

BOARD AGENDA – 27 JANUARY 2021

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
1	Attendance and Apologies	Noting	Chair	3	
2	Declaration of Interest	Noting	Chair	-	
3	Minutes			-	2.30pm
3.1	Minute of Meeting 17 November 2020	Approval	Chair	5	-
3.2	Action Sheet	Noting	Company Secretary	13	2:45pm
4	Date of Next Meeting 17 March 2021	Approval	Chair	-	
5	Health & Safety	Noting	Director of Operations	-	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
6	Items For Decision				
6.1	Budgets 2021/22	Approval	Director of F&CS	15	
6.2	Development Programme 2020-25	Approval	Chief Executive	24	
6.3	Management Report to 31 December 2020	Noting	Director of F&CS	36	2:45pm
6.4	Allocations – Homeless Quotas	Approval	Director of Operations	Withdrawn	-
6.5	Model Rules	Homologation	Chief Executive	60	3:30pm
6.6	Review of Standing Orders & Membership Policy	Approval	Head of Executive Office	64	
6.7	Accounting Policy Change	Approval	Director of F&CS	142	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
7	Policies for Approval				
7.1	ICT Strategy	Approval	Director of F&CS	143	
7.2	Health & Safety Policies	Approval	Chief Executive	167	3:30pm
7.3	Community Grants Policy	Approval	Director of Operations	199	-
7.4	Attendance & Absence Policy	Approval	Chief Executive	208	3:45pm
7.5	Domestic Abuse Policy (6 Month Review)	Approval	Director of Operations	210	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
8	Monitoring & Update Reports			-	
8.1	Business Plan Monitoring Report	Noting	Chief Executive	222	3:45pm
8.2	Quarterly Treasury Report to 31 December 2020	Noting	Director of F&CS	229	-
8.3	Investment Programme 2020-21 Monitoring Report	Noting	Director of Operations	235	4:00pm

MEETING GOES INTO PRIVATE SESSION

Board Meetings 2020/21

Board Members	Notes	27-Aug-20	17-Nov-20						
Iain Macmillan	1								
Calum Mackay	1								
Alasdair Mackenzie	2								
Alexander Gardner	2								
Fiona Macleod	1								
Gordon Macleod									
Norman A Macdonald									
Paul Finnegan	3								
Roddy Mackay									
Roddy Nicolson	1								

1 - Appointed as a Community Member on 27 August 2020

2 - Appointed as a Tenant Member on 27 August 2020

3 - Resigned as Board Member on 14 December 2020



Member present at meeting



Member not present at meeting



Cancellation of travel due to weather



Unable to attend remote meeting due to technical difficulties



Member not required to be present at meeting

Special Leave

Board Training and Conferences 2020/21

Board Members	Notes	SFHA Finance Virtual Conference	Board Member Roles & Responsibilities Refresher Training				
		11-Nov-20	17-Dec-20				
Iain Macmillan	1						
Calum Mackay	1						
Alasdair Mackenzie	2						
Alexander Gardner	2						
Fiona Macleod	1						
Gordon Macleod							
Norman A Macdonald							
Paul Finnegan	3						
Roddy Mackay							
Roddy Nicolson	1						

1 - Appointed as a Community Member on 27 August 2020

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Member present at training



Member not present at training



Cancellation of travel due to weather



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Member not required to be present at training

Special Leave



HEBRIDEAN HOUSING PARTNERSHIP

Board

Minutes of Meeting held remotely via Microsoft Teams on Tuesday 17 November 2020 @ 2.30pm

ATTENDANCE & APOLOGIES			
1	<u>Attendance & Apologies</u> <table><tr><td> <u>Present</u> Iain Macmillan (Chair) Calum Mackay (Vice-Chair) Alasdair Mackenzie Norman A Macdonald Fiona Macleod Gordon Macleod Roddy Nicolson Paul Finnegan Roddy Mackay </td><td> <u>Staff & Consultants In Attendance</u> Dena Macleod (Chief Executive) Anna Coyle (Company Secretary) John Maciver (Director of Operations) Donald Macleod (Director of Finance & Corporate Services) Iona France (Governance Officer – Minute Taker) Jonathan Fairgrieve (Corporate Services Officer) Katia Petteloot (Finance Manager) Katrina Rowlands (Development Manager) Garry Campbell (Debt Management Officer) Tina Cook (Training & Development Officer) Angus MacNeil (Assets & Contracts Manager) Peter O'Donnell (Investment Manager) Monika Fortagh (Debt Management Officer) </td></tr></table> <u>Apologies</u> Alex Gardner The Chair, on behalf of the Board, expressed condolences to Mr Gardner following his recent bereavement.	<u>Present</u> Iain Macmillan (Chair) Calum Mackay (Vice-Chair) Alasdair Mackenzie Norman A Macdonald Fiona Macleod Gordon Macleod Roddy Nicolson Paul Finnegan Roddy Mackay	<u>Staff & Consultants In Attendance</u> Dena Macleod (Chief Executive) Anna Coyle (Company Secretary) John Maciver (Director of Operations) Donald Macleod (Director of Finance & Corporate Services) Iona France (Governance Officer – Minute Taker) Jonathan Fairgrieve (Corporate Services Officer) Katia Petteloot (Finance Manager) Katrina Rowlands (Development Manager) Garry Campbell (Debt Management Officer) Tina Cook (Training & Development Officer) Angus MacNeil (Assets & Contracts Manager) Peter O'Donnell (Investment Manager) Monika Fortagh (Debt Management Officer)
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PRELIMINARY PROCEDURAL MATTERS			
2	<u>Declaration of Interest</u> No declarations of interest were made.		
3.1.1	<u>Minute of Board Meeting 26 August 2020</u> The minute of the Board meeting of 26 August 2020 was submitted and approved as a true and accurate record of the proceedings of the meeting.		
3.1.2	<u>Minute of Board Meeting 27 August 2020</u> Calum Mackay nominated Gordon Macleod as second substitute member on the Investment Delivery Board. The minute of the Board meeting of 27 August 2020 was submitted and approved as a true and accurate record of the proceedings of the meeting.		
3.2	<u>Action Sheet</u> There was no further update to the report. The Action Sheet was noted.		
4	<u>Date of Next Meeting</u> The date of the next meeting will be 27 January 2021.		
5	<u>Health & Safety</u> Board Members were advised of an incident on a Development Site and further detail would be provided at Item 9.7		

ITEMS FOR DECISION	
6.1	<u>Business Plan 2020 Update</u> The Chief Executive presented the progress report on the Delivery Plan for the Business Plan 2019/20 to 2023/24 which was approved in August 2020 and took account of the COVID-19 measures and the increased funding to deliver the Comhairle's revised Strategic Housing Investment Plan (SHIP). A Business Planning session for January 2021 was proposed, prior to a further review, once a confirmed funding facility is in place. The Chief Executive advised good progress was being made on the majority of the measures of success. The Delivery Plan Progress Report to 30 September 2020 outlined where we are not achieving our targets, largely due to the impact of the measures the Government has put in place, and the steps we are taking to address these. The Chief Executive confirmed the current office arrangements would remain in place until at least 31 March 2021. The Board: a) reviewed the Delivery Plan Progress report to 30 Sept 2020; and b) noted the action being taken to address areas where targets are not being met.
6.2	<u>Digital Transformation Strategy</u> The Digital Transformation Strategy was presented for consideration and approval. Implementation of the Digital Transformation Strategy would ensure we deliver our first strategic goal – placing tenants at the centre of everything we do. The Strategy outlined our plans for the next three years, in line with our current Business Plan, using digital technology to transform the way we deliver our services. The Strategy will have a positive impact for tenants with increased engagement and satisfaction being two key outcomes. Norman Macdonald highlighted the potential challenges associated with the demographics of our tenants, the importance of a robust a back-up system and resilience within the system. The Director of Finance & Corporate Services agreed there was a need to take into account those service users who may not have access to internet or 4G technology. The consultation document would establish if, and how, tenants and other service users access the internet. The Chief Executive suggested that Board Members should consider how homes might look in 10 years to enable us to plan for future technological requirements. Mr Macmillan suggested younger people, who will be the tenants of the future, should also be consulted. The Head of Executive Office confirmed work will be taking place, in conjunction with e-Sgoil and senior secondary school pupils to determine their vision on the future of technology within social housing, as part of the development of the SQA housing qualification we are involved with. The Director of Finance & Corporate Service confirmed the requirement for an additional post to deliver the Strategy within the agreed timescales and the Chair requested when the post is filled; the Board further consider the outcomes of the consultation. The Board approved: a) the Digital Transformation Strategy for consultation with tenants; and b) if there were no material changes to the Strategy arising from consultation, that the Strategy be approved, otherwise a revised Strategy would be presented to the next meeting of the Board.
6.3	<u>Model Rules Implementation Report</u> The Company Secretary presented a revised set of Rules (the "2020 Rules") for approval to present to the Membership at a Special General Meeting for consideration and approval. The SFHA Charitable Model Rules 2020 were a revision of the 2015 Model Rules, adopted by HHP in 2017. The adopted 2017 Rules included a series of HHP specific amendments, on which we took advice from Harper Macleod. These amendments were approved by the Scottish Housing Regulator (SHR) subject to the Comhairle's consent to the proposed changes, Office of the Scottish Charity Regulator (OSCR) and the Financial Conduct Authority (FCA) at the time, and have been maintained in the 2020 update. The updated Model Rules 2020 were produced in conjunction with SFHA membership, and approved by SHR, OSCR and the FCA. HHP revised Rules contained: • the updates to the Model Rules 2020; • the previous HHP amendments; and • the implementation of a previous decision from the Special General Meeting (SGM), held in November 2017 regarding the constitution of the Board.

	The report also sought approval for a SGM to be convened for the Membership to discuss and vote on the adoption of the 2020 Rules. It was proposed to hold this remotely on Wednesday, 9 December 2020 at 2.00pm. The Chief Executive advised the proposed changes to the make-up of the Board were primarily to satisfy the Regulator the Board were meeting the Governance regulatory standard and in particular on the skills required and action to meet any skills gaps. The Chief Executive further advised of the response from Mr Malcolm Burr, CNES. Mr Burr indicated his intention to inform the Communities & Housing Committee of the proposed Rule changes on Monday, 1 December 2020 and would inform the Chief Executive of the outcome of the meeting. Mr Burr indicated the proposed changes would likely be politically controversial. Fiona Macleod agreed that 4 Board appointed members would provide the opportunity for other agencies to be represented on the Board, for example, health agencies or young people. Roddy Mackay suggested that the geographical limits be removed from the tenant member category to provide flexibility. Norman Macdonald stated the role of the Council Members on the Board, since stock transfer, was to provide a link between local government and HHP to deliver the Strategic Housing Investment Programme and partnership working at an officer level should be replicated at Board level. Mr Macmillan agreed that further discussions were required with the Comhairle on the proposed changes and whilst we would continue to work in partnership, our first responsibility was to tenants. The Board: a) approved the draft of the 2020 Rules to go before the Membership, subject to any final amendments provided these are not material in nature; b) approved the geographical limit be removed from tenant member category; c) noted the proposed changes to the Rules; d) approved the calling of a Special General Meeting on 9 December 2020 to allow the Membership to discuss and vote on the updated 2020 Rules; and e) noted the Chief Executive had written to Malcolm Burr at the Comhairle to advise of this update and provided a copy of this report and the draft 2020 Rules. Mr Burr's response was also noted.
6.4	<u>Annual Assurance Statement</u> The Annual Assurance Statement (AAS) was presented for consideration and approval. The AAS was approved by the Board on 26 August 2020, subject to further guidance from the Regulator. The guidance received from the Regulator confirmed the necessity for landlords and Governing Bodies to understand the extent to which their ability to deliver services and to comply with regulatory requirements had been affected by COVID-19 and, in particular, the full range of new risks and issues for tenants and other services users. The deadline for submission to the Regulator of the AAS was extended from 31 October 2020 to 30 November 2020. An AAS scrutiny session was held earlier in the day to allow Board Members to review the evidence checklist and ensure compliance with the requirements of the AAS. The Chair commended staff for the work undertaken to collate the evidence checklist and demonstrate how it satisfied the requirements of the Regulatory Framework. The Board approved the: a) Annual Assurance Statement; and b) Annual Assurance Statement – Evidence Checklist
6.5	<u>Board Skills Assessment & Board Training Plan</u> The report advised on the outcome of the Board Skills Assessment carried out in September 2020 and detailed a Training Plan based on Board Members' responses. The report also sought approval for delegation to be given to the Chair and Chief Executive to finalise the 2020 Board Development Plan following the Development Session, due to be held in December 2020. The Board: a) approved the Draft Board Training Plan; b) agreed a further development session led by the Chair before the end of 2020; and c) delegated responsibility for finalising the 2020/21 Board Development Plan to the Chair and Chief Executive.

6.6	<u>Gas Audit</u> The Investment Manager presented a report on the Gas Audit carried out in October 2020. The 2020 Audit concluded contractor performance had improved significantly and no gas safety issues were highlighted, however, documentation performance had slipped. Independent verification software was being evaluated to improve the performance in this area. The report also proposed future Gas Audits revert to a 2-year cycle with the next audit carried out in 2022. This will be reviewed if concerns are identified or if circumstances change. The Board: a) agreed the Gas Audit should revert to a 2 yearly cycle; and b) noted the report.
6.7	<u>Energy Efficiency & Preferred Supplier</u> This report informed the Board on the energy efficiency requirements of the Energy Efficiency Standard for Social Housing post-2020 (EESH2). The Investment Manager advised compliance with EESH2 was required by 2032 with a formal review in 2025, which will include Air Quality and Environmental Impact assessments. It was proposed the preparation for compliance be examined and evaluated at the next Business Planning Day and by the Asset Management Working Group, with regular reports brought to the Board. The report also sought approval to appoint Utilita as the preferred electrical supplier for all voids and new build developments. The previous preferred supplier, Our Power, were taken over by Utilita, and their void process remained the same. Other suppliers were approached however, no other supplier responded positively to the request. The Board: a) noted the requirements to achieve compliance with the Energy Efficiency Standard for Social Housing post 2020; b) noted that the Asset Management Working Group will examine and evaluate EESH2 compliance; and c) approved the appointment of Utilita as preferred electrical supplier for void and new build properties.
6.8	<u>Development Monitoring Report</u> The Development Manager advised the Board of the progress with the Five Year Development Plan 2020-2025 and the Scottish Government funding period 2018-2021. Progress was going well on most sites, however, there had been some slippage at Goathill and Tarbert and completions would now be achieved in 2021/22. The resumption at Barvas is due to complete in January 2021 so approval was being sought for the development to be brought forward to 2020/21. Planning permission for the Low Flyer, Balivanich had been received earlier in the day and discussions were being held with contractor on a date for a site start. The developments at Tolsta, Breasclete and Mackenzie Avenue had all completed. Tortum and Winfield Close developments were due to complete on the week ending 20 November 2020, representing the completion of our 500th home. Arrangements were being made to mark this milestone. The tender return for Cleit, Barra was due on 18 November 2020 with the scoring taking place the week beginning 23 November 2020. The Board: a) approved the Barvas development be brought forward to the 2020/21 financial year; b) noted the development spend update as at 30 September 2020; c) noted the development progress report; d) noted the overview of developments; e) approved the new development at South Dell be named Sealladh Beinn Dail; f) approved the new development at Low Flyer, Balivanich be named Johnstone Court.
6.9	<u>Budget Timetable & Strategy 2021/22</u> The Budget Timetable 2020/21 was presented for consideration and approval, including rent consultation. A meeting of the Finance Working Group was scheduled for 23 November 2020 to discuss the rent consultation and the funding facility. The Board approved the 2021/22 Budget Strategy, including the Budget Timetable.

6.10	<u>Community Grants</u> The Board were asked to consider a funding application from the Sandwich Hall & Recreational Association for £1,000 from the Community Grant Fund. Our Community Grant Fund makes funding available to support small scale community projects which will improve the quality of life for residents and make a difference to neighbourhoods. There must be a benefit to our tenants residing within the area. The Sandwich Hall & Recreational Association propose to use the grant to create a safe walking route between Mackenzie Park and the community facilities at Sandwich Hall. This will have a direct benefit to our tenants in Mackenzie Park. Permission was also sought to construct the path through our site at Melbost Farm. This would be a temporary arrangement until construction starts and a formal route would be provided at that time as part of the development. The Board approved the funding application from the Sandwich Hall & Recreational Association.
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POLICIES FOR APPROVAL

7.1	<u>Recruitment Policy</u> The Recruitment Policy was presented for approval to consult with staff & Unison. The Policy had been updated to take into account best practice recommended by Employers in Voluntary Housing (EVH) and the key changes proposed were: • Exit Interviews to be carried out by Managers rather than Executive Team; • Inclusion of a separate statement on 'Positive Action'; • Timescale added for requesting feedback on an interview; and • Monitoring review timeframe. The Board approved: a) the Recruitment Policy for consultation with staff and Unison; and b) if there were no material changes to the Policy arising from consultation, the Policy be approved, otherwise a revised Policy would be presented at the next meeting of the Board.
7.2	<u>Training & Development Policy</u> The Training & Development Policy was presented for approval to consult with staff & Unison. The updated Policy takes into account the changes within the Partnership, post Pay & Grading review, and the key changes proposed were: • inclusion of the Training & Development Officer and Head of Executive Office roles; • inclusion of the online HR system; • update of the Employee Appraisal Process; • extension of the length of time an employee will be liable to repay the fees paid by the Partnership towards professional, vocational or further education qualifications from 12 to 36 months, with the exception of a Graduate Trainee position, which will be written off after 12 months; and • update of the learning opportunities for young people to include all trainee posts and to remove the upper age limit for Modern Apprentices. The Board approved: a) the Training & Development Policy for consultation with staff and Unison; and b) if there were no material changes to the Policy arising from consultation, the Policy be approved, otherwise a revised Policy would be presented at the next meeting of the Board.
7.3	<u>Stress Management Policy</u> The Stress Management Policy was presented for approval to consult with staff & Unison. The Policy had been updated to take into account best practice recommended by EVH and the key changes proposed were: • inclusion of Health & Safety Executive (HSE) Stress Management Standards; • revision of Policy aims; • expansion of confidentiality of information and Data Protection; • expansion on proactive and reactive measures adopted to manage stress; and • specific reference to occupational health & counselling service. The Board approved: a) the Stress Management for consultation with staff and Unison; and b) if there were no material changes to the Policy arising from consultation, the Policy be approved, otherwise a revised Policy would be presented at the next meeting of the Board.
7.4	<u>New & Expectant Mothers Policy</u> The New & Expectant Policy was presented to the Board for approval to consult with staff & Unison. There were no material changes to the Policy. The Board approved: a) the New & Expectant Mothers Policy for consultation with staff and Unison; and b) if there were no material changes to the Policy arising from consultation, the Policy be approved, otherwise a revised Policy would be presented at the next meeting of the Board.

7.5	<u>Policy Review (Safeguarding)</u> The report updated the Board regarding the compliance of our Safeguarding Policies with OSCR guidance. The Board noted the review of policies in respect of Safeguarding.
7.6	<u>Policy Consultation Response</u> Members were updated of the outcome of the recent consultations with Staff and the Union with regards to the Alcohol & Drugs Policy. There was a minor amendment to the definition section of the Policy for clarity. The Board approved the Alcohol & Drugs Policy.

MONITORING & UPDATE REPORTS	
8.1	<u>Management Report to 30 September 2020</u> The Finance Manager presented the Management Report to 30 September 2020. Members were advised most areas were significantly below budget due to COVID-19 however, this had been factored into the forecast outturns. Repairs, Investment and Development Programmes had progressed well in the second quarter. The Investment Programme was expected to be delivered on time, with the possible exception of windows and doors. Restrictions due to COVID-19 had resulted in slippage in development, which would result in a reduction in forecasted rental income of £56K. Saving of £72K had been reflected in the forecast out-turn. These included savings in premises costs, general consultant fees and furniture and fittings. The latter two were due to postponing the office re-design and space planning exercise. The Board noted the Management Report as at 30 September 2020.
8.2	<u>Quarterly Treasury Report to 30 September 2020</u> The Director of Finance & Corporate Services detailed the Treasury Management activities for the second quarter of 2020/21. The Annual Financing Strategy (AFS) forecast £14.805M would be drawn down from our approved borrowing facility in 2020/21. The Board approved a 30 year Business Plan on 18 March 2020 which showed the requirement to draw down the remaining borrowing facility in the first half of 2020/21. The onset of the COVID-19 pandemic resulted in the Development Programme being halted and a revision to the phasing of the drawdown of the remaining loan facility. No additional borrowing would be drawn down in 2020/21. Financial covenants were forecast to be met for 2020/21. The Board noted the: a) quarterly report on the Analysis of Investment and Borrowing; b) outstanding loans at 30 September 2020 of £4.910 Million; and c) cash balance at 30 September 2020 of £6.969 Million.
8.3	<u>Investment Programme Monitoring Report</u> The Assets & Contracts Manager presented an update on the procurement and progress of the 2020/21 Investment Programme and advised there had been some movement since the writing of the report. Bathrooms and showers were progressing well with the first couple of schemes completed. The installation of smoke detectors was ahead of programme and would be completed within the legislation deadline. There had been significant supply chain issues for Air Source Heat Pumps with the next delivery not due until March 2021 and work was ongoing to source alternative suppliers. The delays were primarily due to the lockdown measures in the central belt. This could result in an underspend in the heating programme of up to £1M. There has been little interest from contractors for the tenders for the installation of windows in Lewis & Harris and there had been no returns for the rewiring works in Lewis. Following an enquiry from Calum Mackay, the Assets & Contracts Manager confirmed potential price rises - had been flagged by contractors and suppliers. Mr Macmillan requested the Asset Management Working Group monitor these issues. The Board noted the: a) progress on the Investment Programme; and b) update on the provision of Aids & Adaptations.
8.4	<u>Board Plan 2021</u> The report outlined the plan for items to be considered by Board during 2021. The Board noted the Board Plan 2021.
MEETING WENT INTO PRIVATE SESSION	

DATE

Board Action Sheet

ACTION POINT	MINUTE NUMBER	ACTION TO BE TAKEN	DEADLINE/TIMESCALE	ACTION BY	PROGRESS
1	17 Nov 2020 (3.1.2)	Chair of IDB to be notified of additional substitute member		Chief Executive	Notified 3 December 2020
2	17 Nov 2020 (6.1)	Business Planning Session to be arranged with Board Members in January 2021 with full review to take place when re-financing complete,		Chief Executive	Business Planning day will take place in September/October 2021 following the AGM
3	17 Nov 2020 (6.3)	Digital Transformation Strategy to be issued for consultation with tenants	20 November 2020	Governance Officer	Consultation issued 19 November 2020 to run until 18 December 2020. Consultations completed with no responses.
4	17 Nov 2020 (6.3)	SGM to be arranged for 9 December 2020 to update Rules Wording for tenant category to be updated to remove geographical limits		Company Secretary	Completed Updated and Completed
5	17 Nov 2020 (6.4)	Annual Assurance Statement to be uploaded to Regulator's website.	30 November 2020	Head of Executive Office	Completed 24 November 2020
6	17 Nov 2020 (6.5)	Board Development Session to be arranged for 3 December 2020	3 December 2020	Head of Executive Office	Completed
7	17 Nov 2020 (6.6)	Gas Audit to revert to 2 yearly cycle		Director of Operations	Next audit planned for 2022
8	17 Nov 2020 (6.7, 8.3, 9.3 & 9.4)	Asset Management Working Group to be arranged.		Head of Executive Office	Meeting held 16 December 2020
9	17 Nov 2020 (6.8)	Barvas development to be brought forward to 2020/21 Development at Low Flyer to be named Johnstone Court Development at South Dell to be named Sealladh Beinn Dail		Director of Operations	Land acquisition being progressed and contract being prepared. Consultees notified of chosen names

ACTION POINT	MINUTE NUMBER	ACTION TO BE TAKEN	DEADLINE/ TIMESCALE	ACTION BY	PROGRESS
10	17 Nov 2020 (6.9)	Finance Working Group arranged for 23 November 2020	23 November 2020	Director of F&CS	Meeting held 23 November 2020.
11	17 Nov 2020 (6.10)	Grant to be awarded and legal agreement to be drawn up prior to construction of path		Director of Operations	Community proposing to construct end January.
12	17 Nov 2020 (7.1 – 7.4)	Policies to be issued for consultation with staff and Unison.	20 November 2020	Governance Officer	Consultations issued on 19 November 2020 to run until 4 December 2020. Consultations completed with no responses.
13	26 Aug 2020 (6.1)	Housing Needs Analysis to be completed prior to finalisation of new borrowing. Asset Management Working Group to discuss Rechargeable Repairs to be arranged.		Director of Operation Company Secretary	Brief for the Analysis work to be completed and issued by end of January 2021. Asset Management Working Group held on 6 October 2020. Minute in November Bulletin.
14	20 May 2020 (8.2)	Report to Board following policy review process.	17 March 2021	Company Secretary	
15	20 May 2020 (8.3)	Arrange for a Board Member to attend staff meeting.	Once Office activities return to normal	Company Secretary	
16	28 Aug 2019 (8.1)	Report to Board on media engagement.	31 October 2020	Head of Executive Office	Media Engagement remains ongoing, particularly during COVID-19. Report and Strategy for future engagement and Communications Plan to be brought to Board.

BUDGETS 2021/22

Board 27 January 2021

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 To present for consideration and approval the proposed 2021/22 budgets including charges for rents, garages and services.

Summary

- 2.1 The draft budgets at Appendix 1 have been prepared taking into account the cash planning limits for 2021/22 set in the revised 30 Year Business Plan which was presented to our funder (RBS) in December 2020.
- 2.2 The plans presented to RBS were updated from those approved by the Board in July to reflect changes in key assumptions. The changes in the key assumptions can be found at paragraph 9.5 - 9.10.
- 2.3 2020/21 rents were increased by RPI following consultation with our tenants. A consultation exercise on the proposed rent increase for 2021/22 ended on 15 January 2021 with 2 options being given to tenants. An RPI Only Increase (1.3%) or an RPI + 1% (2.3%). The outcome from the consultation is presented at Appendix 3, which is a preference for RPI only.
- 2.4 The Finance Working Group met on 23 November 2020 to review the rent proposals for 2021/22. A note of the meeting will be included in the February Board Information Bulletin.

Competence

- 3.1 The financial, legal and other constraints arising directly from the recommendation in this report are detailed at paragraph 5.1 – 8.4.

Recommendations

- 4.1 **It is recommended that the Board:**
- a) following feedback from the consultation process, approve the increase of house rents for 2021/22 at RPI Only (1.3%) Average Increase of £1.87 per week to £83.21 per week;**
 - b) approve garage rents and garage site rents for 2021/22 be increased by 1.3%;**
 - c) approve all other services and charges for 2021/22 as shown at Appendix 2 be increased by 1.3% in line with RPI at October 2020; and**
 - d) note that detailed budgets will be submitted to the Board for approval on 17 March 2021 subject to the required funding being in place.**

Competence

Financial

- 5.1 The report considers the resources the Partnership requires for 2021/22. The 30 year Business Plan has already been submitted to our funder as part of the refinancing process. This report outlines the main changes to the business plan since the Board approved the plan in July 2020.
- 5.2 The budget has been set in accordance with current accounting standards.
- 5.3 The budget being presented requires additional borrowing of £10M which will bring our total borrowing facility to £25M. Negotiations regarding the structuring of the new facility continue with our funder.
- 5.4 It is anticipated there will be no requirement to obtain annual business plan approval from RBS on conclusion of the refinancing. New corporate style covenants EBITDA-MRI (Earnings before Interest, Tax, Depreciation, Amortisation, Major Repairs Included Interest Cover) or interest cover will be applied.

Legal

- 6.1 The Partnership's Rule 69 states "The Partnership must keep proper books of account to cover its income, expenditure, spending, assets and liabilities in line with sections 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 ultimate responsibility for the Partnership's finances and in accordance with the Financial Regulations the Board has the responsibility to approve the annual budgets.
- 6.3 We are required to provide the Scottish Regulator with our annual business plan and five year financial projections which are formed from the Board approved 30 year plans.

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 setting the rents is that the income for the financial year is set incorrectly and the Partnership is unable to meet financial commitments. This risk is mitigated by setting prudent Bad Debt and Void assumptions in the 30 Year Business Plan and by modelling how the plan responds to changes in these assumptions.
- 8.2 It is anticipated that the COVID-19 pandemic will continue to bring challenges in terms of arrears and rising costs on the Partnership.
- 8.3 BREXIT remains a significant risk as international logistics struggle to deal with the new shipping requirements and this may impact the availability of materials.
- 8.4 Increasing development costs continue to drive up the build cost per unit. Any shortfall between the unit cost and Scottish Government grant contributions will need to be met through HHP private finance or CNES grant. Each project will be appraised by the Director of Finance & Corporate Services before it is progressed to tender stage. Any increases in our private finance contribution will need to be agreed by Board.

Report Details

- 9.1 Budgets are set each year which identify the income available to the Partnership and the funds required to deliver:
- a) the promises made to tenants as part of the Stock Transfer;
 - b) the objectives of the current approved Business Plan;
 - c) Regulatory requirements; and
 - d) Scottish Government requirements in relation to the standard of the housing stock.
- 9.2 Budgets are set in the context of the 30 Year Business Plan making amendments as required to ensure the Partnership is still in a position to repay the funds borrowed.
- 9.3 A strategy and timetable for completing the 2021/22 budgets was approved by the Board in November 2020. This included a timetable for establishing a new, increased borrowing facility.
- 9.4 The following updates have been made to the 30 year plan approved by the Board in July 2020:
- Rent Increase*
- 9.5 The cash planning limits assume that the rent increase will be RPI only based on October RPI. Which gives a rent increase of 1.3%.
- 9.6 RPI for November has dipped to 0.9% due to the level of consumer spending dropping significantly due to national lockdowns.
- 9.7 A budget overview is provided at Appendix 1 showing the areas where funds will be spent.
- 9.8 The 2021/22 budget does not include any carry forward proposals. Any carry forward proposals will be included in the detailed budgets presented to the Board in March.
- Investment*
- 9.9 Component Replacement costs of Heating Boiler replacements has been uplifted with a like for like reduction in heating distribution systems. This is due to air source heat pump replacements costing more than conventional boilers. Boilers are replaced on a 15 year cycle with the distribution systems replaced on a 30 year cycle.
- Development*
- 9.10 Current year development spend and associated grant drawdown has been updated to reflect the latest cashflow projections provided by our contractors.
- Consultation Exercise*
- 10.1 Tenants were consulted through a survey on our website. The closing date for comments was 15 January 2021.
- 10.2 The consultation feedback can be found at Appendix 3.
- 10.3 Option 2 (1.3% rent increase) was the most popular choice of those who responded (69%).10.4
- 10.4 The Finance Working Group will meet towards the end of February 2021 to review the detailed budgets and conduct appropriate scenario stress testing.

APPENDIX 1	Proposed Budgets for 2021/22
APPENDIX 2	Service Charges 2021/22
APPENDIX 3	Rent Consultation 2021/22 - Feedback
Background Papers:	None
Writer of Report:	Donald MacLeod

Tel: 0300 123 0773

CASH PLANNING LIMITS

	BRIXX £000's	Budget £000's	Diff £000's
Gross Income	10,502,800	10,502,800	-
Voids	(202,200)	(202,200)	-
Bad Debts	(200,000)	(200,000)	-
Net Income	10,100,600	10,100,600	-
Expenditure			
Supervision & Management	2,662,700	2,662,700	-
Repairs	1,508,500	1,508,500	-
Planned	903,000	903,000	-
Estate Works	83,800	83,800	-
Interest	557,200	557,200	-
Investment	3,799,300	3,799,300	-
Aids & Adapts	120,000	120,000	-
Development Private Finance	15,754,500	15,754,500	-
Total Expenditure	25,389,000	25,389,000	-
Net	(14,886,200)	(14,886,200)	-

DATE: **20 January 2021**

Hebridean Housing Partnership

For the Nine Months Ending 31 December 2020

	2017/18	2018/19	2019/20	2020/21	2020/21	2020/21	2021/22			
	ACTUAL	ACTUAL	ACTUAL	INITIAL	REVISED	ACTUAL	INITIAL			
	OUT-TURN	OUT-TURN	OUT-TURN	BUDGET	BUDGET	DECEMBER	BUDGET	CHANGE	CHANGE %	Notes
Income & Expenditure										
Dwelling Rent (Net)	£8,214,570	£8,725,493	£9,094,402	£9,256,067	£9,256,066	£7,130,105	£9,614,130	(£358,063)	(3.9%)	1
Non Dwelling Rent (Net)	£13,200	£14,522	£15,187	£13,543	£13,543	£12,911	£13,719	(£176)	(1.3%)	2
Sale of Assets	(£102,480)	(£242,482)	(£416,801)	£0	(£173,260)	(£178,299)	£0	£0	0.0%	
Grant Funding	£120,000	£624,038	£600,239	£270,000	£732,999	£548,916	£420,000	(£150,000)	(55.6%)	3
Other Income	£44,450	£48,061	£87,504	£64,890	£57,890	£48,674	£50,900	£13,990	21.6%	4
Total Income	£8,289,740	£9,169,633	£9,380,531	£9,604,500	£9,887,239	£7,562,307	£10,098,749	(£494,249)	(5.1%)	
Supervision & Management	£2,368,270	£2,232,238	£2,430,261	£2,752,800	£2,511,096	£1,736,831	£2,662,700	£90,100	3.3%	5
Response Repairs	£1,234,790	£1,532,319	£1,537,705	£1,453,358	£1,536,111	£1,143,973	£1,508,500	(£55,142)	(3.8%)	
Planned Maintenance	£645,580	£650,768	£751,846	£867,173	£1,053,152	£464,235	£903,000	(£35,827)	(4.1%)	6
Estate Works	£172,900	£129,289	£66,082	£84,500	£84,500	£58,946	£83,800	£700	0.8%	
Total Operating Expenditure	£4,421,540	£4,544,614	£4,785,894	£5,157,831	£5,184,859	£3,403,985	£5,158,000	(£169)	(0.0%)	
Operating Surplus/(Deficit)	£3,868,200	£4,625,019	£4,594,636	£4,446,670	£4,702,381	£4,158,322	£4,940,749	(£494,079)	(11.1%)	
Grant Amortisation	(£1,200,000)	(£1,288,781)	(£1,356,161)	(£1,380,000)	(£1,400,000)	(£1,012,594)	(£1,450,900)	£70,900	(5.1%)	
Interest & Depreciation	£3,114,900	£3,257,514	£3,587,124	£3,728,100	£3,708,100	£2,739,578	£4,264,600	(£536,500)	(14.4%)	
Surplus/(Deficit)	£1,953,300	£2,656,286	£2,363,674	£2,098,570	£2,394,281	£2,431,338	£2,127,049	(£28,479)	(1.4%)	
Capital Investment										
Housing Investment Programme	£4,072,430	£4,170,409	£4,582,943	£3,916,169	£4,453,350	£1,897,199	£3,697,500	£218,669	5.6%	
Non-Housing Investment Programme	£30,000	£210,783	£57,644	£102,700	£91,432	£22,992	£101,800	£900	0.9%	
Development Programme	£1,641,060	£2,075,589	£1,775,905	£11,336,282	£1,691,146	£1,183,341	£16,082,400	(£4,746,118)	(41.9%)	
LIFT	(£488,720)	£401,739	£449,813	(£210,284)	(£793,048)	(£663,351)	(£327,900)	£117,616	(55.9%)	
	£5,254,770	£6,858,520	£6,866,305	£15,144,866	£5,442,880	£2,440,182	£19,553,800	(£4,408,934)	(29.1%)	

Notes

1 Dwelling rent increase of 3.9% driven by increased number of units in 2021/22 coupled with annual rent increase of 1.3%

2 Increase driven by annual rent increase.

3 The increase is driven by Renewable Heat Incentive Grant (RHI)

4 Interest receivable is forecast to reduce as bank deposits decrease.

5 Savings of £85K required to fund the reduction in anticipated income due to RPI only increase being applied in 2021/22. This will be funded from professional fees

6 4.1% increase compared to initial budget but down compared to revised budget due to additional planned maintenance works needed in 2020/21

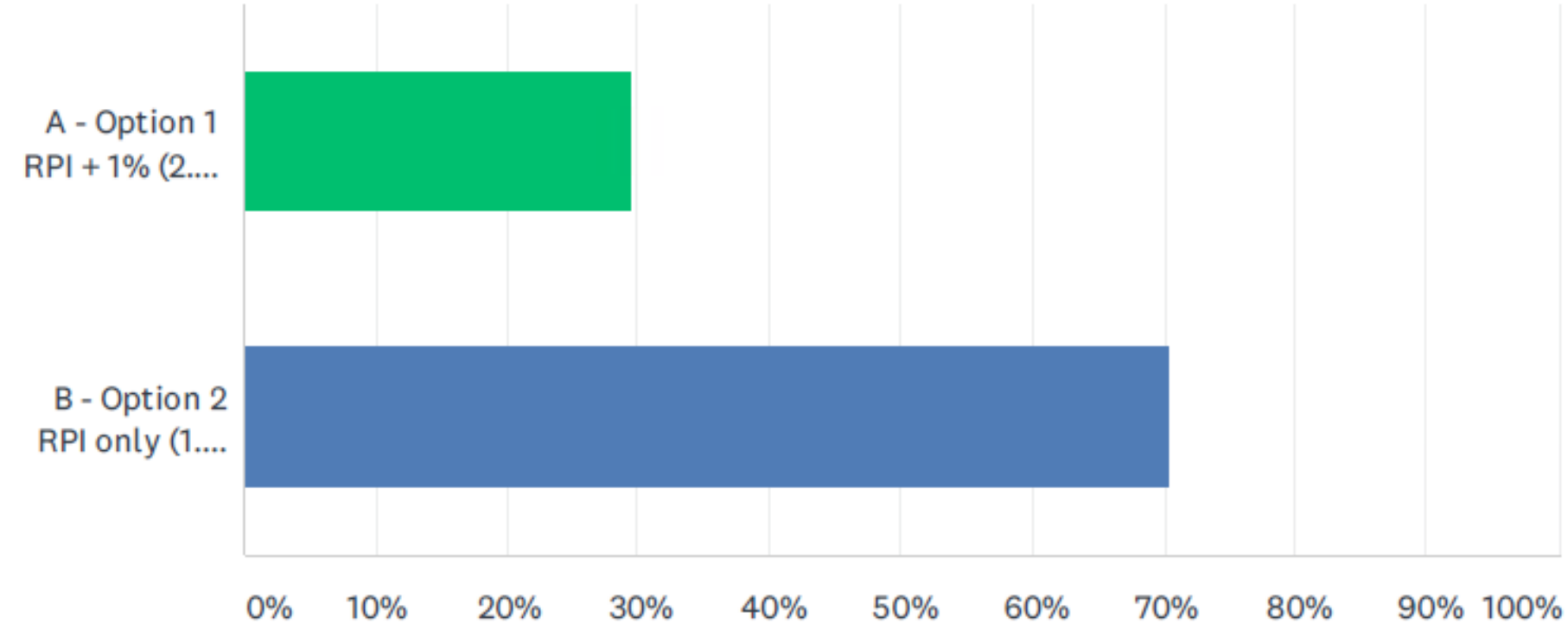
SERVICE CHARGES			
	2021/22 ADDITIONAL RENTAL CHARGES INCREASE (rent increase is inflation = 1.3% increase)	INCREASE BY INFLATION = RPI 1.3%	2020/21 CHARGES
			2021/22 CHARGES
76B & 76C Keith Street, Stornoway, Isle of Lewis	Additional Charge (white goods charge)	£0.99	£1.00
27 -29 & 31-34 Doig Crescent, Stornoway, Isle of Lewis	Additional Charge (white goods charge)	£1.01	£1.02
27 -29 & 31-34 Doig Crescent, Stornoway, Isle of Lewis	Communal Maintenance (cleaning)	£2.13	£2.15
36 Doig Crescent, Stornoway, Isle of Lewis	Additional Charge (white goods charge)	£0.90	£0.91
2 Muirneag Court, Keith Street, Stornoway, Isle of Lewis	Additional Charge (white goods charge)	£1.01	£1.02
3, 9-13 & 15 Mackay Court, Stornoway, Isle of Lewis	Additional Charge (white goods charge)	£1.01	£1.02
1-15 Mackay Court, Stornoway, Isle of Lewis	Service Levy (external & stair light, access control, satellite control box)	£2.53	£2.57
35-37 Torquil Terrace, Stornoway, Isle of Lewis	Additional Charge (white goods & serv levy house)	£1.17	£1.18
38-40 Torquil Terrace, Stornoway, Isle of Lewis	Additional Charge (white goods & serv levy flat)	£1.42	£1.44
49 Westview Terrace, Stornoway, Isle of Lewis, HS1 2HP	Additional Charge (white goods & serv levy house)	£1.17	£1.18
1 & 4 - 22 Elizabeth Haldane Court, Stornoway, Isle of Lewis	Communal Lighting	£2.91	£2.95
1 & 4 - 22 Elizabeth Haldane Court, Stornoway, Isle of Lewis	Communal Maintenance	£3.49	£3.53
2 & 3 Elizabeth Haldane Court, Stornoway, Isle of Lewis	Amenity Lighting	£1.51	£1.53
2 & 3 Elizabeth Haldane Court, Stornoway, Isle of Lewis	Amenity Maintenance	£2.07	£2.10
3-10 & 15-22 Cearn Tharasaigh, Stornoway, Isle of Lewis	Communal Maintenance	£1.86	£1.88
3-10 & 15-22 Cearn Tharasaigh, Stornoway, Isle of Lewis	Ground Maintenance	£0.61	£0.62
23 Calabhaigh, Lochboisdale, Isle of South Uist	Additional Charge (white goods charge)	£0.90	£0.91
6 Calabhaigh, Lochboisdale, Isle of South Uist	Furniture	£32.54	£32.96
6 & 8 Calabhaigh, Lochboisdale, Isle of South Uist	Additional Charge (white goods charge)	£7.29	£7.38
1-11, 13-15, 18-22 & 24 Calabhaigh, Lochboisdale, Isle of South Uist	Service Charge (TV Aerial)	£0.57	£0.58
Ceann an Ora, Bunavoneader, Isle of Harris	Service Charge (TV Aerial)	£1.29	£1.30
Ardanmhor Court, Kenneth Street, Stornoway, Isle of Lewis	Service Levy (com lights, door entry, satellite dish)	£2.91	£2.95
Ardanmhor Court, Kenneth Street, Stornoway, Isle of Lewis	Service Maintenance (time clock, door entry, satellite dish)	£1.51	£1.53
Manor Drive, Stornoway, Isle of Lewis	Communal Maintenance (Grounds Maintenance)	£0.90	£0.91
5-14 Manor Drive, Stornoway, Isle of Lewis	Service Levy (com lights, door entry, satellite dish)	£3.38	£3.43
26-33 Manor Drive, Stornoway, Isle of Lewis	Service Levy (com lights, door entry, satellite dish)	£2.04	£2.07
5-13 Manor Drive, Stornoway, Isle of Lewis	Service Maintenance (time clock, door entry, satellite dish)	£2.28	£2.31
26-33 Manor Drive, Stornoway, Isle of Lewis	Service Maintenance (time clock, door entry, satellite dish)	£1.14	£1.16
Shared Ownership Flats 2, 4 & 5 Ranol Court, Keith Street, Stornoway, Isle of Lewis	Management Fee	£8.97	£9.09
Shared Ownership Flats 2, 4 & 5 Ranol Court, Keith Street, Stornoway, Isle of Lewis	Staircase Lighting	£1.09	£1.11
Shared Ownership Flats 2, 4 & 5 Ranol Court, Keith Street, Stornoway, Isle of Lewis	Building Insurance	£1.56	£1.58
Shared Ownership Flats 2, 4 & 5 Ranol Court, Keith Street, Stornoway, Isle of Lewis	Cyclical Fund	£6.61	£6.70
Shared Ownership Flats 2, 4 & 5 Ranol Court, Keith Street, Stornoway, Isle of Lewis	Ground Maintenance 2	£0.33	£0.33
1-6 & 9-13 Gibson Gardens, Ripley Place, Stornoway, Isle of Lewis, HS1 2AG	Communal Maintenance	£1.56	£1.58
1-6 & 9-13 Gibson Gardens, Ripley Place, Stornoway, Isle of Lewis, HS1 2AG	Service Maintenance	£0.27	£0.27
7,8 & 14-24 Gibson Gardens, Ripley Place, Stornoway, Isle of Lewis, HS1 2AG	Communal Maintenance	£3.74	£3.79
7,8 & 14-24 Gibson Gardens, Ripley Place, Stornoway, Isle of Lewis, HS1 2AG	Service Maintenance	£0.81	£0.82
1-6 & 9-10 Gibson Gardens, Ripley Place, Stornoway, Isle of Lewis, HS1 2AG	Service Levy	£0.54	£0.55
7,8 & 14-24 Gibson Gardens, Ripley Place, Stornoway, Isle of Lewis, HS1 2AG	Service Levy	£1.33	£1.35
Langley Apartments, Stag Road, Stornoway, Isle of Lewis, HS1 2AJ	Communal Maintenance	£1.89	£1.92
Langley Apartments, Stag Road, Stornoway, Isle of Lewis, HS1 2AJ	Service Charge	£1.57	£1.59
Langley Apartments, Stag Road, Stornoway, Isle of Lewis, HS1 2AJ	Service Maintenance	£4.99	£5.05
GARAGES	Weekly Rent	£5.36	£5.42
GARAGE RENT VAT	VAT (20% where applicable)	£1.07	£1.08
GARAGE SITE RENTS	Annual Rent	£91.50	£92.69
GARAGE SITE RENT VAT	VAT (20%)	£18.30	£18.54
GARAGE SITE RENTS- Garage Site 30 Leverhulme Dr; Garage Site 2,4,5,&6 Perceval Road South (East End)	Annual Rent	£104.36	£105.71
GARAGE SITE RENT VAT	VAT (20%)	£20.87	£21.14
Houses services by septic tank	Sewerage Charges	Aligned to Council Tax Increase	
4 Pairc Niseaboist, Horgabost, Isle of Harris, HS3 3AE	Sewerage Charges (added to rent account in respose to complaint)	£3.21	£3.25
TENANCY REFERENCE CHARGE (RPI) add VAT	Fee per chargeable tenancy request	£45.69	£46.29

	2021/22 ADDITIONAL RENTAL CHARGES INCREASE (rent increase is inflation = 1.3% increase)	INCREASE BY INFLATION = RPI 1.3%	2020/21 CHARGES	2021/22 CHARGES
	Balivanich Boardroom Hire	Chargeable per hour	£10.00	£10.13
	2021/22 MANAGEMENT/FACTORAGE CHARGES INCREASE	CHARGE DESCRIPTION		
	100% OWNERSHIP Flats 1,3 & 6 Ranol Court, Keith Street, Stornoway, Isle of Lewis	Annual management fee, staircase lights & grounds maintenance + VAT on all charges	£268.52	£272.01
	100% OWNERSHIP Flats 1,3 & 6 Ranol Court, Keith Street, Stornoway, Isle of Lewis	Annual VAT	£53.70	£54.40
	LIFT PROPERTIES			
	ARDANMHOR COURT LIFT PROPERTIES	Annual management fee, service levy & maintenance, building insurance & Cyclical maintenance + VAT where appropriate	£529.22	£536.10
	1-4 MANOR DRIVE LIFT PROPERTIES	Annual management fee and ground maintenance + VAT where appropriate	£78.66	£79.68
	18-25 MANOR DRIVE LIFT PROPERTIES	Annual management fee, service levy & maintenance, building insurance, cyclical maintenance & grounds maintenance + VAT where appropriate	£631.55	£639.77
	LIFT PROPERTIES CHANGE OF OWNERSHIP CHARGES			
	Additional administration costs which is added to the seller's final account.		£33.97	£34.41
	Where documentation (e.g. Building Warrants, Certificates, Local Authority Certificates, etc) is required.		£56.61	£57.35
	Where a solicitors request information less than five days prior to the settlement date of the sale.		£169.84	£172.05

Rent Consultation 2021-22

Q2 The Rent options for 2021/22 are below. Please select your preferred option:

Answered: 44 Skipped: 0



1 Response for Option 1 received by post.

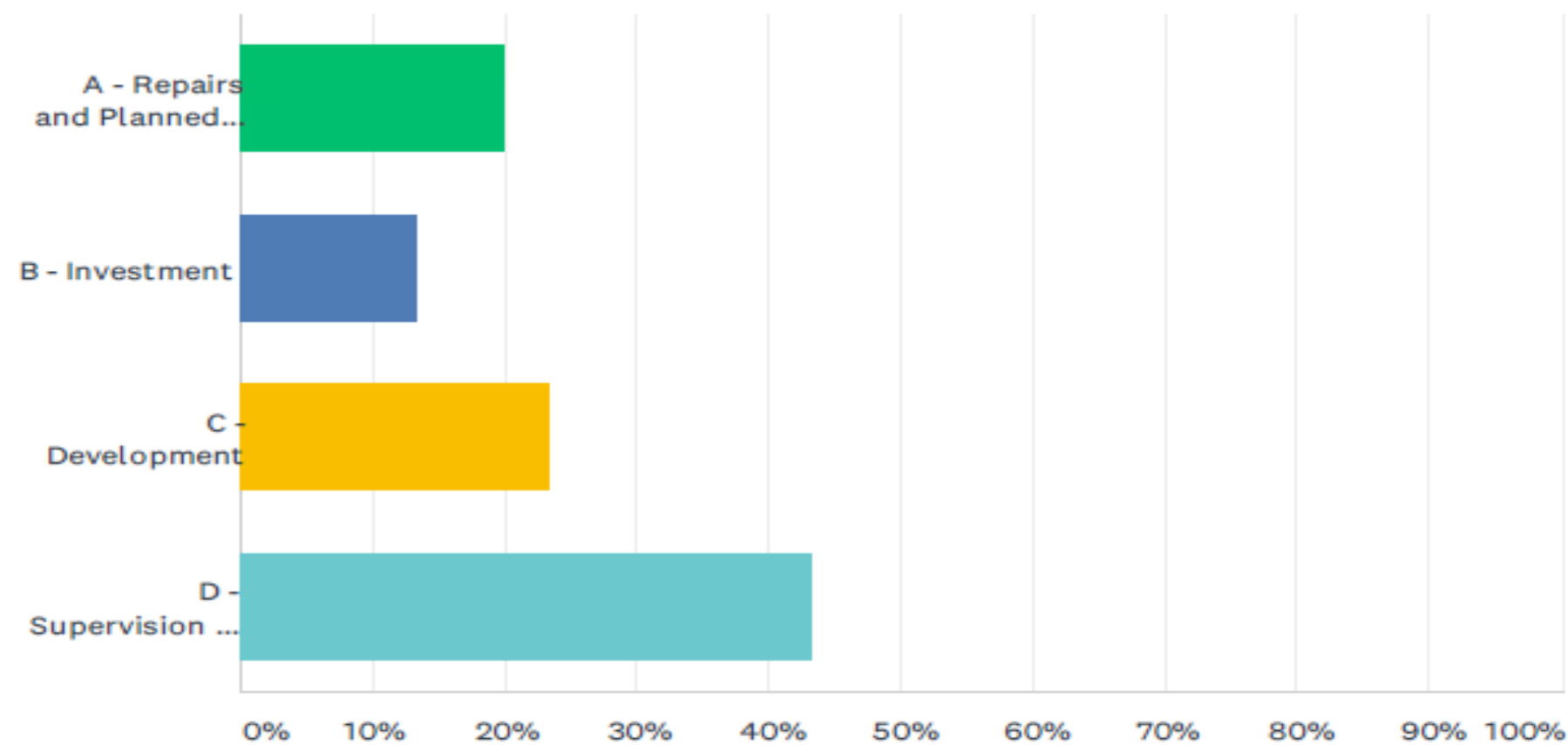
Total Responses = 45
Option 1 = 31%
Option 2 = 69%

ANSWER CHOICES	RESPONSES	
A - Option 1 RPI + 1% (2.3%) Average weekly rent £83.21	29.55%	13
B - Option 2 RPI only (1.3%) Average weekly rent £82.40	70.45%	31
Total Respondents: 44		

Rent Consultation 2021-22

Q3 You have selected Option B which would generate £85k less per annum. This would require to be funded through existing budgets. Please select one of the below budget lines which you would like to fund this shortfall?

Answered: 30 Skipped: 14



ANSWER CHOICES	RESPONSES	
A - Repairs and Planned Maintenance	20.00%	6
B - Investment	13.33%	4
C - Development	23.33%	7
D - Supervision and Management Costs	43.33%	13
TOTAL		30

DEVELOPMENT PROGRAMME 2020-2025

Board 27 January 2021

Report by Director of Operations

Purpose of Report

- 1.1 To advise the Board of progress with the Five Year Development Plan 2020-2025 and the Scottish Government funding period 2018-2021.

Summary

- 2.1 Appendix 1 provides an update on spend for the year to 31 December 2020. It shows a spend of £7.5M to 31 December 2020 with a forecast out-turn of £14.1M.
- 2.2 Appendix 2 shows that for Year 1 of the Development Plan there are currently 10 developments on site. A further four sites are at various stages of acquisition, planning and contractor negotiations. The impact of COVID-19 on the overall Five-Year Development Programme has been updated based on the information available and is summarised in Table 1 and Appendix 2.
- 2.3 The contracts for Development Services and Feasibility Studies with Tighean Innse Gall (TIG) have ended. It is proposed that the option to extend these for one year be utilised. This provides an option to draw down services from TIG as required.
- 2.4 The Comhairle's approved SHIP 2021-2026 is at Table 3.2 of Appendix 2. The SHIP assumes grant drawdown beyond what we have budgeted for.

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) **note the development spend update as at 31 December 2020 at Appendix 1, the development progress report at Appendix 2 and the overview of developments at Appendix 3;**
 - b) **approve the extension of the contract with Tighean Innse Gall for Development Services to 31 October 2021; and**
 - c) **approve the extension of the contract with Tighean Innse Gall Development Services for feasibility to 31 August 2021.**

APPENDIX 1:	Overall Summary of Development
APPENDIX 2:	Summarised Development Progress Report
APPENDIX 3:	Development Project Timeline
Background Papers:	None
Writer of Report:	Katrina Rowlands

Tel: 0300 123 0773

Competence

Financial

- 5.1 The agreed budget for Scottish Government Grant in 2020/21 is £9.71M. It is anticipated that we will draw down £11.78M this fiscal year with £10.71M committed through developments already on site, with an additional £0.61M of funding drawdown expected for sites starting this financial year. The remaining £0.46M relates to the acquisition of sites for land-banking.
- 5.2 The programme for 2020/21 has been severely affected by COVID-19. We continue to work closely with contractors and Scottish Government colleagues to assess the impact and to plan ahead.
- 5.3 There is likely to be an upward pressure on development costs post lockdown and these will have to be funded through additional Scottish Government grant, CNES Actish funding, delay of projects or investment works, or additional private finance.
- 5.4 If we were to meet the increased costs of construction through private finance, this would require an increase in rents or a decrease in other areas of expenditure. The new borrowing needed for additional private finance would increase the interest we pay on our borrowing facility. Given the pressure on rent affordability, this is unlikely to be sustainable and as such, additional private finance would need to be funded from uncommitted developments in the first instance.

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 Development is inherently risky. Feasibility work to ascertain the suitability and capacity of potential sites for development helps to reduce risk. These are jointly funded in partnership with the Comhairle and are primarily undertaken by (TIG). Additional resource has been put in place through desktop feasibilities being carried out by the Comhairle's Asset Management Team.
- 8.2 Risk related to particular developments is assessed as part of the feasibility study, including the demand within the area. At present, our Housing List does not demonstrate a demand in rural areas. Developing in rural areas introduces the risk of low demand for future relets. The Board made the decision on 26 August 2020 to carry out a Housing Needs Analysis at the earliest opportunity.
- 8.3 The Risk Register details relevant risks including COVID-19, risk of contractor failure and BREXIT, which can impact on delivery of the development programme.

Report Details

Five Year Development Plan 2020-2025

Site Acquisitions, Tenders and Masterplans

- 9.1 Currently, we are working on site acquisitions, feasibilities and tendering for the two years of the current approved Five Year Development Plan. Work is ongoing with the Comhairle to identify suitable sites for future years. The Comhairle is the lead in communicating with landowners. There is a level of uncertainty regarding funding for future years of our development programme.
- 9.2 We are also progressing with a Housing Needs and Demand study to inform future development plans and are consulting with other partners and agencies regarding the scope of this.
- 9.3 Year one of the Five Year Development Plan is shown in Appendix 2, Tables 1.1-1.2. The tables show the developments on site, due on site, an update on progress and Scottish Government Grant. A number of the developments expected on site this year are significantly delayed due to a number of factors particularly COVID-19. However, it is anticipated that the available funding will be substantially drawn down by 31st March 2021.
- 9.4 Goathill continues to make up a significant proportion of the development plan in the second year with 79 of the 169 units.
- 9.5 The units due to complete in the second year of the development plan are shown in Appendix 2, Table 4.1.
- 9.6 The tenders for Cleit Road, Barra were returned on 6 January 2021. Quality scoring was completed week commencing 11 January 2021.

Developer Led Proposals and site starts

- 10.1 The purchase of the land at South Dell is now complete. Work is progressing well on site.
- 10.2 Howmore started on site on Monday 11 January 2021.
- 10.3 Balivanich Low Flyer site set up commenced in December 2020 with works due to start in January 2021.

Scottish Government Grant Award 2018-2021

- 11.1 Our expected drawdown position for 2020/21 of Scottish Government Grant is shown below in Table 1. The 2020/21 figures come from contractor cashflows received at the point of writing the report. A drawdown of £24.82m is forecast in the 3 year period.

Table 1. Scottish Government Grant 2018-2021

	2018/19 (£M)	2019/20 (£M)	2020/21 (£M)	TOTAL (£M)
RPA	£8.05	£9.15	£9.71	£26.91
Developments on Site			£10.71	£10.71
Expected on Site 2020/2021			£0.61	£0.61
Landbank	£0.61		£0.46	£0.46
Actual Grant	£4.70	£8.34	£5.49	£15.78
Total Estimated Grant	£4.70	£8.34	£11.78	£24.82
Slippage being carried forward into 2021/22				£2.09

Table 2. Units 2018-2021

	Current / (2018-date)	Planned 2018-21 (5 year development plan)
Units approved	222	222
Units Complete (2018-21)	110	172

Five Year Development Plan 2021-26

- 12.1 The Comhairle's approved SHIP 2021-26 is summarised below and full details are shown in Appendix 2, Table 3.2.

	SHIP	RPA Grant £M	Units
Year 1	2021/22	£7.013	28
Year 2	2022/23	£6.440	56
Year 3	2023/24	£7.400	62
Year 4	2024/25	£4.620	42
Year 5	2025/26	£4.180	38
Total		£29.653	226

The SHIP assumes a higher grant drawdown than our 30-year plan. The RPA is £1.4M higher in Year 2 and £2.4M higher in Year 3. To deliver the SHIP would require approximately £2.5M of private finance, which we do not have in place.

- 12.2 The Five Year Development Plan 2021-26 will be presented to the Board in March 2021 for approval. Any decision to increase our borrowing will be taken in the context of long term rent affordability, fuel poverty, additional investment requirements to meet building and energy efficiency requirements and the wider financial cost of contributing to the reduction of our carbon footprint.
- 12.3 Demonstrable long term demand is critical to securing additional borrowing.

New Supply Shared Equity

- 13.1 Shared Equity sales have resumed following lockdown. Three properties at Pairc Niseaboist have sold with the final one currently waiting on the buyer progressing the final stages of purchase.
- 13.2 The Comhairle and West Harris Trust circulated a news article of Pairc Niseaboist (from our website) on their Facebook pages which increased the interest in these shared equity properties.
- 13.3 Two further shared equity properties at Mackenzie Avenue have settled. The final one was awaiting mortgage confirmation but withdrew on 8 January 2021. TIG are now progressing with other interested parties.
- 13.4 Breasclete completed in October 2020 with two properties due to settle before the end of January 2021. The remaining two properties continue to be marketed but have no identified buyers.
- 13.5 Work is being done to identify why the demand has been poor for the shared equity properties, both in the rural areas and in Stornoway, particularly when recent articles in the media highlighted the frustration of our young people being priced out of the local housing market.

Development Services & Feasibility Study Contracts

- 14.1 We have 3 year contracts for Development Agent Services and Feasibility Studies with TIG. Both contracts expired at the end of 2020. Prior to any new work being issued to TIG the optional 1 year extensions need to be applied.
- 14.2 There is no obligation to issue any work under the extension, however, it allows us the flexibility to engage TIG for feasibility studies or as a Development Agent if required.

OVERALL SUMMARY OF DEVELOPMENT													
AREA	COST				GRANTS & SALES PROCEEDS				PRIVATE FINANCE				
	Revised Budget	31st Dec 2020	Change to Budget	Forecast Out-turn	Revised Budget	31st Dec 2020	Change to Budget	Forecast Out-turn	Revised Budget	31st Dec 2020	Change to Budget	Forecast Out-turn	Amend to Private Finance
	£	£	£	£	£	£	£	£	£	£	£	£	£
New Build	13,296,278	6,767,748	(740,134)	12,556,144	(11,605,132)	(5,590,925)	989,979	(10,615,153)	1,691,146	1,176,823	249,845	1,940,991	249,845
Shared Equity	1,068,434	741,464	54,283	1,122,717	(1,861,482)	(1,404,814)	153,000	(1,708,482)	(793,048)	(663,351)	207,283	(585,765)	207,283
Land banking	455,979	60	-	455,979	(455,979)	-	-	(455,979)	-	60	-	-	-
TOTAL	14,820,691	7,513,947	(685,851)	14,134,840	(13,922,593)	(6,995,739)	1,142,979	(12,779,614)	898,098	518,209	457,128	1,355,226	457,128

PROGRESS	PROGRAMMES WITH TIME DELAYS
- Horgabost Phase 2 completed. 3 properties sold. 1 with agreed buyers - Cnoc A Runnaire completed in October 2020. - Breasclete completed in November 2020. 4 NSSE units to be sold with 2 due to settle in January 2021. - Winfield Close completed in November 2020. - Torlum completed in December 2020. - Garrynamonie to be completed in January 2021. - Scotland Street to be completed in January 2021. - Mackenzie Ave last 2 units handed over November 2020. - Shawbost to be completed in February 2021. - Garrabost care unit to be completed January 2021.	- All projects are delayed following site closures due to Covid 19. - Balivanich Low Flyer - cost savings complete and contractor appointed. Cash flow received - project to completed in October 2021. - Tarbert Police Station - following termination of previous contract, it has been retendered. On site in October 2020. - Barvas is due to start at risk to contractor. Due to delays in resumption out-turn has been revised. - COVID outbreak in Uist has affected projects progress - Uist sites have been revised.
PROGRAMMES WITH PROJECTED BUDGET OVERRUNS	PROPOSALS FOR BRINGING PROGRAMME WITHIN BUDGET
- Mackenzie Avenue: projected overspend of approximately £94K and additional legal costs anticipated with respect to titles corrections, an additional £100K has been made available for this project.	

Table 1.1 Five Year Development Plan Year 1 Developments Awaiting Site Start

Development Name	Number of Units	Progress	Contractor	Grant 2020/21
Lochmaddy	2 x 1 bed 4 x 2 bed 2 x 3 bed	Developer Led Proposal. Letter of intent issued to contractor 15 December 2020. Planning & Building Warrant applications to be submitted as soon as possible.	Macinnes Bros	£100,000
Barvas	2 x 1 bed 4 x 2 bed 2 x 3 bed	Developer Led Proposal. Planning permission granted 15 July 2020. Resumption ongoing. Board approval in place to progress this financial year should the opportunity arise.	Calmax	£441,200
Barra Cleit Road	2 x 2 bed 4 x 3 bed	Land purchase ongoing. Tender return date 6 January 2021.	To be awarded	£68,486
		Total Grant for new site starts 20/21		£609,686

New Build Updates

APPENDIX 2

Table 1.2 Five Year Development Plan Year 1 Progress on Site - January 2021

Development Name	Progress	Units in Development		Demand Before Allocation	Demand After Allocation	Expected Handover	Grant 2020/21
		No of Beds	Units				
South Dell	On site and progressing to programme.	1	2	5 (1 bed)	Not yet allocated	June 2021	£635,000
		2	2	6 (2 bed)			
		3	2	2 (3 bed) 1 (4 bed)			
Johnstone Court, Balivanich	Site set up commenced. Full site start in January 2021	1	4	18 (1bed)	Not yet allocated	November 2021	£400,000
		2	2	5 (2 bed)			
		3	4	6 (3 bed)			
Mackenzie Avenue	Complete November 2020	1	10	Not recorded at time	154 (1bed)	Completed	Completed
		2	16		64 (2 bed)		
		3	4		54 (3 bed)		
		4	2		15 (4 bed)		
Breasclete, Isle of Lewis	Properties complete 1 October 2020.	1	2	13 (1 bed)	11 (1 bed)	Completed	Completed
		2	2	2 (2 bed)			
		3	2	1 (3 bed)			
Cnoc a Runnaire, Tolsta, Isle of Lewis	Complete October 2020.	4	3	6 (1 bed) 4 (2 bed) 3 (3 bed list)	6 (1 bed) 4 (2 bed) 0 (3 bed)	Completed	Completed
Sinclair Avenue, Stornoway	Housing contractor is now on site. Progressing well.	1	30	299 (1- 4 beds)	Not yet allocated	March 2021	£3,825,766
		2	19				
		3+	9				
Garrynamonie	Work ongoing.	3	4	3 (3 bed list)	None	January 2021	Completed

New Build Updates

APPENDIX 2

Development Name	Progress	Units in Development		Demand Before Allocation	Demand After Allocation	Expected Handover	Grant 2020/21
		No of Beds	Units				
		6	1				
Torlum	Complete 1 December 2020	2	2	5 (2 bed list)	3 (2 bed list)	Completed	Completed
Winfield Close	Complete 1 December 2020	3	1	13 (3 bed list)	12 (3 bed list)	Completed	Completed
Scotland Street	Contractor running 2 weeks behind programme due to material delays.	1	4	299 (1 – 4 bed)	Not yet allocated	January 2021	£3,978
		2	2				
Tarbert Police Station	Due to start with new contractor in 12 October 2020.	2	8	14 (1 bed) 15 (2 bed) 6 (3 bed)	Not yet allocated	July 2021	£635,000
Garrabost Care Unit	Contractor on site September 2020.	1	1	11 (1 bed)	Not yet allocated	January 2021	£61,500
		2	1	13 (2 bed)			
Shawbost, Isle of Lewis	Contractor on site February 2020	4	2	7 (1 bed) 3 (2 bed) 2 (3 bed)	Not yet allocated	February 2021	£320,857
Goathill HVEC	Enabling works ongoing		50	N/A	Not yet allocated	2022	£4,640,300
Howmore	Contractor due on site 14 January 2021	2	2	1 (1 bed)	Not yet allocated	TBC	£190,000
		2	3	2 (2 bed) 1 (3 bed)			
Total Grant for Ongoing Sites in 2020/21							£10,712,401
Blackwater site purchase	Full planning permission achieved. Harper Macleod pursuing resumption with Trust's solicitors.						£455,979
Total Grant in 2020/21							£11,168,380

New Build Updates

APPENDIX 2

Table 3.1 Summary of Board Approved Five-Year Development Plan 2020 – 2025

Fiscal Year	Rent/Shared Equity	Units	Stornoway	Stornoway HVEC	Rural Lewis	Rural Lewis HVEC	Harris	Uist	Barra	Barra HVEC
2020/21	RENT	127	53	-	28	-	8	32	6	-
	Shared Equity	4	-	-	4	-	-	-	-	-
2021/22	RENT	107	27	50	14	-	10	6	-	-
	Shared Equity	16	16	-	-	-	-	-	-	-
2022/23	RENT	44	20	-	4	-	-	10	-	10
	Shared Equity	0	-	-	-	-	-	-	-	-
2023/24	RENT	50	-	-	16	-	22	6	6	-
	Shared Equity	0	-	-	-	-	-	-	-	-
2024/25	RENT	45	15	-	-	16	-	14	-	-
	Shared Equity	0	-	-	-	-	-	-	-	-
TOTAL		393	131	50	66	16	40	68	12	10

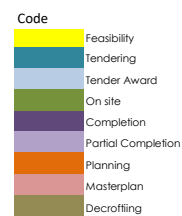
Table 3.2 Comhairle's approved SHIP 2021-2026

Year 1	RPA	£8,000,000	Year 2	RPA	£6,300,000	Year 3	RPA	£7,500,000	Year 4	RPA	£5,000,000	Year 5	RPA	£5,000,000
2021/22	Units	Cost	2022/23	Units	Cost	2023/24	Units	Cost	2024/25	Units	Cost	2025/26	Units	Cost
Blackwater Ph1	14	£1,540,000	Blackwater Ph2	30	£3,300,000	Barra HVEC	10	£1,920,000	Benbecula	4	£440,000	Sty Regeneration	14	£1,540,000
Crowlister, Uig	4	£532,736	Scott Rd Ph1	14	£1,820,000	Rural Lewis	8	£880,000	South Uist	6	£660,000	Rural Lewis	8	£880,000
North Lochs (Keose)	2	£220,000	North Uist	6	£660,000	Blackwater Ph3	30	£3,300,000	North Uist	6	£660,000	North Uist	6	£660,000
Barvas (Developer led)	8	£840,000	South Uist	6	£660,000	Scott Rd Ph2	14	£1,300,000	Stornoway Regeneration	12	£1,320,000	Barra	6	£660,000
									South Harris	6	£660,000	Balivanich	4	£440,000
									Point	8	£880,000			
c/f from 20/21														
Goathill RENT		£910,283												
Goathill HVEC		£584,926												
Balivanich		£570,053												
Lochmaddy Hospital		£725,472												
Howmore		£342,736												
Barra/Vatersay		£640,000												
Tarbert Police Station		£106,418												
	28	£7,012,624		56	£6,440,000		62	£7,400,000		42	£4,620,000		38	£4,180,000



Table 4.1 Year 2 of Development Plan

Development Area	Number of Units	Progress
Goathill	29	On site
Goathill HVEC	50	On site
Howmore	4	Expected on site 20/21, completion in Year 2
Tarbert Police Station	8	On site 20/21, completion in Year 2
Low Flyer, Balivanich	10	On site 20/21, completion in Year 2
South Dell	6	On site 20/21, completion in Year 2
Lochmaddy	8	Expected on site 20/21, completion in Year 2
Barra – Cleit Road	6	Was expected on site 20/21, completion in Year 2
Barvas	8	Decrofting progressing. Possible site start in 20/21
Scott Road/ Coastguard Site	10	Feasibility complete and reviewed. Discussions with Scottish Government underway.
Benbecula	6	Desktop feasibility complete
Arnol	6	Developer Led Proposal Submitted
Crowlista, Uig	4	Developer Led Proposal submitted.
Keose Glebe	4	Full feasibility order has been issued to TIG.
Stornoway Regeneration	14	To be identified by Comhairle
Total Units	173	



MANAGEMENT REPORT TO 31 DECEMBER 2020

Board 27 January 2021

Report by Director of Finance and Corporate Services

Purpose of Report

- 1.1 To present the Management Report for the month ended 31 December 2020 to the Board for review.

Summary

- 2.1 Repairs, Investment and Development programmes have been progressing well in the third quarter. The Investment programmes are expected to be delivered on time with the exception of heating, insulation and windows and doors. This drives anticipated reduction in the forecast out-turn of £628K.
- 2.2 £31.5K of savings have been reflected in the forecast out-turn. These include savings in premises costs, postage and printing costs, training courses, community support, general consultant fees and affiliation fees.
- 2.3 The management accounts show that the financial covenant will be met for the year ended 31 March 2021.

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 note the Management Report to 31 December 2020 at Appendix 1.**

APPENDIX 1: Management Report to 31 December 2020

Background Papers: None

Writer of Report: Katia Petteloot

Tel: 0300 123 0773

Competence

Financial

- 5.1 The Board approved budgets for 2020/21 in March 2020, which projected a surplus for the year of £2,098,569. The forecasted out-turn is £2,458,612.
- 5.2 Due to the uncertainty of timing on development our funders have advised we should operate to the existing covenant approval (Year 2 covenant from the 2019/20 Board approved plan). They are supportive of our development programme and have recommended we resubmit a revised plan as contractor re-engagement plans become available. We will therefore track forecast out-turn against the current approved covenants to ensure compliance with this.

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.

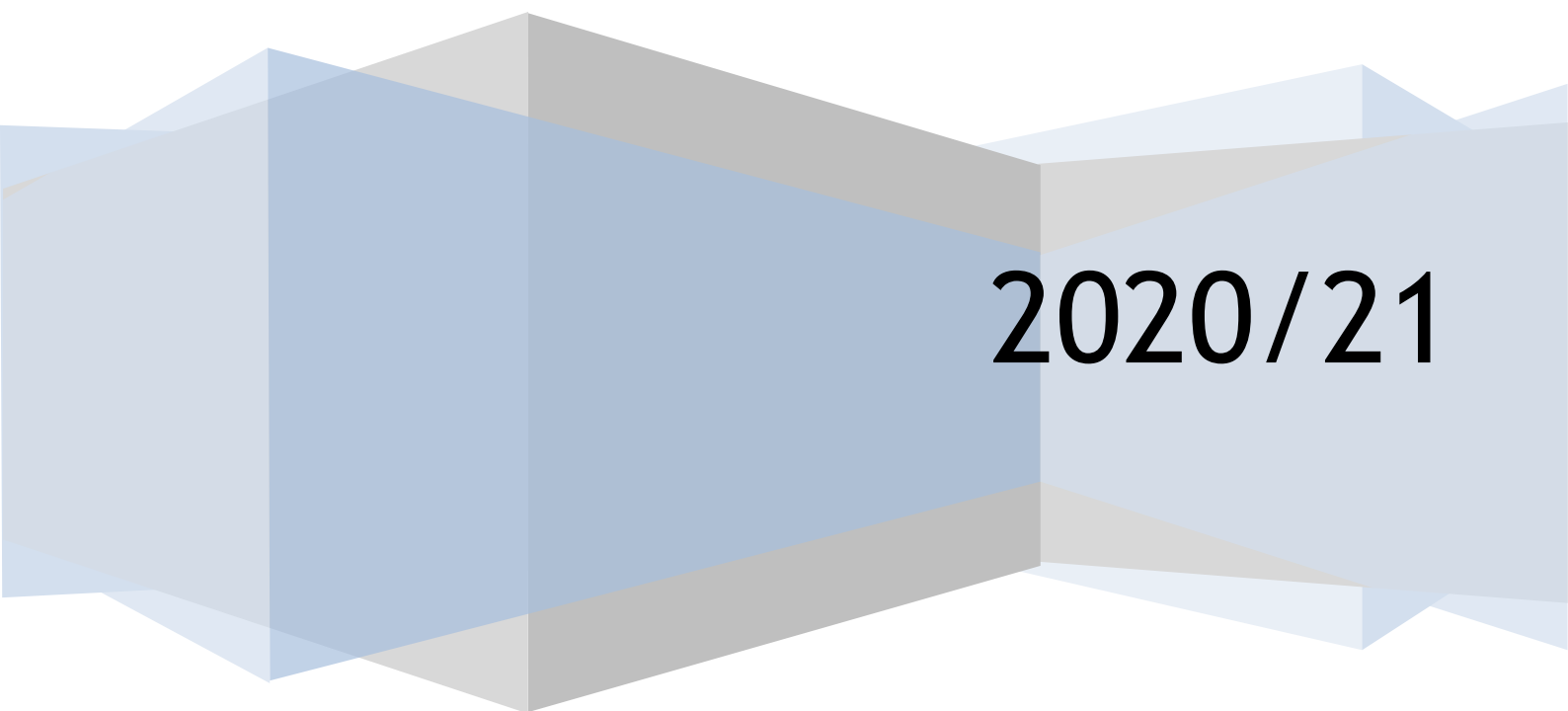
Risk

- 8.1 The key risk is that HHP does not meet its Financial Covenants on an ongoing basis. Our Funders have advised that due to the implication of COVID-19, the Board approved budgets in March 2020 needed to be updated to reflect slippage on investment and development works. This has been completed and we are in the process of determining what the terms of the banks discussion document will have on this plan. The covenant in place until the plan is approved is the Year 2 covenant from the business plan approved by the Board in March 2019. This covenant is forecast to be met in March 2021.

Hebridean Housing Partnership
Registered Scottish Charity SCO 35767

Management Reports

To 31 December 2020



2020/21

Introduction

The Management Reports for 31 December 2020 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 2020/21.

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 Accounts 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 2020/21 will not be breached.

Section 1-High Level Summary

Commentary on Performance by Director of Finance & Corporate Services

	£
Initial approved Surplus	2,098,570
Virements	295,711
Revised Surplus	2,394,281
Changes identified this financial year	
Changes to Income increases/(decreases)	2,832
Cost (increases)/decreases	66,499
Depreciation	(15,000)
Grant Amortisation	10,000
Forecast Surplus to 31 March 2021	2,458,612
Decrease in funds required to meet forecast out-turn	(64,331)

The virements of £296K includes the carryover of budgets from prior year totalling £217K. There is a net reduction in expenditure expected primarily driven by additional RHI grants of £270K and OT grants of £193K, a reduction in interest payable of £240K offset by an increase in operating expenditure of £27K.

The income decrease of £3K is due an increase in the anticipated loss on disposal of components replaced before they have been fully amortised (£40K) and a reduction of £1K on interest receivable offset by savings on void losses of £7K and £37K anticipated increase in rent income.

The cost decrease £64K is due to further interest savings of £33K and £31K savings in Supervision and Management costs.

	INDICATOR	STATUS	COMMENT
I N C O M E	RENTAL INCOME		
	GRANT INCOME		
	DEVELOPMENT GRANTS		Grant Drawdown will be less than budget due to programme slippage
	DEVELOPMENT SALES		Demand Concerns on Breasclete (Sgeir Ghlas)
	OTHER INCOME		
E X P E N D I T U R E	DEVELOPMENT COSTS		Slippage due to delays on development
	INVESTMENT		Programme impacted by supply of air source heat pumps. Supply has now been resolved. Forecast out-turn is £628k less than revised budget. The main driver is impact of supply on the replacement of the air source heat pump.
	REPAIRS & MAINTENANCE		Higher than expected response repairs and voids to be offset by savings on planned maintenance.
	MANAGEMENT COSTS		YTD overspend due to investment programme delivery being significantly back-ended
	INTEREST		
F U N D I N G	COVENANT COMPLIANCE		

	No Issues - On Track
	Requires Monitoring
	Issues

New build sites had been closed since the middle of March are now back on site and non-emergency repairs are now being performed. The repairs backlog has been cleared and spend is beginning to return to pre-lockdown amounts. The local COVID outbreak in Uist and now Barra resulted in an emergency only service being introduced. Void repairs are currently running over budget but this is expected to be offset with savings on rechargeable repairs.

Our investment programme has resumed with contractor surveys materially complete. Forecast out-turns were impacted by supply chain constraints, particularly on air source heat pumps. This has now been resolved and 3 manufacturers for air source heat pumps have been identified by the contractor. The investment programme forecast out-turn is £628k less than current budget.

Due to the uncertainty of timing on development our funders have advised we should operate to the existing covenant approval (Year 2 covenant from the 2019/20 Board approved plan). They are supportive of our development program and a discussion document has been issued by them in December 2020 with respect to the re-financing requirement identified and approved by Board.

All development sites are now open following revised Scottish Government Guidance. They have been unable to work at full capacity as a result of the Health & Safety and local lockdown measures in place.

Section 2 Management Accounts

	Page
Summary Income & Expenditure Account	7
Balance Sheet at 31 December 2020	9
Rental Income	10
Supervision & Management Costs	11
Repairs & Maintenance	12
Estate Works	13
Aids & Adaptations	14
Investment	15
Non-Housing Investment	16
Development	17

Income & Expenditure Account

For the period ended 31 December 2020

Line		CURRENT YEAR BUDGET		BUDGET to	ACTUAL to	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget	Revised Budget	31-Dec-20	31-Dec-20	Budget to date	Budget to date	Revised Budget	Revised Budget	Over/ (under)	at 31-Mar-21
		£	£	£	£	£	%	£	%	£	£
1	Dwelling rents (net)	9,256,067	9,256,066	7,123,094	7,130,105	(7,011)	0%	2,125,961	23%	43,832	9,299,898
2	Non Dwelling rents (net)	13,543	13,543	12,157	12,911	(754)	-6%	632	5%		13,543
3	Sale of Assets	-	(173,260)	-	(178,299)	178,299		5,039	-3%	(40,000)	(213,260)
4	Grant Funding	270,000	732,999	625,874	548,916	76,958	12%	184,084	25%		732,999
5	Other Income	51,390	51,390	38,543	44,339	(5,796)	-15%	7,052	14%		51,390
6	TOTAL INCOME	9,591,000	9,880,739	7,799,668	7,557,972	241,696	3%	2,322,768	23.51%	3,832	9,884,571
7	Supervision & Management	2,752,800	2,511,096	1,682,911	1,736,831	(53,920)	-3%	774,265	31%	(31,499)	2,479,597
8	Response Repairs	1,453,358	1,536,111	1,106,449	1,143,973	(37,524)	-3%	392,137	26%	30,800	1,566,911
9	Estate Works	84,500	84,500	75,170	58,946	16,224	22%	25,554	30%	-	84,500
10	Planned/Cyclical Maintenance	867,173	1,053,152	564,768	464,235	100,533	18%	588,917	56%	(30,800)	1,022,352
11	Total Operating Expenditure	5,157,831	5,184,859	3,429,299	3,403,985	25,313	1%	1,780,873	34.35%	(31,499)	5,153,360
12	Operating Surplus/(Deficit)	4,433,170	4,695,881	4,370,369	4,153,987	216,383	5%	541,895	11.54%	35,331	4,731,212
13	Interest received	13,500	6,500	5,625	4,335	1,290	23%	2,165	33%	(1,000)	5,500
14	Interest paid	568,100	328,100	203,092	200,615	2,478	1%	127,486	39%	(35,000)	293,100
15	Surplus/(Deficit)	3,878,570	4,374,281	4,172,902	3,957,707	215,195	5%	416,574	9.52%	69,331	4,443,612
16	Depreciation	3,160,000	3,380,000	2,536,730	2,538,964	(2,234)	0%	841,036	25%	15,000	3,395,000
17	Grant Amortisation	(1,380,000)	(1,400,000)	(1,010,000)	(1,012,594)	2,594	0%	(387,406)	28%	(10,000)	(1,410,000)
18	Surplus/(Deficit)	2,098,570	2,394,281	2,646,172	2,431,338	214,835	8%	(37,056)	-1.55%	64,331	2,458,612
19	CAPITAL INVESTMENT										
20	Housing Investment Programme	3,916,169	4,453,350	1,986,163	1,897,199	88,964	4%	2,556,151	57%	-	4,453,350
21	Non Housing Investment	102,700	91,432	26,621	22,992	3,629	14%	68,440	75%	(39,811)	51,621
22	Development Programme	11,125,998	898,098	167,186	519,990	(352,804)	-211%	378,108	42%	457,128	1,355,226
23		15,144,866	5,442,880	2,179,971	2,440,182	(260,211)	-12%	3,002,699	55.17%	417,317	5,860,197

Commentary on Performance

Since the easing of lockdown restrictions works have progressed well although we still have issues with regards to the supply of key components which will impact our investment programme. The heating programme is not expected to meet completion date with some slippage into May. Some slippage is expected in windows also due to supply chain issues in sourcing raw materials.

Income – Rents

Void losses continue to perform better than budgeted. The forecast for Rent income has improved with the occupation of new build units.

Income – Sale of assets

An additional loss on sale of assets due to the replacement of components before the end of their useful life has been recognized in the forecast out-turn.

Expenditure

Line 7 Supervision & Management

All employees are continuing to work from home keeping costs below year to date budget and the budget has been revised to address this. This is offset by a reduction in Internal fees, mainly due to the investment programme delivery being significantly back-ended.

Line 8 Response Repairs

Responsive repairs and void repairs are monitored closely and are currently running at £38K over year to date budget. The overspend is due to a peak in repairs in quarter 3. This is expected to be lower in quarter 4. The overspend will be funded by savings on planned maintenance.

Line 10 Planned Maintenance

Planned maintenance is currently running £101K under year to date budget. This is mainly due to air source heating servicing for a value of £102K still to be completed. Works are expected to complete before 31 March 2021.

Line 19 Investment Programme

Further slippage is expected in insulation (£53K) due to delayed start, in heating (336K) due to manufacturing supply chain issues and in windows (£123K).

More detailed explanations of variances can be found on pages 8 to 15

Balance Sheet at 31 December 2020

		31 December 2020	31 March 2020
		£	£
	Notes		
Fixed Assets			
1	Tangible assets-social housing	91,932,789	93,548,643
2	Development & Investment Programme	2,221,116	-
3	Tangible assets - property, plant and equipment	892,729	964,116
4	Landbank	879,915	879,915
5	Investments	2	2
		<u>95,926,552</u>	<u>95,392,676</u>
Current Assets			
6	Stock	311,498	1,127,058
7	Trade and other debtors due within one year	1,115,317	1,202,048
8	Debtors due after more than one year	144,972	144,972
9	Short-term deposits	3,119,631	3,109,329
10	Cash at bank and in hand	2,686,497	1,647,257
11	Loan to subsidiary	17,560	17,560
		<u>7,395,474</u>	<u>7,248,223</u>
12	Creditors: amounts falling due within one year	(1,250,956)	(1,988,577)
	Net current assets	<u>6,144,518</u>	<u>5,259,646</u>
	Total assets less current liabilities	<u>102,071,070</u>	<u>100,652,321</u>
13	Creditors: amounts falling due after more than one year	(10,876,774)	(10,876,774)
14	Deferred capital grants	(51,930,934)	(52,943,527)
15	Pension Liability	(1,353,000)	(1,353,000)
16	Net Assets	<u>37,910,363</u>	<u>35,479,020</u>
Capital and Reserves			
17	Share Capital	210	208
18	Revenue Reserve	37,910,153	35,478,812
		<u>37,910,363</u>	<u>35,479,020</u>

Commentary on Performance

Fixed Assets	Fixed Assets are shown at gross cost and are reduced by the depreciation charge for the period. The net reduction in Fixed Assets is attributed to depreciation exceeding capitalization of new assets due to slippage in investment and development works.
Development & Investment	The value of work in progress, net of Grant, on current properties and new developments. This is a credit amount due to LIFT sales completed in Q1. More detailed information is available in the Performance Report.
Cash	Cash balances are still higher than expected due to lower spend on investment and development. With development and investment programmes progressing, the cash balances are anticipated to reduce towards the end of the financial year.

Rental Income

For the period ended 31 December 2020

Line		CURRENT YEAR BUDGET		BUDGET to 31-Dec-20 £	ACTUAL to 31-Dec-20 £	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £			Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-21 £
1	Dwelling Rent Gross	9,639,395	9,583,395	7,206,546	7,206,926	(380)	0%	2,376,469	24.80%	37,200	9,620,595
2	Non Dwelling Rent Gross	15,915	15,915	11,937	12,911	(975)	-8%	3,004	18.88%		15,915
3	Voids - Dwelling	(191,028)	(135,028)	(83,452)	(76,820)	(6,632)	8%	(58,208)	43.11%	6,632	(128,396)
4	Voids - Other	(2,372)	(2,372)	(1,779)	-	(1,779)	100%	(2,372)	100.00%		(2,372)
5	Bad Debts	(192,300)	(192,300)	-	-	-		(192,300)	100.00%		(192,300)
6	TOTAL	9,269,610	9,269,610	7,133,251	7,143,016	(9,765)	0%	2,126,593	22.94%	43,832	9,313,441

Commentary on Performance

Line 1 Dwelling Rent Gross

It is anticipated that rent income will be higher than forecasted by £37K. This has been recognized in the forecast out-turn.

Line 3 Voids - Dwelling

A better than expected performance in Voids losses of £7K has been recognized and been reflected in the forecast out-turn.

Supervision & Management Costs

For the period ended 31 December 2020

Line	Heading	CURRENT YEAR BUDGET		BUDGET to 31-Dec-20 £	ACTUAL to 31-Dec-20 £	BUDGET VARIANCE		BUDGET REMAINING		forecast out-turn	
		Initial Budget £	Revised Budget £			Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-21 £
1	Salaries & Wages	1,587,811	1,595,569	1,126,616	1,125,721	895	0%	469,848	29%		1,595,569
2	National Insurance	155,876	156,635	112,166	111,660	506	0%	44,975	29%		156,635
3	Pension Costs	303,841	305,324	204,364	204,035	329	0%	101,289	33%		305,324
4	Other Employee Costs	54,185	36,255	19,734	19,006	728	4%	17,249	48%		36,255
5	Travel & Subsistence	24,670	13,543	979	889	90	9%	12,654	93%		13,543
6	EMPLOYEE COSTS	2,126,382	2,107,325	1,463,858	1,461,311	2,548	0%	646,014	31%	-	2,107,325
7	Premises Costs	74,750	71,257	35,597	30,594	5,003	14%	40,663	57%	(17,000)	54,257
8	IT & Telecoms	181,200	184,400	132,317	131,710	607	0%	52,690	29%		184,400
9	Area Offices	26,040	26,856	20,142	20,142	-	0%	6,714	25%		26,856
10	Payroll & Cashdesk	6,460	6,460	5,364	5,364	-	0%	1,096	17%		6,460
11	Property Management Fees	4,010	5,013	4,010	4,010	-	0%	1,003	20%		5,013
12	Covid-19	-	19,380	12,945	12,593	352	3%	6,787	35%		19,380
13	SUPPLIES & SERVICES	292,460	313,366	210,375	204,412	5,962	3%	108,953	35%	(17,000)	296,366
14	Postage, Printing & Stationery	41,000	32,700	18,615	15,312	3,303	18%	17,388	53%	(3,000)	29,700
15	Admin Furniture & Equipment	1,000	946	-	-	-		946	100%		946
16	Training Courses	64,480	42,145	14,433	13,465	968	7%	28,680	68%	(13,000)	29,145
17	Community Support	30,750	10,750	6,153	4,037	2,116	34%	6,713	62%	(4,499)	6,251
18	Health & Safety	8,470	9,024	3,704	2,109	1,595	43%	6,915	77%		9,024
19	Recruitment Costs	2,500	2,500	485	485	-	0%	2,015	81%		2,500
20	ADMINISTRATION COSTS	148,200	98,065	43,390	35,408	7,982	18%	62,657	64%	(20,499)	77,566
21	Professional Fees	352,894	208,096	60,505	57,174	3,331	6%	150,922	73%	(15,000)	193,096
22	Insurance	270,535	250,539	185,970	185,970	-	0%	64,569	26%		250,539
23	Affiliation Fees	49,350	43,910	28,604	22,115	6,490	23%	21,795	50%	(9,000)	34,910
24	Charitable Donations	5,000	5,000	5,000	5,000	-	0%	-	0%		5,000
25	Governance	27,850	9,183	1,028	975	53	5%	8,208	89%		9,183
26	Bank Charges	8,000	8,000	6,000	3,111	2,889	48%	4,889	61%		8,000
27	Public Relations / Marketing	15,080	10,563	1,907	1,878	28	1%	8,685	82%		10,563
28	CORPORATE EXPENSES	728,709	535,291	289,014	276,223	12,791	4%	259,068	48%	(24,000)	511,291
29	Fees Charged to Capital	(530,451)	(530,451)	(314,351)	(232,459)	(81,893)	26%	(297,993)	56%	30,000	(500,451)
30	VAT Received - Partial Exemption	(12,500)	(12,500)	(9,375)	(8,065)	(1,310)	14%	(4,435)	35%		(12,500)
31	RECHARGES	(542,951)	(542,951)	(323,726)	(240,524)	(83,203)	26%	(302,428)	56%	30,000	(512,951)
32	MANAGEMENT COST	2,752,800	2,511,096	1,682,911	1,736,831	(53,920)	-3%	774,264	9	(31,499)	2,479,597

Commentary on performance

All employees are continuing to work from home keeping costs below year to date budget and the budget has been revised to address this. This has been offset by a reduction of Internal fees due to the investment programme delivery being significantly back-ended.

Line 13 Supplies & Services

A saving of £17K is recognised in premises costs with HIE recharged maintenance (£5K), office maintenance (£4K) and repairs (£2K) and water charges (£6K) expected to be under budget.

Line 20 Administration Costs

A further saving of £20K has been recognised in postage, printing and stationery (£3K), training (£13K) and community support (£4K) and forecast out-turn has been adjusted to reflect this.

Line 21 Professional Fees

A further saving of £15K has been recognised in professional fees with regards to savings on General Consultants fees (Finance).

In addition a £9K saving has been identified in community grants savings.

Repairs & Maintenance

For the period ended 31 December 2020

Line	Heading	CURRENT YEAR Initial Budget £	Revised Budget £	BUDGET to 31-Dec-20 £	ACTUAL to 31-Dec-20 £	BUDGET VARIANCE Budget to date £	Budget to date %	BUDGET REMAINING Revised Budget £	Revised Budget %	FORECAST OUT-TURN Over/ (under) £	at 31-Mar-21 £
1	Responsive Repairs	935,325	935,325	654,727	704,066	(49,339)	-8%	231,259	25%	40,000	975,325
2	Void Repairs	264,000	324,000	243,000	286,089	(43,089)	-18%	37,911	12%	25,000	349,000
3	Handyperson	83,160	92,660	69,395	69,348	47	0%	23,312	25%		92,660
4	GENERAL REPAIRS	1,282,485	1,351,985	967,122	1,059,504	(92,381)	-10%	292,482	22%	65,000	1,416,985
5	Decoration Allowance	46,530	46,530	34,898	25,225	9,673	28%	21,305	46%		46,530
6	Council Tax empty properties	19,800	17,800	12,850	3,128	9,722	76%	14,672	82%		17,800
7	Compensation	11,695	11,695	8,771	1,522	7,249	83%	10,173	87%		11,695
8	SPECIFIC ITEMS	78,025	76,025	56,519	29,875	26,644	47%	46,150	61%	-	76,025
9	Rechargeable Repairs	108,000	108,000	81,000	47,329	33,671	42%	60,671	56%	(33,000)	75,000
10	Rechargeable Repairs Recoverable	(59,800)	(59,800)	(44,850)	(45,399)	549	-1%	(14,401)	24%		(59,800)
11	Insurance Repairs	105,000	105,000	78,750	40,737	38,013	48%	64,263	61%		105,000
12	Insurance Claims Recoverable	(72,500)	(62,500)	(44,375)	(2,311)	(42,064)	95%	(60,189)	96%		(62,500)
13	RECOVERABLE EXPENDITURE	80,700	90,700	70,525	40,356	30,169	43%	50,344	56%	(33,000)	57,700
14	Commercial Properties	1,200	1,200	900	-	900	100%	1,200	100%	(1,200)	-
15	Communal Lighting	10,948	16,201	11,383	14,239	(2,856)	-25%	1,962	12%		16,201
16	NON DWELLING REPAIRS	12,148	17,401	12,283	14,239	(1,956)	-16%	3,162	18%	(1,200)	16,201
17	Gas Servicing	73,958	74,372	52,924	56,451	(3,526)	-7%	17,922	24%		74,372
18	Estate Management	47,922	55,922	36,961	37,331	(370)	-1%	18,591	33%		55,922
19	Other Servicing (incl. heating)	697,528	874,739	436,870	334,780	102,090	23%	539,959	62%	(27,889)	846,850
20	Stair Lifts and Door Entry Systems	4,030	4,139	2,124	2,754	(630)	-30%	1,385	33%		4,139
21	Gutter Cleaning	34,885	34,885	34,885	31,974	2,911	8%	2,911	8%	(2,911)	31,974
22	Sewage Pumps	700	945	1,004	945	59	6%	-	0%		945
23	Dun Berisay Heat	8,150	8,150	-	-	-		8,150	100%		8,150
24	CYCLICAL MAINTENANCE	867,173	1,053,152	564,768	464,235	100,534	18%	588,918	56%	(30,800)	1,022,352
25	TOTAL REPAIRS & MAINTENANCE	2,320,531	2,589,263	1,671,218	1,608,208	63,010	4%	981,056	38%	-	2,589,263

Commentary on performance

Overspend in general repairs is funded by savings in planned maintenance. This has been reflected in the forecast out-turn.

Line 1 Responsive Repairs

Responsive repairs are higher than year to date budget. The overspend will be fully funded by underspend in rechargeable repairs and planned maintenance.

Line 2 Void Repairs

Void repairs are currently running at higher costs than had been budgeted due to a small number of very high value voids in the third quarter. It is anticipated that voids will be lower in quarter 4. The overspend will be fully funded by underspend in rechargeable repairs.

Line 5 Decoration Allowance

Decoration allowance is £10K below year to date budget due to covid-19 restrictions on carrying out maintenance and investment work, which is due to conclude in the fourth quarter.

Line 9 Rechargeable Repairs

Costs are lower than anticipated due to many of the void repairs not being able to be recharged and being recorded as void repairs.

Line 19 Other Servicing

The impact of the Covid-19 lockdown has resulted in planned services having to be reprogrammed to ensure they can be completed before the end of the year. Savings in planned maintenance general are used to fund the overspend in responsive repairs.

Estate Works

For the period ended 31 December 2020

Line	Heading	CURRENT YEAR BUDGET		BUDGET to 31-Dec-20 £	ACTUAL to 31-Dec-20 £	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £			Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-21 £
1	Unadopted Infrastructure	32,527	32,527	24,395	8,170	16,225	67%	24,356	75%	(4,000)	28,527
2	Grounds Maintenance	51,974	51,974	50,775	50,775	-	0%	1,198	2%	4,000	55,974
3	TOTAL ESTATE WORKS	84,500	84,500	75,170	58,946	16,225	22%	25,554	30%	-	84,500

Commentary on performance

Line 1 Unadopted infrastructure

Surveys and design completed. Discussion underway with SEPA, planners and building control. A saving of £4K has been recognised in forecast out-turn which will fund overspend in ground maintenance.

Line 2 Grounds Maintenance

A further invoice from CNES is expected which will result in overspend. The overspend will be funded by savings in unadopted infrastructure.

Aids & Adaptations

For the period ended 31 December 2020

Line	Heading	CURRENT YEAR BUDGET		BUDGET to 31-Dec-20 £	ACTUAL to 31-Dec-20 £	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £			Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-21 £
1	OT Works	120,000	312,999	189,212	189,212	-	0%	123,788	40%		312,999
2	Grants										
3	Grants Received	(120,000)	(312,999)	(204,374)	(204,373)	-	0%	(108,626)	35%		(312,999)
4	TOTAL AIDS & ADAPTATIONS	-	-	(15,162)	(15,162)	-	0%	-	1%	-	-

Commentary on performance

The additional grant received is due to timing of cost coming through in the previous financial year after our grant allocation had been fully utilised. The claim for those costs was made in Q1.

It is anticipated that the full budget will be used by 31 March 2021.

Investment Expenditure

For the period ended 31 December 2020

Line	Heading	CURRENT YEAR BUDGET		BUDGET	ACTUAL	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £	to 31-Dec-20 £	to 31-Dec-20 £	Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-21 £
1	Roofs	-	1,540	1,540	1,492	48	3%	48	3%	(48)	1,492
2	Insulation	135,135	282,352	-	-	-	-	282,352	100%	(53,350)	229,003
3	Total Roofs	135,135	283,892	1,540	1,492	48	3%	282,400	99%	(53,398)	230,494
4	Kitchen	123,751	133,231	1,886	1,886	-	0%	131,345	99%	(1,158)	132,073
5	Bathrooms	99,768	92,424	85,670	85,670	-	0%	6,754	7%	(6,754)	85,670
6	OT Aids & Adaptations	120,000	312,999	189,212	189,212	-	0%	123,788	40%		312,999
7	Showers	72,213	48,121	42,123	42,123	-	0%	5,998	12%	(5,998)	42,123
8	Heating	2,571,851	2,245,970	940,017	940,016	-	0%	1,305,953	58%	(336,680)	1,909,290
9	Rewiring	373,797	632,631	530,686	539,512	(8,826)	-2%	93,119	15%	(78,571)	554,060
10	Total Internals	3,361,379	3,465,375	1,789,594	1,798,419	(8,826)	0%	1,666,957	48%	(429,160)	3,036,215
11	Windows	221,352	391,813	47,587	47,586	-	0%	344,226	88%	(123,354)	268,459
12	Roughcast house & wall	-	16,500	6,750	6,750	-	0%	9,750	59%		16,500
13	Other	198,304	198,030	42,952	42,952	-	0%	155,078	78%	(22,002)	176,027
14	Externals	419,655	606,342	97,289	97,288	-	0%	509,054	84%	(145,356)	460,986
	Total Investment excl. Unallocated										
15	Exp/Savings	3,916,169	4,355,609	1,888,422	1,897,199	(8,778)	0%	2,458,411	56%	(627,914)	3,727,695
16	Savings Realised	-	733,954	733,954	-	733,954	100%	733,954	100%	59,356	793,310
17	Savings Re-invested	-	(636,213)	(636,213)	-	(636,213)	100%	(636,213)	100%	(104,874)	(741,087)
18	Unallocated Expenditure/ Slippage	-	-	-	-	-	-	-	-	673,432	673,432
19	Total Investment	3,916,169	4,453,350	1,986,163	1,897,199	88,963	4%	2,556,152	57%	-	4,453,350

Commentary on Performance

Total investment excluding unallocated expenditure and realised savings is £628K less than the revised budget. The main driver for this is slippage and some refusals. A detailed explanation is given below.

Line 2 – Insulation Start of the works is delayed until January 2021, slippage is expected and has been reflected in the forecast out-turn.

Line 8 – Heating The contractor has identified 4 manufacturers of air source heating pumps to deal with the supply chain issue at Mitsubishi. Four air source heating pump replacement programmes have been re-programmed and the majority is expected to be completed by 31 March 2021 if there are no further issues in the supply chain. Some slippage will extend into May and has been reflected in forecast out-turn.

Line 9 – Rewiring Slippage due to electrical re-wiring work going out to public tender.

Line 11 – Windows Slippage of 9 properties due to manufacturing capacity has been recognised in forecast out-turn.

Line 14 - Other Savings of £22K have been recognised on the fencing programme.

Non Housing Investment

For the period ended 31 December 2020

Line	Heading	CURRENT YEAR BUDGET		BUDGET to 31-Dec-20 £	ACTUAL to 31-Dec-20 £	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £			Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-21 £
1	Heating Systems	-	16,454	16,454	16,454	-	0%	-	0%		16,454
2	Furniture & Fittings	51,350	1,350	1,350	-	1,350	100%	1,350	100%		1,350
3	IT equipment	51,350	71,350	6,539	6,539	-	0%	64,811	91%	(39,811)	31,539
4	Total Office	102,700	89,154	24,343	22,992	1,351	6%	66,162	74%	(39,811)	49,343
5	Motor Vehicles	-	2,278	2,278	-	2,278	100%	2,278	100%		2,278
6	Total	102,700	91,432	26,621	22,992	3,629	14%	68,440	75%	(39,811)	51,621

Commentary on Performance

Line 3 – IT Equipment

The forecast out-turn includes £25K of spend still to go with respect to the IT Strategy requirements for the remainder of the year. Planned costs include upgrade to photocopiers (Uist) and various software and hardware upgrades

Development Expenditure

For the period ended 31 December 2020

Line		CURRENT YEAR BUDGET		BUDGET	ACTUAL	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget	Revised Budget	Budget to 31-Dec-20	to 31-Dec-20	Budget to date	Budget to date	Revised Budget	Revised Budget	Over/ (under)	at 31-Dec-20
		£	£	£	£	£	%	£	%	£	£
1	New Build	25,720,502	13,227,156	7,734,029	6,741,200	992,830	13%	6,485,956	49%	(740,134)	12,487,022
2	LIFT	782,654	1,068,434	722,222	741,464	(19,242)	-3%	326,970	31%	54,283	1,122,717
3	Land	395,979	500,979	29,820	29,820	-	0%	471,159	94%	-	500,979
4	Total Development Costs	26,899,135	14,796,569	8,486,071	7,512,483	973,588	11%	7,284,085	49%	(685,851)	14,110,718
5	Housing Association Grant										
6	HAG - New Build	(14,406,720)	(11,605,132)	(6,596,396)	(5,590,925)	(1,005,471)	15%	(6,014,207)	52%	989,979	(10,615,153)
7	HAG - Lift	(686,938)	(689,336)	(565,925)	(589,254)	23,330	-4%	(100,082)	15%		(689,336)
8	Other Grants & Sales proceeds										
9	Other Grants - LIFT Sales	(306,000)	(1,172,146)	(1,172,146)	(815,560)	(356,586)	30%	(356,586)	30%	153,000	(1,019,146)
10	Other Grants - Unallocated	(383,479)	(455,979)	-	-	-		(455,979)	100%	-	(455,979)
11	Total Grants	(15,783,137)	(13,922,593)	(8,334,466)	(6,995,739)	(1,338,728)	16%	(6,926,854)	50%	1,142,979	(12,779,614)
12	Private Finance required										
13	New Build	11,313,782	1,622,024	1,137,634	1,150,275	(12,641)	-1%	471,749	29%	249,845	1,871,869
14	LIFT	(210,284)	(793,048)	(1,015,849)	(663,351)	(352,499)	35%	(129,698)	16%	207,283	(585,765)
15	Land	395,979	500,979	29,820	29,820	-	0%	471,159	94%	-	500,979
16	Expensed Development Cost	-	-	1,782	1,782	-	0%	(1,782)			-
17	Feasibility	10,000	24,123	13,800	1,464	12,336	89%	22,659	94%		24,123
18	Unallocated	(383,479)	(455,979)	-	-	-		(455,979)	100%		(455,979)
19	Private Finance required	11,125,998	898,098	167,186	519,990	(352,804)	-211%	378,108	42%	457,128	1,355,226

Commentary on Performance

Overall Spend to Date:

Work continues on site in line with current working practices within Scottish Government Guidelines. Some contractors furloughed staff for one week which extended the Christmas closure.

One sale concluded at Horgabost which leaves one property remaining to be sold. A buyer has been identified and we are working to conclude this sale by the end of the financial year.

Mackenzie Avenue has all settled with the exception of one property where the buyer has withdrawn due to a change in employment circumstances. There is other interest in the property.

Two Breasclete NSSE are due to settle in January 2021 with the remaining 2 properties continuing to be marketed by our development agent TIG.

Adjustments have been made to show a lower spend for Tarbert, Balivanich Low Flyer, Lochmaddy and Barra. Barra will not achieve a site start so the forecast includes the land transaction only. Barvas has been added as there is a possibility we may achieve a spend this financial year.

Section 3: Key Financial Performance Measures

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Financial Covenants

For the period ended 31 December 2020

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 2020/21 is a maximum cash flow deficit of £8,858,300. As outlined earlier, the bank are unable to bring the Business Plan approved by the Board in March 2020 to their Credit team for approval given the large uncertainty on the development program. The financial covenant for 2020/21 therefore becomes the year 2 covenant as per the Board approved plan from last year.

Given the large amount of slippage on our development programme, the covenant is forecast to be met.

As the situation surrounding the easing of lockdown becomes clearer we will update our Business Plan for Board review and approval prior to submission with our funders and the Scottish Housing Regulator.

	Interest Cover
Covenants for 2020/21 Deficit	(£8,858,300)
At 31 December 2020	(£1,095,826)
Tolerance available	£7,762,474
Reduction in expenditure required to achieve covenant	£0

Annual Cash flow Deficit

Line	Detail	Current Position	Forecast
	Income	£	£
1	Dwelling rents (net)	7,130,105	9,299,898
2	Non Dwelling rents (net)	12,911	13,543
3	Grant Funding	548,916	732,999
4	Other Income	44,339	51,390
5	Grant received for New Build	5,590,925	10,615,153
6	Sale of LIFT received	815,560	1,019,146
7	Grant on LIFT received	589,254	689,336
8	Insurance Receipts	2,311	62,500
9	Total Income	14,734,321	22,483,966
	Expenditure		
10	Supervision & Management	1,969,289	2,980,048
11	Response Repairs	1,143,973	1,566,911
12	Estate Works	58,946	84,500
13	Planned/Cyclical Maintenance	464,235	1,022,352
14	Investment Programme	1,664,740	3,952,899
15	Office Alterations and IT	22,992	51,621
16	LIFT Costs	741,464	1,122,717
17	Opening Balances		
18	Development Costs	6,741,200	12,511,144
19	Total Expenditure	12,806,840	23,292,192
20	Net Operating Cashflow	1,927,481	(808,226)
21	Interest Paid	200,615	293,100
22	Interest Collected	(4,335)	(5,500)
23	Total Interest	196,280	287,600
24	Annual Cashflow Surplus/(Deficit)	1,731,202	(1,095,826)
	Interest Ratio	10%	-36%
	Covenant Requirement		
	Maximum Annual Cashflow deficit	(8,858,300)	(8,858,300)
	Tolerance	10,589,502	7,762,474
		-322%	-236%

Financial Ratios

For the period ended 31 December 2020

Key Ratios			
	Current	Forecast	2019/20
Current Ratio	5.80	4.71	3.57
(Current Assets/Current Liabilities)			
Net Debt Per Unit			
Borrowing/ stock units	£2,215.25	£2,198.39	£2,240.53
Voids%	1.06%	1.36%	0.65%
Voids as % of Rental Income Due			
Bad Debts %	0.00%	2.00%	1.57%
Bad Debts written off as % of Rental Income Due			
Staff Cost/Turnover %	19.33%	21.32%	19.62%
Gross Surplus	54.96%	47.86%	53.77%
Operating Surplus/Turnover			
Net Surplus	32.17%	24.87%	30.75%
Net Surplus /Turnover			

Cash Flow Forecast 2020/21

The below cash flow shows the actual income received and the payments made for the period to December 2020.

Year Ended 31-Mar-21	31-Dec-20 Month 9	31-Jan-21 Month 10	28-Feb-21 Month 11	31-Mar-21 Total Month 12	
Cash on Hand at beginning of month	2,713,710	2,397,220	3,966,157	2,959,570	1,684,134
Cash Receipts					
Rent	973,210	669,470	662,637	690,367	9,557,701
Sale of Assets	228,600	250,702	-	-	1,057,248
Grant Income	1,510,508	1,828,979	1,925,670	1,967,221	12,355,633
Insurance Claims	206	-	-	-	206
Other income	49,764	-	-	-	210,452
Transfer from Deposit	-	1,661,293	-	-	1,661,293
					-
Loan/Other cash injection	-	-	-	-	-
Total	2,762,288	4,410,444	2,588,307	2,657,588	24,842,532
Total Cash Available	5,475,998	6,807,664	6,554,463	5,617,158	
Cash Paid Out					
Payroll	171,738	174,000	174,000	174,000	2,030,732
Management Costs	45,876	36,400	90,346	129,341	940,156
Repairs	215,693	222,512	304,237	314,137	2,437,597
Investment	370,063	274,869	756,894	761,489	4,021,270
Development	1,499,376	2,065,927	2,267,617	2,460,263	14,588,238
Total	2,302,746	2,773,707	3,593,093	3,839,230	24,017,994
Cash Paid Out (Non P & L)					
Loan Interest	7,124	66,000	-	91,394	357,803
HAG Repayment	383,824	-	-	-	383,824
Refunds	1,260	1,800	1,800	2,400	22,660
Transfer to Deposit Account	-	-	-	-	-
Total	776,033	67,800	1,800	93,794	764,287
Total Cash Paid out	3,078,779	2,841,507	3,594,893	3,933,024	
Cash Position at End of Month	2,397,220	3,966,157	2,959,570	1,684,134	-
Deposit Acct At end of Month	3,112,871	1,451,578	1,451,578	1,451,578	
Total Funds Available	5,510,091	5,417,735	4,411,148	3,135,712	

MODEL RULES

Board 27 January 2021

Report by Chief Executive

Purpose of Report

- 1.1 To seek homologation for the decision to amend the resolutions placed before the SGM on 9 December 2020 and re-instate three places on the Board for Council appointees.

Summary

- 2.1 A report which outlined changes required to our current Rules was considered and approved by the Board on 17 November 2020. In line with the Stock Transfer Agreement the Comhairle were consulted about the changes. Initial indications from the Comhairle's Chief Executive were the changes would not be politically acceptable to the Comhairle Members. This was shared with the Board prior to a decision being taken.
- 2.2 An e-mail was received from the Comhairle's Chief Executive on 1 December 2020 at 2pm outlining the position of the Comhairle's Communities and Housing Committee on our proposed changes together with a request that the SGM be postponed or that the resolution relating to the Comhairle's membership of the Board be removed from consideration. It is not in the communities' or tenants' best interest for HHP to fall out with a key partner on this particular matter so following consultation with the Chair, we continued with the SGM but removed the resolution relating to the amendment to the Comhairle's membership on the Board.
- 2.3 The final report presented to Communities and Housing on 7 December 2020 contained a number of statements outlining the rationale for why the Comhairle's right to appoint up to three Board Members should not be removed. These statements along with our views are outlined at Appendix 1.
- 2.4 A meeting has been arranged with Comhairle's Leader and Chief Executive for 25 January 2021 and an update will be provided at the Board meeting.

Competence

- 3.1 There is provision in the Standing Orders (22.1) for the Chair to take a decision which is normally reserved to the Board, if it is considered a matter of urgency. Given the time constraints on being able to hold SGM's remotely this matter was considered urgent. The matter will be presented to the Board meeting in January 2021 to be homologated and minuted.

APPENDIX 1: Chief Executive's Response to Comhairle Position

Background Papers: None

Writer of Report: Dena Macleod

Tel: 0300 123 0773

Recommendations

- 4.1 It is recommended that the Board homologate the Chair's decision to approve:
- a) the removal of the resolution to amend the Comhairle's membership on HHP's Board from the agenda of the SGM on 9 December 2020; and
the Board:
 - b) note the legal opinion provided by Harper Macleod stating there is nothing in the Stock Transfer Agreement requiring HHP's Rules to provide for three Council appointed positions in perpetuity.

APPENDIX 1 – CHIEF EXECUTIVE’S RESPONSE TO COMHAIRLE POSITION

	Comhairle Report	HHP’s opinion
1	How do HHP and the Comhairle envisage partnership working if Comhairle Members no longer are Members of its Board	In the same way we work with Community Landlords, Health Board, HIE etc. But the question about what partnership working means generally needs to be explored because it is important that we have a shared understanding of what it means.
2	The Stock Transfer Agreement refers to the HHP Board consisting in part of Comhairle Members, in perpetuity	In the version of the Stock Transfer Agreement we have in our possession we have been unable to find this requirement and this has been confirmed by our legal advisors. The Stock Transfer Framework document, which was the benchmark document the Comhairle prepared to measure HHP’s Stock Transfer Business Plan against, states The relevant paragraph at 3.1 under Organisational <i>“HHP must be accountable to its tenants, the wider community of the Western Isles and to the Comhairle. To this end it is expected HHP members will include tenants, the community and Comhairle representation, in perpetuity”</i> Our first set of Rules was registered on 23 July 2004 and they were based on the Model Rules (Scotland) 2003 and whilst provision was made for the make-up of Board Members to be tenants, community and Comhairle there is no reference to this being in perpetuity. These Rules were part of the Business Plan which was submitted and approved by the Comhairle prior to Stock Transfer.
3	Given that tenant representation has historically been problematic, particularly from Harris, Uist and Barra, how will HHP ensure representation of tenants in these areas	Remote meetings will assist. The main criteria for the Board is not geographical, it is skills. We would be better having 3 skilled Board Members from Harris, Uist or Barra than 3 unskilled Board members from Lewis and vice versa.
4	HHP is a public-facing, front-line, service and it is appropriate both in principle and practice that its governing body be subject to democratic	HHP is a separate legal entity whose accountability to its tenants is dealt with through the Scottish Housing Regulator, OSCR and FCA if this statement was correct then every RSL in Scotland would require elected

	Comhairle Report	HHP's opinion
	accountability, either through direct election or by nomination of elected representatives of the communities of the Western Isles, i.e., elected Members	members. What about Community Landlords and the Stornoway Trust who are public facing and publicly funded?
5	The Comhairle is the Strategic Housing Authority	Agreed
6	HHP is the only Registered Social Landlord in the Western Isles	Cairn, Trust and ARK also operate in the Western Isles. This was corrected at the meeting on 7 December 2020
7	Housing matters still form a significant part of Members' workload, in terms of enquiries about housing matters, tenancy issues and requests for assistance in dealing with HHP on housing and tenancy matters	Records are kept of all Comhairle member enquires and in 2020 we had 11 recorded contacts
8	HHP as a public body and as required by its Regulator, requires to have in place appropriate skills and abilities among its Board Memberships to ensure the best governance possible	Agreed

REVIEW OF STANDING ORDERS AND MEMBERSHIP POLICY

Board 27 January 2021

Report by Company Secretary

Purpose of Report

- 1.1 The purpose of this report is to present an updated set of Standing Orders and an updated Membership Policy to the Board for approval. Both have been revised solely to take account of the changes to the Rules that were adopted at the Special General Meeting in December 2020.

Summary

- 2.1 The Standing Orders were last approved on 23 June 2020, and the Membership Policy was approved on 22 May 2019.
- 2.2 On 9 December 2020, an SGM was convened to review, approve and adopt a new set of Rules. The 2020 Rules are based on the updated SFHA model rules and various required amendments which have been the subject of previous Board reports and discussion, including January 2021 item 6.7 for homologation.
- 2.3 Following the adoption of the 2020 Rules, the Standing Orders and Membership Policy have been reviewed and amended to give effect to the updated Rules.
- 2.4 The next full review of the Standing Orders will be completed in June 2021 and the next full review of the Membership Policy is scheduled to be completed in May 2022.

Competence

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

Recommendations

- 4.1 **It is recommended that the Board:**
- a) approve the revised Standing Orders at Appendix 1;**
 - b) note the summary of key changes at Section 9 of the report;**
 - c) approve the revised Membership Policy at Appendix 2; and**
 - d) note the summary of key changes at Section 10 of the report.**

APPENDIX 1: Composite Standing Orders v 12.0

APPENDIX 2: Membership Policy

Background Papers: HHP Rules 2020

Writer of Report: Anna Coyle

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 a legal requirement to have a Governance framework in place which outlines how the Board will discharge its responsibilities, and how the Partnership will function. The Standing Orders form part of this framework and detail how the powers and authorities outlined in the Partnership's Rules are to be exercised.
- 6.2 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 the Standing Orders as outlined in this report will ensure we have a robust Governance framework in place and the Standing Orders are compliant with the updated Rules.
- 8.2 Failure to recruit Board Members is itemised at number 7 on the Risk Register, reviewing the Membership Policy ensures that it is compliant with the updated Rules, and we are in the best position to attract and retain suitable new Board Members.

Report Details

Standing Orders

9.1 Summary of Key Changes to Standing Orders:

Standing Order	Area	Comment
4.6	Board discretion to admit Members	The drafting has been altered slightly to accord with the updated Rules. The Board now have 'absolute discretion' in deciding on applications' and four grounds for refusal are noted. These can be summarised as: 4.6.1 Where membership would be contrary to the Partnership's Rules or policies; 4.6.2 Where a conflict of interest may exist...; 4.6.3 Where the Board considers that accepting the application would not be in the best interests of the Partnership or would be likely to compromise the independence of the Partnership; or 4.6.4 an applicant does not satisfy the 'local connection' criteria...'
5.4	Application for Membership	Application will be considered as soon as possible after receipt in line with delegations and Rules.
5.5	Constitution of the Board	This has been amended to 13 Members and up to 2 Co-opted Members.
5.6	Constitution of the Board	This sets out the main Categories of Board Membership, and removes the Geographical restrictions from the Tenant Category, meaning that all 4 Tenant Members can come from any part of the Outer Hebrides. There shall be up to 4 Community Members, up to 4 Tenant members, up to 3 Council Appointed Members, up to 2 Board Appointed Members (and up to 2 Co-opted Members as provided for in 5.5).
7.1	Tenant Membership	The drafting dealing with the geographical split and nominations from the same Tenant Membership Group has been removed.
11.2	Co-opted Members	This has been amended to 2 Co-opted Members (previously 3 Co-opted which included 1 Board Appointed Member. Which has increased to 2 Board Appointed Members provided for at Standing Order 5.
Various	Quorum at AGM / SGM / Board / Committees	Requires attendance from a member from each of the two main categories of Membership (Tenant and Community)
Various	Effective Dates	Updated throughout.
Various	Grammar and updated Cross references	Minor amendments where required.

Membership Policy

10.1 Summary of Key Changes to Membership Policy:

Clause	Area	Comment
2.2(f)	Promotion of Membership	Social Media Platforms included as opportunities for adverts, articles and other publicity in addition to local media.
3.2	Categories of Membership	Tenant Category (geographic restrictions removed) and Community Category.
4.1	Application for Membership	Application will be considered as soon as possible after receipt in line with delegations and Rules.
4.3	Membership	Clarification that an elected Councilor (in accordance with Rule 89.11) cannot be a Member of HHP as an individual.
5.3	Applications for Membership	Shall be considered at the earliest possible meeting, as opposed to the 'next' meeting, incase this is not practical or possible.
13.2	Reporting	The Board shall receive a report on the Operation of the Policy as part of the Annual Governance Report (which includes Members expenses).
Various	Grammar and updated Cross references	Minor amendments where required.



hebridean housing
partnership



► Composite Standing Orders

Effective Date:
Review Date:
Approved by HHP Board:

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COMPOSITE STANDING ORDERS

PART 1 – REGULATION OF BUSINESS AND PROCEEDINGS

AIMS AND OBJECTIVES

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

INTRODUCTION

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

COMMENCEMENT

- 3.1 These Standing Orders shall apply and have effect from 9 December 2020.

MEMBERSHIP

MEMBERSHIP OF THE PARTNERSHIP

- 4.1 The Board has delegated responsibility for assessing and approving applications from Community or Tenants members, to the Company Secretary.
- 4.2 Before an application for either Community or Tenant Membership is approved, the Company Secretary will ensure by appropriate checks that the applicant fulfils the respective membership criteria.
- 4.3 In the case of an application by a Tenant, this will include checking that the applicant does reside within the geographic catchment areas by checks of the Partnership's tenancy records or the electoral register. If the applicant's address cannot be verified by means of these standard checks, the applicant will be required to show by clear evidence that the membership criteria detailed in the Membership Policy are satisfied.
- 4.4 Each application for Community or Tenant Membership shall be considered by the Company Secretary as soon as reasonably practicable after receipt of the written application and any additional information required.
- 4.5 If the Company Secretary resolves to admit or refuse admission of an applicant to membership, they shall notify the applicant in writing within a period of seven days of the decision being taken and give reasons in the case of a refusal.
- 4.6 Whilst it is the Partnership's intention to encourage membership, the Board has absolute discretion in deciding on applications for membership and the following shall constitute grounds for refusal of an application for membership:
 - 4.6.1 Where membership would be contrary to the Partnership's Rules or policies;
 - 4.6.2 Where a conflict of interest may exist which, even allowing for the disclosure of such an interest, may adversely affect the work of the Partnership;
 - 4.6.3 Where the Board considers that accepting the application would not be in the best interests of the Partnership or would be likely to compromise the independence of the Partnership; or
 - 4.6.4 an applicant does not satisfy the 'local connection' criteria of having a main or principal place of business or operation in the Outer Hebrides and having lived or operated in the Outer Hebrides for a period of three consecutive years. A re-application within five years after an expulsion may also face a refusal decision depending on the circumstances at the time of the application.
- 4.7 If a Community Member ceases to maintain a local connection with the Outer Hebrides, the Board will end that person's membership and cancel their share.
- 4.8 Community Members who become tenants shall have the option of maintaining their membership as a Community Member or ending their membership in that category and applying to become a Tenant Member.

- 4.9 If a Tenant Member ceases to be a tenant of the Partnership but meets the qualifying criteria to become a Community Member, the Member will automatically become a Community Member from the date on which the tenancy ended. The Register of Members will be changed to reflect the change in category.

MEMBERSHIP OF THE BOARD

- 5.1 Members of the Board are elected to serve in accordance with the Partnership's Rules and the Code of Governance.
- 5.2 Membership of the Board is not transferable and shall cease on resignation, retirement or on death for Tenant Board Members and Community Board Members and as otherwise set down in the Rules. The Council's representative on the Board, called the Council Appointed Board Members, will be chosen by Comhairle Nan Eilean Siar and are subject to change at any time.
- 5.3 In accordance with Rule 37.7 the Board must determine whether to let Board Members serving for a continuous period of nine years or more continue in service. Any Board Member fulfilling this criteria and who wishes to remain on the Board will be asked to complete a self-evaluation questionnaire to demonstrate their continued effectiveness, and a report will be prepared by the Company Secretary, which the Board will then assess.
- 5.4 If the Board is not satisfied of the Board Member's continued effectiveness in terms of Rule 37.7, the Board must not allow the Board Member to stand for re-election or re-appointment.
- 5.5 The Board shall have up to thirteen Board Members and up to two co-opted Members.
- 5.6 Other than co-opted Members, Board Membership at all times shall be divided into two main categories, these are: the Tenants Category comprising of up to four members of any geographical location in the Outer Hebrides, and the Community Category comprising of up to four members. There will also be up to three Council Appointed Members and the Board may also elect to appoint up to two Board Appointed Members which may be appointed should there be a need or requirement to appoint a Board member with a particular skill or experience to the Board. Board Membership of the Partnership is governed by Rules 37 to 44 of the Partnership's Rules and the Partnership's Membership Policy.
- 5.7 The Tenant and Community Board Members are subject to change on a regular basis and are elected in conformity with Rule 40.1 – 40.7. Any vacancies that occur through resignation will be filled by nominations and ballot in the case of Tenant Board Members and Community Board Members at the next Annual General Meeting following such resignation. Nominations shall be in writing and submitted on an approved form to the registered office of the Partnership not later than thirty-five days prior to the Annual General Meeting. A retiring member may stand for re-election without nomination. Where the number of retiring Board Members and nominations exceeds the numbers available, a ballot of the membership will be taken at the Annual General Meeting.
- 5.8 In accordance with Rule 37.2.4 the Board may use up to two places to appoint Board Appointed Members whom the Board considers will enhance the skills,

knowledge, diversity and/or objectivity of the Board and its decision-making. The appointees must be Members of the Partnership. The manner of identifying, selecting and appointing a Board Appointed Member shall be determined by the Board from time to time. When appointing Board Appointed Members the Board must determine the proposed duration of the appointment, which must be no longer than three years. A retiring Board Appointed Member may be re-appointed accordingly.

- 5.9 In the interim between the date of a Member's resignation and the next following Annual General Meeting, the Board can appoint a casual vacancy to take the place of the Member who has resigned or who otherwise becomes non-eligible in terms of the Rules to continue to be a Board Member but the casual vacancy must stand down at the next Annual General Meeting. Any member who replaces a Board Member in this way must come from the same category of membership as the vacancy.
- 5.10 Board Members shall confirm in writing that they agree with the terms of the Partnership's Code of Governance for Board Members before they can discharge any aspect of their role as a Board Member. If such an agreement in writing is not received within fourteen days of the person's election to the position of Board Member and no good reason is given for the delay, the Board shall convene a special meeting under Rule 44.5 to have the Member removed from the Board.

Community Board Membership

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

Tenant Board Membership

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

Council Board Membership

- 8.1 The Comhairle is represented by up to three council representatives and shall be nominated by the Council in terms of Rule 40.7 of the Rules.

TERMINATION OF MEMBERSHIP

- 9.1 The Partnership's Rules describe the circumstances under which:
- a) A Board Member shall be removed from office; (Rule 44)
 - b) A Board Member shall not be eligible for election or re-election (Rule 43)
 - c) A Board Member shall no longer be a Board Member; (Rule 44) and
 - d) Board Membership shall cease, including retirement by rotation. (Rules 39.1 to 39.4 and 43.2)

- 9.2 Any person wishing to withdraw from holding office of Board Member shall give one month's written notice to the Partnership. The Notice should be addressed to the Chair with a copy to the Secretary. On expiry of the Notice the person shall cease to be a Board Member.

REGISTER OF MEMBERS

- 10.1 The second copy of the Register of Members referred to in Rules 64 and 65 showing the names, addresses and membership category of each Member shall be available to the public during office hours at the Partnership's registered office in Stornoway and online at other Partnership offices.
- 10.2 At any time, the Board may require Members to provide evidence that they meet the criteria of their relevant Member Category. If the evidence is not provided within twenty one days, the Member may be removed from the register and notified accordingly.
- 10.3 It shall be the responsibility of Members to tell the Secretary when they no longer meet the membership criteria and will thus no longer be Members of the Partnership.

CO-OPTED MEMBERS

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

RECRUITMENT OF BOARD MEMBERS

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

THE ROLE AND REMIT OF THE BOARD

- 13.1 To ensure there is clarity regarding decisions that may be taken only by the Board and those that may be delegated, the Board has drawn up a Schedule of Decision Reserved to the Board, which is an integral part of these Standing Orders.

- 13.2 The Schedule of Decisions Reserved to the Board shall be subject to an annual review to be completed before the Annual General Meeting.
- 13.3 The Partnership recognises that the Board of Management, referred to as the Board is responsible for a range of functions listed below. These functions are consistent with and complementary to Rule 47 and the Code of Governance for Board Members.
- a) The direction and control of the organisation;
 - b) Ensuring that it receives appropriate information and advice to carry out its duties;
 - c) The risks and legal responsibilities arising from its control;
 - d) Ensuring that the objectives of the organisation are in line with the Rules;
 - e) Regularly reviewing the objectives;
 - f) Ensuring there is a mechanism for regular performance reviews;
 - g) Ensuring there is a balance of skills, experience and diversity of equality on the Board, if necessary by making use of Board appointments, co-options and casual vacancies; and
 - h) Decision making related to the range of subjects listed in the "Schedule of Decisions Reserved to the Board".
- 13.4 The core responsibilities of the Board include ensuring that the organisation:
- a) Operates within the law;
 - b) Operates according to its rules and procedures;
 - c) Meets the standard laid down by the Scottish Federation of Housing Associations, The Scottish Housing Regulator and other regulatory bodies.
 - d) Establishes business and financial objectives;
 - e) Protects the assets of the organisation;
 - f) Recognises its duty to tenants, applicants and other service users;
 - g) Develops, operates and regularly reviews policies designed to achieve these objectives;
 - h) Approves each year's budget, exercising financial management and managing responsibly both financial and non-financial risks;
 - i) Oversees and exercises control over the organisation's work and services;
 - j) Delegates authority to and monitors the work of committees, working groups and staff;
 - k) Is responsible for employing staff to carry out the work of the organisation and setting their terms and conditions;
 - l) Monitors performance against objectives and performance standards;
 - m) Ensure standards of performance are set by the organisation;
 - n) Monitors the achievements of performance targets; and
 - o) Is assured that the information collected is used to amend targets, policies and/or procedures as necessary.

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

OFFICE BEARERS

- 14.1 In accordance with Rule 59.1 the Partnership shall have three officer bearers: the Chair, the Vice-Chair and the Secretary. The role of the Chair is outlined in Rules 59.6 to 59.11 and the duties relating to this post are shown at paragraph 23.1 to 23.6 of the Standing Orders. In the Chair's absence the Vice-Chair will perform the same role and duties as the Chair.
- 14.2 The Head of Executive Office, in accordance with the job description of that post, shall undertake the duties of Company Secretary listed in Rule 59.
- 14.3 The Board shall elect the Chair and Vice-Chair at a meeting held immediately after the Annual General Meeting, and they will serve until the end of the next Annual General Meeting.
- 14.4 Should the post of Chair or Vice-Chair become vacant during the year, the Board will elect a replacement office bearer who will serve for the remainder of that year until the next AGM.
- 14.5 A person may serve in the post of Chair for a maximum of five consecutive terms, and then will not be eligible for election to that post for a period of one year.
- 14.6 A person may serve in the post of Vice-Chair for a maximum of five consecutive terms, and will then not be eligible for election to that post for a period of one year.

CONDUCT OF BOARD MEETING

FREQUENCY

- 15.1 The Board will normally convene no less than six meetings of the Board in any one calendar year. Dates of meetings will be agreed at the first Board Meeting following the AGM.
- 15.2 Dates of meetings may be altered, by arrangement between the Chair and Secretary.

LENGTH OF MEETINGS

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

NOTICE OF MEETINGS AND AGENDAS

- 17.1 The Secretary shall ensure that each meeting of the Board and its committees shall be called by written notice posted, or sent by email, and that the agenda, minutes and reports relating to each meeting shall be made available to Board Members for downloading to their Tablet device at least eight days before the date of the meeting.
- 17.2 Public notice of the time and place of meetings of the Board shall be given at least seven clear days before the meeting or, if the meeting is convened at shorter notice, as soon as possible after it has been convened. Notices will be posted at all offices from which the Partnership operates, on the Partnership's website and social media platforms.
- 17.3 The proceedings at any meetings of the Board shall not be invalidated by reason of any failure of delivery of any notice, any vacancy in its membership, any defect in the appointment of any Member, or any informality or defect in the calling of the meeting.
- 17.4 Prior to the agenda of a meeting being finalised, the Secretary shall contact the appropriate Chair to discuss the matters that will appear on the agenda and to confirm the order of business.
- 17.5 Depending on prevailing circumstances, meetings may be convened remotely using the Partnership's video conferencing facilities. The Secretary shall take all reasonable steps to ensure that all Board Members are able to access and participate in the meeting if it is being held in this manner. If meetings are due to take place in person, the Secretary shall also ensure a video conferencing option is available for anyone who cannot attend in person.

ATTENDANCE AT BOARD MEETINGS

- 18.1 Board Members are expected to attend Board meetings. Where four meetings in a row are missed, the Board Member will automatically cease to be a Board Member unless before the start of the fourth meeting in a row:
 - a) Special leave of absence has been requested, and granted in writing by the authority of the Chair; and
 - b) A copy of the written authorisation of special leave has been tabled at the Board meeting by the Secretary to enable the matter to be approved.
- 18.2 Special leave shall be granted only in very exceptional circumstances for reasons such as:
 - a) Family illness or bereavement of a close relative or a funeral;
 - b) Serious illness;
 - c) Absence on Board business;
 - d) Working/Career development training; or
 - e) Public transport being unavailable as a result of bad weather or technical failure.
- 18.3 Special leave will only be granted in very exceptional circumstances and will not be granted where:

- a) The Chair has reasonable doubt regarding the reasons given or the extent of those circumstances; and
 - b) The Member has attended fewer than half of the Board meetings in the previous two years.
- 18.4 If any Board Member is subject to court proceedings by the Partnership, they will automatically cease to be a Member of the Board.

COMMITTEES, WORKING GROUPS AND SPOKESPERSONS

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

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

- 19.6 The Board will also appoint a Gaidhlig spokesperson to assist the Chief Executive respond to media enquiries.
- 19.7 The remit of the Spokesperson is in Part 3 of the Standing Orders.

QUORUM FOR BOARD, COMMITTEES AND WORKING GROUPS

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

transacted and the meeting will be adjourned to a time and place agreed by the Secretary and the Members who turned up for the meeting.

QUORUM FOR GENERAL MEETINGS

- 21.1 All General Meetings other than the Annual General Meeting shall be called Special General Meetings. A Special General Meeting shall be convened in conformity with the Rules.
- 21.2 No item of business shall be transacted at an Annual General Meeting or a Special General Meeting unless:
- a) At least seven Members, including at least one Member from each of the three main Board Member Categories, are present and entitled to vote on that item; or
 - b) Where the membership exceeds 70 persons, at least one tenth of the membership, including at least one Member from each of the two main Board Member Categories, are present or represented by proxies, but with at least half of the quorum being present and entitled to vote on that item.
- 21.3 If there are insufficient Members present to form a quorum within half an hour after the time appointed for a General Meeting to commence, no business will be transacted and the meeting will be re-scheduled for the same day the following week at the same time and place, unless such date is clearly unsuitable, in which case the meeting will be re-scheduled to a time and place agreed by the Secretary. Where a meeting is adjourned, at least seven clear days' notice shall be given specifying the time and place of the adjourned meeting and indicating the general nature of business to be transacted.
- 21.4 A resolution put to a vote at the meeting shall be decided on a show of hands unless before, or on, the declaration of the result of the show of hands, a poll is demanded by a tenth of those entitled to vote. However, in accord with Rule 29.1, where appointed proxies are present, they shall advise the Chair and the Chair shall direct that the vote is by poll. The poll shall be carried out by the Secretary. In the event of a tied vote, the Chairperson has a second and deciding vote.
- 21.5 Where a meeting is adjourned then no further business shall be transacted. Where a meeting is adjourned for 30 days or more, at least seven clear days' notice shall be given specifying the time and place of the adjourned meeting and indicating the general nature of business to be transacted.

MATTERS OF URGENCY OUTWITH MEETINGS

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

DUTIES OF THE CHAIR

- 23.1 The appointment of the Chair and the procedure for chairing Board meetings will be in accordance with Rule 59.6.1 to 59.6.12.
- 23.2 At every meeting of the Board, including General Meetings, the Chair, if present, shall preside. If the Chair is absent from any meeting the Vice-Chair, if present, shall preside. If the Chair and Vice-Chair are both absent, the Members present at the meeting shall elect from among the non-co-opted Members, a person to act as Chair for that meeting.
- 23.3 The responsibilities of the Chair will be to ensure the smooth running of meeting by:
- a) Preserving order;
 - b) Making sure those who wish to, are allowed to contribute;
 - c) Ensuring that sufficient opportunity and time is given to Members who wish to speak or express their views on the subject under discussion;
 - d) Ensuring voting procedures are in place and that these are followed;
 - e) Announcing votes at meetings;
 - f) Deciding on all matters of order, competency, relevancy and procedure except as provided in the Standing Orders;
 - g) Deciding between two or more Members wishing to speak;
 - h) Ensuring that the sense of the meeting is properly ascertained with regard to any matter which is properly before the meeting;
 - i) At the Chair's discretion, determining all questions for which no express provisions are made under these Standing Orders or otherwise under the Constitutional Documents;
 - j) Providing support for and establishing a constructive working relationship with the Chief Executive;
 - k) Representing the Partnership where authorised;
 - l) Taking all other decisions that are the responsibility of the Chair as laid down in the Rules and Code of Governance for Board Members; and
 - m) Participating in training, where necessary, to enable the above responsibilities to be undertaken.
- 23.4 At all times, deference shall be paid to the authority of the Chair and on all points of order, the ruling of the Chair shall be final and not open to discussion.
- 23.5 If any Member disregards the authority of a Chair or is guilty of obstructive or offensive conduct, the Board may move to exclude the Member for the remainder of the meeting. The motion shall be put without discussion and, if it is carried, the Member shall be asked by the Chair to leave the meeting.
- 23.6 The same principles shall apply to the chairing of committees, and in the absence of the Chair, the remaining Board Members shall appoint one of their number to chair that meeting.

MINUTES OF MEETINGS

- 24.1 The Secretary shall ensure that a competent Minute of the proceedings of any meeting of the Board or its committees is drawn up as soon as possible after the end of the meeting, sent to the appropriate Chair for information and comment and thereafter submitted to the next meeting of the Board or committee, for approval. Only Members who were present at a meeting may move or second a motion for the approval of the Minutes as an accurate record of the meeting's proceedings. After a Minute is approved, and any agreed amendments are made to it, the Chair of that meeting shall sign it. If no Members who were present at a meeting are available to approve the minute, e.g., following resignations or retirements, officers who were present at the meeting can confirm the Minute is an accurate record of the meeting's proceedings which will enable the Board to approve the minute.
- 24.2 To expedite business, the Chair of a Committee may present a report of recommendations from the Committee to the next meeting of the Board for approval, before the Committee has approved the Minute of the Committee. The Board on the motion by the Chair of the appropriate Committee, or in his absence, by any other Member of the committee, may approve recommendations presented in a report from a committee. If any matter in the report is challenged, the Board may resolve to withdraw the item so that it will be considered with the approved Minute at the next meeting, or if it is a matter of some urgency, proceed to determine the matter.
- 24.3 For consistency, and so that the reader can follow the Minutes, each set of Minutes of a meeting shall be drafted in conformity with a Corporate Standard for Minutes approved by the Board, and which is likely to be in the following order:
- a) Minute Header and meeting details;
 - b) The Members of the Board or committee present at the meeting;
 - c) The Members who submitted an apology for their non-attendance at the meeting before the start of the meeting;
 - d) Officers or other non-Members attending the meeting;
 - e) Any declaration of interest by a Board Member; and
 - f) Number, narrative and decision relating to each agenda item including the approval of the minutes of the previous meeting.
- 24.4 Minutes may be adopted "*subject to*" the inclusion of an amendment to correct or clarify a point. Any amendment(s) required must be formally proposed, seconded and approved by a majority of Board Members present, prior to the formal adoption of the minutes.
- 24.5 The approved and signed Minutes of the committees shall be submitted to the next meeting of the Board to note the activities of the committee and to approve any recommendations submitted to the Board for decision.
- 24.6 The Secretary shall keep a register of the approved and signed Minutes of the Board and its Standing Committees as the definitive record of the Board's proceedings.

- 24.7 A Board Member who was not present at a particular meeting of that Board, may request clarification of a point in the minutes at the following meeting, but may not re-open the discussion on any item where a decision was made at the previous meeting.
- 24.8 A Board Member who is not a member of a particular committee may request clarification of a point in the respective minutes but may not re-open the discussion on any item, except where the committee has referred an item to the Board for consideration.

OPENNESS AND TRANSPARENCY

- 25.1 There will be a presumption that all proceedings, including agendas, reports, minutes and other documents for Board and committee meetings are non-confidential unless otherwise agreed.
- 25.2 Minutes, with any confidential items omitted, may be viewed on the Partnership's website or by the general public.
- 25.3 Before the Board or a Committee agrees to take an agenda item in private, the Board or a committee shall consider whether to approve a motion to exclude the public and press during consideration of the item in view of the confidential nature of the business to be transacted. The motion shall specify in general terms why the item is considered to be of a confidential nature, e.g. because it relates to a disciplinary matter, a person's personal circumstances, etc. The Board, committee, etc. shall decide by majority when an item should be confidential. Further detail relating to this subject can be found in the Openness and Confidentiality Policy.
- 25.4 The Board and its committees may similarly decide to exclude some or all staff from a meeting where personal or sensitive matters are to be discussed.

PROCEDURE OF MEETINGS

ANNUAL GENERAL MEETING

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

BOARD MEETINGS

- 27.1 Except where the majority of Board Members present and voting on such matters decide otherwise at the start of the meeting:
- a) the business of the meeting shall proceed in the order it appears on the Agenda;
 - b) no business other than that contained in the Agenda shall be discussed; and
 - c) no item shall be withdrawn from the Agenda.
- 27.2 Since the main responsibilities of the Board relate to strategic and policy matters and performance monitoring, the order of business at Board meetings shall reflect this. A Corporate Standard for Board Agendas shall be approved by the Board with detailed specifications relating to agenda matters.
- 27.3 Members and employees will be given the opportunity to declare an interest in any item on the agenda at the beginning of the meeting. Declarations of interest shall be repeated at the time the item is discussed. If there is a clear and substantial conflict of interest, a Member or employee shall withdraw from the meeting.

MOTIONS AND AMENDMENTS

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

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

ORDER OF DEBATE

- 29.1 Every motion or amendment shall be moved and seconded, and shall, if required by the Chair of a meeting, be reduced to writing and read before being put to the meeting for approval or formal debate. No motion, to which an amendment has been moved, or amendment shall be altered or withdrawn without the consent of the mover and the seconder.

- 29.2 The order of debate shall be as follows:
- a) The mover of the motion;
 - b) The movers of amendments in the order moved;
 - c) The seconders of the motion';
 - d) The seconders of the amendments in the order moved;
 - e) Any other Member of the Board who has not spoken in the debate;
 - f) The movers of the amendments, in reply to points and to sum up, in the reverse of the order in which the amendments were moved; and
 - g) The mover of the motion in reply to points and to sum up.
- 29.3 The mover of a motion and any mover of an amendment have the right of reply before a vote is taken but may not introduce any new matter after this stage. After the mover of the motion has exercised his right of reply, no other Member may speak on the question unless:
- a) To raise a point of order;
 - b) To adjourn the meeting;
 - c) To suspend the Standing Orders; or
 - d) To exclude a Member or Officer from the meeting.
- 29.4 Subject to the right of reply of the mover of a motion or amendment, no Member shall speak more than once or for longer than five minutes, provided always that a Member may speak to a point of order or in explanation with the consent of the Chair of the meeting.
- 29.5 The movers of a motion and amendments in their right of reply in terms of Standing Order 28.4 (f) shall speak for no longer than five minutes and shall confine themselves strictly to summing up, answering points made by previous speakers but shall not introduce new material.
- 29.6 The Chair shall decide when the resolution or motion is to be put to the vote after debate has concluded.

ENTERING OF DISSENT

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

VOTING/DECISION

- 31.1 All acts of, and all questions coming and arising before the Board, shall be done and decided by a majority of the Members present and voting at that meeting of the Board. Majority agreement may be reached by a consensus without a formal vote. Where there is doubt, a formal vote shall be taken.
- 31.2 In the case of an equality of votes, the person presiding at the meeting, in addition to a deliberative vote, shall have a second or casting vote. Where

the Chair chooses not to use his second or casting vote the matter shall be determined by lot.

- 31.3 Voting shall be taken by Members by a show of hands; or when the majority of Members present and entitled to vote so determines, by ballot.
- 31.4 Co-opted Members shall not be entitled to vote on matters affecting membership of the Partnership or on the election of Partnership office bearers

POINTS OF ORDER

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

LENGTH OF MEETINGS AND ADJOURNMENTS

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

OFFICER ADVISORS AT BOARD MEETINGS

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

POLICY SAFEGUARDS

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

APPLICATION, VARIATION AND SUSPENSION OF STANDING ORDERS

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

- 36.6 The Standing Orders shall be subject to an annual review to be completed before the Annual General Meeting.

USE OF THE COMMON SEAL

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

PART 2 – SCHEDULE OF DECISIONS RESERVED TO THE BOARD

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

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

- a) Approval and Amendment of Strategy, Business Plans and Budgets, including variations to or from a budget head in excess of £100,000;
- b) Approval and amendment of policies;
- b) Annual Rent Setting;
- c) Corporate Governance or Constitutional documents including:
 - i) The Rules;
 - ii) The Standing Orders;
 - iii) The Schedule of Decisions Reserved to the Board;
 - iv) The Scheme of Administration for Committees;
 - v) The Scheme of Delegation of Administrative Matters to Officers;
 - vi) The Financial Regulations; and
 - vii) The Scheme of Delegation of Financial Matters to Officers.
- d) All items of capital expenditure and disposal of assets with a value in excess of £50,000, except urgent items of capital expenditure where the time scale for a decision does not allow the matter to be considered by the Board. (Such exceptions shall be dealt with under delegated powers by the Chief Executive, but only with the prior agreement of the Chair of the Board);
- e) Personnel policies for all staff, including arrangements for the appointment, remuneration, appraisal, disciplining and dismissal of staff;
- f) Appointment of Chief Executive and Directors;
- g) Financial and performance reporting arrangements, with compliance with published standards and other key performance indicators being reported to the Board;
- h) Internal Audit appointments;
- i) Treasury Management Policy;
- j) Service Agreements and contracts with a value greater than £100,000;
- k) Review of complaints and any reports from the Ombudsman in line with Ombudsman's requirements;
- l) Approval of the annual report and accounts;
- m) The creation and dissolving of Committees and the referral and delegation of business to them;
- n) The annual review of the "Schedule of Decisions Reserved to the Board"; and
- o) Review of Board's performance and skills and individual experience of Board Members.

PART 3 – SCHEME OF ADMINISTRATION FOR COMMITTEES

PURPOSE OF SCHEME

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

IMPLEMENTATION

- 2.1 This scheme shall come into effect on 27 January 2021, following consideration of a report by the Secretary and subject to the prescribed procedural requirements, be amended or suspended at any time by a decision of the Board.
- 2.2 Members shall be appointed to the Standing Committees at the first Board meeting after the AGM each year.

INTERPRETATION

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

COMMITTEES, COMMUNITY LIAISON GROUPS & WORKING GROUPS

COMMITTEES

- 4.1 The Board shall have two standing Committees: Audit & Risk Committee and Joint Consultative Committee.
- 4.2 The Board shall determine the terms of reference, objectives, constitution, quorum and what matters shall be referred and delegated to the Standing or other committees. No committee or working group shall be established until their Terms of Reference are approved by the Board.
- 4.3 Notwithstanding that a matter has been delegated to it, a Committee may direct that, before action is taken; its recommendation shall be submitted to the Board for approval.
- 4.4 Where Board Members (including the Chair) are not Members of a committee, subject to the terms of the Constitutional Documents, they shall have the right to attend and speak but not to be involved in motions, amendments or voting at such committees.
- 4.5 Any committee may, with the prior approval of the Board, appoint such work group with such terms of reference, constitution, quorum and what matters shall be referred and delegated to the work group, as it deems necessary.

- 4.6 Committees may comprise Members of the Board and any other person who may be co-opted to serve on a Committee within the terms of their remit. Where functions are being carried out by a Committee, their Members including those who are co-opted, are acting on behalf of the Board.
- 4.7 Subject to any statutory provision, regulation or Direction by a Scottish Minister:
- a) Each Committee shall give effect to any instructions of the Board, and for these purposes, an instruction shall be taken to include a decision taken by the Board against the instructions of the Committee;
 - b) The Board may deal with any matter included in the reference or delegation to a Committee although no report from such a Committee is before it; and
 - c) The Board may vary, add or restrict any reference or delegation to any Committee.
- 4.8 The Terms of Reference approved by the Board for committees and shall be subject to an annual review to be completed before the Annual General Meeting.
- 4.9 At their last meeting before the Annual General Meeting, the standing committees shall consider how they have discharged their obligations having regard to their approved Terms of Reference and recommend to the Board:
- a) How such discharge of obligations can be improved; and
 - b) How the Terms of Reference can be amended.

COMMUNITY LIAISON GROUPS

- 5.1 Community Liaison Groups will be set up in Stornoway, Rural Lewis, Harris, The Uists and Barra.
- 5.2 Community Liaison Groups will be informal meetings open to all tenants and members of the public. The Community Liaison Groups will operate within terms of their remit.
- 5.3 Notes of meetings will be taken and after approval by the Community Liaison Group will be made available on the Partnership's website. Any personally sensitive information will be excluded from the public note of the meeting.

WORKING GROUPS

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

APPOINTMENT OF MEMBERS

- 7.1 On the first meeting after the AGM, the Board shall make appointments to the Standing committees, taking into account as far as possible Members' wishes, ascertained by the Secretary at least seven days before the meeting. Appointees shall hold office until the Annual General Meeting following their appointment, providing they remain Members of the Board. Co-opted

Members shall also hold office until the Annual General Meeting following their appointment.

- 7.2 Casual vacancies in the committees shall be filled by the Board as soon as practicable following the occurrence of the vacancy. However, for good reasons, the Board may decide that a vacancy shall remain unfilled.

APPOINTMENT OF CHAIR

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

QUORUM

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

DELEGATION TO WORKING GROUPS AND HEADS OF SERVICE

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

REFERRED FUNCTION

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

DELEGATED FUNCTIONS

- 12.1 Subject to any statutory provision, regulation or Direction by a Scottish Minister, and subject also to the provisions of the Board's Constitutional Documents, where any function of the Board is delegated to a committee or officer, the committee or officer shall have the power to exercise the function in like manner in all respects as the Board could have exercised it had there been no delegation. However, it shall be competent for such committee or officer, in relation to any matter, instead of making a decision thereon, to make a

recommendation thereon to the Board or committee. In which event, the matter shall be decided by the Board or committee after consideration of the officer's, or committee's recommendation.

- 12.2 Where a Head of Service is unable to make a decision under delegated powers due to the terms of a safeguard listed in paragraph 2.1 of the Scheme of Delegation, the matter shall be determined instead by the appropriate committee.

CONDITIONAL DELEGATION

- 13.1 With the exception of those functions listed in the "Scheme of Decisions Reserved to the Board", a Standing Committee may determine matters on behalf of the Board under delegated powers where:
- a) By reason of urgency there is insufficient time for the matter to be referred in accordance with the Scheme of Administration to the Board, which reasons shall be specified in the Minute of the Meeting concerned; and
 - b) Where a motion to approve a recommendation to bind the Board to a particular course of action is approved unanimously by the Committee; and provided always that:
 - i) The matter is not contentious; and
 - ii) No breach of a major policy position of the Board would result from the decision.
- 13.2 This may apply to any referred function of the Standing Committee which is not specifically reserved to the Board for example:
- a) Implementing urgent Health and Safety action; or
 - b) Implementing urgent action recommended by an auditor.

VARIATION OF SCHEME OF ADMINISTRATION

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

AUDIT & RISK COMMITTEE

TERMS OF REFERENCE

OBJECTIVES

The main objectives are to ensure that:

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

CONSTITUTION

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

QUORUM

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

COMMITTEE CHAIR

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

FREQUENCY

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

OFFICER ATTENDANCE

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

REPORTING TO THE BOARD

- 6.1 After a meeting of the Committee has approved the Minutes of the previous meeting as a correct record of proceedings, an approved copy of those Minutes shall be presented to the next ordinary meeting of the Board in accordance with 24.5.
- 6.2 If there is a need to expedite business arising from a recommendation of the Committee, the Chair, or in his absence, a Member of the Committee, may present a report of such recommendations from the Committee to the next meeting of the Board for approval, notwithstanding that the minute of the Committee relating to such recommendations has not been approved by the Committee.

REFERRED FUNCTIONS

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

Internal Control and Corporate Governance

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

Internal Audit

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

External Audit

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

Constitutional Documents

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

Annual Accounts

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

General

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

JOINT CONSULTATIVE COMMITTEE

TERMS OF REFERENCE

OBJECTIVES

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

CONSTITUTION

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

QUORUM

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

COMMITTEE CHAIR

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

FREQUENCY

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

STATUS OF RESOLUTIONS

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

COMMUNICATIONS

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

COMMUNITY LIAISON GROUPS

TERMS OF REFERENCE

OBJECTIVE

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

CONSTITUTION

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

WORKING GROUP REMITS

ASSET MANAGEMENT WORKING GROUP REMIT & TERMS OF REFERENCE

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

MEMBERSHIP

- 2.1 The Asset Management Working Group is made up of five Board Members appointed by Board, the Chief Executive, and the Director of Operations. Other officers, including the Development Manager or the Fixed Asset Accountant, the Investment Manager or the Assets and Contracts Manager will attend where their skill and expertise is required. To provide continuity and build up skills the Board Members will serve for up to three years from

appointment. Where vacancies occur, new members will be appointed at the next Board meeting.

- 2.2 The Director of Operations will chair the Working Group and in their absence the Chief Executive will act as Chair.
- 2.3 Action points will be agreed at the end of each meeting and a minute will be drawn up and held as a record of what was discussed and agreed at the meeting.
- 2.4 Working Group meetings cannot proceed unless three Board Members are present.

FREQUENCY OF MEETINGS

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

FINANCE WORKING GROUP REMIT & TERMS OF REFERENCE

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

MEMBERSHIP

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

FREQUENCY OF MEETINGS

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

HOUSING MANAGEMENT WORKING GROUP REMIT & TERMS OF REFERENCE

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

MEMBERSHIP

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

FREQUENCY OF MEETINGS

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

REMUNERATION WORKING GROUP REMIT & TERMS OF REFERENCE

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

FREQUENCY OF MEETINGS

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

SPOKESPERSON

REMIT AND TERMS OF REFERENCE

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

Development

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

Tenant Liaison & Housing Management

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

Repairs & Investment

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

Finance

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

PART 4 – SCHEME OF DELEGATION

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

GENERAL

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

SAFEGUARDS

- 2.1 The delegation granted in the Scheme shall be exercised only:
 - a) In compliance with the Board's Standing Orders, Financial Regulations and other Constitutional Documents;
 - b) In respect of matters that are not contentious, sensitive or complex. Where a matter appears to be contentious, sensitive or complex, prior to a decision or action being taken, the Head of Service shall consult the Chief Executive and/or the Board Chair as appropriate;
 - c) On the basis that the exercise of the delegated power will not result in actual expenditure exceeding, or actual income falling below, that set out in the relevant part of the budget to the extent that this could not be contained by the relevant Head of Service viring in accordance with Financial Regulations;
 - d) On the basis that the exercise of delegated power will not result in expenditure exceeding that set out in the relevant part of the Investment Programme for the financial year in question;
 - e) Subject to a member of the public or, in the case of disciplinary matters, an employee being notified in writing of any rights of appeal;
 - f) Where it is consistent with the Board's procedures, policies, corporate standards and strategies;
 - g) On the basis that the exercise of the power does not result in budget growth in future years;

- h) On condition that the Heads of Service shall maintain appropriate records of all decisions taken under delegated powers (with the exception of matters involving day to day management e.g. the ordering of office supplies, the granting of annual leave, etc.);
- i) On condition that action (with the exception of matters involving day to day management e.g. the ordering of office supplies, the granting of annual leave, etc.) taken under delegated power shall be reported to the appropriate Committee at a frequency prescribed by the Board;
- j) In the event that a matter requires determination but is in conflict with anyone or more of the above categories a) to i), the Head of Service shall refer that matter to the Board or to the relevant committee or sub-committee for decision; and
- k) Any judgement regarding whether a matter is contentious, sensitive or complex shall be made on the basis of the situation that applied when the decision was taken by the Head of Service exercising the delegated power.

DELEGATION

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

ALL HEADS OF SERVICE

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

- 4.9 Subject to prior consultation with the Director of Finance and Corporate Services and the maintenance of records of such transactions, to determine scrap or surplus to the Board's requirements items of plant, equipment, furnishings or other material where the estimated value of such an item is less than £10,000.
- 4.10 To vire expenditure between Budget Heads subject to a maximum of total annual virement of 5% of the total budget or up to a maximum of £100,000 for the department.

CHIEF EXECUTIVE

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

- 5.18 With the agreement of the Chair of the Board, to approve the appointment of staff whose purpose is to obtain new funding and where delay would jeopardise the obtaining of such funding.
- 5.19 With the agreement of the Chair of the Board, to approve urgent items of capital expenditure where the time scale for a decision does not allow the matter to be considered by the Board.

DIRECTOR OF FINANCE & CORPORATE SERVICES

- 6.1 To open tenders in the presence of another officer of the Board.
- 6.2 To accept a tender other than the lowest only in exceptional circumstances and upon advice from the instructing Head of Service and after prior consultation with the Chief Executive. A report giving the reasons for the acceptance of such tender shall be submitted to the next meeting of the Board.
- 6.3 To draw down and sign for cash from the Scottish Government in accordance with the Board's funding allocation.
- 6.4 To approve applications for financial assistance from outside bodies up to a maximum of £2,500.
- 6.5 To approve all new acquisitions of information technology hardware and software, consistent with relevant standards as may set from time to time by the Board in the Information & Communication Technology Strategy.
- 6.6 To dispose of heritage and lease on the basis of terms recommended by the District Valuer, subject to prior approval of the disposal by the Board.
- 6.7 To determine arrangements for the payment of debts to the Partnership.
- 6.8 In relation to sundry debts, to select and implement appropriate methods of recovery of arrears.
- 6.9 To authorise the payment of expenses and allowances to Members and officers of the Board and to Partnership's Directors, subject to the Chief Executive's having been certified first by the Board's Chair.
- 6.10 To determine requests from directors or officers for advance payment of expenses or allowances.
- 6.11 To determine at what stage the police should be contacted having regard to the terms of the Partnership's Fraud and Corruption Policy.
- 6.12 To determine the type and level of resource to be used in the investigation of suspected fraud.
- 6.13 To undertake all responsibilities under the terms of the Partnership's Fraud and Corruption Policy.
- 6.14 To arrange and review all insurance cover and negotiate all claims.
- 6.15 To authorise the payments of accounts.
- 6.16 To effect the arrangements for the borrowing and lending of money as required by the Partnership in accordance with the Partnership's borrowing and lending policies and the CIPFA "Treasury Management in Housing Partnerships: A Code of Practice."
- 6.17 To ensure compliance with the CIPFA "Treasury Management in Housing Partnerships: A Code of Practice" and to ensure compliance with the approved Treasury Management Policy Statement.
- 6.18 In consultation with the originating Head of Service, to write off individual debts which are irrecoverable, up to a maximum of £1,500.

- 6.19 To authorise the arrestment of wages or salaries in respect of Partnership employees.
- 6.20 To open bank accounts as required, in the name of the Hebridean Housing Partnership and in the name of Hebridean Community Housing Limited.
- 6.21 To apply for purchasing cards for approved users.
- 6.22 To maintain a list of those officers, who are authorised to sign cheques and other payable orders drawn on the Partnership's accounts with commercial Banks. This "List of Authorised Signatories" will include specimen signatures and will specify the level of delegated authority for each signatory.
- 6.23 To maintain also in the "List of Authorised Signatories" a list of authorised officers for such other purposes as are specified in the Financial Regulations.
- 6.24 To ensure that all discretionary fees and charges are submitted for annual review to the Board for approval before the start of the financial year.
- 6.25 Authorising auditors' reports, signing of cheques & other instructions to bankers, signature for tax liabilities.

DIRECTOR OF OPERATIONS

- 7.1 To deputise for the Chief Executive in her absence.
- 7.2 To allocate Partnership housing.
- 7.3 To allocate agency housing in accordance with their Allocations Policy.
- 7.4 To have the day to day responsibility for rent arrears monitoring and recovery including the issue of Notice of Proceedings for Recovery of Possession
- 7.5 To determine the amount of allowance to be paid to tenants as a result of works carried out to their homes having regard to approved guidelines.
- 7.6 To determine applications from tenants to alter their homes internally or externally, to erect sheds and garages, install driveways and parking areas, and to keep pets and any other appropriate permissions.
- 7.7 To determine applications from tenants to vacate their dwellings for a period of up to 6 months in any period of 12 months.
- 7.8 To determine applications for transfer outwith the terms of the Partnership's allocation system in cases involving the under-occupancy of Partnership housing.
- 7.9 To transfer tenants of Partnership housing in those cases where it is necessary for their houses to be vacated.
- 7.10 To authorise and, subject to current Partnership policy and procedures, instruct repairs and minor alterations to houses.
- 7.11 To implement and enforce the terms of the Partnership missive of let including repossession and eviction.
- 7.12 To consider and determine applications to sub-let.
- 7.13 To factor property in the Outer Hebrides on behalf of local housing agencies and act as the Partnership's "responsible person" as required by the Property Factors (Scotland) Act 2011.
- 7.14 To arrange for the execution of works in respect of Partnership houses by direct labour or by outside contractors, within agreed programmes where the estimated cost of the works is less than £50,000.
- 7.15 To repossess houses in pursuance of the Policy on Anti-Social Behaviour and Neighbour Disputes in Housing.
- 7.16 To arrange house management transfers in compliance of the Policy on Anti-Social Behaviour and Neighbour Disputes in Housing.
- 7.17 To initiate Court Proceedings leading to Recovery of Possession of a tenancy at the Sheriff Court following Executive Team approval.
- 7.18 To approve applications for financial assistance from outside bodies up to a maximum of £2,500.
- 7.19 To apply for planning permission and approve the terms for licences of wayleaves.
- 7.20 To invite and accept tenders for house construction and improvements subject to financial provision and approved budgets.

HEAD OF EXECUTIVE OFFICE

- 8.1 To act as the Company Secretary and carry out all duties associated with this role and as set out at Item 9.1 - 9.8.
- 8.2 Provided they have a relevance to the duties of the post, to authorise the attendance of:
 - a) Employees attending as delegates at seminars, conferences, courses or meetings, which are organised by, recognised bodies;
 - b) Employees invited to lecture in their professional capacity; and
 - c) Employees attending meetings of professional bodies of which they are Members.
- 8.3 To authorise Board Members' expenses claims.
- 8.4 To determine the suitability of a particular post for job share, in consultation with the relevant Head of Service.
- 8.5 To implement the Pay Model approved by the Board and ensure any new posts are assessed and graded in line with the Pay Model.
- 8.6 To interpret conditions of service and to authorise the implementation of revised conditions of service, such as Islands Allowance and First Aid Allowance, and as approved by the Board in respect of employees of the Partnership.
- 8.7 To authorise the acceleration of an employee within his salary, wage, grade (or such extended grade as may be provided for under the relevant condition of service) who, in the opinion of the employee's Head of Service, has achieved advancement within an approved career grade or who is temporarily undertaking duties at a higher level and has met the requirements of the Competency Framework.
- 8.8 To determine applications for leave with pay to employees to attend meetings of Trade Unions recognised by the Board.
- 8.9 To determine applications for leave with pay to employees to attend examinations related to recognised qualifications within the Training Policy.
- 8.10 To determine applications for leave with pay to employees to serve on a jury, subject to the deduction of the allowance received.
- 8.11 Consistent with national agreements, to pay acting-up allowances to staff within the service in respect of periods during which the employee has been authorised by the Head of Service to undertake duties above the employee's current grading.
- 8.12 To issue Contracts of Employment.
- 8.13 To determine requests for training in line with the approved Training Plan.
- 8.14 To apply for Air Discount Scheme Cards for approved Staff and Board Members.
- 8.15 Implement a Performance Management System.
- 8.16 To develop and implement a Corporate Risk Assessment framework.

- 8.17 Authorising Charity returns and any other returns relating to the Company Secretarial role.
- 8.18 To apply for Regulator's consent where it is required.
- 8.19 To authorise the implementation of agreed salary and wage awards in respect of employees of the Partnership.
- 8.20 To determine and approve authorised car users for the Partnership.
- 8.21 To determine and approve the allocation of mobile phones to posts within the Partnership.
- 8.22 To oversee the Partnership's compliance with Data Protection and Freedom of Information legislation.

COMPANY SECRETARY

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

AREA MANAGER

- 10.1 To have the day to day responsibility for rent arrears monitoring and recovery including the issue of Notice of Proceedings for Recovery of Possession
- 10.2 To determine the amount of allowance to be paid to tenants as a result of works carried out to their homes having regard to approved guidelines.
- 10.3 To determine applications from tenants to alter their homes internally or externally, to erect sheds and garages, install driveways and parking areas, and to keep pets and any other appropriate permissions.
- 10.4 To determine applications from tenants to vacate their dwellings for a period of up to 6 months in any period of 12 months.

PART 5 – CODE OF GOVERNANCE (VERSION 7.0)

INTRODUCTION

- 1.1 We attach the greatest importance to ensuring that high standards of governance and ethical behaviour are demonstrated by all of our people and in all of our activities.
- 1.2 This Code of Conduct sets out the requirements and expectations which are attached to your role as a member of our Governing Body. You have a personal responsibility to uphold the requirements of this Code. You cannot be a member of the Governing Body if you do not agree to adopt this Code of Conduct. To confirm that you understand its requirements and accept its terms, you must review and sign this Code annually.
- 1.3 As a Registered Social Landlord (RSL), we are required to adopt and comply with an appropriate Code of Conduct. This Code is based on the Model Code of Conduct produced by the Scottish Federation of Housing Associations. The Scottish Housing Regulator (SHR) has confirmed that this Code fully complies with its Regulatory Standards and their input during the production of this code is acknowledged.
- 1.4 This Code of Conduct is an important part of our governance arrangements. Members of the Governing Body are responsible for ensuring that they are familiar with the terms of this Code and that they always act in accordance with its requirements and expectations. Governing Body Members must always ensure their actions accord with the legal duties of the RSL and with regulatory guidance. You must also ensure you are familiar with any policies which are linked to this code.
- 1.5 If a member of the Governing Body appears to have breached any part of this Code, the matter will be investigated in accordance with the procedures set out at (Appendix 2). A breach of this Code may result in action being taken by the Governing Body to remove the member(s) involved.

WHO THE CODE APPLIES TO

- 2.1 This Code of Conduct applies to all elected, appointed and co-opted members of our Governing Body and its committees and to the governing bodies of all subsidiaries.

HOW THE CODE IS STRUCTURED

- 3.1 The Code is based on the seven principles which are recognised as providing a framework for good governance. They demonstrate honesty, integrity and probity.

Each principle is described, as it applies to the activities of a RSL and its Governing Body Members, and supporting guidance is offered for each to provide more explanation of the Code's requirements. The guidance is not exhaustive and it should be remembered that Governing Body Members and RSLs are responsible for ensuring that their conduct at all times meets the high standards that the RSL sector is recognised for upholding.

THE PRINCIPLES

- 4.1 The seven principles and what they mean for the purposes of this Code are:
- Selflessness;
 - Openness;
 - Honesty;
 - Objectivity;
 - Integrity;
 - Accountability; and
 - Leadership.

SELFLESSNESS

- 5 You must act in the best interests of HHP at all times and must take decisions that support and promote our strategic plan, aims and objectives. Members of the Governing Body should not promote the interests of a particular group or body of opinion to the exclusion of others.**
- 5.1 You must always uphold and promote our aims, objectives and values and act to ensure their successful achievement.
- 5.2 You should exercise the authority that comes with your role as a Governing Body member responsibly and not seek to use your influence inappropriately or for personal gain or advantage.
- 5.3 You must accept responsibility for all decisions properly reached by the Governing Body (or a committee or working group with appropriately delegated responsibility) and support them at all times, even if you did not agree with the decision when it was made.
- 5.4 If you are unable to support in public a decision that has been properly reached by the Governing Body, you should resign.
- 5.5 You must consider the views of others and be tolerant of differences.
- 5.6 You must not seek to use your position to influence decisions that are the responsibility of staff (e.g. granting a tenancy, ordering a repair, awarding a contract).
- 5.7 You must not seek to use your influence for the benefit of yourself or your business interests, or the benefit of someone to whom you are closely connected or their business interests.
- 5.8 Mobile phones should be switched off during meetings, seminars, training courses etc.

OPENNESS

- 6 You must be transparent in all of your actions; you must declare and record all relevant personal and business interests and must be able to explain your actions.**
- 6.1 You should exercise reasonable skill and care in the conduct of your duties.

- 6.2 You should avoid any situation that could give rise to suspicion or suggest improper conduct.
- 6.3 You must declare any personal interest(s) and manage openly and appropriately any conflicts of interest and observe the requirements of our policy on the matter.
- 6.4 You must not accept any offers of gifts or hospitality from individuals or organisations which might reasonably create – or be capable of creating – an impression of impropriety, influence or place you under an obligation to these individuals or organisations. You must comply with our policy on the matter.
- 6.5 You must ensure that you are informed about the views, needs and demands of tenants and service users and that your decisions are informed by this understanding.
- 6.6 You must ensure that the organisation is open about the way in which it conducts its affairs and positive about how it responds to requests for information.
- 6.7 You must not prevent people or bodies from being provided with information that they are entitled to receive.

HONESTY

- 7 You must ensure that you always act in the best interests of the organisation and that all activities are transparent and accountable.**
- 7.1 You should always act in good faith when undertaking your responsibilities as a Member of our Governing Body.
- 7.2 You should use your skills, knowledge and judgement effectively to support our activities.
- 7.3 You should ensure that decisions are always taken and recorded in accordance with our Rules and procedures.
- 7.4 You must ensure that the organisation has an effective policy and procedures to enable, encourage and support any staff or Governing Body member to report any concerns they have about possible fraud, corruption or other wrongdoing.
- 7.5 You must report any concerns or suspicions about possible fraud, corruption or other wrongdoing to the appropriate senior person within the organisation in accordance with our whistleblowing policy.
- 7.6 You must not misuse, or contribute to or condone the misuse of our resources and must comply with our policies and procedures regarding the use of its funds and resources.
- 7.7 We forbid all forms of bribery, meaning a financial or other advantage or inducement intended to persuade someone to perform improperly any function or activity. You are not allowed to accept or give bribes from/to anyone, and must comply with our policy on bribery. You are also obliged to report any instances of suspected bribery within the organisation or any of its business partners.
- 7.8 You, or someone closely connected to you (see Appendix 1), cannot as a result of your role with us receive preferential treatment relating to any services

provided by the organisation or its contractors/suppliers, and you should be able to demonstrate this.

OBJECTIVITY

- 8 You must consider all matters on their merits; you must base your decisions on the information and advice available and reach your decision independently.**
- 8.1 You must ensure that the decisions that you take are consistent with our aims and objectives and with the relevant legal and regulatory requirements (including those of the Scottish Housing Regulator, the Office of the Scottish Charity Regulator, the Financial Conduct Authority and the Care Inspectorate).
- 8.2 You must prepare effectively for meetings and ensure you have access to all necessary information to enable you to make well-informed decisions.
- 8.3 You must monitor performance carefully to ensure that the organisation's purpose and objectives are achieved, and take timely and effective action to identify and address any weaknesses or failures.
- 8.4 You should use your skills, knowledge and experience to review information critically and always take decisions in the best interests of the organisation, our tenants and our service users.
- 8.5 You should ensure that the Governing Body seeks and takes account of additional information and external/independent advice where necessary and/or appropriate.
- 8.6 You should ensure that effective policies and procedures are implemented so that all decisions are based on an adequate assessment of risk, deliver value for money, and ensure the financial well-being of the organisation.
- 8.6 You should contribute to the identification of training needs, keep your housing and related knowledge up to date, and participate in training that is organised or supported by us.

INTEGRITY

- 9 You must actively support and promote our values; you must not be influenced by personal interest in exercising your role and responsibilities.**
- 9.1 You must always treat your Governing Body colleagues, our staff and their opinions with respect.
- 9.2 You must always conduct yourself in a courteous and professional manner; you must not, by your actions or behaviour, cause distress, alarm or offence.
- 9.3 You must declare any personal interests in accordance with this Code (see Appendix 1); in the event that you have a continuing personal interest which conflicts with our activities, values, aims or objectives, you should resign.
- 9.4 You must ensure that you fulfil your responsibilities as they are set out in the relevant role description; that you maintain relationships that are professional, constructive and that do not conflict with your role as a member of the Governing Body.
- 9.5 You must uphold our equality and diversity, whistleblowing and acceptable use policies.

- 9.6 You must respect confidentiality and ensure that you do not disclose information to anyone who is not entitled to receive it, both whilst you are a member of the Governing Body and after you have left.
- 9.7 You must observe and uphold the legal requirements and our policies in respect of the storage and handling of information, including personal and financial information.
- 9.8 You must not make inappropriate or improper use of, or otherwise abuse, our resources or facilities and must comply with our policies and procedures regarding the use of its funds and resources.
- 9.9 You must not seek or accept benefits, gifts, hospitality or inducements in connection with your role as a member of our Governing Body, or anything that could reasonably be regarded as likely to influence your judgement. You must not benefit, or be perceived to benefit, inappropriately from your involvement with the organisation and must comply with our policies on the matter.

ACCOUNTABILITY

- 10 You must take responsibility for and be able to explain your actions, and demonstrate that your contribution to our governance is effective.**
- 10.1 You must observe and uphold the principles and requirements of the SHR's Regulatory Standards of Governance and Financial Management, guidance issued by the SHR and other regulators, and ensure that HHP's legal obligations are fulfilled.
- 10.2 You must ensure that we have effective systems in place to monitor and report its performance and that corrective action is taken as soon as the need is identified.
- 10.3 You should contribute positively to our activities by regularly attending and participating constructively in meetings of the Governing Body, its committees and working groups.
- 10.4 You should always be courteous and polite and behave appropriately when acting on our behalf.
- 10.5 You must participate in and contribute to an annual review of the contribution you have made individually to our governance.
- 10.6 You must ensure that there is an appropriate system in place for the support and appraisal of our Senior Officer and that it is implemented effectively.
- 10.7 You must not speak or comment in public on our behalf without specific authority to do so.
- 10.8 You must co-operate with any investigations or inquiries instructed in connection with this Code.
- 10.9 You recognise that the Governing Body as a whole is accountable to its tenants and service users, and you reflect this in your actions as an individual.

LEADERSHIP

- 11 You must uphold our principles and commitment to delivering good outcomes for tenants and other service users, and lead the organisation by example.**
- 11.1 You must ensure that our strategic aims, objectives and activities deliver good outcomes for tenants and service users. You must ensure that you make an effective contribution to our strategic leadership.
 - 11.2 You must ensure that our aims and objectives reflect and are informed by the views of tenants and service users.
 - 11.3 You must always be a positive ambassador for the organisation.
 - 11.4 You must participate in and contribute to the annual review of the Governing Body's effectiveness and help to identify and attain the range of skills that we need to meet our strategic objectives.
 - 11.5 You must not criticise the organisation or our actions in public.
 - 11.6 You must not criticise staff in public; any staffing related matters should be discussed privately with the Chair and/or Senior Officer.
 - 11.7 You must not use social media to criticise or make inappropriate comments about the organisation, its actions or any member of the Governing Body, staff or other partners.
 - 11.8 You must not act in a way that could jeopardise our reputation or bring us into disrepute.

DECLARING AND MANAGING PERSONAL INTERESTS

- 12.1 Where you have a personal, business or financial interest in any matter that is relevant to our activities or is being considered (or is likely to be considered), or you know that someone to whom you are closely connected has such an interest, you must declare it promptly and record it in our Register of Interests.
- 12.2 You must keep your entry in the Register of Interests complete, accurate and up to date.
- 12.3 More details and examples are included at Appendix 1 (p11).

BREACH OF THIS CODE

- 13.1 Each member of the Governing Body has a personal and individual responsibility to promote and uphold the requirements of this Code. If any member of the Governing Body believes that they may have breached the Code, or has witnessed or has become aware of a potential breach by another member, they should immediately bring the matter to the attention of the Chair.
- 13.2 Alleged breaches of the Code of Conduct will be dealt with by the Chair, with the support of the Senior Officer where appropriate. Where the allegation of a breach is against the Chair, the Vice-Chair will be responsible for leading the investigation. The procedure for dealing with alleged breaches is described in the accompanying protocol.
- 13.3 Each member of the Governing Body has a duty to co-operate with and contribute to any investigation relating to the Code of Conduct

REVIEW

- 14.1 This Code of Conduct was adopted by the Governing Body on 29 August 2018. It will be reviewed not later than August 2021.

CHANGE HISTORY

Version	Change Applied	Date	By
V6.0	Full review and update on previous Standing Orders	August 2012	DML
V7.0	Part 4 Scheme of Delegation for Officers, amend Para 6.19 to incorporate changes made to Rent Arrears policy	18 Feb 2015	DML
V8.0	Full review and update on previous Standing Orders following Rule change	11 Aug 2015	ACS
V8.1	Amendments agreed at Board on 10 February 2016 incorporated in respect of Scheme of Delegation: 4.12 re special leave, 6.21 re opening subsidiary bank accounts and 6.38 re applying for regulatory consents.	10 Feb 2016	ACS
V8.2	Following appointment of new Chief Executive, Company Secretarial Role aligned to that post - amendments at 13.2, and 6.32 – 6.38 accordingly. References to Director of Resources amended to Director of Finance and Corporate Services, and Finance Manager amended to Finance Controller throughout.	6 Sep 2016	ACS
V8.3	Following approval at Board meeting on 15 March 2017, Working Group Remits incorporated at page 35.	17 Mar 2017	ACS
V9.0	Full review and update on version 8.3 following Rule change.	14 Feb 2018	ACS
V10.0	Full review and update on previous Standing Orders	19 June 2019	IF
V11.0	Full review and update on previous Standing Orders	5 June 2020	AC
V12.0	Review to implement updated rules following SGM 2020	22 December 2020	AC

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
<i>Board</i>	The Board of Management of the Partnership
<i>Board Member</i>	A Member of the Board and shall include any person co-opted onto the Board.
<i>Chief Executive</i>	The Chief Executive of Partnership or anyone who is deputising for the Chief Executive.
<i>Committee</i>	A committee of the Partnership appointed by the Board shall have the same meaning as the term sub-committee used in the Rules. In the Standing Orders, the term committee shall include sub-committees unless the sense of the context indicates otherwise.
<i>Scottish Housing Regulator</i>	An independent regulator of RSLs and local authority housing services in Scotland established on 1 April 2011 under the Housing (Scotland) Act 2010.
<i>Council Board Member</i>	Shall have the same meaning as the term "Council Appointed Board Member" in the Rules.
<i>Local Connection</i>	Means having a main or principal residence or principal place of business or operation in the Outer Hebrides and having lived or operated in the Outer Hebrides for a period of three consecutive years.
<i>Rules</i>	The Rules of the Partnership incorporated under the Co-operative and Community Benefit Societies Act 2014 and registered with the Financial Conduct Authority.
<i>The Council or Comhairle</i>	Comhairle Nan Eilean Siar
<i>The Partnership</i>	Hebridean Housing Partnership
<i>Three Main Board Member Categories</i>	The three main Board Member Categories are the Tenant, Community and Council Board Member Categories.
<i>Tablet Device</i>	Or equivalent electronic device
<i>Head of Service</i>	A Director, Head of Executive Office or the Chief Executive
<i>Local Press</i>	Any local paper and/or local news website
<i>The Act</i>	Housing (Scotland) Act 2010 and 2014, and the Housing (Amendment) (Scotland) Act 2018.
Except as otherwise provided, the Standing Orders of the Board with the appropriate changes shall also be the Standing Orders of the committees of the Board.	
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



HHP is a registered society under the Co-operative and Community Benefit Societies Act 2014, Registered Number: 2644R(S), Registered Office: Creed Court, Gleann Seileach Business Park, Willowglen Road, STORNOWAY, Isle of Lewis HS1 2QP. It is a charity registered in Scotland, Charity Number:SCO35767, registered as Registered Social Landlord with the Scottish Housing Regulator, Registration Number:359 and registered as a Property Factor, Registration Number PF000183

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hebridean housing
partnership



► Membership Policy

Effective Date: ►

Review Date: ►

Approved by HHP Board:

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MEMBERSHIP POLICY

AIMS AND OBJECTIVES

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

PROMOTION OF MEMBERSHIP

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

MEMBERSHIP

- 3.1 The members shall be those people who hold a share in the Partnership and whose names are entered in the Register of Members referred to in Rule 64.
- 3.2 There shall be two categories of membership comprising the following:
 - a) **Tenant Members; and;**
 - b) **Community Members.**
- 3.3 No-one can be a member in more than one category at any one time.

APPLICATION FOR MEMBERSHIP

- 4.1 To apply for membership, you must send an application form and £1.00 to the Secretary at our registered office. Your application will be considered as soon as possible after receipt. We will return your money if we do not approve your application. An application for membership will not be considered by the Board within the 14-day period occurring before the date of a general meeting.
- 4.2 If we approve your application, you will immediately become a member of the Partnership and your name will be included in our Register of Members referred to in Rule 64 within seven working days. You will then be issued one share in the Partnership.
- 4.3 If you are a representative of an organisation which is a member of the Partnership or an elected Local Councillor in accordance with Rule 89.11, you cannot be a member of the Partnership as an individual yourself. If you are already a member as an individual when you start to represent an organisation which is a member, we shall suspend your membership as an individual, until such times as you are no longer a representative of an organisation which is a member.
- 4.4 You can apply for membership from the age of 16. You must be 18 years old to be considered for membership of the Board.
- 4.5 No member can hold more than one share in the Partnership.
- 4.6 If you change your address, you must let us know by writing to our Secretary at our registered office within three months. This rule does not apply if you are our tenant and have moved home by transferring your tenancy to another property owned and managed by us.

APPLICATION PROCESSING

- 5.1 Before an application for either Community or Tenant Membership is presented to the Board for consideration, the Secretary will ensure by appropriate checks that the applicant fulfils the respective membership criteria.
- 5.2 In the case of an application by a Tenant, this will include checking that the applicant does reside within the geographic catchment area by checks of our tenancy records or the electoral register. If the applicant's address cannot be verified by means of these standard checks, the applicant will be required to show by clear evidence that the membership criteria detailed in the Membership Policy are satisfied. Such evidence will be presented to the Board with the application for membership.
- 5.3 Each application for Community or Tenant Membership shall be considered by the Board at the earliest possible meeting held after receipt of the written application and any additional information required.
- 5.4 If we resolve to admit or refuse admission of an applicant to membership, we shall notify the applicant in writing within a period of seven days and give reasons in the case of refusal.

APPLICATION REJECTION AND APPEAL

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

MEMBERSHIP CRITERIA

- 7.1 We seek to have a balanced representative membership, with no particular group having an undue influence. The membership shall comprise persons who have, in a personal or professional capacity, the requisite knowledge, skills and experience, or a community of interest in housing and the care of people with housing needs, appropriate to achieving the Partnership's objects defined in Rule 2. Our tenants applying for membership will normally be considered to have the relevant community of interest.
- 7.2 Members shall have a “local connection” by having:
- a) a main or principal residence or principal place of business or operation in the administrative area of Comhairle Nan Eilean Siar and having lived or operated in the Outer Hebrides for a period of at least three years; or
 - b) in relation to Tenant Membership Categories, by having a tenancy in the Outer Hebrides.
- 7.3 We seek to achieve equality of opportunity and to this end; the membership is open to all sections of the community regardless of colour, race, religion, nationality, ethnic origins, gender, disability, age or sexuality. We will make every effort to ensure applications from sections of the community that are unrepresented are encouraged. Applications for membership are particularly welcome from:
- a) black and ethnic minority members; and
 - b) persons who have experience of disability.

- 7.4 We also welcome applications for membership from those who have, in a personal or professional capacity, experience of or a personal interest in:
- a) housing, social work or health;
 - b) finance, law, business or commerce; or
 - c) voluntary organisations or academic institutions.
- 7.5 Membership is open to nominees of unincorporated bodies, societies and companies. A corporate body may appoint a deputy to exercise its rights and powers at any of our general meetings.

MEMBERS' RESPONSIBILITIES

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

BENEFITS OF MEMBERSHIP

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

ENDING YOUR MEMBERSHIP

- 10.1 You can end your membership by giving the Company Secretary seven days' notice in writing.
- 10.2 If you are a Tenant Member and cease to be a tenant but maintain sufficient local connection with the Outer Hebrides, you will automatically become a Community Member from the date on which your tenancy ends. The Secretary will amend the Register of Members to reflect the change in your category of membership.

- 10.3 If you are a Community Member (including someone who has changed from being a Tenant Member in terms of Rule 11.1.3) and cease to have or maintain sufficient local connection with the Outer Hebrides, we shall end your membership and cancel your share.
- 10.4 If the Board is satisfied that you have failed to:
- a) tell us of a change of address as set out in Rule 10; or
 - b) attend five annual general meetings in a row and you did not submit apologies;
- we shall end your membership and cancel your share.
- 10.5 The value of the share will then belong to us with effect from the date of a Board resolution to that effect. The ending of your membership will be recorded in the Register of Members referred to in Rule 64.
- 10.6 We may end your membership if we receive a complaint about your behaviour and two-thirds of the members voting at a special general meeting (SGM) agree to this. The following conditions apply to this procedure:
- a) the complaint must be in writing and must relate to behaviour which could harm the interests of the Partnership;
 - b) the notice for the SGM will give details of the business for which the meeting is being called;
 - c) the Secretary must notify the member of the complaint in writing not less than one calendar month before the meeting referred to in Rule 11.1.5 takes place;
 - d) you will be called to answer the complaint at the meeting. The members present will consider the evidence supporting the complaint and any evidence you decide to introduce;
 - e) the members can vote in person or through a representative by proxy; and
 - e) if you receive proper notice but do not go to the meeting referred to at Rule 11.1. 5 above without providing a good reason, the meeting may come to a decision without you.
- 10.7 If you are expelled from membership, you will immediately cease to be a member from the date that the resolution to expel you was passed.
- 10.8 If we end your membership in this way, any further application for membership by you within five years will need to be approved by two-thirds of the members voting at a general meeting.

PERFORMANCE MONITORING

- 11.1 We will monitor our membership annually to establish the extent to which our membership criteria are being met.
- 11.2 We will monitor the following aspects of our membership by asking applicants to complete an application form to give information on:
- a) membership category;

- b) evidence of local connection: residence or business in the Outer Hebrides;
 - c) profession, trade, etc. and involvement in voluntary work;
 - d) other skills and experience that could be of benefit to the Partnership; and
 - e) age, gender, ethnicity and disability (for monitoring purposes only).
- 11.3 The information supplied will be collated and used to address skills gaps for Board membership, to assess the effectiveness of the promotion of membership and how representative the membership is of the local community. We will include an analysis of membership within the annual report, including the number of new members approved, the number resigned and the number expelled.

CONSULTATION

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

REVIEW

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

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
5.0	Updated to be consistent with revised Rules and Standing Orders. Updated Membership Application Leaflet.	4 September 2013	Angela C Smith
6.0	Updated for consistency with revised Rules and Standing Orders. Consultation process clarified. Additional appendix detailing procedure at appeal hearing. Updated Membership leaflet.	25 May 2016	Angela C Smith
7.0	Local Connection definition clarified: <i>Applicants should have lived or operated in the Outer Hebrides for a period of three consecutive years – not necessarily the three previous years.</i> Updated Membership Application Leaflet	20 May 2019	Iona France
8.0	2020 Changes in line with Rules updates. Updated Membership Application Leaflet.	7 January 2021	Iona France

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
<i>HHP or Partnership</i>	Hebridean Housing Partnership
<i>Board</i>	Means the Board of the Hebridean Housing Partnership
<i>Board Members</i>	All Members of the Board including co-opted Members
<i>RTO</i>	Registered Tenants' Organisation
<i>Member</i>	
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



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

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ACCOUNTING POLICY CHANGE

Board 27 January 2021

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 To present for consideration and approval a change to our Accounting Policy with respect to the useful life of heating distribution systems.

Summary

- 2.1 In preparing Financial Statements, one of the requirements of the Board is to select suitable accounting policies and then apply them consistently. Accounting policies are reviewed regularly and disclosed annually in our Audited Financial Statements.
- 2.2 A fundamental principle of accounting is consistency, therefore changes to accounting policies are seldom and normally in response to changes in accounting standards.
- 2.3 The current policy on the estimated useful economic life of heating distribution systems requires to be moved from 20 to 30 years. This will ensure the costs of heating distribution systems will be depreciated over their useful economic life of 30 years.
- 2.4 This change has no impact on our long term planning assumptions as these have assumed a 30 year useful life since 2015.
- 2.5 A statutory accounting adjustment will be prepared in the 2020/21 accounts to restate depreciation and grants with respect to this proposed change in policy.

Competence

- 3.1 There are no legal, financial or other constraints to any recommendations in this report being implemented.

Recommendations

- 4.1 **It is recommended that the Board approve the increase in the useful economic life of heating distribution systems from 20 to 30 years.**

Background Papers: None

Writer of Report: Donald MacLeod

Tel: 0300 123 0773

ICT STRATEGY

Board 27 January 2021

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 To present to the Board an updated ICT Strategy (January 2021 - August 2022) for approval.

Summary

- 2.1 The current ICT Strategy was approved by the Board in 2017, and the majority of the development objectives within it have now been completed.
- 2.2 The areas that have not been fully developed and implemented have largely been incorporated into the Digital Transformation Strategy (DTS), which was approved by the Board in November 2020.
- 2.3 The strategy has been prepared to cover an 18 month period which will allow the strategy to be reviewed by Board prior to the first break in our data-hosting agreement with Kick IT. A recommendation as to whether we extend the current agreement will be made at that point.
- 2.4 The COVID-19 Pandemic has changed the way we work and with all staff working from home, the way in which we access, store and manage data has changed. The focus of the strategy is on ensuring we have the necessary capabilities to deal with these changes.
- 2.5 The strategy will require to be updated once the Digital Transformation Manager is in post and they have fully scoped the requirements of the DTS.
- 2.6 We are due to go out to tender this month with respect to the Housing System we require to meet the aims and objectives of the DTS.

Competence

- 3.1 The legal, financial or other constraints to any recommendations in this report are contained in paragraph 5.1 - 8.3.

Recommendations

- 4.1 **It is recommended that the Board approve the revised ICT Strategy at Appendix 1.**

APPENDIX 1: ICT Strategy 2021-2022

Background Papers: None

Writer of Report: Angus Smith

Tel: 0300 123 0773

Competence

Financial

- 5.1 The delivery of the elements within the ICT Strategy may require additional budgetary provision, but, based on initial estimates, we aim to deliver them within existing budgetary provisions.
- 5.2 In relation to the previous strategy, a number of significant cost savings were made, whilst at the same time improving provision and capacity. These savings will contribute to the delivery of the ICT & DTS Strategies.
- 5.4 The Annual Savings compared with the previous strategy are outlined below:

	Old	New	Savings
Data Hosting Re-design	£ 80,400	£ 32,400	£ 48,000
Telephony - VOIP	£ 18,000	£ 10,200	£ 7,800
Internet Links	£ 16,440	£ 12,600	£ 3,840
Total	£ 114,840	£ 55,200	£ 59,640

- 5.5 This amounts to an estimated annual saving of £60K being delivered by the successful completion of the previous strategy objectives.
- 5.6 Addition savings have also been made on:
- Electricity, estimated at 10%, primarily through the use of more energy efficient laptops, printers and monitors; and
 - Reduced photocopying costs - delivered through a reduction in per page printing costs (of over 50%), and the reduced printing and paper requirements resulting from the use of the Sage/Sicon document management systems.
- 5.7 The implementation of new systems and processes over the life of the last strategy has not just resulted in monetary savings. Tasks are being performed more efficiently allowing staff to focus on more value added tasks. Communication across the organisation has improved with the introduction of Microsoft Teams. This has been pivotal in our ability to continue to deliver service to our Tenants and Board.

Legal

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

Regulatory Guidance

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

Risk

- 8.1 We identify and maintain a register of potential IT risks that the business may face. As ICT is one of the critical areas the business relies on to function, it is one of the key functions addressed in our Business Continuity plan, for which procedure development, testing and training is ongoing.
- 8.2 The unexpected move to home working in March 2020, and its successful delivery in the short timescales presented, show that the systems, which the last strategy had put in place, were both ready for operation, and fit for purpose.
- 8.3 These systems were audited in October 2020, and controls and procedures were given a rating of 'substantial' effectiveness, with a small number of points to improve matters further identified by the auditors and our staff. The strategy captures the internal audit recommendations and will ensure the risks are mitigated through the delivery of the strategy over the next 18 months.

Report Details

- 9.1 The fundamentals of this strategy remain but revisions are necessary to reflect the rapid and continuing changes in technology and best practice over the last 4 years.
- 9.2 The strategy is intended to be an initial high level document, highlighting the development areas, and the ways in which we will investigate and assess the future needs of the organisation.
- 9.3 However, rather than the normal 4-year strategy period, the strategy attached is for a shorter 18 month period. This will take us up to the first review point of our current hosting contract, but principally it will allow for the development of the new Digital Transformation Strategy (DTS) and an assessment of the additional ICT infrastructure required to implement it.
- 9.4 It also aims to accommodate changes to the volumes and types of work we carry out, and other necessary reconfigurations in relation to our current hosting arrangements, as well as any foreseeable requirements in the run up to the review of those arrangements in September 2022.
- 9.5 The challenges to both information security and service delivery in our current Working from Home (WFH) arrangements, and the impact of our closed offices during COVID-19 over the last year, are also addressed. We are still learning how best to deliver WFH and we need to identify any potential improvements, which can be made. This is particularly important given the recent WFH guidance, and as we move from a short term emergency service delivery basis, to a longer term 'normal'.
- 9.6 The core development areas of the strategy are:
- a) Hardware
 - b) Network
 - c) Software
 - d) Facilities Management
 - e) Data Management
 - f) Intranet and Website
 - g) Mobile Working and External Interfaces
 - h) External Factors that impact on HHPs ICT
 - i) Training
 - j) Business Continuity
- and the strategy requires us to address:
- i. New services, products and infrastructure
 - ii. Development, service contracts and maintenance; and
 - iii. End of life technology and contract management
- 9.7 The strategy will ensure that we deliver our number one strategic goal of placing tenants at the centre of over everything we do.



hebridean housing
partnership



► Information & Communication Technology (ICT) Strategy

Effective Date: ►
Review Date:
Approved by HHP Board:

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ICT STRATEGY

INTRODUCTION

- 1.1 This strategy is a document that has been produced for the management of Hebridean Housing Partnership. It should not be reproduced or circulated to any other body without prior written agreement.
- 1.2 The scope of this strategy is that of a high level document which defines the strategic direction for Information and Communication Technology (ICT) in line with our Business Plan and our new Digital Transformation Strategy (DTS).
- 1.3 It covers a shorter than normal period, running up to the review of our hosting arrangements in 2022, to allow the DTS to be developed further, and then for both the Digital Transformation and ICT strategies to move forward together, taking any requirements that come from the Office Space Planning exercise on board.
- 1.4 This will allow us to keep abreast of technological development and regulatory requirement, whilst providing the necessary authorisation and approval for specific procurement and implementations to meet our specific needs.
- 1.5 The strategy aims to use new technologies to support and improve the business of the organisation and its core objectives, with emphasis on delivering four main outcomes. These are:
 - a) Digital Inclusion: The delivery of improved services, information access and engagement for the benefit of our tenants, members, partners, suppliers and staff;
 - b) The increase in efficiency of, and cost effectiveness of, our services and their delivery across the whole of the Outer Hebrides, thereby freeing resources for other front-line services;
 - c) To develop best practice and appropriate operating, management and reporting tools and procedures. This is to allow us, the Board and management to effectively meet the needs of the business within the regulatory framework, within a joined up, proactive and cohesive structure.
 - d) To ensure that security and data security is at the forefront of how ICT is managed.
- 1.6 The strategy will also seek to address and reflect changes and developments in the wider IT world, including:
 - a) Any changes that are required as a result of new Data Protection and Freedom of Information processes;
 - b) The ongoing roll out of 4G and mobile services;
 - c) Cloud or web based resources – both for applications and hosting;
 - d) Faster speed Fibre Broadband;
 - e) Software increasingly being supplied on a subscription only basis;
 - f) A general expectation of self service and internet services; and
 - g) Improved security and the move from passwords to Multi Factor Authentication (MFA).

STRATEGY OVERVIEW

- 2.1 Although the structure of the Partnership has undergone changes in our first 14 years of existence, and still has the potential for undergoing significant alteration, the strategy is formulated in such a way as to ensure that the general direction of ICT is not constrained, rather it builds on the knowledge and experience gleaned from existing programmes of work to influence future change.
- 2.2 The strategy encompasses six main developmental areas, which are co-dependent and interrelated, and this increasing interrelation is requiring additional consideration and planning as we move forward. These main areas are:

1. HHP Hardware – Appendix A

This is the equipment required by HHP in its operation.

- PC's
- Laptops
- Printers
- Photocopiers
- Monitors
- Tablets
- Security
- Cameras
- Information Screens

2. HHP Software – Appendix B

The software used by HHP in its operation.

- Systems for Housing Management,
- Finance
- Financial Modelling
- Office Administration
- Communication
- Reporting etc.

3. Hosting – Appendix C

- Externally Provided Hardware and Support
- Hardware Specification
- Local Servers
- Helpdesk

4. Telephony – Appendix D

- Fixed Telephony
- Mobile Telephony
- Video and Audio Conferencing

5. Web Services – Appendix E

- Intranet
- Mobile Working
- Public Website
- Social Media

6. HHP Network Arrangements – Appendix F

The network used by HHP in its operation.

- Connectivity
- Firewalls
- Internal Network (Fixed and Wi-Fi)
- Local servers
- Email and web filtering

2.3 Further information on the required objectives in each area are detailed at Appendices A - I.

2.4 It is anticipated that we will be going out to tender with respect to our Housing System in January 2021. The current housing system has been in place since HHP were formed with the last formal review and tender happening in 2012/13. The tender will allow us to test the market and ensure the aims and objectives of the Digital Transformation Strategy are met.

ANTICIPATED COSTS OF IMPLEMENTING THE STRATEGY

Appendix	Objective	2020-21 (£)	2021-22 (£)
A	Purchase of new Laptops	-	10,000
	Purchase of replacement Public Computers in Offices		2,500
	Replacement Tablets for staff and board members		3,200
	Replacement of Information screens in offices		3,600
	Purchase of replacement Uist Photocopier	3,400	-
	Purchase of replacement Security Cameras		2,000
B	New ICT Helpdesk service		
	New Remote Management Tools for homeworking	750	3,000
	Office 2019 Upgrade and integration of O365	-	1,000
	Development and integration of One-Drive for Business	1,000	-
	Development of SharePoint	1,000	
C	RAM Upgrade of servers in Datacentre	3,000	-
	Citrix Upgrade to integrate Teams and browser access	1,500	-
	Review of SSD and other storage requirements		-
	Implementation of MFA security measures	1,000	-
D	Video & Audio Conferencing upgrades	1,000	-
	Rollout of Mobile Phone handsets	-	-
	Telephony – Rollout of VOIP handsets	-	-
	Development of a Unified Comms Plan	-	-
F	Replacement of Physical Firewalls in offices	-	
	Implementation of Corporate and Public Uist Wi-Fi access	1,000	-
	Implementation of POE Switches in Offices	3,500	-
	Purchase of UPS backup systems in offices	-	5,000
G	Tools to deliver remote management of office facilities	1,400	
	Total	18,550	30,300

- 2.5 The above costs are estimated, and will initially be met from existing budgets.
- 2.6 The costs will change and update as further requirements are evaluated and implemented over the course of the strategy
- 2.7 **High Priority** Requires to be completed as a matter of urgency
- Medium Priority** Requires to be completed but no timeframe specified
- Low Priority** Not required, or further evaluation required

DEVELOPING AND DELIVERING THE STRATEGY

- 3.1 We are committed to finding solutions for the delivery of services and facilities that best meet its needs. These will be identified and achieved through research and training; knowledge sharing with other Housing Associations and other similar organisations; and discussion and collaboration - particularly with those groups and individuals (both internal and external) that are direct recipients of the services provided.
- 3.2 The current strategy has been designed to meet the needs of the Business Plan, and has been developed through analysis of helpdesk calls, as well as feedback, discussion, and best practice identified over the last three years with:
- Our Executive & Management Teams;
 - Our Operational Teams;
 - Support Partners;
 - The Internal Staff ICT Survey;
 - External ICT User Groups; and
 - Internal Audit Feedback
- 3.3 The way in which our services are delivered is constantly changing, and many of these changes cut across departments. It is essential that we monitor and plan any changes to ensure that we achieve maximum efficiencies, that duplication is avoided, and that the strategy relates closely to objectives defined in our key planning documents.
- 3.4 Each element of the agreed action plan within the ICT Strategy should be, where applicable, reviewed against five components. The five components are:
- a) Project or initiative background, the reasons why the development is required and any efficiencies and cost savings it can generate.
 - b) Other technology required to support its delivery;
 - c) Delivery issues, and any impact on other services/processes;
 - d) The cost of procurement or other resources required in its delivery; and
 - e) How the development will be developed and maintained going forward.
- 3.5 If additional IT solutions are required, we will aim to procure 'off the shelf' packages where possible (i.e. no bespoke development) with an emphasis being placed on products that integrate with or are data compatible with our current software.

CONSTRAINTS

- 4.1 The developments discussed in the appendices are listed purely for the consideration and appraisal of management. Technology on its own is incapable of delivering any benefits to any organisation. To gain real benefit:
- a) The technology has to be meeting a real need;
 - b) The cost of its implementation must be outweighed by the savings or efficiency gains it brings;
 - c) The savings or efficiencies should be measurable and quantifiable;
 - d) There has to be some structure in place to plan for, manage and ensure effective utilisation of the technology; and
 - e) There has to be commitment to adapt to and adopt the technology and develop/maintain it over its lifetime.

THREATS TO IMPLEMENTATION

- 5.1 The strategy supports the priorities identified in our Business Plan, but the delivery of the objectives may be influenced or adjusted in the short to medium term by factors such as:
- a) The ongoing COVID-19 situation, and other potential business continuity factors;
 - b) The roll out of fibre and mobile internet connectivity in the islands;
 - c) Changes to legislation – for example, in relation to welfare reform or data protection;
 - d) Available finance to purchase/implement development
- 5.2 Meeting these challenges and achieving our objectives will require effective project Management, involvement from Officers, Management and Board Members within the Partnership - together with regular reviews of the strategy and its associated implementation plans.
- 5.3 Ensuring day-to-day delivery of the ICT Strategy, as approved, will be the responsibility of the Director of Finance & Corporate Services, supported by the Corporate Resources Manager, the IT Officer and the Business Support Officer, and with input from the Service Development and Digital Transformation Manager. Any significant deviations, in terms of either cost and/or direction will be referred back to the Executive Team.

PROCUREMENT

Hardware/Software Procurement

- 6.1 All ICT Procurement should be in line with our Procurement Policy and Procurement Strategy. In addition, our Standing Orders require, in relation to major purchases, prior consultation with and approval by Board.
- 6.2 Replacement of ICT hardware should follow the general timescales set out at appendix J, although the expected lifespan of items may be overtaken by changing requirements and specifications driven by business needs or those

mandated by other stakeholders. Any significant deviations to policy will be referred back to the Executive Team for approval.

- 6.3 Disposal of laptops, desktops and tablets where appropriate, and in order to support the goals of our Digital Transformation Strategy, will be to tenants and tenant groups in the first instance, and for a nominal sum. This sum will be approved by the Executive Team on a case by case basis and will be no more than £100 per item.

Partnership Procurement

- 6.4 Opportunities for partnership procurement are being explored with other organisations, and as a Public Body, we have access to a number of Scotland and UK wide Framework agreements for the provision of ICT services.

TIMESCALES AND PRIORITIES

- 7.1 An action plan, including a timetable for implementation, and general outline costs are included at paragraph 2.4, and have been categorised as follows:

High Priority	Requires to be completed as a matter of urgency
Medium Priority	Requires to be completed but no timeframe specified
Low Priority	Not required, or further evaluation required

STRATEGY REVIEW AND UPDATE

- 8.1 The Strategy will be reviewed as follows:
- Ongoing review and update carried out by Corporate Resource staff, to confirm progress of action plan, and the feasibility of its phased delivery timescales.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
V 1.0	First Draft	10 August 2006	Dena Macleod
V 2.0	Revision for Period 2008 – 2011	13 February 2008	Angus Smith
V3.0	Revision for Period 2011 – 2016	9 February 2011	Angus Smith
V4.0	Revision for Period 2017 – 2020	1 February 2017	Angus Smith
V5.0	Revision for Period 2021 - 2022	10 December 2020	Angus Smith

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
<i>HHP or Partnership</i>	Hebridean Housing Partnership
<i>Board</i>	Means the Board of the Hebridean Housing Partnership
<i>Board Members</i>	All Members of the Board including co-opted Members
<i>DTS</i>	Digital Transformation Strategy
<i>WFH</i>	Working from Home
<i>ICT</i>	Information & Communication Technology
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



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

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Providing the equipment and resources required to deliver services.

Objectives

- Based on a 4 year replacement cycle, new laptops, will be rolled out from the end of 2021
- Replacement of Foyer Computers for Public Access (2021)
- Replacement of Information Board TVs (2022)
- Replacement Tablets – Board & Staff (2021)
- New Photocopier for Uist office (2021)
- Replacement of HHP's office security cameras

Ensuring that our software is fit for purpose, and is the best solution for HHP's needs.

Objectives

2.1 General

- Investigation of resource required for specialised coding and system development
- Investigation into automation of manual tasks and integration into systems where possible
- Investigation into tools for remote managing equipment in a homeworking environment
- Investigation for a new ICT Helpdesk platform

2.2 General Ledger

- All necessary upgrades are performed to ensure system is effectively making use of any enhancements

2.3 Housing Management System- Current

- Upgrade of systems to latest stable release (2021)
- Move from Crystal Reports to Microsoft SSRS as a reporting platform (2021)
- Additional development of the Gateway IT Link with FES, our repairs contractor (2021)

2.4 Housing Management System- Review

- Requirements to be developed with in the Digital Transformation Strategy (2021)
- Tender to be issued in January 2021 – The current system has been in place for ma

2.5 Microsoft Office

- To upgrade to Office 2019, with greater integration with Microsoft 365 solutions (2021)
- To develop OneDrive for Business to give greater flexibility for file storage and access (2021)
- To develop a SharePoint solution for file management (2021)

Defining and delivering the required wider hardware infrastructure.

- Our current hosting with Kick runs until 2022, with the option of a further 2 year extension.
- Direct hosting costs have fallen significantly in recent years, with costs switching instead to a per user per month software licensing model.

Objectives

3.1 Hosted Solution (Datacentre)

- Upgrade of RAM in servers (2021)
- Upgrade underlying software (Operating Systems, SQL, VMWare, Citrix, Office) (2021)
- Review the requirement for additional SSD storage (2021)
- Move away from Passwords to MFA (2021)

3.2 Local Servers

- No action currently required.

Speaking to the outside world

A new VOIP based telephony system from BT was implemented in 2020.

A new 2 year Mobile contract with Vodafone has recently been signed.

Mobile coverage across the islands is still variable, but generally (and inconsistently improving);

We continue to have an 0300 Customer services number which charges fixed line and mobile callers at local rate (free if within an appropriate call package)

Out of hours calls are handled by the CnES Faire service.

Objectives

To increase flexibility, mobile working and business continuity options.

4.1 Video and Audio Conferencing

- To continue to develop both video and audio conferencing, primarily through the use of Microsoft Teams and associated applications, and its operation within our office and homeworking environments.

4.2 Mobile Phones

- To develop and roll out the new handsets from the new Framework contract

4.3 Telephony

- To integrate and develop our new VOIP based telephony system, within other HHP systems and processes

4.4 General

- To review general market delivery options and business requirements in 2022, based on a unified solution for all our telephony needs above.

Intranet, Public Website and Mobile Working

What information and services do we want to make available internally and externally?

Objectives

- To be taken forward as part of the Digital Transformation Strategy (DTS)

Internal and External Electronic communication

- Speed and network resilience is becoming increasingly important, especially in a hosted application and desktop set-up.
- Currently available link speeds are: 40mb/s in Stornoway and 20 mb/s in Uist (asynchronous)

Objectives

6.1 Connectivity

- To review Office Internet requirements (on expiry of current contract), and to tender accordingly (2022)

6.2 Firewalls

- To replace the existing Office Firewalls for increased security and new internet links (2022)

6.3 Network (Fixed and Wireless (Wi-Fi))

- To update Wi-Fi access in the Uist Office (2021)
- To upgrade Network switches (to POE – Power over Ethernet) in both HHP offices (2021)
- New UPS backup power supply solutions for both HHP Offices (2021)

6.4 Email and Web Filtering

- To roll out new web filtering systems for mobile/home working equipment use (2021)

Objectives

To review how other office subsystems, such as:

- Heating;
- Security;
- Fire Protection;
- Doors; and
- Lights;

Can be networked and better monitored and managed remotely

Objectives

Testing for potential failures of IT systems within the Datacentre environment, and the undertaking of some real event simulation and failover exercises (2021)

Objectives

- To review use of current fileserver
- To archive and cleanse as necessary

APPENDIX J – STANDARD HARDWARE REPLACEMENT SCHEDULES

Standard Hardware Replacement Schedules*

Hardware	Replacement After (Years)	
PC's	4	
Laptops	4	
Printers	10	
Photocopiers	10	(or 1 million copies)
Monitors	10	
Tablets	4	
Security Cameras	10	
Information Screens	7	
Fixed Telephony	7	
Mobile Telephony	2	
Firewalls	6	
Servers	6	
Other Equipment	TBD	

*Estimated cycles, which may however be overtaken by other events.

HEALTH & SAFETY POLICIES

Board 27 January 2021

Report by Chief Executive

Purpose of Report

- 1.1 The purpose of this report is to present three Health & Safety Policies for consideration and approval.

Summary

Health & Safety Policy

- 2.1 The Health & Safety Policy is subject to an annual review, and was last reviewed in February 2020.
- 2.2 Following this year's review, no changes have been identified. The Policy and Safety Testing and Risk Assessment Programme are at Appendix 1.

Smoking at Work Policy

- 2.3 The Smoking at Work Policy was last approved in October 2017 and following a review, no changes have been identified. The Policy is at Appendix 2.

Young Workers Policy

- 2.4 The Young Workers Policy was last approved in October 2017 and following a review, no changes have been identified. The Policy is at Appendix 3.

Competence

- 3.1 The financial, legal and other constraints to the recommendation in this report being implemented are at paragraph 5.1 - 8.1

Recommendations

- 4.1 **It is recommended that the Board approve the:**
- a) Health & Safety Policy and Safety Testing and Risk Assessment Programme at Appendix 1;**
 - b) Smoking at Work Policy at Appendix 2; and**
 - c) Young Workers Policy at Appendix 3.**

APPENDIX 1: Health & Safety Policy

APPENDIX 2: Smoking at Work Policy

APPENDIX 3: Young Workers Policy

Background Papers: *Regulatory Standards of Governance & Financial Management*

Writer of Report: Jonathan Fairgrieve

Tel: 0300 123 0773

Competence

Financial

- 5.1 There are no financial implications arising directly from implementing the recommendations in this report.

Legal

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

Regulatory Guidance

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

Risk

- 8.1 Governance of the Partnership is critical to its long-term viability. Reviewing and updating policies ensures a solid foundation for good governance and mitigates the risk of poor governance.



hebridean housing
partnership



► Health & Safety Policy

Effective Date: ►

Review Date: ►

Approved by HHP Board:

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HEALTH AND SAFETY POLICY

AIMS

- 1.1 The aim of this policy is to set out the responses of the Partnership to its responsibilities to manage Health & Safety for its employees and across all its activities.

HEALTH AND SAFETY STATEMENT

- 2.1 The Board of Management of Hebridean Housing Partnership is responsible for the conduct of the business of the Association.
- 2.2.1 The Health and Safety at Work etc. Act 1974 imposes statutory duties on employers and employees. To enable these statutory duties to be carried out, it is the policy of Hebridean Housing Partnership so far as is reasonably practicable, to ensure responsibilities for safety and health are assigned, accepted and fulfilled at all levels of the Partnership. The Partnership will ensure that all practicable steps are taken to manage the health, safety and welfare of all employees and to conduct the business in such a way that the health and safety of visitors, to any premises under our control, is not put at risk.
- 2.2.2 It is the intention of the Partnership, so far as is reasonably practicable, to ensure that:-
 - a) The working environment of all employees is safe and without risks to health and that adequate provisions are made with regard to the facilities and arrangements for their welfare at work.
 - b) The provision and maintenance of machines, equipment and systems of work which are safe and without risks to health to employees, contractors and any other person who may be affected with regard to any premises or operations under our control.
 - c) Arrangements for use, handling, storage and transport of articles and substances for use at work are safe and without risks to health.
 - d) Adequate information is available with respect to machines and substances used at work detailing the conditions and precautions necessary to ensure that when properly used they will be safe and without risk to health.
 - e) Employees are provided with such instruction, training and supervision as is necessary to secure their health and safety.
 - f) The Health and Safety Policy will be reviewed at least annually. Communication of any such changes will be made to all employees.
- 2.3 It shall be the duty of all employees at work to ensure:-
 - a) That reasonable steps are taken to safeguard the health and safety of themselves and of other persons who may be affected by their acts or omissions at work.
 - b) Co-operation with the Board of Management so far as is necessary to ensure compliance with any duty or requirement imposed on the employer, or any other person, under any relevant statutory duties.

RESPONSIBILITIES

Overview of Responsibilities

- 3.1 The Partnership recognises that all individuals within the organisation have a responsibility to ensure their own safety and that of others. Consequently, all employees will have the potential to be held liable if their negligent acts or omissions result in harm being caused to any other persons. Those in positions of responsibility have additional obligations, by virtue of their 'managerial' functions. Indeed, the Health and Safety Executives (HSE) Enforcement Policy Statement, HSE41, Paragraph 43 notes the following on 'Prosecution of individuals':

"enforcing authorities should identify and prosecute or recommend prosecution of individuals if they consider that a prosecution is warranted. In particular, they should consider the management chain and the role played by the Chief Executives and Directors, and should take action against them where the inspection or investigation reveals that the offence was committed with their consent or connivance or to have been attributable to neglect on their part and where it would be appropriate to do so in accordance with this policy. Where appropriate, enforcing authorities should seek disqualification of Directors under the Company Directors Disqualification Act 1986."

- 3.2 The following sections set out the principal Health & Safety related responsibilities of individuals within the organisation. These duties will be in addition to the general duty on all individuals to ensure the Health, Safety and Welfare of themselves and all others who may be affected by their undertakings.

Responsibilities - Board

- 4.1 The Board, headed by a Chairperson, comprises 'lay persons' from the local community, acting as a body to oversee the operations carried on by the Partnership.
- 4.2 It is recognised that the Board, while not actively involved in the daily running of the organisation, is collectively responsible for providing leadership and direction on Health & Safety. The Chief Executive shall be responsible for implementing any audit recommendations identified for the improvement of HHP's Health & Safety.
- 4.3 The Board will endorse the Health & Safety policy and Control Manual and the Chairperson will sign the Health & Safety Policy Statement along with the Chief Executive. Where there is a change of personnel, the incoming Chairperson will sign the policy to ensure the commitment on behalf of the Board remains current.
- 4.4 The Board will place 'Health & Safety' as a standing item on the Agenda of all general meetings. This will allow the Chief Executive to report on safety performance, funding requirements, safety failures and other Health & Safety related issues. The Board will give all such issues due consideration and will make available all reasonable funding and support as may be required.
- 4.5 The Board will review the findings of all internal and external Health & Safety audits carried out within the organisation and will authorise the use of all

reasonable support required to rectify any significant non-compliances identified by the audits.

- 4.6 The Board will take an active interest in the investigation of any significant safety failure, making available all reasonable resources for a full investigation and for the taking of adequate measures to rectify any deficiencies in the existing arrangements.
- 4.7 All Board members will undergo training in 'Health & Safety Awareness' and in management responsibilities. This will ensure that all members have a working knowledge of the topic, which will assist in the discussion of Health & Safety at all meetings. This should also assist the Board in determining whether the Chief Executive is managing Health & Safety adequately within the organisation.
- 4.8 All Board Members shall review their responsibilities at least annually.

Responsibilities – Chief Executive

- 5.1 The Chief Executive is responsible for the general day to day running of the Partnership. It is recognised that this function incurs the overall responsibility for Health & Safety management within the organisation and the following procedures will be adopted to ensure adequate provisions are made and maintained. In essence, the Chief Executive will fulfil the position now commonly known as 'Director Responsible for Health & Safety' and shall be responsible for implementing the Board's plan for Health & Safety.
- 5.2 The Chief Executive will endorse the Health & Safety policy and Health and Safety Manual and will sign the Health & Safety Policy Statement along with the Chairperson of the Board. Where there is a change of personnel, the incoming Chief Executive will sign the policy to demonstrate commitment and acceptance of responsibilities.
- 5.3 The Chief Executive will hold ultimate responsibility for the organisation's policy, procedures and arrangements and for the implementation of such. To this end, and to comply with the duties set out in the Management of Health and Safety at Work Regulations 1999, the Chief Executive will appoint an adequate number of competent persons to achieve and maintain legal compliance. This will include a Health & Safety Administrator. The Chief Executive will also take all appropriate action to reduce the risks to Health & Safety arising from the business undertaking and to improve the organisation's safety performance. The Chief Executive may be held liable where Health & Safety offences are committed with his/her consent or connivance or as a result of his/her negligence (Health & Safety at Work etc. Act Section 37(1)).
- 5.4 The Chief Executive will report on safety performance, funding requirements, safety failures and other Health & Safety related issues at each Board meeting, as well as make available all internal and external audit reports to the Board. Fully justified requests will be made to the Board for any resources, support or funding required for Health & Safety purposes.
- 5.5 The Chief Executive will ensure that Health & Safety considerations are taken into account for all new investment opportunities and in the organisation's purchasing policy. The objective will be to minimise risks as early in the purchasing chain as is reasonably practicable.

- 5.6 The Chief Executive will be responsible for maintaining an adequate programme of Risk Assessment, allocating duties and funds as appropriate to keep assessments and control measures current.
- 5.7 The Chief Executive will be responsible for maintaining an adequate programme of staff training in Health & Safety issues, ensuring that all staff are given appropriate instruction, information and training to reduce the risks associated with their work to an acceptable level.
- 5.8 The Chief Executive will ensure that adequate communication channels exist throughout the entire organisation to allow Health & Safety issues to be dealt with timeously and effectively. All staff will be given the opportunity to raise any safety related queries with appropriate management staff.
- 5.9 The Chief Executive will ensure that all significant safety failures are fully investigated and reported to the Board. The Chief Executive will also ensure that all necessary support is sought to adequately investigate the situation and develop suitable remedial measures to reduce the likelihood of a similar incident recurring.
- 5.10 The Chief Executive will give due consideration to all Health & Safety related requests from H&S Administrator, Heads of Departments and all other staff, taking appropriate action where necessary and requesting support/approval from the Board of Management where required.
- 5.11 The Chief Executive shall review their responsibilities at least annually.

Responsibilities - Directors

- 6.1 The Director of Finance & Corporate Services and Director of Operations provide operational support to the Chief Executive and discharge many of the day to day management tasks required in the running of the organisation. It is, therefore, recognised that this function incurs some significant responsibility in terms of Health & Safety. In particular, the Directors may be held liable where Health & Safety offences are committed with their consent or connivance or as a result of their negligence.
- 6.2 The Director of Finance & Corporate Services and Director of Operations will take an active participation in the Health & Safety Committee. This will involve the raising of pertinent issues for consideration by the Board and the reporting of Board concerns to the Chief Executive and other staff as may be appropriate.
- 6.3 The Director of Finance & Corporate Services and Director of Operations will take an active role in the Risk Assessment programme, arranging for the undertaking of all appropriate risk assessments and reviews, for the dissemination of findings and for seeking approval from the Chief Executive for remedial measures required to be taken. The Director of Finance & Corporate Services and Director of Operations will also ensure that any remedial measures agreed with the Chief Executive are effectively actioned.
- 6.4 The Director of Finance & Corporate Services and Director of Operations will give all safety related queries due consideration, liaising with the Chief Executive, H&S Administrator, Team Leaders, EVH Health & Safety Support Service and all other relevant bodies as appropriate.

Responsibilities – Managers

- 7.1 Due to the function performed by Managers, it is recognised that they may be held liable where Health & Safety offences are committed with their consent or connivance or as a result of their negligence.
- 7.2 Managers will take an active participation in the Health & Safety Committee. This will involve the identification of Health & Safety concerns within their departments, the raising of pertinent issues for consideration by the Committee and the actioning of all measures identified by the Committee and management staff as being required.
- 7.3 Managers will implement all relevant policies, procedures and arrangements within their departments, as required by the Health and Safety Manual, the Health & Safety Committee and management staff.
- 7.4 Managers will ensure that adequate communication channels exist throughout their team to allow Health & Safety issues to be dealt with timeously and effectively. All staff will be given the opportunity to raise any safety related queries with their Line Managers or Directors.
- 7.5 Managers will ensure that all staff adopt safe working procedures, work in accordance with any training provided and properly use any control measures, protective equipment etc. that are appropriate for the work carried out.
- 7.6 Where Managers identify the need for further training or any other form of risk control for staff, the issue will be reported without undue delay to the Health & Safety Committee or appropriate Director.
- 7.7 Where Managers identify any significant breach of Health & Safety procedures, appropriate action will be taken to reduce the risk in the short term, and the issue will be reported to the appropriate Director without undue delay.

Responsibilities – Employees

- 8.1 While the duties of management have been made clear in previous sections, it is recognised that ALL employees have general duties to ensure their own safety and that of others. Indeed, the Health and Safety at Work etc. Act 1974 notes the following in respect of employees' duties:
"It shall be the duty of every employee while at work –
(a) to take reasonable care for the health and safety of themselves and of other persons who may be affected by his/her acts or omissions at work; and
(b) as regards any duty or requirement imposed on his/her employer or any other person by or under any of the relevant statutory provisions, to co-operate with him/her so far as is necessary to enable that duty or requirement to be performed or complied with."
- 8.2 The procedures as set out in the Health and Safety Manual will, therefore, be adopted by all employees to ensure their duties are adequately discharged.
- 8.3 Employees will comply with the policies, procedures and arrangements set out in the Health and Safety Manual and with any information, instruction and training provided. In addition, any risk control measures and equipment provided to ensure safe working practices will be properly used.

- 8.4 Employees will report to their Team Leader or other member of management any identified breaches of Health & Safety procedures, any accidents or safety related incidents and any aspect which appears to them to give rise to a significant risk to the Health & Safety of employees or other persons. Such reports will be made without undue delay.
- 8.5 Employees will inform their Team Leader or other member of management, without undue delay, where they believe that further training or other risk control measures would be beneficial. Tasks will not be carried out where the employee believes significant risk to be present.
- 8.6 Employees will co-operate in all safety programmes, training, risk assessments and other initiatives that are intended to reduce risk and will actively implement any control measures identified as being required.
- 8.7 Employees will not participate in horseplay, practical jokes or other acts which may result in harm being caused to themselves or to other individuals.

Responsibilities - H&S Committee

- 9.1 The H&S Committee will provide an open forum for the discussion of all Health & Safety related issues raised by members of the Committee and by any other relevant sources.
- 9.2 All Committee members will undergo suitable training, which will include as a minimum 'Health & Safety Awareness'. This will ensure that all members have a working knowledge of the topic, commensurate with their role in the Committee and within the organisation as a whole.
- 9.3 The Committee will suggest solutions and initiatives for issues arising, which will be minuted and presented to the Chief Executive following each meeting, without undue delay.
- 9.4 Where appropriate, the Committee will draft and revise policy, procedures and arrangements, for ultimate approval by the Chief Executive and Board.
- 9.5 The Committee will delegate, with the Chief Executive's approval, to members and to other appropriate persons within the organisation, actions required to be taken to implement policies, procedures, arrangements and any other initiatives authorised by the Chief Executive.
- 9.6 The Committee will review the Health & Safety performance of the organisation, analysing accident statistics, reported breaches of policy and procedures, audit and inspection reports and data from other information gathering exercises. Recommendations on options to improve safety performance will be made to the Chief Executive without undue delay.

Responsibilities - H&S Administrator

- 10.1 The function of the H&S Administrator is, by definition, one of 'administration' as opposed to 'management'. The H&S Administrator will be fully supported by the Chief Executive, Directors and Heads of Departments.
- 10.2 The H&S Administrator will undergo suitable training, which will include as a minimum 'Health & Safety Awareness' and instruction in the implementation of the policies, procedures and arrangements set out in the Health and Safety Manual.

- 10.3 The H&S Administrator will maintain the master Health and Safety Manual and the record keeping system in an up to date and tidy condition. This will include the dissemination of all Manual updates to Manual holders and the filing of appropriate records.
- 10.4 The H&S Administrator will comply with his/her duties as set out in the Health and Safety Manual and will report the findings of any inspections, audits and other information gathering exercises to the H&S Committee without undue delay. Where the H&S Administrator has reason to believe that personnel are, or may foreseeably become, exposed to significant risk, direction will be sought from the Chief Executive without undue delay.
- 10.5 The H&S Administrator will provide assistance to the Chief Executive, Directors, Team Leaders and the H&S Committee in the undertaking of risk assessments, control implementation, policy development, etc. This may include expert advice on Health & Safety. It should be noted that the H&S Administrator will not be solely responsible for developing corporate policy, merely for assisting in its development and implementation.

RISK MANAGEMENT

- 11.1 The Partnership will pursue progressive improvements by the development and implementation of a risk management strategy in relation to health and safety, to contribute to the reduction of occupational injuries and ill health.
- 11.2 The Chief Executive will ensure that a risk assessment programme is drawn up. The Corporate Resources Team will implement this programme.
- 11.3 The Health and Safety Administrator will provide advice and, where necessary, arrange for training in risk assessment techniques.
- 11.4 While the Management of Health and Safety at Work Regulations 1999 require all work activities to be assessed, other more specific regulations require that particular activities receive more attention - Use of hazardous substances (COSHH), Display Screen Equipment (DSE), Manual Handling Operations (MHO), Exposure to Noise and Personal Protective Equipment.
- 11.5 In addition specific policies have been developed in relation to:
 - Alcohol and Drug Use;
 - Fire Safety;
 - Lone Working;
 - New and Expectant Mothers;
 - Smoking at Work
 - Stress Management;
 - Violence and Aggression (see Section 18); and
 - Young Workers.

EMERGENCY PROCEDURES

- 12.1 Procedures to be followed by any person at work if situations presenting serious and imminent danger arise will be established in accordance with Regulation 7 of the Management of Health and Safety at Work Regulations 1999. These procedures will set out the role and responsibilities of competent persons nominated to implement any detailed actions and will ensure that other employees know who the competent persons are and understand their own role. Where appropriate, they will also contain special action required for the evacuation of disabled persons.

HEALTH AND SAFETY MANUALS AND STANDARDS

- 13.1 The Chief Executive will ensure that the Policy is supported through a suitable Health and Safety Manual.
- 13.2 The Health and Safety Administrator will compile procedures where they are required or specific major hazards are identified in any work activity.

FIRST AID PROVISIONS

- 14.1 Sufficient numbers of trained First Aid Personnel will be appointed in each team to deal with workplace accidents and injuries as indicated by the results of a Risk Assessment.
- 14.2 A nominated First Aider will be appointed in each office.
- 14.3 Training will be through an HSE-approved body, selected by the Health & Safety Administrator, and each Team Leader must nominate a responsible person(s) to co-ordinate the training needs of their service and liaise with the chosen training body.

HEALTH AND SAFETY TRAINING

- 15.1 The Health and Safety Administrator is responsible for ensuring that all employees are trained in all the health and safety aspects of their work activities. Such training is necessary for all employees:
- (a) On joining the Partnership; and
 - (b) When the risks faced alter or increase due to:
 - a significant change in activities or responsibilities;
 - a significant change in equipment or technology; and
 - a significant change in the system of work.
- 15.2 Training must be repeated or updated as necessary. Training must extend to supervisory and managerial staff and must cover legal and organisational responsibilities as well as practical training. Relevant records must be maintained.

CONTRACTORS

- 16.1 The Partnership will define the standards required from and will monitor the activities of contractors carrying out work for the Partnership in order to minimise risks to employees, other persons on site and members of the public.
- 16.2 Contractors will be required to provide a detailed Health & Safety Method Statement and any health & safety documentation relevant to the contract.
- 16.3 The Partnership will develop a document on 'Safety Rules for Contractors' and distribute it to all approved Contractors

VIOLENCE AT WORK

- 17.1 The Partnership will establish systems and working practices that recognise the potential risk to staff from acts of violence. The Partnership will develop mechanisms by which acts of violence to the staff are eliminated or minimised wherever possible.
- 17.2 The Partnership realises that violence, whether physical or in the form of verbal threats, including online and social media threats, must be considered in the course of risk assessment and teams are expected to take suitable preventive and protective measures, including the drawing up of suitable written standards and the provision of training where necessary.

MONITORING AND REVIEW OF POLICY

Review of Policy

- 18.1 The Partnership's Health and Safety Policy and any revision of it will be drawn to the attention of every employee of the Partnership. The contents of the documents produced under the policy will be brought to the attention of all employees to which the contents are relevant.
- 18.2 The policy and any documentation produced under it will be added to or modified as required and will be reviewed every three years. The lists of approved Contractors and Consultants reviewed annually.
- 18.3 The Board of Management or relevant sub-committee will receive the annual reports on the working of this policy and Health and Safety will be a standing item on the Board's agendas.

Scheme of Delegation

19.1

Responsible Committee	Board of Management
	<i>To whom delegated</i>
Formulation and monitoring of policy	Board
Policy Amendments	Board
Implementation of policy	Chief Executive
Formulation and implementation of relevant procedures	Chief Executive

Breaches of Policy

- 20.1 If a Board Member knowingly breaches the conditions of this policy this will be grounds for removal from Office in accordance with the Partnership's procedures for removal of a Board Member.
- 20.2 If a staff member knowingly breaches the conditions of this policy this will be grounds for disciplinary action.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
3.0	General review of policy. Minor amendments to reflect changes to other HHP policies; to reflect updates received from EVH and reformatting to meet HHPs Corporate Standard.	15 October 2013	Seonaid Paton
3.1	Review of policy	19 February 2014	Chief Executive
3.2	Review of policy	19 February 2015	Chief Executive
3.3	Policy reviewed by Executive Team and no change required.	22 January 2015	Chief Executive
3.4	Policy reviewed by Executive Team and no change required.	18 January 2017	Chief Executive
3.5	Policy reviewed by Executive Team and no change required.	23 January 2018	Chief Executive
3.6	Minor changes to clarify responsibilities, update job titles and spelling.	22 January 2019	Angus Smith
3.7	Review of Policy – no changes required	07 January 2020	Kirstin Danks
3.8	Review of Policy – no changes required	21 December 2020	Shona Matheson

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

Word	Interpretation
<i>HHP or Partnership</i>	Hebridean Housing Partnership
<i>Board</i>	Means the Board of the Hebridean Housing Partnership
<i>Board Members</i>	All Members of the Board including co-opted Members
<i>COSHH</i>	Control of Substances Hazardous to Health
<i>DSE</i>	Display Screen Equipment
<i>MHO</i>	Manual Handling Operations
<i>Risk Assessment</i>	A systematic process of evaluating the potential risks that may be involved in a projected activity or undertaking.
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



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SAFETY TESTING AND RISK ASSESSMENT PROGRAMME AS AT 31 DECEMBER 2020

Risk Assessment	Last Completed Date	Due Date
Fire Call Points *	Carried out weekly (Wednesday: 0930)	Carried out weekly (Wednesday: 0930)
Water (Legionella Tests) **	Carried out monthly (1 st of each month)	Carried out monthly (1 st of each month)
First Aid Risk Assessment	February 2020	February 2021
Office General Risk Assessment	March 2020	March 2021
Fire Risk Assessment (Stornoway)	June 2020	June 2021
Stress Management Risk Assessment	June 2020	June 2021
Customer Services Risk Assessment	June 2020	June 2021
Occupational Driving Risk Assessment	June 2020	June 2021
Fire Alarm/Drill***	October 2019	Full fire drill will be carried out on return to office
Lone Working Risk Assessment	July 2020	July 2021
Manual Handling Risk Assessment	July 2020	July 2021
Working at Height Risk Assessment	July 2020	July 2021
Fire Risk Assessment (Uist)	September 2020	September 2021
Violence and Aggression Risk Assessment		
DSE	Every 2 years for each employee unless changes to employee workstation	Every 2 years for each employee unless changes to employee workstation
Expectant Mothers Risk Assessment	*As required	

* Due to working from home, fire call point testing does not happen weekly. We try to carry out testing as often as possible.

** Due to working from home, water testing is not carried out but an enhanced flushing programme is in place. The enhanced flushing happens twice a week.

*** Due to working from home full fire drills have not been carried out in 2020, however, during February 2021 each team will carry out a fire drill during their designated office week



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► Smoking at Work Policy

Effective Date: ►

Review Date: ►

Approved by HHP Board:

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SMOKING AT WORK POLICY

INTRODUCTION

- 1.1 The Smoking, Health and Social Care (Scotland) Act 2005 and The Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006 prohibited smoking in certain public places which are 'wholly or substantially enclosed', including the majority of workplaces. It is an offence to smoke in No Smoking premises or to knowingly permit smoking in No Smoking premises.
- 1.2 The purpose of this policy is to ensure HHP comply with the above Act and Regulations and to protect any person (e.g. employees, customers, contractors, or visitors) in the workplace or in a company vehicle from exposure to second-hand smoke.

POLICY OBJECTIVES

- 2.1 Smoking for the purposes of this policy relates to tobacco and other substances as well as the use of e-cigarettes.
- 2.2 It is the policy of HHP that all of our workplaces and company vehicles are smoke free. This policy was developed in consultation with employees and their representatives.
- 2.3 Smoking is prohibited in any part of the workplace including toilets, showers, stairways, lifts, interview rooms, stores, corridors, kitchen, reception area, entrances or any other communal area.
- 2.4 Smoking is also prohibited in any part of company vehicles at any time. Staff should avoid smoking in their own vehicles when on HHP business especially if they have passengers, or when they are passengers in another vehicle.
- 2.5 Smoking will only be permitted outdoors in designated areas.
- 2.6 All employees who smoke outdoors in a designated area must dispose of any ash or cigarette ends in the bins provided.
- 2.7 All employees must ensure that the length or frequency of their smoking breaks does not have an adverse effect on their performance or the business. An employee must make up the time he takes for smoking breaks if doing so would prevent that time from having an adverse effect on his performance or the business.

IMPLEMENTING THE POLICY

- 3.1 The Chief Executive has overall responsibility for the implementation of this policy.
- 3.2 Procedures relating to the implementation, monitoring and enforcement of this policy will be developed and maintained by the Health & Safety Committee and updated as required.
- 3.3 Day-to-day responsibility for the implementation of this policy lies with line managers but all employees are obliged to adhere to, and facilitate the implementation of the policy in the workplace.

COMMUNICATING THE POLICY

- 4.1 We will inform its employees and visitors about the Smoking at Work Policy in the following ways:
- a) No Smoking signs will be clearly displayed at the entrances to and within the workplace, and in company vehicles;
 - b) all new employees will be given access to the Smoking at Work Policy (e.g. at induction); and
 - c) a copy of the policy will be posted on HHP's intranet.

MONITORING AND REVIEW OF POLICY

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

HHP PROCEDURES RELATING TO THE SMOKING AT WORK POLICY**EMPLOYEE NON-COMPLIANCE**

- 1.1 In accordance with the employer's disciplinary procedure, disciplinary action will be taken against an employee who smokes in the workplace or in any part of a company vehicle at any time.

VISITOR NON-COMPLIANCE

- 2.1 All employees are expected to inform visitors about the No-Smoking at Work Policy in any part of the workplace. However, an employee is not expected to enter into any confrontation that may put his personal safety at risk.
- 2.2. Employees should take the following steps if their visitor smokes in any part of the workplace in their presence.
- a) Politely ask them to stop smoking and inform them that smoking is only permitted outdoors in designated areas;
 - b) If the visitor does not stop smoking, politely inform the visitor that it is illegal to smoke and ask him to leave the premises; or
 - c) If the visitor does not stop smoking or refuses to leave the premises, immediately inform Corporate Resources Manager.

PASSENGER NON-COMPLIANCE

- 3.1 All employees are expected to inform passengers about the Smoking at Work Policy in any part of a company vehicle. However, an employee is not expected to enter into any confrontation that may put his personal safety at risk.
- 3.2 The driver of a company vehicle has a legal obligation to stop any passenger from smoking in that vehicle.
- 3.3 Such a driver should take the following steps if their passenger smokes in the vehicle in their presence.
- a) Politely inform the passenger that it is illegal to smoke and ask him to stop smoking;
 - b) If the passenger does not stop smoking — politely inform the passenger that it is illegal to smoke and ask him to leave the vehicle (if it is possible for you to park the vehicle legally and safely); or
 - c) If the passenger does not stop smoking, refuses to leave the vehicle or it is not possible for you to park the vehicle legally and safely, please continue your journey and report the incident to your Line Manager. Any report about such an incident will only be used for the purpose of monitoring the effectiveness of the Smoking at Work Policy in company vehicles.

FINES FOR FAILING TO STOP A PASSENGER FROM SMOKING

- 4.1 Employees who fail to stop passengers from smoking in a company vehicle may be liable to pay a court fine of up to £2,500 unless they can show that they took reasonable steps to stop the passengers from smoking (e.g. by asking the passenger to stop).

HELP TO STOP SMOKING

- 5.1 Smokers who want to stop smoking may call the NHS smoking helpline on 0300 123 1044 or www.smokefree.nhs.uk

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1	Changes to reflect the adoption of the Croner Model Policy	June 2011	Angus Smith
2	Policy reviewed and amended to include the use of e-cigarettes.	August 2014	Angus Smith
3	Policy reviewed and standardised.	October 2017	Seonaid Matheson
4	Policy review, no changes required	December 2020	Seonaid Matheson

INTERPRETATIONS & ABBREVIATIONS

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



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► Young Workers Policy

Effective Date: ►

Review Date: ►

Approved by HHP Board:

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YOUNG WORKERS POLICY

INTRODUCTION

- 1.1 HHP has a duty under the Health & Safety at Work Act (1974), and other subordinate legislation, to ensure, so far as is reasonably practicable, the health, safety and welfare of employees, and those persons who are not employees who might be affected by its activities.
- 1.2 It is HHP's policy to provide safe and healthy working conditions for its employees. In addition, every effort will be made to ensure the safety and welfare of members of the public.
- 1.3 The Management of Health & Safety at Work Regulations (1999) require employers to carry out a suitable and sufficient assessment of the risks to the health and safety of their employees, in order to identify the measures which need to be taken to comply with statutory requirements and prohibitions.
- 1.4 Employees also have a duty under Health & Safety Legislation to take reasonable care of their own health and safety at work, and of others whom their acts or omissions may affect. Employees are also required to co-operate with such persons with obligations under Health & Safety Legislation in order that those persons may carry out their statutory duties.
- 1.5 Young people include employees and students under 18 years of age, and children (those under the Minimum School Leaving Age, MSLA, usually 16). We prohibit the employment of young people under the MSLA except on work experience schemes approved by a local authority or the governing body of an independent school. While on work experience placements (which generally take place in fourth year) children have the temporary legal status and rights of employees.
- 1.6 We will not employ young workers (those under 18 years) for work which:
 - a) is beyond their physical or psychological capability;
 - b) presents a risk to health from physical agents; and
 - c) introduces a risk of accidents which it may be reasonably assumed the young person cannot recognise due to inexperience or lack of training.

POLICY OBJECTIVES

- 2.1 Young workers are often exposed to risks to their health and safety when at work as a consequence of their immaturity, lack of experience or absence of awareness of existing or potential risks.
- 2.2 There may be differences in the psychological make-up of individual young workers, which are generally a reflection of their background, experience, personality and training.
- 2.3 Assumptions must not be made about a young worker's abilities to cope with different work situations, some of which may be stressful for a new and inexperienced worker. Lack of experience or training may make them less able to identify potentially risky situations or equip them with the means of dealing with them appropriately. Young workers must be supervised closely until their ability to cope and make sound decisions has been proven.

- 2.4 The Management of Health & Safety at Work Regulations 1999 (S.I. 1999, No. 3242) (MHSWR) particularly controls the special risks to children and young people in an occupational context, i.e. at work.
- 2.5 The control of these risks in MHSWR is ensured by the risk assessment carried out before they begin work. In particular, this extra assessment needs to take into account the general fact that they are at greater risk because of their possible lack of awareness of existing or potential risks, immaturity and inexperience and also the specific risks referred to in the MHSWR.
- 2.6 There are specific general prohibitions to children and young people undertaking certain general work activities. In addition, certain specific work activities that carry a higher risk than most contain prohibitions in their particular legislation.
- 2.7 The nature, degree and duration of exposure to physical, biological and chemical agents should also be considered:
- a) young workers are generally at no greater risk from physical agents than adults, and compliance with relevant HHP Health & Safety policies will satisfy the legislative requirements for young people;
 - b) young workers are no more likely to contract infections from biological agents than adult workers, although, like adults, they may be at greater risk if they suffer from any other diseases, if they are immuno-compromised, or are taking medication, for example; and
 - c) there is no enhanced risk to young workers from exposure to hazardous substances, although they may lack awareness of the hazards and risks they may encounter in their work, and exhibit less care or attention in handling or disposing of such materials.
- 2.8 Our risk assessment should cover:
- a) fit-out and layout of the workplace and workstations;
 - b) type, range and use of work equipment and the way in which it is handled; and
 - c) organisation of the work, processes or activities that the young person will undertake.
- 2.9 This risk assessment must be carried out before a young worker begins their employment. Appropriate insurance cover must also be implemented by this time.
- 2.10 The other principle general Health & Safety Legislation that places special requirements for children and young people is the Working Time Regulations 1998 (S.I. 1998, No. 1833), as amended 2002.
- 2.11 The Working Time Regulations define "the restricted period", in relation to a young worker, as the period between 10 p.m. and 6 a.m. or, where the worker's contract provides for them to work after 10 p.m., or the period between 11 p.m. and 7 a.m."
- 2.12 A young worker's working time shall not exceed:
- eight hours a day; or
 - 40 hours a week.

- 2.13 If, on any day, or, as the case may be, during any week, a young worker is employed by more than one employer, his total aggregated working time shall not exceed 40 hours a week.
- 2.14 We will ensure that no young worker employed works during the restricted period.

IMPLEMENTING THE POLICY

- 3.1 The Chief Executive has overall responsibility for the implementation of this policy.
- 3.2 Procedures relating to the implementation, monitoring and enforcement of this policy will be developed and maintained by the Health & Safety Committee and updated as required.
- 3.3 Day-to-day responsibility for the implementation of this policy lies with line managers but all employees are obliged to adhere to, and facilitate the implementation of the policy in the workplace.
- 3.4 Proper instruction is essential, and the performance of the work must be monitored carefully to ensure that the young workers have fully understood any instructions that are given, as well as to alert their line manager of emerging problems. The scope of training will vary with the individual and according to the work needing done. It is dependent on their comprehension and aptitude, and must be tailored and paced according to their needs.
- 3.5 Young workers are very likely to need more supervision than adults. Effective supervision will help to monitor the effectiveness of the training they have received, and help to assess whether the young person is capable and competent to do the work to a level where they can work safely without putting themselves, or others, at risk.
- 3.6 Line managers should not allow young workers under their supervision to undertake work unless the work is necessary for their training, the risk has been assessed and reduced to the lowest level reasonably practicable, and they are supervised by a competent person on an ongoing basis.
- 3.7 Managers must satisfy themselves that appropriate training is being delivered and that the supervisory arrangements are adequate and commensurate with the young person's abilities and needs.

COMMUNICATING THE POLICY

- 4.1 We will inform its employees about the Young Workers Policy. All staff will be trained in the operation of the policy.
- 4.2 All Young Workers employed by HHP will be given access to a copy of the Young Workers Policy (e.g. at induction).
- 4.3 Training should also include ensuring that those people responsible for carrying out risk assessments are competent to do so.
- 4.4 A copy of the policy will be posted on HHP's intranet.

MONITORING AND REVIEWING THE POLICY

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

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1	New policy based on the EVH Model Policy	June 2011	Angus Smith
2	Policy reviewed and no changes applied.	August 2014	Angus Smith
3	Policy reviewed and standardised.	October 2017	Seonaid Matheson
5	Policy review – no changes required	December 2020	Seonaid Matheson

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

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<i>HHP or Partnership</i>	Hebridean Housing Partnership
<i>Board</i>	Means the Board of the Hebridean Housing Partnership
<i>Board Members</i>	All Members of the Board including co-opted Members
<i>Health & Safety Committee</i>	<i>Means all Members of the Committee</i>
<i>Week</i>	<i>A week starts at midnight between Sunday and Monday</i>
<i>Young Person</i>	<i>Anyone under eighteen years of age</i>
<i>Child</i>	<i>Anyone who is not over compulsory school age. Who has not yet reached the official age at which they may leave school. (NB the oldest pupils of compulsory school age, those born in September for example, may be as old as 16 years and 10 months in fourth year before they leave school on the last Friday in June.)</i>
<i>MSLA</i>	<i>Minimum School Leaving Age</i>
<i>Young Worker</i>	<i>The law on working time defines a young worker as being below 18 years of age and above the MSLA</i>
<i>MHSWR</i>	<i>The Management of Health & Safety at Work Regulations</i>
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



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COMMUNITY GRANTS POLICY

Board 27 January 2021

Report by Director of Operations

Purpose of Report

- 1.1 To present to the Board the revised Community Grants Policy for consideration and approval.

Summary

- 2.1 The Community Grants Policy was approved in November 2017, and should be reviewed every three years in accordance with the Policy Review Schedule.
- 2.2 The policy has been reviewed and minor amendments made to the wording to clarify provisions.

Competence

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

Recommendations

- 4.1 **It is recommended that the Board approve the Community Grants Policy at Appendix 1.**

APPENDIX 1 Community Grants Policy

Background Papers: None

Writer of Report: Gary Macleod

Tel: 0300 123 0773

Competence

Financial

- 5.1 Budgetary provision for this scheme is considered as part of the budget setting process, with proposed grant levels to be agreed during the Business Planning process.

Legal

- 6.1 Funding provided to external groups must be consistent with our charitable aims.

Regulatory Guidance

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

Risk

- 8.1 There are no specific risks associated with this report.



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► Community Grants Policy

Effective Date: ►
Review Date: ►
Approved by Board:

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COMMUNITY GRANTS POLICY

INTRODUCTION

- 1.1 The HHP Community Grant Fund is available to support small scale community projects that will improve the quality of life for residents and make a real difference to the neighbourhoods which we serve. The level of award for any suitable project shall be determined by the Board.

AIMS

- 2.1 The policy seeks to support activity by local groups to improve the lives and environment in their area.

ELIGIBLE GROUPS

- 3.1 The fund is open to charities, tenant and residents' groups and voluntary organisations. There must be a benefit to our tenants residing within the area from the project being proposed.
- 3.2 Groups must be based in an area which serves one or more of our estates or streets. Normally groups should have a registered bank account with two signatories who are not related and who do not live at the same address.
- 3.3 It may however be possible to fund projects where the group do not have a bank account and where the costs can be paid directly by us. Funds may also be managed via the Forum.

PRIORITIES

- 4.1 Successful applicants will be able to demonstrate that their project supports one or more of the following priorities.
Healthy Living and Well Being
- 4.2 We aim to support residents to live happy, healthy and fulfilled lives, with access to the care and support services they need. We are particularly interested in projects which aim to reduce isolation, build connections and friendships.
Environmental Improvements and Sustainability
- 4.3 We aim to make our neighbourhoods greener and cleaner places to live and to assist our residents to live more sustainable lifestyles. We are particularly interested in projects which actively engage people in improving spaces or places as well as projects which support greener lifestyle choices.
Young People, Children and Older People
- 4.4 We want to support the most vulnerable in our communities. We want to provide opportunities for our young people and to ensure our elderly are supported.

Employment Training and Skills

- 4.5 We aim to support residents in developing skills and accessing training opportunities in order to enter into, and sustain, employment. We are particularly interested in projects which aim to increase employability, gain qualifications and help people progress into work. We also aim to ensure that everyone is able to access the basic financial services products that are needed to participate in a modern society. We are interested in projects which increase the confidence of people to manage their money.

Community Support and Safety

- 4.6 We aim to ensure that our communities are safe places to live and are equipped with the infrastructure they need to shape their aims and aspirations. We are particularly interested in projects which aim to bring the community together and to make our communities feel safer and increase a sense of belonging and pride.

DECISION MAKING

- 5.1 Decisions on whether projects will be supported are made by the Board.

APPLICATION PROCESS

- 6.1 Applicants to the fund will be required to submit an application form providing details of their project and group.
- 6.2 All applications will be assessed and a report will be presented to the next meeting of the Board following completion of this assessment.
- 6.3 Applicants will be notified of the decision as quickly as possible thereafter.

CONDITION OF GRANT

- 7.1 It will be a condition of any grant offer that the applicant will work with officers to record expenditure, to monitor progress and to share stories. Officers will work to support successful applicants to make sure that the project is a success.
- 7.2 The grant offer will set out the payment arrangements for the grant and the timescale for the grant.

INELIGIBLE PROJECTS

- 8.1 The following activities are not eligible for funding and will not be supported.
- Routine repairs or maintenance.
 - Political or religious activities.
 - Ongoing running costs e.g. insurance, utility costs, rent, and salaries
 - Funding individuals or projects which only benefit one person
 - Fixtures and fittings e.g. chairs, tables etc. unless the project cannot run without the specialised equipment
 - Sponsorship or projects, which are motivated mainly by marketing or branding
 - Purchase and distribution of alcohol for any event

EQUAL OPPORTUNITIES

- 9.1 We are committed to providing fair and equal treatment to all its customers and service users and will not discriminate against any individual, household or group on the grounds of:
- sex or marital status;
 - race or colour;
 - disability;
 - age;
 - sexual orientation;
 - language or social origin;
 - employment status or;
 - other personal attributes, including beliefs or opinions such as religious beliefs or political opinions.

MONITORING AND REVIEW OF POLICY

- 7.1 This policy will be reviewed every 3 years in line with the Policy Review Schedule.

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.1	Minor amendments to wording. Reference to funds being managed via the Forum at 3.3 Clarification of ineligible projects at 8.1.	8/01/2021	Gary Macleod

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

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<i>The Forum</i>	Western Isles Housing Association Community Forum
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



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ATTENDANCE & ABSENCE POLICY

Board 27 January 2021

Report by Chief Executive

Purpose of Report

- 1.1 To seek approval for amendments to our Attendance & Absence Policy which take account of changes in Working Time Regulations 1998 because of COVID-19.

Summary

- 2.1 Our leave year is January to December. Our current policy allows staff to carry forward 5 days of annual leave into the following leave year to be taken by the end of February.
- 2.2 The Working Time Regulations 1998 have been amended to allow for four weeks of leave to be carried forward into the next two leave years where it was not reasonably practicable to take leave as a result of the effects of COVID-19.
- 2.3 Holidays have been a challenge for everyone this year but the majority of our staff have taken their allocated annual leave. However, there are a few who have not been able to take all of their leave largely as a result of an unavoidable increase in workload from dealing with the impact of COVID-19.
- 2.4 The proposed changes to the Attendance & Absence policy are:
- Increase the carry forward to 10 days for 2020 and 2021; and
 - Allow the leave carried forward to be taken at any point during the leave year for 2021 and 2022.
- 2.5 The approval of leave will always be subject to the needs of the service and managers will be asked to avoid bottlenecks of leave.
- 2.6 Unison have been consulted on the proposed changes and are content with them.

Competence

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

Recommendations

- 4.1 **It is recommended that the Board approve that the Attendance & Absence Policy be amended to:**
- a) **increase the carry forward of leave to 10 days for 2020 and 2021; and**
 - b) **allow the leave carried forward to be taken at any point during the leave year for 2021 and 2022.**

Background Papers: None

Writer of Report: Dena Macleod

Tel: 0300 123 0773

Competence

Financial

- 5.1 There is no direct impact on our approved budgets but there could be an indirect impact if a member of staff is entitled to an increment as 10 days off at a higher salary effectively costs the organisation more.

Legal

- 6.1 Standing Order 35.1 states:
“A policy approved by the Board shall be binding for at least twelve months. This means that it will not be competent to move to change or modify an approved policy within that timescale, except where the Chair of the meeting rules that a ‘material change of circumstances’ has occurred: which circumstances shall be specified in the Minutes”. The change to the Working Time Regulations 1998 is considered a material change.
- 6.2 The approval of personnel policies for all staff is a matter which is 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 Implementation of the proposed change ensures our policy will remain compliant with current legislation and assist with avoiding bottlenecks of leave in February.

DOMESTIC ABUSE POLICY

Board 27 January 2021

Report by Director of Operations

Purpose of Report

- 1.1 To present to the Board a review of the Domestic Abuse Policy.

Summary

- 2.1 The Domestic Abuse Policy was approved by the Board on 23 June 2020.
- 2.2 The Board agreed to review the Policy after 6 months to reflect wider engagement.
- 2.3 Following the Board meeting in June, the Policy was published on our website for consultation. There have been no comments, feedback received, or amendments suggested. Therefore, there are no amendments required to the policy at this time.

Competence

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

Recommendations

- 4.1 **It is recommended that the Board approve the Domestic Abuse Policy at Appendix 1.**

APPENDIX 1 Domestic Abuse Policy

Background Papers None

Writer of Report Katie Walker

Tel: 0300 123 0773

Competence

Financial

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

Legal

- 6.1 The policy meets our legal and regulatory duties with regard to domestic abuse.

Regulatory Guidance

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

Risk

- 8.1 The risk of not updating policies can lead to breaches in regulatory codes of governance and recommended practice, and leave the Partnership open to legal action.



hebridean housing
partnership



► Domestic Abuse Policy June 2020

Effective Date: ► 23 June 2020

Review Date: ►

Approved by HHP Board:

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INTRODUCTION

- 1.1 We understand that anyone can be a victim of domestic abuse. Abusers and victims can be male or female, any race or religion and from all different types of background.
- 1.2 Domestic abuse can be carried out by partners or ex partners, extended family, friends or carers. It can be:
 - Intimidation, degradation, isolation and control, with the use or threat of physical or sexual violence;
 - emotional or psychological;
 - physical;
 - sexual;
 - financial;
 - harassment and stalking; or
 - online or digital abuse.
- 1.3 We believe that domestic abuse presents a high risk to personal safety and is unacceptable. We will therefore take the strongest action possible against perpetrators of domestic abuse where we have the power to do so and with the consent of the victim.
- 1.4 We will deal with all reports of domestic abuse as a matter of urgency and we will assist the victim to reach a decision which they feel best secures their safety by:
 - reviewing their accommodation;
 - enabling the level of assistance they want, and
 - taking action against the perpetrator which the victim and we feel is most appropriate
- 1.5 We will at all times work with partner agencies and Police Scotland in pursuing a zero tolerance approach towards any form of domestic abuse brought to our attention.

DEFINITION

- 2.1 For the purposes of this policy, we will use the Scottish Government definition of Domestic Abuse which is:
'domestic abuse (as gender based abuse) can be perpetrated by partners or ex partners and can include physical abuse (assault and physical attack involving a range of behaviour), sexual abuse (acts which degrade and humiliate women and are perpetrated against their will, including rape) and mental and emotional abuse (such as threats, verbal abuse, racial abuse, withholding money and other types of controlling behaviour such as isolation from family or friends. It can be characterised by a pattern of coercive control often escalating in frequency and severity over time).'

It should be noted that children who live with domestic abuse are, themselves, experiencing abuse and may be referred to relevant agencies under Child Protection Procedures.

The new Coercive Control Law Domestic Abuse (Scotland) Act 2018 came into force on 1 April 2019. This new Act creates an offence with respect to the engaging by a person in a course of behavior, which is abusive towards that person's partner or ex-partner.

- 2.2 **Controlling behavior** is a range of acts designed to make a person subordinate and/or dependent by:
- isolating them from sources of support,
 - exploiting their resources and capacities for personal gain,
 - depriving them of the means needed for independence, resistance and escape, and
 - regulating their everyday behavior.
- 2.3 **Coercive control** is an act or pattern of acts of assaults, threats, humiliation and intimidation or other abuse that is used to harm, punish or frighten the victim.

AIMS OF THE POLICY

- 3.1 By adopting this policy, we aim to:
- respond swiftly and appropriately to all reported incidents of domestic abuse;
 - improve overall safety and wellbeing by recognising that domestic abuse is a serious crime which has an adverse impact on the health of individuals, families and communities;
 - increase awareness and understanding of this issue amongst residents and employees;
 - encourage tenants and employees to report domestic abuse;
 - improve the safety and welfare of adults and children affected by domestic abuse and prevent further incidents by responding rapidly, effectively and consistently to all reports;
 - empower victims by providing information on the options available to them;
 - improve the response to victims through effective engagement of appropriate external enforcement and support agencies;
 - create a consistent approach for recording and monitoring incidents of domestic abuse.

RESPONSIBILITIES

- 4.1 HHP Board
- To ensure that we have approved and implemented a policy on domestic violence and abuse that complies with current regulations and guidance.
- 4.2 Management
- The Director of Operations has responsibility to ensure all staff are aware of the policy.

4.3 Employees

To ensure they are aware of their responsibilities under this policy, and that they implement the policy and procedure when appropriate.

OUR APPROACH

- 5.1 We encourage all tenants and household members to report domestic abuse, whether they are victims of, or witnesses to, such incidents. We will deal with all reports of domestic abuse with sensitivity.
- 5.2 If a person feels they are experiencing domestic abuse we will deal with it under this policy.
- 5.3 We will deal with all reports in a non-judgmental and non-discriminatory manner and in confidence. We will not require victims to take legal action or to contact the Police before we provide assistance.
- 5.4 We will only act with the victim's consent. The exception to this general rule is where we consider a child is at risk in any situation or if there is a high risk of serious harm to anyone involved. Where a person is identified as the victim of domestic abuse, any interaction with them will be guided by best practice guidelines. We will follow CNES Child Protection /Adult Protection Procedures if we believe a child or vulnerable adult is at risk due to an abusive relationship or home environment.

PREVENTION

- 6.1 As part of our arrangements to prevent Domestic Abuse, we will:
 - make all new tenants aware of our policies relating to rehousing; relationship breakdown and, where applicable, the implications for joint tenancies;
 - publicise this domestic abuse policy to all tenants and employees; highlighting the consequences for perpetrators;
 - provide advice and information within HHP's offices and website;

CONFIDENTIALITY

- 7.1 Victims will be encouraged to allow us to share information with other agencies, including the Police, and Local Authority departments, to ensure that the full range of civil and criminal action can be pursued, and appropriate assistance provided. However, all information provided by the victim will be treated with the utmost confidence and only passed to external agencies with their proper, informed consent.
- 7.2 The exceptions will be:
 - Where we consider a child is at risk in any situation; or
 - If there is a high risk of serious harm to anyone involved; or
 - If we are obliged by law to disclose information.

Area Managers or, in their absence, a member of the Executive Team, must approve any disclosure that does not have the victim's consent.
- 7.3 Information will be shared with work colleagues on a strictly "need to know" basis. We will adhere to all GDPR requirements.

OPTIONS FOR ACTION

- 8.1 We recognise that every reported case of domestic abuse will be different. Our response will, therefore, be tailored to the individual circumstances and needs of the victim. When a tenant or household member reports domestic abuse, all available options will be discussed and considered with them, including:
- making arrangements for their immediate personal safety;
 - reviewing and where possible improving safety and security of their existing accommodation, to enable them to remain there safely, taking into account the Safe at Home procedure by Police Scotland;
 - tenancy and housing options advice including, where appropriate legal action against the perpetrator by HHP;
 - helping them to access support from local services such as Western Isles Women's Aid, Advocacy Services, Rape Crisis etc.;
 - Referral to CNES Homelessness Service;
 - reporting incidents to Police Scotland which may result in criminal action against the perpetrator;
 - where appropriate, legal action against the perpetrator.

- 8.2 The safety of the victim and their dependents will be our priority. An Action Plan setting out further actions will be agreed with the victim, and we will regularly contact the victim to keep them updated with progress.

Remaining in the Property

- 8.3 We will signpost victims who wish to remain in their own homes to other agencies and carry out a Safe at Home check at their existing accommodation.
- 8.4 We will offer assistance to those experiencing domestic abuse by not recharging them for lock changes and damage to property due to the domestic abuse.

Emergency Rehousing

- 8.5 Where a resident reporting domestic abuse needs emergency accommodation we will work with Comhairle Nan Eilean Siar as the lead agency and support them in providing alternative accommodation.

Permanent Rehousing

- 8.6 Where a resident reporting domestic abuse requests permanent rehousing, we will prioritise their application in terms of our Allocations Policy. We will review and determine the action to be taken on each individual case basis in discussion with other partner agencies.
- 8.7 Where rehousing requires to be out of the area, we will signpost victims to other support and advice agencies and other social landlords to access alternative accommodation.

Multi-agency Approach

- 8.8 We will adopt a multi-agency approach in dealing with victims and perpetrators of domestic abuse, to ensure the safety of the victims, co-ordinate available resources, access specialist services, and take action against perpetrators. We will do this at the monthly Multiagency Risk Assessment Conference (MARAC).

Action against Perpetrators

- 8.9 We will work with Police Scotland and other external agencies in dealing with perpetrators of domestic abuse. Action against perpetrators will depend upon individual circumstances. This may include legal action for recovery of possession against a perpetrator, where other members of the household have left the home because of domestic abuse.
- 8.10 Subject to data protection requirements, we will share information with other relevant agencies so that serial perpetrators are identified and dealt with appropriately.

STAFF TRAINING AND AWARENESS

- 9.1 We will ensure that all staff and our Management & Executive Team are aware of this policy and receive appropriate training.

EQUALITY AND DIVERSITY

- 10.1 We are committed to promoting an environment of respect, understanding, encouraging diversity and eliminating discrimination by providing equality of opportunity for all as set out in our Equal Opportunities policy.

GDPR

- 11.1 We will treat all personal data in line with our obligations under the current data protection regulations and our Privacy Policy. Information regarding how all data will be used and the basis for processing your data is provided in our GDPR policy.

MONITORING/IMPLEMENTATION AND POLICY REVIEW

- 12.1 This policy will initially be reviewed in 6 months to reflect wider engagement and tenant consultation, which has been at present time postponed due to the Covid-19 pandemic. Then every 3 years unless legislation, business or sector developments require otherwise to ensure it meets the stated objectives and takes account of best practice developments.

COMPLAINTS/APPEALS

- 13.1 If you feel dissatisfied with how this policy has been applied, please refer to our complaints procedure.

<http://www.hebrideanhousing.co.uk/downloads/comments-and-complaint-form/>

<http://www.hebrideanhousing.co.uk/downloads/complaint-form-guidance/>

EQUAL OPPORTUNITIES STATEMENT

- 14.1 This Policy complies fully with our Equal Opportunities Policy. We recognise our pro-active role in valuing and promoting diversity, fairness, social justice and equality opportunity by adopting and promoting fair policies and procedures.
- 14.2 We are committed to providing fair and equal treatment for all our stakeholders including tenants and will not discriminate against anyone on the grounds of race, colour, ethnic or natural origin, language, religious belief, age, sex, sexual

orientation, gender re-alignment, disability, marital status, pregnancy or maternity. Indeed, we will positively endeavour to achieve fair outcomes for all.

- 14.3 We carry out Equality Impact Assessments when we review our policies. We check policies and associated procedures regularly for their equal opportunity implications. We take appropriate action to address inequalities likely to result or resulting from the implementation of our policies and procedures.

LEGAL AND REGULATORY FRAMEWORK

- 15.1 The Domestic Abuse policy considers the following legislation, and employees are encouraged to refer to this where cases require:

- Domestic Abuse (Scotland) Act 2018;
- The new Coercive Control Law Domestic Abuse (Scotland) Act 2018
- Domestic Abuse (Scotland) Act 2011;
- Anti-Social Behaviour (Scotland) Act 2004;
- Humans Rights Act 1998;
- The Equality Act 2010;
- The Housing (Scotland) Act 2010;
- Data Protection 1998 (GDPR 2018 policy); and
- Crime and Policing (Scotland) Act 2014
- Children's Scotland Act 1995/2014

- 15.2 Related documents:

- Allocations Policy;
- Data Protection Policy;
- Anti-Social behaviour Policy;
- CIH Make a Stand in partnership with Women's Aid Scotland;
- Equally Safe Scotland's strategy to eradicate violence;
- The Scottish Housing Charter
- Equal Opportunities Policy
- Repairs and Maintenance Policy

POLICY CHANGE HISTORY

Version	Change Applied	Date	By
1.0	Initial Policy	10 June 2020	Katie Walker

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

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



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

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BUSINESS PLAN 2019/20 TO 2023/24

Board 27 January 2021

Report by Chief Executive

Purpose of Report

- 1.1 To present a progress report on the Delivery Plan for the Business Plan 2019/20 to 2023/24 and update on the review timetable.

Summary

- 2.1 The progress report to 31 December 2020 for the Business Plan 2019/20 to 2023/24 is at Appendix 1.
- 2.2 Good progress is being made on the majority of the measures of success and the action plan that is within our direct control. The measures the Government has put in place to manage the COVID-19 outbreak are impacting on our Arrears, Voids, Investment and Development targets.
- 2.3 The 2021 annual review of the Business Plan was brought forward to August 2020 to account for the impact of COVID-19 measures and the increased funding required to deliver the Comhairle's revised Strategic Housing Investment Plan. The next review will take place in September 2021.

Competence

- 3.1 The legal, financial and other constraints to the recommendations of this report are at paragraph 5.1 - 8.1.

Recommendations

- 4.1 **It is recommended that the Board:**
- a) **review the Delivery Plan Progress Report to 31 December 2020 at Appendix 1; and**
 - b) **note the action being taken to address areas where targets are not being met.**

APPENDIX 1: Delivery Plan Progress report to 31 December 2020

Background Papers: None

Writer of Report: Dena Macleod

Tel: 0300 123 0773

Competence

Financial

- 5.1 The 5 year Business Plan is supported by 30 year financial projections, 5 year projections and the detailed annual budget for 2020/21.
- 5.2 The detailed annual budget for 2020/21 was approved in March 2020.

Legal

- 6.1 There are no specific legal issues relating to the Delivery Plan progress report.
- 6.2 Our current funding agreement requires annual review and business plan approval and will remain in place until the negotiations are concluded on the revised facility and a new funding agreement is put 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 Reviewing progress on the Delivery Plan on a quarterly basis will reduce the risk of the Strategic Goals not being delivered.

Report Detail

- 9.1 The Delivery Plan is made up of two parts, Measures of Success and an Action Plan.
- 9.2 Our Strategic Goals are:

STRATEGIC GOALS

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

Current Economic Climate

- 9.3 The measures put in place to manage COVID-19 are affecting every business and will do so for the foreseeable future. Whilst we are seeing some of the impact in our arrears, voids and increased costs we believe the full impact will only be seen in the next 12 months. We are keeping the upper thresholds for our key targets under regular review to ensure they are set at the right level to allow us to take action at the earliest possible stage.

Measures of Success & Action Plan

- 9.4 Good progress is being made on the majority the measures of success and the action plan, the exceptions, which we are working to address, are:
 - a) **Arrears** – is above target but is trending down over the past two quarters (largely due to impact of COVID-19 and more tenants moving onto Universal Credit). The current target is 2% and our performance is 2.41%.
 - b) **Voids** – is above the target at 1.04% due to delays in letting during lockdown have contributed to an increase in voids. We will break the performance down to show voids due to lockdown, lack of demand and condition of property and this will be available in the January 2021 performance report
- 9.5 There are some measures where we are dependent on partnership working in order to achieve them e.g. 4.20 and 4.21 on population. The latest Socio Economic report continues to estimate a significant downward trend in our population.
- 9.6 The Board have already been made aware of that the Investment Programme will not be delivered by the end of February 2021 largely due to the time lost during the first lockdown and the additional time required to complete jobs whilst complying with Government safety requirements and supply chain issues.

APPENDIX 1-DELIVERY PLAN PROGRESS REPORT

Business Plan 2019/20 to 2023/24

Progress Report to: 31 Dec 20

Quarter 3

MEASURES OF SUCCESS		Due by 31 Mar 21	On Target	Below Target	Exceeding Target
SG 1	Placing Tenants at the centre of everything we do	7	4	3	
SG 2	Investing in an environmentally sustainable way in tenants' homes	4	4		
SG 3	Being a good employer that attracts and retains high quality staff	5	3		2
SG 4	Working with partners to contribute to the wellbeing of communities throughout the Outer Hebrides	6	4	2	

ACTION PLAN		Due by 31 Mar 21	On Target	Below Target	Exceeding Target
SG 1	Placing Tenants at the centre of everything we do	12	10	2	
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	5	4		1
SG 4	Working with partners to contribute to the wellbeing of communities throughout the Outer Hebrides	5	4	1	

Overall Progress



45

34
76%

8
18%

3
7%

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 Dec 2020		Trend	Lead Officer
2020-1 Placing tenants at the centre of everything we do						
2020 - 1.1 - % of satisfaction with our overall services > 90%	31/03/2021	88%	✓	88%		Sevice Development Manager
2020 - 1.2 - Maintain all our homes to meet or exceed SHQS <i>(excl abeyances & exemptions)</i>	31/03/2021	100%	✓	100%		Investment Manager
2020 - 1.3 - Respond to complaints within SPSO targets	31/03/2021	94.23	✓	93%		Director of Operations
2020 - 1.4 - Level of current arrears at 2% of Gross Debit	31/03/2021	1.70%	✗	2.41%		Director of Operations
2020 - 1.5 - Voids at < 1% of Gross Rent Debit	31/03/2021	0.66%	✓	1.04%		Director of Operations
2020 - 1.6 - Provide options for a rent guarantee period	31/03/2021	Current Rent Structure	✗	25% complete		Director of Finance
2020 - 1.7 - 88% of tenants satisfied with opportunities to participate in decision making	31/03/2021	84%	✗	84%		Service Development Manager
2020-2 Investing in Properties						
2020 - 2.8 - Deliver 214 new builds	31/03/2021		✓	103		Development Manager
2021 - 2.9 - Deliver 50 extra care units in Stornoway by Sept 2022	31/03/2021	None	✓	Contracts awarded. Enabling works on site.		Director of Operations
2020 - 2.10 - Reduce % of tenants in fuel poverty to under 25% by 2023 (subject to fuel prices)	31/03/2023	41%		No change. Formula needed to work out %		Investment Manager
2019 - 2.11 - 100% properties achieving EESSH by 2020	31/03/2020	87%	✓	97% (including exemptions)		Investment Manager
2020 - 2.12 - 100% of stock assessed in terms of long term viability	31/03/2021	0%	✓	75%		Asset & Contract Manager
2020-3 Being a good employer						
2019 - 3.13 - Flexible working policy in place by 2020	31/03/2020	N/A	✓	Completed in June 2020		Chief Executive
2020 - 3.14 - Staff survey in 2020 showing positive feedback. Action Plan by 31 March 21	31/03/2021	2015 Survey	✓	Survey completed and reported in March 20		Chief Executive
2020 - 3.15 - 10% of staff pursuing and obtaining qualifications	31/03/2021	4%	✓	11.24%		Training & Development Officer
2019 - 3.16 - 100% of vacancies filled on first attempt	31/03/2021	100% in 2018/19	✓	100%		Chief Executive
2020 - 3.17 - Sustain a minimum level of 65% of HHP staff with a service length greater than 3 years	31/03/2021	68%	✓	78%		Chief Executive
2020 - 3.18 - % of staff turnover at less than 10%	31/03/2021	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
2020 - 4.20 - Population forecasts decline + demographics	31/03/2021	Population at 2011-27,684	✗	2016-26,950 2019-26,720		Chief Executive
2020 - 4.21 - Increased demand for housing in rural areas	31/03/2021	243 at 31 March 2019	✓	Total 504 Rural 253		Director of Operations
2020 - 4.22 - Community benefit measures delivered across our communities and on all contracts	31/03/2021	100% of contractors	✓	100%		Director of Operations
2020 - 4.23 - 95% of tenants satisfied with management of the area they live in	31/03/2021	92%	✗	92%		Service Development Manager
2020 - 4.24 - Complete Housing Demands Study	31/03/2021	N/A				Director of Operations
2020-Competencies Achieved	31/08/2021	N/A new measure	✓	95% achieved with areas for improvement identified		Chief Executive

Action Plan	Target date	Baseline		Progress to Dec 2020	Lead Officer
2020-1 Placing tenants at the centre of everything we do					
2020 - 1.1 - Carry out affordability checks	31/03/2021	2018	✓	Review due as part of Rent Setting	Director of Operations
2020 - 1.2 - Value for money Strategy	31/03/2021	2012	X	25% Currently being drafted for review at February Exec Team	Director of Finance
	31/03/2021			Rent models have been reviewed and likely we will need to move to a model where rents are aligned at COT. Issues with New Build Benchmark Rents to be corrected.	
2020 - 1.3 - New Rent Structure		Current Rent Structure	X		Director of Finance
2020 - 1.4 - Profile our Customers Needs	31/03/2021	20% complete	✓	25%	Service Development Manager
2020 - 1.5 - Support Western Isles Housing Association Communities Forum	31/03/2021	Grant + Staff time	✓	Assistance with Tenant days + attendance at tenant & resident groups	Service Development Manager
2020 - 1.6 - Develop tenant scrutiny	31/03/2021	2 groups in place	✓	2 groups in place	Area Managers
2020 - 1.7 - Provide dedicated tenant participation support	31/03/2021	Half time post in place	✓	New contract till May 2021	Director of Operations
2020 - 1.8 - Ensure tenants maximise their opportunities to access digital services	31/03/2021	Information from survey	✓	Digital Transformation Manager appointed	Area Managers
2020 - 1.9 - Develop a digital transformation strategy	31/03/2021	IT Strategy	✓	Approved by Board in November 2020	Business Support Officer
2019 - 1.10 - Develop an Anti-Poverty Strategy	31/03/2020	None in place	✓	CPP Strategy launched 9 October 19	Director of Operations
2020 - 1.11 - Benchmark our services with other Housing Associations	31/03/2021	High Level desk top	✓	SHN review shows improvement in performance	Head of Executive Office
2020 - 1.25 - Key Risk Indicators and Key Control Indicators developed during 2019	31/12/2020	None in place	✓	Initial KICs measured with Quarterly performance reports	Head of Executive Office
2020-2 Investing in Properties					
2020 - 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	Current Strategy	✓	Completed	Assets & Contract Manager
2020 - 2.14 - Annual Investment Programmes completed by February each year	29/02/2021	90% delivered by March	✓	80%	Investment Manager
2020-3 Being a good employer					
2020 - 3.15 - Offer shadowing and coaching opportunities to all staff	31/03/2021	Informal arrangements	✓	Informal arrangements to be reviewed following appraisals	Training & Development Officer
2020 - 3.16 - Team building events	31/03/2021	2 held	✓	Event held in June 19 - survey showing increased satisfaction	Chief Executive
2020 - 3.17 - Round table discussions with managers	31/03/2021	None in place	✓	Meetings held every month since January 2020	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
2020 - 3.19 - Deliver Annual Training Plan for 2020/21	31/03/2021		✓	In progress and on target	Training & Development Officer
2020-4 Working with partners					
2020 - 4.20 - Working with community groups to improve common areas	31/03/2021	None in place	✓	Community Garden in Casmir Place	Area Managers
				Not many opportunities have presented themselves for generating income. Looking for ways to make savings or start collaborations with other organisations (Knowledge Transfer Partnership with UHI), Heritage funding for Scotland Street.	
2020 - 4.21 - Identify opportunities to generate income	31/03/2021		X	Meetings attended Agreement signed	Finance Manager
2020 - 4.22 - Support OHCPP to deliver its aims	31/03/2021	Attendance at OHCPP	✓	3 grants awarded to community groups	Chief Executive
2020 - 4.23 - Work closely with voluntary sector	31/03/2021	None in place	✓	New build on Target; Homeless targets presenting challenges	Chief Executive
2020 - 4.24 - Work with CNES to deliver LHS	31/03/2021	IDB	✓		

QUARTERLY TREASURY REPORT TO 31 DECEMBER 2020

Board 27 January 2021

Report by Director of Finance & Corporate Services

Purpose of Report

- 1.1 To inform the Board of the Treasury Management activities for the third quarter of 2020/21.

Summary

- 2.1 The quarterly Analysis of Investment and Borrowing report required by the Treasury Management Policy is at Appendix 1.
- 2.2 Financial covenants are forecast to be met for 2020/21.
- 2.3 The Annual Financing Strategy (AFS) forecast that £14.805M would be drawn down from our approved borrowing facility in 2020/21. The Board approved a 30 year Business Plan in March 2020 which showed the requirement to draw down the remaining borrowing facility in the first half of 2020/21. The onset of the COVID-19 pandemic resulted in our development program being halted and a revision to the phasing of the drawdown of the remaining loan facility. No additional borrowing will be drawn down in 2020/21.

Competence

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

Recommendations

- 4.1 **It is recommended that the Board note the:**
- a) **quarterly report on the Analysis of Investment and Borrowing as shown at Appendix 1;**
 - b) **outstanding loans at 31 December 2020 of £4.91 Million; and**
 - c) **cash balance at 31 December 2020 of £5.925 Million.**

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

Tel: 0300 123 0773

Competence

Financial

- 5.1 This report deals entirely with the cash resources utilised over the third quarter of 2020/21.

Legal

- 6.1 Rule 18.1 to 19 details the Partnership's borrowing powers.
- 6.2 The effecting of borrowing and lending money is in accordance with the Partnership's borrowing and lending policies and CIPFA's "Treasury Management in Housing Partnerships: A Code of Practice" and has been delegated to the Director of Finance & Corporate Services.
- 6.3. The Treasury Management Policy requires that as a minimum a quarterly report is provided to the Board in the form "Analysis of Investment and Borrowing".
- 6.4 The Treasury Management Policy requires that if the cash balances exceed £4 Million the funds should be spread over no fewer than four interest bearing accounts. The cash balances are in a special interest account with Royal Bank of Scotland (RBOS). The remainder is held in the current accounts with the RBOS.

Regulatory Guidance

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

Risk

- 8.1 There are a number of risks highlighted in the Risk Register in relation to Treasury Management. The risk scored as "high" is the impact of increases in the interest rate and inflation rate and this has been addressed in Appendix 1.
- 8.2 The COVID-19 pandemic has resulted in turmoil in the financial markets. The reduction in the bank interest rates are not posing a risk at present as we have hedged appropriately between our fixed and variable loan facility. It does however mean that there will be a reduction in interest received on deposit accounts.

Report Details

- 9.1 There were no borrowings during the third quarter.
- 9.2 The third quarter of the year saw £7.666M expenditure of which £4.122M related to new build.
- 9.3 The income for the third quarter was £6.651M and comprised Rental Income (40%), Sale of Shared Equity Units (7%), Government Grants including new build (52%) and Other Income (1%).
- 9.4 Appendix 2 summarises the income and expenditure profiles for the third quarter.
- 9.5 The cash balances at 31 December 2020 decreased quarter on quarter by £1.043M to £5.925M. This was driven by the increase in investment and development spend planned in the third quarter and repayment of the £383K retained excess RTB receipts.
- 9.6 All covenants will be complied with for 2020/21.

INVESTMENTS

	Mar-20	Jun-20	Sep-20	Dec-20	Average
DEPOSIT ACCOUNTS	£000's	£000's	£000's	£000's	£000's
Royal Bank	749	749	749	749	749
CWS	0	0	0	0	0
BOS	782	782	782	787	783
Santander	1,578	1,581	1,581	1,582	1,581
Total Deposit	3,109	3,112	3,112	3,119	3,113

CURRENT ACCOUNTS

General Account	1,195	859	1,795	664	1,128
Standing Order	345	495	750	750	585
Direct Debit	257	750	533	750	573
Office/Cash	208	750	750	613	580
Property Factoring	36	39	28	30	33
Total current	2,042	2,892	3,856	2,807	2,899
Total	5,151	6,004	6,968	5,925	6,012

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

The cash held at the Royal Bank is split between 5 operational accounts totalling £2.807m. 5 deposit accounts held with the 4 banks shown above total £3.119m.

BORROWINGS

Core Funding Facility	£m
Estimated debt outstanding (per Business Plan)	4.91
Actual amount outstanding	4.91
Difference	0.00

Compliance with Cash Flow Forecasts

The onset of the COVID pandemic resulted in a halt to our development and investment programmes. The drawdown of the remaining loan facility is now not expected to take place until 2021/22.

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 has remained at 0.1% since the COVID19 lockdown was initiated. 3 month LIBOR decreased to 0.03% as at 31 December 2020.

Borrowings	Mar-20 £000's	Jun-20 £000's	Sep-20 £000's	Dec-20 £000's	Average £000's
Facilities arranged	15,000	15,000	15,000	15,000	15,000
Loans outstanding	4,909	4,909	4,909	4,909	4,909
Variable/Fixed analysis-amounts					
Variable amount	1,409	1,409	1,409	1,409	1,409
Fixed amount	3,500	3,500	3,500	3,500	3,500
Other Hedging	-	-	-	-	-
	4,909	4,909	4,909	4,909	4,909
Variable/Fixed analysis-Percentages					
Variable	28.70%	28.70%	28.70%	28.70%	28.70%
Fixed	71.30%	71.30%	71.30%	71.30%	71.30%
Other Hedging Products					
	100%	100%	100%	100%	100%
Lenders amounts					
Core Facility (RBS)	4,909	4,909	4,909	4,909	4,909
Other Borrowings	-	-	-	-	-
	4,909	4,909	4,909	4,909	4,909

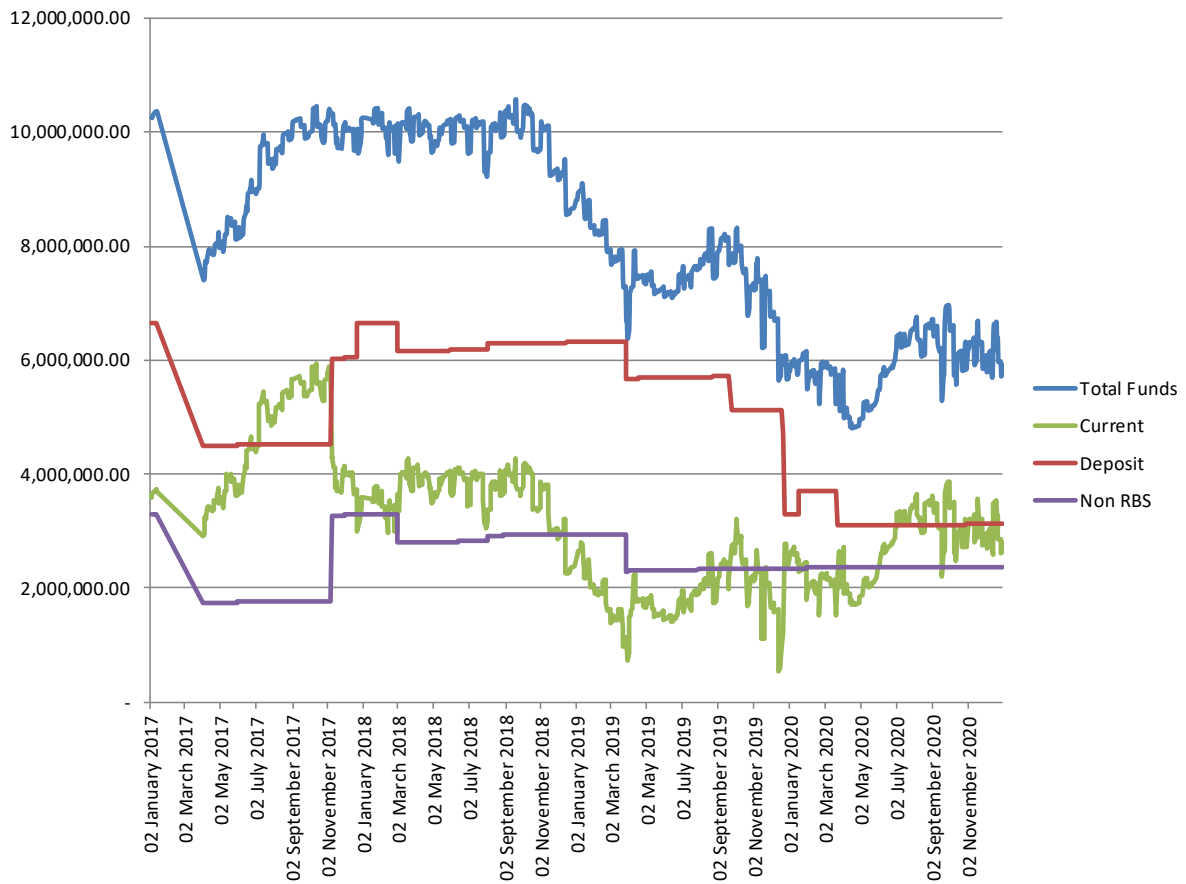
Average cost of borrowing

Amount £000's	Interest	Type	Annual Cost
3,500.00	5.55%	Fixed	194,300
1,408.67	3.65%	Variable	51,424
4,908.67			245,724
Average cost of funds			5.01%

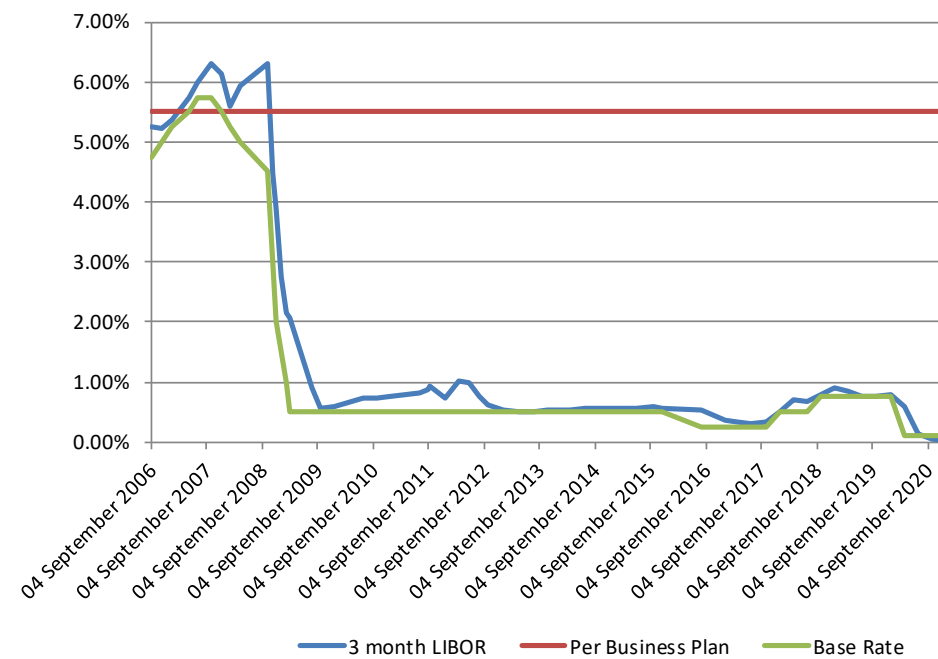
Anticipated level of borrowing over next 5 years

Year	2020/21 Est £m	AFS Forecast £m	Variance £m
2020/21	4.909	14.805	(9.896)
2021/22	18.500	14.805	3.695
2022/23	21.000	14.805	6.195
2023/24	23.000	14.805	8.195
2024/25	25.000	14.805	10.195

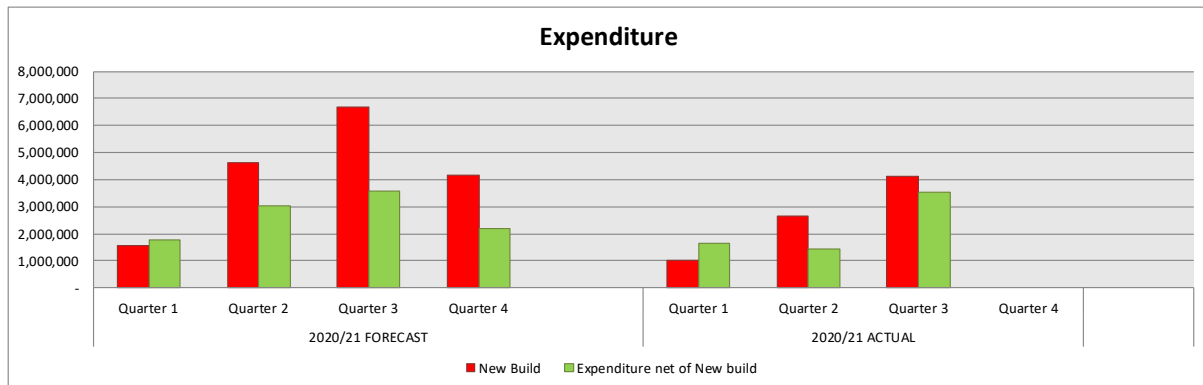
Cash Balances



Interest Rates

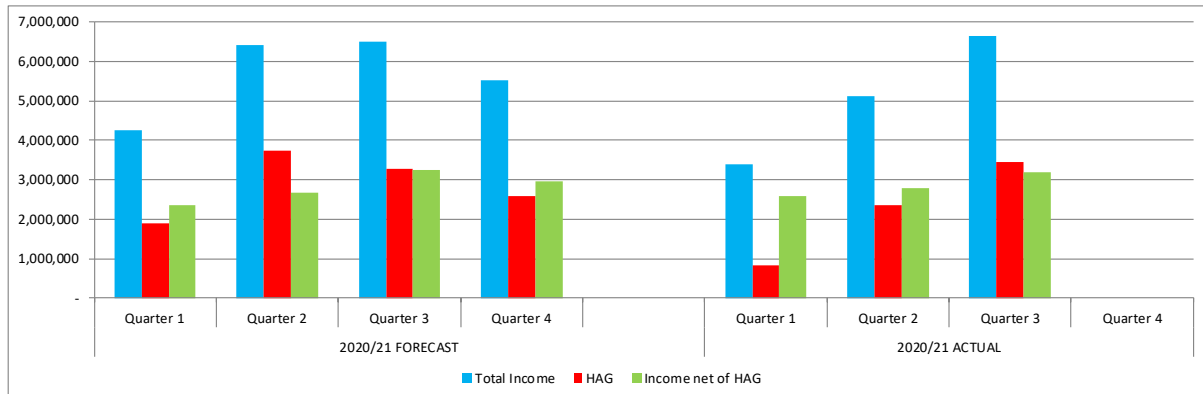


EXPENDITURE



Overall the expenditure for the third quarter (Q3) of 2020/21 is significantly down compared to forecast. Expenditure net of new build is below forecast due to the delay in the programming of investment works. The majority of investment surveys are now complete and works are expected to be completed this fiscal year (Subject to refusals and additional lockdown measures). Development works have continued to ramp up in the third quarter following the delays driven by lockdown and getting onto some sites but will be below the initial budget for the full year. Revised budgets have been updated to reflect this.

INCOME



Total Income for the third quarter of 2020/21 is up marginally compared to the initial budget. This is due to the timing of the receipt of grant on new build. Whilst we are behind track on expenditure on new build the impact on income is less as it was forecast that certain projects would have drawn down all of their grant by now.

INVESTMENT PROGRAMME MONITORING REPORT

Board 27 January 2021

Report by Director of Operations

Purpose of Report

- 1.1 To provide a progress update on the 2020/21 and 2021/22 Investment Programme.

Summary

2020-2021 Investment Programme

- 2.1 97% of Mini call off tenders for the 2020/21 Programme have been issued and contracts awarded. Procurement of the remaining work for rewiring was re-tendered a second time due to no interest being received at the first attempt.
- 2.2 The majority of contracts were progressing to programme but issues are now arising due to supply chain issues linked to COVID-19 restrictions and other material supply constraints.
- 2.3 There is an anticipated underspend of £628K due to issues and delays as a result of COVID-19 restrictions on supply chains.

2021-2022 Investment Programme

- 2.4 The Board approved the Programme on 19 November 2019 as part of the two-year programme from 2020-2022. Elements of the programme have been tendered and awarded as part of two-year packages and the remaining packages are being tendered over the next 3 months.

Aids & Adaptations

- 2.5 A general grant award of £288K was been received from the Scottish Government and a further grant award of £25K for a Major Adaption for a specific case. Referrals for the general adaptations completed or committed to date total £220K. The major adaption is also completed.

Competence

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

Recommendations

- 4.1 **It is recommended that the Board note the:**
- a) **progress on the Investment Programme; and**
 - b) **update on the provision of Aids and Adaptations.**

Background Papers: Risk Register/ Management Reports to 31 December 2020

Writer of Report: Angus MacNeil

Tel: 0300 123 0773

Competence

Financial

2020/21 Investment Programme

- 5.1 The investment budget for the 2020/21 Investment Programme was approved at £3.916M. The financial position to 31 December 2020 is presented in the Management Report. The current anticipated out turn is £3.7M as stated in the Management Report to 31 December 2020 at item 6.3 on the agenda.
- 5.2 A grant award from the Scottish Government for Aids and Adaptations has been confirmed at £313K.
- 5.3 While the programmed works are expected to complete by the end of the year it is unlikely that works can be brought forward to take up savings or slippage in the programme.

2021/22 Investment Programme

- 5.4 The agreed programme is within current approved Business Plan cash planning limits.
- 5.5 On 19 November 2019 the Board approved to tender up to 80% of the 2021/22 Investment Programme subject to work not being committed until budgets are agreed in January 2021 for the annual programme.
- 5.6 The Investment Programme will be reviewed during the budget setting to ensure cash planning limits do not exceed current covenants.

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 £100K 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 set a legal requirement for Social Housing landlords to bring their stock up to the EESSH by December 2020. Exemptions can be made for delays due to COIVD-19 delays, which will be the case for our 2020/21 programme.
- 6.4 Scottish Government also set a legal requirement for smoke and heat detector provision by February 2021 and subsequently extended this by 12 months due to COVID-19 restrictions. The installation programme is now substantially complete with the exception of revisiting non-access properties.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report that would result in a 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 concerning the health of the local economy particularly the capacity of contractors 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. They are currently classed as abeyances under the guidance. No further systems are being installed at present.

Report Details

2020-2021 Investment Programme

- 9.1 All planned works have been procured with the exception of rewiring at Bridge Cottages, Ford Terrace and Matheson Road. These were re-tendered a second time but no returns were received. They will be now be tendered out with the Investment framework. As a consequence there is likely to be slippage into the 2021/22 programme.
- 9.2 Progress on investment works as at 31 December 2020 is shown below:

Work	Contractor	Start Date	Completion Date	% completion
Lewis & Harris				
Windows & Doors	Neil MacKay & Co	01/02/2021	20/05/2021	0%
Gas Heating	FES FM Ltd	07/09/2020	25/03/2021	40%
Heating Lot 2b	Alex Murray Construction	17/08/2020	05/03/2021	42%
Heating Lot 2c	Alex Murray Construction	14/09/2020	04/12/2021	88%
Bathroom & Showers	O'Mac Construction	21/09/2020	14/12/2020	100%
Kitchens	O'Mac Construction	04/01/2021	22/03/2021	0%
Electrical	FESFM Ltd	08/06/2020	26/03/2021	90%
Environmental Works	Alex Murray Construction	24/08/2020	25/03/2021	39%
Energy Efficiency	SSE	Jan 2021	May 2021	0%
Uist & Barra				
Windows	FES FM Ltd	TBC	TBC	0%
Heating Lot 10a	Alex Murray Construction	13/08/2020	19/02/2021	41%
Heating Lot 10b	Alex Murray Construction	26/10/2020	21/03/2021	11%
Electrical	FESFM Ltd	08/06/2020	26/03/2021	95%
Kitchens	Alex Murray Construction	TBC	TBC	0%

- 9.3 Occupational Therapy (OT) works are being carried out by Alex Murray Construction and FES FM Ltd across all island areas. Quotations are requested from the contractor as referrals are received and works are programmed as soon as possible thereafter.
- 9.4 Window works in Lewis are due to commence in February. An earlier start is not possible due to hardware and steel supply issues in manufacturing, completion is expected May 2021. Uist survey works are completed with the programme to be agreed once supply date from manufacturers is confirmed.
- 9.5 Kitchen works in Lewis and Harris will commence on completion of bathroom works as O'Mac Construction has been awarded both lots. The position with the supply of kitchen units is being monitored due to the COVID-19 impact. Currently no delays are expected.

- 9.6 Kitchen works in Uist consist of 2 houses. Works have been awarded and no issues are expected regarding completion.
- 9.7 Heating in Lewis and Uists has experienced recent issues with supply chain. Alternative manufacturers have been sourced whose products are compliant with our specifications. Programmes are being updated with works expected to re-commence early January through to completion at the end of March.
- 9.8 Installation of Smoke detectors is continuing with good progress towards the original February 2021 target. The majority of the programme has been completed with previous non-accesses remaining.
- 9.9 SSE are still to confirm the programme for external insulation works and are being pressed on this. It is anticipated that there will be slippage on the project. A building warrant has been obtained and they are continuing on establishing accommodation arrangements.
- 9.10 Delivery of the complete Investment Programme prior to 31 March 2021 is not likely due to slippage on windows, rewiring and heating. Works are subject to continuous review due to COVID-19. However, it is unlikely that works can be brought forward to take advantage of opportunities created by savings or slippage in the programme. Additional costs have been encountered on the programme due to challenges with material costs and some tender prices. The additional costs are all accommodated through savings within the programme.
- 9.11 Supply chains are also being monitored for impact on the manufacture and supply of materials due to restrictions on normal factory working methods.
- 9.12 BREXIT also remains a concern. At the present time, the full impact is unknown but there are reports of delays at ports, which could impact on supply chains.
- 9.13 We will not meet the original EESSH 1 deadline of 31 December 2020 but are on track for compliance by March 2021. This is due to the delayed start caused by COVID-19. The Scottish Government have recognised that landlords may not be able to meet the EESSH 1 deadline of 31 December 2020 due to the impact of COVID-19 and can therefore state COVID-19 as a reason for not meeting a deadline in their EESSH return for 2020/21.

2021/22 Investment Programme

- 10.1 The 2021/22 Investment Programme was prepared based on maintaining Scottish Housing Quality Standard (SHQS) and EESSH.
- 10.2 Some work packages have already been tendered as part of two-year contracts to seek discounts on framework tenders and increase competition and provide stable level of works enabling contractors to plan more effectively. The discounts will also alleviate pressures on price increases expected in the first quarter of 2021.

Work	Contractor	Start Date	Completion Date
Lewis & Harris			
Windows & Doors	To be tendered Jan 2021		
Heating Lot 2b	Alex Murray Construction	01/04/21	TBC
Heating Lot 2c	Alex Murray Construction	01/04/21	TBC
Bathroom & Showers	O'Mac Construction	01/04/21	TBC
Kitchens	To be tendered Jan 2021		
Electrical	To be tendered Jan 2021		
Environmental Works	To be tendered Jan 2021		
Energy Efficiency (External Wall Insulation)	SSE	TBC (to follow completion of 2020/21 works)	TBC
Uist & Barra			
Heating Lot 10a	Alex Murray Construction	01/04/21	TBC
Heating Lot 10b	Alex Murray Construction	01/04/21	TBC
Electrical	To be tendered Jan 2021		
Kitchens	To be tendered Jan 2021		

- 10.3 The remaining procurement will commence in January 2021. The Board approved tendering up 80% of the 2021/22 Investment Programme subject to work not being committed until budgets are agreed in February 2021 for the annual programme.

Aids and Adaptations position

- 11.1 The current position on General Adaptations is at Table 1. Referrals are up to date and regular discussions are ongoing to ensure works are actioned timeously.

Table 1 - Occupational Therapy referrals

Occupational Therapy Referrals	2020/21
Number of Properties	93
Number of Referrals (some properties have more than one referral)	115
Number of tasks on Referrals (a referral can have multiple tasks)	229
Number of Referral tasks completed	185
Total Spend/ Committed	£220k
Grant Allocation – General Adaptations	£288k

- 11.2 A further allocation of £25K was awarded for a specific Major Adaptation. This adaptation consisted of major bathroom works and specialist hoist tracking system. Works have been completed and provided significant benefits and improvements for the individual affected.