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BOARD AGENDA – 19 NOVEMBER 2019

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
1	**Attendance & Apologies**	Noting	Chair	3	5.30pm - 5.45pm
2	**Declaration of Interest**	Noting	Chair	-	
3	**Minutes**			-	
3.1.1	Minute of Meeting 28 August 2019	Approval	Chair	6	
3.1.2	Minute of Meeting 29 August 2019	Approval	Chair	11	
3.2	Action Sheet	Noting	Head of Executive Office	13	
4	**Date of Next Meeting** 12 February 2020	Approval	Chair	-	
5	**Health & Safety**	Approval	Director of Operations	-	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
6	**Items For Decision**				5.45pm - 6.15pm
6.1	Budget Timetable 2020/21	Approval	Director F&CS	15	
6.2	Board Skills Assessment & Board Training Plan	Approval	Head of Executive Office	24	
6.3	Management Report to 30 September 2019	Approval	Director of F&CS	28	
6.4	Investment Programme 2020 – 22 & 2019/20 Update	Approval	Director of Operations	50	
6.5	Development Programme Update	Approval	Chief Executive	56	
6.6	Gas Audit	Approval	Director of Operations	70	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
7	**Policies**				6.15pm - 6.35pm
7.1	Rent & Service Charges	Approval	Director of Operations	75	
7.2	Attendance & Absence Policy	Approval	Head of Executive Office	87	
7.3	Policy Consultation Response Paternity Leave	Approval	Head of Executive Office	105	
7.4	Freedom of Information	Noting	Head of Executive Office	108	
7.5	Policy Review (Safeguarding)	Noting	Head of Executive Office	148	

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ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
8	**Monitoring Reports**				6.35pm - 7.00pm
8.1	Business Planning	Noting	Chief Executive	153	
8.2	Quarterly Treasury Report to 30 September 2019	Noting	Director of F&CS	158	
8.3	5 Year Development Plan/SHIP	Noting	Chief Executive	165	
8.4	Welfare Reform	Noting	Director of Operations	168	
8.5	Board Plan 2020	Noting	Head of Executive Office	177	
8.6	Allocations Policy Update (Key Workers Status)	Noting	Director of Operations	182	

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	22-May-19	19-Jun-19	28-Aug-19
Norman Macleod		X	X							
Mairi Bremner										
Calum Mackay		X	X	Special Leave	Special Leave	Special Leave	Special Leave	Special Leave		
Alasdair Mackenzie				X			X		X	
Iain Macmillan			X		X			X		
John Mitchell	5	X		X						
Roddy Mackay		X		X						
John Mackay	3		X							
Dolene Smith										X
Fiona Macleod					X	X		X		
David Blaney	1		X						X	X
Alexander Gardner	2				X			X		
Roddy Nicolson	4									
Paul Finnegan	6					X	X			
Norman A Macdonald	7								X	X

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 Meetings 2019/20

Board Members	Notes	29-Aug-19							
Norman Macleod	2								
Calum Mackay									
Mairi Bremner	2								
Alasdair Mackenzie	1								
Iain Macmillan									
Roddy Mackay									
Fiona Macleod									
David Blaney									
Alexander Gardner	1								
Roddy Nicolson									
Paul Finnegan									
Norman A Macdonald									

1 - Appointed as a Tenant Member on 29 August 2019

2 - Appointed as a Community Member on 29 August 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	Health & Safety Training	Annual Assurance Statement Training
		28-Jun-18	07-Nov-18	07-Nov-18	21-Nov-18	25-Feb-19	21-Mar-19	20-Jun-19	28-Aug-19
Mairi Bremner		X	X	X	X				
Alasdair Mackenzie		X						X	
Calum Mackay		X	X	X	X	Special Leave	Special Leave	X	
Iain Macmillan		X	X	X	X	X	X	X	X
Roddy Mackay		X			X	X		X	
Norman Macleod					X				
John Mitchell	5		X	X		X			
John Mackay	3	X		X	X				
Dolene Smith							X		X
Alex Gardner	2					X		X	X
David Blaney	1		X	X	X			X	X
Fiona Macleod			X	X	X		X	X	
Roddy Nicolson	4								
Paul Finnegan	6								
Norman A Macdonald	7						X	X	X

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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

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Agenda Item 3.1.1

HEBRIDEAN HOUSING PARTNERSHIP

Board

Minutes of Meeting held in HHP Board Room, Creed Court on Wednesday, 28 August 2019 @ 5.30pm

	ATTENDANCE & APOLOGIES
1	**Attendance & Apologies** Present Norman M Macleod Calum Mackay Roddy Mackay Alasdair Mackenzie Roddy Nicolson Mairi Bremner Fiona Macleod Alex Gardner Iain Macmillan Paul Finnegan Apologies Norman A Macdonald Dolene Smith David Blaney Staff & Consultants In Attendance Dena Macleod (Chief Executive) John Maciver (Director of Operations) Donald Macleod (Director of Finance & Corporate Services) Anna Coyle (Head of Executive Office) Iona France (Governance Officer – Minute Taker) Donalda Mackinnon (Area Manager) Katia Petteloot (Finance Manager) Angus MacNeil (Assets & Contracts Manager) Isabel Macmillan (Debt Management Officer) Jane Ballantyne (TPAS Officer) Jonathan Fairgrieve (Corporate Services Officer) Kelda McMichael (Scottish Housing Regulator) Murray Smith (Scottish Housing Regulator) The Chair welcomed Anna Coyle, the recently appointed Head of Executive Office to the meeting and advised Ms Coyle would take over the role of Company Secretary. The Chair advised of two further appointments – Tina Cook, Training & Development Officer and Chris Morrison, Business Development Officer. Mr Macleod informed the Board Dolene Smith had decided not to seek re-election to the Board due to work commitments, The Chair would write to Ms Smith, on the Board's behalf, thanking her for her service. The Chair welcomed Kelda McMichael and Murray Smith from the Scottish Housing Regulator to the meeting.
	PRELIMINARY PROCEDURAL MATTERS
2	**Declaration of Interest** Alasdair Mackenzie declared an interest in Item 8.7.
3.1	**Minute of Board Meeting 19 June 2019** **The minute of the Board meeting of 19 June 2019 was submitted and approved as a true and accurate record of the proceedings of the meeting.**
3.2	**Action Sheet** Item 7 The Chief Executive confirmed the Outer Hebrides Community Planning Partnership (OHCPP) agreement had not yet been signed, The Chief Executive was to email the Community Partnership Co-ordinator to chase up.
4	**Date of Next Meeting** The date of the next meeting will be 19 November 2019.
5	**Health & Safety** The Director of Operations advised two options were being considered to make the flagstones outside the office safe and it was hoped the work would be commenced within two weeks. The Director of Operations advised following the recent house fire in Tong, insurers were assessing the damage and the tenant had made alternative accommodation arrangements.

	ITEMS FOR DECISION
6.1	<u>Annual Assurance Statement</u> The Annual Assurance Statement was presented to the Board for consideration and approval prior to submission to the Scottish Housing Regulator (SHR). In February 2019, SHR published an updated Regulatory Framework. One of the requirements of the updated Framework is the Board must produce an Annual Assurance Statement stating they are satisfied we comply with: • all relevant regulatory requirements set out in Chapter 3 of the Regulatory framework; • all relevant standards and outcomes in the Scottish Social Housing Charter (ARC); • all relevant legislative duties; and • the Standards of Governance and Financial Management; or, highlight any areas of non-compliance and how we will address these. The Board had met earlier in the day to consider the Annual Assurance Evidence Checklist, which was prepared using the SHR's Statutory Guidance and the SFHA's Self-Assurance toolkit. Mr Calum Mackay asked for Regulatory Standard 2.4 evidence to be expanded to reflect the engagement with Registered Tenant Organisations (RTO's). Fiona Macleod suggested links to the evidence should be included within the document. **The Board approved the:** **a) The Annual Assurance Statement for 2019; and** **b) The Annual Assurance Statement Evidence Checklist.**
6.2	<u>Governance Report</u> The report assured the Board the requirements of the Rules in respect of minutes and books of accounts as set out in Rule 62 had been complied with for the year 2018/19. The report also detailed the five proposed local charities which would be recommended to the AGM to receive a share of £5,000 of the surplus as agreed at the Board meeting of 19 June 2019. **The Board:** **a) noted the Partnership has complied with Rules 62 to 67 for the year 2018/19;** **b) approved the 5 charities:** • **Speak Out Group (Advocacy Western Isles);** • **The Eilidh Macleod Memorial Trust;** • **Tagsa Uibhist;** • **CRY (Andrew Macleod Memorial Fund); and** • **Crossroads Lewis & Harris.** **be proposed at the AGM on 29 August 2019 to each receive £1,000; and** **c) approved the Draft 2020 Timetable for Board Meetings,**
6.3	<u>Appointment of External & Internal Auditors</u> The report was discussed at the Audit & Risk meeting earlier in the day and advised the Board of the outcome of the procurement for External and Internal Audit services as the current contracts were coming to an end. In order to determine who would be best placed to deliver these services interviews were conducted with those who had tendered. Wylie + Bisset were the highest scoring tender for both tenders. <u>Internal Audit</u> Best practice, states the same firm should not perform both the internal and external audit function. Wylie + Bisset's score for the Internal Audit service was higher than their score for the External Audit service therefore it was recommended that Wylie + Bisset were appointed as Internal Auditors for a period of 4 years commencing 1 October 2019. <u>External Audit</u> CIB Services were the next highest scored tender for the External Audit service therefore the Audit & Risk Committee approved the recommendation to Members at the AGM the appointment of CIB Services as External Auditor. Following approval of Internal and External Audit appointments, SHR would be notified in accordance with their Notifiable Events guidance. **The Board approved:** **a) to recommend to Members at the AGM, the appointment of CIB Services as External Auditors for a period of 4 years commencing with the Audit of the year ended 31 March 2020; and** **b) the appointment of Wylie + Bisset as Internal Auditors for a period of 4 years commencing 1 October 2019.**

6.4	<u>**Development Monitoring Report**</u> The report provided an update on the progress on the 2018-2021 Development Programme. The Director of Operations advised the Strategic Housing Investment Programme (SHIP) was currently being developed and discussions were ongoing with colleagues at CNES to ensure the SHIP takes into account demand and how it fits into the wider strategic approach. The updated SHIP will go to CNES' Committee in September 2019 and will be presented to Board in November 2019. The Director of Operations further advised it had been hoped the Scotland Street development would be on site in August 2019 but due to issues raised by the contractor the building contract had not yet concluded, although some work had taken place on site to ensure safety. Iain Macmillan asked about the ongoing risk of not spending the £25m Scottish Government monies and how the risk had changed over time. The Director of Operations advised the risk had diminished slightly with the Goathill development on site as the development represented a significant part of the programme. Work had commenced in putting together the 2020/21 programme. The Chief Executive advised the official date of the opening of Sealladh A Cliseam would be confirmed shortly and Board Members would be contacted for availability to attend. **The Board:** **a) approved the continuation of the numbering of Trosairidh for the new development at Garynamonie;** **b) noted the summarised development progress report;** **c) noted the detailed update of developments;** **d) noted the overview of the Development Programme; and** **e) noted the feasibilities update.**
	POLICIES FOR APPROVAL
7.1	<u>**Openness & Confidentiality Policy**</u> The Openness & Confidentiality Policy was presented for review and approval. The Policy had been updated to outline our responsibilities under the General Data Protection Regulation (GDPR) in more detail and to reflect the classification of Registered Social Landlords (RSLs) as public bodies for the purposes of the Freedom of Information (Scotland) 2002 Act (FOISA) from 11 November 2019. Fiona Macleod requested the section on FOISA be expanded to include a link to our Publications Framework. **The Board approved the Openness & Confidentiality Policy.**
7.2	<u>**Disclosure of Interest Policy**</u> The updated Disclosure of Interest Policy was presented for review and approval. The Chief Executive confirmed following review of the policy there had been minor formatting changes and roles and responsibilities updated following the recent Pay & Grading review. **The Board approved the Disclosure of Interest Policy.**
7.3	<u>**Early Retirement Policy**</u> The updated Early Retirement Policy was presented for review and approval. The Chief Executive advised the Policy had been updated to take into account the changes in the organisation structure and in line with legislation changes to the ages at which someone can request early retirement. The Chief Executive further advised, as we are part of Highland Council Pension Scheme, our Early Retirement Policy must comply with the rules of the Pension Fund. As we were expecting updates from Highland Council, which still had to be agreed, the review date of the policy would be changed to annually until the updates were received. **The Board approved the Early Retirement Policy.**
7.4	<u>**Paternity Leave Policy**</u> The revised Paternity Leave Policy was presented for approval for consultation with staff and Unison. The Policy had been updated to take account of the latest statutory requirements and to provide clarity on the arrangements for pay during Paternity Leave. **The Board approved the Paternity Leave Policy for consultation with staff and Unison.**
7.5	<u>**Policy Consultation Response**</u> The Personal Relationships at Work Policy was approved for consultation at the Board meeting on 19 June 2019. Following the consultation period no changes were made to the Policy. **The Board approved the Personal Relationships at Work Policy.**

MONITORING REPORTS	
8.1	**<u>Performance Monitoring Report</u>** The report provided a summary of performance on Budgets, Investment and Development up to 30 June 2019. The Chief Executive advised there were no material variance to report at this stage of the year. Calum Mackay suggested the amount of money we spend in the community through investing in stock and in development should be promoted to give a positive message. The Chief Executive advised Intermedia Services had contacted us to feature in their 20 year anniversary edition and this would be one of the messages we promoted. The Head of Executive Office advised the increased resource in the service should lead to enhanced communication and media engagement and the results of this increased engagement would be reported to the Board. **The Board noted the overall performance to 30 June 2019.**
8.2	**<u>Business Plan Monitoring Report</u>** A progress report on the Delivery Plan for the Business Plan 2019/20 to 2023/24 was presented to the Board. The five year Business Plan 2019/20 to 2023/24 was approved at the Board meeting on 20 March 2019 when it was agreed quarterly progress reports would be presented to the Board. The Business Plan has four strategic goals and a Delivery Plan outlining how these goals would be achieved and the Action Plan outlined the progress towards achieving these goals. The areas where we were not meeting targets were primarily concerned with the ageing population. This was an islands wide concern and not limited to HHP. The Chief Executive welcomed feedback on the progress on the Action Plan and on the format of the report. The report also included the Scottish Government's Housing 2040 document which outlined their vision for housing up to 2040, and would inform the next review of our Business Plan. **The Board noted the:** **a) Business Plan Delivery Plan progress report to 30 June 2019; and** **b) Housing 2040 consultation document.**
8.3	**<u>Board Development Report</u>** The report provided a progress report following the Board Skills Assessment carried out in September and October 2018 and the Board Development Session held on 17 December 2018. The actions from the 2019 Development Plan were 80% complete with all proposed training completed. All other items were in progress. A Board Skills Assessment for 2019/20 would be carried out following the AGM. **The Board noted the progress of the 2019 Development Plan.**
8.4	**<u>Management Report to 30 June 2019</u>** The Management Report to 30 June 2019 was presented to the Board for review. The Finance Manager advised the forecast outturn for the year was in line with the financial covenants. Since the report was prepared there had been some slippage in development which was detailed at Item 9.3 on the Agenda. This would have a minor impact on turnover and would be reflected in the July Management Report. The impact would be offset by additional Renewable Heating Incentive (RHI) payments which had been received. The Investment spend to date was quite low but was still on target to achieve target at year end. **The Board noted the Management Report at 30 June 2019.**
8.5	**<u>Quarterly Treasury Report to 30 June 2019</u>** The Treasury Management activities for the first quarter of 2019/20 were presented for review. The Director of Finance & Corporate Services advised there had been no borrowing during the quarter, which is in line with the Annual Financing Strategy and in line with cash flow and budget phasing for the year. There was potential that towards the end of the financial year there would be a requirement to drawdown some of our borrowing facility to fund some developments. **The Board noted:** **a) the quarterly report on the Analysis of Investment and Borrowing;** **b) the outstanding loans at 30 June 2019 of £4.91 million; and** **c) the cash balance at 30 June 2019 of £7.358 million.**
8.6	**<u>Investment Programme 2019/20 Monitoring Report</u>** The Assets and Contracts Manager presented an update on the 2019/20 Investment Programme. The report detailed the progress of the Programme. Some Lots had moved to survey stage since the report was written. No problems were anticipated with the programme at this stage of the year. Calum Mackay asked how the Occupational Therapy (OT) Aids & Adaptation budget was funded and works allocated. The Director of Operations advised the budget was funded by a grant from Scottish Government and works were allocated following referrals from NHS Western Isles OT Department. The grant amount received this

	year was significantly lower than previous year despite being the highest allocation in Scotland, outwith specialist Housing Associations. This could potentially lead to a backlog of OT works arising. Alternatively, works could be funded from other budgets. The Director of Operations would update the Board as the year progresses and more information would be provided at the November 2019 Board meeting. **The Board noted the progress on the 2019/20 Investment Programme.**
8.7	**Tenant Participation Strategy 2016 -2020 Update** **Alasdair Mackenzie left the meeting during the discussion of this item.** The report provided the Board with an update on the Tenant Participation Strategy 2016 - 2020, Progress on delivering the Action Plan was set and plans for delivering the final year of the Strategy outlined. The Director of Operations confirmed initial discussions were underway for the post 2020 Strategy. The Tenant Participation Officer had worked closely with housing groups across the islands to build a strong base to develop and sustain tenant participation throughout the islands. The report also provided information on the Lettable Standard Report carried out by the Tenant Scrutiny group. This feedback will inform the next formal review of our Lettable Standards policy. **The Board noted the progress with Tenant Participation.**
MEETING GOES INTO PRIVATE SESSION	

Chairperson Mr Norman M Macleod

SIGNED ………………………………………………………

DATE ………………………………………………………

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Agenda Item 3.1.2

HEBRIDEAN HOUSING PARTNERSHIP

Board

Minutes of Meeting held on Thursday 29 August 2019 @ 1.15pm in County Hotel, Francis Street, Stornoway

ITEM	DISCUSSION
	PRELIMINARY PROCEDURAL MATTERS
1	**Attendance & Apologies** Present: Norman Macleod, Mairi Bremner, Alasdair Mackenzie, Calum Mackay, Fiona Macleod, Iain Macmillan, Alex Gardner, Paul Finnegan, Roddy Mackay, Roddy Nicolson Apologies: David Blaney, Norman Macdonald Staff & Consultants In Attendance: Dena Macleod, Anna Coyle, Donald Macleod, Iona France
	MANAGEMENT
2.1	**Election of Chair** The Company Secretary called for nominations for the Chairperson's position following the AGM held earlier in the day. Norman Macleod was nominated by Calum Mackay and this was seconded by Mairi Bremner. **There were no other nominations. Norman Macleod was appointed to the position of Chairperson.**
2.2	**Election of Vice Chair** The Chair called for nominations for the position for Vice Chair. Calum Mackay was nominated by Alasdair Mackenzie and this was seconded by Mairi Bremner. **There were no other nominations. Calum Mackay was appointed to the position of Vice Chairperson**
2.3	**Election to Standing Committees** The Chair called for nominations to the Audit & Risk Committee. Six Board Members are required to sit on Committee. **It was agreed that the following members be appointed to the Audit & Risk Committee:** • **Mairi Bremner;** • **Calum MacKay;** • **Paul Finnegan;** • **David Blaney;** • **Roddy Mackay; and** • **Roddy Nicolson.** The Chair called for nominations to the Joint Consultative Committee. Two Board Members are required to sit on the Committee. Fiona Macleod and Calum Mackay were appointed to sit on the Joint Consultative Committee.

6	**<u>Work Groups</u>** It was agreed that the Work Groups would be as follows: <u>Asset Management Working Group</u> • Norman Macleod; • Calum Mackay; • Mairi Bremner; • Alasdair Mackenzie; • Iain Macmillan: and • Fiona Macleod. <u>Finance</u> • Iain Macmillan; • Calum Mackay; • Alasdair Mackenzie; • Norman Macleod; and • Alex Gardner. <u>Housing Management</u> • Alasdair Mackenzie; • Mairi Bremer; • Calum Mackay; • Roddy Nicolson; and • Paul Finnegan. <u>Remuneration Work Group</u>: • Mairi Bremner; • Iain Macmillan; • Calum Mackay; • Norman Macleod; and • Alex Gardner. <u>Investment Delivery Board</u> Norman Macleod and Fiona Macleod were appointed as HHP representatives on the Investment Delivery Board with Calum Mackay and Iain Macmillan appointed as substitute Members. It was further agreed that Iain Macmillan would attend the SFHA Finance Conference due to be held in Crieff Hydro Hotel on 12 & 13 November 2019.
2.5	**There were no changes to the Spokespersons.**

Chairperson Mr Norman M Macleod

SIGNED ………………………………………………………

DATE ………………………………………………………

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Agenda Item 3.2

Board Action Sheet

Action Point	MINUTE NUMBER	ACTION TO BE TAKEN	DEADLINE/ TIMESCALE	ACTION BY	PROGRESS
1	28 Aug 19 (1)	Chair to write to Dolene Smith thanking her for services to Board.	6 September 2019	Chief Executive	Letter sent 3/9/19
2	28 Aug 19 (3.2)	Chief Executive to email OHCPP Co-ordinator to chase up the signing of the agreement.		Chief Executive	Awaiting response.
3	28 Aug 19 (5)	Work to commence on making flagstones outside office safe		Director of Operations	Completed.
4	28 Aug 19 (6.1)	Annual Assurance Statement to be uploaded to Regulator's website	31 October 2019	Governance Officer	Completed.
5	28 Aug 19 (6.2)	Arrangements to be made for presentation of cheques to nominated charities following AGM resolution.	30 November 2019	Governance Officer	Donation to Tagsa Uibhist made on 2/10/19. Donations to Lewis based charities carried out on 24/10/19. Donation to Eilidh Macleod Memorial Trust arranged for 8/11/19 in Barra.
6	28 Aug 19 (6.3)	SHR to be notified of the appointment of Internal and External Auditors via portal.	6 September 2019	Director of Finance & Corporate Services	Completed.
7	28 Aug 19 (6.4)	SHIP to be presented to November 2019 Board. Official date of Sealladh A Chliseim opening to be arranged.	19 November 2019	Director of Operations Development Manager	On Agenda. Date of opening 17/10/19.
8	28 Aug 19 (7.4)	Paternity Leave Policy Consultation document to be sent to Staff and Unison.	30 September 2019	Governance Officer	Consultation Document issued 2/9/19. Report on outcome of consultation on Agenda.

Action Point	MINUTE NUMBER	ACTION TO BE TAKEN	DEADLINE/ TIMESCALE	ACTION BY	PROGRESS
9	28 Aug 19 (8.1)	Report to Board on media engagement.	TBA	Head of Executive Office	
10	28 Aug 19 (8.3)	Board Skills Assessment to be carried out following the AGM.	18 October 2019	Governance Officer	Skills Assessments carried out. Report on outcome on assessment on Agenda.
11	28 Aug 19 (8.6)	Information on OT budget to be provided at November 2019 Board meeting	19 November 2019	Director of Operations	Information contained in investment report.
12	19 Jun 19 (6.6)	First time refusals for existing stock to be added to future allocations reports.	June 2020	Area Manager	Planned.
13	19 Jun 19 (6.10)	Scotland Street development to be moved into 2019/20 programme.	30 June 2019	Director of Operations	Completed. Grant offer received from Scottish Government. Site start expected August 2019.
14	19 Jun 19 (7.3)	End Violence at Work Charter initial assessment to take place with a view to being fully compliant by 31 December 2019.	31 December 2019	Chief Executive	Awaiting meeting with Unison to confirm actions.
15	27 June 18 (18)	Report to Asset Management Working Group on continuous Investment Programme with no break at year end.	September 2019	Director of Operations	Proposed in investment report on Agenda to procure some works on a 2 year programme.

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ITEM NO 6.1

BUDGET TIMETABLE 2020/21

Board 19 November 2019

Report by Director of Finance & Corporate Services

Purpose of Report

1.1 To present to the Board a Budget Strategy for 2020/21, including rent consultation, for consideration and approval.

Summary

2.1 We prepare long-term financial plans which are updated on an annual basis to take account of changes. The plans are for 30 years. Shorter-term plans are also prepared for submission to the Scottish Housing Regulator; they cover a 5 year period.

2.2 A Strategy has been prepared for 2020/21 and is at Appendix 1.

2.3 The timetable to ensure the 2020/21 rents are set within statutory timescales is included in the Budget Strategy.

Competence

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

Recommendations

4.1 **It is recommended that the Board approve the 2020/21 Budget Strategy at Appendix 1 for consultation, including the Budget Timetable.**

APPENDIX 1:	2020/21 Budget Strategy	
Background Papers:	None	
Writer of Report:	Donald Macleod	Tel: 0300 123 0773

Competence

Financial

5.1 This report considers the financial resources the Partnership requires for 2020/21.

Legal

6.1 The Partnership's Rule 69 states that The Partnership must keep proper books of account to cover its income, expenditure transactions and its assets, liabilities and reserves in line with section 75 and 76 of the Co-operative and Community Benefit Societies Act 2014. It must also set up and maintain a suitable system for controlling its books of accounts, its cash and its receipts and invoices."

6.2 The Board has the ultimate responsibility for the Partnership's finances and in accordance with the Financial Regulations, the Board has the responsibility to approve annual budgets.

6.3 The Finance Working Group's remit includes reviewing the details of the annual budget on behalf of the Board.

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 to the setting of budgets is the fluctuating current economic environment on tenants and contractors which impacts directly on the Partnership's cash flow.

8.2 A number of risks which may impact the setting of budgets have been identified in our Risk Register and these include the Affordability of our rents, Implementation of Universal Credit, BREXIT and Repairs Overspend. These are continually monitored with potential mitigation actions being put in place where appropriate.

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BUDGET STRATEGY 2020/21

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BACKGROUND

1.1 We prepare long term financial plans which are updated on an annual basis to take account of changes. The plans are for 30 years. Shorter term plans are also prepared for submission to the Scottish Housing Regulator; they cover a 5 year period.

1.2 A new 5 year Business Plan was approved by the Board in February 2019 for the period 2019/20-2023/24.

1.3 The Board approved a 30 year Business Plan in March 2019 that was submitted to our Funder in March 2019 for approval. The amount of money which we can borrow in any given financial year is determined by the 30 year Business Plan.

1.4 The Board sets the rent on an annual basis, generally in February and at the same time the detailed annual budget for the coming financial year is approved. The rents for 2019/20 were set for one year on an RPI only basis.

1.5 The Board and the Executive team have committed to have an agreed implementation plan for the restructure of rents in place by 31 December 2020.

OPERATING ENVIRONMENT

2.1 Our Business Plan was updated in February 2019 and covers the period 2019/20-2023/24. The plan outlines in detail the challenges, opportunities and responsibilities facing the Partnership over that time. The 2020/21 budget will be set in accordance with our four strategic goals:

- 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
- Working with partners to contribute to the wellbeing of communities throughout the Outer Hebrides

2.2 The budget strategy will remain focused on rent affordability, investing in tenants homes to ensure government standards for energy efficiency are met, and providing long term security for tenants.

2.3 The economic and political landscape over the last 12 months remains challenging. One significant challenge is the long term population forecast for the Outer Hebrides which is showing a projected decline of 14% over the next 20 years. The Board are working with key partners in the community to try and prevent the forecast turning into a reality with representation on various strategic committees for example the Community Planning Partnership.

2.4 The key considerations which the strategy will take into account:

a) Climate Change

b) Impact of BREXIT;

c) Long term population forecasts for the Outer Hebrides;

d) Universal Credit;

e) Rent affordability & fuel poverty;

f) Impact of weather on repairs budgets;

g) Driving efficiency gains;

h) Government standards for providing energy efficient heating systems;

i) Changes in health & social care provision;

j) The large increase in the Scottish Government development grant and the number of units to be built as per the CNES SHIP will be modelled; and

k) Changes in Housing Quality and Safety Standards, particularly in the wake of Grenfell.

2.5 The Bank of England has held the base rate of interest at 0.75% in the last 12 months.

2020/21 BUDGETS

3.1 The 2020/21 budget is drawn from Year 2 of the 30 year forecasts included in the Business Plan approved in March 2019. The budget will take account of the proposed rent increase in April 2020 which is based on RPI only, with alternative options also being reviewed.

3.2 Budget Managers will be provided with Cash Planning Limits for the service areas they are responsible for and they are required to keep their planned budgets within the Cash Planning Limits.

3.3 Draft budgets will be prepared for discussion with tenants groups. Where possible the budgets will be broken down by geographical area to enable tenants to see where funds are raised and spent.

LONGER TERM PLANNING HORIZONS

4.1 Our resources are targeted to meet legal requirements and deliver business plan objectives.

4.2 The 30 year plan will be updated and presented to the Board in February 2020. Some of the key considerations to be captured in the 30 year plan are as follows:

- Continued investment in housing stock
- Delivery of a development program in line with the SHIP
- The potential of long term voids increasing due to falling demand
- Rent Restructuring plan to be in place by 31 December 2020
- The ending of the VAT agreement within the next 1-3 years

4.3 The Board will ensure we always live within our means and do not put the long term security of the organisation at risk by keeping growth under control whilst spending the funds as effectively as possible to support the most vulnerable remaining in their homes.

4.4 The 30 year financial plans will be updated annually to take account of major changes during the year. A copy of the business planning timetable is at Appendix 1.

DRIVING EFFICIENCY GAINS

5.1 We are revising our Value for Money (VFM) strategy and have participated in the SHN VFM benchmarking survey. The results of this survey will assist in updating our VFM strategy.

5.2 Financial information including budgets will be at a sufficiently detailed level to enable efficiency gains to be clearly demonstrated and reported at a number of levels.

5.3 Post-implementation reviews of strategies which promised to deliver efficiencies will be carried out to ensure that the efficiencies are recognised and that lessons are learnt from mistakes which cost the organisation money.

EFFECTIVE RISK MANAGEMENT

6.1 The Risk Appetite is set by the Board on an annual basis as part of the business planning process and this is reflected in both the long and short term budgets for the Partnership.

6.2 The risks identified in the risk register have been taken into account in the financial plans.

6.3 Assess the possibility of self-insurance for some low level risks.

KEY ASSUMPTIONS

7.1 The key assumptions will be updated during December to enable preparation of the 2020/21 budgets.

7.2 The timetable for the preparation of the budgets is at Appendix 2.

APPENDIX 1 BUSINESS PLANNING CYCLE

Timescale	Task		Details
December	30 year Cashflows	Updated for	
		a)	Year 1 figures taking into account the latest forecasts in November management report
		b)	Material changes to global assumptions • inflation • interest rates • grant levels • tax • income (benefits)
		c)	Materials changes to • investment plan • repairs costs • development plan • rental income
December	Finance Workgroup		Review of rent options prior to going to consultation.
Dec/Jan	Rent consultation		Consultation with tenants on proposed rent increase and rent guarantee (when applicable)
January	Budget Strategy		Updated to reflect 30 year cash flows and outcomes of business planning day – Stress testing with Finance Workgroup to be arranged
			Strategy will include proposals for rent guarantee and service levels
March	Business Plan		Board approve revised business plan and 30 year cash flows for the following financial year
April			Submit annual business plan together with 30 year cash flows to RBS
May			RBS approval of business plan and covenants for the new financial year
June			Submission to SHR of 5 year return + 30 year cash flows based on what was submitted to RBS

APPENDIX 2 BUDGET TIMETABLE

Area	Task	Responsible	Timescale
Preparation	Review options for rent setting & approve methodology for rent consultation	Finance Working Group	December 2019
Collation	Preparation of the Consultation document & First pass review with Tenant Participation Officer	Finance & Business Services Manager	December 2019
Review	Executive Team	Executive Team	06 January 2020
	Finance Working Group (30 Year Business Plan)	Board	January / February 2020
Consultation	Consult with Tenants on 2020/21 Rent increase	Executive Team	07 January 2020 to 31 January 2020
Approval	Board approval of 2020/21 Rent Increase & updated 30 year business plan	Board	12 February 2020
Implementation	Detailed Investment Budgets 2020/21	Director of Operations	20 January 2020
	Detailed Development Budgets for 2020/21	Development Manager/Fixed Asset Accountant	20 January 2020
	Update Ledger with detailed budgets	Finance & Business Services Manager	14 February 2020
	Update Management Reports	Finance & Business Services Manager	11 March 2020
	Prepare Budget Book	Finance & Business Services Manager	16 March 2020
	New Rents to be implemented	Executive Team	01 April 2020

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ITEM NO 6.2

BOARD SKILLS ASSESSMENT & BOARD TRAINING PLAN

Board 19 November 2019

Report by Head of Executive Office

Purpose of Report

1.1 This Report advises of the outcome of the Board Skills Exercise that was carried out in September and October 2019 and details a Training Plan arising from Board Members' responses, and recommends a further Development Session for the Board prior to the end of 2019.

Summary

2.1 In accordance with the Scottish Housing Regulator's *Regulatory Standards of Governance and Financial Management*, the Board need to "assess annually the skills, knowledge, diversity and objectivity that it needs for its decision-making, what is contributed by continuing governing body members, and what gaps there are that need to be filled."

2.2 A skills assessment exercise with 9 out of 11 Board Members took place in September and October 2019. Results were collated and reviewed, and a Draft Training Plan, prepared in line with identified needs, is outlined at Appendix 1.

2.3 The outcome from the Skills Assessment, in addition to a further development session led by the Chair, will be used to populate the 2019/20 Development Plan for the Board.

Competence

3.1 The legal, financial, or other constraints arising from the recommendations to this report being implemented are detailed at 5.1 – 8.2.

Recommendations

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

a) approve the Draft Board Training Plan at Appendix 1;

b) agree a date for a further development session led by the Chair before the end of 2019 from the list at 13.1; and

c) delegate responsibility for finalising the 2019/20 Board Development Plan to the Chair and Chief Executive.

APPENDIX 1:	Draft Board Training Plan and Timetable 2019/20	
Background Papers:	Regulatory Standards of Governance and Financial Management	
Writer of Report:	Tina Cook	Tel: 0300 123 0773

Competence

Financial

5.1 There will be a financial cost to the implementation of the Board Training Plan which will be borne from existing budgets. The allocation for Board Training for 2019/20 is £7,000 and it is anticipated that a similar amount will be made available for the coming financial year.

Legal

6.1 There is a regulatory requirement to carry out a skills assessment and provide ongoing training to Board Members in order to sustain their continued effectiveness.

6.2 Any training undertaken by Board Members will be in accordance with our Training Strategy.

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. Carrying out skills assessments helps to ensure that the Board has the skills, knowledge and diversity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, and helps to mitigate the risk of not delivering good tenant outcomes or manage the Partnership's affairs.

8.2 Recruitment of Governing Body Members is detailed at number 6 on the Risk Register.

Report Details

2018/19 Training Plan

9.1 Nine training sessions were identified in the 2018/19 Training Plan, four of which were completed. Six other training sessions were completed during the year which were not part of the original plan but identified throughout the year as being required.

2019/20 Skills Assessment

10.1 A skills assessment took place with Board Members in September and October.

10.2 Board Members were asked to respond to two surveys:

- The first with 20 questions on skills and experience relating to the Partnership and the environment in which it operates: 18 on a scale of 1-5, where 5 is the highest skill and 1 is the lowest, and 2 direct responses. They were encouraged to evidence any answer they gave, and also to quality it if they wished. The questions related to Expertise, Partnership, Customer Focus and Integrity; and
- The second had 18 areas of housing knowledge and experience and 15 areas of housing skill and experience, in which they were asked to assess their skill and experience as good, some or require training, and then determine the importance of any required training on a scale of 1-3.

10.3 Board Members generally scored themselves as "good" or "very good" against the first question set, which is what might be expected considering the level of experience of working in professional environments and/or community organisations.

10.4 The second question set teased out any areas of training need. Any areas in which more than four Board Members indicated they would benefit from training has been worked into the Training Plan at Appendix 1, in addition to any common areas of training requested.

10.5 In accordance with the way Board Members responded the areas that have been identified for training are:

- Housing Allocations;
- Housing Options;
- Finance;
- Tenant Scrutiny;
- Housing Legislation; and
- Regulatory Framework.

Board Training Plan 2019/20

11.1 A draft Training Plan and Timetable has been prepared, at Appendix 1, which draws in the above elements. There will be a mix of in-house and external training made available and all training will be tailored to the strategic requirements of the Board.

11.2 Board Members were advised that if they became aware of particular training requirements throughout the year, these should be raised with the Company Secretary and worked into the plan accordingly.

11.3 Should the Board approve this plan; the Executive Office will source training and firm up dates accordingly.

11.4 It remains difficult to arrange training for Board Members due to geography, time constraints and prior commitments. We will continue to consider a range of options to maximise the amount of training we can offer to Board Members, which may include online training sessions, or smaller group training. We will give as much notice as possible for formal training sessions organised with external trainers, and capture the content from such sessions for any Board Members who cannot be present.

11.5 The Training & Development Officer commenced employment in August 2019. With the knowledge and experience the Training & Development Officer will bring to the Partnership, we intend to have a more focused approach towards the ongoing development of the Board.

11.6 The format for Board Skills Assessments will be reviewed for the 2020/21 Board Training Plan.

Personal Training Plans

12.1 The Executive Office will get in touch with each of the Board Members to discuss a training plan personalised to their needs, where collective training has not been arranged but they have identified a requirement. Personalised training may take a variety of formats, which may include online training, or face-to-face training with staff.

Board Development Session

13.1 The Board is asked to agree a date prior to the end of 2019 for a Board Development session led by the Chair who will be assisted by the Chief Executive. A list of dates is detailed below, and the Board will be asked at the meeting to indicate which date is most suitable:

- Tuesday 10 December, 2-4pm;
- Wednesday 11 December, 2-4pm; or
- Thursday 12 December, 10-12noon.

13.2 Following this Development Session, any further items arising can be worked into the timetable at Appendix 1 and the Development Plan for 2019/20 will be finalised and distributed.

Draft 2019/20 Training & Development Plan & Timeline

			2019			2020							
	Training	In-house / External	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
	Business Planning	In-house											
1	Freedom of Information Training	External											
2	Development Session to be held with Board	In-house											
3	Treasury Management	External											
4	Understanding Financial Reports	External											
5	Conducting Appraisals of a Senior Officer	External											
6	Regulatory Framework Refresher	External											
7	Housing Legislation Refresher	External											
8	Tenant Scrutiny Training	In-house											
9	Housing Allocations & Housing Options	In-house											
10	Strategic Planning	External											
	Following AGM - 2020/21 Skills Assessment Cycle Commences												AGM

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ITEM NO 6.3

MANAGEMENT REPORT TO 30 SEPTEMBER 2019

Board 19 November 2019

Report by Director of Finance and Corporate Services

Purpose of Report

1.1 To present the Management Report for the month ended 30 September 2019 to the Board for review.

Summary

2.1 This is the Management Report to 30 September 2019 and the information is presented in compliance with regulations to provide Board Members with assurance that expenditure is within approved budgets and income collected is on target. A copy of the report is at Appendix 1.

2.2 The management accounts show that the Financial Covenant will be met for the year ended 31 March 2020.

2.3 Development continues to be challenging. The forecasted out-turn has been amended to reflect slippage to date.

Competence

3.1 The legal, financial or other constraints to any recommendation in this report are contained in paragraph 5.1 - 8.1.

Recommendations

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

a) note the Management Report to 30 September 2019 as detailed in Appendix 1; and

b) approve that savings of £140K on interest paid be vired to Reserves.

APPENDIX1:	Management Report to 30 September 2019	
Background Papers:	None	
Writer of Report:	Katia Petteloot	Tel: 0300 123 0773

Competence

Financial

5.1 The Board approved budgets for 2019/20 in February 2019, which projected a surplus for the year of £2,215,097. The forecasted out-turn is £2,286,772.

5.2 The higher forecast out-turn is mainly driven by the additional RSL Adaptations funding of £230K and £140K saving on interest payable for 2019/20.

Legal

6.1 The following Partnership rules are applicable:

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

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 key risk is that the Partnership does not meet its Financial Covenants on an ongoing basis. The covenant for 2019/20 has been formally approved by our Funders. The covenant is forecast to be met in March 2020.

APPENDIX 1

Hebridean Housing Partnership

Registered Scottish Charity SCO 35767

Management Reports

To 30 September 2019

2019/20

Introduction

The Management Reports for 30 September 2019 are attached and if Board Members or Managers have any areas of concern or would like additional information they should contact the Finance Manager or the Director of Finance & Corporate Services.

The Management Reports are made up of three sections:

Section 1:High Level Summary

- Written by the Director of Finance & Corporate Services. This section shows in graphical format how HHP is performing in relation to the annual budget for 2019/20.

Section 2:Management Accounts

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

Section 3:Key Financial Performance Measures

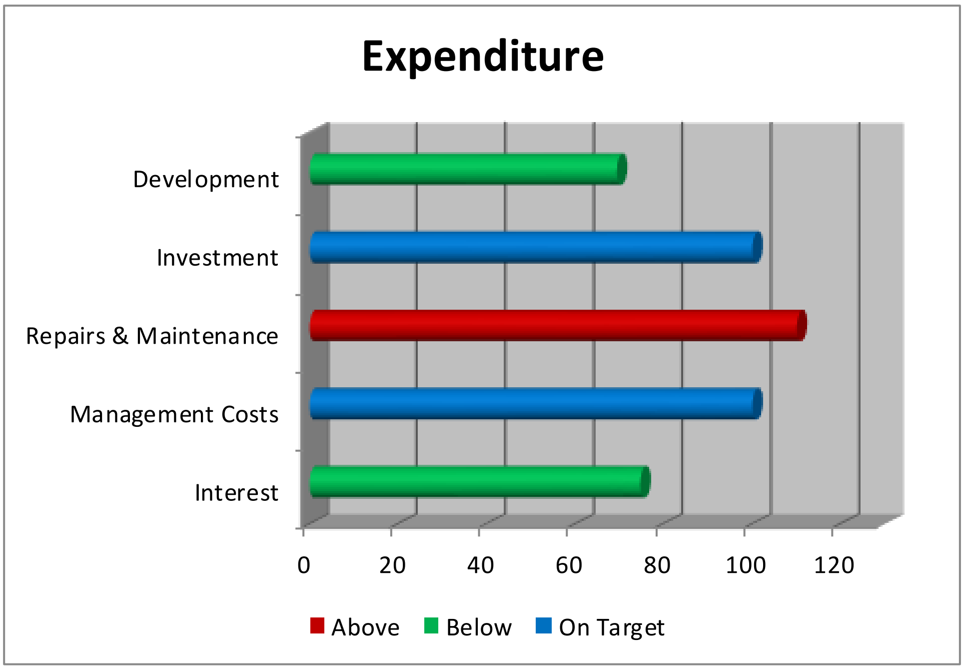
- Prepared by the Finance Manager including a review of Financial Covenants to provide the Board with assurance that the Covenant for 2019/20 will not be breached.

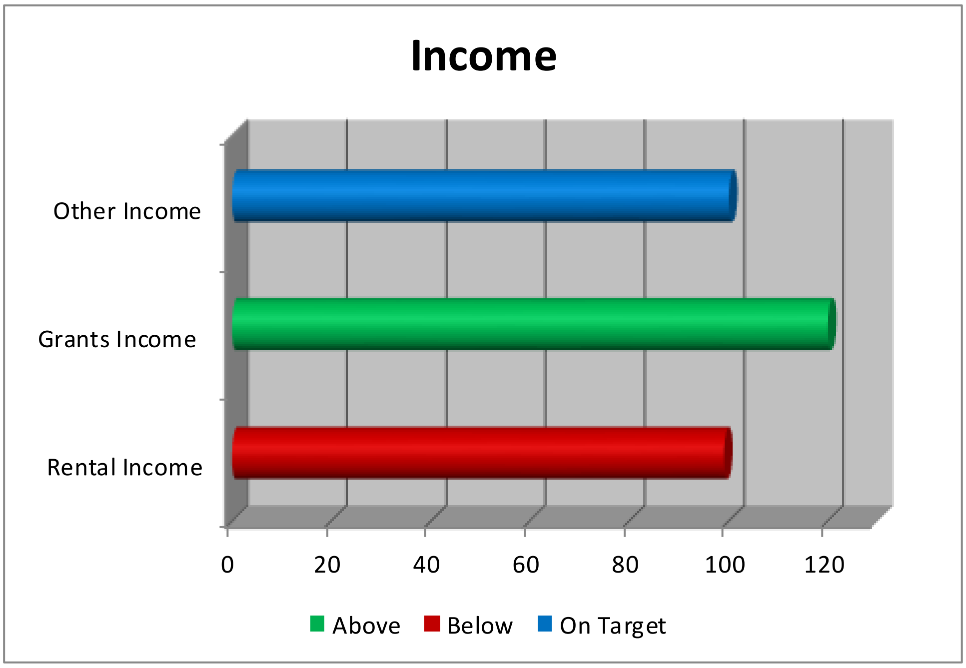
Section 1-High Level Summary

Commentary on Performance by Director of Finance & Corporate Services

	£
Initial approved Surplus	2,215,097
Virements	(259,638)
Virement/Adjustment current period	71,909
Revised Surplus	2,027,368
Changes identified this financial year	
Changes to Income increases/(decreases)	141,419
Cost (increases)/decreases	117,985
Depreciation	-
Grant Amortisation	-
Forecast Surplus to 31 March 2020	2,286,772
Decrease in funds required to meet forecast out-turn	**(259,403)**

The budgets have been revised to take account of 2018/19 carryforward.





Development underspend is predominately driven by delays in getting on site in Balivanich and programme slippage at Tarbert and Goathill.

Grant income is forecast to come in higher than budget due to RHI Income received to date of £230K.

Rental Income is forecasted to be £89K below budget due to slippage on new build properties which will in turn have an impact on when we will be able to occupy the properties.

The management accounts show that the financial covenant will be met for the year ended 31 March 2020.

Section 2 Management Accounts

Income & Expenditure Account

For the period ended 30 September 2019

Line		CURRENT YEAR BUDGET		BUDGET	Per		ACTUAL	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial	Revised	to			Spend to	Budget	Budget to	Revised	Revised	Over/	at
		Budget	Budget	30-Sep-19	Ledger	Adjustments	30-Sep-19	to date	date	Budget	Budget	(under)	31-Mar-20
		£	£	£	£	£	£	£	%	£	%	£	£
1	Dwelling rents (net)	9,039,389	9,039,389	4,568,754	4,791,390	(175,963)	4,615,427	(46,673)	-1%	4,423,962	49%	(88,581)	8,950,808
2	Non Dwelling rents (net)	13,223	13,223	6,655	10,151	-	10,151	(3,496)	-53%	3,072	23%		13,223
4	Grant Funding	120,000	205,000	60,000	230,839	60,463	291,302	(231,302)	-386%	(86,302)	-42%	230,000	435,000
5	Other Income	44,450	39,850	19,860	32,183	(2,951)	29,232	(9,372)	-47%	10,618	27%		39,850
6	**TOTAL INCOME**	9,217,062	9,297,462	4,655,268	5,064,563	(118,451)	4,946,111	(290,843)	-6%	4,351,350	46.80%	141,419	9,438,880
7	Supervision & Management	2,646,737	2,703,738	1,352,897	1,151,568	27,604	1,179,172	173,725	13%	1,524,566	56%	-	2,703,738
8	Response Repairs	1,465,233	1,465,233	707,414	688,921	1,545	690,465	16,948	2%	774,768	53%	22,015	1,487,248
9	Estate Works	106,720	129,836	87,650	42,329	-	42,329	45,321	52%	87,507	67%	-	129,836
10	Planned/Cyclical Maintenance	719,724	907,737	275,738	232,499	11,368	243,867	31,871	12%	663,870	73%	-	907,737
11	**Total Operating Expenditure**	4,938,414	5,206,543	2,423,698	2,115,317	40,516	2,155,833	267,865	11%	3,050,710	58.59%	22,015	5,228,559
12	Operating Surplus/(Deficit)	4,278,647	4,090,918	2,231,570	2,949,246	(158,968)	2,790,278	(558,708)	-25%	1,300,640	31.79%	119,403	4,210,322
13	Interest received	21,300	21,300	10,650	12,902		12,902	(2,252)	-21%	8,398	39%		21,300
14	Interest paid	554,850	554,850	277,425	132,837		132,837	144,588	52%	422,013	76%	(140,000)	414,850
15	Surplus/(Deficit)	3,745,097	3,557,368	1,964,795	2,829,311	(158,968)	2,670,343	(705,548)	-36%	887,025	24.93%	259,403	3,816,772
16	Depreciation	2,760,000	2,760,000	1,380,000	-	1,380,000	1,380,000	-	0%	1,380,000	50%		2,760,000
17	Grant Amortisation	(1,230,000)	(1,230,000)	(615,000)	-	(615,000)	(615,000)	-	0%	(615,000)	50%		(1,230,000)
18	Surplus/(Deficit)	2,215,097	2,027,368	1,199,795	2,829,311	(923,968)	1,905,343	(705,548)	-59%	122,025	6.02%	259,403	2,286,772

	CAPITAL INVESTMENT												
19	Housing Investment Programme	4,991,801	5,027,354	937,785	647,847	18,420	666,267	271,518	29%	4,361,087	87%	-	5,027,354
20	Non Housing Investment	58,710	120,110	126,939	(156,174)	196,222	40,048	86,891	68%	80,062	67%	-	120,110
21	Development Programme	4,668,392	3,884,426	1,371,654	878,811	-	878,811	492,843	36%	3,005,615	77%	(1,185,213)	2,699,213
		9,718,903	9,031,889	2,436,379	1,370,485	214,642	1,585,127	851,252	35%	7,446,763	82.45%	(1,185,213)	7,846,676

Commentary on Performance

Income

Dwelling Rents

Rental income is expected to be below forecast by £89K due to slippage in completion of new build properties. The budget variance to date is driven by the phasing of bad debts (£46K).

Grant Funding

Reduction in Rental Income is offset by additional RHI grants of £230K.

Expenditure

Line 7 Supervision & Mgt

Employee Costs are £60K below year to date budget due to budget phasing. Budget phasing will be updated in Q3 after salary increments have been implemented.
An additional premises cost of £2K is anticipated for increased Business Stream charges for the Stornoway office.
Professional fees year to date is underspent by £63K and is mainly driven by underspend in the following areas: Corporate Legal fees £13K, Treasury Management fees £10K, Consultants General £40K.

Line 14 Interest Paid

A saving of £140K has been recognized in the Forecast Out-turn. A virement will be processed in October 2019.
More detailed explanations of variances can be found on pages 8 to 14

Balance Sheet at 30 September 2019

		Notes	*30 September 2019* £	*31 March 2019* £
	Fixed Assets			
1	Tangible assets-social housing	1	82,444,774	*83,824,774*
2	Development & Investment Programme	2	1,585,127	
3	Tangible assets - property, plant and equipment		972,261	*972,260*
4	Landbank		1,313,013	*1,313,011*
5	Investments		2	*2*
			86,315,176	*86,110,047*
	Current Assets			
6	Stock		672,649	*672,649*
7	Trade and other debtors due within one year		434,928	*2,014,284*
8	Debtors due after more than one year		167,751	*167,751*
9	Short-term deposits		5,112,439	*5,681,883*
10	Cash at bank and in hand	3	2,657,921	*620,447*
11	Loan to subsiduary		16,565	*16,552*
			9,062,254	*9,173,566*
12	**Creditors: amounts falling due within one year**		(1,886,434)	*(2,663,407)*
	Net current assets		7,175,820	*6,510,159*
	Total assets less current liabilities		93,490,996	*92,620,206*
13	**Creditors:** amounts falling due after more than one year		(10,653,821)	*(10,877,254)*
14	Deferred capital grants		(46,710,806)	*(47,331,167)*
15	Pension Liability		(2,055,000)	*(2,055,000)*
16	**Net Assets**		**34,071,369**	***32,356,785***
	Capital and Reserves			
17	Share Capital		207	*206*
18	Revenue Reserve		34,071,162	*32,356,579*
			34,071,369	***32,356,785***

Commentary on Performance

Note 1	**Fixed Assets**	Fixed Assets are shown at gross cost and are reduced by the depreciation charge for the period.
Note 2	**Development & Investment**	The value of work in progress, net of Grant, on current properties and new developments More detailed information is available in the Performance Report.
Note 3	**Cash**	HHP currently hold RTB receipts of £0.887 million. £500K will be repaid to Scottish Government in December 2019.

Rental Income

For the period ended 30 September 2019

Line		CURRENT YEAR BUDGET		BUDGET	ACTUAL	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £	to 30-Sep-19 £	Spend to 30-Sep-19 £	Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-20 £
1	Dwelling Rent Gross	9,419,039	9,419,039	4,709,626	4,639,686	69,940	1%	4,779,353	50.74%	(88,581)	9,330,458
2	Non Dwelling Rent Gross	15,573	15,573	7,926	10,211	(2,285)	-29%	5,362	34.43%		15,573
3	Voids - Dwelling	(189,250)	(189,250)	(44,983)	(24,260)	(20,724)	46%	(164,990)	87.18%		(189,250)
4	Voids - Other	(2,350)	(2,350)	(1,271)	(60)	(1,211)	95%	(2,290)	97.45%		(2,350)
5	Bad Debts	(190,400)	(190,400)	(95,889)	0	(95,889)	100%	(190,400)	100.00%		(190,400)
6	TOTAL	9,052,612	9,052,612	4,575,408	4,625,578	(50,169)	-1%	4,427,034	48.90%	(88,581)	8,964,030

Commentary on Performance

Line 6 Total Income:

Rental Income is forecasted to be £89K below budget due to slippage on development which will in turn will delay when we can occupy these properties. The budget to date variance is driven by the phasing of bad debts which are provisioned at the year end.

Supervision & Management Costs

For the period ended 30 September 2019

Line	Heading	CURRENT YEAR BUDGET		BUDGET	Actual	BUDGET VARIANCE		BUDGET REMAINING		forecast out-turn	
		Initial Budget £	Revised Budget £	to 30-Sep-19 £	Spend to 30-Sep-19 £	Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-20 £
1	Salaries & Wages	1,403,724	1,403,724	699,598	671,328	28,269	4%	732,396	52%		1,403,724
2	National Insurance	139,188	139,188	69,550	62,734	6,816	10%	76,454	55%		139,188
3	Pension Costs	272,744	272,744	136,340	129,236	7,103	5%	143,508	53%		272,744
4	Other Employee Costs	51,208	51,958	26,560	15,230	11,330	43%	36,728	71%		51,958
5	Travel & Subsistence	24,670	24,670	11,580	4,675	6,905	60%	19,995	81%		24,670
6	EMPLOYEE COSTS	1,891,534	1,892,284	943,627	883,204	60,423	6%	1,009,080	53%	-	1,892,284
7	Premises Costs	57,200	59,200	30,406	21,792	8,614	28%	37,408	63%		59,200
8	IT & Telecoms	173,830	173,830	88,884	79,149	9,734	11%	94,681	54%		173,830
9	Area Offices	26,040	26,040	13,020	13,038	(18)	0%	13,002	50%		26,040
10	Payroll & Cashdesk	14,200	14,200	8,100	5,036	3,064	38%	9,164	65%		14,200
11	Property Management Fees	4,010	4,010	2,339	2,005	334	14%	2,005	50%		4,010
12	SUPPLIES & SERVICES	275,280	277,280	142,749	121,020	21,728	15%	156,260	56%	-	277,280
13	Postage, Printing & Stationery	45,680	45,680	23,508	16,116	7,393	31%	29,564	65%		45,680
14	Admin Furniture & Equipment	2,600	2,600	1,320	-	1,320	100%	2,600	100%		2,600
15	Training Courses	52,475	72,475	42,815	12,744	30,071	70%	59,731	82%		72,475
16	Community Support	27,140	25,440	14,686	11,715	2,971	20%	13,725	54%		25,440
17	Health & Safety	9,920	9,920	4,900	3,141	1,759	36%	6,779	68%		9,920
18	Recruitment Costs	6,000	6,000	3,000	1,173	1,827	61%	4,827	80%		6,000
19	ADMINISTRATION COSTS	143,815	162,115	90,229	44,889	45,340	50%	117,226	72%	-	162,115
20	Professional Fees	415,082	450,082	171,939	108,446	63,493	37%	341,636	76%		450,082
21	Insurance	254,375	254,375	115,861	112,566	3,295	3%	141,809	56%		254,375
22	Affiliation Fees	46,775	47,725	27,345	20,711	6,635	24%	27,015	57%		47,725
23	Charitable Donations	5,000	5,200	5,200	5,200	-	0%	-	0%		5,200
24	Governance	39,850	39,650	20,660	5,456	15,204	74%	34,194	86%		39,650
25	Bank Charges	9,500	9,500	4,750	3,461	1,289	27%	6,039	64%		9,500
26	Public Relations / Marketing	15,080	15,080	7,530	1,539	5,991	80%	13,541	90%		15,080
27	CORPORATE EXPENSES	785,662	821,612	353,285	257,378	95,907	27%	564,234	69%	-	821,612
28	Fees Charged to Capital	(437,053)	(437,053)	(170,743)	(120,805)	(49,937)	29%	(316,248)	72%		(437,053)
29	VAT Received - Partial Exemption	(12,500)	(12,500)	(6,250)	(6,514)	264	-4%	(5,986)	48%		(12,500)
30	RECHARGES	(449,553)	(449,553)	(176,993)	(127,319)	(49,674)	28%	(322,234)	72%	-	(449,553)
31	MANAGEMENT COST	2,646,737	2,703,738	1,352,897	1,179,172	173,725	13%	1,524,566	55	-	2,703,738

Commentary on performance

Line 7 Premises Costs

An underspend year to date in Office Programmed Maintenance is due to works yet to be completed for PAT testing and water risk assessments in both Stornoway and Uist offices.

Line 8 IT & Telecom

An underspend in Digital Line and Phone Calls costs of £5.9K will offset the shortfall in Housing System Maintence budget of £2.5K for the full year.

Line 20 Professional Fees

Professional fees year to date is underspent by £63K and is mainly driven by underspend YTD in the following areas: Corporate Legal fees £13K, Treasury Management fees £10K, Consultants General £40K.

Repairs & Maintenance

For the period ended 30 September 2019

Line	Heading	CURRENT YEAR Initial Budget £	Revised Budget £	BUDGET to 30-Sep-19 £	ACTUAL Spend to 30-Sep-19 £	BUDGET VARIANCE Budget to date £	Budget to date %	BUDGET REMAINING Revised Budget £	Revised Budget %	FORECAST OUT-TURN Over/ (under) £	at 31-Mar-20 £
1	Responsive Repairs	935,325	935,325	447,545	419,068	28,477	6%	516,257	55%		935,325
2	Void Repairs	264,000	264,000	130,775	115,662	15,113	12%	148,337	56%		264,000
3	Handyperson	95,303	95,303	47,637	39,664	7,973	17%	55,639	58%		95,303
4	GENERAL REPAIRS	1,294,628	1,294,628	625,957	574,394	51,563	8%	720,233	56%	-	1,294,628
5	Decoration Allowance	46,530	46,530	22,840	20,625	2,215	10%	25,905	56%		46,530
6	Council Tax empty properties	19,800	19,800	9,850	1,571	8,279	84%	18,229	92%		19,800
7	Minor Aids & Adaptations	500	500	200	-	200	100%	500	100%		500
8	Compensation	7,695	7,695	3,597	740	2,857	79%	6,954	90%		7,695
9	SPECIFIC ITEMS	74,525	74,525	36,487	22,937	13,551	37%	51,588	69%	-	74,525
10	Rechargeable Repairs	66,900	66,900	33,360	77,783	(44,423)	-133%	(10,883)	-16%	10,883	77,783
11	Rechargeable Repairs Recoverable	(28,700)	(28,700)	(14,236)	(23,392)	9,156	-64%	(5,308)	18%		(28,700)
12	Insurance Repairs	55,000	55,000	11,920	130,164	(118,244)	-992%	(75,164)	-137%	171,164	226,164
13	Insurance Claims Recoverable	(27,500)	(27,500)	-	(97,532)	97,532		70,032	-255%	(160,032)	(187,532)
14	RECOVERABLE EXPENDITURE	65,700	65,700	31,044	87,023	(55,979)	-180%	(21,323)	-32%	22,015	87,716
15	Commercial Properties	1,200	1,200	600	-	600	100%	1,200	100%		1,200
16	Communal Lighting	29,180	29,180	13,325	6,111	7,214	54%	23,069	79%		29,180
17	NON DWELLING REPAIRS	30,380	30,380	13,925	6,111	7,814	56%	24,269	80%	-	30,380
18	Planned maintenance	-	-	-	316	(316)		(316)			-
19	Gas Servicing	60,000	60,000	33,600	19,123	14,477	43%	40,877	68%		60,000
20	Estate Management	16,820	47,922	36,743	20,719	16,024	44%	27,203	57%		47,922
21	Other Servicing (incl. heating)	599,574	754,594	169,054	168,820	233	0%	585,774	78%		754,594
22	Stair Lifts and Door Entry Systems	2,080	2,080	1,700	1,944	(244)	-14%	136	7%		2,080
23	Gutter Cleaning	32,400	34,291	34,291	32,625	1,666	5%	1,666	5%		34,291
24	Sewage Pumps	700	700	350	319	31	9%	381	54%		700
25	Dun Berisay Heat	8,150	8,150	-	-	-		8,150	100%		8,150
26	CYCLICAL MAINTENANCE	719,724	907,737	275,738	243,867	31,871	12%	663,870	73%	-	907,737
27	TOTAL REPAIRS & MAINTENANCE	2,184,957	2,372,970	983,152	934,332	48,819	5%	1,438,637	61%	22,015	2,394,985

Commentary on performance

Line 10 & 11 Rechargeable Repairs and Rechargeable Repairs Recoverable

It is anticipated that the net position on rechargeable repairs for the full year remains in line with budget.

Line 12 & 13 Insurance Repairs & Recoverable

Forecast Out-turn has been uplifted to reflected the increased costs incurred to date and respective recoverable amounts.

Line 16 Communal Lighting

Underspend due to budget phasing with works due to complete in Q3.

Line 18 Planned Maintenance

Waste water invoice from Harris Trust to be recharged to tenant.

Line 20 Estate Management

Underspend is due to budget phasing. A full review of costs vs budget will be carried out in Q3.

Estate Works

For the period ended 30 September 2019

Line	Heading	CURRENT YEAR BUDGET Initial Budget £	CURRENT YEAR BUDGET Revised Budget £	BUDGET to 30-Sep-19 £	ACTUAL Spend to 30-Sep-19 £	BUDGET VARIANCE Budget to date £	BUDGET VARIANCE Budget to date %	BUDGET REMAINING Revised Budget £	BUDGET REMAINING Revised Budget %	FORECAST OUT-TURN Over/ (under) £	FORECAST OUT-TURN at 31-Mar-20 £
1	Garage Repairs	4,610	4,610	4,180	-	4,180	100%	4,610	100%		4,610
2	Unadopted Infrastructure	46,240	46,240	29,404	7,813	21,591	73%	38,427	83%		46,240
3	Grounds Maintenance	55,870	78,986	54,066	34,516	19,550	36%	44,470	56%		78,986
5	TOTAL ESTATE WORKS	106,720	129,836	87,650	42,329	45,321	52%	87,507	67%	-	129,836

Aids & Adaptations

For the period ended 30 September 2019

Line	Heading	CURRENT YEAR BUDGET Initial Budget £	CURRENT YEAR BUDGET Revised Budget £	BUDGET to 30-Sep-19 £	ACTUAL Spend to 30-Sep-19 £	BUDGET VARIANCE Budget to date £	BUDGET VARIANCE Budget to date %	BUDGET REMAINING Revised Budget £	BUDGET REMAINING Revised Budget %	FORECAST OUT-TURN Over/ (under) £	FORECAST OUT-TURN at 31-Mar-20 £
	Revenue Repairs										
1	Minor Aids & Adaptations	500	500	200	-	200	100%	500	100%		500
2	**Investment Programme**										
3	OT Works	120,000	205,000	70,551	110,964	(40,413)	-57%	94,036	46%		205,000
4	**Grants**										
5	Grants Received	(120,000)	(205,000)	(60,000)	(110,964)	50,964	-85%	(94,036)	46%		(205,000)
6	TOTAL AIDS & ADAPTATIONS	500	500	10,751	-	10,751	100%	500	1%	-	500

Investment Expenditure

For the period ended 30 September 2019

Line	Heading	CURRENT YEAR BUDGET Initial Budget £	Revised Budget £	BUDGET to 30-Sep-19 £	ACTUAL Spend to 30-Sep-19 £	BUDGET VARIANCE Budget to date £	Budget to date %	BUDGET REMAINING Revised Budget £	Revised Budget %	FORECAST OUT-TURN Over/ (under) £	at 31-Mar-20 £
1	Roofs	-	188,293	450	731	(281)	-62%	187,562	100%		188,293
2	Insulation	181,460	181,456	-	3,365	(3,365)		178,091	98%		181,456
3	Total Roofs	181,460	369,749	450	4,096	(3,646)	-810%	365,653	99%	-	369,749
4	Kitchen	318,850	301,369	-	22,048	(22,048)		279,321	93%		301,369
5	Bathrooms	307,868	254,406	4,381	-	4,381	100%	254,406	100%		254,406
6	OT Aids & Adaptations	120,000	205,000	70,551	110,964	(40,413)	-57%	94,036	46%		205,000
7	Showers	220,963	131,951	13,844	-	13,844	100%	131,951	100%		131,951
8	Heating	2,681,220	2,718,440	739,388	481,739	257,648	35%	2,236,701	82%	(154,807)	2,563,633
9	Rewiring	551,020	559,999	73,642	12,654	60,988	83%	547,345	98%		559,999
11	Total Internals	4,199,921	4,171,165	901,805	627,405	274,400	30%	3,543,760	85%	(154,807)	4,016,358
12	Windows	361,960	251,635	29,980	27,525	2,455	8%	224,110	89%		251,635
13	Roughcast house & wall	-	31,793	-	2,105	(2,105)		29,688	93%	7,592	39,385
15	Other	50,390	133,155	5,550	5,137	413	7%	128,018	96%		133,155
19	Externals	50,390	164,948	5,550	7,241	(1,691)	-30%	157,707	96%	7,592	172,540
20	**Total Investment excl. Unallocated Exp/Efficiency Saving**	4,793,731	4,957,497	937,785	666,267	271,518	29%	4,291,230	87%	(147,215)	4,810,283
21	Unallocated Expenditure	198,070	94,197	-	-	-		94,197	100%	147,215	241,412
22	Efficiency Savings										
23	**Total Investment**	4,991,801	5,027,354	937,785	666,267	271,519	29%	4,385,427	87%	-	5,027,354

Commentary on Performance

Lines 3 & 4 Roofs & Kitchens

Actual spend to date driven by underaccrual at Year End 2018-19. The YTD budget variance will not impact the full year forecast out-turn.

Line 6 OT Aids & Adaptations

It is expected that the OT grant will be fully deployed by November.

Line 8 Heating

Savings of £155K on heating have been recognised in Forecast out-turn. This is mainly due to refusals. We are exploring the potential of pulling forward heating replacements to utilise this saving.

Line 9 Rewiring

Underspend is due to average cost per asset being lower than expected. This will be monitored and amended towards the end of the calendar year.

Line 13 Roughcasting

Overspend YTD is due to Year End underaccrual.

Non Housing Investment

For the period ended 30 September 2019

Line	Heading	CURRENT YEAR BUDGET		BUDGET	ACTUAL	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £	to 30-Sep-19 £	Spend to 30-Sep-19 £	Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-20 £
1	Furniture & Fittings	13,600	33,600	33,600	-	33,600	100%	33,600	100%		33,600
2	Office equipment	3,050	3,050	-	12	(12)		3,038	100%		3,050
3	IT equipment	42,060	83,460	93,339	40,036	53,303	57%	43,424	52%		83,460
4	**Total Stornoway Office**	**58,710**	**120,110**	**126,939**	**40,048**	**86,891**	68%	**80,062**	**67%**		**120,110**
5	**Total**	**58,710**	**120,110**	**126,939**	**40,048**	**86,891**	**68%**	**80,062**	**67%**	**-**	**120,110**

Development Expenditure

For the period ended 30 September 2019

Line		CURRENT YEAR BUDGET		BUDGET	ACTUAL	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £	Budget to 30-Sep-19 £	Spend to 30-Sep-19 £	Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-20 £
1	New Build	16,076,724	16,217,704	8,900,588	2,185,142	6,715,446	75%	14,032,562	87%	(4,529,224)	11,688,480
2	LIFT	2,109,312	2,043,721	1,107,784	1,146,490	(38,706)	-3%	897,231	44%	406,658	2,450,379
3	Unallocated	100,000	100,000	100,000	365	99,635	100%	99,635	100%		100,000
4	**Total Development Costs**	18,286,036	18,361,425	10,108,372	3,331,996	6,776,376	67%	15,029,429	82%	(4,122,566)	14,238,859
5	**Housing Association Grant**										
6	HAG - New Build	(11,756,033)	(12,011,267)	(7,321,395)	(1,630,647)	(5,690,749)	78%	(10,380,620)	86%	3,579,216	(8,432,051)
7	HAG - Lift	(781,201)	(686,111)	(636,111)	(641,686)	5,575	-1%	(44,425)	6%	(642,956)	(1,329,067)
8	**Other Grants & Sales proceeds**										
9	Other Grants - LIFT Sales	(1,000,410)	(1,745,621)	(745,211)	(191,500)	(553,711)	74%	(1,554,121)	89%		(1,745,621)
10	Other Grants - Unallocated	(100,000)	(100,000)	(100,000)	-	(100,000)	100%	(100,000)	100%		(100,000)
11	**Total Grants**	(13,637,644)	(14,542,999)	(8,802,717)	(2,463,833)	(6,338,885)	72%	(12,079,166)	83%	2,936,260	(11,606,739)
12	**Private Finance required**										
13	New Build	4,320,691	4,206,437	1,579,193	554,495	1,024,698	65%	3,651,942	87%	(950,008)	3,256,429
14	LIFT	327,701	(388,011)	(273,538)	313,304	(586,842)	215%	(701,315)	181%	(236,298)	(624,309)
15	Development - Abortive Costs	-	-	-	1,093	(1,093)		(1,093)		1,093	1,093
16	Feasibility	20,000	66,000	66,000	9,555	56,445	86%	56,445	86%		66,000
17	**Private Finance required**	4,668,392	3,884,426	1,371,654	878,811	492,843	36%	3,005,615	77%	(1,185,213)	2,699,213

Commentary on Performance

Overall Spend to Date:

Goathill site enabling works commenced but have been affected by adverse weather. The construction phase is due to start in November 2019 which will result in an increase in spend. The impact on main works is currently being assessed but is estimated to result in £1.9m of costs slipping into next year.

Delays on site are driving an underspend to date.

- South Dell is not progressing this year but has been substituted with Scotland Street which is expected on site by end of October 2019.
- Tarbert has also experienced a major delay. Appropriate action is being taken with the contractor to reach a resolution.
- Planning at Balivanich has been withdrawn and will be resubmitted by the contractor but will not be on site this year.

Torlum & Winfield Close were due to be handed over in March but these will now be handed over in April & May respectively. We anticipate all grants to be drawn down this year.

Section 3: Key Financial Performance Measures

Financial Covenants

For the period ended 30 September 2019

The revised facility agreement with our Funders has one Financial Covenant, Interest Cover. Where a deficit is projected in any financial year, the covenant is based on an absolute sum rather than a percentage, so the covenant for 2019/20 is a maximum cash flow deficit of £5,977,400. The financial covenant for 2019/20 has been approved by our Funders. The covenant is forecast to be met in March 2020.

	Interest Cover
Covenants for 2019/20 Deficit	(£5,977,400)
Forecast to 30 September 2019	(£3,931,279)
Tolerance available	£2,046,121
Reduction in expenditure required to achieve covenant	£0

Annual Cash flow Deficit

Line	Detail	Current Position	Forecast
	Income	**£**	**£**
1	Dwelling rents (net)	4,615,427	8,950,808
2	Non Dwelling rents (net)	10,151	13,223
3	Grant Funding	291,302	435,000
4	Other Income	29,232	39,850
5	Grant received for New Build	1,630,647	8,432,051
6	Sale of LIFT received	191,500	1,745,621
7	Grant on LIFT received	641,686	1,329,067
8	Insurance Receipts	97,532	97,532
9	**Total Income**	**7,507,476**	**21,043,152**
	Expenditure		
10	Supervision & Management	1,299,977	3,140,791
11	Response Repairs	690,465	1,487,248
12	Estate Works	42,329	129,836
13	Planned/Cyclical Maintenance	243,867	907,737
14	Investment Programme	539,969	4,590,301
15	Office Alterations and IT	40,048	120,110
16	LIFT Costs	1,146,490	2,450,379
17	Opening Balances		
18	Development Costs	2,185,142	11,754,480
19	**Total Expenditure**	**6,188,287**	**24,580,881**
20	***Net Operating Cashflow***	**1,319,189**	**(3,537,729)**
21	Interest Paid	132,837	414,850
22	Interest Collected	(12,902)	(21,300)
23	**Total Interest**	**119,935**	**393,550**
24	***Annual Cashflow Surplus/(Deficit)***	**1,199,255**	**(3,931,279)**
	Interest Ratio	9%	-11%
	Covenant Requirement		
	Maximum Annual Cashflow deficit	(5,977,400)	(5,977,400)
	Tolerance	7,176,655	2,046,121
		-218%	-62%

Financial Ratios

For the period ended 30 September 2019

Key Ratios

	Current	Forecast	2018/19
Current Ratio	4.71	4.71	3.00
(Current Assets/Current Liabilities)			
Net Debt Per Unit			
Borrowing/ stock units	£2,266.39	£4,455.48	£2,260.13
Voids%	0.52%	2.05%	0.63%
Voids as % of Rental Income Due			
Bad Debts %	0.00%	2.04%	0.46%
Bad Debts written off as % of Rental Income Due			
Staff Cost/Turnover %	17.86%	20.05%	17.08%
Gross Surplus	56.41%	44.61%	54.51%
Operating Surplus/Turnover			
Net Surplus	38.52%	24.23%	35.69%
Net Surplus/Turnover			

Cash Flow Forecast 2019/20

The below cash flow shows the actual income received and the payments made for the period to September 2019.

Monthly Cash Flow Forecast

Year Ended 31-Mar-19	30-Sep-19 Month 6	31-Oct-19 Month 7	30-Nov-19 Month 8	31-Dec-19 Month 9	31-Jan-20 Month 10	28-Feb-20 Month 11	31-Mar-20 Month 12	Total
Cash on Hand at beginning of month	2,177,202	2,616,051	1,580,342	1,608,311	1,804,004	1,217,518	1,021,710	346,585
Cash Receipts								
Rent	641,498	712,208	770,009	698,507	698,507	646,009	698,507	9,008,969
Sale of Assets	191,500	-	-	885,800	-	606,250	306,000	2,114,550
Grant Income	452,961	1,521,365	997,686	1,224,384	881,540	851,073	851,073	9,861,080
Other income	52,363	37,311	-	-	-	-	-	255,421
Transfer from Deposit	-	-	-	-	-	-	-	-
Total	1,338,322	2,278,439	1,767,695	2,808,691	1,580,047	2,103,332	1,855,580	21,240,020
Total Cash Available	3,515,524	4,894,489	3,348,036	4,417,002	3,384,051	3,320,849	2,877,290	
Cash Paid Out								
Payroll	155,545	155,500	155,500	155,500	155,500	155,500	155,500	1,825,121
Management Costs	62,978	82,050	107,858	101,123	82,050	82,050	82,050	873,856
Repairs	31,898	177,623	177,623	177,623	229,631	229,631	229,631	2,289,457
Investment	160,768	808,154	799,317	827,920	583,058	547,864	837,783	5,298,304
Development	1,083,046	2,089,749	1,999,427	1,710,940	1,516,294	1,284,094	1,485,848	14,304,859
Total	1,494,236	3,313,076	3,239,725	2,973,106	2,566,533	2,299,140	2,790,813	24,591,598
Cash Paid Out (Non P & L)								
Loan Interest	7,102	-	-	139,892	-	-	139,892	414,850
Deferred RTB Receipts				500,000				500,000
Refunds	3,198	1,072	-	-	-	-	-	11,770
Transfer to Deposit Account	(605,063)	-	(1,500,000)	(1,000,000)	(400,000)	-	(400,000)	(3,905,063)
Total	(594,762)	1,072	(1,500,000)	(360,108)	(400,000)	-	(260,108)	(2,978,443)
Total Cash Paid out	899,474	3,314,147	1,739,725	2,612,998	2,166,533	2,299,140	2,530,705	
Cash Position at End of Month	2,616,051	1,580,342	1,608,311	1,804,004	1,217,518	1,021,710	346,585	-
Deposit Acct At end of Month	5,109,620	5,109,620	3,609,620	2,609,620	2,209,620	2,209,620	1,809,620	
Total Funds Available	7,725,671	6,689,962	5,217,932	4,413,624	3,427,138	3,231,330	2,156,205	

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INVESTMENT PROGRAMME (2020–22) & INVESTMENT PROGRAMME 2019/20 UPDATE

Board 19 November 2019

Report by Director of Operations

Purpose of Report

1.1 To present the 2020-2022 Investment Programme to the Board for approval and provide an update on the 2019/20 Investment Programme.

Summary

2020-2022 Investment Programme

2.1 A two-year Investment Programme will permit the procurement of larger packages in a bid to improve discount on tenders and increase competition. This will also help to ensure that there is limited delay over financial year-end.

2.2 The proposed 2020-22 Investment Programme at Appendix 1 is based on the programme 2019-2023 agreed by Board on 20 November 2018.

2.3 The programme seeks to tackle fuel poverty through replacing heating systems and ensure our homes comply with the requirements of the Energy Efficiency Standard for Social Housing (EESSH) by 2020. The programme also ensures that components such as kitchens, bathrooms, windows, roofing, roughcast and fencing are replaced in line with Stock Condition Data.

2.4 A Framework Contract is in place for the delivery of the programme.

2019/20 Investment Programme

2.5 The report provides an update on progress on the 2019/20 programme. This is on target for completion by year end.

Competence

3.1 The legal, financial or other constraints to the recommendations in this report are contained in paragraphs 5.1 – 8.4.

Recommendations

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

a) approve the Investment Programme for 2020-22 at Appendix 1;

b) approve tendering of up to 80% the Investment Programme subject to work not being committed until budgets are agreed in February 2020 and 2021 for respective annual programmes;

c) approve a £30k top up to the Occupational Therapy budget from the Investment Unallocated budget to enable works to progress during 2019/20;

d) note the 2019/20 Investment Programme progress; and

e) note the financial update at Appendix 2.

Competence

Financial

Two-year programme – 2020-2021

5.1 The programme for the two year period is within current approved business plan cash planning limits.

5.2 The investment profile will be reviewed as part of the budget setting exercise to ensure cash planning limits are not exceeded work within current covenants.

5.3 The VAT shelter currently permits VAT recovery in all first time replacement on transfer stock, excluding showers. Work to establish how much of the transfer stock investment work is in progress and will be presented to the Board in February 2020. Any impact will be factored into the 30-year Business Plan.

2019/20 Investment programme

5.4 The investment budget for the 2019/20 Investment Programme is approved at £5.027m. Appendix 2 provides information on the financial position to 30 September 2019.

Legal

6.1 The decision to approve or amend Strategy, Business Plan and budgets including virements to or from a budget head in excess of £50,000 is reserved to the Board.

6.2 Financial Regulations require that actual forecast and progress on the Investment Programme be reported to each routine meeting of the Board.

6.3 Scottish Government has set a legal requirement for Social Housing landlords to bring their stock up to the EESSH by April 2020.

Regulatory Guidance

7.1 The regulatory standards checklist has been completed and there is nothing in the report which would be in breach of the standards.

Risk

8.1 There are risks highlighted in the Risk Register that are relevant to Investment including the failure of a major contractor.

8.2 There are further risks highlighted in the Risk Register in regard to the health of the local economy particularly the capacity of contractor to deliver programmes.

8.3 The Scottish Government expects landlords to comply with EESSH. Failure to meet the standard would be a significant issue.

8.4 There is a risk of installing infrared heating prior to it being fully assessed through the EESSH and SAP frameworks. It may be that these systems will not ultimately be assessed positively. However, these are viewed positively by the majority of tenants where they have been installed.

APPENDIX1:	2020-2022 Investment Programme	
APPENDIX 2:	Financial Update 2019/20 Programme	
Background Papers:	Risk Register	
Writer of Report:	Angus MacNeil	Tel: 0300 123 0773

Report Details

2020-2022 Programme

9.1 The 2020-2022 Investment Programme was prepared on the basis of maintaining Scottish Housing Quality Standard (SHQS) and the achievement of the Energy Efficiency Standard in Social Housing (EESSH) by the 2020 target.

9.2 We have met the requirements of the SHQS and will continue to maintain the standard but there are a number of exemptions, where it is not possible to meet the standard due to technical reasons or disproportionate costs. In addition, there will be abeyances, where work cannot be carried out due to tenant refusals or owners refusing to meet shared costs of works to communal areas.

9.3 2020 is the target date for compliance with the EESSH. Works to these properties will be included in the 2020-22 Programme.

9.4 Works that are in abeyance will be carried out once the reason for the abeyance has been removed. These works will be added to the 2020-24 Programme as the opportunity arises and subject to budget availability.

9.5 A two-year Investment Programme will permit larger packages to be procured in a bid to drive increased discount on framework tenders and to increase competition. It will also permit contractors to plan for longer-term commitment. In addition, it will enable works to progress earlier in the financial year. This should also provide greater opportunity for contractors to recruit apprentices where they have a longer term workload.

9.6 Procurement will commence in January with formal awards being made once annual budgets have been approved.

2019-20 Investment Programme

10.1 Progress on the 2019/20 Investment Programme is shown below:

Lot Ref	Works	Area	Status	Contractor
Lot 1b	Doors – FIRE DOORS	Lewis/ Harris	Awarded. Site start November	Alex Murray (Construction) Ltd
Lot 2a	Heating - GAS	Lewis/ Harris	Works on site	FES FM Ltd
Lot 2b	Heating - ELECTRIC	Lewis/ Harris	Works on site	Alex Murray (Construction) Ltd
Lot 3	Bathrooms	Lewis/ Harris	Works on site	Alex Murray (Construction) Ltd
Lot 4	Kitchens	Lewis/ Harris	Works on site	O'Mac Construction Ltd
Lot 6	Electrical – REWIRING	Lewis/ Harris	Awarded. Surveys in progress	FES FM Ltd
Lot 6a	Electrical – FIRE DETECTION	Lewis/ Harris	Works on site	FES FM Ltd
Lot 7	Environmentals	Lewis/ Harris	Works on site	Alex Murray (Construction) Ltd
Lot 8	Occupational Therapy	Lewis/ Harris	Works on site	Alex Murray (Construction) Ltd
Lot 9a	Doors – FIRE DOORS	Uists / Barra	Awarded. Surveys in progress	Alex Murray (Construction) Ltd
Lot 10	Heating	Uists / Barra	Works on site	FES FM Ltd
Lot 11	Bathrooms	Uists / Barra	Awarded. Site start November	FES FM Ltd
Lot 13	Roofing	Uists / Barra	Works on Site	Alex Murray (Construction) Ltd
Lot 16	Occupational Therapy	Uists / Barra	Works on site	Alex Murray (Construction) Ltd

10.2 The programme generally is working to programmed dates which have varying completions up to the end of March 2020.

10.3 There are no current concerns on delivery and completion of programmes. However discussions are being held with SSE regarding insulation works to further Swedish Timber houses following the successful works at Dunmore Crescent.

Financial position

11.1 The Occupational Therapy budget allocation from Scottish Government is almost fully committed. To continue with actioning referrals it is proposed to vire £30k from savings in the Investment Programme.

2019/20 Budget (Grant award)	£205k
Commitment to date (inclusive of fees)	£192k
No. of referrals	156

11.2 The financial position with the 2019/20 programme is outlined at Appendix 2 showing 13.25% of the budget has been spent to 30 September 2019.

Work Types	2020/21		2021/22		Grand Total	
VAT Recover	**£**	**2,415,660**	**£**	**2,119,536**	**£**	**4,535,197**
Bathroom & Shower	£	99,768	£	68,108	£	167,876
Kitchen	£	123,751	£	331,424	£	455,174
Heating	£	1,177,682	£	385,406	£	1,563,088
Windows	£	158,108	£	323,806	£	481,914
Environmentals	£	198,304			£	198,304
Gas Heating	£	273,018	£	108,221	£	381,238
Insulation	£	135,135	£	121,081	£	256,216
Smoke detectors	£	249,895			£	249,895
Electrical Works - rewire			£	781,491	£	781,491
VAT Non Recoverable	**£**	**741,716**	**£**	**673,445**	**£**	**1,415,161**
Bathroom & Shower	£	72,213	£	49,297	£	121,510
Heating 2nd time	£	669,503	£	624,147	£	1,293,651
VAT Non Recoverable - RSL	**£**	**638,793**	**£**	**735,376**	**£**	**1,374,168**
Kitchen			£	99,427	£	99,427
Heating	£	451,647	£	581,838	£	1,033,486
Windows	£	63,243			£	63,243
Gas Heating			£	54,110	£	54,110
Smoke detectors	£	123,902			£	123,902
Grand Total	**£**	**3,796,169**	**£**	**3,528,357**	**£**	**7,324,526**

* Environmentals 2021/22 - works re profiled to 2021/22 due to budget re-profiling for legislative changes on smoke detector programme and landlord health and safety statutory obligations

* Smoke Detectors 2021/22 - works in progress for Lewis and Harris in 2019/20, Uists and Barra expected to be completed 2020/21.

APPENDIX 2

FINANCIAL UPDATE

30th September 2019

Line	Heading	CURRENT YEAR BUDGET		BUDGET	ACTUAL	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £	to 30-Sep-19 £	Spend to 30-Sep-19 £	Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-20 £
1	Roofs	-	188,293	450	731	(281)	-62%	187,562	100%		188,293
2	Insulation	181,460	181,456	-	3,365	(3,365)		178,091	98%		181,456
3	Total Roofs	181,460	369,749	450	4,096	(3,646)	-810%	365,653	99%	-	369,749
4	Kitchen	318,850	301,369	-	22,048	(22,048)		279,321	93%		301,369
5	Bathrooms	307,868	254,406	4,381	-	4,381	100%	254,406	100%		254,406
6	OT Aids & Adaptations	120,000	205,000	70,551	110,964	(40,413)	-57%	94,036	46%		205,000
7	Showers	220,963	131,951	13,844	-	13,844	100%	131,951	100%		131,951
8	Heating	2,681,220	2,718,440	739,388	481,739	257,648	35%	2,236,701	82%	(154,807)	2,563,633
9	Rewiring	551,020	559,999	73,642	12,654	60,988	83%	547,345	98%		559,999
11	Total Internals	4,199,921	4,171,165	901,805	627,405	274,400	30%	3,543,760	85%	(154,807)	4,016,358
12	Windows	361,960	251,635	29,980	27,525	2,455	8%	224,110	89%		251,635
13	Roughcast house & wall	-	31,793	-	2,105	(2,105)		29,688	93%	7,592	39,385
15	Other	50,390	133,155	5,550	5,137	413	7%	128,018	96%		133,155
19	Externals	50,390	164,948	5,550	7,241	(1,691)	-30%	157,707	96%	7,592	172,540
20	**Total Investment excl. Unallocated Exp/Efficiency Saving**	4,793,731	4,957,497	937,785	666,267	271,518	29%	4,291,230	87%	(147,215)	4,810,283
21	Unallocated Expenditure	198,070	94,197	-	-	-		94,197	100%	147,215	241,412
22	Efficiency Savings										
23	**Total Investment**	4,991,801	5,027,354	937,785	666,267	271,519	29%	4,385,427	87%	-	5,027,354

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DEVELOPMENT PROGRAMME UPDATE REPORT

Board 19 November 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 / (2018-date)	**Planned 2018-21 (5 year development plan)**
Units approved	172*	294
Units on Site	65	294
Units Complete (2018-21)	57	270

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

Scottish Government Grant

	2018/19 (£M)	**2019/20 (£M)**	**2020/21 (£M)**	**TOTAL (£M)**
RPA	£8.05	£9.15	£9.71	£26.91
Developments on Site		£9.44		
Expected on Site 2019/20		£10.09		
Actual Grant	£4.70			
Total Estimated Grant	£4.70	£10.55**	£13.54	£28.79
Grant to be utilized				-£1.88

**includes land purchases

2.2 The £10.55M above includes Tarbert Police Station and Blackwater land purchase where the Scottish Government Grant is at risk of not being drawn down in full.

2.3 The Grant figures are subject to final agreement between HHP, the Comhairle and Scottish Government.

2.4 There are currently 7 developments on site due for completion during 2019/20. The enabling works for Goathill are also now on site with the housing contractor due to start in January 2020. Appendix 1 provides an overall financial summary of development budgets to September 2019 and Appendix 2 provides a programme summary for 2019/20.

2.5 Appendix 3 provides an overview of the 2018-2021 programme.

2.6 An agreement has been reached with a developer for 6 units at South Dell, Isle of Lewis. A letter of intent and instruction to proceed to acquisition and planning has been issued.

2.7 Garrabost Care Unit, An Glib is on the Strategic Housing Investment Plan (SHIP) for 2020/21. A financial appraisal will be completed on receipt of the property valuation from CnES mid November.

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) approve the purchase of identified land in Barra;
b) approve the sites at Shawbost and Barvas;
c) approve progressing Garrabost Care Unit;
d) note the update on the site at South Dell;
e) note the development progress report at Appendix 2;
f) note the overview of developments at Appendix 3; and
g) note the feasibilities update at Appendix 4.

APPENDIX 1:	Developments Detailed Update	
APPENDIX 2:	Summarised Development Progress Report	
APPENDIX 3:	Development Overview	
APPENDIX 4:	Feasibility Studies Update	
APPENDIX 5:	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 £9.15M. There is £9.44M committed with developments already on site, including £5.8M for Goathill in 2019/20. A further £617k will be committed to 2019/20 when Scotland Street goes on site in November.

5.2 The over commitment compared with the RPA is fully supported by the Scottish Government and provides for any potential slippage that may occur in the development.

Legal

6.1 The Asset Management 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. The Working Group agreed to progress Shawbost, Dell and Barvas proposals.

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 Innse Gall (TIG). TIG was 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 to maximize use of the resources made available to the Comhairle and the Outer Hebrides. There continues to be a risk that the full £25M grant is not taken up.

Report Details

Feasibility Studies

9.1 Details of recent feasibility studies are at Appendix 4.

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 with CnES.

9.3 Feasibility studies are currently being carried out on land in Barra and Claddach Illeray, North Uist.

Scott Road, Tarbert

9.4 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. However, one of the landowners has advised that they wish to retain part of the site originally identified. The implication of this is still being assessed and is hoped will be finalised by the end of November. Further discussions with the landowner will then be held.

Site Acquisitions

10.1 The Masterplan exercise for Blackwater is complete and work is underway on the planning process. The required pre-application process (PAC) will be complete in

November 2019 allowing the full planning application to be submitted. We will be unable to access the Scottish Government Grant for this site until it is purchased which requires the land resumption to be finalized.

10.2 Subject to the conclusion of the feasibility study currently being carried out by TIG, we hope to purchase land being made available to us by the Church of Scotland in Barra. Barra is in the SHIP for 6 units in years 1 and 4 of the new SHIP.

Developer Led Proposals

11.1 An agreement has been reached with a developer for 6 units at South Dell, Isle of Lewis. A letter of intent and instruction was issued on 15 October 2019 and has been returned signed by the contractor.

11.2 A site in Lochmaddy, North Uist is currently under discussion with the developer and revised costings have been prepared.

11.3 A developer has brought forward proposals for sites in Barvas, Shawbost and Arnol.

11.4 The sites and costings were discussed at the Asset Management Working Group in October. The Group approved to progress the site at Shawbost, the site at Barvas subject to further cost savings and agreed to look at Arnol at a later date subject to evidencing demand in the area.

11.5 Discussions are ongoing with the contractor to achieve a price within budget for the Shawbost and Barvas site package.

Trosairidh, Garrynamonie, South Uist

12.1 The additional house at Garrynamonie has now received planning approval and is on site.

12.2 The Comhairle provided an additional grant of £12,900 towards the cost of the development.

Site Starts 2019/20

13.1 Scotland Street is expected to formally start on site following a contract signing in November 2019. The building contract and ownership will be exchanged on this date. There was a £15k increase in costs which has been funded by additional Scottish Government Grant.

13.2 A consultation is underway with regards to the name of the Scotland Street site.

13.3 Former Police Station Tarbert, Horgabost, Breasclete, the 3 rural Lewis sites and Trosaraidh all started on site earlier this year with the remaining two rural Uist sites due on site in November 2019. A detailed update can be found at Appendix 2.

Tarbert Police Station

13.4 Discussions are ongoing with the contractor. A further verbal update will be given at the Board meeting.

New Supply Shared Equity

13.5 Demand for the properties in Horgabost has been extremely low. There have been a few notes of interest but there are currently only two valid applications being assessed.

13.6 TIG have received 7 notes of interest for the properties at Breasclete. The earliest date for applications is 15 November 2019.

OVERALL SUMMARY OF DEVELOPMENT

	COST				GRANTS & SALES PROCEEDS				PRIVATE FINANCE				
AREA	Revised Budget £	30th Sept 2019 £	Change to Budget £	Forecast Out-turn £	Revised Budget £	30th Sept 2019 £	Change to Budget £	Forecast Out-turn £	Revised Budget £	30th Sept 2019 £	Change to Budget £	Forecast Out-turn £	Amend to Private Finance £
New Build	16,217,358	2,194,667	(4,529,224)	**11,688,134**	(12,011,267)	(1,638,697)	3,579,216	**(8,432,051)**	4,206,091	555,970	(950,008)	**3,256,083**	(950,008)
Retentions	66,346	-	-	**66,346**	-	-	-	-	66,346	-	-	**66,346**	-
Shared Equity	2,043,721	1,146,490	406,658	**2,450,379**	(2,431,732)	(825,136)	(642,956)	**(3,074,688)**	(388,011)	321,354	(236,298)	**(624,309)**	(236,298)
Land banking	100,000	395	-	**100,000**	(100,000)	-	-	**(100,000)**	-	395	-	-	-
TOTAL	18,427,425	3,341,551	(4,122,566)	**14,304,859**	(14,542,999)	(2,463,833)	2,936,260	**(11,606,739)**	3,884,426	877,718	(1,186,306)	**2,698,120**	(1,186,306)

PROGRESS	PROGRAMMES WITH TIME DELAYS
Projects on site progressing well. - Horgabost Phase 2 on site. Grant offer has been received from SG. Shared equity properties currently being advertised and accepting applications, however demand for the properties is extremely low. - Stag Road - Handover achieved April 2019. - Breasclete is on site. Completion due March 2020. Shared equity sites to be advertised. - 3 Rural Lewis sites (An Glib, Cnoc A Runaire & Edgemore sq) are on site. - 3 Rural Uist sites (Garrynamonie, Torlum & Winfield close) are on site.	- Tarbert Police Station - site currently on hold pending update from contractor. - Mackenzie Avenue: Work continues on site with phase 2 - phase 1 handover completed in January 2019. The 2 remaining shared equity properties have now been sold. Phase 2 handover is expected in December. - Balivanich - Planning withdrawn. Issues with planning currently being concluded with contractor. Grant offer received from SG. - Sealladh a' Chliseim - handover completed April 2019. - Torlum & Winfield close delayed handover till next financial year due to additional unit at Garrynamonie. The SG Grant will be fully drawn down this financial year. - Goathill planning approved December 2018 and enabling works are now on site. Scheduling has been impacted by adverse weather conditions. Housing contractor (74 houses) will now go on site in January 2020.
PROGRAMMES WITH PROJECTED BUDGET OVERRUNS	**PROPOSALS FOR BRINGING PROGRAMME WITHIN BUDGET**
- Mackenzie Avenue: projected overspend of approximately £56K and additional legal costs anticipated with respect to titles corrections, an additional £100K has been made available for this project.	- South Dell will not be progressing this year. Will progress in 2020/21. Due to additional funding made available from the Council, Scotland street will be progressing in its place. An additional 6B7P unit at Garryanamonie will also be progressing to bring programme in line with SHIP. - An additional £46K has been made available for feasibility studies from last year's under utilized budget. - An additional developer led site at Shawbost will be starting this financial year following Asset Management Working Group approval in October 2019.

New Build Updates

Appendix 2

Progress on Site

Development Name	Progress	Expected Handover
Mackenzie Avenue	The site boundary issue has now been resolved. 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 is progressing to programme.	March 2020
Horgabost, Isle of Harris	Development On Site and is due for completion by the end of November 2019.	November 2019
Tarbert Police Station, Isle of Harris	Discussions are ongoing with the contractor.	June 2020
An Glib, Point, Isle of Lewis	AMC started on site on 6 August 2019. Work is progressing to programme.	January 2020
Edgemoor Square, Ness, Isle of Lewis	AMC started on site on 6 August 2019. Work is progressing to programme.	January 2020
Cnoc a Runnaire, Tolsta, Isle of Lewis	AMC started on site on 6 August 2019. Work is progressing a few weeks behind programme.	March 2020
Goathill	Enabling works on site July 2019 and expected to be complete by end of the year. Housing contractor anticipated to be on site in January 2020.	Autumn 2022
Garrynamonie	Calmax on site 12 August 2019. Work progressing to programme.	February 2020
Torlum	Planning in place. Site start expected 11th November 2019.	April 2020
Winfield Close	Planning in place. Site start expected 4th November 2019.	May 2020

New Build Updates Appendix 2

Expected Site Starts 19/20 – Summary

Development(s)	Number of Units	Status	Grant 19/20
Rural Uist	7	On site 12 August 2019	£735,000
Garrynamonie additional	1	Planning Permission Application submitted	£162,500
Rural Lewis	8	On Site 6 August 2019	£840,000
Breasclete	10	On site 15 April 2019	£878,000
Tarbert Police	8	On site 29 April 2019	£702,000
Low Flyer	10	Revised planning application due to be submitted.	£1,002,000
Horgabost	4	On site April 2019	£261,000
Goathill Housing	74	Enabling works on site	£3,010,000
Housing with Extra Care	50	Enabling works on site	£4,268,000
Scotland Street	6	Formal contract due to be signed.	£617,350
Total Units	**171**	**Total Grant in 2019/20**	**£12,475,850**
Blackwater		Masterplanning progressing to planning	£360,000
Rural Site Purchases		Sites being identified Offer submitted and accepted in principle for Howmore	£100,000
		Total Grant in 2019/20	**£12,935,850**

Developments Awaiting Site Start - Detailed

Development Name	Number of Units	Progress	Contractor
Low Flyer, Balivanich	4 x 1 bed 2 x 2 bed 4 x 3 bed	The original planning application has been withdrawn by the contractor. Following discussions with the planning department a revised planning application is due to be submitted.	Douglas & Stewart
Scotland Street, Stornoway	4 x 1 bed 2 x 2 bed	Planning permission in place. Building contract expected to commence November 2019.	Lewis Builders

Development Overview - November 2019

Appendix 3

			2018										2019												2020												2021		
Development	Units*	Split	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' Chliseim - 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																																		
Corran Cismaol - complete	6	Rural																																			
Horgabost	4	Rural																																			
Balivanich Low Flyer	10	Rural																																			
Stonefield, Breasclete	10	Rural																																			
Garrynamonie	5	Rural																																			
Torlum	2	Rural																																			
Winfield Close	1	Rural																																			
Blackwater	80	Urban																																			
An Glib	2	Urban																																			
Cnoc A'Runaire, Tolsta	4	Rural																																			
Edgemoor Square, Ness	2	Rural																																			
Howmore	12	Rural																																			
Scott Road, Tarbert	19	Rural																																			
Melbost West	60	Urban																																			
Goathill Farm	124	Urban																																			

Code

- Feasibility
- Tendering
- Tender Award
- On site
- Completion
- Planning
- Masterplan

Feasibilities

	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	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 Maclennan	Pre-planning process for major dev elopment started.		84	40	PAC Process
2	Lewis	Melbost Farm West	TIG	105	Complete	Subject to financial appraisal - suitable for development. Additional recommendations	Stornoway Trust	Site acquired.		170		At Masterplan Stage
3	Lewis	Uig (HIE site)	TIG		Tech Services - Complete		HIE					Desktop - Feasibility
4	Lewis	Breaclete Glebe, Bernera	Comhairle Asset Management Team		Tech Services							Desktop - Feasibility
5	Lewis	Caversta, South Lochs	Comhairle Asset Management Team		Tech Services		Common Grazings					Desktop - Feasibility
6	Lewis	Field West of Holm Road Junction	Comhairle Asset Management Team		Tech Services		Common Grazings	Field west of Holm Road junction				Desktop - Feasibility
7	Lewis	Loch an Duin, Aird, Point	Comhairle Asset Management Team		Tech Services		Upper Aird Grazings	Possible 2 units				Desktop - Feasibility
8	Lewis	Crowlista, Uig	Comhairle Asset Management Team		Tech Services							Desktop - Feasibility 1
9	Lewis	Keose Glebe	Comhairle Asset Management Team		Tech Services - Complete		Keose Glebe Estate	Proposed by Keose Glebe Estate Next to original Keose Glebe HHP scheme				Desktop - Feasibility 1
10	Lewis	20 Outend, Lemreway	Comhairle Asset Management Team		Tech Services - Complete		Kenneth Mackay		Comhairle Ack February 2019			Desktop - feasibility 1
11	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
12	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. Developer proposal awaited.		22	8	Feasibility Complete
13	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
14	Lewis	Loch Street, Barvas	TIG		Complete		Barvas Estate Trust	Developer propsal awaited.		6	6	Feasibility Complete
15	Lewis	Geilear Road, Bayble	Developer Led	N/A	N/A		Common Grazings	Common grazings, developer led proposal				Not HHP - developer led
16	Lewis	South Dell	Developer Led	N/A	N/A		Common Grazings	Letter of intent to proceed issued to contractor.			6	Approved
17	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
18	Lewis	Crowlista 2					Church	Land owned by the church close to Crowlista site. Need map of site.				Proposed

	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
19	Lewis	Eoropie	TIG		Complete		Comhairle	Opposite Play Park Had been considered for Rural HWEC - see Dan's feasibility.				Ruled Out
20	Lewis	Gravir					Common Grazings	Plan requested				Proposed
21	Lewis	Kintulavaig					HHP	HHP owned. Possible shared equity. Development previously aborted.		3		Proposed
22	Lewis	Site past church, Barvas						Proposed by Barvas Estate				Proposed
23	Lewis	Tong Road					Common Grazings	Land on Tong Road, heading to Tolsta, after private housing in Newmarket (serviced plots preferred)				Proposed
24	Lewis	2 Cross	UOG	N/A	Cancelled		Private	Site advertised incorrectly. Too small but may have additional land around it.		0	0	Ruled Out
25	Lewis	Cairn Aonghais, Gravir	TIG	N/A	Cancelled			Next to existing HHP development. Proposed by Pairc Trust.		2	0	Ruled Out
26	Lewis	Callanish	TIG	N/A	Cancelled			Proposed by Carloway Estate Trust				Ruled Out
27	Lewis	Cross	UOG	N/A	Cancelled		Private	No longer available. UOG made contact with owner		0	0	Ruled Out
28	Lewis	Kirivick	TIG	N/A	Cancelled			Proposed by Carloway Estate Trust. Old Quarry				Ruled Out
29	Lewis	Balallan, Pairc Junction	TIG	72	Complete	Construction costs deem this site to be unsuitable for development.	Soval Estate	HLA		4		Ruled Out
30	Lewis	Cnoc a Bhlair, Gravir	TIG	116	Complete	Unsuitable for development		Next to existing HHP development. Proposed by Pairc Trust.		2	2	Ruled Out
31	Lewis	Gress site	TIG	N/A	Complete		Stornoway Trust	No longer available.				Ruled Out
32	Lewis	Heathpark, Bernera	TIG	72	Complete	High cost so recommended NOT to develop	HHP	HHP owned, room for additional units		1		Ruled Out
33	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
34	Lewis	Shawbost – site behind Church	UOG	111	Complete	Cost due to wastwater 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
35	Lewis	10 Lionel, Ness						Not a priority due to other site in area being progressed.				Ruled Out
36	Lewis	107 Cross Skigersta Road, Ness						Not in crofting	Comhairle Ack February 2019			Ruled Out
37	Lewis	21 Torquil Terrace					Mike Mclennan		Comhairle Ack February 2019			Ruled Out
38	Lewis	46 Habost					Ian Graham	1.26ha	Comhairle Ack March 2019			Ruled Out
39	Lewis	58 North Shawbost	TIG				Private	No longer available.				Ruled Out
40	Lewis	97 West End Balallan					Private	29.5k Close to Balallan Pairc Junction site (Ken Macdonald)	N/a			Ruled Out
41	Lewis	Achmore					Bethesda	0.1ha small site close to other property. Possibly 2 units.	Comhairle Ack February 2019	2	0	Ruled Out
42	Lewis	Balallan					Bethesda	0.153ha Too expensive to develop	Comhairle Ack February 2019			Ruled Out
43	Lewis	Breaclete 2					Ian Macdonald	House site and garden area are in process of being decrofted	Comhairle Ack February 2019			Ruled Out
44	Lewis	Marybank					Patricia Campbell	0.56ha land to rear of depository Depository in council ownership?	Comhairle Ack February 2019			Ruled Out
45	Lewis	Millhouse. Breasclete					Iain Macneil	Sufficient for 10-12 houses	Comhairle Ack February 2019			Ruled Out
46	Lewis	South Bragar					Bethesda	0.348ha next to Dounes	Comhairle Ack February 2019			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
47	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					Not progressed
HARRIS												
48	Harris	Coastguard/Scott Road, Tarbert - 2	TIG		Commissioned							Feasibility Commisioned
49	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
50	Harris	Seilebost	Comhairle Asset Management Team		Tech Services - Complete		West Harris Trust	LDP site.		2	2	Feasibility desktop 1
51	Harris	1 Kendibeg, Harris	TIG		Commissioned			0.226ha Site near Diracleit, possibly 4 houses	Comhairle Ack February 2019			Feasibility
52	Harris	Bunavoneadar					North Harris Trust	NHT – land to the west of the hydro-electric scheme, either side of the road (crofting tenure)				Proposed
53	Harris	Meavaig North					North Harris Trust	Large agricultural park between road and shore (NHT own)				Proposed
54	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
55	Harris	Scalpay school	TIG	99	Complete	Not recommended to proceed	NHT	Feasibility study underway for the re-development		2	2	Ruled Out
56	Harris	10 Scalpay						Large site, access issues?	Comhairle Ack February 2019			Ruled Out
57	Harris	11 Kyles Scalpay						consideration of watercourse required, high design expectation within National Scenic Area, Gradient of note.				Ruled Out
UIST												
58	Uist	Balivanich Commercial Dev. Area (Low Flyer)	TIG	55	Complete	Suitable for development	CnES			10	10	Application for Planning Submitted
59	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
60	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
61	Uist	Winfield Close	TIG	N/A	N/A		HHP	Can take 1 unit		1	1	Application for Planning Submitted
62	Uist	West Gerinish, S Uist	TIG		Commissioned		Common Grazings	Land opposite Kildonan Road End, just north of museum				Feasibility Commisioned
63	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
64	Uist	Dunganichy, Benbecula	Comhairle Asset Management Team		Tech Services - Complete		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
65	Uist	Claddach Illeray, North Uist	Comhairle Asset Management Team		Tech Services - Complete		North Uist Estate	Just before Smokehouse. Closer to Clachan than Claddach Illeray.				Feasibility desktop 1
66	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

Feasibilities

	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
67	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
68	Uist	Hougharry, N Uist					Common Grazings	Land at Hougharry, near garage/bus depot				Proposed
69	Uist	Balivanich Hall					Iain Macdonald	Too close to existing turbine and possible flood risk?	Comhairle Ack February 2019			Ruled Out
70	Uist	Eochar 3?						beside Eochar school check if there has been previous investigation	Comhairle Ack February 2019			Ruled Out
71	Uist	Sollas/Claddach Valley						Land no longer available				Ruled Out
BARRA												
72	Barra	Skallary, Isle of Barra	Comhairle Asset Management Team		Tech Services - Complete			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
73	Barra	9 Ardveenish	TIG		Cancelled		Angus Galbraith	No longer available	Comhairle Ack February 2019	4	4	Ruled Out
74	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
75	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

An Glib, Point

Edgemoor Square, Ness

Cnoc a Runnaire, Tolsta

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GAS AUDIT

Board 19 November 2019

Report by Director of Operations

Purpose of Report

1.1 To inform Board on the outcome of the Gas Audit carried out during October 2019.

Summary

2.1 The Board agreed in November 2017 to carry out annual gas audits to provide assurance on the quality of work being carried out on our properties.

2.2 The 2019 audit has concluded that contractor performance has significantly improved over previous years, especially in regards to completed documentation in compliance with The Gas Safety (Installation and Use) (Amendment) Regulations. There were no gas safety issues highlighted in this years' audit.

2.3 Areas for further improvement in quality of work have been identified and have already been actioned by the contractor.

2.4 It is proposed that future gas audits revert to a 2-year cycle with the next audit being carried out in 2021. This can be reviewed if concerns are identified or if circumstances change.

Competence

3.1 The legal, financial or 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:**

a) note the report; and

b) approve that Gas Audits be carried out on a 2-year cycle.

APPENDIX 1:	Gas Audit Executive Summary	
APPENDIX 2:	Gas Service Summary	
Background Papers:	None	
Writer of Report:	Peter O'Donnell	Tel: 0300 123 0773

Competence

Financial

5.1 The cost of the Gas Audit was £4,794 and was funded within existing budgets.

Legal

6.1 We have a duty under the Gas Safety (Installation and Use) Regulations 1998. In particular, there are requirements under Regulation 35 – Duties of Employers and Self-employed Persons & Regulation 36 - Duties of a Landlord.

Regulatory Guidance

7.1 The regulatory standards checklist has been completed and there is nothing in the report which would breach the standards.

Risk

8.1 The satisfactory management of gas installations is a significant area of risk for HHP and it is therefore critical that robust systems and processes are in place.

8.2 The current Repairs & Maintenance contract terminates in March 2020. The transition to a new contract and/or contractor presents a risk which will be managed in the mobilisation process.

Report Details

Gas Audit 2018

9.1 The 2018 Gas Audit highlighted the following areas of concern with quality of work and documentation:

- a significant decline in performance compared to previous years; and
- 3 properties identified as 'at risk'.

Gas Audit 2019

10.1 The Gas Audit only involved FES FM Ltd (FES) as they are currently providing our gas servicing and our gas investment works. 17 site inspections were undertaken as part of the Gas Service Audit. A further 2 inspections of current investment gas installations were also undertaken. This included a completed installation and an ongoing installation.

10.2 A copy of the Executive Summary is attached at Appendix 1. A full copy of the report is available to Board Members, if required.

10.3 The audit has noted a significant improvement in all areas of work and there were no installations found to be 'immediately dangerous' or' at risk' by the auditor.

Quality of Work (FES FM LTD)

11.1 The audit assessed the quality of the gas work carried out by FES on HHP gas services. A summary of the findings is attached in Appendix 2.

11.2 17 audits were carried out on FES gas service work. The audit found some minor issues with the quality of work but overall they scored 71%, which is an increase from 44% in 2018. However, it is still below the National Benchmark average of 92%. The minor issues did not affect the safety of the gas boiler and these have been addressed by the contractor following a debrief with Corgi Technical Services and HHP.

11.3 17 audits were also carried out on FES documentation on the same works. This has significantly improved and now scores 88%, which is well above the National Benchmark average of 77%.

11.4 Customer care was also audited in the 17 properties and FES scored 100% across all six levels. This independent verification supports the monthly performance indicators which have consistently shown that FES score highly in this area.

Conclusions

12.1 Gas audits act as a method of scrutiny and Corgi Technical Services are rigorous in their approach. Following this audit they are satisfied that FES has shown significant progress in addressing previous performance weaknesses.

13.2 There are a small number of issues for HHP and FES to address to further improve performance. These are as follows:

- Ensure debris is cleaned from tops of high level boiler units;
- Insulate all external condensate pipes;
- Investigate specification of extra wide gullies to accommodate condensate pipes; and
- Investigate ventilation of gas pipework within chimney wall.

13.3 We are satisfied that FES has shown significant progress in addressing the concerns raised in previous audits and as a result it is proposed that annual audits revert to a 2-year cycle. This can be reviewed if concerns are identified or if circumstances change.

Appendix 1

Corgi Technical Services Executive Summary

Below is a summary of our gas verification auditing for the report period, which includes the CORGI National Benchmark of other organisations to help assess your performance against the industry standard. There are two benchmarking KPI's:

1. The correct completion of work ensuring compliance with manufacturer's instructions and Gas Safety (installation and use) Regulations (GSR) 26(9)

2. The correct completion of the Landlords Gas Safety Records (LGSR) ensuring compliance with GSR 36(3c).

Servicing Properties

During this period 17 site inspections were undertaken. The assessment of the quality of work by the operatives scored a performance level of 71% compared with the National Benchmark average of 92%.

Immediately Dangerous and At Risk (ID & AR)

During this period no installations were found to be 'immediately dangerous 'or 'at risk' by the auditor. See summary for details.

All other ID's and AR's have been dealt with by the contractor in the correct manner and the industry unsafe situations procedure followed.

Documentation / Landlords Gas Safety Records (LGSR's)

Records and documentation scored 88 %, compared with the National Benchmark average of 77%. During this audit 2 Landlords Gas Safety Records (LGSR) were considered to be less than satisfactory by the auditor; See summary for details.

Customer Care

As an additional service CORGI Technical Services undertaking customer Care surveys. This audit found 100% satisfaction from tenants concerned. The full results are detailed in section 4 of the report.

Appendix 2

CORGI TECHNICAL SERVICES GAS SERVICE SUMMARY FOR HHP PROPERTIES

Post inspection checks

A total of 17 post inspection checks were undertaken during October 2019 to provide HHP with an accurate assessment of the quality of gas work undertaken by operatives. The assessment of work was carried out by selective sampling recently completed gas service works. Part of the check is also to ensure correct completion of the required documentation.

Quality of work

Servicing Properties
During this period, 17 site inspections were undertaken. The quality of work assessed by the operatives scored a performance level of 71% compared with the National Benchmark average of 92%.

Immediately Dangerous and At Risk (ID & AR)
During this period no installations were found to be 'immediately dangerous 'or 'at risk' by the Auditor. All other ID's and AR's have been dealt with by the contractor in the correct manner and the industry unsafe situations procedure followed.

Documentation / Landlords Gas Safety Records (LGSR's);
Records and documentation scored 88%, compared with the National Benchmark average of 77%. During this audit, 2 Landlords Gas Safety Records (LGSR) were considered unsatisfactory by the auditor.

The following Performance Benchmark Chart maps performance returns and highlights both gas work and documentation performances for HHP contractors for both the current and previous audit results.

Overall Performance	Work correct	Records correct	Audits completed
Contract Period			
2011	57.9%	0%	19
2014	77.8%	41.2%	18
2016	53%	47%	17
2017	78%	56%	18
2018	44%	31%	17
2019	**71%**	**88%**	**17**
National Benchmark	92%	77%	

Contractor Performance	Work correct	Records correct	Audits completed
FES			
2016	60%	53%	15
2017	86%	50%	14
2018	63%	50%	9
2019	**71%**	**88%**	**17**

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ITEM NO 7.1

RENT & SERVICE CHARGES POLICY

Board 19 November 2019

Report by Director of Operations

Purpose of Report

1.1 To provide Board Members with details of the Rent and Services Charges Policy for approval.

Summary

2.1 The Rent & Service Charge Policy has been updated to reflect the introduction of Universal Credit following Welfare Reform.

2.2 These changes are at paragraph 3.2 of the Policy.

2.3 There are no significant changes to the Policy so it has not been issued for formal consultation to tenants.

Competence

3.1 The financial, legal or other constraints are detailed at paragraph 5.1 - 8.1.

Recommendations

4.1 **It is recommended that the Board approve the Rent & Service Charge Policy at Appendix 1.**

APPENDIX 1:	Rent & Service Charge Policy	
Background Papers:	None	
Writer of Report:	Donalda MacKinnon	Tel: 0300 123 0773

Competence

Financial

5.1 There are financial implications relating to annual rental income.

5.2 The rental income must be set at a level that is affordable and meets the Partnership's relevant costs in providing a high quality service and ensuring the long term viability of the Partnership.

Legal

6.1 When managing its housing stock, a Registered Social Landlord is required to meet the legal requirements of the Housing (Scotland) Act 1987, as amended by the Housing (Scotland) Act 2001.

6.2 The Rent & Service Charges Policy will ensure full compliance with regard to the relevant rent and service charges provisions of the 1987 and 2001 Housing (Scotland) Acts and Scottish Government Guidelines.

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 specific risks associated with this report.

Report Details

9.1 The Rent & Service Charge Policy has been updated to reflect the introduction of Universal Credit following Welfare Reform.

APPENDIX 1

hebridean housing partnership

Rent & Service Charges Policy

Effective Date: November 2016
Review Date: November 2019
Approved by HHP Board: 19 November 2019

TABLE OF CONTENTS

RENT & SERVICE CHARGES POLICY

INTRODUCTION

1.1 The purpose of this document is to set out our policy in relation to rent and service charges of all our properties, including new build properties.

1.2 The Rent & Service Charges Policy will ensure full compliance with regard to the relevant rent and service charge provisions of the Housing (Scotland) Act 2001 and Scottish Government guidelines.

1.3 This will include using a fair system for apportioning rents between different properties, consulting tenants, and having regard to their views on proposed rent and service charge increases, and making available to tenants, on request, information about the Rent and Service Charges Policy.

1.4 The Policy will be agreed by the Board and will be implemented by our officers until amended by the Board.

AIMS & POLICY OBJECTIVES

Aims

2.1 The aim of the policy is to ensure that the Partnership has sufficient rental income to fund its Business Plan whilst charging affordable rents over the lifetime of that Business Plan. We seek to balance the requirement for rent to be affordable, to be comparable with other social landlords and to deliver long-term sustainability.

Objectives

3.1 Our vision is to provide good quality and affordable homes and to secure consistently excellent housing services throughout the Outer Hebrides. Key objectives in our 30 year Business Plan are:

- Providing efficient effective housing management services of the highest quality whilst keeping rent and service charges affordable; and
- Delivering value for money.

3.2 Our Rent and Service Charges Policy objectives are to:

- Ensure that the rent and service charges meet our relevant costs in order to provide high quality homes for rent and ensure the long-term viability of the Partnership.
- Ensure, whenever possible, that rent and service charges are affordable for those in low paid employment but who do not qualify for Housing Benefit or Universal Credit;
- Ensure, wherever possible, that rent and service charges are comparable with rents of other Registered Social Landlords providing similar accommodation in similar areas.
- Consult tenants on rent and service charge increases; and
- Ensure full compliance with regard to the relevant rent and service charge provisions of the Housing (Scotland) Act 2001 and Scottish Government guidelines.

LONG TERM FINANCIAL VIABILITY

4.1 Ensuring the long-term viability of the Partnership is a key objective of our Rent and Service Charges Policy as the majority of income to fund expenditure comes direct from rents.

4.2 The rent and service charge income for our houses must ensure that:

- Funds are available to meet HHP's relevant costs such as management and maintenance costs and the servicing of loan interest and charges;
- Funds are available to meet long term repair costs and investment in such items as windows, external doors, kitchen units and roofs; and

4.3 We will continually seek to achieve good value for money, as set out in the Value for Money Strategy, for the goods and services purchased which are ultimately funded from rental income. In keeping control of overheads, we will ensure that proposed rent increases are kept to a minimum.

AFFORDABILITY

5.1 Another key objective of the Rent and Service Charges Policy is to ensure, wherever possible, that rents are affordable for those in low paid employment but whose income is above Housing Benefit or Universal Credit thresholds.

5.2 Providing homes for affordable rent is core business for any housing association and in guidance to housing associations on rent setting, the Scottish Federation of Housing Associations (SHFA) recommended the following Affordability Measure:

> *For a rent (including service charges) to be affordable, households with one person working 35 hours or more should only exceptionally be dependent on Housing Benefit or Universal Credit in order to pay it.*

5.3 The Welfare Reform Act 2012 introduced radical changes to the Benefit system with the introduction of Universal Credit. The changes to benefits have underscored the need to keep rents affordable to households on low incomes.

5.4 In assessing the issue of affordability, we must take into account current measures of affordability and how current rent levels compare to those measures.

5.5 We recognise that a conflict can arise between setting rents that ensure financial viability and achieving affordable rent levels. We will aim to balance both these requirements when reviewing rent levels.

5.6 We will seek to gather information on rent affordability and will work with SFHA and other partners to achieve this.

5.7 The sustainability of communities in remote areas of Scotland depends on people being able to afford to live there. A study produced by the Highlands and Islands Enterprise, on "A Minimum Income Standard for Remote Rural Scotland" concluded that:

> *Households in remote rural Scotland require significantly higher incomes to attain the same minimum living standard as those living elsewhere in the UK. The high living costs threaten the sustainability of local communities by making it harder for people from a range of backgrounds and ages to live there at an acceptable standard.*

The budgets that households need to achieve a minimum acceptable living standard in remote rural Scotland are typically 10-40 per cent higher than elsewhere in the UK.

These premiums are most modest for pensioners and greatest for single people and families supporting children. For households living in the most remote island locations, too far from towns to make regular shopping trips and those relying on heating oil in older homes, additional costs can be even greater than 40 per cent.

COMPARABILITY

6.1 The Rent and Service Charges Policy seeks to ensure, wherever possible, that rents are comparable with those of other Registered Social Landlords providing similar accommodation in comparable communities.

6.2 The objective is not to seek full financial comparability since there will always be non-financial reasons why tenants choose certain houses/estates over broadly similar houses/estates provided by other social landlords.

6.3 In addition, other social landlords have different rent structures, forms of funding and strategic objectives which means that rents will never be fully comparable.

6.4 Over time we will collect available data on rent levels to allow a benchmark comparison between the various rents charged between local social landlords and social landlords within our peer group.

6.5 The table below provides a comparison of rent levels as published by The Scottish Housing Regulator on Scottish Registered Social Landlord Statistics 2018/19:

Size of home	Properties owned	HHP	All other Landlords	Difference
1 apartment	13	£77.73	£65.25	+19%
2 apartment	648	£71.70	£77.95	-8%
3 apartment	806	£79.01	£82.76	-5%
4 apartment	641	£84.18	£89.11	-6%
5 apartment	64	£92.42	£99.34	-7%
Overall	2172	£78.74	£85.01	-7%

CONSULTATION

7.1 The Housing (Scotland) Act 2001 Sections 25 and 54 require tenants to be consulted on all rent increases. We will consult on any proposals for rent increases and rent restructuring and on any changes to this policy.

7.2 We will take tenant/tenant organisation consultation feedback into consideration before taking a decision on increases in rents and charges.

RENT STRUCTURE

8.1 A new rent structure was agreed in principle on 27 June 2012 and suspended due to the changes introduced by the Welfare Reform Act 2012. This is now being progressed through the business planning process.

8.2 Our current rent structure is based on 4 separate rent structures. These structures derive from transferred CnES properties, transferred ex Scottish Homes properties, transferred 5 local Housing Association properties and new build properties.

8.3 Transferred CnES Properties

The historic rent structure of the ex CnES properties was based on:

Rent Groups 1 Pre War

2 Post War

3 Improved and/or Pre Regionalisation

4 "A" Range

5 "B" Range

From the rent groups the properties were then sub divided into:

Sub Groups ranging from 1 – 30 sub groups

The sub groups were split into type of property (house or flat), size of the property, permitted persons and Swedish Timber properties were in a different sub group.

8.4 Ex Scottish Homes Properties

Scottish Homes properties transferred to CnES in May 2004 and they implemented their own rent structure. This structure was mainly based on age, size and location of the property. The Scottish Homes rent structure remains unchanged.

8.5 Ex Local Housing Association Properties

The 5 local Housing Association properties transferred to HHP in April 2007 and they implemented their own rent structure. The Housing Association rent structure remains unchanged.

8.6 New Build Properties

The rent structure for new build properties is set in accordance with Scottish Government assumptions for grant funding.

8.7 Mortgage to Rent Properties

The rents on Mortgage to Rent properties purchased after November 2013 will be set on an individual basis and be dependent on the level of private finance required to enable the purchase to proceed.

Where the private finance requirement exceeds the 35% of the price the rent charged will be derived from the Government's assumed rent. It will not exceed the Government's assumed rent but may be higher than similar properties in the area. The agreed rent will be increased in line with other rents and will remain for 30 years after purchase or until the applicant vacates the property permanently.

SERVICE CHARGES

9.1 Our current Service Charges are based in part on historic arrangements.

9.2 Services Charges are based on the principle that specific services provided to some properties should be met directly by the tenants of these properties rather than being pooled across the whole of the housing stock.

9.3 Service Charges are levied where there are 2 or more properties where charges for specific services are associated with the properties. These charges are mainly in relation to communal charges such as heating systems, staircase lighting, ground maintenance and repair/replacement of white goods.

9.4 The cost of the specific services will be based on estimated costs and these charges will be reviewed against actual cost each year.

9.5 Service Charges will be reflected separately from rental charges.

9.6 Service charges will not be set at a level as to generate excess income.

9.7 Service Charges will not be tied to any rent guarantee.

9.8 Following the introduction of the Property Factors (Scotland) Act 2011 on 1 October 2012, the services in developments where there are owner/occupiers were reviewed and the owners have been notified of the related service charges.

RENT GUARANTEES

10.1 We are required to regularly review rent and service charges and to give tenants and tenant organisations the opportunity to give their views on any proposed changes.

10.2 The potential to provide rent increase guarantees to tenants for a period of time will be considered. The rent guarantees, as well as providing tenants with certainty and security, contribute to our stated aim of delivering affordable rents and of achieving greater comparability with the rents charged by other social landlords.

ANNUAL RENT & SERVICE CHARGES REVIEW

11.1 The Partnership will review rent and service charge levels on an annual basis.

11.2 Rent and service charge increases will reflect any rent guarantees that are in place.

11.3 Rent and service charge increases will normally take place once every twelve months and tenants will be informed of the annual rent increase at least four weeks before the beginning of the rental period for which the increase applies.

11.4 Where rent increases are represented in terms of inflation or 'inflation plus' inflation figure used will be the preceding November retail prices index figures (unless otherwise agreed with the Board).

11.5 Percentage rent increases for existing properties, including existing new build properties, will be applied to the current annual rent as recorded on our rent accounting system.

11.6 Percentage increase in service charges will normally be represented in terms of inflation only except where actual service provision costs are charged, in which case the increase will reflect the service cost.

RENTAL INCOME COLLECTION

12.1 We will offer a range of payment methods to provide choice and flexibility to tenants and to make it as easy as possible for them to pay rent and service charges. These methods will be kept under review to assess their appropriateness and value for money.

12.2 New payment methods which become available as technology develops will be evaluated and their appropriateness for tenants in the Outer Hebrides context assessed.

MONITORING AND REVIEW OF POLICY

<u>Policy Review</u>

13.1 This Policy will be reviewed at least every three years.

<u>Equality & Diversity</u>

14.1 We operate under the overarching duty of a Registered Social Landlord to provide housing accommodation and related services in a manner which encourages equal opportunities and in particular the observance of equal opportunity requirements as specified in the Housing (Scotland) Act 2001.

14.2 No person or group of persons occupying our properties or applying for our housing will be treated less favourably than other persons or group of persons because of their sex, marital status, family circumstances, race, ethnic or national origins, disability, age, religion, political orientation or sexual orientation.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
2.0	Update and incorporation of the previous Rent Policy for New Build Properties	27 November 2013	Joan Mary MacKenzie
3.0	Review and update of Policy and rent levels from other landlords	16 November 2016	John MacIver
3.0	Removal of reference to 'SCORE' system which is no longer in place	16 November 2016	John Maciver
3.0	Update to include Universal Credit	19 November 2019	Donalda MacKinnon

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
RPI	Retail Price Index. All items retail price index including mortgage payments
SFHA	Scottish Federation of Housing Associations
Relevant Costs	Includes Management costs; Routine Maintenance; Planned Maintenance; Major Repairs; Voids & Bad Debt; Depreciation; Interest Payable
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	

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ITEM NO 7.2

ATTENDANCE AND ABSENCE POLICY

Board 19 November 2019

Report by Head of Executive Office

Purpose of Report

1.1 To approve a revised Attendance and Absence Policy for consultation with staff and the Union.

Summary

2.1 The Attendance and Absence Policy is reviewed on a three yearly basis.

2.2 The Policy was due for review in October 2018, but this was delayed until the Pay and Grading review was settled.

2.3 As part of a review undertaken in October 2019, the Policy has been reformatted into the updated corporate standard and there have been other changes which are set out in section 9 of this Report.

2.4 Following consultation with staff and the Union a final Policy will be presented to the Board in February 2020. The consultation document is at Appendix 2

Competence

3.1 The financial, legal or other constraints arising from the recommendation in this report are at paragraph 5.1 – 8.1

Recommendations

4.1 **It is recommended that the Board approve the draft Attendance and Absence Policy at Appendix 1 for consultation with staff and the Union.**

APPENDIX 1:	Attendance and Absence Policy	
APPENDIX 2:	Attendance and Absence Policy Consultation Document	
Background Papers:	None	
Writer of Report:	Anna Coyle	Tel: 0300 123 0773

Competence

Financial

5.1 There is no cost involved in implementing the revision to the policy.

Legal

6.1 The approval and amendment of policies is a matter reserved to the Board.

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 is critical to our long term viability. Reviewing and updating policies ensures a solid foundation for good governance and mitigates the risk of poor governance.

Report Detail

9.1 We are committed to improving the health, wellbeing and attendance of all employees. A fundamental feature of good attendance management is the accurate and timely recording of all absences. The Attendance and Absence Policy has been reviewed and updated to ensure it remains appropriate and proportionate in the achievement of these aims.

9.2 The Policy has been updated in a number of areas to clarify or expand provisions in respect of keeping in touch, phased return to work, carrying forward of annual leave and attendance review triggers. Such amendments are conducive to an effective and unambiguous Attendance and Absence Policy.

<u>Keeping in Touch</u>

9.3 Section 2.7 and 2.8 of the Policy have been expanded requiring employees who have a Doctor's Statement of Fitness for Work covering an absence period of greater than seven days to call their manager at least once in every six week period, or on at least one occasion if the Doctor's Statement of Fitness for Work covers less than a six week period.

<u>Return to Work interviews and attendance reporting</u>

9.4 Section 3.1 of the Policy has been amended to allow for return to work interviews on the first day of the employee's return to work conducted by the employees line manager and director if he is not available, (in place of the Personal Assistant as in the previous version). Such return to work interviews will be conducted as soon as practicable thereafter if the manager and the director are not available on the first day of the employees return to work.

9.5 Managers will maintain attendance records and managers will be expected to provide and discuss monthly aggregated statistics at Management Team meetings and at team meetings with Staff. The Personal Assistant will prepare the report for each Management meeting using the information from our HR system.

<u>Phased Return to Work</u>

9.6 A comprehensive Phased Return to Work (PRW) section has been added to the Policy at Sections 3.6 – 3.13. The PRW recognises that staff who have experienced a prolonged period of absence from work due to illness or injury may require particular support in returning to their normal hours and duties of work.

9.7 The agreed arrangements for the PRW will be discussed between the employee and manager and detailed in agreed in a Return to Work Plan which will include:

- the start and end date of the PRW programme;
- the attendance pattern (your hours of work should increase incrementally over the period of the phased return to work programme); and
- the date for a formal review of the return to work arrangements.

9.8 Any agreed PRW programme will be time-limited and will normally not exceed a period of six weeks. There will only be one PRW permitted in any twelve month period.

9.9 We will facilitate a phased return to work programme <u>only</u> where this is supported by written medical advice from the employees GP.

Attendance Review Triggers

9.10 Attendance management aims to secure good attendance and in certain instances it is recognised that attendance may require review or intervention by managers. Three additional attendance review triggers have been added into Section 4.4 as part of this Policy review, these are:

- a pattern of absences, e.g. regularly absent on the same weekday or regularly absent around long weekends;
- 6 periods of absence within six months;
- 12 periods of absence within twelve months;

and are in addition to the existing attendance review triggers of:

- two absences within a four week period; and
- absent at any time without permission.

Carrying forward of annual leave

9.11 The Policy review confirms that the pre-approved carrying forward of 5 days of leave to be used before 28 February in the following leave year, should be permitted.

The Policy review also sets out additional exceptional circumstances with the agreement of your manager, you may be able to carry forward more than five days, and these are if:

- you have been on lock term certified sick leave and couldn't take your annual leave;
- you have been on maternity, adoption or shared parental leave and weren't able to take your leave before the end of the leave year; or
- an exceptional business need precluded you from taking your leave that year. This must have been pre-agreed by the Chief Executive.

9.12 The Policy review also provides for compliance with the statutory position regarding the carrying forward of annual leave whilst an employee is on long term sick leave, which is Statutory annual leave (being 28 days) remaining on 31 December due to being on certified sick leave can be carried forward for a period of 15 months after the end of the leave year in which it was accrued.

9.13 In addition to the statutory position, any enhanced annual leave remaining on 31 December due to being on certified sick leave can be carried forward for a period of 4 months after the end of the leave year in which it was accrued.

Review

10.1 Staff and Unison will be consulted during the period of 20 November 2019 to 20 December 2019 and a final Policy will be presented to the Board in February 2020.

10.2 The Policy will be monitored through quarterly reports to Executive Team and annual reports to the Board in the Information Bulletin.

APPENDIX 1

hebridean housing partnership

Attendance & Absence Policy

Effective Date:
Review Date: October 2022
Approved by HHP Board:

TABLE OF CONTENTS

ATTENDANCE & ABSENCE POLICY

INTRODUCTION

1.1 We are committed to improving the health, wellbeing and attendance of all employees. A fundamental feature of good attendance management is the accurate and timely recording of all absences. This is essential both in terms of the requirements of statutory sick pay arrangement's and our sickness benefit scheme. Accurate information also allows patterns to be identified and can be an early indication of underlying problems. The sooner problems are identified and acted upon the more likely a successful conclusion for the employee and employer alike can be achieved.

1.2 Accurate recording is also an essential element is satisfying any concerns over the fairness of any actions taken by managers. The responsibility for maintaining such records rests with the Personal Assistant.

1.3 The policy applies to absence caused by personal illness or accident, not the need to take time off work because of the illness or accident of others e.g. children or partners.

ABSENCE REPORTING PROCEDURES

2.1 Procedures for notifying and certifying sickness and other absences are outlined in paragraphs 2.2 – 2.5.

<u>Reporting</u>

2.2 You or your representative must phone your line manager before 9.30am to inform them when you are sick and unable to attend your work. You should let your manager know:

a) why you are unable to attend work;
b) how long you think you are going to be off for;
c) what action you are taking to mitigate the effects of the illness, e.g. visiting the doctor; and
d) if there are any pieces of work that need to be dealt with in your absence.

If you have contracts which means you have two line managers then you must speak to both managers. You must not rely on the information being passed on by one manager to the other.

2.3 If your line manager is not available you should ask for the Personal Assistant. Texting and e-mail are not considered an acceptable method of informing your manager that you are unable to attend work except in exceptional circumstances.

<u>Certification</u>

2.4 Self-Certificates will be required for absences for up to seven days and thereafter Doctor's Statement of Fitness for Work will be needed. In exceptional cases Doctor's Certificates may be required for absences less than seven days.

2.5 Saturdays and Sundays and Public Holidays are to be included e.g. if an employee is absent from work from Friday to Monday then Monday is the fourth day of absence.

Keeping in Touch

2.6 The onus lies on the employee to keep their manager informed of the reason and progress of all absences. Generally speaking, if the period of absence is expected to be less than seven days then the employee should call their manager at least once every second day. If the period of absence exceeds seven days the employee must contact his manager at intervals of seven days. Where an employee fails to keep in touch as outlined above, their manager will then initiate and maintain contact with the employee. If absence is certified by a doctor the employee should call at least once a week.

2.7 Where a Doctor's Statement of Fitness for Work covers a period of more than seven days e.g. statement cover 28 days, it will not be necessary to report to his manager after each period of seven days' however, employees will be expected to call their manager at least once in every six week period, or on at least one occasion if the Doctor's Statement of Fitness for Work covers less than a six week period.

2.8 Where, for reasons related to their absence, an employee cannot call their manager in line with the above frequency, this should be communicated by a representative of the employee to the employee's manager or the Personal Assistant as soon as possible.

Failure to Comply

2.9 Where the employee does not follow reporting; certification; or agreed "keeping in touch" arrangements, we may withhold Sickness Benefit payments. Refusal to comply with these requirements may also lead to disciplinary action being considered in accordance with our disciplinary procedures. Similarly any falsification or attempt to mislead on the employee's part will lead to disciplinary action. In serious and/or repeated cases dismissal may result.

Statutory Sick Pay (SSP)

2.10 Employees are entitled to SSP irrespective of their entitlement to occupational sick pay. SSP is reviewed by the Government every October. It is not paid for the first three days of absence and runs for 28 weeks after that. An employee who is no longer entitled to SSP may be entitled to benefits and they would need to visit their local benefits office to find out their rights.

Occupational Sick Pay

2.11 Employees who have completed 26 continuous weeks work for us are eligible for Occupational Sick Pay payment provided that all of the conditions of this policy and procedures have been fully complied with and are fully satisfied.

2.12 The duration of payment of Occupational Sick Pay during sickness absence will, in addition to all the relevant conditions being met, depend on the length of the employee's employment as follows:

Continuous Employment	Full Pay Period	Half Pay Period
Less than 26 weeks	Nil	Nil
26 weeks or more but less than 1 year	5 weeks	5 weeks
1 years but less than 2 years	9 weeks	9 weeks
2 years but less than 3 years	18 weeks	18 weeks
3 years but less than 5 years	22 weeks	22 weeks
5 years and over	26 weeks	26 weeks

2.13 Employees entitlement to Occupational Sick Pay will be calculated by taking in to account the total number of sickness absence days in the immediately previous 52 week period of absence.

RETURN TO WORK

3.1 A return to work interview must be carried out after every period of absence. This will be done by the employee's line manager (or Director if he is not available) on the first day of their return to work, or as soon as practicable thereafter if the manager and the Director are not available on the first day of the employees return to work. Completed forms will be kept in the employee's personal file. The return to work interview forms contain confidential information and may only by viewed by authorised personnel.

3.2 Having maintained attendance records, managers will be expected to provide and discuss monthly aggregated statistics at Management Team meetings and at team meetings with staff. The following statistics will be discussed:

	Days lost of sickness for month		Days list to sickness for the year	
	Actual	Target	Actual	Target
Overall				
Operations				
Resources				

3.3 The Personal Assistant will prepare the report for each Management meeting using the information from our HR system.

3.4 Individual cases will not be discussed at Management Team meetings as they form a confidential record of each employee.

3.5 If a doctor made suggestions for any adjustments to the workplace or work pattern then these will be discussed at a return to work interview, along with suggestions that the employee or line manager could have also made. Although employers are not bound by the doctor's suggestions, all possible effort will be made to accommodate the employee's prompt return, if possible. If any adjustments are made, timescales and reviews will also be agreed.

3.6 If your manager has cause to be concerned about your health e.g. you have had a number of periods of sickness for the same reason in a short period, then your line manager may suggest that you visit the doctor for a check-up. In certain circumstances especially if your long-term employment is in doubt because of your sickness record, then you may be asked to see a medical practitioner of HHP's choosing. Failure to comply with any request to attend an appointment with a medical practitioner of the HHP's choice will be a disciplinary matter.

3.7 Phased Return to Work

A Phased Return to Work (PRW) recognises that staff who have experienced a prolonged period of absence from work due to illness or injury may require particular support in returning to their normal hours and duties of work. It aims to assist staff in such circumstances to return to work in an effective and productive way which does not compromise their recovery or long-term health by facilitating appropriate measures to support rehabilitation.

3.8 A PRW is a supportive arrangement which may be put in place to assist an employees' rehabilitation if they have had a continuous period of absence from work as a result of illness or injury. We will facilitate a phased return to work programme only where this is supported by written medical advice from the employees GP.

3.9 The purpose of a PRW is to rehabilitate the employee to their full duties and to enable them to gradually progress to undertake their full normal working hours within an agreed timescale.

3.10 Any agreed PRW programme will be time-limited and will normally not exceed a period of six weeks. There will only be one PRW permitted in any twelve month period.

3.11 The agreed arrangements for the PRW will be discussed between the employee and manager and detailed in agreed in a Return to Work Plan which will include:

- the start and end date of the PRW programme;
- the attendance pattern (your hours of work should increase incrementally over the period of the phased return to work programme);
- the date for a formal review of the return to work arrangements.

Once the PRW programme has been agreed a copy will be sent to the employee and to the line manager.

3.12 The employee will be paid their normal contractual pay for the time they are in work during PRW period. The time that the employee is not in work during the PRW period will be classified as sick days. If you are absent due to illness during your PRW, you will be classified as being on sick leave.

3.13 Periods of annual leave will not be permitted through the PRW period, unless it is an absence for a specific reason, for example to attend a wedding. Periods of annual leave immediately prior to a PRW may be taken into account when structuring the overall plan and the PRW period reduced accordingly. Any extended periods of absence would only undermine the aim of the PRW which is to gradually support the employee return to their normal duties and hours of work.

ATTENDANCE MANAGEMENT

4.1 We aim to secure good attendance by way of support and encouragement to employee concerned in the first instance. This involves maintaining accurate records, ensuring return to work interviews take place and investigating and addressing any underlying causes of absence.

4.2 Where this fails to secure an improvement we may invoke the terms of this disciplinary procedures. Unsatisfactory attendance reviews may result in disciplinary action, including dismissal. If at any stage during this process it becomes apparent that an underlying health issue is involved, the alternative procedures for dealing with long-term sickness will be used.

4.3 Absence periods relating to pregnancy or an underlying medical condition that fall within the scope of the Equality Act 2010 in particular Disability Discrimination will not be counted for the purpose of the attendance management process.

Attendance Review Triggers

4.4 In some cases it may be necessary for managers to review attendance and causes of absence in greater detail with the employee. Such an attendance review will be triggered by:

- two absences within a four week period;
- a pattern of absences, e.g. regularly absent on the same weekday or regularly absent around long weekends;
- 6 periods of absence within six months;
- 12 periods of absence within twelve months; and
- absent at any time without permission.

ABSENCE MANAGEMENT

5.1 Our managers will adopt a sympathetic and understanding approach to any employee dealing with a long-term and/or chronic health problem. Staff who find themselves in such a position should be confident that their manager will react in a supportive fashion when approached.

5.2 The following points should always be considered in relation to long-term absence:

- The nature of the illness;
- any contributing factors;
- the likely duration of the employee's absence;
- the nature of the employee's duties in relation to his health problems;
- our Business needs and the impact that the employee's absence is having upon these.

Entitlement of Sickness Benefit

5.3 Throughout the duration of an employee's absence it will also be expected that he will keep in touch and advise of progress. Managers will, where and when appropriate, also seek to obtain medical reports and assessments during the absence and will arrange to discuss these with the employee when received. Medical reports may also be requested where the employee may be suffering from an underlying medical condition even though the employee has not been off sick for a prolonged period. The line manger may ask the employee for consent to obtain a medical report from the employee's GP or other medical professional, and/or refer the employee to an occupational health provider for a medical assessment. Where the employee disagrees with the nature of any medical reports he will be free to seek and offer alternative medical evidence. Where the employee refuses access to medical records or does not turn up at an independent medical assessment, the process will be managed and decisions made based on the information available at the time.

5.4 Along with considering any medical reports, the manager will keep the employee fully appraised as to whether/for how long the absence or absences can be borne by HHP. In cases where dismissal through medical incapacity is being considered, full discussions with the employee will take place first, and he will be afforded the opportunity to express views on any such course of action. Alternatives to dismissal will always be considered where appropriate such as, reasonable adjustments and/or any current vacancies we may have will be considered, in line with business needs.

5.5 In cases where employees do leave employment due to ill health, managers will make every effort they can to help secure appropriate access to their pension and/or other relevant financial benefits that may be available.

DISHONEST ABSENCE

6.1 If an employee is found is falsify or exaggerate their absence, this will be treated as gross misconduct. An investigation will be carried out in accordance with the HHP's disciplinary procedure and disciplinary action may be imposed, including dismissal or future withdrawal of any organisational sickness benefit.

OTHER PROVISIONS

<u>Absence and holidays</u>

7.1 If the employee is on annual leave and falls sick, it is possible to override the annual leave and process sick leave and pay instead. In these, circumstances a doctor's certificate to confirm the illness/injury must be obtained by the employee.

7.2 We acknowledge that a holiday may aid in the recovery of an employee who is on sick leave. Where an employee intends to go on holiday while on sickness absence, they must inform their line manager as soon as is reasonably practical. The line manager will decide, considering the employee's reason for absence, if appropriate medical advice should be sought in such circumstances. Where an employee goes on holiday without authorisation, a full investigation will be initiated and depending on the outcome, disciplinary action may be invoked.

<u>Carrying forward annual leave</u>

7.3 All leave should be taken within the current leave year. However you can carry five days over to the next leave year. This is pro-rated if you work part-time or compressed hours. For example, if you work three days a week, you can carry forward the equivalent of these three days in hours. This time must be used 28 Feb or it will be lost.

7.4 You can't carry forward a negative leave balance to the following year. For example, you can't borrow leave from the next leave year to make up for having taken too much leave in the current one.

7.5 In exceptional circumstances and with the agreement of your manager, you may be able to carry forward more than five days, if:

- you have been on maternity, adoption or shared parental leave and weren't able to take your leave before the end of the leave year;
- an exceptional business need precluded you from taking your leave that year. This must have been pre-agreed by the Chief Executive.

Long Term sickness and carry forward of annual leave

7.6 Employees who are on certified sick leave accrue statutory annual leave. Statutory annual leave, which includes public holidays is 28 days. Statutory annual leave remaining on 31 December due to being on certified sick leave can be carried forward for a period of **15 months** after the end of the leave year in which it was accrued.

7.7 Any enhanced annual leave accrued in addition to statutory annual leave and remaining on 31 December due to being on certified sick leave can be carried forward for a period of **4 months** after the end of the leave year in which it was accrued.

Doctor/Hospital/Dental Appointments

7.8 Doctor and hospital appointments should be arranged out with working hours. If it is not possible, then employees should request time off from their line manager. Arrangements could include using annual leave, FLEXI or unpaid time off this includes appointments for physio where generally there is flexibility in the time an appointment can be arranged.

7.9 Time will be credited to FLEXI where a hospital appointment has been arranged by the health service e.g. a scan.

7.10 Time will be credited for attendance at Hospital appointments on the mainland as follows:

Travelling from	Inverness	Glasgow
Stornoway	7:05 max	7:05 max
Balivanich	7:05 max	10:05 max
Castlebay	10:05 max	10:05 max

(the above excludes attendance at a mainland hospital for long term treatment)

Home visits

7.11 Where an employee is off long term sick it will usually be necessary to visit them in their own home. The visit will discuss the ongoing absence from work and what if any support can be given to facilitate a return to work. The meeting may also take place within the HHP offices or another mutually agreed venue.

Conduct whilst off sick

7.12 When on sick leave, employees are still expected to adhere to the terms in their contract of employment. Employees are still bound by the duties of fidelity and are expected not to participate in activities that would be at odds with their medical condition, or their employment. Any breach in respect of this will be dealt with under the disciplinary procedure.

Cosmetic procedures

7.13 Absence due to cosmetic procedures (whether carried out in the UK or abroad) will not fall under the sick leave or pay. In these cases, the employee should request time off and agree with their line manager how the absence will be processed, e.g. annual leave or unpaid leave. Where cosmetic surgery is connected to an underlying health condition normal sick leave and pay procedures will apply.

7.14 In some cases cosmetic procedures can cause medical complications and further surgery is required on a corrective basis. In these circumstances normal sick pay and leave procedures will apply.

IVF treatment

7.15 Absences resulting from IVF treatment will not be processed as sick leave or pay. The same relates to a partner of a person that is undergoing such treatment. Instead employees should discuss with their line manger how time off for the treatment could be accommodated, e.g. annual leave, flexi time or unpaid leave. Absences relating to IVF treatment will also not be treated as relating to pregnancy unless the employee falls pregnant.

Stress management

7.16 Stress is not an illness but a state. It can result from an illness or lead to one but it is not an illness in itself. The same relates to "nervous debility". If an employee goes off sick with stress, the manager will endeavor to find out the underlying cause so that it can be determined whether the conditions at work cause or contribute to the condition, and whether action can be taken to assist in a return to work. If the absence is certified by a doctor, the manager may ask the employee's doctor to clarify the underlying cause for stress.

Disabilities

7.17 If an employee's absence is because of a disability or an illness leaves him in a mental or physical condition which falls within the definition of a disability, the organisation will do whatever it can to make reasonable adjustments to his job to enable him to carry on working. If effective adjustments cannot be made, dismissal may have to take place.

7.18 If an employee has a disability, time off for rehabilitation will be paid, subject to medical confirmation, and will not be counted as sickness absence.

7.19 If an employee's absence is because of his association with another person who is disabled, then the organisation will consider reasonable adjustments to enable him to keep his absence to a minimum.

MONITORING AND REVIEW OF POLICY

8.1 This Policy will be reviewed every three years in line with the Policy Review Schedule.

8.2 The Policy will be monitored through quarterly reports to Executive Team and annual reports to the Board in the Information Bulletin.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.0	Initial Policy	18 Nov 2015	Dena Macleod
2.0	Updates to formatting and additional provisions regarding keeping in touch, phased return to work, carrying forward of annual leave and attendance review triggers added.	1 Nov 2019	Anna Coyle

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
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	

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APPENDIX 2

CONSULTATION RESPONSE FORM

Attendance and Absence Policy Consultation

November 2019

No.	QUESTION	RESPONSE
1	Do you foresee any difficulties in implementing the requirements of the policy in your job?	YES/NO (please comment if No)
2	Is there anything we have not covered in this Policy that you think we should cover?	YES/NO (please comment if Yes)
3	If you have any additional comments, please use this space to let us know.	

Return by **20 December 2019** to: Anna Coyle, Head of Executive Office hhp | hebridean housing partnership

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ITEM NO 7.3

POLICY CONSULTATION RESPONSE

Board 19 November 2019

Report by Chief Executive

Purpose of Report

1.1 To approve the Paternity Leave Policy following consultation with Staff and Unison.

Summary

2.1 The Paternity Leave Policy was approved for consultation with Staff and Unison at the 28 August 2019 Board meeting.

2.2 The responses to the consultations, and any amendments required to the policy, are at Appendix 1.

Competence

3.1 Financial, legal and other constraints from the recommendations to this report are at paragraph 5.1 – 8.1.

Recommendations

4.1 **It is recommended that the Board approve the Paternity Leave Policy.**

APPENDIX 1:	Consultation Responses on Paternity Leave Policy	
Background Papers:	None	
Writer of Report:	Iona France	Tel: 0300 123 0773

Competence

Financial

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

Legal

6.1 There are no legal implications arising directly from the 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, legislation and recommended practice, and can leave the Partnership open to legal action.

RESPONSES PATERNITY LEAVE POLICY CONSULTATION

2 SEPTEMBER 2019

Number of responses	2
Number of responses received before deadline	2
Number of responses received after deadline	0
Union/staff	2 Staff

Q1 Do you foresee any difficulties in implementing the requirements of the policy in your job?
STAFF RESPONSES
1. No
Q2. Is there anything we have not covered in the Policy that you think we should cover?
2. **1.14** Clarify that the signed declaration is to be provided to the Personnel Section 3. **1.16** This section should allow for the Employee being the Primary Adopter (as well as the current list). 4. **1.17** This section should allow for the date that 'he' and/or his partner received notification of the match with the child. 5. **1.24** It may be worth defining still born (assumed at the ordinary meaning of the child dying in utero on or after 24 weeks gestational age).
Q3. If you have any additional comments , please use this space to let us know
No additional comments

UNISON RESPONSE
No response to consultation.

MANAGEMENT RESPONSE
1. N/a 2. Policy amended with clarification. 3. Policy amended to allow for the Employee being the Primary Adopter. 4. This is covered in the definition section of the Policy whereby all references to gender can apply equally to either male or female gender. 5. Definition not required as policy allows for flexibility rather than rigidity.

ONLY MINOR AMENDMENTS REQUIRED TO POLICY

hebridean housing partnership

Making our house your home

ITEM NO 7.4

FREEDOM OF INFORMATION

Board 19 November 2019

Report by Head of Executive Office

Purpose of Report

1.1 To advise the Board of work undertaken in preparation for the classification of Registered Social Landlords (RSLs) as public bodies for the purposes of the Freedom of Information (Scotland) 2002 Act (FOISA) from 11 November 2019.

Summary

2.1 From 11 November 2019, FOISA applies to RSLs in Scotland in relation to certain functions.

2.2 In addition to the duties the Act places on organisation to respond to information within set timescales, FOISA requires RSL's to publish certain types of information. Section 23 of the Act requires that organisations adopt and maintain a publication scheme approved by the Scottish Information Commissioner (SIC).

2.3 To help meet this requirement the SIC has developed a Model Publication Scheme (MPS) for all authorities subject to FOISA.

2.4 To achieve compliance of the MPS, all organisations must publish a Guide to Information (GTI) detailing where all of the required information under the MPS is available.

2.5 SFHA provided a Template Guide to Information which was developed with the support of the SIC. Our Guide to Information was compiled using this template and the information contained in our Publications Framework.

2.6 The Openness & Confidentiality Policy was approved at the Board meeting on 28 August 2019 subject to additional information on FOISA, and a link to where information could be found on our website.

Competence

3.1 The financial, legal and other constraints to the recommendations in this report being implemented are at 5.1 – 8.1.

Recommendations

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

a) note the work undertaken in preparation for FOISA, including the Guide to Information at Appendix 1; and

b) note the additional information in the Openness & Confidentiality Policy at Appendix 2 following approval at the Board Meeting on 28 August 2019 which was given subject to this amendment being made.

APPENDIX 1:	Guide to Information
APPENDIX 2:	Openness & Confidentiality Policy
Background Papers:	Scottish Information Commissioners Model Publication Scheme – A Guide for Scottish Public Authorities
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. The cost of training for staff and Board Members on the implications of FOISA is £1,125.

Legal

6.1 There is a legal requirement to comply with the Freedom of Information (Scotland) 2002 Act in addition to a regulatory requirement to have appropriate policies and procedures in place.

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 having documents and procedures in place could result in a breach of FOISA.

Report Details

Guide to Information

9.1 The Guide to Information is an index of the information we publish and guide to how the information can be accessed.

9.2 The GTI is published on our website and, for the most part, contains hyperlinks to the information detailed.

9.3 The GTI contains the following elements:

- Confirmation that the guide meets the SIC's six MPS principles;
- A charging schedule; and
- Details of Information published under each of the nine classes of information, if applicable.

Six principles of the Model Publication Scheme

9.4 The six MPS principles are:

- ***Availability and formats*** – this requires that all information must be available for anyone to access easily, therefore the Guide should also include provisions for the information to be provided in a printed format on request.
- ***Exempt Information*** – any information described under the MPS, that is held by us must be published, unless the information is subject to one of the exemptions. For example, it may be appropriate to exclude or redact a document when the content or subject matter is confidential or commercially sensitive.
- ***Copyright and Re-use –*** it is a requirement that the Guide includes a statement on copyright and reuse.
- ***Charges –*** the Guide should contain a charging schedule explaining charges for providing information and how the charges will be calculated.
- ***Advice & Assistance –*** There is a duty under FOISA to provide help to those seeking access to information. The Guide provides contact information so that the public can ask for help with finding the information and must provide guidance on how to access information that is not published.
- ***Duration –*** SIC guidance states that information must be available for at least two years following publication and where information is continually updated, only the current version should be included. The Guide also contains a 'last reviewed' date to ensure it contains the most up to date information.

Classes of Information

9.5 The nine classes of information are:

1. About Us;
2. How we deliver our functions and services;
3. How we take decisions and what we have decided;
4. What we spend and how we spend it;
5. How we manage our resources;
6. How we procure goods and services from external providers;
7. How we are performing;
8. Commercial Publications; and
9. Our Open Data.

Class 8 and Class 9 do not apply to RSLs and a statement is included within the Guide to confirm this.

9.6 Where we do not hold information there is no expectation for us to create information in order to include it in the Guide.

Documentation

10.1 The SFHA, in conjunction with TC Young, have developed RSL specific guidance and templates which we have adopted, to enable us to respond to requests under FOI in an appropriate and timely manner.

Recording and Reporting Quarterly Data

11.1 It is recommended practice that organisations subject to FOISA record, monitor and report on data relating to FOI performance. This includes information on the number of FOI requests received, the proportion answered within statutory timescales and the number, and reasons for, requests refused.

11.2 The Information Commissioner requests that this information is reported to them on a quarterly basis via on online portal. The data submitted will be made publically available.

11.3 Internal processes have been developed to support the recording and reporting of this data.

Training

12.1 Training on the responsibilities and requirements under FOISA has been arranged for Board Members and Staff on 20 November 2019.

Openness & Confidentiality Policy

13.1 At the Board meeting on 28 August 2019, the Openness and Confidentially Policy was approved subject to the inclusion at Section 3 of our Publications Framework. The policy has subsequently been updated to include a link to our Guide to Information and further guidance of the application of FOISA.

hebridean housing partnership

GUIDE TO INFORMATION

Effective Date: November 2019
Review Date: Annual Review

TABLE OF CONTENTS

GUIDE TO INFORMATION

BACKGROUND

1.1 The Freedom of Information (Scotland) Act 2002 (FOISA) requires that all housing associations/co-operatives in Scotland must produce and maintain a publication scheme. This must detail all of the key information that we publish and how you can access it. This Guide to Information is our publication scheme, and contains links to where you can find all of the information listed online.

1.2 Hebridean Housing Partnership has adopted the Scottish Information Commissioner's (SIC) Model Publication Scheme (MPS), and this Guide has been approved by the SIC.

FORMATS OTHER THAN ONLINE

2.1 All of the information listed is available on our website (unless stated), and completely free to access online or at our premises. However, we understand that not everyone will have online access and where this is the case you can contact us to view this in our office (where this would be convenient).

2.2 If you would like a printed copy of any of the information listed, unfortunately we may have to charge a small fee to provide this. This fee will never exceed the cost of photocopying and postage – and we will let you know any total cost before we forward this to you.

2.3 Our charges for providing any information detailed in this guide are summarised below:

Format	Charge
Online	Free
View at our office	Free
Print in black and white	10p per single A4 sheet
Print in colour	30p per single A4 sheet
USB	£1.00
Posted document/USB	Cost of postage incurred + costs of print.

2.4 If you would like to request information that we publish in a format other than online, or arrange a visit to our office to view information, please contact:

Data Protection Officer dataprotection@hebrideanhousing.co.uk
03001230773

INFORMATION THAT WE CANNOT PUBLISH

3.1 Whilst we will try to make all of the information we have detailed available, in rare cases there may be some information that we cannot make available. For example, sometimes if we were to publish certain Board minutes, it could reveal personal details about an individual and publishing it would result in a breach of Data Protection legislation, if we were to do so. When this is the case, we will remove any personal details before publication and highlight where and why we have done so.

FOR HOW LONG WILL INFORMATION BE PUBLISHED

4.1 We aim, where possible, to publish information for at least the current and previous two financial years. When we review any document – e.g. our policies – to avoid confusion we will only publish the current version once it has been updated.

COPYRIGHT AND RE-USE

5.1 Where we hold the copyright on our published information, the information may be copied or reproduced without formal permission, provided that:

- It is copied accurately;
- It is not used in a misleading context; and
- The source of the material is identified.

CONTACT US

If you have any queries about anything contained within this Guide to Information, or if there is some information that you cannot find that you would like to access, please contact:

DATA PROTECTION OFFICER
CREED COURT
GLEANN SEILEACH BUSINESS PARK
WILLOWGLEN ROAD
STORNOWAY
ISLE OF LEWIS
HS1 2QP

dataprotection@hebrideanhousing.co.uk

0300 123 0773

THE INFORMATION WE MAKE AVAILABLE TO YOU

Under the MPS, the information we provide must be listed under certain "classes" of information. These are the categories of information that are detailed below. As FOI applies to other bodies and sectors across Scotland – such as Scottish Government and Councils for example –this means that not all of the categories in the MPS apply to housing associations/co-operatives.

The details of all the information we hold under each of the classes that apply to our organisation, and hyperlinks to access this information when available online, are outlined below.

Information	Where to access
Class 1 - About Hebridean Housing Partnership (HHP) *Information about HHP - who we are, where to find us, how to contact us, how we are managed and our external relations.*	
Descriptions of who we are	
Mission Statement	http://www.hebrideanhousing.co.uk/about/ https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/04/35-HHP-Business-Plan-17-April-2019.pdf
Vision	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/04/35-HHP-Business-Plan-17-April-2019.pdf
Values	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/04/35-HHP-Business-Plan-17-April-2019.pdf
Corporate Objectives	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/04/35-HHP-Business-Plan-17-April-2019.pdf
Area(s) of operation	Executive Team Executive Office Customer Services Finance Corporate Resources Property Services Development Housing Services
Key activities; strategic/corporate plan(s)	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/04/35-HHP-Business-Plan-17-April-2019.pdf

Information	**Where to access**
Location and opening arrangements	
Address	Creed Court Gleann Seileach Business Park Willowglen Road Stornoway Isle of Lewis HS1 2QP Winfield Way Balivanich Isle of Benbecula HS7 5LH Our services can also be accessed via CNES Offices in Tarbert, Isle of Harris and Castlebay, Isle of Barra
Telephone number and e-mail address for general enquiries	0300 123 0773 info@hebrideanhousing.co.uk
Opening Times	9.00 am – 5.00pm Monday to Friday (Closed Public Holidays)
General contact arrangements	0300 123 0773
local/area office contact details	
Contact details for making a complaint	0300 123 0773 https://www.hebrideanhousing.co.uk/wp-content/uploads/2018/10/Leave-feedback-.-Complaint-Form-Guidance-Note.pdf
Information relating to Freedom of Information	
Publication Scheme and Guide to Information	THIS DOCUMENT
Charging Schedule for Published Information	THIS DOCUMENT (See Page 2)
Contact details and advice on making an FOI request	dataprotection@hebrideanhousing.co.uk
Freedom of Information policies and procedures	Available on request from 11 November 2019.
Charging Schedule for environmental information provided in response to requests made under EIRs	See Page 2 of this document

About our Governing Body	
List of Governing Body Members • Names • when they became a governing body member • Professional biographical details • office-bearing responsibilities • when they became an office-bearer	http://www.hebrideanhousing.co.uk/about/ Membership Register available to view at our offices and on request.
Description of the role of the Governing Body • governance structure chart (including sub-committees and working groups); • remits for governing body and any sub-committees	http://www.hebrideanhousing.co.uk/about/ https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/06/Composite-Standing-Orders-v10.0-June-2019.pdf
How to become part of the governing body	http://www.hebrideanhousing.co.uk/?s=Membership+
About our staff	
List of senior management team, including professional biography and contact details	http://www.hebrideanhousing.co.uk/about/
Organisational structure	http://www.hebrideanhousing.co.uk/about/

Governance Documents and Corporate Policies	
Rules/Articles	https://www.hebrideanhousing.co.uk/wp-content/uploads/2012/11/HHP-Rules.pdf
Standing Orders	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/06/Composite-Standing-Orders-v10.0-June-2019.pdf
Membership Policy	http://www.hebrideanhousing.co.uk/membership/
Code of Conduct for Staff	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/01/Codes-of-Conduct-Staff.pdf
Code of Conduct for Governing Body Members	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/01/Code-of-Conduct-for-Board-Members.pdf
Entitlements Payments and Benefits Policy (or equivalent, including arrangements for payments for expenses and subsistence)	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/05/Entitlements-Payments-Benefits-Policy-v2.0.pdf
Register of Interests	Available to view at our offices during normal opening hours
Equalities Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2015/08/Equal-Opps-Policy.pdf
Health and Safety Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/02/Health-Safety-Policy-February-2019.pdf
Relationship with Regulators	
Engagement plan with Scottish Housing Regulator	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/08/Engagement-Plan-201920.pdf
Assurance Statement	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/09/Our-Annual-Assurance-Statement.pdf
Annual Return on Charter Submission to SHR	Scottish Housing Regulator Directory - Hebridean Housing Partnership
Financial Returns to SHR	Scottish Housing Regulator Directory - Hebridean Housing Partnership
Charter report to tenants	http://www.hebrideanhousing.co.uk/downloads/annual-tenant-reports-shr-landlord-reports/
Internal and External Audit arrangements	Internal Auditor Wylie + Bisset 168 Bath Street Glasgow G2 4TP

	External Auditor CIB Services Kenneth Street Stornoway HS1 2DS
Group Details	
Details of our subsidiaries/parent organisation	HHP Community Housing Ltd Creed Court, Gleann Seileach Business Park Willowglen Road Stornoway Isle of Lewis HS1 2QP Registered No: SC379412 (Scotland)
Key Partnerships	
Strategic agreements with other organisations	http://www.ohcpp.org.uk/
Class 2 – How we deliver our functions and services *Information about our work, our strategy and policies for delivering services and information for our service users.*	
How to use our services	
List of services provided	Housing Services Customer Services Factoring Services Development Investment Reactive Repairs
How to report a repair	http://www.hebrideanhousing.co.uk/reporting-a-repair/ https://www.hebrideanhousing.co.uk/wp-content/uploads/2018/10/Repairs-Maintenance-Overview.pdf
Right to Repair information	https://www.hebrideanhousing.co.uk/wp-content/uploads/2015/01/right-to-repair.pdf
How to apply for a house	http://www.hebrideanhousing.co.uk/downloads/become-a-tenant-application-form/
How to get information about tenancy support	http://www.hebrideanhousing.co.uk/
How to speak to a housing officer	Please call 0300 123 0773 to speak to a Housing Officer

How we consult with tenants and other customers to inform and improve service delivery and develop new services	http://www.hebrideanhousing.co.uk/downloads/tenant-participation/
How to make a complaint	https://www.hebrideanhousing.co.uk/wp-content/uploads/2018/10/Leave-feedback-.-Complaint-Form-Guidance-Note.pdf http://www.hebrideanhousing.co.uk/downloads/comments-and-complaint-form/
Policies and Procedures	
Allocations Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/03/Allocations-Policy-v8.0-March-2019.pdf
Anti-Social Behaviour Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/02/Estate-Management-Policy-February-2019.pdf
Arrears Management Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/03/Rent-Arrears-Policy-v3.2-March-2019.pdf
Asset Management Policy (including stock condition information)	Currently under review. Previous version available on request.
Data Protection Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/01/Openness-and-Confidentiality-Policy-v-4.1.pdf
Equality and Diversity Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2015/08/Equal-Opps-Policy.pdf
Estate Management Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/02/Estate-Management-Policy-February-2019.pdf
Health and Safety Policy and procedures	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/02/Health-Safety-Policy-February-2019.pdf
Legionnaires Inspection/ Prevention Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/05/Water-Safety-Legionella-Policy-v1.0.pdf
Procurement Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/02/Procurement-Policy-February-2019.pdf

Risk Management Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/11/Risk-Management-June-2019.pdf
Rent Setting Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2015/08/Rent-Services-Charges-Policy.pdf
Repairs Policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2015/08/Repairs-Maintenance-Policy-1.pdf
Class 3 – How we take decisions and what we have decided *Information about the decisions we take, how we make decisions and how we involve others.*	
Governing Body Meetings	
Governing body meeting minutes	http://www.hebrideanhousing.co.uk/board-meetings/
Governing body meeting reports/papers	http://www.hebrideanhousing.co.uk/board-meetings/
Governing body agendas	http://www.hebrideanhousing.co.uk/board-meetings/
Consultation and Participation	
Tenant Participation Strategy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/08/Board-PUBLIC-August-2019.pdf
Consultation reports noting the outcome of any recent consultations with tenants/others	http://www.hebrideanhousing.co.uk/?s=consultation
Tenant Scrutiny Panel composition	No current scrutiny panels open.
Registered Tenant Organisations	http://www.hebrideanhousing.co.uk/?s=Registered+Tenant+Organisation+
Class 4 – What we spend and how we spend it *Information about our strategy for, and management of, financial resources (in sufficient detail to explain how we plan to spend public money and what has actually been spent).*	
Information about our accounts and budgets	
Description of funding sources	Available on request
Audited accounts	http://www.hebrideanhousing.co.uk/annual-reports/
Budget allocation to key service areas	Annual Budgets approved at February Board meetings http://www.hebrideanhousing.co.uk/board-meetings/

Our programme of work and projects	
Brief details of any project funding and how it's being spent	http://www.hebrideanhousing.co.uk/board-meetings/
Capital works programme/plans information (annual programme figure)	http://www.hebrideanhousing.co.uk/board-meetings/
Spending relating to Staff and Governing Body	
Expenses policies and procedures	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/03/Members-Expenses-Policy-March-2019.pdf https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/03/Staff-Expenses-Policy-v-8.0-March-2019.pdf
Governing body member expenses at category level e.g. travel, subsistence and accommodation	http://www.hebrideanhousing.co.uk/board-meetings/ Board Member Expenses are reported to June Board meetings.
Board member remuneration other than expenses	Board Members do not receive any remuneration.
Pay and grading structure	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/11/HHP-Payscales-at-1-April-2019.pdf
General information about staff pension scheme	We have 'admitted bodies' status with the Highland Pension Fund https://www.highlandpensionfund.org/
Class 5 – How we manage our resources Information about how we manage our human, physical and information resources	
Human resources	
Strategy and management of human resources	Our Workforce Plan is currently under review. Information available on request.
Staffing structure	http://www.hebrideanhousing.co.uk/about/

Human resources policies, covering: • recruitment • performance management • salary and grading • promotion • pensions • discipline • grievance • staff development • Maintenance and retention of staff records	https://www.hebrideanhousing.co.uk/wp-content/uploads/2015/08/Recruitment-Policy.pdf https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/11/Corporate-Payroll-Policy-v-4.1-21-March-2018-Updated.pdf https://www.hebrideanhousing.co.uk/wp-content/uploads/2018/05/Data-Retention-Schedule-Personal-Data-May-2018.pdf
Trade Union information	We have a Signed Recognition Agreement with Unison https://www.unison.org.uk/
Summary of professional organisations/trade bodies of which we are a member	SHR CIH (Scotland) SFHA SHN TPAS (Scotland)
Physical Resources	
Management of our land and property assets, including environmental/sustainability reports	Available on request
General description of our land and property holdings	Available on request

Estate development plans	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/02/Estate-Management-Policy-February-2019.pdf
Information Resources	
Records management policy and records management plan, including records retention schedule	https://www.hebrideanhousing.co.uk/wp-content/uploads/2018/05/Data-Retention-Schedule-Personal-Data-May-2018.pdf
Data protection or privacy policy	https://www.hebrideanhousing.co.uk/wp-content/uploads/2018/05/Privacy-Policy-May-2018.pdf https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/02/Fair-Processing-Notice.pdf
Class 6 - How we procure goods and services from external providers Information about how we procure works, goods and services, and our contracts with external providers.	
Our Contractors and suppliers	
Information about our key service delivery contractors who carry out: • responsive repairs • landscape maintenance • planned/ cyclical maintenance	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/05/Entitlements-Payments-Benefits-Policy-v2.0.pdf - Appendix B
List of suppliers and contractors used by organisation	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/01/Control-of-Payments-and-Benefits-Policy.pdf
Information about regulated procurement contracts awarded (value, scope, duration)	http://www.hebrideanhousing.co.uk/tender-information/

Our Procurement	
Procurement Policy and procedures	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/02/Procurement-Policy-February-2019.pdf
Information on how to tender for work and invitations to tender	http://www.hebrideanhousing.co.uk/tender-information/
Register of contracts awarded which have gone through formal tendering, including name of supplier, period of contract and value	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/05/Contracts-SLA-Register-2019.pdf https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/05/Community-Benefit-Register-2019.pdf
Links to procurement information we publish on Public Contracts Scotland website	https://www.publiccontractsscotland.gov.uk/search/search_mainpage.aspx https://www.hebrideanhousing.co.uk/wp-content/uploads/2018/08/Public-procurement-information-to-contractors-29-June-2018.pdf
Framework Agreements	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/05/Contracts-SLA-Register-2019.pdf
Class 7 – How we are performing Information about how we perform as an organisation, and how well we deliver our functions and services	
Annual Report	http://www.hebrideanhousing.co.uk/annual-reports/
ARC report to tenants	https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/10/Final-Report.pdf
Performance Standards/indicators	see table below

KPI	Target
Complaints % of all cases responded to within timescale	100%
Repairs Percentage of repairs completed within time	95%
Repairs Satisfaction Overall Satisfaction	100%
Investment Works completed on time	100%
Gas % of houses with LGS1 % of houses completed within 12 months	100% 100%
Lettings % of properties let within 4 weeks	70%

<table>
<tr><td></td><td>
<table>
<tr><td><u>Tenant Satisfaction</u>
Overall Satisfaction with Lettings</td><td>
100%</td></tr>
<tr><td><u>Arrears</u>
Gross Arrear as a % of rent due
% of Tenants Owing over £250 in Arrears
% of Tenants Owing over £1,000 in Arrears
Annual Rent Loss Due to Voids
Monthly Rent Loss Due to Voids</td><td>
2.5%
10%
1%
<1%
<1%</td></tr>
<tr><td><u>Board Control</u>
% of Board Members at Board Meetings
Attendance at Training Sessions in the last year</td><td>
85%
2</td></tr>
<tr><td><u>Governance General</u>
% of Board Reports by Report Deadline
New Members per Quarter</td><td>
95%
1 per Qtr</td></tr>
</table>
</td></tr>
<tr><td>Complaints policy, guidance and forms</td><td>http://www.hebrideanhousing.co.uk/complaining-about-our-service/</td></tr>
<tr><td>Complaints reports or equivalent to show how complaints are handled and influence service delivery</td><td>12 month performance is included in ARC report</td></tr>
<tr><td>Tenant scrutiny reports]</td><td>Lettable standards report:
https://www.hebrideanhousing.co.uk/wp-content/uploads/2019/08/Board-PUBLIC-August-2019.pdf</td></tr>
<tr><td colspan="2">Class 8 – Our commercial publications
Information packaged and made available for sale on a commercial basis and sold at market value through a retail outlet e.g. bookshop, museum or research journal</td></tr>
<tr><td>This class does not apply to HHP as we do not produce any publications for sale.</td><td>Not applicable</td></tr>
<tr><td colspan="2">Class 9 – Our open data
Open data made available by us under the Scottish Government's Open Data Resource Pack and available under open licence.</td></tr>
<tr><td>This class does not apply to HHP</td><td>Not applicable</td></tr>
</table>

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.0	Guide to Information document created following publication of *Open All Hours: A Template Guide to Information for Registered Social Landlords*	27 August 2019	Iona France

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this document:

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
FOISA	Freedom of Information (Scotland) Act 2002
EIRs	Environmental Information Regulations (Scotland) 2004
SIC	Scottish Information Commissioner
MPS	Model Publication Scheme *(Produced by the SIC – this details all of the information that those subject to FOISA should publish (if they hold it)*
Guide to Information	A guide that all organisations subject FOISA and adopting the MPS must produce to help people access the information it makes available
Classes of Information	Nine broad categories describing the types of information authorities should publish (if they hold it).

All references to the masculine gender in this policy shall read as equally applicable to the feminine gender

APPENDIX 2

hebridean housing partnership

Openness & Confidentiality Policy

Effective Date: 28 August 2019
Review Date: August 2023
Approved by HHP Board: 28 August 2019

TABLE OF CONTENTS

OPENNESS & CONFIDENTIALITY POLICY

AIMS AND OBJECTIVES

1.1 We aim to conduct our business in an open and accountable manner whilst, at the same time, ensuring that personal and commercial confidentiality is maintained where appropriate.

1.2 We believe that our members and any other interested parties should have access to information on how we conduct our business. As a general principle, information about HHP and our work should be widely and freely available. Requested information will be made available unless it is considered commercially sensitive, personally confidential or where disclosure is restricted by legislation.

1.3 Our staff and Board Members will:

a) treat all personal and sensitive organisational information as confidential to the Partnership;

b) comply with the law regarding the protection and disclosure of information including personal data;

c) not disclose or use personal data without obtaining the prior informed consent of the individual concerned, except in the circumstances outlined below in the section on disclosure or where otherwise permitted by law; and

d) not gain or attempt to gain access to information they are not authorised to have.

DATA PROTECTION

2.1 The General Data Protection Regulation 2016/679 – known as the GDPR – is a regulation in EU law on data protection and privacy for all individuals within the European Union and the European Economic Area. It also addresses the export of personal data outside the EU and EEA areas. The GDPR was implemented on 25 May 2018.

2.2 The Data Protection Act 2018 was also implemented in May 2018, replacing the Data Protection Act 1998 in the UK.

2.3 All personal information relating to tenants, applicants, staff and Board Members that is not a matter of public record will be held in accordance with the General Data Protection Regulation (GDPR) principles:

2.4 <u>Lawfulness, Fairness & Transparency</u>

Principle A of the GDPR says that personal data must be:

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

2.4.1 Under the GDPR we are required to identify valid grounds (known as a 'lawful basis') for collecting and using personal data.

2.4.2 Our Information Asset Register (IAR) outlines the various types of personal data of individuals that we process and documents the lawful basis for each information type. The IAR also identifies conditions for processing special category or criminal offence data. The IAR is reviewed regularly to ensure it remains accurate and up-to-date.

2.4.3 The GDPR also requires that we should only handle personal data in ways that people would reasonably expect and not use it in ways that have unjustified adverse effects on them. Prior to carrying our any new type of processing a Data Protection Impact Assessment (DPIA) should be carried out.

2.4.4 The Transparency requirement is closely linked to the Right to be Informed which gives individuals extended rights in respect of being informed about the collection and use of their personal data.

2.4.5 All private individuals should be directed to our Privacy Policy, Fair Processing Notice (FPN) (or Staff Fair Processing Notice (SFPN)) from the outset of our relationship with them, if we process any of their personal information.

2.4.6 As not everyone whose personal data we process will have access to the internet, we will ensure that any of our policy or procedural documents can be provided in hard copy. The Data Protection Officer will be able to provide hard copies to anyone who requests one.

2.4.7 Individuals are entitled to ask for a copy of their personal information via a Subject Access Request (SAR), which we must respond to within 28 days.

2.4.8 We will be clear, open and honest with individuals from the start about how we use their personal data.

2.5 Purpose Limitation

Principle B of the GDPR says that personal data must be:

"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"

2.5.1 We have recorded our purposes for processing personal data in our Fair Processing Notices.

2.5.2 The personal data can only be used for a new purpose if this is either compatible with our original purpose, we get consent, or we have a clear basis in law.

2.5.3 Staff should familiarise themselves with our FPN and SFPN, and if any processing activity that is not documented in the Notices becomes a necessity, the DPO should be informed in good time to allow for updating the Notices and making them available to affected individuals.

2.5.4 Unauthorised and unidentified processing activities will be regarded as a Data Protection Breach and the Information Commissioner must be informed.

Data Minimisation

2.6 Principle C of the GDPR says that personal data must be:

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

2.6.1 We can only retain information that is sufficient to properly fulfil our stated purpose, has a rational link to that purpose, and we do not hold more than we need for that purpose. We also need to be able to demonstrate that we have appropriate data minimisation practices in place.

2.6.2 We cannot collect personal data on the off-chance that it might be useful in the future. However, we may be able to hold information for a foreseeable event that may never occur if we can justify it. For example, it is reasonable for us to retain relevant information on individuals who are no longer tenants if they have left and have an outstanding arrear, in order that we might pursue that debt if they become tenants at a later date. If we are unable to pursue that debt, i.e. in a bankruptcy case, we would not be able to retain the information.

2.6.4 For special category or criminal offence data extra care should be taken to ensure that we only retain the absolute minimum amount of data that we need.

Accuracy

2.7 Principle D of the GDPR says that personal data must be:

"*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*"

2.7.1 We need to ensure that the personal information we process is not incorrect or misleading, and we need to keep it as accurate and up-to-date as possible.

2.7.2 If we discover that any personal data is incorrect or misleading we must take reasonable steps to correct or erase it as soon as possible.

2.7.3 We will also consider any challenges to the accuracy of personal data and a Request for Rectification actioned as necessary.

2.7.4 We are able to check staff and Board members personal details annually when they complete their Disclosure of Interest Forms after the end of the financial year, and we request an annual update in respect of personal information from our Membership prior to the AGM.

2.7.5 Following the changes to the Scottish Secure Tenancy Rights Housing (Scotland) Act 2014, and subsequent rules commencing on 1 November 2019, we asked all tenants to update their personal details and the composition of their household in October 2018.

Storage Limitation

2.8. Principle E of the GDPR says that personal data must be:

"*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*"

2.8.1 We cannot keep personal data for longer than we need it. Our Data Retention Schedule outlines how long we should retain personal data.

2.8.2 In addition, our Maintenance of House Files procedure gives guidance on the personal data of tenants that we should retain.

<u>Integrity & Confidentiality</u>

2.9 Principle F of the GDPR says that personal data must be:

"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"

2.9.1 In accordance with this principle, we must ensure that we have appropriate security measures in place to protect the personal data we hold.

2.9.2 Our Privacy Policy outlines our approach to storage of personal data in paper and electronic formats:

<u>Paper Storage</u>

If Personal Data is stored on paper, we should ensure that it is kept in a secure place where unauthorised personnel cannot access it. When the Personal Data is no longer required it must be disposed of by the employee so as to ensure its destruction. If the Personal Data requires to be retained on a physical file then the employee should ensure that it is affixed to the file which is then stored in accordance with our storage provisions.

<u>Electronic Storage</u>

Personal Data stored electronically must also be protected from unauthorised use and access. Personal Data should be password protected when being sent externally to our data processors or those with whom we have entered into a Data Sharing Agreement. If Personal data is stored on removable media (CD, DVD, USB memory stick) then that removable media must be stored securely at all times when not being used.

2.9.2 In accordance with the above, and also with our Information Communication Technology (ICT) Policy, access to personal information is controlled to ensure that it is only granted to users based on role, operational requirements, and the duration for which access is required. Any personal information which is in hard copy is stored in locked cabinets with restricted access. Any personal information which is held in electronic format is protected and appropriate security measures installed to only allow permitted usage. These measures include the use of passwords, firewalls, secure networks and encryption.

FREEDOM OF INFORMATION ACT

3.1 The Freedom of Information (Scotland) Act 2002 (FOISA) and the Environmental Information (Scotland) Regulations 2004 (EIR) place a general obligation on Scottish Public Authorities to allow the public access to information that they hold. Both FOISA and EIR are overseen by the Scottish Information Commissioner (SIC).

3.2 From 11 November 2019, HHP will be designated as Scottish Public Authority and will need to make information available in accordance with FOISA and EIR.

3.3 We have a number of legal duties, which we must comply with under FOISA and EIR.

Responding to Information Requests

3.4 People have the right to request information from us. Where the information requested is within the scope of the Order and we hold that information we must release the information unless an exemption (under FOISA) or an exception (under EIR) applies. We shall, when responding to requests for information from individuals, follow the Section 60 Code of Practice and any relevant guidance produced by SIC.

3.4.1 We will aim to respond to information requests promptly, and in any event within 20 working days of receiving the request (except in some circumstances under EIR where we are entitled to extend the timescale for responding by an additional 20 working days).

3.4.2 Where we are providing an individual with the information they have requested we will, in so for as is reasonable to do so, provide information in the format that the individual has requested and will adhere to any duties under the Equality Act 2010. Where we are refusing to provide information to individuals it will clearly explain to said individual what provision in FOISA or EIR allows us to withhold that information and why we believe that provision applies (including, where required, an explanation of how we have carried out the Public Interest Test).

3.4.3 Where we are asked to provide information which we do not hold, but we know that another Scottish Public Authority does hold the requested information – we shall provide contact details of said Authority to the individual requesting the information and explain that the individual may wish to request the information from that Scottish Public Authority. Where a request is being handled under EIR and these circumstances apply we shall offer to transfer the individual's request to the other Scottish Public Authority.

3.4.5 We may choose to charge for fulfilling information requests received from individuals. Any charges made by us will be made in accordance with:

- for requests being handled under FOISA: the Freedom of Information (Fees for Required Disclosure) (Scotland) Regulations 2004
- for requests being handled under EIR: the Schedule of Charges

- Charging Schedule - Page 2

Any fee charged will be reasonable and will not exceed the costs to us of providing requested information.

Responding to Requests for Review

3.5 Where someone has requested information from us and:

- We have failed to respond to the request within the 20 working day deadline (or extended deadline in respect of certain requests made under EIR); or
- the person requesting the information is unhappy with the response to the request (for example where information has been withheld under one of the exemptions or exceptions available under FOISA/EIR)

then they have the right to request that we review the response to their request to determine whether or not the provisions of FOISA or EIR have been followed.

3.5.1 Where we perform a review and determine that a response to a request is not in accordance with FOISA or EIR we will take immediate steps to rectify this (which could, for example, include releasing information which was previously withheld).

Where we performs a review and determine that a response to a request is in accordance with FOISA or EIR then we will notify the individual who asked for a review as quickly as possible.

In any event we will handle all requests for review in accordance with the timescales set out in FOISA and EIR.

3.5.2 Where an individual is unhappy with the response to their review request they may appeal to SIC. If an appeal is made by SIC and a decision handed down by them both HHP and the individual in question have a right to appeal to the courts on a point of law.

Provision of Advice and Assistance to Individuals

3.6 We must provide individuals seeking to access information with advice and assistance. This advice and assistance will be provided with a view to ensuring that all barriers which may potentially prevent an individual from accessing information are removed. We will comply with this duty by following the guidance contained in the Section 60 Code of Practice issued by Scottish Ministers.

Publication of Information

We shall publish information in accordance with its Publication Scheme through its Guide to Information. Our Guide to Information is available on our website and a paper format will also be available on request.

GUIDE TO INFORMATION

3.7 The DPO will respond to all requests to information under DPA, FOISA and EIR.

3.8 All employees are responsible for:

- Forwarding information request to DPO as quickly as possible. If they are unsure how to recognise an information request they should seek guidance from DPO
- Seeking guidance from DPO if they are unsure of any of the duties placed on us by FOISA and EIR.

3.9 Employees should be aware that where an information request is received and an employee deletes or alters information held by RSL with intention of preventing that disclosure of that information a criminal offence is committed. When an employee is unsure if deletion or alteration of information may result in an offence they should seek guidance from DPO.

3.10 Compliance with FOISA is compulsory for all employees. Any employee who fails to comply may be subject to disciplinary action.

GENERAL PRINCIPLES AND PRACTICE

Communication of Information

4.1 Information will be made available through a range of channels considered appropriate to the information in question. This will include our website (www.hebrideanhousing.co.uk) Tenants Handbooks, regular newsletters, in document form - upon request from our Head Office, and where practicable, Area Offices.

4.2 We will also provide an opportunity at the AGM for tenants to ask questions about performance, service standards and other general matters.

4.3 We will ensure that, wherever possible and practicable, information available to the public will be written in Plain English. Every effort will be made to avoid unexplained acronyms, jargon and technical language where Plain English alternatives exist.

4.4 In order to overcome barriers caused by sensory impairment, language difficulties, literacy issues and other particular needs, we will in all reasonable circumstances make information available on request in a variety of information formats and in translation. Policy documents will contain in the English version the following sentence: "We will provide this policy on request at no cost, in large print, in Braille, on tape or in other non-written format, and in the main community languages".

4.5 Faodar am pàipear-poileasaidh seo fhaighinn ann an Gàidhlig cuideachd. Airson tuilleadh fiosrachaidh, cuir fios gu Oifigear airson Riaghladh Coilionadh - aig Oifis HHP ann an Steornabhagh, air a fòn 0300 123 0773, neo cuir post-dealain gu info@hebrideanhousing.co.uk.

This document can also be supplied in Gaelic. For further information, please contact the Governance Officer at our office in Stornoway, on 0300 123 0773, or email info@hebrideanhousing.co.uk.

4.6 In addition, where possible we will provide copies of any requested policy in a specified language, provided that a translator can be made available to translate the material. We will always endeavour to access a translation/translator service on request.

Publication of Information

4.7 The following paragraphs outline the information that will be made available on our website and the steps the we will take to ensure compliance with this policy. This list is not considered to be exhaustive.

Annual Report and Accounts

4.8 The Annual Report will contain standard information required by law and will also report Performance against Operational targets. Monthly performance information will be available on the website and by request. The degree that tenants feel they are kept appropriately informed will be explored in Tenant Satisfaction Surveys, and the Partnership will increase the amount of information being circulated if any of the surveys suggest this.

How to become a Board Member or influence decisions in other ways

4.9 A leaflet is available to explain the process of becoming a Board Member.

4.10 It is recognised that on occasion tenants may wish to influence certain decisions, or have their voice heard, without necessarily joining the Board. Area Community Meetings are held occasionally to facilitate this.

4.11 Furthermore, where tenant and stakeholder views are being sought, consultation documents will be posted on our website.

Policies & Procedures

4.12 We will make available all key policies and procedures on our website and at our offices' reception. Availability of this information will be publicised from time to time in our relevant publications.

Results of External Audit

4.13 The external auditor will present the audited accounts at the AGM and respond to any questions raised.

Registers

4.14 We maintain a number of Registers which will be available for inspection. The following are on our website and at the Head Office:

a) Register of Board Members;

b) Disclosure of Interest Register.

At our Head Office:

c) Gifts & Hospitality Register;

d) Control of Payments & Benefits Register.

Board Agendas & Minutes

4.15 Non-confidential Board Agendas will be made available on the Partnership's website at least 3 days prior to Board meetings.

4.16 Non-confidential Board meeting minutes will be made available on the Partnership's website once they have been signed off by the Chair of the meeting. This will generally be after the next scheduled Board meeting.

Complaints

4.17 The outcome of complaints made to us will be available for viewing at our offices. Personal information pertaining to tenants or staff will not be displayed.

Access to Meetings

Annual General Meeting

4.18 In accordance with our constitution, we will hold an Annual General Meeting (AGM) to which all members of the Partnership will be invited.

Ordinary Meeting

4.29 Our Rules and Standing Orders state that all agenda items at all Board and Area Committee Meetings shall be considered as non-confidential unless otherwise agreed.

4.20 Minutes, with any confidential items omitted, may be viewed on our website and at our offices by the general public. Printed copies of the minutes can be made available on request for individuals without access to the internet. Where such a request is made, we will provide the document(s) within seven working days.

CONFIDENTIALITY

5.1 Our staff will generally have access to all information they genuinely need to know to carry out their work, and are under a duty to respect the confidentiality of all personal information held by us.

5.2 Staff, wherever possible, must explain to individuals our purpose for processing that individual's personal data and, where it is likely to be disclosed to persons outside the Partnership, the people or organisations likely to have access to it before it is first processed, so that (where necessary) informed consent can be obtained. If this causes concern, special arrangements for recording and access will be made.

5.3 It is not possible to produce a list of all items considered confidential. The following, however, are considered confidential and should, at no time, be divulged inappropriately:

a) Personal confidentiality of tenants and other members of the public will be respected. This means that the names, addresses, details on family composition or economic status (or any other means of identification) of individuals will not be given in Board reports or minutes or in any way divulged to anyone other than staff members, or other professionals, on a "need to know" basis;

b) All data records (both paper and computer) will be kept confidential to the appropriate staff members. No Board Member will view an individual's data records; and

c) Items adjudged, on an ad hoc basis, to be confidential.

5.4 Exceptions to the items listed in paragraph 5.3 are:

a) where a tenant or other member of the public complains or appeals to the us about an issue and a personal representation is being made to the Board as the final stage in the procedure. In these circumstances, it is impossible to withhold information on the person's identity.

b) where we have a legal obligation to provide information to a third party, in respect of, for example, the prevention of fraud.

Regulation

5.5 Occasionally regulations may change and new/amended regulatory requirements are placed on social landlords, for example, the conducting of surveys as per the Scottish Social Housing Charter. For many social landlords the method of compliance with these regulatory requirements that best ensures Value For Money (VFM) for tenants means sharing information, with a third-party organisation, which is contracted for a short period of time. In such instances where information is shared, we will remain the Data Controller, and strict guidelines will be adhered to in respect of the handling and disposal of personal information, in order to ensure that we are not in breach of the General Data Protection Regulation (GDPR).

Data Security

5.6 The following technical and organisational measures should be followed to protect personal data security:

a) All computer held personal data should be protected by password, and accessible only to staff with a legitimate need to access or process the data;

b) Passwords should be changed every 180 days;

c) Computer systems should be secure, and sufficiently protected against unauthorised access, and documents should be encrypted where possible;

d) Sufficient safeguards should be in place to protect computer held personal data from loss, destruction or damage. No sensitive personal information should be held on laptops, computers, tablets, USB/pen drives, or any electronic device that could be vulnerable to theft or loss or unauthorised access;

e) All back up information should be held securely, and protected against unauthorised access;

f) All personal data must be erased from PC's or other hardware and measures taken to protect it from subsequent retrieval by unauthorised persons on the disposal of such hardware;

g) Manual files containing personal data should be kept in secure filing cabinets when not in use – this includes returning files to locked cabinets overnight;

h) Care should be taken to ensure that manual files containing personal data are protected from loss or damage when removed from the office. Under no circumstances should personal files be left unattended in vehicles;

i) Staff members printing tenants' personal data must print using the 'User Box' facility on the network and not leave the printer unattended while printing these documents;

j) All correspondence of a personal nature must have "Private and Confidential" clearly marked on the envelope;

k) Regular audits should be in place to test that technical and organisational security measures are being adhered to.

Disposal of Personal Data

5.7 With regard to document retention schedules, when no longer required, all personal information, including computer printouts of rent accounts and arrears, must be shredded or destroyed

5.8 Data held on computers/electronic filing systems should be treated in the same manner as paper print-outs in respect of retention, and deleted accordingly.

5.9 The destruction of original records and documents, in both electronic and paper formats, should be authorised by managers and a file note must document this authorisation. The method of disposal should be appropriate to the confidentiality or sensitivity of the record.

5.10 Personal files should be weeded regularly, and information only retained if still relevant to the purposes for which it was intended to be kept. This should be done as a matter of routine whenever files are in use.

BREACH OF POLICY

6.1 Any breach of confidentiality, whether deliberate or inadvertent, will be dealt with seriously by us. The circumstances surrounding the breach will be taken into account. All breaches will be dealt with via the Staff Disciplinary and Grievance procedures and the Board Code of Governance and may result in:

a) the staff member(s) being issued with a warning or dismissed; or

b) the Board Member(s) being requested to leave the Board.

COMPLAINTS & APPEALS

7.1 Complaints regarding the policy will be dealt with under our Comments, Compliment & Complaints Policy, a copy of which is available at our offices and on our website.

LEGAL AND REGULATORY FRAMEWORK

Legislation

8.1 In formulating and implementing this policy, statutory requirements have been incorporated, where required.

8.2 The legislation particularly relevant to this Policy includes:

a) General Data Protection Regulation (GDPR): provides rights to individuals in relation to personal data held about them; regulates the use of personal data.

b) Freedom of Information (Scotland) Act 2002: entitles members of the public to receive information that they request from a public authority, subject to certain exemptions. The Freedom of Information Act will be extended to registered social landlords from 11 November 2019. The Act supersedes the Access to Personal Files Act 1987.

c) Housing (Scotland) Act 2001, 2006, 2010 & 2014: provide a statutory right to all tenants with Scottish Secure Tenancies to receive information about their landlord's policies and procedures, in addition to obliging landlords to consult and provide tenants with information in developing their Tenant Participation Strategy. The 2010 Act introduced the Scottish Social Housing Charter which obliges landlords to consult with tenants in respect of desired standards and outcomes.

d) Scottish Public Services Ombudsman Act 2002: describes the statutory arrangements for conducting independent investigations of complaints relating to maladministration by a wide range of listed authorities, including Registered Social Landlords.

e) Human Rights Act 1998: gives individuals a right to respect for their privacy.

f) The Scottish Secure Tenants (Right to Repair) Regulations 2002.

TRAINING

9.1 We are committed to training and developing staff and Board Members to their full potential in order to deliver a high quality of service in all areas of its business to tenant members and the public.

9.2 The employee induction programme will include an overview of this policy, including responsibilities for the promotion and delivery of openness and confidentiality as relevant to their job descriptions.

9.3 Board Members and staff will receive updates on these issues and specific training on any specialised areas as required. Training needs are identified on an ongoing basis by various means including regular staff supervision sessions.

MEDIA REQUESTS

10.1 As a matter of policy, we will respond openly to requests for information from the media. However, in order to manage the release of information and to ensure that the release is consistent with HHP's interest, any request from the media for information should be made to the Chief Executive.

LINK WITH OTHER POLICIES

11.1 The use of Openness & Confidentiality Policy is supported by related HHP policies and procedures and should be read in conjunction with, but not limited to, the following:

- Code of Conduct for Staff;
- Code of Governance for Board Members;
- Communication;
- Disclosure of Interest;
- ICT Security;
- Membership;
- Privacy; and
- Tenant Participation.

MONITORING AND REVIEW OF POLICY

<u>Performance Monitoring</u>

12.1 A report will be prepared on an annual basis detailing how information has been made available and highlighting any improvements to be made to information provided. The report will be presented to the Board at the first meeting following the end of the financial year.

12.2 Customer surveys will be carried out on a regular basis and the results of these surveys will be used to inform policy and service reviews. The quarterly tenants newsletter will update tenants with how we have responded to survey feedback.

<u>Review</u>

13.1 We will review this policy every 4 years. More frequent reviews will be considered if, for example, there is a need to respond to new legislation/policy guidance.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.1	Initial Draft	4 March 2004	Dena Macleod
2.0	Amended for comments received at Governance Workgroup meeting of 25th May 2006	29 May 2006	Dena Macleod
2.1	Amended from comments received at Governance Workgroup meeting of 14th June 2006	15 June 2006	Dena Macleod
3.0	General review of policy. Minor amendments to reflect changes relating to HHPs (and the Boards) status/details following stock transfer and reformatting to meet HHPs Corporate Standard for policy documents.	4 March 2009	Angus M Smith
4.0	General review as per Policy Review Schedule. Clarification re Data Protection principles, tenant involvement, regulatory changes, links with other policies, and security of information.	19 February 2014	Angela C Smith
4.1	Wording updated for GDPR.	9 March 2018	Angela C Smith
5.0	General review as per Policy Review Schedule. Updated to expand on the requirements of GDPR. Updated to reflect the extension of the Freedom of Information Act to registered social landlords from November 2019. Minor formatting amendments.	23 October 2019	Iona France

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
Data	Information which is: a) processed by computer or information planned to be processed by computer b) stored or collected for storage within a "relevant filing system"
Relevant Filing System	Information which is structured in such a way that specific personal data may be readily accessed.
Personal Data	Data about a living individual who can be identified from the data or any other readily obtainable information – this includes even basic information such as names and telephone numbers.
Sensitive Personal Data	Sensitive Personal Data – Personal Data relating to: ♦ Racial or ethnic origin ♦ Religious beliefs and political opinions ♦ Trade Union membership ♦ Health data (e.g. physical and mental condition) ♦ Sexual orientation ♦ Criminal matters/Commission of offences
Data processing	The processing of data means any operation of data and includes: ♦ Obtaining ♦ Recording ♦ Holding ♦ Organising ♦ Adapting & altering ♦ Retrieving ♦ Consulting ♦ Disclosing ♦ Combining ♦ Erasing ♦ Blocking ♦ Destroying References to "process" and "processed" shall be construed accordingly in this policy.

Commercially sensitive Data	Any information (including personal data), the disclosure of which is likely to prejudice the business interests of the Partnership. It is the information that is not generally known within the social housing sector, and that has economic value from not being known. If disclosed, this information could have adverse implications for the Partnership or for future occupants.
AGM	Annual General Meeting
GDPR	General Data Protection Regulation
FOISA	Freedom of Information (Scotland) Act
The Order	Freedom of Information (Scotland) Act 2002 (Designation of Persons as Scottish Public Authorities) Order 2019
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	

hhp | hebridean housing partnership

Making our house your home

ITEM NO 7.5

POLICY REVIEW (SAFEGUARDING)

Board 19 November 2019

Report by Head of Executive Office

Purpose of Report

1.1 The purpose of this report is to update the Board regarding compliance of our Safeguarding Policies with OSCR guidance.

Summary

2.1 OSCR expects Charity Trustees to review safeguarding policies on an annual basis, to ensure they are consistent with the Interim Guidance, issued in May 2018.

2.2 The guidance covers the welfare of children and vulnerable adults to protect them from harm including physical, emotional, sexual and financial harm and neglect.

2.3 We have various policies which have aspects of Safeguarding in them and their compliance with appropriate guidance is detailed at Appendix 1, with further details on our approach to Safeguarding in the body of the report.

Competence

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

Recommendations

4.1 **It is recommended that the Board note the review of policies at Appendix 1 in respect of Safeguarding.**

APPENDIX 1	Policy Review (Safeguarding)
Background Papers	OSCR Safeguarding Guidance: Keeping vulnerable beneficiaries safe, May 2018
Writer of Report	Anna Coyle

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 comply with guidance issued from regulatory bodies.

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 of not complying with Safeguarding guidance from OSCR is that vulnerable beneficiaries may not be safe and could come to harm. We could compromise our charitable status or incur reputational damage.

8.2 Legislative changes are itemised at number 16 on the Risk Register, and data security and integrity is at number 8.

Report Details

Safeguarding Policies

9.1 Charity Trustees are accountable for all that happens in their charity. In its Safeguarding Guidance OSCR states that:

- You must act in the interests of the charity:
    - You must operate in a manner consistent with the charity's purpose;
    - You must act with care and diligence; and
    - You must manage any conflict of interest between the charity and any person or organisation who appoints charity trustees.

9.2 OSCR's guidance also states that Charities have a wider responsibility to protect their staff, volunteers and beneficiaries in general but the safeguarding guidance issued in May 2018 focuses on the safeguarding of vulnerable beneficiaries.

9.3 Vulnerable beneficiaries should be protected in the following ways:

- having policies and procedures in place that will help make sure that children and vulnerable adults are protected from harm;
- making sure those policies and procedures are implemented and understood by everyone in the charity;
- having clear lines of responsibility and accountability within the charity to deal with any safeguarding issues;
- making sure that staff and volunteers are trained to identify potential harm, know what action to take and are clear about how, when and who to report to.

9.4 We can demonstrate that it is operating appropriately and in an manner consistent with its purpose and with safeguarding guidance in a number of ways:

- An Annual Assurance Statement is issued to the Scottish Housing Regulator, confirming that the Board are satisfied that HHP comply with all legal and regulatory standards and requirements. The mapping and ongoing provision of evidence to the Board to allow the Assurance Statement to be made, is an important part of this self-regulation.

- Codes of Conduct, based on model documents approved by regulatory bodies, are signed by all Staff and Board Members before they can take an active part in HHP's business functions;
- Full Disclosures of Interest are made by all Staff and Board Members annually, and further Declarations of Interest are recorded before each Board or Committee Meeting commences;
- Rule compliance is reviewed and approved at the last meeting before the AGM;
- Training requirements are reviewed during staff appraisals and worked into a Training Plan which is approved by Board;
- There is a Policy Review Schedule in place to ensure all policies are subject to a review within a timeframe consistent with the risk they carry;
- A Risk Register is reviewed and presented at each meeting of the Audit & Risk Committee;
- Our Business Plan and Financial Regulations are reviewed annually; and
- Various statutory returns are made to Regulatory Bodies annually.

9.5 In terms of our policies, those identified as having elements which addressed Safeguarding, of beneficiaries and staff, are detailed below:

- Codes of Conduct;
- Comments, Compliments & Complaints;
- Entitlements, Payments & Benefits;
- Disclosure of Interest;
- Equal Opportunities;
- Fire Safety;
- Fraud;
- Gas Management;
- Health & Safety;
- Lone Working;
- Managing Violence and Aggression at Work;
- Maternity Leave;
- New & Expectant Mothers;
- Openness & Confidentiality;
- Particular Housing Needs;
- Repair & Maintenance;
- Risk Management;
- Scottish Secure Tenancy;
- Smoking at Work;
- Special Leave;
- Stress Management;
- Tenant Participation;
- Unacceptable Actions by Complainants;
- Vulnerable Consumers;
- Whistleblowing; and
- Young Workers.

9.6 It was agreed that these policies would have an annual review in respect of Safeguarding, and a report would go to the Board each November to confirm the policies remain compliant with the latest guidance, or advise of any changes which may be required. Appendix 1 details each policy and how it has been reviewed.

9.7 OSCR recommends that Charity Trustees should received training on Safeguarding, so this will be included in the Board Training Schedule for the coming year.

POLICY REVIEW (SAFEGUARDING)

POLICY	REVIEW CONDUCTED
Codes of Conduct	Model Policies adopted in 2018, which were approved by the Scottish Housing Regulator and drafted by SFHA. Consistent with all current guidance. Policy approved November 2018 next review due November 2021.
Comments, Compliments & Complaints	Due for review in 2020 but remains consistent with SPSO guidance.
Disclosure of Interest	Due for review in May 2019, but remain consistent with Codes of Conduct which are consistent with current guidance.
Entitlements, Payments & Benefits	Reviewed in May 2019 and remains consistent with Codes of Conduct, which are consistent with current guidance. Next review due May 2022.
Equal Opportunities	Revised in June 2017 and consistent with legislation. Equalities training held with staff and Board Members on 13 November 2018. Next review due June 2020.
Fire Safety	Annual review took place in May 2019 and is appropriate with current guidance.
Fraud	Fraud Checklist reviewed and approved in March 2019.
Gas Management	Reviewed February 2019. Next review due February 2022. At September 2019 407 properties had gas heating systems and all had a gas safety certificate at that date.
Health & Safety	Annual review conducted in February 2019. Consistent with all current guidance and no amendment made.
Lone Working	Updated in September 2017 with next review due in 2020. No major amendments required and is consistent with Health & Safety at Work legislation. Based on Croner Model Policy.
Managing Violence and Aggression at Work	Review carried out in May 2019. This is based on a Croner model policy which was compliant with all relevant guidance at the point of adoption. Next review due May 2022.
Maternity Leave	Updated in November 2017 with next review due in 2020. No major amendments required and it is consistent with Health & Safety at Work legislation. Based on Croner Model Policy.
New & Expectant Mothers	General review due to be carried out in November 2020. This is based on a Croner model policy which was compliant with all relevant guidance at the point of adoption.
Openness & Confidentiality	Reviewed for GDPR and FOI compliance in November 2019.
Particular Housing Needs	Updated in September 2017 to include working with the Integration Joint Board, whose key deliverables include the strengthening of adult protection protocols and service planning. Further review due in 2020 unless any amendment required before that date. Consistent with current guidance.

POLICY	REVIEW CONDUCTED
Repair & Maintenance	In line with Special Needs Housing Policy, Right to Repair and OT referral processes. Updated in November 2017 and consistent with relevant guidance. Next review due November 2020.
Risk Management	Reviewed in June 2019 on an annual cycle and consistent with the risk HHP faces.
Scottish Secure Tenancy	Updated in line with Model Scottish Secure Tenancy Agreement following the introduction of the Housing (Scotland) Act 2014 in May 2019. All tenants advised of the changes to their rights under their tenancy agreement by mailing in October 2018.
Smoking at Work	Updated in November 2017 with next review due in 2020. No major amendments required and it is consistent with Health & Safety at Work legislation. Based on Croner Model Policy.
Special Leave	Revised in May 2017 to allow for paid time off for union stewards. Consistent with recommendations. Next review due May 2020.
Stress Management	Updated in November 2017 with next review due in 2020. No major amendments required and it is consistent with Health & Safety at Work legislation. Based on Croner Model Policy.
Tenant Participation	Tenant Participation Strategy in place and updated annually.
Unacceptable Actions by Complainants	Updated in September 2017 with next review due in 2020. No major amendments required and it is consistent with Health & Safety at Work legislation. Based on Croner Model Policy.
Vulnerable Consumers	Reviewed in March 2019. All aspects of vulnerability covered by policy and various staff took part in training courses in 2018 to cover: Child Protection, Landlords Facilities Health and Safety Awareness, Energy Awareness, Gas Safety Awareness, Full Service Universal Credit, Emergency First Aid, and Equalities. Next review due in March 2022.
Whistleblowing	Due to be updated in February 2020, but consistent with Whistleblowing guidance following the Public Interest Disclosure Act 1998 (PIDA) and the Enterprise and Regulatory Act 2013.
Young Workers	Updated in November 2017 with next review due in November 2020. No major amendments required and it is consistent with Health & Safety at Work legislation. Based on Croner Model Policy.

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ITEM NO 8.1

BUSINESS PLANNING

Board 19 November 2019

Report by Chief Executive

Purpose of Report

1.1 To provide a timetable for the review and updating of our five year Business Plan 2019-2024 and the second progress report on our Strategic Goals.

Summary

2.1 The current Business Plan was approved in March 2019 and requires to be reviewed and updated to take account of economic, political and legislative changes which have an impact on the Plan.

2.2 A timetable has been prepared to ensure the Business Plan is prepared and approved by 31 March 2020. The timetable is at Appendix 1.

2.3 The quarter two progress report on the delivery of our Strategic Goals is at Appendix 2 and is showing steady progress overall. As previously reported our arrears are increasing, mainly from the impact of Universal Credit.

Competence

3.1 There are no legal, financial, or other constraints arising from the recommendations to this report.

Recommendations

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

a) Business Planning Timetable at Appendix 1; and
b) Quarter Two Progress Report on Strategic Goals at Appendix 2.

APPENDIX 1:	Business Planning Timetable	
APPENDIX 2:	Quarter Two Progress Report on Strategic Goals	
Background Papers:	None	
Writer of Report:	Dena Macleod	Tel: 0300 123 0773

Appendix 1: Business Planning Timetable

	Event	Detail	Date
1	Initial Business Planning (morning or afternoon)	Involve Board, staff and key partners to look at how we prepare for the environment we are operating in e.g. rent affordability, climate change targets, housing 2040, BREXIT, Housing First, Rapid Re-housing. We will also consider: Asset Management Strategy including re-provisioning of stock Financing requirements for the long term Digital Transformation-how will this affect how we work and deliver our services?	14 or 15 January 2020
2	Board Business Planning Session	There will be two aspects: a) Review of the Vision and Strategic Objectives b) setting the Risk Appetite	December or early January 2020
3	Tenant Sessions	To meet with Tenants throughout the islands and hear what their aspirations are for us over the next 5 years	Late January/early February 2020
4	Board Scenario Planning	The financial model will be stress tested for the output from Session 1 & 2	Late January/early February 2020
5	Initial Draft prepared for consultation	To be prepared and presented to the February Board meeting	Mid February
6	Consultation Period		Mid February to March 2020
7	Approval of Business Plan	Final Business Plan presented to Board	March 2020 Board meeting
8	Business Plan published		April 2020

Business Plan 2019/20 to 2023/24 **Progress Report to: 30-Sept-19** **Quarter 2**

	MEASURES OF SUCCESS	Due by 31 Mar 20	On Target	Below Target	Exceeding Target
SG 1	Placing Tenants at the centre of everything we do	6	4	1	1
SG 2	Investing in an environmentally sustainable way in tenants' homes	1	1		
SG 3	Being a good employer that attracts and retains high quality staff	6	4	2	
SG 4	Working with partners to contribute to the wellbeing of communities throughout the Outer Hebrides	5	3	2	

	ACTION PLAN	Due by 31 Mar 20	On Target	Below Target	Exceeding Target
SG 1	Placing Tenants at the centre of everything we do	10	9	1	
SG 2	Investing in an environmentally sustainable way in tenants' homes	1	1		
SG 3	Being a good employer that attracts and retains high quality staff	4	3		1
SG 4	Working with partners to contribute to the wellbeing of communities throughout the Outer Hebrides	5	4	1	

Overall Progress

38	29	7	2
	76%	18%	5%

On Target
More than 75% of actions on target and less than 20% below
Below Target
Less than 75% of actions on target or more than 20% below
Exceeding Target
100% of actions on target and none below target

Measures of Success	Target date	Baseline		Progress to Sept 2019	Lead Officer
2019-1 Placing tenants at the centre of everything we do					
2019 - 1.1 - % of satisfaction with our overall services > 90%	31/03/2021	88%	√	**88%**	Sevice Development Manager
2019 - 1.2 - Maintain all our homes to meet or exceed SHQS *(exl abeyances & exemptions)*	31/03/2020	100%	√	**100%**	Investment Manager
2019 - 1.3 - Respond to complaints within SPSO targets	31/03/2020	94.23	√	**95%**	Director of Operations
2019 - 1.4 - Level of current arrears at 2% of Gross Debit	31/03/2020	1.70%	X	**2.14%**	Director of Operations
2019 - 1.5 - Voids at < 1% of Gross Rent Debit	31/03/2020	1.70%	√	**0.47%**	Director of Operations
2019 - 1.6 - Provide options for a rent guarantee period	31/03/2020	Current Rent Structure		**10% complete**	Director of Finance
2019 - 1.7 - 88% of tenants satisfied with opportunities to participate in decision making	31/03/2020	84%	X	**84%**	Service Development Manager
2019-2 Investing in Properties					
2019 - 2.8 - Deliver 214 new builds	31/03/2021		√	**50 units complete with 124 units on site**	Development Manager
2019 - 2.9 - Deliver 50 extra care units in Stornoway by 2021	31/03/2021	None	√	**Contracts awarded. Enabling works on site.**	Director of Operations
2019 - 2.10 - Reduce % of tenants in fuel poverty to under 25% by 2023 (subject to fuel prices)	31/03/2023	41%			Investment Manager
2019 - 2.11 - 100% properties achieving EESSH by 2020	31/03/2020	87%	√	**88%**	Investment Manager
2019 - 2.12 - 100% of stock assessed in terms of long term viability	31/03/2021	0%		**0%**	Asset & Contract Manager
2019-3 Being a good employer					
2019 - 3.13 - Flexible working policy in place by 2020	31/03/2020	N/A	√	**Preparation underway by Head of EO**	Chief Executive
2019 - 3.14 - Staff survey in 2020 showing positive feedback	31/03/2020	2015 Survey	√	**Preparation commenced**	Chief Executive
2019 - 3.15 - 10% of staff pursuing and obtaining qualifications	31/03/2020	4%	X	**4%**	Training & Development Officer
2019 - 3.16 - 100% of vacancies filled on first attempt	31/03/2020	100% in 2018/19	X	**86%**	Chief Executive
2019 - 3.17 - Sustain a minimum level of 65% of HHP staff with a service length greater than 3 years	31/03/2020	68%	√	**69%**	Chief Executive
2019 - 3.18 - % of staff turnover at less than 10%	31/03/2020	4% for 2018/19	√	**4%**	Chief Executive
2019-4 Working with partners					
2019 - 4.19 - New arrangement in place for the delivery of accommodation for the Foyer by 1 April 2019	01/04/2019	N/A	√	**In place 25 April 2019**	Director of Operations
2019 - 4.20 - Population forecasts decline + demographics	31/03/2020	Population at 2011-27,684	X	**2016-26,950**	Chief Executive
2019 - 4.21 - Increased demand for housing in rural areas	31/03/2020	510 at 31 March 2019	√	**538**	Director of Operations
2019 - 4.22 - Community benefit measures delivered across our communities and on all contracts	31/03/2020	100% of contractors	√		Director of Operations
2019 - 4.23 - 95% of tenants satisfied with management of the area they live in	31/03/2020	92%	X	**92%**	Service Development Manager
2019-Competencies Achieved	31/07/2019	N/A new measure	√	**95% achieved with areas for improvement identified**	Chief Executive

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Action Plan	Target date	Baseline		Progress to Sept 2019	Lead Officer
2019-1 Placing tenants at the centre of everything we do					
2019 - 1.1 - Carry out affordability checks	31/03/2020	2018	√	**Review due as part of Rent Setting**	Director of Operations
2019 - 1.2 - Value for money Strategy	31/03/2021	2012			Director of Finance
2019 - 1.3 - New Rent Structure	31/03/2021	Current Rent Structure			Director of Operations
2019 - 1.4 - Profile our Customers Needs	31/03/2020	20% complete	√	**25%**	Service Development Manager
2019 - 1.5 - Support Western Isles Housing Association Communities Forum	31/03/2020	Grant + Staff time	√	**Assistance with Tenant Day on 9 August 2019**	Service Development Manager
2019 - 1.6 - Develop tenant scrutiny	31/03/2020	2 groups in place	√	**2 groups in place**	Area Managers
2019 - 1.7 -Provide dedicated tenant participation support	31/03/2020	Half time post in place	√	**New contract till May 2021**	Director of Operations
2019 - 1.8 - Ensure tenants maximise their opportunties to access digitial services	31/03/2020	Information from survey	√		Area Managers
2019 - 1.9 -Develop a digital transformation strategy	31/03/2020	IT Strategy	√		Business Support Officer
2019 - 1.10 - Develop an Anti-Poverty Strategy	31/03/2020	None in place	√	**CPP Strategy launched 9 October**	Director of Operations
2019 - 1.11 -Benchmark our services with other Housing Associations	31/03/2020	High Level desk top	√	**SHN visit re-arranged for November**	Head of Executive Office
2019 - 1.25 -Key Risk Indicators and Key Control Indicators developed during 2019	31/12/2019	None in place	√	**Will be ready for Business Plan day**	Head of Executive Office
2019-2 Investing in Properties					
2019 - 2.12 - Develop an Environmental Strategy	31/03/2021	None in place		**Part of OHCPP Climate change working group**	Investment Manager
2019 - 2.13 - Update Asset Management Strategy	31/03/2020	Currrent Strategy	√	**Review to be brought into line with BP review**	Assets & Contract Manager
2019 - 2.14 - Annual Investement Programmes completed by February each year	29/02/2021	90% delivered by March		**On target**	Investment Manager
2019-3 Being a good employer					
2019 - 3.15 - Offer shadowing and coaching opportunties to all staff	31/03/2021	Informal arrangements			Training & Development Officer
2019 - 3.16 - Team buidling events	31/03/2020	2 held	√	**Event held in June 19-survey showing increased satisfaction**	Chief Executive
2019 - 3.17 - Round table discussions with managers	31/03/2020	None in place	√	**Meetings held every month since January**	Chief Executive
2019 - 3.18 - Develop use of on line system in particular appraisals	31/03/2020	New system in Jan 2019	√	**1-2-1 being recorded on system**	Head of Executive Office
2019 - 3.19 - Deliver Annual Training Plan	31/03/2020		√	**Training Plan preparation underway**	Training & Development Officer
2019-4 Working with partners					
2019 - 4.20 - Working with community groups to improve common areas	31/03/2020	None in place	√	**Community Garden in Casmir Place**	Area Managers
2019 - 4.21 - Identify opportunities to generate income	31/03/2020		X		Finance Manager
2019 - 4.22 - Support OHCPP to deliver its aims	31/03/2020	Attendance at OHCPP	√	**Meetings attended awaiting signing of Agreement**	Chief Executive
2019 - 4.23 - Work closely with voluntary sector	31/03/2020	None in place	√	**2 grants awarded to community groups**	Chief Executive
2019 - 4.24 - Work with CNES to deliver LHS	31/03/2020	IDB	√	**New build on Target; Homeless targets presenting challenges**	Chief Executive

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ITEM NO 8.2

QUARTERLY TREASURY REPORT TO 30 SEPTEMBER 2019

Board 19 November 2019

Report by Director of Finance & Corporate Services

Purpose of Report

1.1 To inform the Board of the Treasury Management activities of the second quarter of 2019/20.

Summary

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

2.2 The current forecast shows financial covenants will be met for 2019/20.

2.3 The Annual Financing Strategy (AFS) forecast that £5M would be drawn down from our approved borrowing facility in 2019/20. This will not be required until 2020/21 due to the slippage in development.

Competence

3.1 Financial, legal and other constraints arising from the recommendation to this report being implemented are detailed at 5.1 – 8.1.

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 30 September 2019 of £4.91 million; and

c) the cash balance at 30 September 2019 of £7.729 million.

APPENDIX1:	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 with the cash resources utilised over the second quarter of 2019/20.

Legal

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

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

6.3 The Treasury Management Policy requires that as a minimum of 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 bank 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 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 second quarter, which is in line with the Annual Financing Strategy for 2019/20.

9.2 The second quarter of the year saw £3.635 million expenditure of which £2.657 million related to new build.

9.3 The income for the second quarter was £4.588 million and comprised Rental Income (56%), Sale of Assets (7%), Government Grants including new build (36%) and Other Income (2%).

9.4 Appendix 2 summarises the income and expenditure profiles for the second quarter.

9.5 The cash balances at 30 September 2019 increased quarter on quarter by £0.372M to £7.730M. 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 is due to be returned to the Scottish Government in December 2019.

9.7 It is expected that all covenants will be complied with for 2019/20.

30SEP19 ANALYSIS OF INVESTMENTS AND BORROWINGS

INVESTMENTS

	Mar-19	Jun-19	Sep-19	Average
DEPOSIT ACCOUNTS	**£000's**	£000's	£000's	£000's
Royal Bank	**3,375**	3,379	2,778	3,177
CWS	**0**	0	0	0
BOS	**725**	749	757	744
Santander	**1,567**	1,572	1,574	1,571
Total Deposit	**5,667**	5,701	5,110	5,492
CURRENT ACCOUNTS				
General Account	**252**	**392**	**965**	537
Standing Order	**134**	**270**	**410**	271
Direct Debit	**126**	**371**	**638**	378
Office/Cash	**169**	**599**	**573**	447
Property Factoring	**31**	**31**	**33**	32
Total current	**712**	1,663	2,620	1,665
Total	**6,379**	7,364	7,730	7,158

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 £2.620m and 5 special deposit accounts totalling £5.110m.

BORROWINGS

Core Funding Facility	£m
Estimated debt outstanding (per Business Plan)	9.95
Actual amount outstanding	4.91
Difference	5.04

Compliance with Cash Flow Forecasts

The Annual Financing Strategy for 2019/20 forecast a requirement to borrow £5m during the latter half of the year as development works on site progress and grant drawdown from Scottish

Government is utilised. Due to slippage in the programming of development works, it is anticipated this money will now be drawn down in early 2020/21.

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 2nd quarter. 3 month LIBOR decreased to 0.76% as at 30 September 2019.

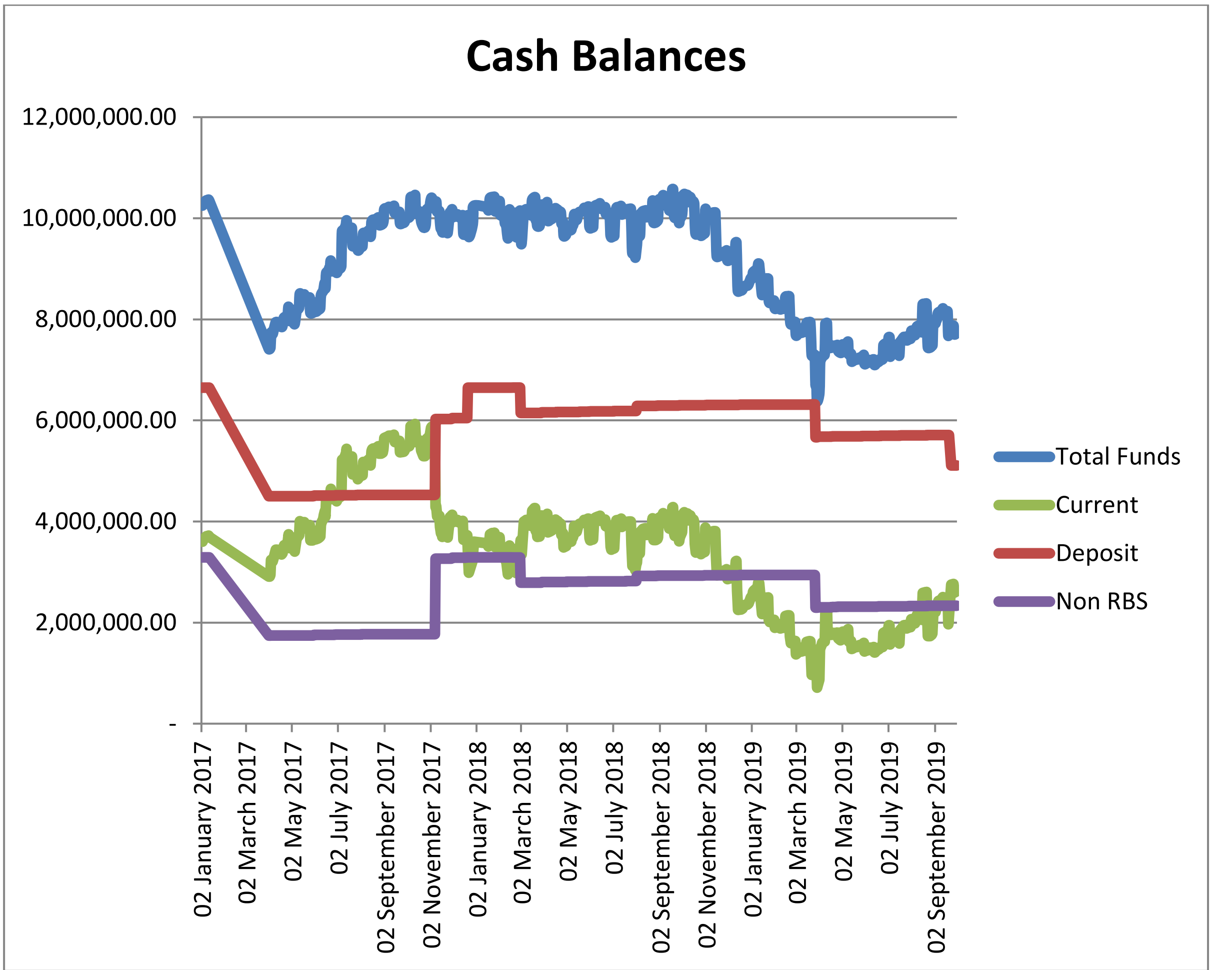
Borrowings	**Mar-19**	**Jun-19**	**Sep-19**	**Average**
	£000's	£000's	£000's	£000's
Facilities arranged	15,000	15,000	15,000	15,000
Loans outstanding	4,909	4,909	4,909	4,909
Variable/Fixed analysis-amounts				
Variable amount	1,409	1,409	1,409	1,409
Fixed amount	3,500	3,500	3,500	3,500
Other Hedging	-	-	-	-
	4,909	4,909	4,909	4,909
Variable/Fixed analysis-Percentages				
Variable	28.70%	28.70%	28.70%	28.70%
Fixed	71.30%	71.30%	71.30%	71.30%
Other Hedging Products				
	100%	100%	100%	100%
Lenders amounts				
Core Facility (RBS)	4,909	4,909	4,909	4,909
Other Borrowings	-	-	-	-
	4,909	4,909	4,909	4,909

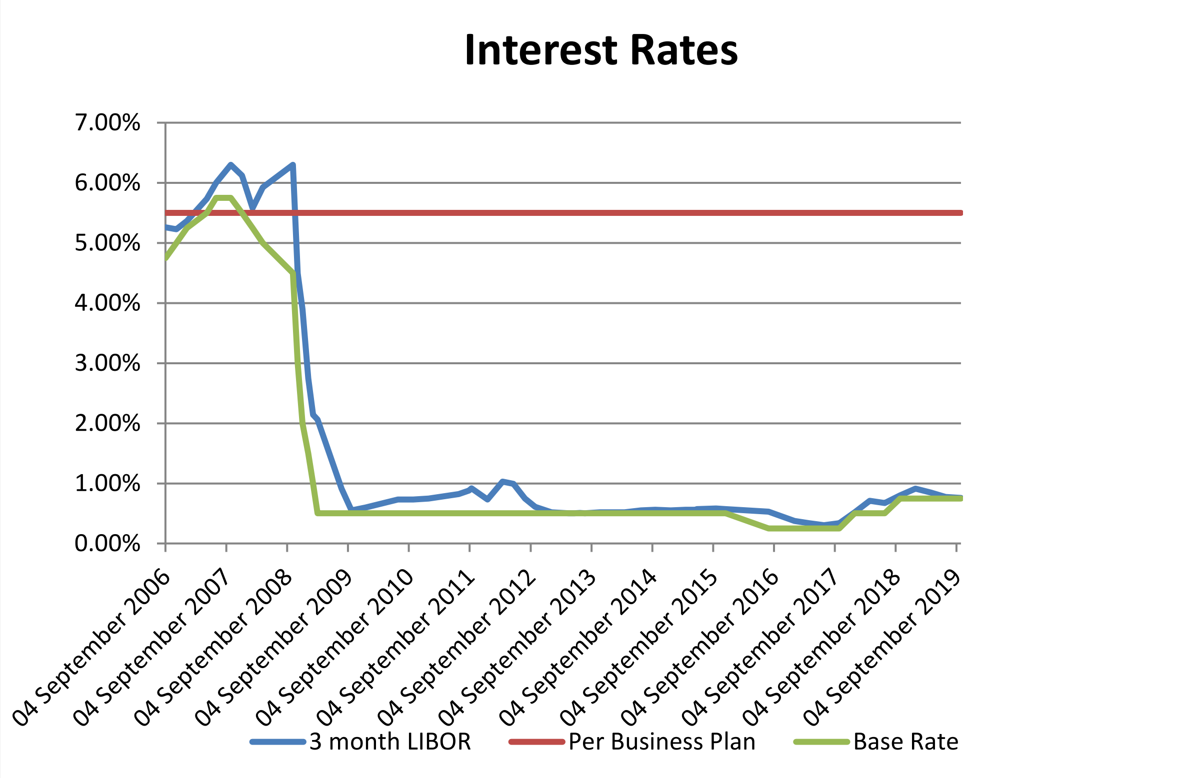
Average cost of borrowing

Amount £000's	**Interest**	**Type**	**Annual Cost**
3,500.00	5.55%	Fixed	194,300
1,408.67	7.29%	Variable	102,700
4,908.67			297,000
Average cost of funds			6.05%

Anticipated level of borrowing over next 5 years

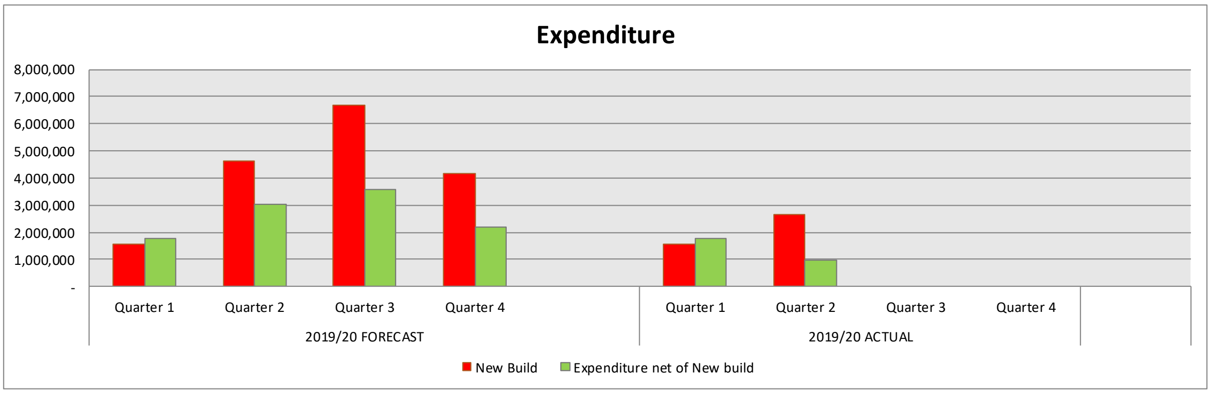
Year	2019/20 Est £m	AFS Forecast £m	Variance £m
2019/20	4.946	9.946	(5.000)
2020/21	14.842	14.842	-
2021/22	14.842	14.842	-
2022/23	14.842	14.842	-
2023/24	14.842	14.842	-




Interest Rates
7.00%
6.00%
5.00%
4.00%
3.00%
2.00%
1.00%
0.00%
04 September 2006
04 September 2007
04 September 2008
04 September 2009
04 September 2010
04 September 2011
04 September 2012
04 September 2013
04 September 2014
04 September 2015
04 September 2016
04 September 2017
04 September 2018
04 September 2019
3 month LIBOR
Per Business Plan
Base Rate

30SEP19 ANALYSIS OF INCOME AND EXPENDITURE PROFILES

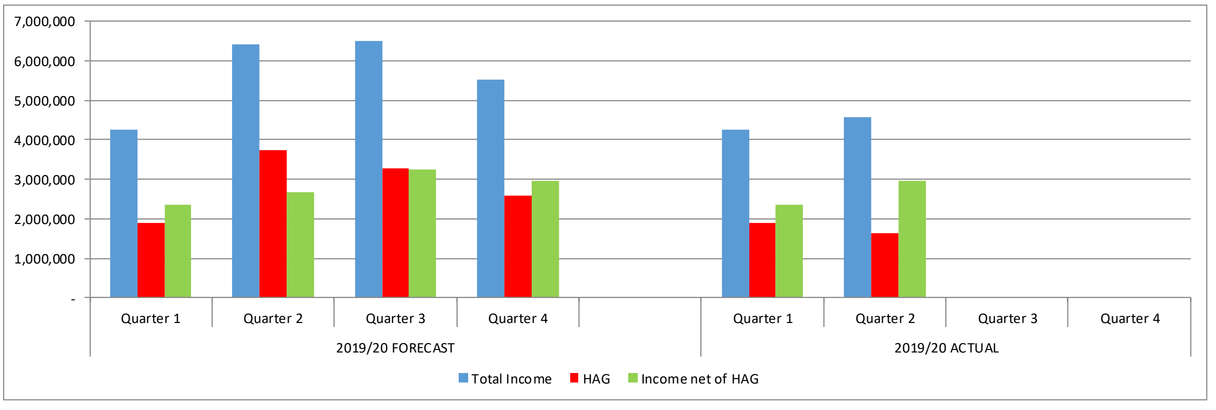
EXPENDITURE



Overall the expenditure for the second quarter of 2019/20 is down compared with the initial budget. This is mainly driven by a delay in getting onto site & slippage in development works programmes (£2M). Investment spend is also down compared to budget but it is anticipated this will catch up in Q3 & Q4. Budgets have been rephrased to take into account slippage to date and this is reflected in the September management accounts.

Financial covenants are forecast to be met for the full year.

INCOME



Total Income for the second quarter of 2019/20 is down compared to the initial budget. This is mainly driven by development (£2M) as explained above. Income net of HAG is up due to RHI income and timing of sales receipts for LIFT.

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ITEM NO 8.3

FIVE YEAR DEVELOPMENT PLAN/SHIP

Board 19 November 2019

Report by Chief Executive

Purpose of Report

1.1 To advise the Board of the Comhairle's updated Strategic Housing Investment Plan (SHIP).

Summary

2.1 Our Five Year Development Plan is for the period 2018/19 – 2022/23.

2.2 The Development Plan is updated annually as part of the Business Plan review and will be reviewed and brought to Board in March 2020. The Plan was developed in line with the previous SHIP, Resource Planning Assumptions (RPAs) and our budget planning.

2.3 Development is a fluid process and approval for proposed developments not covered by the current approved Five Year Development Plan will be discussed with the Asset Management Working Group and brought to Board for approval on an individual basis, as required.

2.4 The draft SHIP was approved by CNES Communities and Housing Committee in September 2019. Delegation was given to CNES Officers to produce the final document prior to the deadline of 25 October 2019.

2.5 The draft SHIP was discussed with Board Members at the Asset Management Working Group in October 2019.

2.6 The Comhairle produced the SHIP in line with revised guidance from the Scottish Government and with input from us.

2.7 The SHIP has now been submitted to the Scottish Government and can be found at Appendix 1. The SHIP 2020-2025 is now in place.

Competence

3.1 The financial, legal and other constraints are detailed at paragraph 5.1 - 8.1.

Recommendations

4.1 **It is recommended that Board note the SHIP attached at Appendix 1.**

APPENDIX 1:	Strategic Housing Investment Plan 2020 – 2025	
Writer of Report:	Katrina Rowlands	Tel: 0300 123 0773

Competence

Financial

5.1 The SHIP has been produced in line with Scottish Government Guidance and announced Resource Planning Assumptions (RPAs).

5.2 The Five Year Development Plan will be revised in line with the SHIP, RPAs and our budget planning.

Legal

6.1 The Asset Management 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 There is no risk arising from noting this report. The Five Year Development Plan will be brought to Board in March 2020 for approval.

Report Details

9.1 The Comhairle produced the SHIP in line with revised guidance from the Scottish Government and with input from Hebridean Housing Partnership. The SHIP has now been submitted to the Scottish Government and can be found at Appendix 1.

9.2 Our Five Year Development Plan is for the period 2019/20 – 2023/24. It will be reviewed as part of the Business Plan review and brought to Board for approval in March 2020.

9.3 The Development Programme Update has detailed additional sites for noting and all approvals required.

9.4 The SHIP 2020-2025 and our Five Year Development Plan 2019-2024 are not directly comparable. The SHIP is in line with our current development intentions and will be used to form our Five Year Development Plan when it is reviewed early next year.

9.5 The previous SHIP had an overcomitment of 25%. The Comhairle have based years 2-5 of this SHIP on an RPA of approximately £5M with no additional commitment added.

9.6 The two plans cover a different time period until a new Development Plan is approved by Board in March 2020, however some differences to highlight are:

- The SHIP no longer contains the unit numbers at Goathill as these were counted as site starts in a previous year;
- Cnoc a Runaire, Tolsta and Scotland Street were brought forward to this financial year;
- South Dell and Lochmaddy were delayed until 2020/21;
- Scott Road, Tarbert has moved to 2021/22;
- Shawbost and Garrabost Care Unit have been added; and
- Bayble, which was a contractor led proposal, is no longer on the SHIP as no plans have been brought forward.

APPENDIX 1

Strategic Housing Investment Programme 2020/21-2024/25

Year 1			Year 2			Year 3			Year 4			Year 5		
2020/21	**Units**	**Cost**	**2021/22**	**Units**	**Cost**	**2022/23**	**Units**	**Cost**	**2023/24**	**Units**	**Cost**	**2024/25**	**Units**	**Cost**
Goathill		£8,550,474	Scott Road, Tarbert	10	£1,050,000	Stornoway Periphery	20	£2,100,000	Barra	6	£780,000	Rural Lewis ECH	16	£1,920,000
Balivanich		£1,001,758	Benbecula	6	£630,000	Barra ECH	10	£1,400,000	Point	8	£840,000	Benbecula	4	£420,000
Tarbert Police Station		£589,000	Arnol	6	£630,000	North Uist	4	£420,000	South Harris	4	£420,000	South Uist	6	£630,000
Shawbost	4	£420,000	Uig	4	£420,000	South Uist	6	£630,000	Scott Rd, Tarbert	18	£1,890,000	North Uist	4	£420,000
Garrabost Care Unit	2	£168,000	North Lochs	4	£420,000	Bernera	4	£420,000	Rural Lewis	8	£840,000	Stornoway Periphery	15	£1,575,000
Howmore	4	£420,000	Stornoway Regeneration	14	£1,470,000.00				Balivanich Phase 2	6	£630,000			
Barra	6	£780,000												
Barvas	6	£630,000												
Lochmaddy	6	£630,000												
South Dell	6	£630,000												
	34	**£13,819,232**		**44**	**£4,620,000**		**44**	**£4,970,000**		**50**	**£5,400,000**		**45**	**£4,965,000**

217 Units Proposed in total

Requirement for £33.774m Scottish Government Grant funding

Making our house your home

ITEM NO 8.4

WELFARE REFORM

Board 19 November 2019

Report by Director of Operations

Purpose of Report

1.1 This report provides Board Members with information on the impact that Universal Credit Full Service has had a year on following implementation in September 2018.

Summary

2.1 Universal Credit (UC) Full Service commenced in the Outer Hebrides on 26 September 2018.

2.2 The aim of UC was to simplify the benefits system by replacing six legacy benefits and rolling it into a single monthly payment. It was also designed to increase work incentives for those who are unemployed or working part-time.

2.3 Details of the impact that UC Full Service has had on rent arrears are detailed in this report. Since UC claims have begun average rent arrears for UC cases has increased to £395.49 per claimant. This is an increase of 15%.

Competence

3.1 The financial, legal or other constraints are detailed at paragraph 5.1 – 8.2.

Recommendations

4.1 **It is recommended that the Board note the report.**

APPENDIX 1:	September Rent Balances 2018 vs 2019	
APPENDIX 2:	Universal Credit Cases by Area	
APPENDIX 3:	Non UC Arrears vs UC Arrears	
Background Papers:	None	
Writer of Report:	Donalda MacKinnon	Tel: 0300 123 0773

Competence

Financial

5.1 The Welfare Reform changes present financial challenges for us as rental income becomes more difficult to collect and the costs of collection increase. The unpredictability of payments under Universal Credit in particular will also impact on cashflow.

Legal

6.1 There are no legal implications arising 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 Rent arrears levels are increasing as tenants transition from legacy benefits to UC. This is at least in part due to the 5 week waiting period between applying and their first payment. It is hoped that arrears due to Bedroom Tax will not increase because of ongoing assistance available through CNES via Discretionary Housing Payments (DHP). Tenants in receipt of DHP due to bedroom tax have had this extended until 31 March 2020.

8.2 UC remains a very significant risk on the Risk Register. Bedroom Tax risk has been removed from the register but will be reviewed if the situation with DHP changes.

Report Details

Universal Credit Full Service

9.1 Universal Credit (UC) Full Service commenced in the Outer Hebrides on 26 September 2018. UC Full Service replaced the live service which had been running in the Outer Hebrides since May 2016. UC Full Service is a fully digital benefit system.

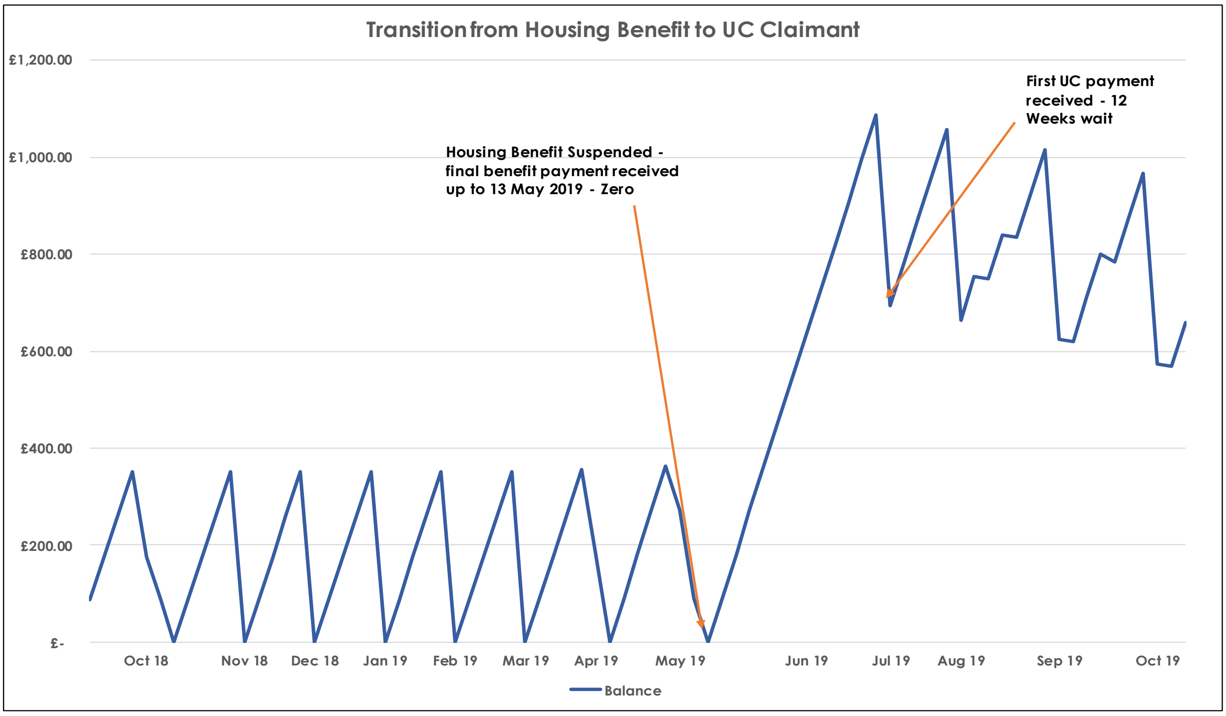
9.2 New benefit claimants after 26 September 2018 were required to claim UC online. The six legacy benefits that UC Full Service replaced are:

- income-based Jobseeker's Allowance;
- Income-related Employment & Support Allowance;
- Income Support;
- Working Tax Credit;
- Child Tax Credit; and
- Housing Benefit.

9.3 All claimants need a phone number, bank account and access to the internet to claim for UC full service. Not all claimants have these in place. We continue to help claimants as much as possible alongside CAB and the local Job Centre.

9.3 Following the implementation of UC Full Service, we were allocated Trusted Partner Status by DWP which gave officers access to the UC Landlord Portal. The Landlord Portal is used to verify the applicants rent and household information. It also gives officers visibility of claimants which wasn't always the case.

9.4 UC is paid in arrears and it can take up to five weeks after the date of claim for the applicant to receive their first payment. The following is an example of the effect the 5 week wait is having on arrears. This tenant has been in receipt of Housing Benefit for a number of years and due to a change in circumstances they were asked to apply for UC.



9.5 The graph shows the rent account had a zero balance when the 4 weekly housing benefit payment was applied direct to the account. The first increase highlighted shows the period when the housing benefit stopped and the claimant was waiting for the first UC payment.

9.6 One of the main issues with UC is that housing costs are paid directly to the tenant rather than the landlord and the tenant is responsible for paying the landlord. The housing element can be paid directly to the landlord if the tenant has requested a Managed Payment to Landlord (MPTL). The landlord can also request an Alternative Payment Arrangement (APA) paid direct to the rent account. If the landlord requests an APA they must be able to demonstrate that the tenant fits in to one or more of the following criteria:

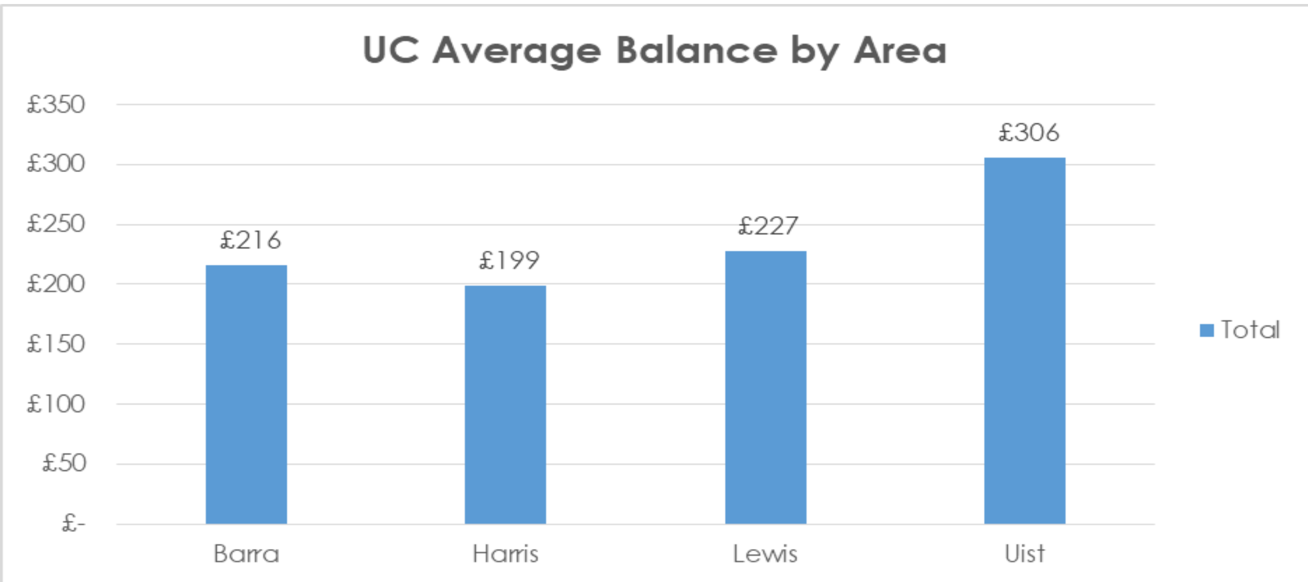
TIER 1 FACTORS
• Drug / alcohol and / or other addiction problems e.g. gambling
• Learning difficulties including problems with literacy and/or numeracy
• Severe / multiple debt problems
• In Temporary and / or Supported accommodation
• Homeless
• Domestic violence / abuse
• Mental Health Condition
• Currently in rent arrears / threat of eviction / repossession
• Claimant is young either a 16/17 year old and / or a Care leaver
• Families with multiple and complex needs

TIER 2 FACTORS
• Third party deductions in place (e.g. for fines, utility arrears etc.)
• Claimant is a Refugees / asylum seeker
• History of rent arrears
• Previously homeless and / or in supported accommodation
• Other disability (e.g. physical disability, sensory impairment etc.)
• Claimant has just left prison
• Claimant has just left hospital
• Recently bereaved
• Language skills (e.g. English not spoken as the 'first language').
• Ex Service personnel
• NEETs - Not in Education, Employment or Training

9.7 MPTL and APAs are paid to us on a monthly basis in a batch payment and not sent individually. It will show in the tenants' journal that a payment for housing costs has been made to the landlord but we may not receive the funds for another few weeks. HHP receives the batch payment at the end of the month.

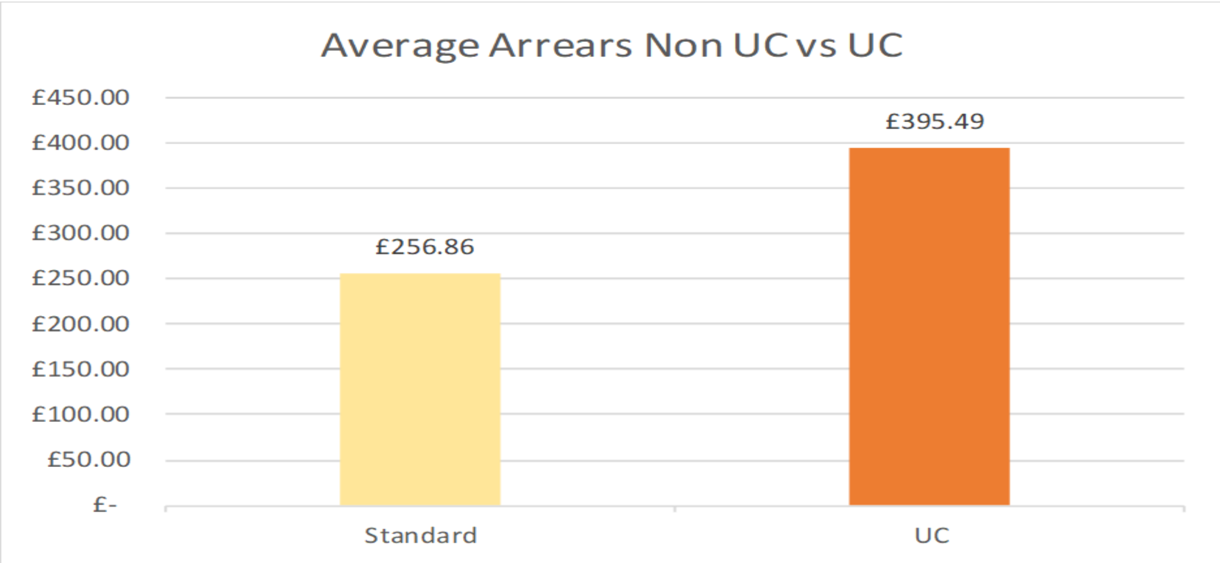
Current Position

10.1 The UK average UC arrear is approximately £650 per claim. The graph below shows our UC average balance per area. This is significantly lower than the national average. Please note the monthly batch payments for APAs and MPTLs were applied to rent accounts on 24 September 2019, this was prior to the report being generated.



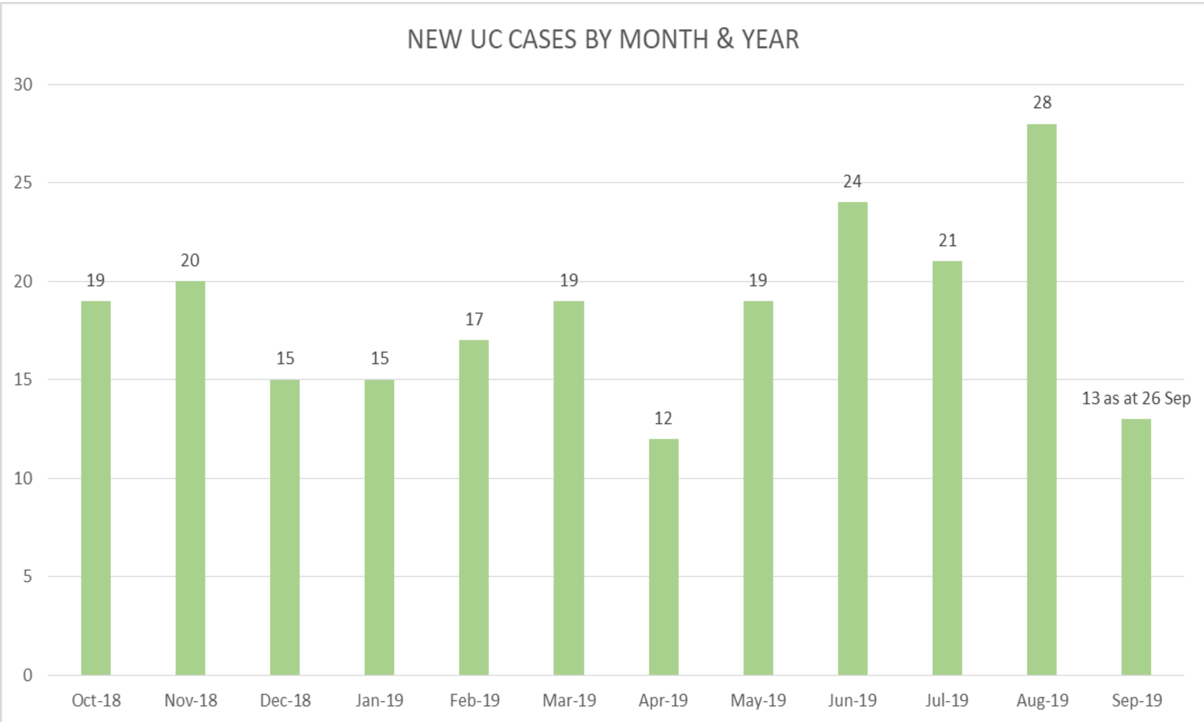
10.2 As at 26 September 2019 there were a total of 228 households claiming the housing element of UC. Appendix 1 shows a comparison of rent arrears from September 2018 to September 2019, one year on following the implementation of UC Full Service in the Outer Hebrides. The number of UC cases and debt by area are shown at Appendix 2.

10.3 The following chart shows the average UC arrear vs Non UC arrears as at 26 September 2019:



10.4 Of the 228 households 143 owe more than one weeks rent. This is a total of £65,724 of arrears. Of the 228 households, 85 are in credit or owe less than one weeks rent. The total value of accounts in credit is £11,179.

10.5 The number of new UC cases fluctuated month by month with August 2019 seeing the largest number of claims to date:



10.6 Officers continue to work with tenants who have an arrear on their account. Where possible repayment arrangements are set up at a rate that is affordable to the tenants. There is an option for the landlord to request a Third Party Deduction (TPD) from DWP for rent arrears. This is only used in exceptional circumstances or at the tenant's request as the average TPD can be as much as £63 per month.

Manage Migration

11.1 At present existing legacy benefit claimants are only affected by UC if:

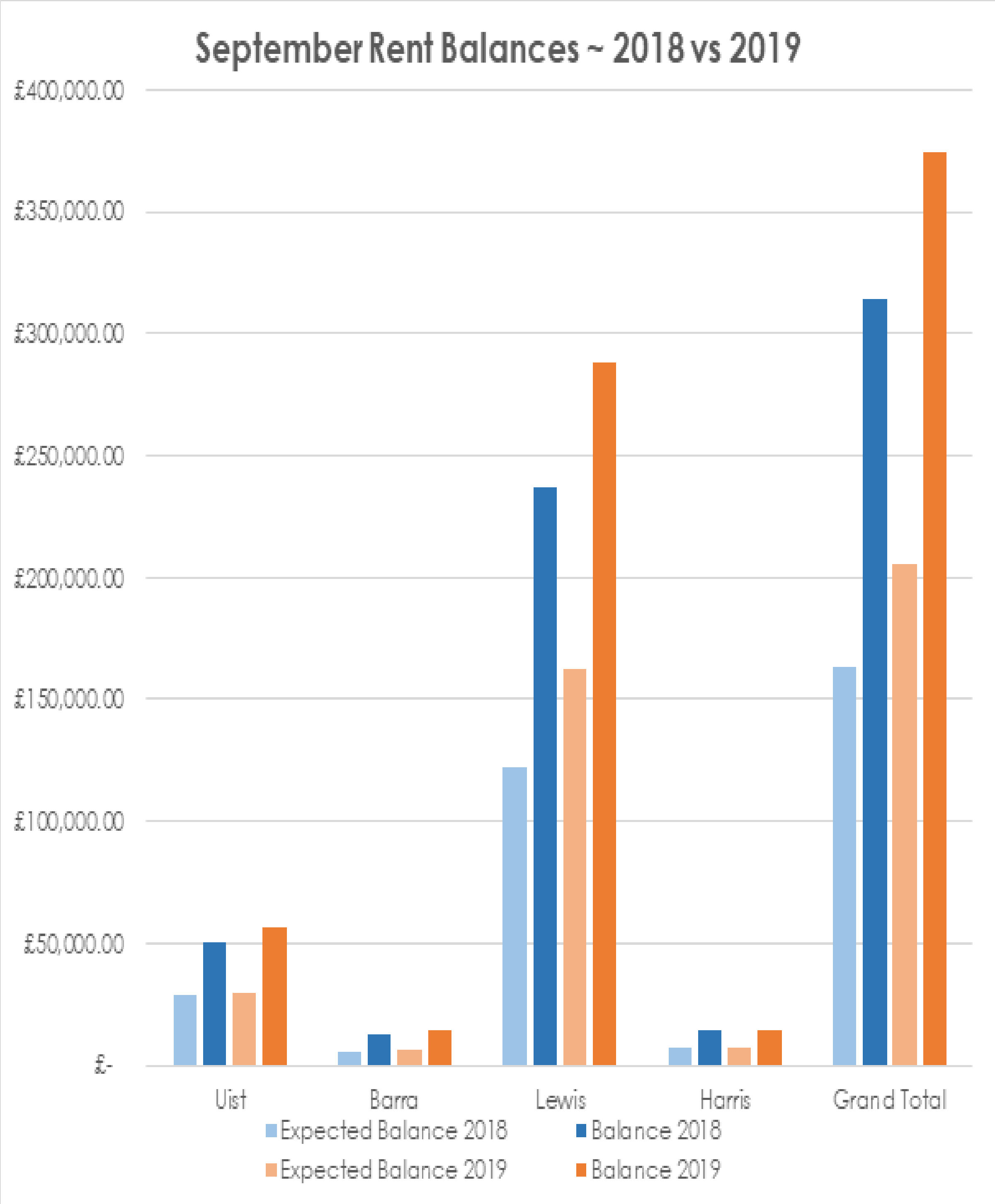
- They choose to make a claim for UC;
- They have a change of circumstances which ends their legacy benefit claim and they are not prohibited from claiming UC; and
- They need to make a claim for another benefit that UC has replaced, for example Housing Benefit.

Moving to UC in any of the above situations is referred to as natural migration.

11.2 DWP started testing the managed migration process in July 2019. The testing process is estimated to last for 12 months but may take longer. During this period 10,000 existing legacy benefit claimants will be moved across to UC through the pilot process. When the pilot process is complete the managed migration for all remaining legacy benefit claimants will commence. It is scheduled to start in November 2020 through to completion in December 2023. It is estimated that approximately 700 of our tenants will be in receipt of UC following full migration.

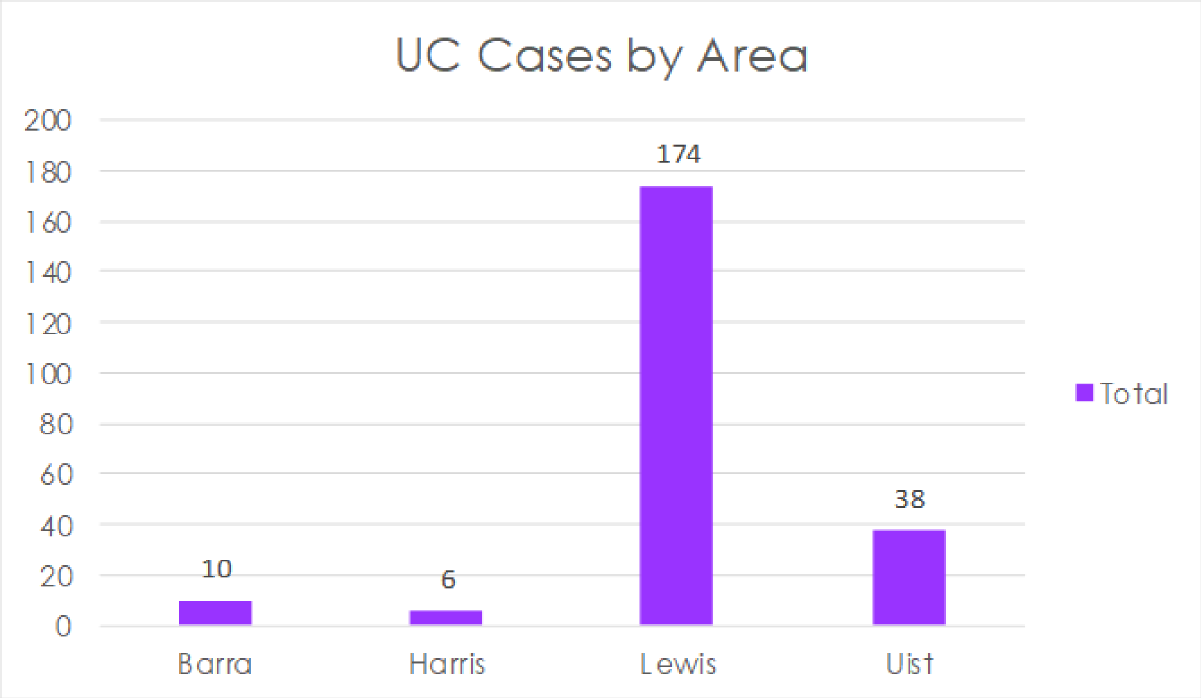
Partnership Working

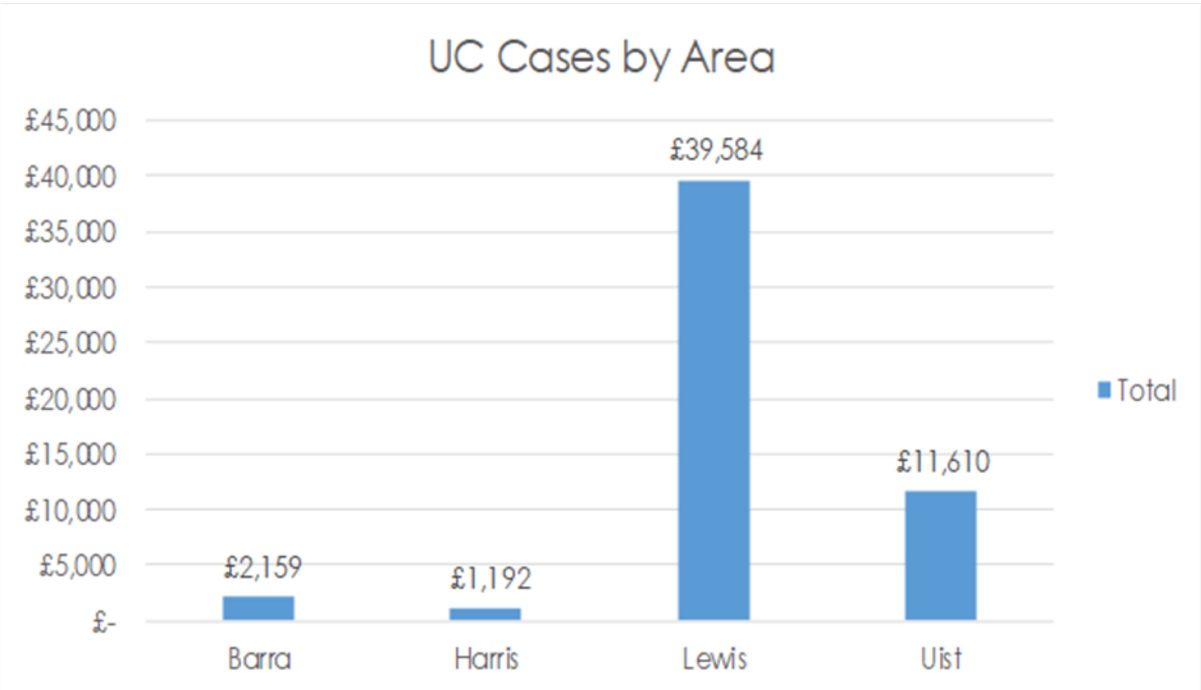
12.1 Regular meetings continue to be held with JCP, CAB and CNES to discuss the advice provision available for service users. CAB provide digital support for all claimants when required. Our Officers continue to work closely with the local Job Centre with the main focus on ensuring the claimant's journey is as smooth as possible while they transition from legacy benefits to UC.



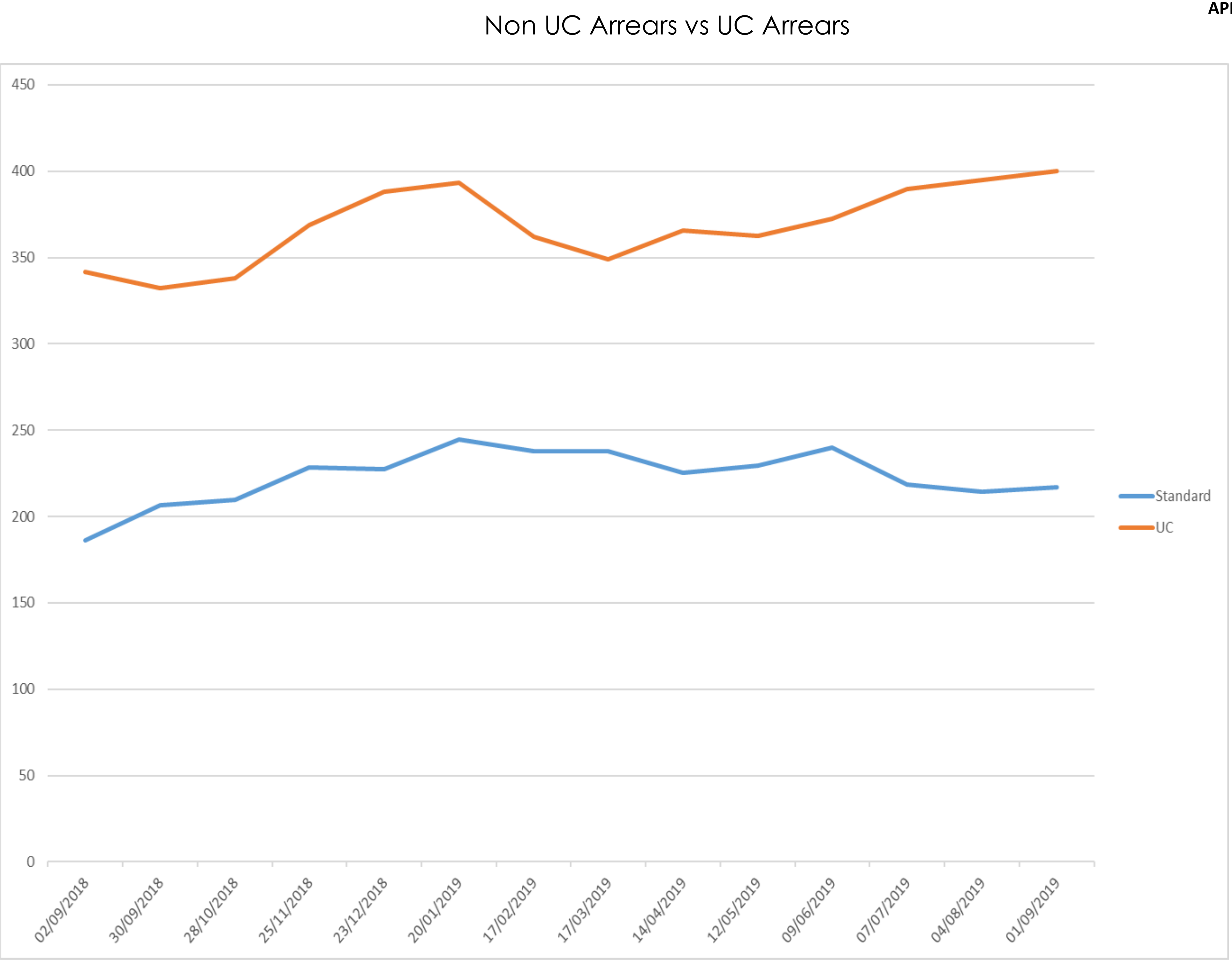
**This report was generated prior to the UC payments being applied to the accounts therefor differs from the Debt Management report.

APPENDIX 2


UC Cases by Area
200
180
160
140
120
100
80
60
40
20
0
10
6
174
38
Barra
Harris
Lewis
Uist
Total


UC Cases by Area
£45,000
£40,000
£35,000
£30,000
£25,000
£20,000
£15,000
£10,000
£5,000
£-
£2,159
£1,192
£39,584
£11,610
Barra
Harris
Lewis
Uist
Total

APPENDIX 3


Non UC Arrears vs UC Arrears
450
400
350
300
250
200
150
100
50
0
02/09/2018
30/09/2018
28/10/2018
25/11/2018
23/12/2018
20/01/2019
17/02/2019
17/03/2019
14/04/2019
12/05/2019
09/06/2019
07/07/2019
04/08/2019
01/09/2019
Standard
UC

hebridean housing partnership

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ITEM NO 8.5

BOARD PLAN 2020

Board 19 November 2019

Report by Head of Executive Office

Purpose of Report

1.1 This Report outlines a plan in respect of items to be considered by Board during the 2020 Board session.

Summary

2.1 The plan at Appendix 1 has been compiled in respect of standing and other items, which the Board can expect to consider during the 2020 Board session.

2.2 This plan is a guide and may be added to throughout the year if there is a requirement for other items to be considered.

Competence

3.1 There are no legal, financial, or other constraints arising from the recommendation to this report being implemented.

Recommendations

4.1 **It is recommended that the Board note the Board Plan 2020 at Appendix 1.**

APPENDIX 1:	Board Plan 2020	
Background Papers	None	
Writer of Report	Iona France	Tel: 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 no legal constraint arising from the recommendation to this report being implemented.

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. Ensuring that the Board has all the information, reports and supporting papers it requires to take well informed decisions, and a plan of when it can expect to see different types of reports, helps to mitigate the risk of the Board being unprepared.

BOARD PLAN 2020

Approval	
Noting	
Annual	●
Standing	Colour fill as above
Policies are highlighted with *	

Item	Report	12 Feb 20	18 Mar 20	20 May 20	23 Jun 20	26 Aug 20	27 Aug 20	18 Nov 20
1	Budgets 2020/21	●						
2	Annual Financial Strategy	●						
3	Business Plan							
4	Debt Management Report							
5	Development Programme 2019-2024	●						
6	Investment Programme 2020/21	●						
7	Training Plan 2020/21	●						
8	Model Rules							
9*	Procurement Policy & Procurement Strategy							
10*	Health & Safety Policy							
11*	Fraud Policy							
12*	Whistleblowing Policy							
13*	Asbestos Policy							
14	End Violence at Work Charter							
15	Annual Pay Review Recommendation		●					
16	Fraud Checklist		●					
17*	Expenses Policies (Staff & Board)							
18*	Tenant Participation Strategy 2021- 2025							
19*	Asset Management Policy & Strategy 2020 - 2024							
20*	Recruitment Policy							
21	ARC 2019/20			●				
22*	Special Leave Policy			●				
23*	Training & Development Policy			●				
24*	Community Grants Policy			●				
25	SHR Returns				●			
26	Annual Report & Financial Statements for 31 March 2020				●			
27	Budgetary Performance for year ended 31 March 2020				●			
28	Housing Allocations Report 2019/20				●			
29	TPAS Conference				●			
30*	Equal Opportunities Policy							
31*	ICT Strategy							
32*	Risk Management Policy							
33	Annual Assurance Statement					●		
34	Business Planning Timetable					●		
35*	Comments, Compliments and Complaints Policy					●		

Approval	
Noting	
Annual	●
Standing	Colour fill as above
Policies are highlighted with *	

Item	Report	12 Feb 20	18 Mar 20	20 May 20	23 Jun 20	26 Aug 20	27 Aug 20	18 Nov 20
36*	Unacceptable Actions by Complainants Policy							
37*	Early Retirement Policy							
38*	Affordable Warmth Policy							
39*	Particular Housing Needs Policy							
40*	Alcohol & Drugs Policy							
41*	Lone Working Policy							
42	Election of Office Bearers							
43	Election to Standing Committees and Working Groups							
44	Board Skills & Development							●
45	Budget Strategy 2021/22							●
46*	New & Expectant Mothers Policy							
47*	Smoking at Work Policy							
48*	Stress Management Policy							
49*	Young Workers Policy							
50	Repairs & Maintenance Policy							
51	Performance Monitoring Report							
52	Board Development Plan Progress Report							
53	Notifiable Events							
54	Management Reports	31 Dec 19	31 Jan 20		30 May 20	30 Jun 20		30 Sep 20
55	Quarterly Treasury Report	31 Dec 19		31 Mar 20		30 Jun 20		30 Sep 20
56	Business Plan Monitoring Report							
57	Development Supporting Papers							
58	Investment Programme 2019/20 Monitoring Report							
59	Freedom of Information Implementation							
60	Goathill Farm Development							
61	Minute of Audit & Risk	19 Nov 19	12 Feb 20	18 Mar 20	20 May 20	24 Jun 20		26 Aug 20
62	Procurement Strategy 2020/21	●						
63	Planned Maintenance 20/21		●					
64	Funders Valuation 2019/20		●					
65	Engagement Plan			●				
66	Review of Corporate Registers			●				
67	Annual Review of Financial Regulations					●		
68	Tenant Participation Strategy 2016-20 Update					●		
69	Annual Review of Standing Orders					●		
70	Governance Report					●		
71	Gas Audit							●
72	Annual Insurance							●

Approval	
Noting	
Annual	●
Standing	Colour fill as above
Policies are highlighted with *	

Item	Report	12 Feb 20	18 Mar 20	20 May 20	23 Jun 20	26 Aug 20	27 Aug 20	18 Nov 20
73	Safeguarding Policy Review							●
74	2021 Board Plan							●

	No of reports to be considered	23	16	18	15	23	2	21
	Approval	12	7	6	7	14	-	14
	Noting	11	9	12	8	9	2	7

Information Bulletin

Item	Report	Feb 20	Mar 20	May 20	Jun 20	Aug 20	Nov 20
1	Welfare Reform						
2	Staff Changes						
3	Working Group Minutes						
4	Fuel Poverty Update						
5	Repairs 6 Month Review						
6	Complaints 6 Month Review						
7	Anti-Social Behaviour & Estate Management						

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ITEM NO 8.6

ALLOCATIONS POLICY UPDATE (KEY WORKER STATUS)

Board 19 November 2019

Report by Director of Operations

Purpose of Report

1.1 To provide Board Members with details of the implementation of Key Workers Status as part of Allocations Policy.

Summary

2.1 The Board agreed to include Key Worker Status in the revised Allocations Policy in March 2019.

2.2 Comhairle Nan Eilean Siar and other public organisations are having difficulties in the recruitment and retention of key workers, especially in the care sector. In addition, some private sector employers also report difficulties in recruiting staff. The availability of housing is one constraint to successful recruitment.

2.3 Employers in the Outer Hebrides who have failed to recruit locally and are re-advertising outwith the Islands and who feel housing would help with recruitment, will be invited to approach us prior to re-advertising the position. To be eligible for the allocation of housing through Key Worker Status certain criteria must be met. Details can be found in paragraph 10.1.

Competence

3.1 The financial, legal or other constraints are detailed at paragraphs 5.1 - 8.1.

Recommendations

4.1 **It is recommended that the Board note the report.**

Background Papers:	None	
Writer of Report:	Donalda MacKinnon	Tel: 0300 123 0773

Competence

Financial

5.1 There are no financial consequences as a result of the proposed changes in this report.

Legal

6.1 When managing housing lists and allocating houses, a Registered Social Landlord is required to comply with legislation as set out in the Housing (Scotland) Act 1987 as amended by Sections 9 and 10 of the Housing (Scotland) Act 2001 and the Housing (Scotland) Act 2014. The Allocations policy should also comply with the homelessness rules set out in Part II of the 1987 Act (as amended by the 2001 Act and the Homelessness etc. (Scotland) Act 2003).

Regulatory Guidance

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

Risk

8.1 There are risks associated with the failure to allocate properties in line with legislative requirements but these are mitigated through the Allocation Policy aims to ensure that properties are allocated in a transparent manner and on an equitable basis.

Report Details

Key Worker Status

9.1 Board Members agreed in March 2019 to introduce Key Worker Status as part of the revised Allocations Policy. This reflected challenges experienced by both public and private sector employers in recruiting to some posts. It also reflected concerns around the demographic challenge facing our islands and the need to attract people to live here. Access to housing is an important element in this.

9.2 Comhairle Nan Eilean Siar and other local public organisations are having difficulties in the recruitment and retention of key workers, especially in the care sector. Failure to recruit and retain key staff in an already declining population will be to the detriment of the local economic growth, and to service delivery that is important to the wellbeing of the Outer Hebrides. Some private sector employers are also experiencing difficulties.

9.4 This report sets out the rules that we will follow when allocating a property to an applicant who has been identified as a Key Worker.

9.5 We recognise that the implementation of Key Worker Status will impact on the availability of properties for other applicants on the housing list. However, allocations to Key Workers are expected to be a small percentage of overall lets. We believe that the allocation of properties to key workers will assist in promoting and maintaining a high standard of public services in a declining population.

Eligibility

10.1 Employers in the Outer Hebrides who have failed to recruit locally and are re-advertising out-with the Islands and who feel housing would help with recruitment, will be invited to approach us prior to re-advertising the position. This will enable the employer to discuss housing availability, options, and timescales. Where approved this would enable the employer to advertise the availability of housing as part of the job advertisement.

10.2 Employers can also approach us where they believe they will be unable to recruit locally because of the specific skills required or based on previous experience. To be eligible for the allocation of housing through Key Worker Status the following criteria must be met:

- The key worker's place of employment must be within the Outer Hebrides;
- The key worker must be employed on a permanent contract or fixed term contract of at least 24 months;
- Applicants will only be eligible for key worker points in cases where their current permanent accommodation is beyond a reasonable travel to work distance from their employment. A reasonable travel to work time is defined as a car journey of one hour or less;
- The key worker must have the legal right to work in the UK; and
- The employer must evidence that they have been unable to recruit locally or are unlikely to be able to recruit locally.

Key Worker - Offer of Employment

11.1 If the employer is successful in recruiting a key worker post and housing is required the employee will be required to complete a housing application form. The requirements for housing such as size of property required and location will be discussed with the successful candidate.

11.2 An offer of housing will be made as soon as possible. This will be based on the requirements of the applicant. If a suitable property does not become available prior to an employee starting their new role they will be required to make alternative arrangements until a suitable property becomes available.

Policy Review

12.1 The impact of this policy will be monitored and reported to Board annually.