

None

I prefer not to say

Sexual Orientation:

☐ Bi-sexual ☐ Gay/Lesbian ☐ Heterosexual/Straight ☐ Prefer not to say

Age: Please indicate your age group.

16 – 24		25 – 34		35 – 44		45 – 54		55 –		65 &	



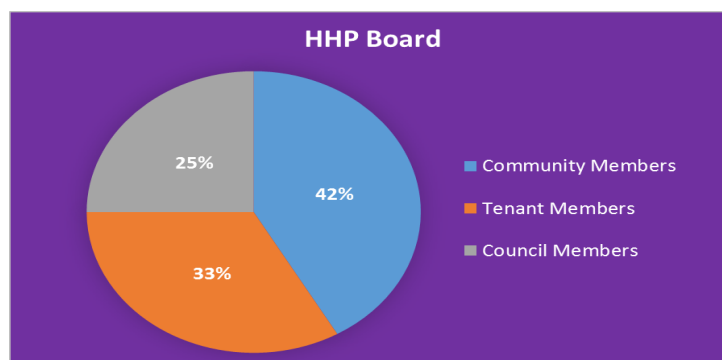
HEBRIDEAN HOUSING PARTNERSHIP MEMBERSHIP INFORMATION

Hebridean Housing Partnership (HHP) was formed in April 2002 and is a registered society under the Co-operative and Community Benefit Societies Act 2014.

HHP is a not for profit landlord which is governed by a Board of Management comprising of volunteer members including tenants, Councillors and community representatives.

Board Members are bound by a Code of Governance and have a legal responsibility for exercising all the powers of HHP to achieve its objectives. The Board's role is to set the Business Plan Objectives, monitor performance and ensure the effective financial stewardship and high standards of governance.

The Board has a minimum of 7 and a maximum of 15 members. It has a maximum of 3 Council Appointed Members, up to 5 Community Members and up to 4 Tenant Members. It can also have three Co-optees, who can be appointed as Board Members for a fixed period.



Current Board of Management

Tenant Members	Council Members	Community Members	Board Appointed/ Co-opted Members
Alasdair Mackenzie	Roddy MacKay	Norman Macleod	Fiona Macleod
Dolene Smith	Paul Finnegan	Calum Mackay	Roddy Nicolson
Alexander Gardner	Norman A Macdonald	Mairi Bremner	
Vacant Position		Iain MacMillan	
		David Blaney	

HHP's vision is to provide good quality and affordable homes and to secure consistently excellent housing services throughout the Western Isles. Our core value is **Integrity** and we have five supporting values: Customer Focus, Equal Opportunities, Quality of Service-Excellence, Sustainability and Supporting Staff.

Our aims and objectives are outlined below:

- Placing tenants at the centre of everything we do;
- Investing in an environmentally sustainable way in tenants' homes;
- Being a good employer that attracts and retains high quality staff; and
- Working with partners to contribute to the wellbeing of communities throughout the Outer Hebrides.

If you agree with these aims and objectives and would like to become involved in the work that we do, then why not become a Member of Hebridean Housing Partnership? You would get voting rights, an opportunity to join the Board of Management, an invitation to our AGM and any other general meetings that we hold, and a chance to help shape a better living environment for many people throughout the Western Isles. Application information is detailed below, or if you'd like to have a chat with our Governance Team about Membership, please give Iona France a call on 0300 123 0773.

Applying for Membership

To become a member you must be at least 16 years old.

You must satisfy the "local Connection" criteria by proving your main or principal residence or principle place of business or operation has been the Outer Hebrides for a period of 3 consecutive years.

You must send a membership application form and £1 (non-refundable) to the Secretary at our registered office. Our Company Secretary on behalf of the Board will consider your application. We will return your money if we do not approve your application.

If we approve your application, you will immediately become a member of the Partnership and your name will be included in our Register of Members. You will then be issued one share in the Partnership. No member can hold more than one share.

If you are a representative of an organisation which is a member of the Partnership, you cannot be a member of the Partnership as an individual yourself. If you are already a member as an individual when you start to represent an organisation which is a member, we will suspend your membership as an individual, until such times as you are no longer a representative of an organisation which is a member.

In return for a Share Subscription of £1, members agree to be bound by HHP's Rules.

As a Member of Hebridean Housing Partnership you will receive:

- An invitation to the Annual General Meeting, and any other meetings of a general interest which may be held during the course of the year;
- The opportunity to join the Board of Management; and
- Voting rights: the Membership has the responsibility of appointing (or re-appointing) the Board of Management, a third of which retire annually as provided for by the Rules of the Partnership.

By becoming a Member of the Partnership, and participating in its activities, you will be contributing to the provision of good quality, affordable homes for people in housing need.

You can find more information on our web site www.hebrideanhousing.co.uk

**For a membership application form please contact
Hebridean Housing Partnership:**

Creed Court, Gleann Seileach Business Park, Willowglen Road, Stornoway, HS1 2QP.
Phone: 0300 123 0773; Email info@hebrideanhousing.co.uk



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

Procedures for an Appeal Hearing

- a) The Chair will welcome the participants to the Hearing and ask the Secretary to state fully the details of why the application was refused.
- b) The Chair will ask the Secretary to present evidence and call any witnesses to support the refusal. The Applicant and/or his/her representative followed by other Members of the Board will be given the opportunity to question the Secretary and any person acting as a witness or otherwise in support of the case presented by the Secretary.
- c) The Chair will invite the Applicant or his representative to speak and will also call any witnesses in support of the application. The Secretary followed by Members of the Board will be given the opportunity to question the Applicant, his/her representative and any person acting as a witness or otherwise in support of the application.
- d) The Chair shall invite the Secretary to sum up his/her case and advise that no new information should be introduced in the summing up.
- e) The Chair shall invite the Applicant or his representative to sum up their case and advise that new information should be introduced into the summing up.
- f) The parties to the case shall withdraw whilst the Board considers the matter and makes a decision.
- g) When the Board comes to a decision, the parties to the Hearing shall be invited back into the Hearing room. The Chair will give the Board's decision, reminding the parties that the decision is final, with no right of appeal.
- h) The Secretary shall write to the Applicant within seven days of the meeting giving the Board's decision and advising of any consequences.

RECOVERY OF SUNDRY DEBTS POLICY

Board 22 May 2019

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 The purpose of this report is to present the revised Recovery of Sundry Debts Policy to the Board for consideration and approval

Summary

- 2.1 The Recovery of Sundry Debts Policy was last reviewed in January 2014. In accordance with the Policy Review Schedule it is due for review in 2019.
- 2.2 The policy has been updated to reflect the removal of recharges for furniture packages and the increase in value of write offs which are deemed not cost effective to pursue from £20 to £50.

Competence

- 3.1 The legal, financial or other constraints to the recommendation in this report being implemented are detailed in paragraphs 5.1 - 7.1

Recommendations

- 4.1 **It is recommended that the Board review and approve the Recovery of Sundry Debts Policy at Appendix 1**

APPENDIX 1 Recovery of Sundry Debts Policy

Background Papers

Writer of Report Isabel Macmillan

Tel: 0300 123 0773

Competence

Financial

- 5.1 There are no financial implications 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 Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 The risk of not updating policies can lead to breaches in regulatory codes of governance and recommend practice, and leave the Partnership open to legal actions.

Report Details

- 9.1 The Recovery of Sundry Debts Policy was last reviewed in January 2014 with a minor GDPR update in 2018.
- 9.2 The policy has been updated to take account of the removal of recharges for furniture packages.
- 9.3 The policy has also been updated to increase the value of debts, which are not cost effective to pursue, from £20 to £50.



hebridean housing
partnership



► Recovery of Sundry Debts Policy

Effective Date: ► May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

INTRODUCTION	2
AIMS	2
RESPONSIBILITIES	2
POLICY STATEMENT	2
DATA PREVENTION AND RECOVERY	3
USE OF DEBT COLLECTION AGENCY	3
WRITE OFFS	3
EQUAL OPPORTUNITIES	4
COMPLAINTS POLICY	4
MONITORING AND REVIEW OF POLICY	4
POLICY CHANGE HISTORY	5
INTERPRETATIONS & ABBREVIATIONS	6

RECOVERY OF SUNDRY DEBTS POLICY

INTRODUCTION

- 1.1 Debt prevention and recovery is a key business objective in ensuring our financial viability. We will therefore take positive action at early stages to ensure debt is prevented and where it occurs, that it is effectively managed. High levels of debt and poor recovery rates pose a threat to the Partnership's financial viability.

AIMS

- 2.1 The overall aim of this policy is to minimise the level of debt in a sensitive but effective manner and to communicate how we will manage Sundry Debts. The specific objectives of the Recovery of Sundry Debts Policy are:
- To monitor levels of debt;
 - To offer early appropriate professional support and guidance;
 - To set out early intervention mechanisms to prevent debt arising;
 - To work in conjunction with the Rent Arrears Policy in developing a corporate approach to debt recovery;
 - To set out methods of debt recovery.

RESPONSIBILITIES

- 3.1 Tenants and owners have varying obligations under the terms and conditions of their Tenancy Agreements and Title Deeds to pay debts due to the Association. If two or more people have signed the Tenancy Agreement, they are jointly and severally liable for the payment of rent and any debts arising from the tenancy. This means that each person is fully responsible for debts that arise from non-payment of rent or rechargeable repairs.
- 3.2 We have obligations to comply with Partnership policies and to follow practices that are set out in the Debt Recovery Procedures of the Partnership.

POLICY STATEMENT

- 4.1 We will seek to maximise income through the recovery of outstanding debts by taking action that is reasonable, proportionate, sensitive and cost effective. The Recovery of Sundry Debts Policy covers the following debt:
- Rent owed by former tenants;
 - Rent owed by current tenants on a former tenancy;
 - The cost of rechargeable repairs owed by former tenants;
 - The cost of rechargeable repairs owed by current tenants on their current or on a former tenancy;
 - Court costs owed by a current or former tenant;
 - Additional debt not listed above owed to us by a current or former tenant;
 - Debts owed by homeowners, including service and factoring charges.
 - Any other sundry debts owing to the Partnership

DATA PREVENTION AND RECOVERY

- 5.1 We are committed to preventing debt and we will adopt a supportive approach to our customers with the emphasis on prevention and advice. Details of support and advice providers are updated regularly. These are available from our office and online at www.hebrideanhousing.co.uk

We will:

- Take action to minimise the amount of debt owing at the termination of tenancies;
- Inform debtors promptly of any charges that they are responsible for;
- Negotiate realistic agreements for the repayment of debt by instalments;
- Consider measures to recover debts through all legal means;
- Provide debtors with information regarding access to benefits advice and debt counselling to maximise their income and manage any debt;

USE OF DEBT COLLECTION AGENCY

- 6.1 In most cases, the recovery of debts is handled by us through our own dedicated Debt Management Officers, however we will use the services of a registered Debts Collection Agency to pursue sundry debts where customers have:
- (a) failed to respond to correspondence;
 - (b) failed to repay the outstanding amount; and
 - (c) failed to agree or maintain an affordable repayment agreement.
- 6.2 We will also use this service to trace former tenants that have failed to provide a forwarding address.

WRITE OFFS

- 7.1 We will consider it appropriate for a FTA or Rechargeable Repair debt to be recommended for write off where:
- (a) it is not cost effective to pursue (below £50 & debt is older than 12 months);
 - (b) the debtor is deceased;
 - (c) the debtor cannot be traced and the debt is more than 12 months old;
 - (d) the debtor is sequestrated or bankrupt; or
 - (e) the debt is more than 5 years old and has not been actively pursued during that time.
- 7.2 Director of Finance & Corporate Services has delegated authority to write off debts up to £1,500, any debts greater than £1,500 to be written off by approval of the Board.
- 7.3 We will maintain a list of all debts written off should the recovery of the debt prove possible in the future.

EQUAL OPPORTUNITIES

- 8.1 This policy complies with our Equal Opportunities Policy. We are committed to a proactive role in valuing and promoting diversity, fairness, social justice and equality of opportunity by adopting fair policies and procedures. The Equal Opportunities Policy should be seen as an integral component of our Recovery of Sundry Debt Policy.

COMPLAINTS POLICY

- 9.1 We operate a complaints policy that is open and transparent and should any customer or service user require to make a complaint against an individual or the Partnership, the complaints policy and procedures will be implemented.
- 9.2 This is covered by a separate policy and an individual should request a copy if they wish to make a complaint. Information is also available on our website at www.hebrideanhousing.co.uk
- 9.3 In keeping records of complaints, and allowing access to our files we will comply with legislative requirements, including the General Data Protection Regulation (GDPR).

MONITORING AND REVIEW OF POLICY

Performance Monitoring

- 10.1 We monitor recovery performance and consider action where appropriate.
- 10.2 We will provide staff with training to assist them to recover sundry debts effectively and sensitively.
- 10.3 We are committed to improving performance on Recovery of Sundry Debts. A monthly report on performance will be produced for the Executive Team and reported to the Finance Manager. The range of performance management indicators that will be reported monthly will include:
- FTAs collected during the period.
 - Balance of FTAs outstanding at the end of the period.
 - FTAs balance as a percentage of the rent debit.
 - FTAs written off for the year, as a percentage of total FTA debt.
 - FTA balances and number of new accounts added in the period.
 - Balance of Rechargeable Repairs at the end of the period.
 - Number of new Rechargeable Repairs accounts balances added for the period.
 - Amount of Rechargeable Repairs collected for the period.
 - Rechargeable Repairs written off for the year as a percentage of total rechargeable repairs debt.

Policy Review

- 11.1 We will review this policy at least every three years or whenever there are any changes to legislation or case law, taking into consideration good practice and any research that would impact on this policy and/or service delivery, including trends in complaints received by us.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
2.0	Introduction updated (from 2.1 to 1.1) Aim para amended to Objectives para (from 1.1 to 2.1) General rules paras amended to Responsibilities & Policy Statement paras (from 3.1 + 3.2 to 3.1, 3.2 + 4.1) Recovery para updated to Debt Prevention & Recovery para (from 6.1 + 6.2 to 5.1) Performance Monitoring updated from (4.1 through 4.5 to 6.1, 6.2 + 6.3) Write Offs para updated Equal Opportunities para amended (from 5.1 to 9.1) Insertion of Complaints Policy para (10.1, 10.2 & 10.3) Policy Review para amended (from 9.1 to 11.1)	January 2014	Stephen Nicol
2.1	Wording update for GDPR	9 March 2018	Angela Smith
2.2	Policy Statement updated to remove recharges for furniture packages (4.1) Write Offs para updated (7.1)	8 May 2019	Isabel Macmillan

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>FTA</i>	Former Tenant Arrears
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

Email: info@hebrideanhousing.co.uk
 Web: www.hebrideanhousing.co.uk
 Phone: 0300 123 0773

HEALTH & SAFETY POLICIES REVIEW

Board 22 May 2019

Report by Chief Executive

Purpose of Report

- 1.1 The report seeks approval for two Health & Safety Policies following their reviews.
- 1.2 These are the 'Managing Violence and Aggression at Work' Policy and the 'Fire Safety Policy'.

Summary

- 2.1 Our Fire Safety Policy is subject to an annual review, and was last reviewed in May 2018.
- 2.2 Our 'Managing Violence and Aggression at Work' Policy was last reviewed in 2014.
- 2.3 Following this year's reviews, no significant changes have been identified in either policy.
- 2.4 Training on both topics is to be carried out this year.

Competence

- 3.1 The legal, financial and other constraints to any recommendations in this report are contained in paragraph 5.1 – 6.1.

Recommendations

- 4.1 **It is recommended that the Board review and approve:**
 - a) **the Fire Safety Policy at Appendix 1; and**
 - b) **the Managing Violence and Aggression at Work Policy at Appendix 2.**

APPENDIX 1: Fire Safety Policy

APPENDIX 2: Managing Violence and Aggression at Work Policy

Background Papers: None

Writer of Report: Angus Smith

Tel: 0300 123 0773

Competence

Financial

- 5.1 There are no financial implications arising directly from the consideration of this report.

Legal

- 6.1 The Health & Safety at Work etc. Act 1974 imposes statutory duties for Health & Safety on employers and employees
- 6.2 The Corporate Manslaughter and Corporate Homicide Act 2007 allows companies and corporation to be prosecuted for Corporate Homicide (in Scotland).

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 Health & Safety is included in our Risk Register. It is essential that Health & Safety is given high priority to minimize risk of employees,. contractors, tenants and general public. ACS Physical Risk Control Ltd undertake an annual review and audit of our Health & Safety Policies and Procedures, highlighting any area of concern or where further action is required.



hebridean housing
partnership



► Office Fire Safety Policy

Effective Date: ► May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

INTRODUCTION	2
PROCEDURES AND GUIDANCE	2
EVACUATION PROCEDURES FOR THE DISABLED	5
MONITORING AND REVIEW OF POLICY	8
APPENDIX 1 – FIRE ASSEMBLY POINTS	9
APPENDIX 2 - FIRE CALL POINT & FIRE EXTINGUISHER LOCATIONS	10
APPENDIX 3 – FIRE MARSHALLS AS AT 01.04.2019	12
APPENDIX 4 – EVACUATION TIMES	13
POLICY CHANGE HISTORY	14
INTERPRETATIONS & ABBREVIATIONS	15

FIRE SAFETY POLICY

INTRODUCTION

- 1.1 It is the policy of Hebridean Housing Partnership to ensure that all employees, visitors and contractors are protected from the risks of fire. In order to achieve this aim, appropriate fire prevention/precaution measures shall be taken; additionally, appropriate evacuation procedures shall be developed, implemented and periodically tested. All persons shall be provided with appropriate fire awareness training and instruction. All premises shall comply with relevant fire safety legislation and recognised good practice standards and guidance.
- 1.2 This policy is prepared in order to comply with Part 3 of the *Fire (Scotland) Act 2005* and *The Fire Safety (Scotland) Regulations 2006*.

PROCEDURES AND GUIDANCE

General Instruction

- 2.1 All staff must be familiar with the fire procedures as required by the Fire (Scotland) Act 2005 and The Fire Safety (Scotland) Regulations 2006.
- 2.2 Our staff operate from a number of offices and other buildings. Fire procedures are posted throughout these premises and can be found on exit routes normally adjacent to fire alarm call points or portable fire equipment where applicable.
- 2.3 All staff are required to ensure that they are familiar with the exits and the alternative means of escape in case of fire by walking the routes from the areas in which they are employed. Occupants should know their assembly points which are listed at Appendix 1.
- 2.4 If you have to evacuate the premises:
 - Do exit quickly and calmly;
 - Do go directly to open air and proceed to the assembly point;
 - Do close the door behind you;
 - Do not enter an adjacent building;
 - Do not stop to collect bags;
 - Do not use lifts; and
 - Do not attempt to fight a fire unless you have been specifically trained to do so.
- 2.5 Any staff not at their usual work location on hearing the evacuation alarm must leave the building and go to the assembly point. On no account must they return to their usual work location prior to evacuating the building.
- 2.6 Break glass fire alarm call points can be found at the Stornoway and Balivanich offices. Their locations are shown at Appendix 2.
- 2.7 The location of portable fire extinguishers are sited adjacent to storey and final exits and other strategic locations throughout the premises. Their locations are shown at Appendix 2.
- 2.8 Emergency light fittings are located in each office.

Fire Safety

- 2.9 Fire safety is everyone's responsibility. All employees, visitors and contractors are expected to follow established safety procedures to ensure the safe use of electrical/gas appliances, the safe use, storage and disposal of hazardous/combustible materials and compliance with the requirements of our Smoking Policy.

Fire Precautions

- 2.10 Fire doors must be kept closed at all times to maintain compartmentalisation of the building and to prevent the spread of fire and/or toxic smoke.
- 2.11 Corridors, stairways, landings and escape routes must be kept clear at all times of anything that is likely to cause a fire or accident or to impede evacuation in an emergency.
- 2.12 Hazardous materials must be stored, used and disposed of in accordance with all legal requirements and safe working practices. This also applies to materials kept by the Handyman Service in their garages and stores. The inventory and location of these substances should also be kept up to date on the COSHH register.
- 2.13 All fire-fighting equipment must be kept free from obstruction, be visibly conspicuous and readily available for use in an emergency. Portable fire-fighting equipment must not be removed or repositioned without authority from the Corporate Resources Officer.
- 2.14 Any obvious or suspected damage to, or misuse of, a fire alarm or fire-fighting equipment must be reported to the Corporate Resources Officer.

Housekeeping

- 2.15 The following general housekeeping rules shall be applied by all staff:
- The photocopier/IT area shall be maintained in a safe and tidy condition;
 - All paper/documents/drawings shall, as far as practicable, be secured in storage cabinets when not in use and at the end of each working day. To ensure that storage space is not wastefully used, full use of the archiving system shall be made; and
 - Both the Stornoway and Balivanich offices have been designed for use by multiple occupants. No equipment or other hazardous materials should be stored in corridors, access ways or under stairs.

Electrical Equipment

- 2.16 We have in place a system of regular inspections of portable electrical appliances on all HHP-owned electrical equipment and any faults found are rectified or the item of equipment replaced.
- 2.17 We reserve the right to carry out such regular inspections on non-HHP owned electrical equipment (e.g. desk fans, charger units, etc) used on the premises.

Fire Extinguishers

- 2.18 Fire extinguishers are located in the vicinity of all fire exits and must only be used by staff who are trained to use them.

- 2.19 Do not attempt to fight a fire with extinguishers unless you are certain that you can put it out. If you do use an extinguisher make sure that you have a clear exit behind you. Your main priority should be to evacuate the building.
- 2.20 There are two types of extinguishers in the offices, both have red bodies but are clearly labelled.
- Water, for use on wood, paper and textile fires (red label)
 - Carbon Dioxide, for electrical, metal and flammable liquid fires (black label)

Fire Action Procedure

- 2.21 Any person suspecting or discovering a fire shall:
- Raise the alarm by breaking the glass of the nearest fire alarm call point; and
 - Follow the procedures below "on hearing the fire alarm".
- 2.22 Any person hearing the fire alarm shall:
- Leave the building by the nearest available exit route – **DO NOT USE LIFTS**;
 - Close all doors (and windows where safe to do so) behind you as you leave;
 - Leave the building calmly – **DO NOT RUN**;
 - Go directly to your assembly point designated for the building;
 - Never re-enter the building until instructed to do so by a Fire Marshall or the Senior Fire Officer attending; and
 - Never re-enter the premises while the alarm is still sounding.
- 2.23 Instructions given by the nominated staff (Fire Marshall) must be followed and breaches of these procedures will be considered serious and may be dealt with under our Disciplinary Procedures.

Contacting the Fire and Rescue Service

- 2.24 The Fire Marshalls are the nominated persons for establishing contact with the Fire and Rescue Service. (This action will require to be co-ordinated, by the Corporate Resources Officer or the Senior Fire Marshall present, to ensure that a call is actually made to the Fire and Rescue Service). In the event of a fire alarm being raised they are responsible for accessing the fire alarm panel, contacting the Fire and Rescue Service and undertaking the following procedures:
1. Dial 999, provide the Operator with the premises telephone number and request the Fire Service; and
 2. When the Fire Service answers, provide the following message distinctly:
 - There is a fire at XXXXXXXXXX;
 - Inform them of the location of the fire within the building;
 - Advise them if all persons are out of the building and accounted for; and
 - Do not replace the receiver until the address has been repeated by the Fire Service.

2.25 Thereafter the Fire Marshals will be responsible for liaising with the Fire and Rescue Service.

Roles and Responsibilities

2.26 Within HHP a number of personnel have defined responsibilities relating to fire and safety which are detailed at Appendix 3.

Chief Executive

2.27 The Chief Executive assumes overall responsibility for the generation, administration and implementation of the our Fire Safety Policy. The Chief Executive may delegate any or all of their responsibility to another person with sufficient and appropriate experience/knowledge.

2.28 The Chief Executive shall:

- be directly responsible for the establishment and maintenance of an effective Fire Safety Plan (see Appendix 2), take a direct interest in such a Plan and publicly support those to whom she delegates responsibility for Fire Safety;
- ensure the Fire Service is contacted in the event of a fire or fire alarm being raised;
- provide adequate funds and resources to meet the Fire Safety requirements;
- ensure that all liability is covered by insurance as appropriate, and renew insurance and loss records annually;
- ensure that responsibility is properly assigned and accepted at all levels;
- ensure that an annual fire drill is carried out at each office in co-ordination with other building users;
- ensure that an audit of the Fire Safety Policy is carried out annually;
- maintain, and periodically update, an effective Fire Safety Policy for the Company;
- monitor the effective operation of maintenance contracts for Fire Safety Systems and Equipment;
- ensure that manual checks are carried out in accordance with the Fire Safety Policy requirements and ensure the following checks are carried out:
 - o fire extinguishers – monthly visual inspection and annual maintenance inspection;
 - o fire alarm – weekly; and
 - o emergency lighting – weekly; and
- appoint and allocate areas for each of the Fire Marshals.

EVACUATION PROCEDURES FOR THE DISABLED

3.1 Wherever possible HHP will collect and record any tenant or applicant vulnerability so that staff can be aware of any additional communication or other steps they may require to carry out in order to assist and serve an in-office visit or telephone enquiry. This should assist the staff member in dealing with a disabled visitor in an appropriate way should a fire occur.

Wheelchair users – personal assistant in attendance

- 3.2 On hearing the fire alarm the personal assistant in attendance should proceed with the wheelchair user to the assembly point applicable to the office.

Wheelchair Users

- 3.3 The wheelchair user should make themselves known to a Fire Marshall, who will ensure that they are removed safely from the building to the assembly point.

Deaf/Hearing Impaired Persons

- 3.4 There are no visual fire alarm signals within the HHP offices. Deaf or hearing impaired occupants are encouraged, by appropriate signage in our Customer Service areas, to advise an appropriate member of staff of this fact when they visit the office, so that they can be notified of any alarm.

Blind/Visually Impaired Persons

- 3.5 Blind/visually impaired staff will be specifically shown how to physically locate evacuation and assembly points in the office and should make special arrangements with their Team Leader or Fire Marshall for their evacuation in the event of a fire.

Blind or visually impaired visitors should advise an appropriate member of staff of this fact when they visit the office, so that they can be assisted in the event of a fire.

Evacuation Drills

- 3.6 In accordance with fire safety legislation, fire evacuation drills will be carried out by HHP at least annually.
- 3.7 The drills will monitor the effectiveness of the local evacuation procedures and, where necessary, identify required changes. They will also time the evacuation and compare the time to a previously determined acceptable time for the particular building, based on national standards and accepted good practice. (See Appendix 4) In cases where the evacuation takes longer than the expected time, a second drill may be carried out at a later date.
- 3.8 Reports on the effectiveness of drills will be presented by the Chief Executive. Appropriate feedback information will also be published and distributed to staff.

Fire Marshalls

- 3.9 Fire Marshalls will be familiar with all the exit points for their area and will direct staff and visitors towards the most appropriate available exit.

It must be stressed that Fire Marshalls are not trained to be fire fighters.

- 3.10 In the event that a fire alarm sounds, Fire Marshalls are to:
- direct staff and visitors towards the nearest available exit;
 - maintain a steady flow of people evacuating the building and preventing “bottlenecks” building up by redirecting staff and visitors towards other available exits as necessary (so that they are not placed at risk);
 - ensure (as far as is reasonably practicable) that the floor is clear or is actively evacuating;
 - leave the building themselves by the nearest available exit;

- carry out a roll call of staff present and to identify staff who are off-site or unaccounted for;
- report to the Corporate Resources Officer or the Senior Fire Marshall present on the status of their area (using a predetermined short checklist);
- maintain an up to date Fire Register;
- keep their Team Fire Pack in a readily accessible location and ensure it contains the following:
 - o fire procedure;
 - o fire escape plans; and
 - o clipboard and pencil.

Employees

3.11 It is the duty of every employee to:

- notify their line manager or team of their location and expected time of return if they are away from the office;
- comply with the building evacuation procedure;
- upon hearing the fire alarm (except for the weekly test), proceed to the assembly point, ensuring their visitors, when present, accompany them;
- comply with instructions from Fire Marshals;
- report any violation of fire safety policy to either the Corporate Resources Officer or a Fire Marshall.

Training, Instruction and Information

- 3.12 All new employees shall be given local fire safety induction training by their Team Leader (or other appropriate person) in the first month of employment. This will include identification of escape routes, location of fire extinguishers and call points, where the assembly point is and any local hazards that they need to be aware of.
- 3.13 All employees shall be given general fire safety awareness at least every two years by an appropriate person approved by the Chief Executive.
- 3.14 The Chief Executive should ensure that Fire Marshalls have been appointed, and have each been trained to an appropriate level.
- 3.15 The Evacuation Procedures and the Assembly Point location shall be displayed at strategic points throughout the buildings.

Fire Risk Assessments

- 3.16 In accordance with Part 3 of the Fire (Scotland) Act 2005 and The Fire Safety (Scotland) Regulations 2006 fire risk assessments shall be organised and/or carried out by the Chief Executive (or representative). The risk assessments shall be amended as necessary when circumstances require it (e.g. building changes). The risk assessments shall be reviewed at least annually to ensure their on-going relevance and adequacy.

Housing Stock

- 3.17 Fire safety within the housing stock will be addressed through the Repairs & Maintenance Policy and associated policies, such as the Gas Management Policy.

MONITORING AND REVIEW OF POLICY

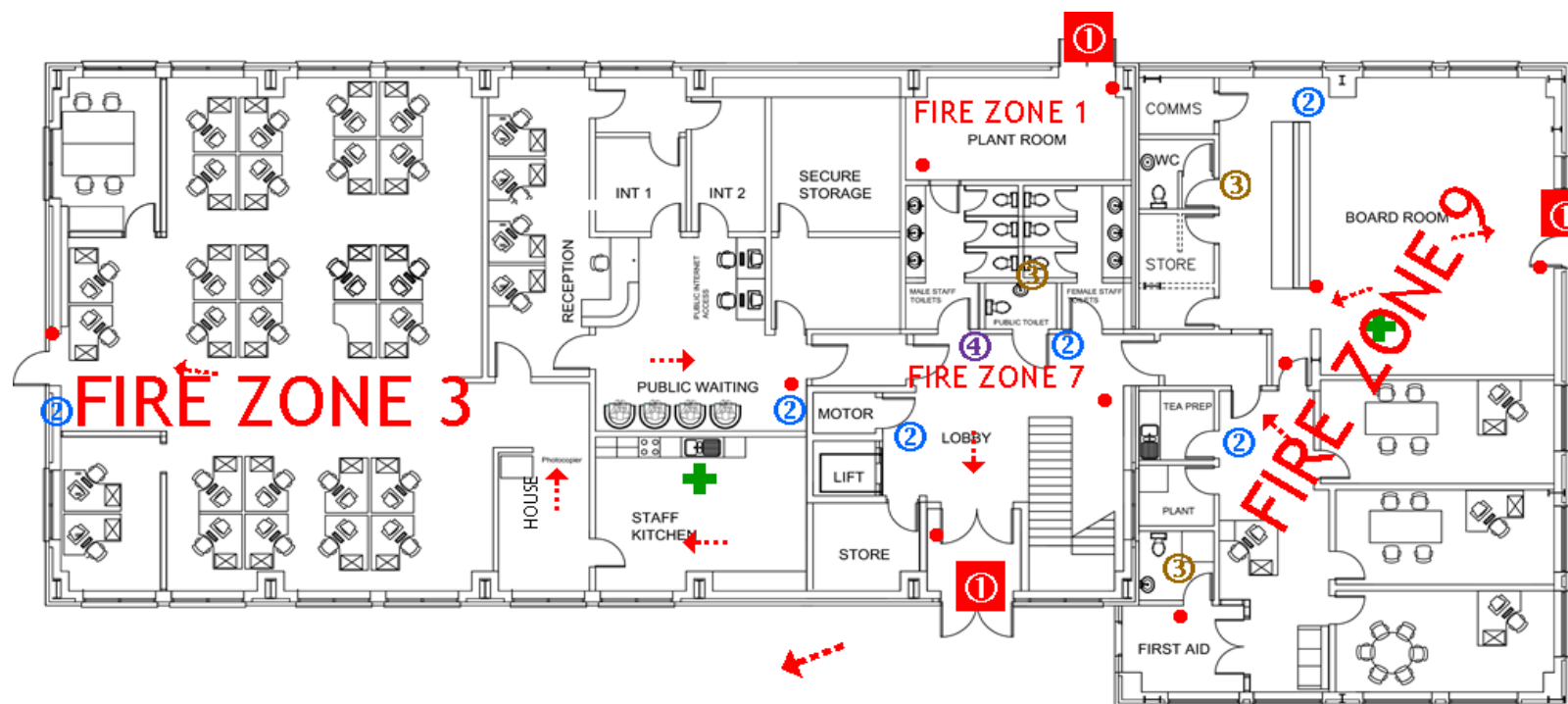
Monitoring and Audit

- 4.1 Team Leaders and Fire Marshalls shall, as part of their day-to-day duties and during inspections, ensure that fire safety precaution and prevention measures are in place and are working as they are intended to. Any deficiencies observed shall be reported to the Corporate Resources Officer for remedial action.
- 4.2 An annual report will be prepared for the Chief Executive on the operation of the policy by the Corporate Services Manager. The report will be prepared in April each year.
- 4.3 The policy will be reviewed every 3 years unless required to do so by a change in the law.
- 4.4 The appendices will be reviewed and updated to reflect any changes in staff.

APPENDIX 1 – FIRE ASSEMBLY POINTS

Creed Court Stornoway	Car park at front of building
17 Winfield Way, Balivanich	Car park at front of building
Garage 1, Tindill Road, Balivanich	Grass area at front of building
Garage 2, Tindill Road, Balivanich	Grass area at front of building
Garage 6, Columbia Place	Driveway at front of garages
The Portacabin, Recycling Centre, Urgha	Car park at front of building
Garage1, Macqueen Street, Tarbert	Road at front of garages

APPENDIX 2 - FIRE CALL POINT & FIRE EXTINGUISHER LOCATIONS



CAR PARK



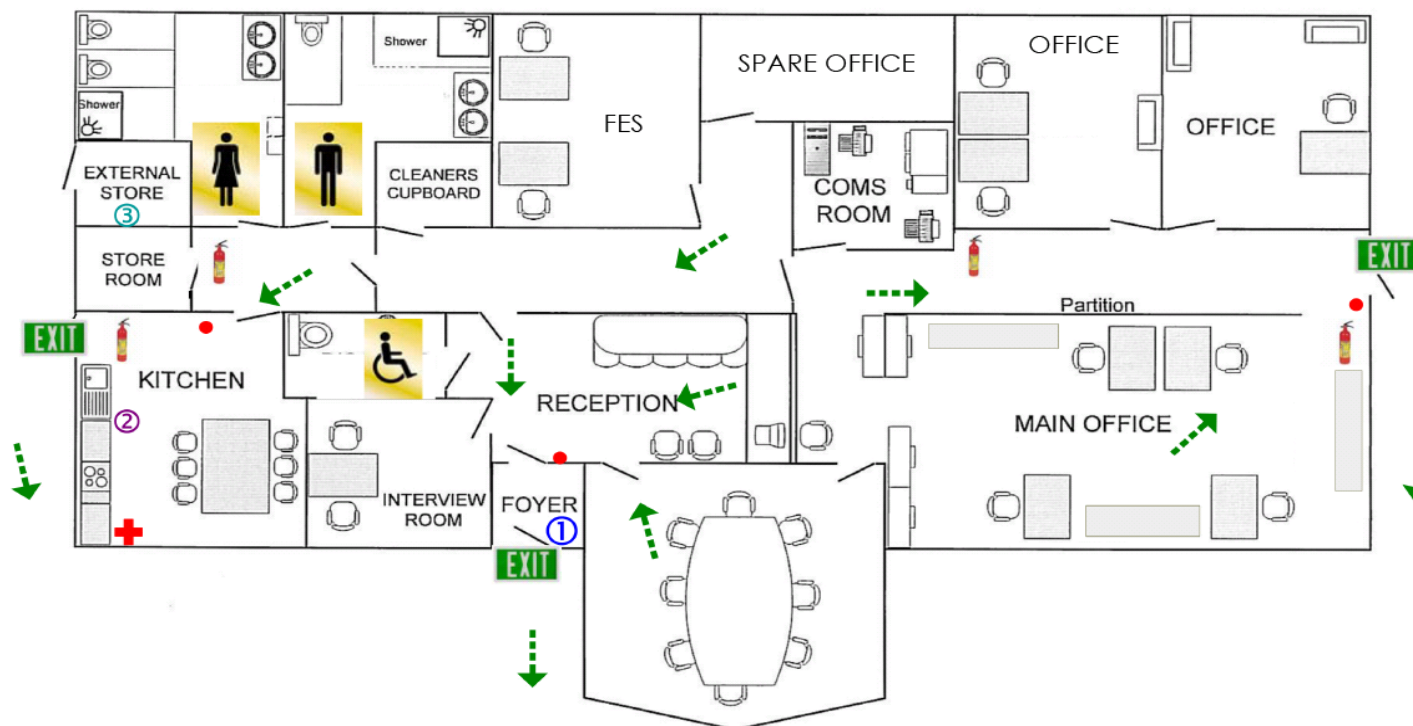
FIRE ASSEMBLY POINT

FIRE ZONE 3 – MAIN OFFICE
 FIRE ZONE 1 - BACK BOILER ROOM
 FIRE ZONE 7 – MAIN FOYER & TOILETS
 FIRE ZONE 9 – EXECUTIVE AREA

① Exits ② Fire Extinguisher ③ Toilets ④ Fire Alarm Panel

→ Nearest Exit • Break glass point + 1st aid box

HEBRIDEAN HOUSING PARTNERSHIP BALIVANICH OFFICE



CAR PARK 

FIRE ASSEMBLY POINT

① Fire Alarm Panel ② Water Stop ③ Fuse boxes

---➔ Nearest Exit • Break glass point + 1st aid box

The other properties will be completed once the Fire Risk Assessments have been carried out.

APPENDIX 3 – FIRE MARSHALLS AS AT 01.04.2019

Stornoway Office

Angus Smith – Corporate Resources Manager
Kenneth Mackay – Corporate Resources Officer
Mina Maclean – Allocations Officer
Jackie Macleod – Personal Assistant
Andrea Watson – Customer Services Officer

Garage 6, Columbia Place

Alex John Macleod - Harris Handyman

The Portcabin, Recycling Centre, Urgha

Alex John Macleod - Harris Handyman

Garage 1, Macqueen Street, Tarbert

Alex John Macleod – Harris Handyman

Uist Office*

Katie Walker – Area Manager
Norman MacAskill – Clerk of Works
Lisa Woodin – Housing Officer
Linda Johnson – Allocations Assistant

*Given the operation and work practices of this office, we would expect any two from of the above marshalls to be present during office opening hours.

Garage 1 & 2 Tindill Road, Balivanich

John Currie – Uist Handyman

APPENDIX 4 – EVACUATION TIMES

Current evacuation time target:

Stornoway Office – 3 minutes

Balivanich Office – 2 minutes

These are based on national standards and accepted good practice.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.2	Revised to reflect differences in practice between the different HHP offices and buildings.	May 2014	Angus Smith
1.3	No major changes – updates to Appendices 1 & 3.	May 2015	Shona Paton
1.4	Update to Appendix 3.	May 2016	Shona Paton
1.5	Update to Appendix 1 & 3	April 2017	Shona Paton
1.6	Update to corporate standard and updated office plans at Appendix 2	April 2018	Shona Matheson
1.7	No major changes – updates to Appendix 3.	May 2019	Angus M Smith

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>COSHH</i>	Control of Substances Hazardous to Health
<i>PAT</i>	Portable Appliance Testing
<i>Fire Service</i>	Scottish Fire and Rescue Service
<i>Fire Marshall</i>	A person who helps makes sure that employees leave a building safely if there is a fire
<i>Team Fire Pack</i>	Collection of documents and equipment to be used in association with an evacuation process.
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

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773



hebridean housing
partnership



► Managing Violence & Aggression at Work Policy

Effective Date: ► May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

TABLE OF CONTENTS	1
INTRODUCTION	2
AIMS.....	2
IMPLEMENTING THE POLICY	2
COMMUNICATING THE POLICY	5
MONITORING AND REVIEW OF POLICY	5
APPENDIX 1 – MAX VALUE OF MONIES TO BE TRANSPORTED BY HHP STAFF ...	6
POLICY CHANGE HISTORY	7
INTERPRETATIONS & ABBREVIATIONS.....	8

MANAGING VIOLENCE & AGGRESSION AT WORK POLICY

INTRODUCTION

- 1.1 This policy sets out our response to any violent or aggressive behaviour involving its employees, its contractors or its visitors.
- 1.2 In accordance with its responsibilities for the Health and Safety (H&S) of employees, we will apply a zero tolerance approach to violence and aggression against employees, and will take all reasonably practicable steps to prevent violence in the workplace.
- 1.3 These will include the provision of safe systems of work, suitable protective equipment and appropriate training.
- 1.4 Where incidents of violent behaviour from members of the public take place, we will provide appropriate support and help to the victim.
- 1.5 We will take appropriate action against anybody threatening verbally or physically or committing violent acts against employees or visitors on any sites or premises from which the organisation operates or against employees going about their lawful duties.

AIMS

- 2.1 Prevention of violence is the key aim. It is accepted that violence may occur during the course of an employee's duty but we do not consider that it should be accepted as part of the job.
- 2.2 Our aims are 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.
- 2.3 Violence is not accepted as an inevitable occupational hazard but as an aspect of challenging behaviour that can be anticipated, reduced and managed to minimize the risk of reoccurrence.
- 2.4 We will develop and implement procedures for the assessment of the potential risk of violence in respect of each job within their area of responsibility.
- 2.5 The organisation will also take appropriate steps to provide employees with the equipment and training to minimise incidents, and to prevent their escalation, with the emphasis on reducing tensions without physical intervention

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 the Policy will be developed and maintained by the Health & Safety Committee 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 are requested to record all incidents (including verbal abuse, threats and actual physical assault), whether large or small, accurately and as soon as possible. Statements should also be taken from witnesses where appropriate.
- 3.5 Employees are also asked to co-operate by completing survey forms fully and accurately and by volunteering relevant information.
- 3.6 Information will be collated with a view to assessing the scale and nature of the problem on a company-wide basis, and coordinating a response.
- 3.7 All employees are reminded of their duty not to endanger themselves or their colleagues. In particular, they are warned against using provocative language or gestures towards members of the public.
- 3.8 While attempting to prevent an act of violence no employee should risk his or her life or the lives of others.
- 3.9 In an emergency, employees should dial 999 and ask for the Police.
- 3.10 The senior manager on site is authorised to take whatever immediate action he believes necessary in order to deal with a violent incident.
- 3.11 We will inform the appropriate enforcing authority when a reportable incident occurs. We will also, in relation to incidents involving our customers, write to them informing them that they have been flagged as being a visit risk. This risk flag will be used to inform us and those working on its behalf as to future visit protocol. The flag will remain in place until we are satisfied that the risk is no longer significant. This will be reviewed on an annual basis.
- 3.12 Managers, after appropriate consultation, will prepare a report on the incident and make recommendations for immediate action, where applicable, to the Health & Safety Committee.
- 3.13 Report forms will be analysed by the Health & Safety Committee and incidents classified in order to build up a picture of violent occurrences from which lessons may be drawn. When a pattern of violence emerges, the Health & Safety Committee will make recommendations as a priority to the Management Team.
- 3.14 Where the need for preventive action is identified, the organisation will take all practicable steps to achieve a safer workplace. These may include:
 - a) measures to improve the system of work;
 - b) provision of additional protective equipment;
 - c) provision of alarm systems;
 - d) reorganising the job to lessen the risk of violence;
 - e) transferring the employee, after consultation;
 - f) redesigning work areas;
 - g) increased training in avoiding and handling violent situations; and
 - h) reassessment of staffing levels.

- 3.15 Employees and their representatives are requested to co-operate fully in planning and executing any changes considered necessary to safeguard the workforce.
- 3.16 All employees who are working away from base must observe safe practices (as detailed in the Lone Working Policy and its procedures) and not put themselves at risk from violent attack.
- 3.17 When keeping an appointment away from the office, employees must check the identity and risk status of the person they are going to meet and leave his details and telephone number with their line manager, together with details of the time and place of the meeting.
- 3.18 When travelling on the organisation's business, employees should not carry more cash than is necessary.
- 3.19 Employees should not travel alone when transporting cash or valuables, if the value of the cash or valuables exceeds the thresholds laid down in our insurance policies which are updated annually. (See Appendix 1) A regular pattern of bank visits should also be avoided.
- 3.20 Employees must on no account give lifts to hitchhikers while travelling on the organisation's business.
- 3.21 Where necessary, personal alarms and mobile telephones will be provided by the organisation.
- 3.22 Employees should not hesitate to call the Police to a violent incident or to consult them if they are worried about the possibility of attack while away from the office.
- 3.23 Where employees are travelling 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. (See Lone Working Policy and Procedures)
- 3.24 In the case of employees whose families are believed to be at risk because of their position, the organisation will consult security experts and take appropriate action to safeguard the people concerned.
- 3.25 Not all violent incidents are unavoidable. With effective training employees can learn to defuse potentially violent situations and to minimize risk.
- 3.26 Training in appropriate techniques will take place on a regular basis from induction onwards.
- 3.27 Employees are expected to display a sympathetic and supportive attitude towards victims of violence.
- 3.28 Where an employee suffers injury or illness as a result of violence in the course of employment which necessitates time off work, the sick pay scheme may be extended at the discretion of the Chief Executive.
- 3.29 Counselling or referral to a counselling service will be offered by HHP, if appropriate.
- 3.30 Guidance and help with legal action, where applicable, will be provided.

- 3.31 All proposals relating to measures to reduce the risk of violence will be discussed by the Health & Safety Committee. Where urgent action is necessary the Executive Team will take the appropriate steps and consult with the Health & Safety Committee as soon as possible.

COMMUNICATING THE POLICY

- 4.1 We will inform its employees about the Managing Violence and Aggression at Work Policy. All employees will be trained in the operation of the policy.
- 4.2 All new employees will be given a copy of the Managing Violence and Aggression at Work Policy (e.g. at induction).
- 4.3 Training should also include ensuring that those people responsible for carrying out risk assessments are competent to do so.
- 4.4 A copy of the policy will be posted on our intranet.

MONITORING AND REVIEW OF POLICY

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

APPENDIX 1 – MAX VALUE OF MONIES TO BE TRANSPORTED BY HHP STAFF

The current 2019 limits of our insurance policy are:

- In transit or whilst in Bank Night Safe - £3,000

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1	New policy based on the Croner Model Policy	June 2011	Angus Smith
1.1	General review of the policy with minor amendments made.	May 2014	Seonaid Paton
1.2	Appendix 1 updated	May 2019	Angus Smith

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>Physical Violence</i>	The intentional application of force to the person of another, without lawful justification, resulting in physical injury or personal discomfort. Examples include - assault causing death; assault causing serious injury; minor injuries; kicking; biting; punching; use of weapons; use of missiles; spitting; scratching; sexual assault; deliberate self harm.
<i>Non-Physical Assault</i>	The use of inappropriate words or behavior causing distress and/or constituting harassment. Examples include - verbal abuse; racial or sexual abuse; threats – with or without weapons; harassment or stalking; physical posturing; threatening gestures; abusive phone calls; threatening use of dogs; swearing; shouting; name calling; bullying; insults; innuendo; deliberate silence.
<i>Health & Safety Committee</i>	Means all Members of the Committee
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

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773

PERSONAL RELATIONSHIPS AT WORK POLICY

Board 22 May 2019

Report by Chief Executive

Purpose of Report

- 1.1 The report seeks approval for the attached Personal Relationships at Work Policy to be issued to Staff and UNISON for consultation.

Summary

- 2.1 This is a new policy, based on a model policy supplied by EVH, and developed to ensure best practice within our organisation.
- 2.2 While we do not wish to interfere with people's relationships, it is necessary for us to ensure that all employees behave appropriately, adhering to professional standards of conduct and avoiding any allegations of impropriety.
- 2.2 This is particularly important where that relationship, with a colleague, contractor, client or customer, affects conduct, judgement or decision making, or could be perceived as doing so.

Competence

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

Recommendations

- 4.1 **It is recommended that the Board review and approve the Personal Relationships at Work Policy at Appendix 1 for consultation with Staff and UNISON.**

APPENDIX1: Personal Relationships at Work Policy

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.

Legal

- 6.1 There are no direct legal implications from the report. However, failure to comply with the policy could result in termination of employment of staff or other disciplinary outcomes.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 This policy aims to reduce actual and reputational risks arising from personal relationships in the workplace. Particularly where these relationships lead to the compromise, potential compromise, or perceived compromise of our operations and service delivery.



hebridean housing
partnership



► Personal Relationships at Work Policy

Effective Date: ► 23 May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

INTRODUCTION	2
AIMS & OBJECTIVES	2
SCOPE	2
POLICY REQUIREMENTS	2
RELATIONS BETWEEN EXISTING STAFF	3
RELATIONS BETWEEN EXISTING STAFF & JOB APPLICANTS	4
RELATIONS BETWEEN STAFF AND OTHER PARTIES	4
TERMINATION PROCESS SUMMARY	5
ROLES AND RESPONSIBILITIES	5
GOVERNANCE AND MONITORING	6
REVIEW OF POLICY	6
POLICY CHANGE HISTORY	7
INTERPRETATIONS & ABBREVIATIONS	8

PERSONAL RELATIONSHIPS AT WORK POLICY

INTRODUCTION

- 1.1 We recognise that employees may form friendships and sometimes personal relationships while at work. While we do not wish to interfere with these relationships, it is necessary for us to ensure that all employees behave appropriately, adhering to our standards of conduct set out in our policies, and avoiding any allegations of impropriety.
- 1.2 This policy describes the required professional standards concerning relationships connected at work.
- 1.2 This is to avoid scenarios where personal relationships could compromise, or potentially compromise, our operations, and its service delivery.
- 1.3 Office workplaces are complex, with relationships where some parties are more powerful than others - because of their management or supervisory status.
- 1.4 Some people also have more power because of the informal influence that they have over colleagues. Sometimes this power can consciously or subconsciously influence the actions of colleagues to either their advantage and/or the disadvantage of us.
- 1.5 Relationships within teams become even more complex when strong personal feelings are present.

AIMS & OBJECTIVES

- 2.1 Our primary aims are to comply with all relevant legislation, including the Data Protection Act 2018.
- 2.2 This policy describes the obligations of staff with regard to their social and business relationships with colleagues. It also sets out the principles that should be considered when addressing situations where these expectations have not been fulfilled.
- 2.3 We aim to manage situations that may arise in a fair, consistent and appropriate way, and comply with all relevant discriminatory legislation.

SCOPE

- 3.1 This policy applies to all HHP employees. It also applies to employee relationships with tenants, customers, contractors and suppliers.
- 3.2 It applies to job applicants in so far as applicants are advised to declare "significant social relationships" with existing staff and contractors.

POLICY REQUIREMENTS

- 4.1 We would expect staff not to allow any close personal relationships with a colleague, contractor, client, customer or supplier to influence your conduct, judgement or decisions while at work.

- 4.2 At the earliest opportunity, staff should tell their line manager about any "significant social relationship" that they have with someone in a team in which they work, or any other person connected with their employment.
- 4.3 A failure to do this may lead to disciplinary action being taken against both parties. The purpose of this confidential declaration is to ensure that both HHP's interests and the interests of individual members of staff are best protected.
- 4.4 No member of staff is simply an employee. Staff enjoy social needs: personal friendships, romantic attachments and family relationships.
- 4.5 However, to protect staff, service users and the Partnership, staff should work with their managers to ensure personal relationships between colleagues do not compromise their work or lead others to believe that they might.
- 4.6 Additionally, the professional relationships between some staff (e.g. line management relationships) are so important that they should not be compromised at all by the existence of a "significant social relationship".
- 4.7 If the relationship is between a manager/supervisor, we expect this to be declared to a more senior manager and the Director/Chief Executive.

RELATIONS BETWEEN EXISTING STAFF

- 5.1 Typically, we do not have any interest in relationships between staff unless they operate in the same team and abuse that relationship to the detriment of others, or are perceived by others to be in a position to do so.
- 5.2 Significant social relationships between members of the same team are generally discouraged because they may subconsciously affect decision making. However, in reality it is recognised that strictly professional relationships can naturally develop into significant social relationships.
- 5.3 Staff will be supported to best ensure that decision making cannot be compromised particularly where there is an early declaration. Nevertheless, staff must not enter into significant social relationships with members of staff who they directly line manage or supervise.
- 5.4 Staff should tell their line manager about any significant social relationship that they have with someone in their team at the earliest opportunity.
- 5.5 It is recognised that a member of staff may be reluctant on grounds of confidentiality to make such a declaration or alternatively may be too embarrassed. However, they are encouraged to do so, to protect themselves from any later allegations that the relationship has led to their professional duties in some way being compromised.
- 5.6 It is a requirement of all managers that they sensitively and confidentially address any declarations of this kind.
- 5.7 Assuming the matter is not being addressed in a grievance or disciplinary context the manager will only consider; the nature of the relationship, any reasonably foreseeable impact on HHP's reputation, internal controls, any reasonably foreseeable perceptions of colleagues, and any other reasonably foreseeable impact on service delivery and integrity.
- 5.8 The manager will only put in place arrangements necessary to manage any foreseeable risks, recognising that the needs and rights of employees must not be compromised except where it is clearly necessary to do so.

- 5.9 It is expected that it will only rarely be necessary to change any practice to manage any issues.
- 5.10 Exceptionally it may be decided that the parties cannot continue to work in the same team.
- 5.11 Examples of changes to practice might be an agreement that two members of staff do not take joint responsibility for given cases or tenancies, or will not work on the same project together.
- 5.12 However, it may be necessary to redeploy one or other of the parties based on a reasonable and documented consideration of all the facts in the case leading to this decision.
- 5.13 This might arise, for instance, if two parties are married and work allocation possibilities within their team mean that they could not regularly cover different areas of work.
- 5.14 Any such response will need to be handled sensitively and consistently.
- 5.15 In exceptional cases, where redeployment is the appropriate response to an issue, and where this decision follows an appropriate declaration of a significant social relationship, the party to be redeployed will be given priority in recruitment processes except over the small number of medical redeployees with a recognised disability.
- 5.16 Each case will be considered on its own merits due to the individualised nature of such circumstances.
- 5.17 Members of staff will have the right to be supported.
- 5.18 Changes to practice and temporary redeployment may be required prior to long term issues being resolved.
- 5.19 If termination of employment is the last and final option available after other avenues have been explored and have been unsuccessful, we would wish that this is achieved by mutual agreement.
- 5.20 If mutual agreement is not reached, we will use a fair process which may result in the dismissal of one or both employees.
- 5.21 Decisions of this kind may only be made by the Board, who will consider a report prepared by the Director, and which has also been made available to the individuals concerned.

RELATIONS BETWEEN EXISTING STAFF & JOB APPLICANTS

- 6.1 Job applicants, both external and internal, will be required to declare significant relationships with our existing staff.
- 6.2 Depending on the circumstances this may mean that the job applicant cannot work in that team, but will not bar them from work in another capacity within the Partnership.
- 6.3 A member of staff cannot participate in any way in an appointment process where they are in a significant social relationship with a candidate.

RELATIONS BETWEEN STAFF AND OTHER PARTIES

- 7.1 We will apply similar principles to an employee who is in a close personal relationship with a tenant, customer, contractor or supplier, in particular where the employee's job has authority or a close connection with the individual.
- 7.2 We expect the relationship to be declared to the employee's line manager.
- 7.3 Should there be a close personal relationship with a Board member or another volunteer, with a client, customer, contractor or supplier, the Board Member/volunteer will be excluded from any discussion regarding the business or individual.
- 7.4 If this is not possible or appropriate, the Board member may be required to step down from their position.

TERMINATION PROCESS SUMMARY

The process will involve:

- 8.1 The employee being invited by a Director to put forward suggestions for alternative working arrangement that meets our business needs.
- 8.2 We will take all suggestions put forward into consideration. If we do not deem any to be suitable and, if we believe that there may be a risk that our business activities and judgements, either internal or external, may be at risk of allegations of impropriety, then we will produce a short report outlining the reasons why dismissal is recommended.
- 8.3 The employee being invited to a formal meeting in writing. At the meeting, they will have the right to be accompanied by a trade union representative or workplace colleague, and both parties (the employer and employee) will be given the opportunity to put forward their case.
- 8.4 The meeting being conducted by a panel made up from members of the Board.
- 8.5 The panel deliberating (in private) over the information put before them before making a decision.
- 8.6 The decision of the panel being communicated in writing to the employee within 7 days of the decision being made, this letter will also provide details of how to appeal the decision.
- 8.7 The employee being paid all accrued annual leave and flexi not taken to the date of termination, as well as any payment in lieu of notice as set out in their contract of employment if a decision to dismiss is made.

ROLES AND RESPONSIBILITIES

- 9.1 All employees and workers:
 - a) Should not enter into any "significant social relationship" with anyone with whom they are in a line management or supervisory relationship;
 - b) Must declare any "significant social relationships" with any work colleagues to their line managers, or to Directors of the Chief Executive where appropriate
 - c) Should respect your surroundings, your colleagues and our organisation. Any inappropriate behaviour during working hours is not acceptable.

- d) Must follow the highest standard of behaviour at conferences and all other internal or external events where you are there in connection with the Partnership.

9.2 All Managers will:

- a) Address all relevant discussions sensitively and confidentially;
- b) Consistently apply this policy, taking advice as appropriate;
- c) Maintain confidential records of all controls imposed, so that this can be referred to in case of future conflict.

GOVERNANCE AND MONITORING

10.1 We will monitor the implementation of this policy by exception reporting to the Executive Team.

REVIEW OF POLICY

11.1 The Personal Relationships at Work Policy will be reviewed every three years

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.0	Initial Policy written.	13 May 2019	Angus M Smith

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>Significant Social Relationship</i>	Where a persona whose close relationship with an individual affects that individual's behaviour, attitudes and self-esteem. This usually exists with a family member, spouse, child, common law partner, close friend, sexual partner, business partner of a person who may serve as a role model to an individual or a person whose acceptance and approval is sought.
<i>Team</i>	In this context, refers to a work grouping as defined in our organisational structure, or any other regular or ad-hoc grouping which has been created to further or organisation aims.
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

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773

ADVERSE WEATHER POLICY

Board 22 May 2019

Report by Chief Executive

Purpose of Report

- 1.1 The purpose of this report is to present a new policy, Adverse Weather Policy to the Board for consideration and approval.

Summary

- 2.1 EVH recently provided a model policy for housing associations to ensure that the Health & Safety of staff is properly addressed during adverse weather conditions.
- 2.2 The policy essentially brings our current practice together in one place and provides clarity for staff, managers and board members on responsibilities during adverse weather.
- 2.3 Adverse weather is taken to be any 'extreme weather conditions' which include: snow, ice, wind, flood, excessive heat, thunder and lightning etc.
- 2.4 Procedures will identify various officers responsibilities e.g. who will monitor the weather warnings issued by the Met Office.

Competence

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

Recommendations

- 4.1 **It is recommended that the Board review and approve the Adverse Weather Policy at Appendix 1 for consultation with Staff and the Union.**

APPENDIX 1: Adverse Weather Policy
Writer of Report: Dena Macleod

Tel: 0300 123 0773

Competence

Financial

- 5.1 There are no financial implications arising directly from consideration of this report.

Legal

- 6.1 We must comply with the requirements of the Health & Safety at Work Act 1974 and the Management of Health & Safety at Work Regulations 1999, as amended.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 The Adverse Weather Policy will reduce the risk to our staff during periods of adverse weather and ensure compliance with Health & Safety requirements to regulatory guidance.

Report Details

- 9.1 The Adverse Weather Policy is a new policy bringing together our current practice into one policy. The policy will be supported by detailed procedures clarifying roles and responsibilities.
- 9.2 Met Office warnings will be followed and form the basis of risk assessments to be undertaken and the advice issued to staff.
- 9.3 The policy defines 'adverse weather' and covers:
- Risk assessments;
 - Travelling during adverse weather;
 - External meetings;
 - Working outdoors; and
 - Business continuity plan.
- .



hebridean housing
partnership



► Adverse Weather Conditions Policy

Effective Date: ► 23 May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

INTRODUCTION	2
AIMS.....	2
BACKGROUND	2
RISK ASSESSMENTS	2
MONITORING PROCEDURES	3
TRAVELLING DURING ADVERSE WEATHER.....	3
EXTERNAL MEETINGS.....	3
WORKING OUTDOORS.....	3
BUSINESS CONTINUITY PLAN	4
MONITORING AND REVIEW OF POLICY	4
POLICY CHANGE HISTORY	5
INTERPRETATIONS & ABBREVIATIONS.....	6

ADVERSE WEATHER CONDITIONS POLICY

INTRODUCTION

- 1.1 Employers have a responsibility under the Health & Safety at Work etc. Act 1974 to ensure, so far as reasonably practicable, the Health and Safety of all employees while at work. However, employers also can be held vicariously liable if an employee injures a third party whilst working.
- 1.2 Adverse weather can bring additional, and sometimes unexpected, risks to both employees and others who may be affected by employees' work or occupational driving. It is important that any such events are properly addressed and adequately risk assessed on a dynamic basis.

AIMS

- 2.1 To ensure that the Health and Safety of staff during adverse weather conditions is properly addressed in terms of increased and/or additional risk.

BACKGROUND

- 3.1 For the purposes of this policy, 'adverse weather' is taken to be any 'extreme weather conditions' which include: snow, ice, wind, flood, excessive heat, thunder and lightning etc.
- 3.2 The Met Office issues warnings to warn the public and emergency services of impending severe and hazardous weather and we will need such warnings in undertaking any risk assessments associated with the weather. These warnings are colour-coded depending on the likely severity of the weather. The Met Office describes the codes as follows:

Yellow

When it is likely the weather will have a low level effect on day to day life including some disruption to travel in a few places.

Amber

There is an increased likelihood of effect from severe weather, which could potentially disrupt travel plans and day to day life. There is the possibility of travel delays, road and rail closures, power cuts and the potential risk to life and property.

Red

Dangerous weather is expected and people should take action to keep themselves and others safe from the effect of the severe weather. It is very likely there will be risk to life and property, with substantial disruption to travel and energy supplies. People should avoid travelling unless absolutely necessary, and follow the advice of the emergency services and local authorities.

RISK ASSESSMENTS

- 4.1 As soon as is reasonably practicable ahead of any impending adverse weather event, the relevant risk assessments (e.g. lone working, occupational driving, NEMs etc.) will be reviewed and where appropriate, additional assessments carried out to take account of the specific weather conditions.

- 4.2 Whilst each situation will be appraised on its own merits, in most cases the additional risk assessing process will be one of 'dynamic risk assessing' — that is, additional assessments will be carried out and reviewed as the situation develops. Where practicable, employees likely to be affected by adverse weather will be involved in the risk assessing process.

MONITORING PROCEDURES

- 5.1 We will monitor weather warnings issued by the Met Office and will circulate relevant information from the Met Office, local authorities and police to all employees.
- 5.2 Employees must follow any advice and instructions issued by the organisation to protect their health, safety and wellbeing

TRAVELLING DURING ADVERSE WEATHER

- 6.1 We will ensure that occupational driving risk assessments consider driving in adverse weather conditions.
- 6.2 All occupational driving will be suspended during a red weather warning and an assessment will be made during an amber weather warning on the safety of drivers. This will be documented in the risk assessments carried out.
- 6.3 Employees will be instructed not to put themselves at unnecessary risk when attempting to attend work during adverse weather conditions with each individual employees' personal circumstances, location, access to transport etc. being taken into consideration.
- 6.4 Where an employee experiences substantial difficulty in attending work due to adverse weather conditions, they should notify their Line Manager without delay to discuss alternative working arrangements. The Line Manager will then take any such action as is deemed appropriate in line with organisational policy.

EXTERNAL MEETINGS

- 7.1 Where possible, external meetings or visits will be re-arranged or carried out via video conferencing during adverse weather conditions

WORKING OUTDOORS

- 8.1 Employees who are required to work outdoors will have particular attention paid to adverse weather conditions in their risk assessments.
- 8.2 We will ensure all outdoor workers are trained/instructed in the findings of the risk assessments and in any control measures. These control measures will include the provision of sun cream as a standard item to all personnel required to work outdoors.
- 8.3 During excessive temperatures, employees will be encouraged to take frequent breaks in the shade and to drink plenty of water throughout the day to prevent sunstroke, overheating, dehydration and heat stress. A personal judgement on 'excessive temperatures' should be made depending upon the weather conditions and work being carried out.

BUSINESS CONTINUITY PLAN

- 9.1 In the event of adverse weather conditions (including excess heat) which could affect the health, safety and wellbeing of employees, we will implement the business continuity plan insofar as it deals with adverse weather. This may include homeworking on a temporary basis or, in extreme cases, paid/unpaid leave, flexi time or annual leave being taken in line with organisational policy.

MONITORING AND REVIEW OF POLICY

- 7.1 The policy will be reviewed every three years.
- 7.2 The operation of the policy will be reviewed annually by the Health & Safety Committee in March.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.0	Initial Policy		Dena Macleod

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>NEM</i>	New and expectant mothers
<i>Met Office</i>	Official Met Office
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

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773

LANDLORD HEALTH AND SAFETY POLICIES

Board 22 May 2019

Report by Director of Operations

Purpose of Report

- 1.1 To present a suite of policies for approval following an external audit report commissioned from ACS Risk group on our Landlord Facilities Health Safety and Welfare Management Systems.

Summary

- 2.1 The Health and Safety Committee instructed ACS to carry out an audit on our responsibilities as a landlord. The outcome of the audit was reported to Audit and Risk Committee on 14 February 2019.
- 2.2 The aim of the Landlord Facilities Health, Safety and Welfare Management System is to ensure that all reasonable steps are taken to ensure the health, safety and welfare of tenants, and to protect the organisation against liability.
- 2.3 The audit identified a requirement to produce or update policies on fire safety, electrical safety and water systems and legionella.
- 2.4 The policies are attached as separate appendices.

Competence

- 3.1 The legal, financial or other constraints to the recommendations in this report are contained in paragraphs 5.1 – 6.1.

Recommendations

- 4.1 **It is recommended that the Board approve the:**
- a) Landlord's Fire Safety Policy at Appendix 1;**
 - b) Electrical Safety Policy at Appendix 2;**
 - c) Water systems and Legionella Policy at Appendix 3;**
 - d) Play Areas Policy at Appendix 4;**
 - e) virement of £147,000 from the unallocated investment budget to planned maintenance budget in 2019/20 to fund the work; and**
 - f) long term financial plans are updated to reflect the change in funding of planned maintenance and investment works.**

Competence

Financial

- 5.1 There will be costs associated with additional works identified as a result of the new or updated policies. Electrical Installation Condition Reports (EICR) will be required along with fire door inspections. Emergency lighting will require upgrading and Legionella checks will be required at voids. These additional costs will be vired from the unallocated Investment Programme into planned maintenance as follows:

	2019/20	2020/21	2021/22	2022/23	2023/24
EICR	£65k	£65k	£65k	£65k	£65k
Fire door inspection	£8k	£8k	£8k	£8k	£8k
Fire Safety Inspection	£4k	£4k	£4k	£4k	£4k
Upgrade emergency lighting	£20k				
Legionella Checks	£50k	£50k	£50k	£50k	£50k
Total (funded from unallocated investment)	£147	£127	£127	£127	£127

- 5.2 Fire and smoke detection measures and the installation of new fire doors is provided for in the 2019/20 – 2023/24 investment programme.

Legal

- 6.1 We have a legal responsibility to ensure the health and safety of our tenants by keeping properties and play areas safe and free from health hazards.

Regulatory Guidance

- 7.1 The Regulatory Standards Checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 Adopting these policies will enable us to increase the safety of our tenants whilst greatly reducing the risk of unsafe situations.

Report Details

Risk

- 9.1 ACS Risk Group undertook an audit for us on responsibilities for Landlord Health and Safety. This included the following areas:
- Asbestos;
 - Electrical Safety;
 - Fire Safety in Housing Stock and Common Areas;
 - Gas Safety and Inspection;
 - Infestations;
 - Water Systems and Legionella; and
 - Play Park Safety.
- 9.2 An Action Plan was agreed to address the recommended actions which was reported to Board on 13 February 2019. This included new policies to cover:
- Electrical Safety;
 - Fire Safety in Housing Stock and Common Areas;
 - Water Systems and Legionella; and
 - Play Parks Safety.

These policies are appended to this report and are based on model policies from ACS.

- 9.3 The main issues or changes arising from the draft policies are summarised below.

Electrical Safety

- 10.1 A five-year cyclical electrical testing programme has been prepared. Each house will require an Electrical Installation Condition Report (EICR).
- 10.2 The majority of works will be funded through the existing investment budget. A further £65k per year will be vired from the Investment Programme to planned maintenance to cover properties where no investment is planned.

Fire Safety

- 11.1 All properties will require additional smoke and heat detection alarms to be installed to meet new legislation. The 2019-2023 Investment Framework has been re-profiled to accommodate the cost of this.
- 11.2 Existing communal lights will be upgraded to include emergency lighting where this does not exist. £20k will be vired from the 2019/20 unallocated Investment Programme budget to complete these works within 1 year.
- 11.3 Fire doors will be inspected annually at an estimated cost of £8000 per year. This sum will be vired from 2019/20-2023/24 investment budgets into planned maintenance.
- 11.4 New fire doors will be installed in 154 properties in 2019/20. These works have been included in the 2019/20 investment programme.
- 11.5 £4k per year will be required to carry out fire inspections for all communal plant rooms, buildings over 2 storeys and houses in multiple occupation (HMO). This sum will be vired from investment budgets to planned maintenance.

Water Systems and Legionella

- 12.1 A water consultant will be appointed to enable the duties identified in the new policy to be discharged.
- 12.2 Additional works will be carried out at change of tenancy to reduce legionella risk and 20% of baths fitted with thermostatic temperature valves will be tested annually.

A sum of £50k will require to be vired annually from the Investment programme to planned maintenance to account for these works.

- 12.3 Tenants will be regularly advised through the Newsletter and leaflets on how to reduce the risk of legionella in their home with particular focus on cleaning shower heads and water outlets periodically.

Play Areas

- 13.1 There is a requirement for an approved independent specialist to carry out an annual safety check on all play equipment at the three play parks we own. This is already covered within planned maintenance.
- 13.2 Weekly inspections will be carried out by the Housing Services team to check the equipment and grounds.

APPENDIX 1:	Landlord's Fire Safety Policy
APPENDIX 2:	Electrical Safety Policy
APPENDIX 3:	Water Systems and Legionella Policy
APPENDIX 4:	Play Areas Policy
Background Papers:	None
Writer of Report:	Peter O'Donnell

Tel: 0300 123 0773



hebridean housing
partnership



► Fire Safety Policy (Housing stock and Common Areas)

Effective Date: ► 23 May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

INTRODUCTION	2
PURPOSE	2
FIRE AND SMOKE ALARMS	2
CARBON MONOXIDE ALARMS	2
EMERGENCY LIGHTING	3
FIRE DOORS AND COMPARTMENTATION	3
EMERGENCY EXIT DOORS	3
SMOKE VENTILATION	3
FIRE EQUIPMENT	3
FURNITURE AND FURNISHINGS	3
EVACUATION POLICY	3
SIGNAGE	4
MAINTENANCE AND REPAIRS	4
ACCESS AND FACILITIES FOR FIRE SERVICE	4
FIRE RISK ASSESSMENT	4
TENANT RESPONSIBILITIES	5
LICENSED HOUSES OF MULTIPLE OCCUPANCY (HMO'S)	5
DEFINITIONS	5
REFERENCES	6
REVIEW	7
POLICY CHANGE HISTORY	8
INTERPRETATIONS & ABBREVIATIONS	9

FIRE SAFETY POLICY

INTRODUCTION

- 1.1 Hebridean Housing Partnership is committed to maintaining the Health and Safety of employees, tenants and members of the public. We recognise the potential health risks associated with fire safety in our homes.
- 1.2 In meeting these responsibilities, we will ensure that we comply with the relevant legislation regarding fire safety.

PURPOSE

- 2.1 The aim of this policy is to provide a robust fire safety framework which can be implemented to secure the safety and wellbeing of tenants, visitors and firefighters
- 2.2 The procedures detailed within this policy are intended to facilitate the effective management of fire safety, ensuring that all reasonable steps are taken to comply with the Fire (Scotland) Act 2005, the Fire Safety (Scotland) Regulations 2006 and all other relevant legislation.

FIRE AND SMOKE ALARMS

- 3.1 We will provide:
 - one functioning smoke alarm in the room which is frequently used by the occupants for general daytime living purposes
 - one functioning smoke alarm in every circulation space, such as hallways and landings
 - one functioning heat alarm in every kitchen
- 3.2 All alarms will be interlinked, mains powered, and provided with an integral standby power supply.
- 3.3 We will ensure that fire and smoke alarms are in proper working order at the start of each tenancy.
- 3.4 We will ensure that all alarms are installed in accordance with the recommendations contained in BS5839 Part 6.
- 3.5 Specialised alarms will be given to tenants who have a disability, impairment or special needs (e.g. smoke alarms with a vibrating pad, flashing light etc.).
- 3.6 Tenants will be shown how to test alarms and then advised to test them on a weekly basis.

CARBON MONOXIDE ALARMS

- 4.1 Carbon monoxide alarms will be installed in any room containing a fossil fuel burning appliance.

EMERGENCY LIGHTING

- 5.1 For blocks of flats and maisonettes, emergency lighting will be present in all communal areas and common escape routes.
- 5.2 The emergency lighting system will be designed to automatically illuminate upon the failure of the power supply.
- 5.3 The emergency lighting system will be tested on a six-monthly basis with a record of the test maintained for three years.
- 5.4 An annual discharge test will be performed by a competent person. This will involve simulating a power failure and conducting a test of the full rated duration of the emergency lights (e.g. 3 hours).

FIRE DOORS AND COMPARTMENTATION

- 6.1 Buildings containing flats and maisonettes will be split into fire-resisting compartments by fire-resisting doors, walls and floors which will provide a physical barrier to fire.
- 6.2 Doors connecting shared parts of a multi-occupancy dwelling, such as the doors to individual flats or apartments will be rated fire doors.
- 6.3 Doors used for plant rooms and service penetrations such as rubbish chutes will be fire rated.

EMERGENCY EXIT DOORS

- 7.1 We will ensure all doors which are to be used in an emergency can be opened from the inside without the use of a key.

SMOKE VENTILATION

- 8.1 Communal areas, where practicable, will have adequate smoke ventilation either through natural means or by mechanical ventilation.

FIRE EQUIPMENT

- 9.1 Sprinklers will be installed where we are unable to reduce particular risks by other means.
- 9.2 Fire extinguishers will not be installed in dwellings as tenants will not be trained on the safe use of extinguishers. Accidents can occur if tenants try to use them in the event of a fire or if they are discharged through malice or horseplay.

FURNITURE AND FURNISHINGS

- 10.1 Where furniture and furnishings are provided, we will ensure they are fully compliant with the Furniture and Furnishings (Fire) (Safety) Regulations 1988.

EVACUATION POLICY

- 11.1 Where a building is over 2 storeys, fire evacuation procedures and fire assembly points will be clearly contained in tenancy handbooks or tenancy start-up packs which will be issued to all tenants at the start of a tenancy. It will be the tenants responsibility to familiarise themselves with the procedure and follow it out in the event of a fire.

- 11.2 Alternative methods will be available for tenants with language or learning difficulties (e.g. an interpreter will be used, a copy will be in braille, an audio version will be available etc.).

SIGNAGE

- 12.1 Where a building is over 2 storeys, fire action signs will be placed in corridors (on every level), entrance doors and common areas. Where fire safety signs are provided they will be in accordance with BS 5499 and the Health and Safety (Safety Signs and Signals) Regulations 1996.

MAINTENANCE AND REPAIRS

- 13.1 We will ensure premises, equipment and devices provided for fire safety are subject to a suitable system of maintenance, are maintained in an efficient state, in efficient working order and in good repair.
- 13.2 All repairs will be carried out within the timescale set in our repair policy by a competent person.

ACCESS AND FACILITIES FOR FIRE SERVICE

- 14.1 Where practicably possible, we will ensure:
- there is sufficient means of external access to enable fire appliances to be brought near to the building for effective use
 - there is sufficient means of access into, and within, the building for firefighting personnel to effect search and rescue and fight fire

FIRE RISK ASSESSMENT

- 15.1 The legal requirements relating to Fire Risk Assessing are complex and are often taken to exclude domestic premises. However, we have a legal duty to risk assess all areas defined as 'workplaces', which will include plant rooms and other non-tenant-accessible areas.

Furthermore, the fire regulations require common areas to be maintained in a certain condition suitable for the fire authority, which can often only be ensured by carrying out a risk assessment.

Therefore, HHP will devise a Fire Risk Assessment Strategy and arrange for the undertaking of fire risk assessments (and regular reviews) by competent persons in accordance with the Strategy.

The following will be considered in developing the risk assessment strategy:

- Buildings over 2 storeys that may pose a particular risk to tenants
- 'Workplaces' such as plant rooms come within the scope of the regulations so far as fire risk assessing is required
- Common areas of domestic premises require to be maintained in a certain condition and may benefit from a 'representative' risk assessing programme.

TENANT RESPONSIBILITIES

- 16.1 We will include fire safety obligations within tenancy agreements and will issue regular fire safety information packs and leaflets to remind tenants to:
- test smoke alarms on a weekly basis
 - ensure all communal areas are not obstructed
 - ensure fire doors are not propped open or otherwise disabled
 - familiarise themselves with any evacuation procedure

LICENSED HOUSES OF MULTIPLE OCCUPANCY (HMO'S)

- 17.1 All policies details listed above will be applied. In addition to these, all licensed HMOs and commercial premises that we manage:
- Will be fire risk assessed by a competent assessor, with periodicity determined by the fire risk assessment;
 - Will have doors opening in the direction of escape;
 - Will be supplied with appropriate, maintained extinguishers;
 - Will have the fire evacuation procedure details relayed to relevant persons via the methods detailed in section 12.1 in the case of HMOs and via staff training for commercial premises.
- 17.2 Within commercial premises not managed by us, the responsibility for the completion of the fire risk assessment will fall upon the tenant. A copy of the completed fire risk assessment will be held by both the tenant and HHP.

DEFINITIONS

- 18.1 Common Area – “A common area is a portion of a property that is shared and used by multiple residents. This would include areas such as the lobby, stairway and hallway.”
- 18.2 Compartmentation – “subdivision of a building by fire-resisting walls and/or floors for the purpose of limiting fire spread within the building.”
- 18.3 Competent Person – “person, suitably trained and qualified by knowledge and practical experience, and provided with the necessary instructions, to enable the required task(s) to be carried out correctly.”
- 18.4 Dwelling – “a house, flat, or other place of residence.”
- 18.5 Emergency Lighting – “lighting provided for use when the supply to normal lighting fails.”
- 18.6 Fire Door – “door or shutter provided for the passage of people, air or objects which, together with its frame and furniture as installed in a building, is intended (when closed) to resist the passage of fire and/or gaseous products of combustion, and is capable of meeting specified performance criteria to those ends.”
- 18.7 Smoke Alarm – “device containing, within one house, all the components necessary for detecting smoke and for giving an audible alarm.”

- 18.8 Sprinkler System – “a system comprising thermos-sensitive devices designed to react at a pre-determined temperature to automatically release a stream of water and distribute it in a specified pattern and quantity over a designated area.”
- 18.9 HMO – “a house, premises or a group of premises with shared amenities, occupied by three or more persons from three or more families as their only or main residence.”

REFERENCES

- 19.1 BS 5839-6:2013. Fire detection and fire alarm systems for buildings. Code of practice for the design, installation, commissioning and maintenance of fire detection and fire alarm systems in domestic premises
- 19.2 Building (Scotland) Regulations 2004 Domestic Technical Handbook (as revised)
- 19.3 The Electrical Equipment (Safety) Regulations 1994. Anyone who manufactures electrical equipment must comply with the Electrical Equipment (Safety) Regulations 1994. These implement into UK law the European Council Directive 2006/95/EEC - commonly referred to as the Low Voltage Directive (LVD). The aim of these regulations is to ensure that electrical equipment designed for use within certain voltage limits is safe to use.
- 19.4 Fire (Scotland) Act 2005. This deals with the law relating to fire prevention and safety, replacing old legislation, and modernising the operation of the Fire and Rescue Service.
- 19.5 Fire Safety (Scotland) Regulations 2006. These regulations came in to force on repealing all previous Fire Safety legislation, and placing a requirement on Scottish businesses to do a Fire Risk Assessment that looks at reducing and removing the risk of fire.
- 19.6 Health and Safety at Work etc. Act 1974. This act defines the fundamental structure and authority for the encouragement, regulation and enforcement of workplace health, safety and welfare within the United Kingdom.
- 19.7 Furniture and Furnishings (Fire) (Safety) Regulations 1988. These regulations are designed to ensure that upholstery components and composites used for furniture supplied in the UK meet specified ignition resistance levels and are suitable labelled.
- 19.8 Gas Safety (Installation and Use) Regulations. The statutory instrument that deals with the safe installation, maintenance and use of gas systems, including those within buildings.
- 19.9 1998 Health and Safety (Safety Signs and Signals) Regulations 1996. Safety signs and signals are required where, despite putting in place all other relevant measures, a significant risk to the health and safety of employees and others remains.

REVIEW

- 20.1 This policy will be subject to review at least every 3 years.
- 20.1 The Health and Safety committee will monitor compliance on an annual basis and report performance to the Audit and Risk Committee.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1	New Policy	May 2019	Peter O'Donnell

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
We	Hebridean Housing Partnership
Competent person	A person suitably trained and qualified by knowledge and practical experience, and provided with the necessary instructions, to enable the required task(s) to be carried out correctly.
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

Email: info@hebrideanhousing.co.uk
 Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773



hebridean housing
partnership



► Electrical Safety Policy

Effective Date: ► 23 May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

INTRODUCTION	2
PURPOSE	2
ELECTRICAL CHECKS.....	2
PORTABLE APPLIANCES	3
REPAIRS AND EMERGENCIES	3
TENANT RESPONSIBILITIES	3
REVIEW	3
REFERENCES	3
POLICY CHANGE HISTORY	4
INTERPRETATIONS & ABBREVIATIONS.....	5

ELECTRICAL SAFETY POLICY

INTRODUCTION

- 1.1 Hebridean Housing Partnership is committed to maintaining the Health and Safety of employees, tenants and members of the public. We recognise the potential health risks associated with electrical safety in our homes.
- 1.2 We have a duty of care to ensure that electrical installations are safe and are maintained. This duty is discharged through periodic inspections and associated testing to check whether an electrical installation is in a satisfactory condition for continued service.
- 1.3. Periodic inspection and testing is necessary because all electrical installations deteriorate due to a number of factors such as damage, wear & tear, corrosion, excessive electrical loading, ageing and environmental influences.

PURPOSE

- 2.1 The aim of this Policy is to ensure the effective inspection, maintenance and management of all electrical installations, fixtures and appliances within premises we control.
- 2.2 All electrical repair work and Electrical Installation Condition Reports will be subcontracted to an external competent body.
- 2.3 The procedures detailed within this section are intended to facilitate the effective management of electrical safety, ensuring that all reasonable steps are taken to comply with the Consumer Protection Act 1987 and the Electrical Equipment (Safety) Regulations 1994.

ELECTRICAL CHECKS

- 4.1 We will ensure that all electrical installations, fixtures, fittings, and any electrical equipment provided, is safe, in a reasonable state of repair and in proper working order at the start of the tenancy and throughout its duration.
- 4.2 Visual inspections on all electrical appliances will be carried out by a competent person before a tenant moves in.
- 4.3 We will ensure that service contractors carrying out Electrical Installation Condition Reports (EICR) are registered through the National Inspection Council for Electrical Installation Contractors (NICEIC), the Electrical Contractors Association (ECA), National Association for Professional Inspectors (NAPIT) or other accredited body. Individual engineers working on electrical installations must be trained, competent and hold a relevant industry recognised qualification.
- 4.4 All works must be carried out in accordance with the Requirements for Electrical Installation IET Wiring Regulations 18th Edition BS7671:2018 (including all amendments)
- 4.4 The EICR will be carried out every five years.
- 4.5 We will retain a copy of the Electrical Installation Condition Report for six years. A copy of the most recent report will be issued to the tenant before a tenancy starts. If an EICR is carried out during a tenancy, a copy relating to that inspection will also be given to the tenant.

PORTABLE APPLIANCES

- 5.1 We will take reasonable steps to ensure that all appliances (e.g. electric kettles, fridges, washing machines etc.) provided as part of the tenancy agreement are safe.
- 5.2 An appropriate portable appliance testing (PAT) regime is to be implemented for any appliances that we issued.
- 5.3 All portable appliances we issue will have the CE Mark, the British Standard Kitemark or the 'BEAB Approved' mark.
- 5.4 We will issue tenants with a copy of the manufacturer's instructions for all appliances provided.

REPAIRS AND EMERGENCIES

- 6.1 Should any faulty equipment be observed, we will ask the tenant to take the item out of service until it is repaired or replaced.
- 6.2 We will use a competent service contractor to carry out repairs and emergency responses.

TENANT RESPONSIBILITIES

- 7.1 Tenants will be issued with information leaflets on electrical safety.
- 7.2 Tenants will be advised to report any electrical faults immediately.
- 7.3 Tenants will be informed of any electrical items that are prohibited within our properties.

REVIEW

- 8.1 This policy will be subject to review at least every 3 years.

REFERENCES

- 9.1 British Standard BS7671:2018. "Requirements for Electrical Installations. IET Wiring Regulations", is the national standard in the United Kingdom for electrical installation and the safety of electrical wiring in domestic, commercial, industrial, and other buildings. The IET co-publishes BS 7671 with the British Standards Institution (BSI) and is the authority on electrical installation.
- 9.2 The Consumer Protection Act 1987. The act gives the right to claim compensation against the producer of a defective product if it has caused damage, death or personal injury. The act also contains a strict liability test for defective products in UK Law making the producer of that product automatically liable for any damage caused.
- 9.3 The Electrical Equipment (Safety) Regulations 1994. Anyone who manufactures electrical equipment must comply with the Electrical Equipment (Safety) Regulations 1994. These implement into UK law the European Council Directive 2006/95/EEC - commonly referred to as the Low Voltage Directive (LVD). The aim of these regulations is to ensure that electrical equipment designed for use within certain voltage limits is safe to use.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1	New Policy	May 2019	Peter O'Donnell

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
we	Hebridean Housing Partnership
Competent person	A person suitably trained and qualified by knowledge and practical experience, and provided with the necessary instructions, to enable the required task(s) to be carried out correctly.
EICR	Electrical Installation Condition Reports
NICEIC	National Inspection Council for Electrical Installation Contractors
PAT	Portable Appliance Testing
CE Mark	Conformite Europeene certifies that a product has met the health, safety and environmental requirements of the European Union, thereby ensuring consumer and workplace safety
IET	Institution of Engineering and Technology
ECA	Electrical Contractors Association
NAPIT	National Association for Professional Inspectors
BEAB	British Electrotechnical Approvals Board
BSI	British Standards Institution
UK	United Kingdom
EEC	European Economic Community
LVD	Low Voltage Directive
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

Email: info@hebrideanhousing.co.uk
 Web: www.hebrideanhousing.co.uk
 Phone: 0300 123 0773



hebridean housing
partnership



► Water Safety/ Legionella Policy (Self-contained units)

Effective Date: ► 23 May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

INTRODUCTION	2
POLICY STATEMENT.....	2
MONITORING AND TESTING	4
PROPERTY CATEGORISATION	4
IDENTIFICATION & ASSESSMENT	4
TRAINING	5
DOCUMENTATION & RECORDS	5
MAINTENANCE.....	5
LEGAL REQUIREMENTS	6
REVIEW	6
POLICY CHANGE HISTORY	7
INTERPRETATIONS & ABBREVIATIONS.....	8

WATER SAFETY/ LEGIONELLA POLICY

INTRODUCTION

- 1.1 Hebridean Housing Partnership has a legal responsibility to ensure the health and safety of our tenants by keeping the property safe and free from health hazards.
- 1.2 Section 3(2) of the Health and Safety at Work etc. Act 1974 (HSWA) makes provision for relevant health and safety legislation to apply to landlords to ensure a duty of care is shown to their tenants' with regard to their health and safety.
- 1.3. The Control of Substances Hazardous to Health Regulations 2002 (COSHH) provides a framework of actions to control the risk from a range of hazardous substances, including biological agents (e.g. Legionella) - to identify and assess the risk, and implement any necessary measures to control any risk.
- 1.4 It is recognised by the HSE (HSG 274 Part 2) that for most residential settings, the risk assessment for legionella may show the risks are low and that simple, maintained control measures can help manage the risk of exposure.
- 1.5 This policy describes the process of risk management and minimum risk control measures for the water systems in accordance with the Health & Safety Executive's Approved Code of Practice (ACOP) and Guidance (Fourth Edition, Published 2013): Legionnaires Disease: The Control of Legionella Bacteria in Water Systems, commonly known and referred to as L8.

POLICY STATEMENT

- 2.1 It is our written policy to do all that is reasonably practicable to protect residents, employees, visitors and neighbours from health hazards arising from the use and distribution of water in all our rented self-contained properties. This is achieved by the implementation of a risk management procedure to ensure compliance with all statutory requirements of current relevant legislation, standards, codes of practice and published guidance.
- 2.2 We undertake to perform the following actions to control legionella within rented self-contained properties:
 - Appoint responsible persons and provide adequate training for our employees.
 - Identify all water plant and systems which present a potential risk of exposure to Legionella bacteria.
 - Arrange for Legionella Risk Assessments on all the water systems on a representative proportion of our rented self- contained properties and to review these assessments annually and/or when significant changes occur.

This risk-based approach shall take into account house types; year of construction; year of upgrade works; heating systems and cold water storage to ensure that the representative approach reflects our stock.

- Eliminate or reduce risks whenever possible by the procurement of plant, equipment and systems which have been designed to eliminate or control the risks of exposure to Legionella Bacteria.
- Establish and operate a written management process for reducing risks from Legionella bacteria in our self-contained properties which reflect the proportional approach to assessing properties.
- Monitor compliance with the management process and review risks and the performance of the risk control measures, revising risk assessments and management processes as required.
- Maintain comprehensive records for each property as assessments are undertaken.
- Employ only competent, adequately qualified and trained personnel and service providers.

2.3 We will carry out sample inspections to determine controls required to keep tenants safe by checking:

- cold water storage tanks and ensuring the lids fit tightly
- identify and remove redundant pipework
- check heating controls so that water can be stored at 60 deg C unless there is a legionella function

2.4 We will provide advice on how to reduce the risk of legionella by explaining to tenants how to:

- clean showers and shower heads
- flush out cold water systems regularly
- keep hot water safely stored at 60 deg C where system allows
- flush out water from bath taps

2.5 We will reduce the risk of legionella through our Investment work by:

- removing cold water storage systems when heating, kitchen and bathroom works are planned
- removing redundant pipework when heating, kitchen and bathroom works are planned
- installing hot water heating systems that store heat at 60 deg C or have a legionella function
- ensuring expansion vessels are safe which could include installing an anti-legionella valve
- servicing a proportion of thermostatic mixing valves annually in accordance with manufacturers instructions.

MONITORING AND TESTING

- 3.1 The extent of monitoring is determined through categorisation of premises and water systems together with the risk assessment process described within this document.
- 3.2 Where legionella monitoring is identified as a requirement it will be agreed by the Assets and Contracts Manager.

PROPERTY CATEGORISATION

- 4.1 We will co-ordinate with our nominated water consultants to determine the correct procedures for minimising legionella within the various water system types and sizes installed within our property portfolio.
- 4.2 The actual level of risk will be dependent on a number of factors including system design, operation, condition, maintenance and susceptibility of building occupants. It is important to establish the written control scheme and any requirements for remedial measures such as cleaning and disinfection, equipment removal or replacement.
- 4.3 As part of ongoing monitoring, any change in tenant circumstance should be communicated to the Assets and Contracts Manager to enable a review of the risk of legionella, and potentially the monitoring requirement.

IDENTIFICATION & ASSESSMENT

- 5.1 Our housing schemes are traditionally small in number and water systems can vary. HHP will therefore carry out risk assessments on a proportionate sample of our self-contained properties based on property type and system type in order to ensure all water systems for each scheme are covered.
- 5.2 Our Property Services team has responsibility for completing site surveys, risk assessments and for the preparation of site specific written control procedures, recording of systems and programming of maintenance and monitoring for each property allocated to them.
- 5.3 Risk assessments will be carried out at voids. A completed copy of the risk assessment and written control scheme shall be located within the Water Management Database.
- 5.4 Where specialised services are required, such as cleaning and disinfection, we will procure these.
- 5.5 Future water quality monitoring requirements will be coordinated by the Assets and Contracts Manager. Risk assessments will be reviewed every 2 years or more frequently if changes occur to building water services and / or occupancy in accordance with ACOP L8 guidance.

TRAINING

- 6.1 We will ensure that all staff involved in the management and implementation of the risk control programme are trained and competent in the duties they are required to undertake.
- 6.2 We will engage the services of a nominated water consultant to provide training on Legionella awareness and management
- 6.3 The nominated water consultant will carry out checks on the legionella risk assessments and written control measures carried out by staff.

DOCUMENTATION & RECORDS

- 7.1 We will maintain records of risk assessments and works carried out in the water management database.
- 7.2 The water management database will be compiled and maintained by the Assets and Contracts Manager.
- 7.3 The level of documentation provided will be dependent on system category following the format noted below:

Site Information

- Risk Management Process.
- Risk Assessment Report and Survey Forms.
- Schematic drawing(s) if available.
- Written Control Procedure.
- Training Records.

ALL RECORDS WILL BE KEPT FOR A MINIMUM OF FIVE YEARS

MAINTENANCE

- 8.1 We will regularly seek guidance from our nominated water consultants on the current best practice for regular maintenance of all of our water systems. This will include:
 - Cold water storage tanks
 - Water heaters and/or calorifiers
 - Showers
 - Thermostatic Mixer Valves (TMV)
 - Details of commissioning and de-commissioning procedures
 - Voids
- 8.2 The monitoring or de-scaling of showers within individual rented properties will be deemed to be the responsibility of the tenant, who will be informed / issued with guidance on the controls they can easily take to reduce the risk. Care will be taken where the tenant may be vulnerable and / or incapable of carrying out the controls identified.
- 8.4 New or refurbishment projects that involve work to the water services will ensure that water systems are changed from stored to mains supplied.

- 8.5 During voids HHP will take the opportunity to ensure that legionella is reduced by carrying out preventative works.

LEGAL REQUIREMENTS

- 9.1 Legislation in the United Kingdom in relation to exposure to hazardous substances including biological agents such as legionella bacteria is contained within The Control of Substances Hazardous to Health (COSHH) regulations. Under the COSHH regulations the employer has a duty to ensure that health risks associated with hazardous substances including micro-organisms such as legionella bacteria are adequately controlled in the work-place by a process of risk assessment and management control.
- 9.2 Further legal requirements are described in the Health & Safety Executive's Approved Code of Practice (ACOP) and Guidance (Fourth Edition): Legionnaires Disease: The Control of Legionella Bacteria in Water Systems (L8) which came into effect on the 25th November 2013.
- 9.3 Although failure to comply with any provision of the Approved Code of Practice is not in itself an offence, failure may be taken by a court in criminal proceedings as proof that a person or organisation has contravened the legal requirement to which the provision relates. In such a case, however, it will be the person or organisation that has to satisfy the court that compliance with the requirements has been achieved in some other way. The ACOP sets out guidance to satisfy the relevant legislative requirements under COSHH, which include:
- appoint a competent person for day-to-day management.
 - identification and assessment of risk.
 - preparation of a written scheme for prevention or controlling the risk.
 - management and the selection, training and competence of personnel.
 - record keeping.
 - responsibilities for designers, manufacturers, importers, suppliers and installers.
- 9.4 L8 ACOP was revised and republished in November 2013 and retained the guidance on the requirements of HSWA and COSHH for employers and those with responsibilities for the control of premises including landlords (L8 ACOP, paragraphs 1 and 2). It applies to the control of Legionella bacteria in any undertaking involving a work activity and applies to premises controlled in connection with a trade, business or other undertaking where water is used or stored and there is a reasonably foreseeable risk of exposure to Legionella bacteria (L8 ACOP, paragraph 22).

REVIEW

- 10.1 This policy will be subject to full review every 3 years.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1	New Policy	May 2019	Peter O'Donnell

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
HHP or Partnership	Hebridean Housing Partnership
HSWA	Health and Safety at Work etc. Act 1974
COSHH	Control of Substances Hazardous to Health Regulations 2002
HSE	Health and Safety Executive
ACOP	Approved Code of Practice
L8	Legionnaires Disease: The Control of Legionella Bacteria in Water Systems
deg C	Degrees centigrade
TMV	Thermostatic Mixer Valves
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

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773



hebridean housing
partnership



► Play Areas Policy

Effective Date: ► 23 May 2019

Review Date: ► May 2022

Approved by HHP Board: 22 May 2019

TABLE OF CONTENTS

INTRODUCTION	2
GENERAL STATEMENT	2
POLICY	2
INSPECTION.....	2
REPORTS FROM MEMBERS OF THE PUBLIC.....	3
REVIEW	3
POLICY CHANGE HISTORY	4
INTERPRETATIONS & ABBREVIATIONS.....	5

PLAY AREAS POLICY

INTRODUCTION

- 1.1 Hebridean Housing Partnership is committed to maintaining the Health and Safety of employees, tenants and members of the public. We recognise the potential health risks associated with play areas which we wholly own within our schemes.
- 1.2 We have a duty of care to ensure that play areas are safe and are maintained. This duty is discharged through periodic inspections to check that play equipment is in a satisfactory condition for continued use.
- 1.3. Periodic inspection and testing is necessary because equipment can deteriorate due to a number of factors such as damage, wear & tear, corrosion and misuse.

GENERAL STATEMENT

- 2.1 As necessary, this policy will be updated to improve the standard and cater for new designs of equipment.

POLICY

- 3.1 All play areas will be visually inspected weekly using the approved inspection form specific to each play area.
- 3.2 An approved independent specialist will carry out an annual Safety Inspection for all play areas to ensure the long-term safety of the site, equipment and ancillary items. A written report will cover the site safety and condition, equipment, surfacing and ancillary item safety and condition and compliance with the requirements of EN1176 (the European Playground Standard) where relevant. Recommendations for any remedial action required will be given together with an assessment of the degree of risk.
- 3.3 The Assets and Contracts Manager will monitor reports and plan for repairs from both the weekly inspections and from the independent specialist. These reports will identify any capital improvements and replacements.
- 3.4 If serious defects that put safety at risk are found during any inspection, these should be corrected without delay. If this is not possible, the equipment must be immobilised, isolated or removed.

INSPECTION

- 4.1 The annual inspection written report for each scheme is to be completed as a permanent record of the level of serviceability found.
- 4.2 Current play area sites are located at Gibson Gardens, Stornoway, Manor Drive, Stornoway and Mackenzie Park, Parkend.

REPORTS FROM MEMBERS OF THE PUBLIC

- 4.2 Members of the public are to be encouraged to report any issues for remedial action as soon as they are noticed. This may be reported by a variety of methods i.e. telephone, letter, email or in person. Our Complaints Procedure will be followed obtaining sufficient information to enable remedial action to be undertaken according to the severity of the complaint.

REVIEW

- 5.1 This policy will be subject to review at least every 3 years.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1	New Policy	May 2019	Peter O'Donnell

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
We	Hebridean Housing Partnership
EN1176	European Norm Playground Equipment Standard
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

Email: info@hebrideanhousing.co.uk

Web: www.hebrideanhousing.co.uk

Phone: 0300 123 0773

QUARTERLY TREASURY REPORT TO 31 MARCH 2019

Board 22 MAY 2019

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 To inform the Board of the Treasury Management activities of the fourth quarter of 2018/19.

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 – 6.4.

Recommendations

- 4.1 **It is recommended that the Board note:**
- a) **the quarterly report on the Analysis of Investment and Borrowing as shown at Appendix 1;**
 - b) **the outstanding loans at 31 March 2019 of £4.91 million; and**
 - c) **the cash balance at 31 March 2019 of £6.375 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 utilised over the fourth quarter of 2018/19.

Legal

- 6.1 Rule 18.1 to 19.1 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 £4 million the funds should be spread over no fewer than four 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.

Regulatory Guidance

- 7.1 The regulatory standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

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

- 9.1 There were no borrowings during the fourth quarter, which is in line with the Annual Financing Strategy for 2018/19.
- 9.2 The fourth quarter of the year saw £4.73 million expenditure of which £1.95 million related to new build.
- 9.3 The income for the fourth quarter was £2.93 million and comprised Rental Income (70%), New Supply Shared Equity Sales (8%), Government Grants including new build (12%) and Other income (10%).
- 9.4 Appendix 2 summarises the income and expenditure profiles for the fourth quarter.
- 9.5 The cash balances at 31 March 2019 decreased quarter on quarter by £2.44M to £6.38M. This was driven by the timing of investment and development spend.
- 9.6 We currently hold RTB receipts of £0.887M which is due to be repaid to the Scottish Government over the next 2 years. £500K was returned to the Scottish Government in December 2018.
- 9.7 It is expected that all covenants will be complied with for 2018/19.

31MAR19

ANALYSIS OF INVESTMENTS AND BORROWINGS

INVESTMENTS

	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Average
DEPOSIT ACCOUNTS	£000's	£000's	£000's	£000's	£000's	£000's
Royal Bank	3,363	3,366	3,368	3,370	3,370	3,368
CWS	0	0	0	0	0	0
BOS	690	705	716	725	725	712
Santander	2,109	2,111	2,214	2,217	1,567	2,044
Total Deposit	6,163	6,182	6,298	6,313	5,663	6,124
CURRENT ACCOUNTS						
General Account	959	1,015	958	795	252	796
Standing Order	782	757	774	750	134	639
Direct Debit	1,163	876	845	599	126	722
Office/Cash	1,176	764	1,078	324	169	702
Property Factoring	26	28	29	30	31	29
Total current	4,106	3,440	3,684	2,497	712	2,888
Total	10,270	9,622	9,982	8,810	6,375	9,012

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 £0.712m and 5 special deposit accounts totalling £5.663m.

BORROWINGS

Core Funding Facility	£m
Estimated debt outstanding (per Business Plan) Yr 7	5.10
Actual amount outstanding	4.91
Difference	0.20

Compliance with Cash Flow Forecasts

The Annual Financing Strategy for 2018/19 forecast there may have been a requirement to borrow during the year. This was not needed due to current cash balances exceeding initial budgets as a result of continued slippage on investment and development.

Interest Rates

The Interest Rate that applies to the Partnership is LIBOR plus an agreed margin. LIBOR (London Inter Bank Offer Rate) is the interest rate banks borrow funds from each other in the London Interbank Market.

The Base Rate remained at 0.75% in the 4th quarter. 3 month LIBOR decreased to 0.85% as at 31 March 2019.

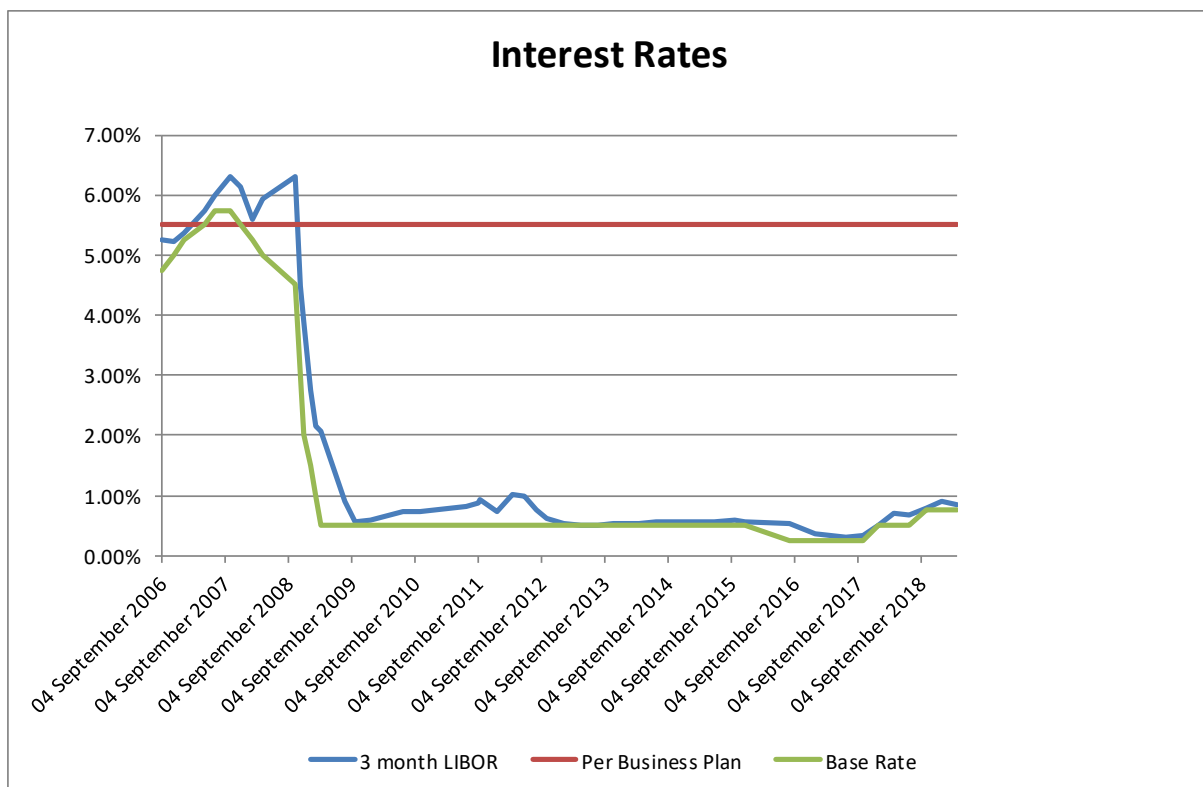
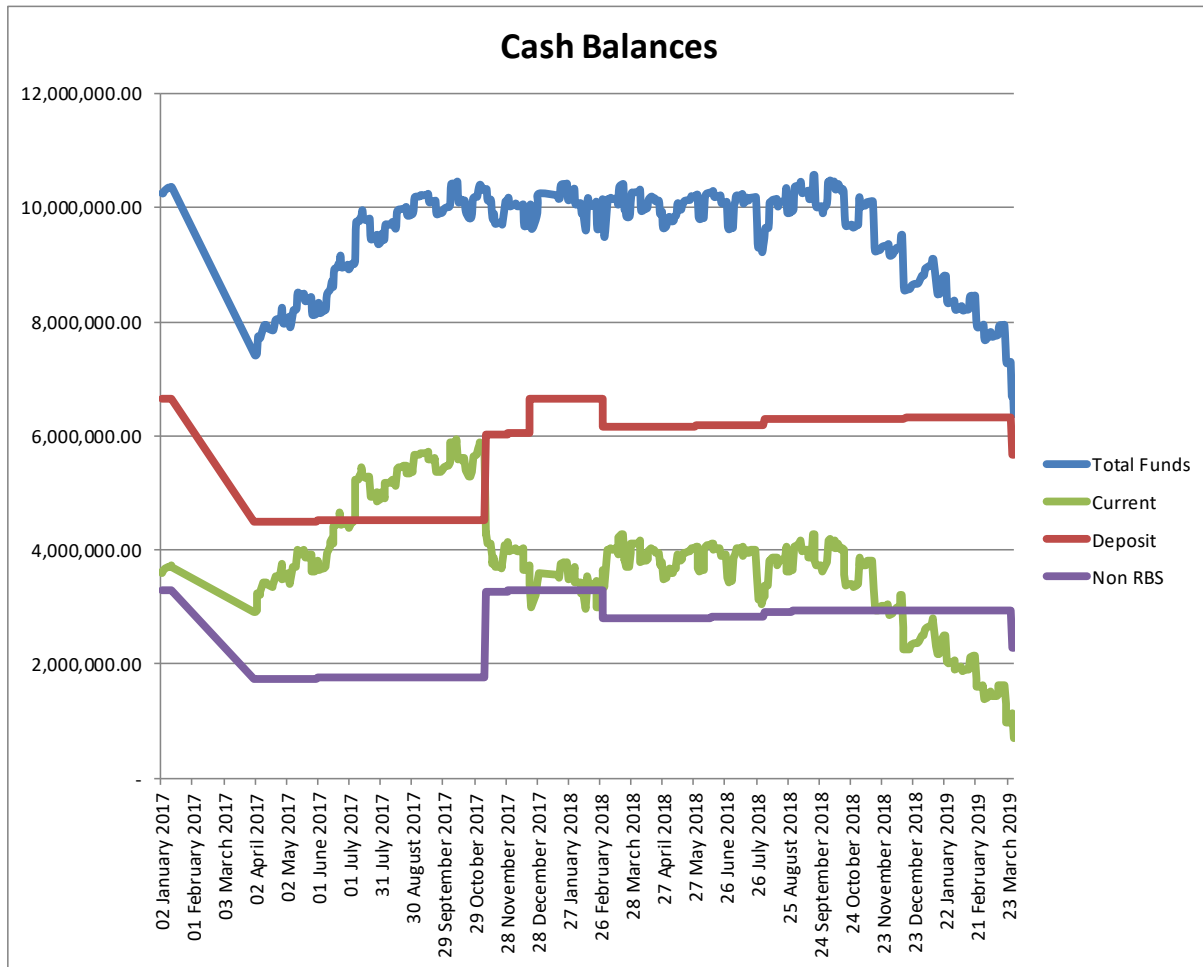
Borrowings	Mar-18 £000's	Jun-18 £000's	Sep-18 £000's	Dec-18 £000's	Mar-19 £000's	Average £000's
Facilities arranged	15,000	15,000	15,000	15,000	15,000	15,000
Loans outstanding	4,946	4,946	4,909	4,909	4,909	4,924
Variable/Fixed analysis-amounts						
Variable amount	1,446	1,446	1,409	1,409	1,409	1,424
Fixed amount	3,500	3,500	3,500	3,500	3,500	3,500
Other Hedging	-	-	-	-	-	-
	4,946	4,946	4,909	4,909	4,909	4,924
Variable/Fixed analysis-Percentages						
Variable	29.23%	29.23%	28.70%	28.70%	28.70%	28.91%
Fixed	70.77%	70.77%	71.30%	71.30%	71.30%	71.09%
Other Hedging Products						
	100%	100%	100%	100%	100%	100%
Lenders amounts						
Core Facility (RBS)	4,946	4,946	4,909	4,909	4,909	4,933
Other Borrowings	-	-	-	-	-	-
	4,946	4,946	4,909	4,909	4,909	4,924

Average cost of borrowing

Amount £000's	Interest	Type	Annual Cost
3,500.00	5.53%	Fixed	193,500
1,408.67	2.08%	Variable	29,351
4,908.67			222,851
Average cost of funds			4.54%

Anticipated level of borrowing over next 5 years

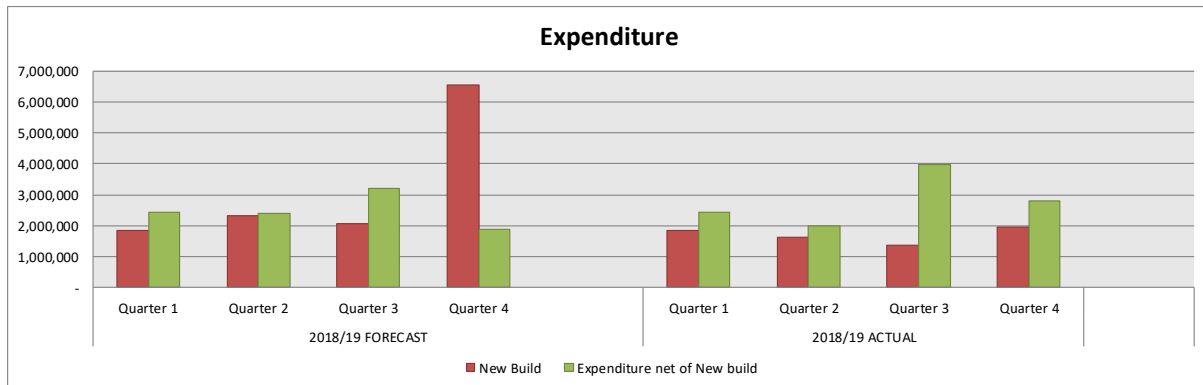
Year	2018/19 Est £m	AFS Forecast £m	Variance £m
2018/19	4.909	5.089	(0.180)
2019/20	9.909	10.089	(0.180)
2020/21	14.804	14.984	(0.180)
2021/22	14.804	14.984	(0.180)
2022/23	14.804	14.984	(0.180)



31MAR19

ANALYSIS OF INCOME AND EXPENDITURE PROFILES

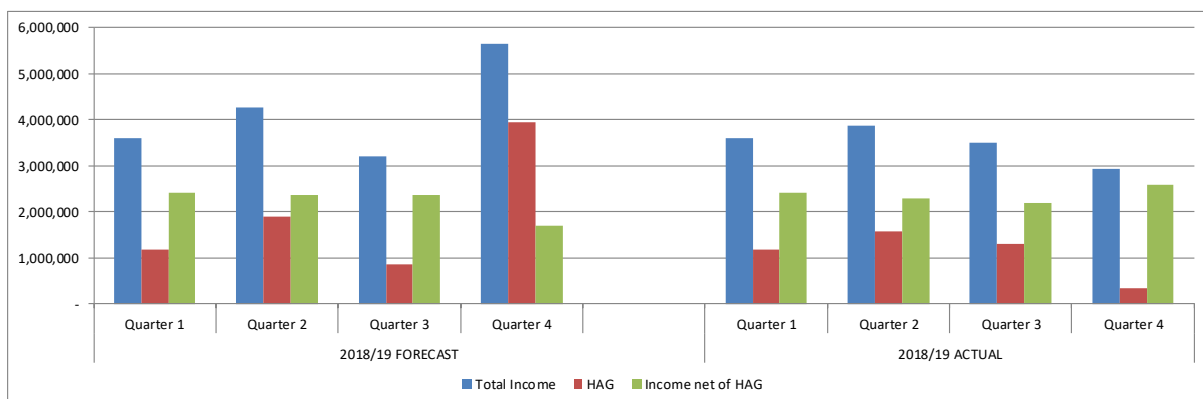
EXPENDITURE



Overall the expenditure for the fourth quarter of 2018/19 is in line with the original cashflow forecast with the exception of development due to slippage on key projects.

Financial covenants are forecast to be met for the full year.

INCOME



Total Income for the fourth quarter of 2018/19 is in line with the original cashflow forecast with the exception of HAG due to slippage on key projects.

REVIEW OF CORPORATE REGISTERS

Board 22 May 2019

Report by Chief Executive

Purpose of Report

- 1.1 The purpose of this report is to assure Board Members that HHP's registers are functioning in accordance with the Partnership's constitutional documents, regulatory and legal requirements, and that they are fully up to date.

Summary

- 2.1 In order to ensure good governance, probity and transparency, HHP must keep a number of registers recording business transactions and working practices across a number of areas.
- 2.2 Registers are updated regularly and reviewed annually to ensure compliance in accordance with Rule 64.
- 2.3 This report is concerned with the following registers and seeks to give assurance to the Board that they are functioning appropriately:
- Membership Register; and
 - Entitlements, Payments & Benefits Register.

Competence

- 3.1 The financial, legal and other implications are detailed in paragraphs 5.1 – 8.1 of this report.

Recommendations

- 4.1 **It is recommended that the Board notes this review.**

Background Papers: HHP Rules & Standing Orders
Guidance Note 5: Regulatory Standards of Governance and Financial Management (February 2019)

Writer of Report: Iona France

Competence

Financial

- 5.1 There is no financial constraint arising from the recommendation to this report being implemented.

Legal

- 6.1 There is a legal and regulatory requirement to ensure that registers are kept by the Partnership.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 The risks of not keeping and reviewing registers could lead to the Partnership being in breach of statute and regulation. It could also lead to a perceived lack of transparency and probity from tenants and other stakeholders.

Report Details

Membership Register

- 9.1 The Membership Register is fully up to date in accordance with Rule 64. Members' names and addresses are detailed in addition to the names and addresses of the Office Bearers of the Partnership, their positions, and the dates they took and left office.

Entitlements, Payments & Benefits Registers

- 9.2 The Scottish Housing Regulator's Guidance Note 5: Regulatory Standards of Governance and Financial Management does not prohibit payments and benefits to staff and connected persons, but requires that RSLs manage them within a clear policy framework to ensure transparency, honesty and propriety.
- 9.3 Payments and Benefits to employees and connected persons are controlled by the Entitlements, Payments & Benefits Policy and recorded in three registers, as follows:
- The Entitlements, Payments & Benefits Register (general) records instances of applications for housing or LIFT properties being made;
 - The Entitlements, Payments & Benefits Register (special exceptions) records instances of benefits being granted, such as houses being allocated and 'de minimis' payments being made; and
 - The Entitlements, Payments & Benefits Register (transactions) records any transactions between connected persons and, for example, contractors that may be on HHP's Framework. Permissions are sought from the Chief Executive in instances like these and full disclosures made and retained on staff personal files.
- 9.4 The Entitlements, Payments & Benefits Registers are fully up to date.
- 9.5 Gifts to the Partnership are raffled and the proceeds are donated to local charities throughout the year.

ENGAGEMENT PLAN 2019/20

Board 22 May 2019

Report by Chief Executive

Purpose of Report

- 1.1 The purpose of this report is to inform the Board of our Engagement Plan for 2019/20 which has been prepared by the Scottish Housing Regulator (SHR).

Summary

- 2.1 The Engagement Plan is at Appendix 1 and shows that we continue to be classified as an Registered Social Landlord (RSL) of systemic importance and the level of engagement with the Regulator has been set as Medium.
- 2.2 All Engagement Plans are available on the SHR website and are public documents.
- 2.3 The key issues highlighted are results of stock condition survey and performance in relation to six of the 65 ARC indicators. Action is already underway to ensure both of these issues are addressed during the year and Appendix 2 shows the current performance for the indicators highlighted.

Competence

- 3.1 There are no financial or legal issues affecting the recommendation in this report.

Recommendations

- 4.1 **It is recommended that the Board note the:**
- a) Engagement Plan for 2019/20 as Appendix 1; and**
 - b) Performance Indicators at Appendix 2.**

APPENDIX 1:	Engagement Plan 2019/20
APPENDIX 2:	Performance Indicators
Writer of Report:	Dena Macleod



Hebridean Housing Partnership Ltd

Regulatory Status:

We have not included a regulatory status in this box. After we receive the first annual Assurance Statements in October 2019 from all landlords and complete our annual risk assessment we will give Registered Social Landlords (RSLs) a regulatory status in line with our Regulatory Framework.

Why we are engaging with Hebridean Housing Partnership Ltd (HHP)

We are engaging with HHP because it is a **systemically important** landlord and about its **development** plans.

We refer to a small number of RSLs as systemically important because of their stock size, turnover or level of debt or because of their significance within their area of operation. We need to maintain a comprehensive understanding of how their business models operate, and how they manage the risks they face and the impact these may have. So we seek some additional assurance through our engagement plans. Given HHP's geographic importance we consider it to be systemically important.

HHP has an on-going development programme of new affordable homes. It has considerably increased its plans for social rent and low cost home ownership and receives significant public subsidy to help achieve this.

What HHP must do

HHP will:

- send us by 30 April 2019:
 - its refreshed business strategy and the report to the Board including an updated risk register;
 - 30 year financial projections consisting of statement of comprehensive income, statement of financial position and statement of cash flow complete with assumptions and explanatory narrative;
 - a comparison of projected financial loan covenants against current covenant requirements;
 - financial sensitivity analysis which considers the key risks, the mitigation strategies for these risks and a comparison of the resulting covenant calculations with the actual current covenant requirements;
 - the report to the Board in respect of the approved 30 year projections, sensitivity analysis and covenant compliance; and
 - evidence of how it demonstrates affordability for its tenants.
- send us copies of its Board and audit committee minutes as they become available; and

- send us an update on its development programme by 31 October 2019. This will include details of the scale and tenure mix, timescales for delivery and any material delays or changes to the programme.

What we will do

We will:

- review the minutes of the Board and audit committee meetings and liaise with HHP as necessary;
- review the business strategy and financial projections;
- meet with HHP's senior staff and Chair in quarter two of 2019/20 to discuss the business strategy, the financial information and any risks to the organisation;
- review HHP's service quality performance for improvement with a particular focus on the following areas when it submits its next Annual Return on the Charter:
 - tenants who feel the landlord is good at keeping them informed about services and decisions;
 - tenants who feel the rent for their property represents good value for money;
 - hours to complete emergency repairs;
 - anti-social behaviour cases resolved within local targets;
 - tenancy sustainment; and
 - factored owners satisfaction with the factoring service;
- review the development update and liaise as appropriate; and
- review HHP's stock condition survey plans when we review the performance of all landlords as part of our annual risk assessment. HHP has surveyed 20% of its homes for SHQS compliance in the last five years and plans to survey a further 20% in March 2022.

Regulatory returns

HHP must provide us with the following annual regulatory returns and alert us to notifiable events as appropriate:

- Annual Assurance Statement;
- audited financial statements and external auditor's management letter;
- loan portfolio return;
- five year financial projections;
- Annual Return on the Charter; and
- the return on the Energy Efficiency Standard for Social Housing.



[Read more about HHP >](#)



Our lead officer for Hebridean Housing Partnership is:

Name: Kelda McMichael, Regulation Manager
Address: Buchanan House, 58 Port Dundas Road, Glasgow G4 0HF
Telephone: 0141 242
Email: Kelda.mcmichael@scottishhousingregulator.gsi.gov.uk

Performance Indicators

ARC 3-Tenants who feel the landlord is good at keeping them informed about services and decisions

	ARC
2018/19	92.11%
2017/18	80.62%
2016/17	80.62%
2015/16	80.62%
2014/15	75.20%
2013/14	75.15%

ARC 29-Tenants who feel rent for their property represents good value for money

	ARC
2018/19	78.69%
2017/18	66.24%
2016/17	66.24%
2015/16	66.24%
2014/15	74.44%
2013/14	70.66%

This data is taken from the tenant survey carried out in 2018.

ARC 11-Average hours to complete emergency repairs

	ARC
2018/19	3.43
2017/18	8.96
2016/17	10.09
2015/16	9.43
2014/15	10.98
2013/14	7.9

A change in policy implemented in January 2018 has seen our average hours drop. Emergency priorities changed from 4 hours and 24 hours to 4 hours only. 2018/19 is the first full reporting year with the new priorities.

ARC 19-Anti-social behavior cases resolved within local targets

	ARC
2018/19	82.50%
2017/18	69.44%
2016/17	70.97%
2015/16	81.25%
2014/15	78.13%
2013/14	50.00%

ARC 20-Tenancies began in previous year remained more than a year-all

	ARC
2018/19	86.11%
2017/18	82.00%
2016/17	83.73%
2015/16	81.25%
2014/15	88.02%
2013/14	89.57%

Tenancy sustainment has been consistent since 2015/16. Socio-economic factors driving depopulation in the Outer Hebrides have continued to affect our housing demand and sustainment. Approximately 25% of all terminations since 2013 have been due to tenants relocating to mainland UK.

ARC 33-Factored owners' satisfaction with the factoring service

	ARC
2018/19	33.33%
2017/18	33.33%
2016/17	33.33%
2015/16	33.33%
2014/15	14.29%
2013/14	16.67%

Point of Service	2018/19	2017/18	2016/17	2015/16
Letting Process	96%	96%	98%	90%
Overall Standard	90%	85%	88%	82%
Condition of Home	83%	82%	91%	88%
Decoration	72%	70%	64%	58%