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BOARD AGENDA – 23 AUGUST 2023

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
1	**Attendance & Apologies**	Noting	Chair	3	5:30pm - 5.45pm
2	**Declaration of Interest**	Noting	Chair	-	
3	**Minutes**			-	
3.1	Minute of Meeting 28 June 2023	Approval	Chair	5	
3.2	Action Sheet	Noting	Company Secretary	10	
4	**Date of Next Meeting** 28 November 2023	Approval	Chair	-	
5	**Health & Safety**	Noting	Director of Operations	-	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
6	**Items For Decision**				5:45pm - 6:25pm
6.1	Annual Assurance Statements	Approval	Chief Executive	11	
6.2	Annual Governance Report	Approval	Chief Executive	31	
6.3	Management Report to 30 June 2023	Approval	Finance Manager	137	
6.4	Community Grants	Approval	Director of Operations	159	
6.5	Appointment of Internal Auditors	Approval	Director of F&CS	166	

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ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
7	**Policies & Strategies**				6:25pm - 6:55pm
7.1	Alcohol & Substance Misuse Policy	Approval	Corporate Resources Manager	168	
7.2	Lone Working Policy	Approval	Corporate Resources Manager	183	
7.3	Particular Housing Needs Policy	Approval	Area Manager (Lewis)	194	
7.4	Engagement Policy	Approval	Service Development Manager	201	
7.5	Openness & Confidentiality Policy	Approval	Governance Officer	219	
7.6	Tenant Participation Update	Noring	Service Development Manager	239	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
8	**Noting Reports**				6:55pm - 7:15pm
8.1	Quarterly Treasury Report to 30 June 2023	Noting	Director of F&CS	242	
8.2	Business Plan Monitoring Report	Noting	Chief Executive	250	
8.3	Development Monitoring Report	Noting	Development Manager	255	
8.4	Investment Programme Monitoring Report	Noting	Assets & Contracts Manager	266	

MEETING GOES INTO PRIVATE SESSION

Board Meetings 2022/23

Board Members	Notes	01-Sep-22	22-Nov-22	08-Feb-23	29-Mar-23	23-May-23	28-Jun-23		
Iain Macmillan	3								
Calum Mackay	1								
Alexander Gardner	2 & 6								
Alison MacCorquodale									
Donald MacSween									
Finlay Stewart									
Gordon Macleod	4								
Helen Mackenzie									
Iain M Macleod									
Norman A Macdonald	1								
Roddy Nicolson	1								
Fiona Knape	5								

1 - Appointed as a Community Member on 1 September 2022
2 - Appointed as a Tenant Member on 1 September 2022
3 - Resigned as Board Member on 22 December 2022
4 - Appointed as a Community Member on 22 November 2022
5 - Appointed as a Tenant Member on 22 November 2022
6 - Removed as Board Member on 29 March 2023

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

Leave — Special Leave Granted

Board Training and Conferences 2022/23

Board Members	Notes	Decision Time Training	Committee / Board as a Landlord	Business Planning Day	Governance Training	Decision Time Training	Highlands & Islands Committee Members Conference
		27-Sep-22	01-Dec-22	31-Jan-23	31-Jan-23	22-Feb-23	04-May-23
Iain Macmillan	3						
Calum Mackay	1						
Alexander Gardner	2 & 6						
Gordon Macleod	4						
Norman A Macdonald							
Roddy Nicolson							
Helen Mackenzie							
Iain M Macleod							
Donald Macsween							
Alison MacCorquodale							
Finlay Stewart							
Fiona Knape	5						

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Member present at training

Member not present at training

Cancellation of travel due to weather

Unable to attend remote training due to techncial difficulties

Member not required to be present at training

Leave — Special Leave Granted

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ITEM NO 3.1

HEBRIDEAN HOUSING PARTNERSHIP
Board
Minutes of Meeting held in HHP Board Room, Stornoway and remotely via Microsoft Teams on Wednesday, 28 June 2023 at 5.30pm

PRELIMINARY ITEM	
ATTENDANCE & APOLOGIES	
1	**Attendance & Apologies** Attendees in Person — Gordon Macleod (Chair); Fiona Knape; Norman A Macdonald; Roddy Nicolson Attendees via MS Teams — Alison MacCorquodale; Finlay Stewart; Iain M Macleod Apologies Received — Calum Mackay (Vice-Chair); Helen Mackenzie Apologies Not Received — Donald Macsween Staff & Consultants In Attendance — Dena Macleod (Chief Executive); Donald Macleod (Director of Finance & Corporate Services); John Maciver (Director of Operations); Jonathan Fairgrieve (Corporate Services Officer – Minute Taker); Iona France (Governance Officer); Sawan Morrison (Development Manager); Donalda Mackinnon (Area Manager); Michael Libby (Corporate Services Officer); Garry Campbell (Debt Management Officer); Gary Macleod (Digital Transformation Manager) Present for Agenda Items 1-8.3 only — James Morrison (Finance Manager); Mina Maclean (Housing Officer – Allocations); Peter O'Donnell (Investment Manager); Angus E MacNeil (Assets & Contracts Manager) On behalf of the Board, the Chair thanked Isabel Macmillan, Housing Assistant, for her service at HHP and wished her a long and happy retirement. The Chair welcomed Laura Mackenzie to the organisation as she took up the post of Tenant Engagement Officer.
PRELIMINARY PROCEDURAL MATTERS	
2	**Declaration of Interest** **No declarations of interest were made.**
3.1	**Minute of Board Meeting 23 May 2023** **The minute of the Board meeting of 23 May 2023 was submitted and approved as a true and accurate record.**
3.2	**Action Sheet** **The Action Sheet was noted.**
4	**Date of Next Meeting** It was agreed the next meeting of the Board would be in person. The Chair advised our Regulation Manager would be in attendance. **The date of the next meeting will be Wednesday 23 August 2023.**
5	**Health & Safety** **Nothing to report.**

ITEMS FOR DECISION	
6.1	**<u>Accounting Policies</u>** The Director of Finance & Corporate Services presented two minor changes to our accounting policies - one with regards to the calculation of impairment losses and the other with respect to the treatment of pension surpluses under FRS102. **The Board approved the changes in the accounting policies with respect to the calculation of impairment losses and the restriction of pension surpluses under FRS102.**
6.2	**<u>Annual Report & Financial Statements to 31 March 2023</u>** The Annual Report and Financial Statements for the year ended 31 March 2023 were presented for approval. The draft Financial Statements were presented to the Development & Finance Committee and Audit & Risk Committee on 22 and 28 June 2023, respectively, when detailed discussions were held and minor amendments to the wording in Annual Report and Financial Statements were made. The Statement of Comprehensive Income showed an operating surplus of £2.67M, an increase on the previous year, which was due to increased rental income, with additional homes for rent and the annual rent increase. The Director of Finance & Corporate Services advised a clean audit report had been received from our External Auditors, CIB Services. **The Board:** **a) approved the Annual Report and Financial Statements for the year ended 31 March 2023; and** **b) noted the HHP Community Housing Accounts for the year ended 31 March 2023.**
6.3	**<u>Budgetary Performance for the Year Ended 31 March 2023</u>** A report on the performance against budget for the year ended 31 March 2023 was presented to the Board including an overview of Board Members' expenses and consultancy spend for the year. The Development & Finance Committee met on 22 June 2023 to review the detailed performance. The report sought approval for a recommendation to the AGM that £5,000 of the surplus be donated to local charities. Fiona Knape questioned whether being overbudget on non-dwelling repairs would impact on tenant service charges. The Director of Finance & Corporate Services advised there was no impact expected as rechargeable costs were charged to tenants at the same rate we were charged. **The Board:** **a) noted the performance against budget for the year ended 31 March 2023;** **b) noted the Financial Covenant for 2022/23; and** **c) approved a recommendation to the AGM that £5,000 of the surplus be donated to local charities during 2023/24.**
6.4	**<u>SHR Financial Return</u>** The Loan Portfolio Return (2022/23) and Audit Financial Statements (2022/23) submission, required by the Scottish Housing Regulator (SHR), was presented for consideration and approval. Following the In-Year Loan Portfolio Return filed with the SHR in December 2022 the only changes to the return were an update on the final covenant position for the year and the number of housing units owned. **The Board approved for submission to the Scottish Housing Regulator the:** **a) Loan Portfolio Return for 2022/23; and** **b) Audited Financial Statements for the year ended 31 March 2023 as at Board agenda item 6.2.**
6.5	**<u>Management Report to 31 May 2023</u>** The Finance Manager presented the Management Report to 31 May 2023 for review. The report forecast we will meet our Financial Covenants for the year ended 31 March 2024 with £185K available for drawdown. Scottish Government had awarded a grant of £275K for Aids & Adaptations. A virement of £155K was required to reflect the increase in the grant award. As the tenders received for the Stock Condition Survey were over budget, a virement of £26,682 to the Property Consultants budget was required. £10,164 from Windows and £16,518 from Rewiring Investment Programmes was proposed to enable the Stock Condition Survey to proceed. **The Board:** **a) noted the Management Report at 31 May 2023 and revised forecast out turn at 31 March 2024;** **b) approved a virement of £155,000 for Occupational Therapy cost, which will be funded by additional Aids & Adaptations Grant Funding; and** **c) approved a virement of £26,682 to the Property Consultants budget, £10,164 from Windows and £16,518 from Rewiring Investment Programmes to enable the Stock Condition Survey to proceed as tenders received were over budget.**

6.6	**Operations Report to 31 March 2023**

The Director of Operations gave a presentation of the key points from the Allocations, Complaints, Anti-Social Behaviour & Estate Management and Repairs performances for 2022/23.

Allocations

Our Waiting Lists have remained fairly stable over the last 3-4 years. There have been 44 new build lets and 202 relets in 2022/23. It was proposed the quotas for properties allocated to homeless applicants remain the same as 2022/23.

Comments, Compliments & Complaints

65 compliments were received between 1 October 2022 and 31 March 2023, compared to 74 complaints in the same period. The Director of Operations advised all complaints are used to help improve our services.

Anti-Social Behaviour & Estate Management

There was a very low number of anti-social behaviour cases reported in 2022/23.

There were currently 71 applications on the Garden Assistance Scheme with 33 on the waiting list. Fiona Knape suggested community organisations be contacted to ascertain if they carried out grass cutting schemes within their communities, to help alleviate the wating list.

Repairs

The repairs service provided by our contractor was assessed as "good" with completion, voids and right first time performing well. There were continued pressures on costs due to high inflation and labour and energy costs.

The Board:

- **a) noted the Allocations Report 2022/23;**
- **b) agreed the quota of vacancies in Stornoway remain at 50% for homeless applicants and that the number of 2 apt properties being made available for homeless applicants in Stornoway be retained at 25 per annum;**
- **c) agreed the quotas for allocating properties in Stornoway remain at 15% for transfer applicants and 35% for other waiting list applicants;**
- **d) noted the Complaints Performance;**
- **e) noted the Anti-Social Behaviour & Estate Management Performance; and**
- **f) noted the Repairs Service Review.**

6.7	**Development Report**

The Development Manager provided an update on the Development Programme since the Board meeting on 29 March 2023.

Project	Update
Bremner Court	50 Flats completed. Work was ongoing with CNES and IJB to allocate the properties.
Barra	Properties were handed over and tenant sign up had taken place.
Crowlista	Official Opening took place on 9 June 2023.
Scott Road	Discussions were ongoing with landowners to have legal agreements in place. The project had support from CNES and Scottish Government. Planning permission to be lodged.
Low Flyer (Phase 2)	Tenders had been returned with high costings. An independent Quantity Surveyor assessment had taken place, and despite negotiations there was a shortfall of £20K per unit.
Leverburgh	Planning Permission had been granted with conditions.
Carloway Care Unit	CNES had offered the Carloway Care Unit as a potential acquisition and refurbishment, similar to what had been done with other care units.

Fiona Knape questioned if planning permission for Scott Road was granted and legal agreements were not in place could the site be lost to another party. The Director of Operations advised this would always be a risk but it was deemed as a low risk.

It was proposed the Board agreed to delay the 4 units at Low Flyer and review on a six monthly basis.

Norman Macdonald commended the work done to refurbish care units in rural communities and supported the review of the Carloway Care Unit being refurbished.

The need to have clear risk thresholds for developments was discussed at the Development & Finance Committee discussed on 22 June 2023. The Development Manager advised a document outlining the thresholds had been issued to members and feedback would be appreciated.

	Approval was sought to issue the tender for a 12 house development at Leverburgh and that agreement be concluded with Scottish Government on the tenure mix for the additional 6 houses prior to conclusion of contracts. **The Board:** **a) agreed to delay 4 units at Low Flyer and review on a six monthly basis;** **b) approved the progression of Scott Road to full planning permission noting the risk involved;** **c) approved the full review of the refurbishment of the Carloway Care Unit;** **d) agreed to review the draft documents for the risk thresholds for new developments and provide feedback;** **e) agreed a tender be issued for a 12 house development at Leverburgh and that agreement be concluded with Scottish Government on the tenure mix for the additional 6 houses prior to conclusion of contracts; and** **f) noted the Development Plan update.**
6.8	**<u>Board Member Appointment</u>** The report requested approval to re-appoint Helen Mackenzie to the Board. Ms Mackenzie was appointed to the Board for a period of 2 years from 23 June 2021 and had indicated she would be interested in continuing her appointment to the Board. As Vice Chair of both the Audit & Risk and Development & Finance committees, she is an active member of the Board and brings valuable skills and experience to the Board. The appointment would be in accordance with Rules 37.2.4 and 40.9. **The Board approved Ms Helen Mackenzie's appointment to HHP's Board for a further period of three years as a Board Appointed Member with effect from 28 June 2023.**
	POLICIES & STRATEGIES
7.1	**<u>Adoption Leave Policy</u>** The Adoption Leave Policy had been reviewed in line with the Policy Review Schedule and no material or legislative changes had been made. **The Board approved the Adoption Leave Policy.**
7.2	**<u>Special Leave Policy</u>** The Chief Executive presented the Special Leave Policy which had been reviewed and updated regarding compassionate leave and lifeline agencies. Employees taking compassionate leave often require longer than 5 days and consequently are signed off sick so this should lead to a reduction in sick pay. As part of the review process, the Policy had been compared to other RSL's Special Leave policies. The Personnel Working Group met on 15 June 2023 to review the policy in detail. **The Board agreed to amend the Special Leave Policy to:** **a) increase the compassionate leave from 5 to 10 days in the event of the death of a wife, husband, partner, parent or child (includes a still born child);** **b) include Hebrides Mountain Rescue and Volunteer Reservist organisations on the list of lifeline agencies;** **c) give discretion to the Chief Executive to award Special Leave to a member of staff who is part of a life-line agency not mentioned in the policy but is vital to their community;** **The Board:** **d) approved the Special Leave Policy for consultation with Staff and the Union; and** **e) if there are no material changes to the Policy arising from the consultation, that the Policy is approved, otherwise a revised Policy be presented to the next meeting of the Board.**
7.3	**<u>Asset Management Strategy</u>** The Assets & Contracts Manager provided an update on progress against the Asset Management Strategy Action Plan, agreed by the Board in March 2020. Progress was broadly on target and the implementation of Civica CX Housing Management System would enable further improvement in future to management reporting and service delivery. **The Board noted progress on the Asset Management Strategy.**
7.4	**<u>Risk Management Strategy</u>** The Chief Executive presented the 2023 review of the effectiveness of our Risk Management Strategy. All controls were found to be effective with the exception of a failure to identify a material risk with regards to Infra-Red Heating. This had been addressed in the action plan. **The Board noted the 2023 review of the effectiveness of the Risk Management Strategy.**

MONITORING REPORTS	
8.1	<u>**Quarterly Treasury Report to 31 March 2023**</u> The Director of Finance & Corporate Services presented the Treasury Management activities for the fourth quarter of 2022/23 and confirmed our cash balances were £7.993M, a decrease of £0.735M compared to the previous quarter, driven by spend in investment and development. **The Board noted the:** **a) quarterly report on the Analysis of Investment and Borrowing;** **b) outstanding loans at 31 March 2023 of £17M;** **c) cash balance at 31 March 2023 of £7.993M.**
8.2	<u>**Business Plan Timetable**</u> A timetable for the preparation of the next five year Business Plan 2024/25 to 2028/29 was presented for information. The Chief Executive advised the main Business Planning Day would take place in November 2023. **The Board noted the Business Plan Timetable.**
8.3	<u>**Investment Programme Monitoring Report**</u> The Assets & Contracts Manager provided an update on the 2023/24 Investment Programme. Members were advised that procurement was progressing but the outcome of grant application was awaited before the contract be awarded. **The Board noted the:** **a) progress on the Investment Programme; and** **b) Scottish Government grant award of £0.275M for the provision of Aids and Adaptations.**
MEETING WENT INTO PRIVATE SESSION	

Chairperson Mr Gordon Macleod

SIGNED ………………………………………………………

DATE ………………………………………………………

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ITEM NO 3.2

BOARD ACTION SHEET

ACTION POINT	MINUTE NUMBER	ACTION TO BE TAKEN	DEADLINE/ TIMESCALE	ACTION BY	PROGRESS
1	28 Jun 23 (6.7)	Development at Low Flyer to be reviewed on 6 monthly basis	31 December 2023	Director of Operations	
		Scott Road Development to proceed to full planning permission	31 October 2023	Development Manager	Planning Application being prepared.
		Risk Thresholds for developments to be reviewed following Board Members feedback	31 August 2023	Development Manager	Feedback received.
		Tender for 12 house development at Leverburgh be progressed. Conclude agreement with Scottish Government on tenure mix.	30 September 2023	Director of Operations	Tender return due 14 August 2023. Discussion underway with Scottish Government re tenure options. Community meeting held on 27 July 23.
2	28 Jun 23 (7.2)	Special Leave Policy to be issued for consultation with Staff and Union	31 July 2023	Governance Officer	Consultation ended 28 July 2023 – no changes required to Policy.
3	29 Mar 23 (6.8)	Report from those attending the conference to be shared with the Board.	31 August 2023	Service Development Manager	
4	9 Feb 2022 (7.2)	Review garage rents.	2023/24	Director of Finance & Corporate Services	Rent Structure to be presented to Development & Finance Committee in September 2023.

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ITEM NO 6.1

ANNUAL ASSURANCE STATEMENT

Board 23 August 2023

Report by Chief Executive

Purpose of Report

1.1 The purpose of this report is to present the Annual Assurance Statement (AAS) to the Board for consideration and approval prior to submission to the Scottish Housing Regulator (SHR).

Summary

2.1 The Board must be satisfied that the Partnership is compliant with all requirements detailed in section 9.1 of this report, and prepare an AAS confirming this, which is submitted to SHR.

2.2 The completed AAS for 2023 is at Appendix 1 with an evidence checklist at Appendix 2; this confirms that we do comply with all our regulatory requirements.

2.3 The AAS must be signed off by the Board prior to submission no later than 31 October each year.

2.4 On 29 July 2022 SHR requested that landlords' evidence in their AAS they are in the process of implementing an effective approach to the collection of equalities information and are considering how to adopt a human rights approach to their work.

2.6 In addition, following advice from Scottish Housing Network (SHN) we added a clause to our AAS in 2022 on our position with Electrical Installation Condition Reports (EICR).

2.7 In July 2023, SHR asked landlords to confirm through their AAS they meet all duties in relation to tenant and resident safety.

Competence

3.1 The financial, legal and other constraints to the recommendations in this report are detailed in paragraph 5.1 – 8.1 of this report.

Recommendations

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

a) note the Annual Assurance Statement – Evidence Checklist at Appendix 2; and
b) approve the Annual Assurance Statement at Appendix 1.

APPENDIX 1:	Annual Assurance Statement	
APPENDIX 2:	Annual Assurance Statement – Evidence Checklist	
Background Papers:	Scottish Housing Regulator's "Regulatory Framework" (February 2019)	
	SFHA Social Landlord Self-Assurance Toolkit (updated June 2023)	
Writer of Report:	Iona France	Tel: 0300 123 0773

Competence

Financial

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

Legal

6.1 There is a regulatory requirement to ensure that the Annual Assurance Statement is prepared and submitted by 31 October each year.

Regulatory Guidance

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

Risk

8.1 The risk of not submitting the Annual Assurance Statement will lead to the Partnership being in breach of regulatory requirements and have a negative effect on its risk rating and regulatory engagement.

Report Details

9.1 Using the SHR's existing Statutory Guidance and the SFHA Self-Assurance Toolkit, a checklist has been produced to ensure all regulatory requirements are being complied with and outlining the evidence to confirm this. The Evidence Checklist is at Appendix 2 with this year's amendments highlighted.

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Our Annual Assurance Statement

We, Hebridean Housing Partnership, comply with the regulatory requirements set out in Chapter 3 of the Scottish Housing Regulator's Regulatory Framework. This includes that we comply with:

- ✓ all the standards and outcomes in the Scottish Social Housing Charter for tenants, people who are homeless and others who use our services;
- ✓ relevant legislative duties; and
- ✓ the Standards of Governance and Financial Management for RSLs.

We confirm that we have seen and considered sufficient evidence to give us this assurance.

Our tenants' safety is paramount, however, we have 16 properties where Electrical Installation Condition Reports (EICR) have not been carried out due to access issues.

We are assured we meet all other duties in relation to tenant and resident safety and are compliant with all relevant safety requirements.

We can further confirm that HHP are in the process of implementing an effective approach to the collection of equalities information and are considering how we can adopt a human rights approach in our work.

We approved our Annual Assurance Statement at the meeting of our Board on 23 August 2023.

I sign this statement on behalf of the Board.

Chair's signature:

Date:

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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APPENDIX 2

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
Assurance & Notification (AN)		
Reference	Item	Evidence
AN1	Prepare an Annual Assurance Statement in accordance with SHR published guidance, submit it to SHR between April and the end of October each year, and make it available to tenants and other service users.	Annual Assurance Statement 2023 is being considered on 23 August 2023 and will be published on the website following approval.
AN2	Notify us (SHR) during the year of any material changes to the assurance in its Annual Assurance Statement.	Regulatory Standards compliance forms are completed for all Board Reports. Annual Assurance Statement 2022 approved on 31 August 2022.
AN3	Each landlord must have assurance and evidence that it is meeting all of its legal obligations associated with housing and homelessness services, equality and human rights, and tenant and resident safety.	Allocations Policy is reviewed regularly and approved by the Board before implementation. Allocation Policy consultation with tenants taking views of current and future tenants into account. Estate Management Policy covers Anti-Social Behaviour. Recovery of Sundry Debts Policy. Debt Management Report is a standing item on the Board agenda. Tenancy Agreement is in line with the Housing Scotland Act 2001 and 2014 and outlines organisational policy on abandonment. Homelessness Performance is reported to Board in Annual Allocations Report with allocation quotas being reviewed annually. Applicants, Board Members and staff complete equal opportunities forms annually. Equality & Diversity Impact Assessments completed for all new policies. Equality & Diversity Policy & Action Plan. Internal Audits are carried out regularly and reported to the Audit & Risk Committee. An Internal Audit Progress Report is a standing item on the Audit & Risk Agenda showing progress on action points from internal audits. Homelessness Seminar for Board Members held in 2021.
AN3 (H&S)	Each landlord must have assurance and evidence that it is meeting all of its legal obligations associated with housing and homelessness services, equality and human rights, and tenant and resident safety.	Landlord Health and Safety Policies have been approved by the Board and are reviewed regularly. Landlord Health and Safety Audit carried out in 2022. Gas Audits carried out every 2 years. Carried out in 2022 Damp & Mould Policy approved March 2023 Damp & Mould Training arranged for all staff & Board Members Landlord Health & Safety Training carried out in 2021 with Chief Executive and Board Members. 5 year Electrical Safety Testing programme in place with 16 houses (0.67%) where we have been unable to get access.
AN4	Notify SHR of any tenant and resident safety matters which have been reported to, or are being investigated by the Health and Safety Executive, or reports from regulatory or statutory authorities, or insurance providers, relating to safety concerns.	Notifiable Events Register is a standing item on Board Agenda and removed if there is nothing to report. Landlords Health & Safety Audit and Office Health & Safety Audit. Stock Condition Survey carried out in January 2018. New Stock Condition Survey due in August 2023 which will include reporting on Damp & Mould Asset Management Strategy in place and reviewed regularly by the Board.
AN5	Each landlord must make its Engagement Plan easily available and accessible to its tenants and service users, including online.	2023/24 Engagement Plan on our website and available in our offices.

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
Scottish Social Housing Charter Performance (CH)		
Reference	Item	Evidence
CH1	Submit an Annual Return on the Charter (ARC) to SHR each year in accordance with our published guidance.	ARC submission on 25 May 2023. ARC submitted in accordance with existing timescales ARC reported to Board for approval on annual basis prior to submission. Response to ARC queries by regulator recorded. External Validation in 2015/16 and 2016/17. Data Dictionaries produced to sense check data. Business Plan goals in line with KPI's and Engagement Plan.
CH2	Each landlord must involve tenants, and where relevant, other service users, in the preparation and scrutiny of performance information. It must: • agree its approach with tenants • ensure that it is effective and meaningful – that the chosen approach gives tenants a real and demonstrable say in the assessment of performance • publicise the approach to tenants • ensure that it can be verified and be able to show the agreed approach to involving tenants has happened • involve other service users in an appropriate way, having asked and had regard to their needs and wishes.	Consultation with tenants and forum members prior to the Tenant Report being completed. Tenant Engagement Officer promotes the Tenant Report and a copy is distributed to all tenants and placed onto our website. Repairs Scrutiny Panels Voids Scrutiny Tenant Participation Strategy consulted with Tenants when reviewing. Tenant Engagement Officer appointed in June 2023
CH3	Each landlord must report its performance in achieving or progressing towards the Charter outcomes and standards to its tenants and other service users (no later than October each year). It must agree the format of performance reporting with tenants, ensuring that it is accessible for tenants and other service users, with plain and jargon-free language.	Tenant Report on performance sent out by 31 October each year giving the opportunity for tenants to feedback on performance. Report is available on our website and at the Partnership's offices and sent to all tenants. The report is produce in plain and jargon-free language.
CH4	When reporting its performance to tenants and other service users each landlord must: • provide them with an assessment of performance in delivering each of the Charter outcomes and standards which are relevant to the landlord • include relevant comparisons – these should include comparisons with previous years, with other landlords and with national performance • set out how and when the landlord intends to address areas for improvement • give tenants and other service users a way to feed back their views on the style and form of the reporting.	Tenant Report on performance sent out by 31 October each year giving the opportunity for tenants to feedback on performance. Report is also placed onto our website as well as at the Partnership's offices and sent out to all tenants. Benchmarking comparisons with other landlords and Scottish averages are included along with a comparison to our previous years performance.
CH5	Each landlord must make the SHR report on its performance easily available to its tenants, including online.	Available on our website and signposted through our Tenant Report which is issued by post to all tenants.

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
Tenant and Service User Redress (TS)		
Reference	Item	Evidence
TS1	Each landlord must make information on reporting significant performance failures, including SHR leaflet, available to its tenants.	Leaflet and form for reporting significant performance failures available in the office and on our website.
TS2	Provide tenants and other service users with the information they need to exercise their right to complain and seek redress, and respond to tenants within the timescales outlined in its service standards, in accordance with guidance from the Scottish Public Services Ombudsman (SPSO).	Comments, Compliments and Complaints Policy available on our website and to view at our Partnership offices. Performance on complaints reported in ARC and quarterly performance report. Each Investigation complaints response has details on how to escalate complaints to SPSO.
TS3	Each landlord must ensure it has effective arrangements to learn from complaints and from other tenant and service user feedback, in accordance with SPSO guidance.	Complaints Process in place as well as Comments, Compliments and Complaints Policy created and reviewed in line with SPSO guidance. Performance on complaints is reported in quarterly Performance Report Complaints Report to Board on a bi-annual basis. Complaint learning is published on the HHP website quarterly. Point of Service Surveys carried out on service delivery

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
Whistleblowing (WB)		
Reference	Item	Evidence
WB1	Each landlord must have effective arrangements and a policy for whistleblowing by staff and governing body/committee members which it makes easily available and which it promotes.	Whistleblowing Policy in place which is reviewed regularly. This policy is on our internet and available through a shared folder and our staff handbook. The policy is reviewed on a regular basis in line with our policy review schedule.

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
Equality and Human Rights (EH)		
Reference	Item	Evidence
EH1	Each landlord must have assurance and evidence that it considers equality and human rights issues properly when making all of its decisions, in the design and review of internal and external policies, and in its day-to-day service delivery.	Equality & Diversity Policy & Action Plan in place. Rolling Training Programme on Equalities & Diversity on 2 year cycle for all staff and Board Members Recruitment Policy in place and reviewed on a regular basis to ensure equal opportunities are complied with. Equalities forms completed annually by staff and Board Members. Estate Management Policy includes Section on Anti Social Behaviour. Equality and Diversity Impact Assessment Forms are completed when a new Policy is put in place. Interpreting Service available, (Language line). Section in Asset Management Strategy on Adaptations. Policies available in alternative formats/language, if required Key Disability Speaker invited to one event per year (Autism Eilean Siar - 2022 AGM) Annual Report on Allocations
EH2	To comply with these duties, landlords must collect data relating to each of the protected characteristics for their existing tenants, new tenants, people on waiting lists, governing body members and staff. Local authorities must also collect data on protected characteristics for people who apply to them as homeless. Landlords who provide gypsy/traveller sites must collect data on protected characteristics for these service users.	We collect data based on SFHA guidance on collecting equalities data from service users, staff and Board Members. Satisfaction Survey for complaints includes equalities data Our new Housing Management System will identify tenants with accessibility needs and tailor communications accordingly

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
Statutory Guidance (SG)		
Reference	Item	Evidence
SG1	Comply with, and submit information to SHR in accordance with, our guidance on notifiable events (NE)	Notifiable Events Register kept up to date with reported events. Notifiable Events report is a standing item on the Board agenda and removed if there is nothing to report. Standing Orders Scheme of Delegation specifies responsibilities. Processes and procedures ensure all notifications have been made.
SG2	Comply with, and submit information to SHR in accordance with our guidance on group structures This only applies to RSLs which are members of a group structure	We have a dormant subsidiary, HHP Community Housing Ltd, with the annual accounts filed on the SHR portal. These are reviewed by an External Auditor annually.
SG3	Comply with, and submit information to SHR in accordance with, our guidance on consulting tenants where tenant consent is required. This applies only where a RSL is intending to either: dispose of tenanted properties by sale or transfer; or become a subsidiary of another organisation; or is intending to convert from being a company to become a registered society; or is likely to be restructured as a result of the actions of creditors; or intends to be dissolved or wound up voluntarily	N/A
SG4	Comply with, and submit information to SHR in accordance with, our guidance on financial viability of RSLs: information requirements.	Five Year Financial Plans submitted to SHR once reported to Board, audited accounts also submitted once verified by external auditor, signed by Chair, Vice Chair and Company Secretary. External Auditor's Management Letter is signed by chair and submitted to SHR. 30 Year Cash flow and Business Plan which has been stress tested to model implications of changes in base assumptions. Secured an increased borrowing facility with RBS which provides appropriate liquidity. Rental income inflationary pressures modelled alongside Rent Structure work with FWG in October 2022.
SG5	Comply with, and submit information to SHR in accordance with, our guidance on determination of accounting requirements	Financial Statements, produced in line with SHR requirements are reported to Board and signed by Chair, Vice Chair and Company Secretary and prior to submission to SHR. Management Letter is also submitted to SHR once reported to Board and signed off. We have processes in place to ensure we have updated guidance and that it is distributed to the relevant staff.
SG6	Comply with, and submit information to SHR in accordance with, our guidance on preparation of financial statements.	All required information uploaded onto SHR portal once Board approve. External Auditor reports. AGM Minute. We have processes in place to ensure we have updated guidance and that it is distributed to the relevant staff.

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
Organisation Details and Constitution (OC)		
Reference	Item	Evidence
OC1	Make publicly available, including online, up-to-date details of: - who is on its governing body - the date when they first became a member/office holder - how to become a member of the RSL and of the governing body, and - minutes of governing body meetings.	Governing Body details available on website and SHR portal and updated timeously. Approved minutes of governing body meetings published on website in public papers. How to become a member leaflet available on website. How to become a member of governing body available on website. Membership register available to view at Partnership's offices (this includes dates of commencement).
OC2	Keep up-to-date organisational details in the Register of Social Landlords, by maintaining the information provided through the Landlord Portal.	Updated by Governance Officer/Executive Office within 5 days of change
OC3	The constitution of the RSL must comply with all legislative requirements under the 2010 Act and the SHR Constitutional Standards	Rules - consultation with members prior to rule change Legal advice sought prior to any Rule change Governing body (SGM) Minutes of approval of amendments to Rules and Standing Orders Based on SFHA model rules

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
Governance and Financial Management (GF)		
Reference	Item	Evidence
GF1	Comply with the Standards of Governance and Financial Management and associated guidance	Annual Assurance Statement Checklist confirms compliance of this. Internal Audit on Governance, including compliance with SHR Regulatory Framework, was carried out in June 2021 with no recommendations made.

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
REGULATORY STANDARDS		
Number	Item	Evidence
1	**The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.**	
1.1	The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's business plan to achieve its purpose and intended outcomes for its tenants and other service users.	Annual Business Planning Days held with Board and other stakeholders. Business Plan Monitoring Report goes to Board meetings quarterly. Risk Register is a standing item on Audit & Risk Agenda. Risk Appetite set by Board in Business Planning Process. Tenant Satisfaction Surveys are carried out every 3 years. BRIXX financial planning model, 30 year Financial Plans and sensitivity analysis. Finance Working Group Minutes. Action taken in response to COVID-19 including: revision of the Business Plan, the Re-engagement plan and the move to remote meetings to maintain governance. Housing Needs and Demands Analysis carried out in 2021.
1.2	The RSL's governance policies and arrangements set out the respective roles, responsibilities and accountabilities of governing body members and senior officers, and the governing body exercises overall responsibility and control of the strategic leadership of the RSL.	Rules updated in line with SFHA Model Rules in 2020 Annual Review of Standing Orders including Scheme of Delegation by the Board. Financial Regulations reviewed annually by the Board Codes of Conduct for Board Members and Staff updated in line with SFHA Model Codes in August 2021. Internal Audits carried out on a 3 yearly cycle. Annual Board Skills Assessment (Carried out by external consultant in 2021) CEO Appraisal Feedback Form. Board Plan reviewed regularly and policy review schedule. Job Descriptions reviewed to ensure they remain in line with regulatory requirements. Staff Appraisals.
1.3	The governing body ensures the RSL complies with its constitution and its legal obligations. Its constitution adheres to these Standards and the constitutional requirements set out below.	Rules updated in line with SFHA guidance. Job Description of Company Secretary role currently carried out by Chief Executive. Annually report statutory and regulatory requirements. Training Records and plans for staff and Board Members. Board Report template ensure compliance.
1.4	All governing body members accept collective responsibility for their decisions.	Code of Conduct for Board Members sets out collective responsibility Board Minutes Training needs analysis for Board Members.
1.5	All governing body members and senior officers understand their respective roles, and working relationships are constructive, professional and effective.	Appraisal for Senior Officer carried out by Board Members. Board Member role descriptions. Recruitment and selection. Board Members involved in the recruitment of senior officers . Board Training Plan. Independent Board Skills Assessment carried out in 2021. Scheme of Delegations within the Standing Orders.
1.6	Each governing body member always acts in the best interests of the RSL and its tenants and service users, and does not place any personal or other interest ahead of their primary duty to the RSL.	Disclosure of Interest Policy and Disclosure Forms completed annually by all Board Members. Code of Conduct for Board Members. Declaration of Interest Register/Minute. Entitlements, Payments & Benefits Policy & Register Standing Orders. Board Member nomination forms. Board Report on decisions involving staff and Board Members standing item on Board Agenda.

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
REGULATORY STANDARDS		
Number	Item	Evidence
1.7	The RSL maintains its independence by conducting its affairs without control, undue reference to or influence by any other body (unless it is constituted as the subsidiary of another body).	Disclosure of Interest Policy and forms filled in by all Board Members Rules Codes of Conduct for Staff and Board Members Recruitment Policy Board Member Skills Assessment
2	**The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.**	
2.1	The RSL gives tenants, service users and other stakeholders information that meets their needs about the RSL, its services, its performance and its future plans.	HHP will communicate through web, social media and letters the following information: Tenant Report produced annually; Summary of Financial Statements; Business Plan; Communications Policy; Newsletter sent out to all tenants (3 per year); Tenant Participation Strategy; Openness & Confidentiality Policy; Publications Scheme & Guide to Information Tenant Information Leaflets. Increased web and social media updates for Tenants, insuring clear and up to date information was available on the web and through letters and video communications. There was increased interaction between Tenants and Housing Officers. Looking to strengthen our communications by employing a Modern Apprentice for Digital / Creative media.
2.2	The governing body recognises it is accountable to its tenants, and has a wider public accountability to the taxpayer as a recipient of public funds, and actively manages its accountabilities.	HHP Board allows for 4 tenant Board Members. Rules amended in September 2022 to allow tenant vacancies to be filled by Board Appointed/ Community Members to ensure robust governance Code of Conduct. Disclosure of Interest Policy. Tenant Report. Procurement Strategy. Value for Money Strategy. Annual Accounts. Complaints in Quarterly Performance Report . Membership of Outer Hebrides Community Planning Partnership. Working Relationship with Comhairle nan Eilean Siar. Guide to Information through the Publications Scheme
2.3	The governing body is open and transparent about what it does, publishes information about its activities and, wherever possible, agrees to requests for information about the work of the governing body and the RSL.	Board meeting are open to the public Social Media presence. Openness & Confidentiality Policy. Public Minutes of Board Meetings available online . Training for FOI compliance completed by Board Members and staff. Data Protection Officer appointed ensuring compliance with GDPR and Subject Access Requests. FOI Internal Audit carried out in June 2021 with 5 low grade recommendations which have all been implemented. Tenant Report produced annually detailing our performance over the previous year. Guide to Information through the Publications Scheme

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
REGULATORY STANDARDS		
Number	Item	Evidence
2.4	The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of this information in its strategies, plans and decisions.	Tenant Engagement Officer appointed June 2023 Tenant Consultation held on any key tenant issues e.g. rent, repairs and allocations. Strategic Goal 1 in Business Plan. Tenant Participation Strategy. Tenant Scrutiny Panel. Demands Need Assessment carried out to gain information from wider stakeholders Tenant Satisfaction Survey carried out every three years as well as regular point of service surveys . Next TSS survey is due in 2024.
2.5	The RSL is open, co-operative, and engages effectively with all its regulators and funders, notifying them of anything that may affect its ability to fulfil its obligations. It informs the Scottish Housing Regulator about any significant events such as a major issue, event or change as set out and required in notifiable events guidance.	Notifiable Events reported to Board and Regulator Internal Audit Reports Scheme of Delegation in Standing Orders Minute of Board Meeting Risk Register Business Plans provided to our funder annually. Quarterly Treasury Report and Management Report reviews held with funder Attendance at SHR Systemic Importance meetings
3	**The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.**	
3.1	The RSL has effective financial and treasury management controls and procedures, to achieve the right balance between costs and outcomes, and control costs effectively. The RSL ensures security of assets, the proper use of public and private funds, and access to sufficient liquidity at all times.	RSL has a robust forecasting process with 30 year financial plans being updated regularly and reviewed by Board and Development & Finance Committee. Treasury Management Policy, Annual Finance Strategy in place. Robust controls in place with appropriate segregation of duties with appropriate record retention to support all legal requirements. All covenants within approved limits set by our funder. Scheme of Delegations in Standing Orders.
3.2	The governing body fully understands the implications of the treasury management strategy it adopts, ensures this is in the best interests of the RSL and that it understands the associated risks.	Treasury Management Policy and Annual Financing Strategy updated with support from independent adviser to ensure it remains relevant and up to date in terms of any changes in the market. Approved by Board in March 2023. Scheme of Delegation in Standing Orders.
3.3	The RSL has a robust business planning and control framework and effective systems to monitor and accurately report delivery of its plans. Risks to the delivery of financial plans are identified and managed effectively. The RSL considers sufficiently the financial implications of risks to the delivery of plans.	Note of Business Planning Days & Workshops Risk Register is a standing item on Audit & Risk Committee Benchmarking to set targets. Notifiable Events Register 30 year financial plans approved annually following review by Development & Finance Committee who stress test plans. Management Report, Quarterly Treasury Report and Debt Management Report are standing items on Board Agenda. Quarterly Progress Report to Board.

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
REGULATORY STANDARDS		
Number	Item	Evidence
3.4	The governing body ensures financial forecasts are based on appropriate and reasonable assumptions and information, including information about what tenants can afford to pay and feedback from consultation with tenants on rent increases.	Board Report for Approval on 5 year financial projections BRIXX Financial Model reports - Inflationary/interest Scenarios tested & further reviews by FWG for changes in material plan assumptions planned Finance Working Group Minutes Development & Finance Committee Minutes Stock Condition Survey Rent Consultations Fuel poverty survey during stock condition surveys Tenant satisfaction survey including affordability questions Tracking of rent arrears and tenants ability to pay Use of SFHA affordability model Rent Structure Review Risk Register is available on Decision Time to Board Members so any changes can be seen when they happen rather than waiting until the next Committee. Development & Finance Committee
3.5	The RSL monitors, reports on and complies with any covenants it has agreed with funders. The governing body assesses the risks of these not being complied with and takes appropriate action to mitigate and manage them.	Monthly Management Reports include confirmation on covenant compliance. External Auditors annual covenant compliance certificate supplied to funders. Covenant forecasting done at each Business Planning Cycle to ensure compliance.
3.6	The governing body ensures that employee salaries, benefits and its pension offerings are at a level that is sufficient to ensure the appropriate quality of staff to run the organisation successfully, but which is affordable and not more than is necessary for this purpose.	Pay & Grading Review carried out in 2018/19. Benchmarking data obtained by participating in EVH benchmarking exercises. Salaries benchmarked against jobs being advertised in Housing News EVH Support Remuneration Working Group Joint Consultative Committee remit Corporate Payroll Policy
3.7	The governing body ensures the RSL provides accurate and timely statutory and regulatory financial returns to the Scottish Housing Regulator. The governing body assures itself that it has evidence the data is accurate before signing it off.	Returns Register kept up-to-date Job Description & Scheme of Delegation in Standing Orders show responsible officers Board approve returns through Board Reports being submitted for approval

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
REGULATORY STANDARDS		
Number	Item	Evidence
4	**The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.**	
4.1	The governing body ensures it receives good quality information and advice from staff and, where necessary, expert independent advisers, that is timely and appropriate to its strategic role and decisions. The governing body is able to evidence any of its decisions.	Board Minute as stand alone agenda item Board Papers Remit of Board and Committees and Work Groups in Standing Orders Training Records Scheme of Delegation in Standing Orders Internal & External Audit Reports Treasury Management Policy Annual Report on the appointment of consultants used and their Value for Money. Advice provided to Board at Directorate level with support from Managers and External Advisers/Consultants as required.
4.2	The governing body challenges and holds the senior officer to account for their performance in achieving the RSL's purpose and objectives.	Appraisal of Chief Executive and quarterly meeting with Chair, Vice Chair and Chair of Audit & Risk Committee. Board Reports Business Plan KPI's Performance Reports Tenant Report with Benchmarking Scheme of Delegation in Standing Orders Internal Audit Succession Plan presented to Board following Workforce Plan Board Report
4.3	The governing body identifies risks that might prevent it from achieving the RSL's purpose and has effective strategies and systems for risk management and mitigation, internal control and audit.	Risk Register (New on line risk register in place in August 2022) Risk Appetite in Business Plan Business Continuity Planning Board Report Template has specific reference to risk Audit & Risk Committee Business Continuity Planning
4.4	Where the RSL is the parent within a group structure it fulfils its responsibilities as required in our group structures guidance to: a) control the activities of, and manage risks arising from, its subsidiaries; b) ensure appropriate use of funds within the group; c) manage and mitigate risk to the core business; and d) uphold strong standards of governance and protect the reputation of the group for investment and other purposes.	Minutes Membership Register Accounts reviewed for audit.
4.5	The RSL has an internal audit function. The governing body ensures the effective oversight of the internal audit programme by an audit committee or otherwise. It has arrangements in place to monitor and review the quality and effectiveness of internal audit activity, to ensure that it meets its assurance needs in relation to regulatory requirements and the Standards of Governance and Financial Management. Where the RSL does not have an audit committee, it has alternative arrangements in place to ensure that the functions normally provided by a committee are discharged.	Internal Audit Contract outsourced and competitively tendered Internal Audit Progress Report standing item on Audit & Risk agenda Internal Audit Reports Remit of Audit & Risk in Standing Orders Audit & Risk Minutes Board Chair is not a member of Audit & Risk Committee

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
REGULATORY STANDARDS		
Number	Item	Evidence
4.6	The governing body has formal and transparent arrangements for maintaining an appropriate relationship with the RSL's external auditor and its internal auditor.	Procurement Policy Tendering Records Audit Plans (Internal & External) Management Letter Remit of Board and Committees in Standing Orders Scheme of Delegation in Standing Orders External & Internal Auditors must not be the same company
5	**The RSL conducts its affairs with honesty and integrity.**	
5.1	The RSL conducts its affairs with honesty and integrity and, through the actions of the governing body and staff, upholds the good reputation of the RSL and the sector.	Core Value is Integrity to which we hold each other accountable Code of Conduct Staff & Board Disclosure of Interest Policy Entitlements, Payments and Benefit Policy Openness & Confidentiality Policy
5.2	The RSL upholds and promotes the standards of behaviour and conduct it expects of governing body members and staff through an appropriate code of conduct. It manages governing body members' performance, ensures compliance and has a robust system to deal with any breach of the code.	Code of Conduct and process for dealing with breaches which is signed annually Annual Governance Report Training Records for Board and Staff Board Skills Assessment and Training Plan developed from a Training Needs Analysis is implemented Scheme of Delegation in Standing Orders
5.3	The RSL pays due regard to the need to eliminate discrimination, advance equality and human rights, and foster good relations across the range of protected characteristics in all areas of its work, including its governance arrangements.	Equality & Diversity Policy & Action Plan Equal Opportunities forms for Board, staff and job applicants Equalities information collected from tenants at application stage Equality & Diversity Impact Assessment forms for all policies when being reviewed Succession Plans
5.4	Governing body members and staff declare and manage openly and appropriately any conflicts of interest and ensure they do not benefit improperly from their position.	Entitlements, Payments & Benefits Policy Disclosure of Interest Policy and Disclosure of Interest Forms Disclosure of Interest Registers Training Records Conflicts of Interest Forms and segregation of duties in place for staff
5.5	The governing body is responsible for the management, support, remuneration and appraisal of the RSL's senior officer and obtains independent, professional advice on matters where it would be inappropriate for the senior officer to provide advice.	Appraisal for Senior Officer carried out by Board Members Annual Report following Senior Officer appraisal Advice available from external agency (EVH)
5.6	There are clear procedures for employees and governing body members to raise concerns or whistle blow if they believe there has been fraud, corruption or other wrongdoing within the RSL.	Fraud Policy Fraud Checklist Fraud Register Internal Audit Reports Whistleblowing Policy
5.7	Severance payments are only made in accordance with a clear policy which is approved by the governing body, is consistently applied and is in accordance with contractual obligations. Such payments are monitored by the governing body to ensure the payment represents value for money. The RSL has considered alternatives to severance, including redeployment.	Employment Contracts Entitlements, Payments & Benefits Policy Staff Handbook Retirement Policy No payment would be made without Board approval

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
REGULATORY STANDARDS		
Number	Item	Evidence
5.8	Where a severance payment is accompanied by a settlement agreement the RSL does not use this to limit public accountability or whistleblowing. The RSL has taken professional legal advice before entering into a settlement agreement.	Board Reports EVH appointed for HR support Subscribed to employment law technical guidance from Croner
6	**The governing body and senior officers have the skills and knowledge they need to be effective.**	
6.1	The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. The RSL formally and actively plans to ensure orderly succession to governing body places to maintain an appropriate and effective composition of governing body members and to ensure sustainability of the governing body.	Board Appointed and Co-opted Board Members Adoption of updated Model Rules 2020 Rules amended in September 2022 to fill Tenant vacancies with Board Appointed/Community Members Membership Policy Nomination Pack for Board Member Candidates Board Induction Programme
6.2	The governing body annually assesses the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage its affairs. It assesses the contribution of continuing governing body members, and what gaps there are that need to be filled.	Board Skills Assessment Report Board Appointed Members Board Development Session Compliance with Rules regarding Board Member continued effectiveness and provision of effectiveness statements Attendance & Apologies at Board Meetings Board approved Business Plan details how we manage our affairs
6.3	The RSL ensures that all governing body members are subject to annual performance reviews to assess their contribution and effectiveness. The governing body takes account of these annual performance reviews and its skills needs in its succession planning and learning and development plans. The governing body ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness.	Board Skills Assessment Board Development Plan Succession Planning Report to Board Compliance with Rules regarding Board Member continued effectiveness and provision of effectiveness statements AGM Minute
6.4	The RSL encourages as diverse a membership as is compatible with its constitution and actively engages its membership in the process for filling vacancies on the governing body.	Membership Policy AGM Notices Newsletters Executive Office team attend events promoting membership and networking Consideration given to meeting timings and continuing to make remote meetings available to attract and retain a wider body of Members and Board Members.
6.5	The RSL ensures all new governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness.	Induction Programme Training Plan Training Records Board Skills Assessment Approved Conferences
6.6	If the governing body decides to pay any of its non-executive members then it has a policy framework to demonstrate clearly how paying its members will enhance decision-making, strengthen accountability and ownership of decisions, improve overall the quality of good governance and financial management and deliver value for money.	Board Members are non-remunerated posts with the exception of out-of-pocket expenses which are paid in accordance with our Member Expenses Policy
6.7	The governing body is satisfied that the senior officer has the necessary skills and knowledge to do his/her job. The governing body sets the senior officer's objectives, oversees performance, ensures annual performance appraisal, and requires continuous professional development.	Chief Executive Job Description Chief Executive Appraisal Training Records

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
REGULATORY STANDARDS		
Number	Item	Evidence
7	**The RSL ensures that any organisational changes or disposals it makes safeguard the interests of, and benefit, current and future tenants. Where an RSL is considering organisational or constitutional change, or acquisition or disposal of land or assets:**	
7.1	The governing body discusses and scrutinises any proposal for organisational change and ensures that the proposal will benefit current and future tenants.	Business Plan annual update with new Business Plan subject to Tenant Consultation Business Planning Day Minute Working Group Minutes Board Report and external advisors appointed as required.
7.2	The RSL ensures that its governance structures are as simple as possible, clear and allow it to meet the Standards of Governance and Financial Management, Constitutional Requirements, and Group Structures guidance.	Business Plan with Strategic Goals and plans in achieving these. Policies are simple and available through our internet and updated in line with our Policy Review Schedule Working Groups and Standing Committees have clearly defined roles and remits to allow for a simple governance structure Organisational Structure
7.3	The RSL ensures adequate consultation with, and support from, key stakeholders including tenants, members, funders (who may need to give specific approval) and local authorities as well as other regulators.	Board Minute Record of Tenant Consultation, Surveys, Questionnaires Training Feedback Forms Joint Consultative Committee Remit Loan Agreement and Financial Covenants
7.4	The governing body is satisfied that the new (or changed) organisation will be financially viable, efficient and will provide good outcomes for tenants.	30 year Financial Projections reviewed with Development & Finance Committee and stress tested appropriately Value for Money Benchmarking Business Plan Budgets Minutes of Board, A&R and Working Groups
7.5	The RSL establishes robust monitoring systems to ensure that delivery of the objective of the change and of commitments made to tenants are achieved (for example in relation to service standards, operating costs and investment levels).	Business Plan Delivery Plan Strategic Goals Newsletter and Tenant Communications Monthly Performance Report Board Plan reviewed annually
7.6	Charitable RSLs seek consent/notify OSCR of changes to their constitution and other changes as appropriate.	Records of OSCR and CNES engagement on rule change Application to OSCR OSCR consents Consultation with stakeholders and documented
7.7	The governing body ensures that disposals, acquisitions and investments fit with the RSL's objectives and business plan, and that its strategy is sustainable. It considers these taking account of appropriate professional advice and value for money - whether as part of a broader strategy or on a case by case basis.	Business Plan Board Reports and Minutes Asset Management Strategy sets position for disposal of individual properties and long term future of stock. Asset Cover Ratio much greater than required from funder All disposals, other than 'de minimis', require Board approval
7.8	The RSL complies with regulatory guidance on tenant consultation, ballots and authorisation.	Consultations with Tenants Notices to Tenants Notifiable Events Register

ANNUAL ASSURANCE STATEMENT - CHECKLIST		
REGULATORY STANDARDS		
Number	Item	Evidence
7.9	The RSL notifies the Regulator of disposals in accordance with regulatory guidance.	Board Reports Minutes of Board Meetings Notifiable Events Register Approval to dispose of security from funder
7.10	The RSL only agrees fixed or floating charges where the assets are used to support core activities. This should exclude providing security in relation to staff pensions.	Board Report Business Plan Loan Agreements & Register Fixed Asset Register

ANNUAL GOVERNANCE REPORT

Board 23 August 2023

Report by Chief Executive

Purpose of Report

1.1 Our Standing Orders and Financial Regulations are normally reviewed annually in June; however, they were reviewed in November 2022 to ensure consistency with our Rules following an update. The review of these documents will revert to June in 2024.

1.2 The report also presents information and seeks approval from the Board in respect of AGM charitable donations, to confirm compliance with our Rules and provide information in respect of AGM arrangements for 2023.

1.3 In addition, the report provides assurance our Corporate Registers are functioning in accordance with our constitutional documents, regulatory and legal requirements, and are fully up to date.

Summary

2.1 Minor changes have been applied to the Standing Orders following this review.

2.2 Minor changes have been applied to the Financial Regulations following this review

2.3 At the Board Meeting on 28 June 2023 it was agreed a Resolution be laid before Members at the AGM that £5,000 of the surplus at 31 March 2023 would be donated between 5 local charities during 2023/24.

2.4 The 2023 AGM will be held remotely via MS Teams on 24 August 2023 at 2pm.

2.5 The Company Secretary confirms in accordance with our that Rules 62 to 67 have been complied with during the year.

2.6 In order to ensure good governance, probity and transparency, we must keep a number of registers recording business transactions and working practices across a number of areas. This report gives assurance that our Registers are being managed appropriately.

Competence

3.1 The financial, legal, and other constraints to the recommendations in this report being implemented are at 5.1 – 8.3.

Recommendations

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

- **a) approve the revised Standing Orders at Appendix 1;**
- **b) approve the revised Financial Regulations at Appendix 2;**
- **c) approve the 5 charities listed below to be proposed to receive £1,000 each at the AGM on 24 August 2023:**
  - **Macmillan Nurses**
  - **Young Musicians Hebrides**
  - **Stornoway PHAB Club**
  - **Autism Eilean Siar**
  - **Caraidean Uibhist**
- **d) note the Partnership has complied with Rules 62 to 67 for the year ended 31 March 2023 as detailed at Appendix 3;**
- **e) note the AGM arrangements for 2023: and**
- **f) note the review of the Corporate Registers as detailed at Appendix 4.**

APPENDIX 1:	Standing Orders	
APPENDIX 2:	Financial Regulations	
APPENDIX 3:	Rule Compliance	
APPENDIX 4:	Details of Registers	
Background Papers:	HHP Rules & Standing Orders	
	Regulatory Standards of Governance and Financial Management	
Writer of Report:	Iona France	Tel: 0300 123 0773

Competence

Financial

5.1 There will be a financial cost to the Partnership should the recommendation to approve the charitable donations be approved. This has been provided for in our 2022/23 surplus.

5.2 Donations will only be made to registered charities and only in financial years where we make a surplus.

Legal

6.1 This report confirms to the Board that we comply with the requirements as set out at Rule 62 - 67.

6.2 In respect of charitable donations made all details of donations and recipients will be properly recorded in the appropriate register.

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.

Registers

7.2 Our Registers are updated regularly and reviewed annually to ensure compliance.

Risk

8.1 The risks of not complying with our Rules could lead to the Partnership being in breach of statute and regulation.

8.2 Failure to update and review Registers regularly could lead to a perceived lack of transparency and probity from tenants and other stakeholders.

8.3 This report mitigates the risk identified above.

Report Details

9.1 *Standing Orders*
There were only minor updates required to the Standing Orders and they are detailed in the table below:

Part 1	Paragraph	
The Role & Remit of the Board	1.41	Scheme of Administration to Committees added
Notice of Meetings	1.64	Inclusion of criteria of when remote attendance will be available if meetings are due to take place in person
Part 2	Paragraph	
Schedule of Decisions reserved to the Board	2.1 g	Arrangements for dealing with a serious complaint against the Chief Executive added
Part 3	Paragraph	
Scheme of Administration for Audit & Risk Committee – Referred Functions	3.1 n	Amended from Chief Executive to Director of Finance & Corporate services
Part 4	Paragraph	
Scheme of Delegation to Officers	G15	Duplicate delegation removed
	H1	Added Housing Officer (Allocations)

Financial Regulations & Authorities

10.1 The Financial Regulations have had minor updates to change any references to the Finance Working Group to Development & Finance Committee. The virements section has also been updated to provide budget managers clarity on the timing around raising virement requests.

10.2 The Financial Authorities (Financial Approval Matrix) have been updated to record any changes in roles.

Rule Compliance

11.1 This report gives assurance that the following registers are being managed appropriately:

- Membership Register;
- Entitlements, Payments & Benefits Register;
- Disclosure of Interest Registers;
- Seal Register; and
- Register of Office Bearers.

Charitable Donations

12.1 It was agreed at the Board Meeting on 23 June 2023 that £5,000 of the surplus at 31 March 2023 would be recommended to the AGM to be distributed between 5 local charities. The charities are drawn from a rolling list, initially agreed in June 2016 and updated periodically, as approved charities are added.

The charities proposed for 2023 are:

CHARITY	CHARITY NUMBER
Macmillan Nurses	SC039907
Young Musicians Hebrides	SC026059
Stornoway PHAB Club	SC025468
Autism Eilean Siar	SC045632
Caraidean Uibhist	SC051298

12.2 A rotational system is in place to ensure monies are distributed fairly and no single charity benefits too frequently.

APPENDIX 1

Standing Orders

AUGUST 2023

HEBRIDEAN HOUSING PARTNERSHIP |

PART ONE

REGULATION OF BUSINESS

PART ONE-REGULATION OF BUSINESS

INTRODUCTION

1.1 There are three parts of the Partnership's Constitutional Documents which set out how the Board will be managed and controlled.

Constitutional Document	***Detail***
a) The Rules	Define the aims of and set out the powers and authority of the Partnership as vested in the Board
b) Standing Orders	Provide the detail of how the powers and authorities can be exercised and includes a Scheme of Delegation
c)Financial Regulations	Provide a framework for managing our financial affairs

1.2 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.

1.3 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.

1.4 These Standing Orders shall apply and have effect from 22 November 2022.

MEMBERSHIP

MEMBERSHIP OF THE PARTNERSHIP

1.5 The Board has delegated responsibility for assessing and approving applications for new members to the Company Secretary.

1.6 Our Membership Policy outlines how to become a member of the Partnership and full details of the criteria for membership can be found in the Policy. The Policy will be reviewed regularly by the Board.

1.7 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.

Register of Members

1.8 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 upon request to the public during office hours at the Partnership's registered office in Stornoway and also in our Balivanich office.

1.9 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.

1.10 It shall be the responsibility of Members to inform the Secretary in writing when they no longer meet the membership criteria and will thus no longer be Members of the Partnership.

MEETINGS OF THE MEMBERSHIP

1.11 All General Meetings other than the Annual General Meeting (AGM) shall be called Special General Meetings (SGM). All general meetings, including Special General Meetings (SGM), shall be convened in conformity with the Rules.

Annual General Meeting

1.12 The AGM of the Members of the Partnership will be held at a date and time fixed by the Board. The AGM 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.

1.13 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) present the Chair and Chief Executive's annual reports;
d) to receive the accounts, balance sheet and auditors report;
e) the passing of a special resolution or resolution requiring special notice;
f) to appoint the external auditor;
g) to transact any other general business of the Board which has been included in the Notice calling the meeting or is otherwise competent.

Quorum for Membership Meetings

1.14 No item of business shall be transacted at an AGM or an SGM unless:

a) at least seven Members, including at least one Member from each of the 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 Membership categories, are present or represented by proxies, but with at least half of the quorum being present and entitled to vote on that item.

1.15 If there are insufficient Members present to form a quorum within half an hour after the time appointed for a AGM 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.

THE BOARD

MEMBERSHIP OF THE BOARD

1.16 Members of the Board are elected to serve in accordance with the Partnership's Rules and the Code of Conduct.

1.17 Membership of the Board is not transferrable and shall cease on the resignation, retirement or death of a Board Member and as otherwise set out in the Rules.

Composition of the Board

1.18 The Board shall have up to fifteen Board Members inclusive of two co-opted Members.

1.19 Board Membership of the Partnership is governed by Rules 37 to 44 of the Partnership's Rules and the Partnership's Membership Policy.

1.20 Other than co-opted Members, Board Membership at all times shall be made up of four main categories, these are:

- **Tenants** comprising of up to four members of any geographical location in the Outer Hebrides
- **Community** comprising up to four members or five should there be insufficient nominations for the **Tenant** category
- **Council Board Members** comprising up to three members nominated by the Comhairle in line with Rule 40.8; and
- **Board Appointed** Members comprising of up to two members or four should there be insufficient nominations for the **Tenant** category

1.21 The Council's nominees are called **Council Board Members** and will be chosen by Comhairle Nan Eilean Siar, following satisfactory assessment that their skills, knowledge and objectivity will enhance the Board's decision making. The Comhairle must provide evidence of this assessment along with notification of who the nominees are. Council Board Members are subject to change at any time and notification must be made to the Company Secretary as soon as practicable.

1.22 The Board may appoint up to two **Board Appointed Members** if there is a need or requirement for a particular skill or experience. This can be increased to four if there are insufficient nominations received within the Tenant category (see Standing Order 1.28).

Elections and Nominations

1.23 The Tenant and Community Members are elected in line with Rules 40.1 to 40.6. Any vacancies that occur will be filled in accordance with the Casual Vacancies procedure at Standing Order 1.33.

1.24 Nominations shall be in writing, either by post or electronically and submitted on an approved form to the registered office of the Partnership not later than fifty-six days prior to the AGM for Tenant Board Members and not later than thirty-five days prior to the AGM for Community Members. The form can be returned by post or to email address shown on the form.

1.25 A Board Member due to retire under the Rules may stand for re-election without nomination. The exception to this is where the Board Member has served for 9 years and in that instance the process outlined in Standing Order 1.27 should be followed.

1.26 Where the number of retiring Board members seeking re-election and nominations exceeds the numbers available, a ballot of the membership will be taken at the AGM.

Long Serving Members

1.27 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.

1.28 In accordance with Rule 40.3, if there are fewer nominations received from Tenant Members than the number of vacant Tenant Board Member places, then the remaining vacant Tenant Board Member places may be filled as follows:

a) one Community Member who would become a Community Board Member; then
b) up to two Board Appointed Members.

1.29 Board Members shall confirm in writing that they agree with the terms of the Partnership's Code of Conduct 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.

Board Appointments

1.30 The Board may use up to two places to appoint Board Appointed Members in line with the skills assessment and 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.

1.31 The annual Board skills assessment will identify areas where there are skills gaps and this will inform the Board's decision regarding the manner of identifying, selecting, and appointing a Board Appointed Member.

1.32 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.

Casual Vacancy

1.33 When a vacancy arises, the Board can appoint a casual vacancy to fill the period between the date the position became vacant and the next AGM. The casual vacancy must stand down at the next AGM. Any member who replaces a Board Member in this way must come from the same category of membership as the vacancy.

Termination of Board Membership

1.34 Generally Board Membership will cease at the AGM or at the end of a local council term but there are other circumstances where Board Membership may be terminated and they are outlined in the Table below:

Rule	Detail
39.1 to 39.4 and 43.2	Retirement by rotation at AGM End of a casual vacancy, a Board appointment or a co-opted appointment
43	Detail of what would make someone ineligible to be a Board Member e.g. *if they have any legal proceedings in any Court of Law by or against the Partnership*
44	Circumstances were someone would cease to be a Board Member e.g. *someone misses four Board meetings in a row without special leave of absence*

1.35 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.

Co-opted Members

1.36 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.

1.37 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 Members in accordance with Rule 37.2.4

1.38 Such persons shall be appointed in accordance with Rule 42 and the Code of Conduct for Board Members, following a recruitment process.

Recruitment of Board Members

1.39 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

Delegated Authority

1.40 The Board is responsible for all decisions taken and actions carried out by or on behalf of the organisation. The Board recognises that good governance depends on a clear definition and understanding of the authorities which attach to Board and staff members. To ensure there is clarity regarding decisions that only the Board can take and those that may be delegated to a Committee or an Officer, the Board has drawn up a Schedule of Decision Reserved to the Board which can be found in Part Two of the Standing Orders.

1.41 The Board has approved a Scheme of Delegated Authority included in Part 4, a Scheme of Administration to Committees and a Scheme of Financial Delegation set out in the Financial Regulations approved by the Board.

1.42 Any matters not specified in the Scheme of Delegated Authority or Scheme of Financial Delegation is reserved to Board unless the matter is urgent. See Standing Order 1.84.

1.43 Where authority is delegated to staff on financial matters this relates to operational responsibilities.

1.44 The Chief Executive is responsible to the Board for the implementation of policy and for the day to day running of all aspects of the organisation's activities. The Board, therefore, delegates authority to the Chief Executive to enable the discharge of responsibilities expeditiously, without necessarily referring to the Board. Office Bearers, who are elected Board Members appointed by Board, acting with senior staff, have authority to:

- Represent the Partnership on official business, consistent with agreed policies and procedures.
- Implement agreed emergency procedures.
- Take urgent decisions and/or action between meetings, in consultation with the Chief Executive.
- Take decisions on specific issues between meetings that have been delegated to one or more office bearers by the Board.

1.45 The Chief Executive, in consultation with senior staff, has authority to:

- Ensure the effective implementation of strategies, policies and plans.
- Represent the Partnership on official business, consistent with agreed policies and procedures.
- Carry out all necessary legal and financial duties to ensure compliance with statutory and regulatory requirements

The Board has agreed specific delegations to manage routine business matters as defined in the Scheme of Delegation at Part 4.

1.46 The Schedule of Decisions Reserved to the Board will be reviewed at the last Board meeting prior to the AGM.

Functions of the Board

1.47 The Board is responsible for a range of functions which are consistent with and complementary to Rule 45 and the Code of Conduct for Board Members. The range of functions are:

a) The direction and control of the organisation;

b) Ensuring the Board 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 and are regularly reviewed;

e) 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

f) Decision making related to the range of subjects listed in the "Schedule of Decisions Reserved to the Board".

1.48 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 its 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) Ensure standards of performance are set by the organisation;

m) Monitors performance against objectives and performance standards;

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.

1.49 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.

1.50 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

1.51 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 and the duties relating to this post are outlined in Appendix 1. In the Chair's absence the Vice-Chair will perform the same role and duties as the Chair.

1.52 The Chief Executive, in accordance with the job description of that post, shall undertake the duties of Company Secretary listed in Rule 59.3.

1.53 If in the absence of the Chief Executive the duties of Company Secretary will be undertaken by the Director of Finance & Corporate Services.

1.54 The Board shall elect the Chair and Vice-Chair at a meeting held immediately after the AGM, and they will serve until the end of the next AGM.

1.55 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.

1.56 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.

1.57 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/AT BOARD MEETINGS

Frequency

1.58 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.

1.59 Dates of meetings may be altered, by arrangement between the Chair and Secretary.

Notice of Meetings and Agendas

1.60 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 Board Management software or their Tablet device at least eight days before the date of the meeting.

1.61 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.

1.62 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.

1.63 The appropriate Chair should be provided with advance notice of Agenda items and any discussions regarding the Agenda should be with the relevant advisor to the Board or Committee. In the case of the Board this will be the Chief Executive.

1.64 Depending on prevailing circumstances, and during winter months, 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, Board Members should make every effort to attend. If there is a legitimate reason why attendance in person is not possible the Secretary shall also ensure a video conferencing option is available.

Attendance at Board Meetings

1.65 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.

1.66 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

1.67 Special leave 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.

1.68 If any Board Member is subject to court proceedings by the Partnership, they will automatically cease to be a Member of the Board.

Committee, Working Groups and Spokespersons

1.69 The Board will have the following standing Committees:

Committee	Meeting Frequency	Membership
Audit & Risk	Min 4 times a year	6
Development & Finance	Min 2 times a year	6
Joint Consultative	Min 1 time a year	2

1.70 All Committees with the exception of the Joint Consultative Committee may appoint a working group as they deem necessary, subject to the remit and terms of reference being approved by the Board.

1.71 The Board may set up working groups and the terms of reference for the remit, operation and lifespan of the working groups are contained in Part 3 of the Standing Orders.

1.72 The Board will appoint a Spokesperson for each of the following areas who will serve in that role until the AGM.

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

1.73 Where the Chair is unable to act as our Gàidhlig spokesperson the Board will appoint a Gàidhlig spokesperson to assist the Chief Executive respond to media enquiries.

1.74 The remit for the various Spokespersons is at Part 3 of the Standing Orders.

Hearing and Appeals Panels

1.75 The Board may establish hearing and appeals panels as required to hear, investigate and decide upon matters raised by breaches of the Code of Conduct of Board Members.

1.76 Where appropriate, the Board may delegate authority for agreeing the membership and remit of individual panels to the Chair or where the matter involves the Chair, to the Chief Executive or an appointed external consultant.

1.77 Following consideration of any competent matter referred to it, the Hearing/Appeals Panel will decide and report its actions to the Board. The Hearing/Appeals Panel is accountable to the Board whose decision is final.

Quorum for Board, Committees and Working Groups

1.78 For any meeting 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.

1.79 Co-opted Members will not count for the purpose of determining a quorum.

1.80 Consistent with the terms of Rule 48, no item of business shall be transacted at a meeting of the Board unless at least **four** Board Members, who must represent at least two of the Board Member Categories, are present and entitled to vote on that item.

1.81 No item of business shall be transacted at a meeting of a Committee unless at least **three** Board Members are present and entitled to vote on that item, one of whom must be either a tenant or community Board Member. The exception to this is the Joint Consultative Committee and the quorum for that Committee is within its remit.

1.82 The quorum for working groups will be **three** Board Members.

1.83 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.

Matters of Urgency Outwith Board Meetings

1.84 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.

Minutes of Meetings

1.85 The Secretary will ensure that a draft of a Minute will be produced within seven working days of each meeting. The draft will be forwarded to the Chair (or the office bearer who chaired the meeting) for initial checking. The final draft of the minutes will be circulated to all Board Members with the agenda and papers of the following meeting.

1.86 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 retirals, 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.

1.87 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.

1.88 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 names of Members present, participating staff and others in attendance, as well as any apologies received;

c) Any declaration of interests or conflicts of interest;

d) Number, narrative and decision relating to each agenda item including the approval of the minutes of the previous meeting

e) Major points raised in discussion

f) The names of those proposing and seconding any motion or amendments; and

g) the result of any vote, whether by show of hands or secret ballot.

1.89 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.

1.90 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.

1.91 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.

1.92 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.

1.93 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.

Disclosure of Interests

1.94 Board Members, Committees and Working Group members will be required to disclose all actual or potential interests on an annual basis in accordance with the approved Code of Conduct and Entitlements, Payments and Benefits Policy.

1.95 Where a Board Member or staff member has a direct or indirect financial interest in any contract or proposed contract or any other matter, which is to be considered, this should be disclosed to the meeting and they should leave the meeting before any discussion and will not be allowed to vote on that matter.

1.96 Any other interest (non-financial) which could influence judgement or be perceived that a Board Member or staff may be acting from personal motives (such as personal interest, kinship, friendship, membership of another organisation or other relationship should be disclosed and they should leave the meeting before any discussion or voting on that matter.

1.97 This requirement will be contained within the papers issued in advance of the meeting and highlighted as a standard agenda item at the start of all meetings of the Board, Committees and Working Groups.

1.98 In respect of any matters contained within the agenda and papers for consideration at the meeting, they will be required to declare this interest at the earliest possible opportunity.

1.99 Where an actual or potential interest has been declared the Board Member will not receive any further papers of minutes in relation to the relevant item.

1.100 The Board Member will also be required to be excused from the meeting when the item is being considered and will take no part in any discussions in relation to the relevant item whether at a meeting or outwith the meeting.

1.101 Any exceptions to the above requirements would be required the specific approval of the Board subject always to the requirement to comply with the terms of our Rules.

1.102 Failure to comply with the disclosure of interest requirements may result in procedures being implemented to remove the Board Member from the Board or in relation to a staff member, disciplinary action may be taken.

1.103 All declarations will be recorded in the minutes of the meeting together with the action taken. The declaration will also be recorded in the Register of Interests maintained by the Governance Officer.

1.104 Board members who are also tenants of property owned or managed by HHP will not normally be considered to have a conflict of interest where the Board is dealing with matters of general policy unless, as a result of particular circumstances applicable to a Board member, it can be reasonably considered that a conflict of interest arises for that Board member.

Openness and Transparency

1.105 There will be a presumption that all proceedings, including agendas, reports, minutes and other documents for Board are non-confidential unless otherwise agreed.

1.106 Minutes, with any confidential items omitted, may be viewed on the Partnership's website.

1.107 At the time of setting the Agenda a decision will be made on whether a report should be taken in private due to commercial sensitivity or maintaining confidentiality in line with UK GDPR requirements.

1.108 There may be occasions where after an Agenda has been agreed there is a need to take a report in private. The report will be marked "Private" and issued as such but 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.

1.109 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 AT BOARD MEETINGS

1.110 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

1.111 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.

Motions and Amendments

1.112 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.

1.113 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.

1.114 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.

1.115 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 1.125.

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

1.116 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.

1.117 The movers of a motion and amendments in their right of reply in terms of Standing Order 1.115 (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.

1.118 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".

1.119 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 1.117 and the question shall be put to the meeting.

Order of Debate

1.120 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.

1.121 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

1.122 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.

1.123 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.

1.124 The movers of a motion and amendments in their right of reply in terms of Standing Order 1.115 (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.

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

Entering Dissent

1.126 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 their dissent be recorded from the resolution adopted, prior to the meeting commencing consideration of the next item on the agenda.

Voting/Decision

1.127 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.

1.128 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.

1.129 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.

1.130 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

1.131 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 Meeting and Adjournment

1.132 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.

1.133 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

1.134 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.

1.135 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

1.136 The Chief Executive shall establish arrangements to ensure that the appropriate level of professional advice is available at all meetings of the Board, its committees and working groups, having regard to the agenda of the particular meeting.

1.137 The Chair of a meeting may invite officers of the Board or external advisors to speak to an item of business.

1.138 The Chief Executive and Secretary shall attend all meetings of the Board and Standing Committees unless statute or the constitutional documents indicate otherwise.

1.139 The Chief Executive, may consistent with these Standing Orders, delegate such powers, responsibilities and authority to such members of staff as she may from time to time determine.

1.140 The Chief Executive, in consultation with the Chair, is responsible for the interpretation of our policies and the Chief Executive is responsible for the implementation of our policies.

Policy Safeguards

1.141 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.

1.142 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.

1.143 Policies which have elements of safeguarding to protect vulnerable beneficiaries will be reviewed on an annual basis to ensure they are consistent with Office of the Scottish Charity Regulator (OSCR) guidance.

APPLICATION, VARIATION AND SUSPENSION OF STANDING ORDERS

1.144 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.

1.145 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.

1.146 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.

1.147 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.

1.148 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.

1.149 The Standing Orders shall be subject to an annual review prior to the AGM unless the Board agree to delay the review e.g. following a change to the Rules.

USE OF COMMON SEAL

1.150 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.

1.151 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

1.152 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.

1.153 Each use of the seal must be recorded in the relevant register.

1.154 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.

PART TWO

SCHEDULE OF DECISIONS RESERVED TO THE BOARD

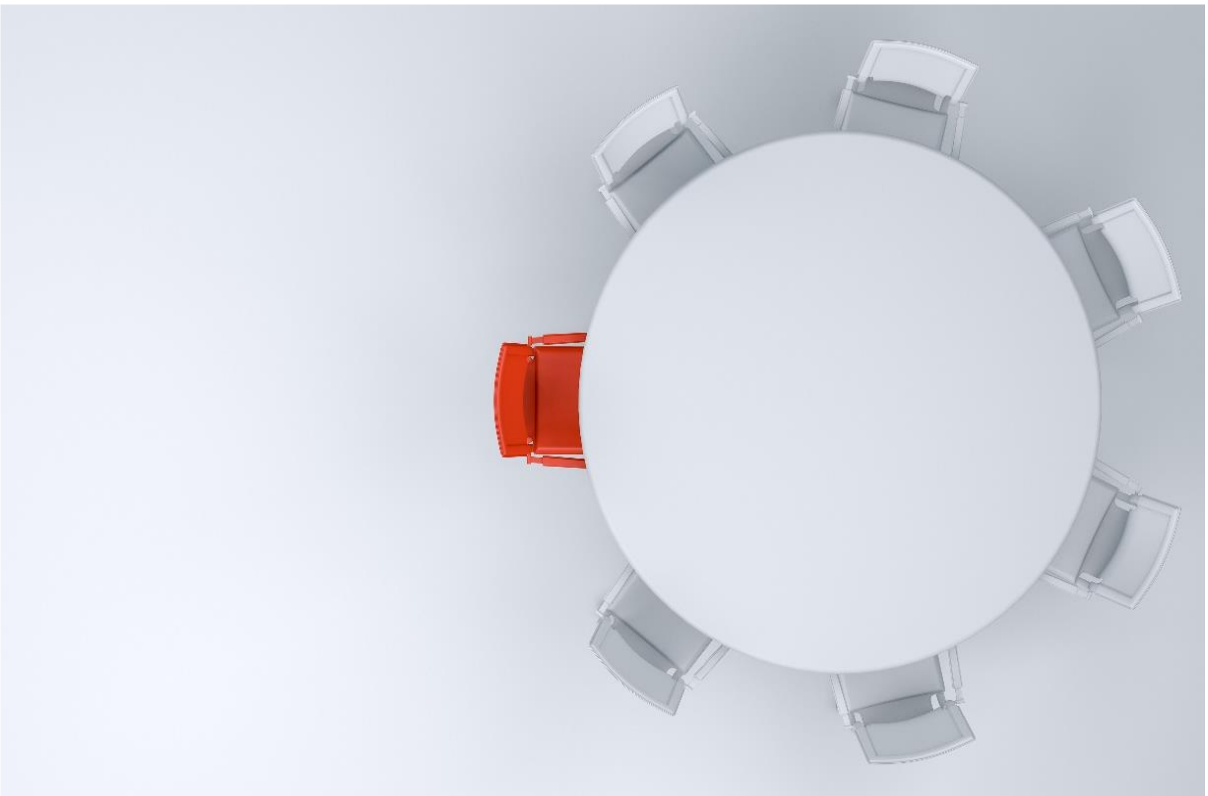
PART 2-SCHEDULE OF DECISIONS RESERVED TO THE BOARD

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

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

a) Approval and Amendment of Strategy, Business Plans and Budgets, including virements to or from a budget head to the value as defined in the Financial Regulations;
b) Approval and amendment of policies;
c) Annual Rent Setting;
d) Corporate Governance or Constitutional documents including the:
    i. Rules;
    ii. Standing Orders;
    iii. Schedule of Decisions Reserved to the Board;
    iv. Scheme of Administration for Committees;
    v. Scheme of Delegation of Administrative Matters to Officers;
    vi. Financial Regulations; and
    vii. Scheme of Delegation of Financial Matters to Officers.
e) 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);
f) Personnel policies for all staff, including arrangements for the appointment, remuneration, appraisal, disciplining and dismissal of staff;
g) Appointment of Chief Executive and Directors;
h) Arrangements for dealing with a serious complaint against the Chief Executive;
i) Financial and performance reporting arrangements, with compliance with published standards and other key performance indicators being reported to the Board;
j) Internal Audit appointments;
k) Treasury Management Policy;
l) Service Agreements and contracts with a value greater than £100,000;
m) Review of complaints and any reports from the Ombudsman in line with Ombudsman's requirements.
n) Approval of the annual report and accounts;

o) The creation and dissolving of Committees and the referral and delegation of business to them;
p) The annual review of the “Schedule of Decisions Reserved to the Board”; and
q) Review of Board’s performance and skills and individual experience of Board Members.



PART THREE

SCHEME OF ADMINISTRATION FOR COMMITTEES

PART 3 - SCHEME OF ADMINISTRATION FOR COMMITTEES

3.1 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

3.2 Appointments as Spokespersons and to Committees and Working Groups will be made at the first Board meeting immediately following the AGM each year.

COMMITTEES, COMMUNITY LIAISON GROUPS & WORKING GROUPS

Committees

3.3 The Board shall have the following standing Committees:

Committee	Meeting Frequency	Membership
Audit & Risk	Min 4 times a year	6
Development & Finance	Min 2 times a year	6
Joint Consultative	Min 1 time a year	2

3.4 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.

3.5 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.

3.6 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.

3.7 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.

3.8 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.

3.9 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.

3.10 The Terms of Reference approved by the Board for Committees and shall be subject to an annual review to be completed before the AGM.

3.11 At their last meeting before the AGM, 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

3.12 If requested by local communities, we will arrange to have Community Liaison Groups set up in Stornoway, Rural Lewis, Harris, The Uists and Barra.

3.13 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.

3.14 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

3.15 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.

3.16 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.

APPOINTMENT OF MEMBERS

3.17 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 AGM following their appointment, providing they remain Members of the Board. Co-opted Members shall also hold office until the AGM following their appointment.

3.18 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

3.19 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.

3.20 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.

3.21 The term of office of the Chair of any committee shall be until the AGM following their appointment, providing they remain Members of the Board.

QUORUM

3.22 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 are present and entitled to vote on that item, one of whom must be either a tenant or community Board Member. Co-opted Members shall not count towards a quorum.

3.23 The quorum for the Joint Consultative Committee is 2 members from each side, Employers and the Union.

3.24 The quorum for Working Groups will be three Board Members and Co-opted Members will count towards the quorum.

DELEGATION TO WORKING GROUPS AND HEADS OF SERVICE

3.25 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

3.26 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

3.27 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.

3.28 Where a Head of Service is unable to make a decision under delegated powers due to the terms of a safeguard listed in Standing Order 4.7 of the Scheme of Delegation, the matter shall be determined instead by the appropriate committee.

CONDITIONAL DELEGATION

3.29 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.

3.30 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

3.31 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 of 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

3.32 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 Standing Order 1.86.

3.33 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.

VARIATION OF SCHEME OF ADMINISTRATION

3.36 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, one of whom must be either a tenant or community Board Member. 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.

FREQUENCY

2.1 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.

2.2 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.

REFERRED FUNCTIONS

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

Function	Detail
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

Function	Detail
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, significant recommendations implemented; customer satisfaction surveys, customer requests for assistance, staff turnover, cost of non-productive time, performance against strategic and annual plans i) Identifying and initiating Value for Money studies j) Overseeing and reviewing action taken by the Chief Executive on Internal Audit recommendations and Value for Money reports k) Reviewing and monitoring the Internal Audit Strategy and Plan, particularly by considering quarterly progress reports and comparing activity against the audit plan l) Considering briefings from internal audit on new legislation
External Audit	m) Reviewing and monitoring the External Audit strategy and plan; particularly by considering progress reports and comparing activity against the audit plan n) Overseeing and reviewing action taken by the Director of Finance & Corporate Services 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

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

DEVELOPMENT AND FINANCE COMMITTEE-TERMS OF REFERENCE

OBJECTIVES

The main objectives are to ensure that Financial and Development matters are examined in detail and in accordance with policy and to enable swift responses where time is of the essence

CONSTITUTION

1.1 The Committee shall be appointed by the Board and shall comprise six Board Members, one of whom must be either a tenant or community Board Member. At least one member of the Committee must have relevant financial 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.

FREQUENCY

2.1 The Committee shall meet at least twice a year or on such dates and times as the Committee determines, having regard to the annual time-table of meetings set by the Board.

2.2 The Secretary, in consultation with the Committee Chair, may convene an additional meeting at any time if the Secretary considers that such a meeting is necessary.

REFERRED FUNCTIONS

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

Function	Detail
Finance	a) To review the Budget Strategy and rent setting process, including consultation with tenants b) To review Draft Financial Statements and in particular how the partnership had performed against agreed goals and budgets c) To stress test the long term and short term financial plans which support the Business Plan d) To contribute to and review the Value for Money Strategy (VFM); e) To consider any additional matters requested by the Board in respect of finance f) To give views based on achieving the best financial services for tenants in accordance with the requirements of the Partnership

Development	g) Consider potential sites for acquisition h) Assess and review project and site plans i) Review HHP's 5 year Development Plan and all project Financial Appraisals and make recommendations to the Board j) Represent the Partnership at opening of developments k) Consider in depth any issues that might arise whilst developments are underway l) Prepare responses for consultation relating to local and national development issues m) Consider any additional matters requested by the Board in respect of the Partnership's development service

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.

COMMITTEE CHAIR

2.1 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.

2.2 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

3.1 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.

3.2 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

4.1 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

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

COMMUNITY LIAISION GROUPS-TERMS OF REFERENCE

OBJECTIVES

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.

PERSONNEL WORKING GROUP REMIT & TERMS OF REFERENCE

REMIT

1.1 The Personnel 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 % offered and accepted by 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 and recommend any changes to the Board
- To manage the grading appeals mechanism to deal with grading appeals
- To review when consultancy support is required and to select appropriate consultants within approved budgets
- To review the effectiveness of appraisal systems
- To review the annual plan for reviewing employee related policies
- To review the Workforce Plan

CONSTITUTION

2.1 The Personnel 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.

2.6 Agenda and papers for Working Groups will be prepared at least three working days prior to the meeting.

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.

OPERATIONS WORKING GROUP REMIT & TERMS OF REFERENCE

1.1 The Operations Working Group will deal with Housing Management, Asset Management, Repairs, Tenant Liaison matters which require insight and input from Board Members ahead of taking a policy or strategy to the Board for consideration.

1.2 The Remit includes:

Asset Management & Repairs

- Contribute to and review the Asset Management Strategy
- Contribute to and review the Affordable Warmth Strategy and matters pertaining to fuel poverty
- review updates to the Investment Programme prior to Board approval being requested
- consider the Procurement Framework & procurement matters pertaining to investment work prior to Board approval being requested;
- consider and review any major updates to the Repairs & Maintenance Policy, Asbestos Policy, Estate Management Policy and Gas Safety Management Policy;
- review the Grounds Maintenance & Garden Assistance Scheme prior to Board approval being requested;
- monitor progress against Scottish Housing Quality Standard (SHQS) and the Energy Efficiency Standard for Social Housing (EESSH);
- consider any additional matters requested by the Board in respect of investment in the Partnership's housing stock; and
- feed back to the Board in respect of achieving the best asset management service for tenants and the Partnership alike

Housing Management

- 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 Development & Finance Committee;
- 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 Operations Working Group is made up of six Board Members appointed by Board, the Chief Executive, and the Director of Operations. Other officers, including the Area Managers, Service Development Manager, 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.

2.5 Agenda will be agreed with the Company Secretary at least 7 days before the meeting and papers for Working Groups will be issued at least three working days prior to the meeting.

FREQUENCY OF MEETINGS

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

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

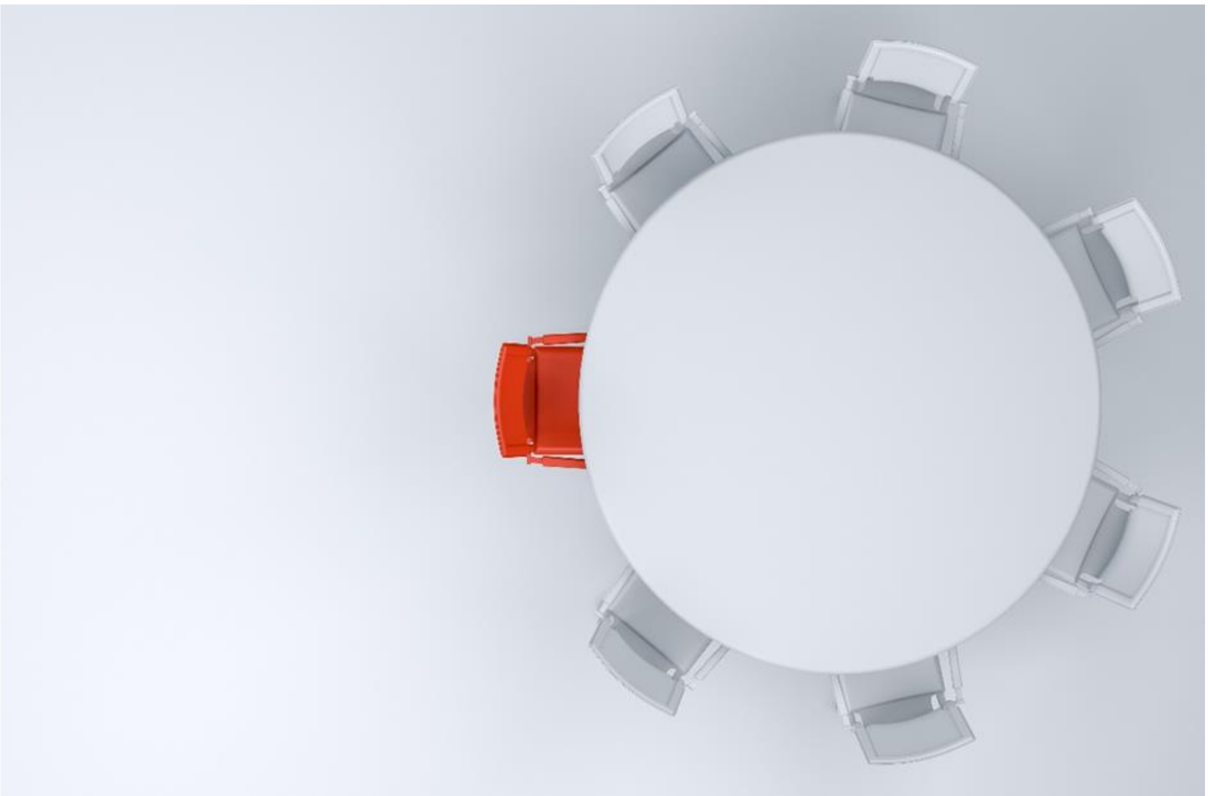
- To speak on behalf of the Board in matters pertaining to Tenant Liaison and Housing Management;
- To be familiar with the Partnership's policies and procedures regarding Tenant Liaison and Housing Management;
- To develop wider skills and knowledge with particular regard to this service area in order 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 FOUR

SCHEME OF DELEGATION TO OFFICERS

SCHEME OF DELEGATION

4.1 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.

4.2 The Chief Executive is responsible to the Board for the implementation of policy and for the day to day running of all aspects of the organisation's activities. The Board, therefore, delegates authority to the Chief Executive to enable the discharge of responsibilities expeditiously, without necessarily referring to the Board. Office Bearers, who are elected Board Members appointed by Board, acting with senior staff, have authority to:

- Represent the Partnership on official business, consistent with agreed policies and procedures.
- Implement agreed emergency procedures.
- Take urgent decisions and/or action between meetings, in consultation with the Chief Executive.
- Take decisions on specific issues between meetings that have been delegated to one or more office bearers by the Board.

4.3 The Chief Executive, in consultation with senior staff, has authority to:

- Ensure the effective implementation of strategies, policies and plans.
- Represent the Partnership on official business, consistent with agreed policies and procedures.
- Carry out all necessary legal and financial duties to ensure compliance with statutory and regulatory requirements

GENERAL

4.4 "*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 written and agreed with the Secretary who will maintain a register of such delegation and review it annually.

4.5 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.

4.6 This "*Scheme of Delegation for Officers*" forms an integral part of the Board's Standing Orders.

SAFEGUARDS

4.7 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 or Development 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

4.8 The Director of Finance & Corporate Services, if necessary, in conjunction with the Chief Executive and after consultation with the Chair of the Board, shall have the powers to take appropriate action necessary to safeguard the interests of the Partnership.

SCHEME OF DELEGATION TO OFFICERS

Ref	Authority for	Delegated to
Employment and Employers Responsibilities		
E1	To agree staffing structure (other than Directorate) and to appoint staff subject to consultation with the Director of Finance and Corporate Services that adequate budgetary funding is available, regarding the remuneration and other terms and conditions of the post	Chief Executive
E2	To determine applications for the release of vacant posts	Chief Executive
E3	To determine the suitability of a particular post for job share, in consultation with the relevant Head of Service	Chief Executive
E4	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	Chief Executive
E5	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	All Heads of Service
E6	To issue Contracts of Employment	Chief Executive
E7	To determine the following in line with our Attendance & Absence Policy and Special Leave Policy: a) approval of annual leave for 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	Heads of Service Managers

Ref	Authority for	Delegated to
	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	
E8	To determine applications for permission for employees to attend training courses and enrolment for on line courses that will help them better discharge the duties of their post which are in line with the approved Training Plan, after consultation with the People Development Officer	Heads of Service
E9	To determine applications for leave with pay to employees to attend examinations related to recognised qualifications within the Training Policy	Heads of Service in line with Special Leave Policy
E10	To determine applications for leave with pay to employees to serve on a jury, subject to the deduction of the allowance received	Heads of Service in line with Special Leave Policy
E11	To approve essential overtime working in consultation with the Chief Executive and in accordance with the Board's policy on overtime working	Heads of Service
E12	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	Heads of Service
E13	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	Chief Executive
E14	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	Heads of Service Managers
E15	To implement the Pay Model approved by the Board and ensure any new posts are assessed and graded in line with the Pay Model	Chief Executive
E16	To interpret conditions of service and to authorise the implementation of revised conditions of service, such	Chief Executive

Ref	Authority for	Delegated to
	as Islands Allowance and First Aid Allowance, and as approved by the Board in respect of employees of the Partnership	
E17	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	Chief Executive
E18	To determine applications for leave with pay to employees to attend meetings of Trade Unions recognised by the Board	Chief Executive
E19	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	Chief Executive
E20	To authorise the payment of expenses and allowances to officers and to Partnership's Directors	Director of Finance & Corporate Services
E21	To determine requests from Directors or officers for advance payment of expenses or allowances	
E22	To authorise the arrestment of wages or salaries in respect of Partnership employees	
E23	To apply for Air Discount Scheme Cards for approved Staff	Corporate Resources Officer/Corporate Services Officer
E24	To determine and approve authorised car users for the Partnership.	Director of Finance & Corporate Services
E25	To determine and approve the allocation of portable electronic devices to posts within the Partnership	

Ref	Delegation	Delegated to
Governance and Strategic Management & control		
G1	To act as the Company Secretary and carry out all duties associated with this role and as set out at Item 9.1 - 9.7	Chief Executive
G2	To authorise Board Members' expenses claims	Governance Officer
G3	To authorise returns to Scottish Housing Regulator, OSCR and FCA and any other returns relating to the Company Secretarial role	Company Secretary, Director of Finance & Corporate Services
G4	To apply for Regulator's consent where it is required	Company Secretary
G5	To oversee the Partnership's compliance with Data Protection and Freedom of Information legislation	Data Protection Officer
G6	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	Company Secretary
G7	To keep the Partnership's Common Seal in a secure location and ensure that it is only used when the Board so decides	Company Secretary
G8	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	Company Secretary
G9	To approve Membership Applications in accordance with the Membership Policy	Company Secretary
G10	To carry out regular reviews of Board Member and Staff Disclosure of Interest Forms	Company Secretary
G11	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	Company Secretary
G12	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	Chief Executive
G13	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	Chief Executive
G14	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	Chief Executive

Ref	Delegation	Delegated to
G15	To arrange, subject to prior consultation with the Chair of the Board, attendance by Members at seminars, conferences and like events	Governance Officer
G16	To deputise for the Chief Executive	Director of Operations
G17	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	Chief Executive
G18	To authorise official hospitality	Chief Executive

Ref	Delegation	Delegated to
Finance & Risk Management		
F1	To vire expenditure between Budget Heads in line with limits outlined in the Financial Regulations	All approved Budget Managers
F2	To authorise the payments of accounts	Chief Executive & Director of Finance & Corporate Services
F3	To determine arrangements for the payment of debts to the Partnership	Director of Finance & Corporate Services
F4	In relation to sundry debts, to select and implement appropriate methods of recovery of arrears	Director of Finance & Corporate Services
F5	To draw down and sign for cash from the Scottish Government in accordance with the Board's funding allocation	Director of Finance & Corporate Services & Finance Manager
F6	To approve applications for financial assistance from outside bodies up to a maximum of £2,500	Director of Finance & Corporate Services, Director of Operations
F7	To undertake all responsibilities under the terms of the Partnership's Fraud Policy including determining • at what stage the Police should be contacted • the type and level of resource to be used in the investigation of suspected fraud	Director of Finance & Corporate Services
F8	In consultation with the originating Head of Service, to write off individual debts which are irrecoverable, up to a maximum of £1,500	Director of Finance & Corporate Services
F9	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."	Director of Finance & Corporate Services
F10	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	
F11	To open bank accounts as required, in the name of the Hebridean Housing Partnership and in the name of Hebridean Community Housing Limited	Director of Finance & Corporate Services
F12	To apply for purchasing cards for approved users	Director of Finance & Corporate Services and Finance Manager
F13	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	Director of Finance & Corporate Services

Ref	Delegation	Delegated to
F14	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	Director of Finance & Corporate Services
F15	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	Director of Finance & Corporate Services
F16	Authorising auditors' reports, signing of cheques & other instructions to bankers, signature for tax liabilities	Director of Finance & Corporate Services
F17	To develop and implement a Corporate Risk Assessment framework	Chief Executive
F18	To arrange and review all insurance cover and negotiate all claims	Director of Finance & Corporate Services
F19	In accordance with policy, 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	Director of Operations
F20	Expenditure which is essential to meet any immediate and unavoidable needs created by a sudden emergency If higher than £100,000, the Board Chair should be involved; if less, the Chief Executive. The action in question and financial implications should be reported in writing to the Board and the Director of Finance & Corporate Services at the earliest opportunity. The Director authorising such expenditure must be satisfied that the expenditure will not cause a fundamental and irrevocable financial impact	Chief Executive Director of Finance & Corporate Services Director of Operations

Ref	Delegation	Delegated to
Legal		
L1	To grant wayleaves or servitudes over property owned by the Hebridean Housing Partnership	Chief Executive
L2	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	Chief Executive
L3	To institute and defend any proceedings on behalf of the Board	Chief Executive
L4	To obtain the opinion or other services of Counsel and/or other legal or financial practitioners up to a maximum cost of £10,000	Chief Executive
L5	To settle claims against the Board up to a figure of £10,000, excluding interest and judicial expenses	Chief Executive
L6	To ensure the implementation and regular revision of the Board's general policy on Health and Safety	Chief Executive
L7	To approve the award in writing of agreements and contracts	Chief Executive
L8	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	Director of Finance & Corporate Services
L9	To initiate Court Proceedings leading to Recovery of Possession of a tenancy at the Sheriff Court following Executive Team approval	Director of Operations, Area Managers

Ref	Delegation	Delegated to
Housing, Property & Development		
H1	To allocate Partnership housing	Director of Operations, Area Managers, Housing Officers (Allocations)
H2	To allocate agency housing in accordance with their Allocations Policy	Director of Operations, Area Managers, Housing Officers (Allocations)
H3	To determine applications from tenants to vacate their dwellings for a period of up to 6 months in any period of 12 months	Director of Operations, Area Managers
H4	To determine applications for transfer outwith the terms of the Partnership's allocation system in cases involving the under-occupancy of Partnership housing	Director of Operations
H5	To consider and determine applications to sub-let	Director of Operations
H6	To transfer tenants of Partnership housing in those cases where it is necessary for their houses to be vacated	Director of Operations
H7	To arrange house management transfers in compliance of the Policy on Anti-Social Behaviour and Neighbour Disputes in Housing	Director of Operations
H8	To have the day-to-day responsibility for rent arrears monitoring and recovery including the issue of Notice of Proceedings for Recovery of Possession	Director of Operations, Area Managers
H9	To implement and enforce the terms of the Partnership missive of let including repossession and eviction	Director of Operations
H10	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	Director of Operations, Area Managers
H11	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	Director of Operations, Area Managers
H12	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	Director of Operations
H13	To authorise and, subject to current Partnership policy and procedures, instruct repairs and minor alterations to houses	Director of Operations, Investment Manager, Assets & Contracts Manager
H14	To arrange for the execution of works in respect of Partnership houses by direct labour or by outside contractors, within approved programme and budget	Director of Operations
H15	To apply for planning permission	Director of Operations

Ref	Delegation	Delegated to
Procurement		
P1	To open tenders in the presence of another officer	Director of Finance & Corporate Services
P2	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	Director of Finance & Corporate Services
P3	To invite and accept tenders for house construction and improvements subject to financial provision and approved budgets	Director of Operations
P4	To approve all new acquisitions of information technology hardware and software, consistent with relevant standards as may be set from time to time by the Board in the Information & Communication Technology Strategy and Digital Transformation Strategy	Director of Finance & Corporate Services
P5	To accept tenders and award contracts provided prior approval has been received from the Board and is within budget for the plans and/or specification to which the tender or contract relates	Heads of Service

APPENDIX 1

DUTIES OF THE CHAIR

1.1 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.

1.2 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.

1.3 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 Conduct for Board Members; and

m) Participating in training, where necessary, to enable the above responsibilities to be undertaken.

1.4 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.

1.5 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.

1.6 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.

INTERPRETATIONS & ABREVIATIONS

The following interpretations and abbreviations are used in this policy:

Word	**Interpretation**
Board	The Board of Management of the Partnership
Board Member	A Member of the Board and shall include any person co-opted onto the Board.
Chief Executive	The Chief Executive of Partnership or anyone who is deputising for the Chief Executive.
Committee	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.
Scottish Housing Regulator	An independent regulator of RSLs and local authority housing services in Scotland established on 1 April 2011 under the Housing (Scotland) Act 2010.
Council Board Member	Shall have the same meaning as the term "Council Appointed Board Member" in the Rules.
Local Connection	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.
Rules	The Rules of the Partnership incorporated under the Co-operative and Community Benefit Societies Act 2014 and registered with the Financial Conduct Authority.
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	

HEBRIDEAN HOUSING PARTNERSHIP LIMITED

STANDING ORDERS

Standing Orders drawn up with reference:

Rules of the Partnership

Scottish Housing Regulator – Regulatory Framework

Code of Conduct for Board Members

Entitlements, Payments & Benefits Policy

Disclosure of Interest Policy

Membership Policy

Previous Standing Orders dated: 23 June 2021

Presented for approval to Board: 22 November 2022

Standing Orders Approved: 22 November 2022

Next Review Due: June 2023 (annual review)

APPENDIX 2

Financial Regulations

NOVEMBER 2022

HEBRIDEAN HOUSING PARTNERSHIP |

INTRODUCTION

WHY DO WE HAVE FINANCIAL REGULATIONS

1.1.1 To conduct its business effectively a housing association needs to ensure that it has sound financial management systems in place and that they are strictly adhered to. Part of this process is the establishment of financial regulations which set the financial policies of the association.

STATUS OF FINANCIAL REGULATIONS

1.2.1 This document sets out the Financial Regulations which form part of our Constitutional Documents and provide a framework for managing our financial affairs.

1.2.2 The Financial Regulations apply to the Partnership and any subsidiary undertakings. The relationship between the various parts of the constitution is at Appendix 1.

1.2.3 Compliance with the Financial Regulations is compulsory for all our employees. It is the duty of the Chief Executive or delegated nominee(s) to ensure that these Regulations are adhered to. Such delegation may be explicit or may be implicit in the nature of the employee's title or job description.

1.2.4 All Board members and employees have a responsibility to take reasonable action for the security of the assets under their control, and for ensuring the use of these resources is legal, properly authorised and provides value for money.

1.2.5 All employees shall be supplied with and formally acknowledge receipt of a copy of these Regulations and any changes to them. It shall be the duty of each employee to observe them within the scope of their job description.

1.2.6 The Audit & Risk Committee shall review the Regulations at least annually.

1.2.7 Detailed financial procedures set out how the Regulations will be implemented and are in a separate manual. It is the Director of Finance & Corporate Services' responsibility to prepare and maintain the financial procedures and make them available to all employees and Board Members.

STATEMENT OF PRINCIPLES

2.1.1 The Board expects high standards of conduct from its members and employees and those with whom it has dealings and this is outlined in the Code of Conduct for Board Members and Code of Conduct for employees. The Board's core value of integrity together with openness and honesty will underpin its financial affairs and all those involved with its finances should work with these values in mind. An extension of this is the Statement of Principles below which provide the basis for the detailed guidance in the Financial Regulations.

THE PRINCIPLES

2.2.1 We expect our members and employees to exercise high standards in financial management and administration and we aim to stimulate openness and a climate of frankness that will be supported through policies and regulations, such as the Whistleblowing Policy.

2.2.2 Our core value as a business is Integrity and this is upheld through a competency framework which outlines the requirements of each role.

2.2.2 The importance of planning, monitoring and controlling the use of resources is vital and we will make arrangements for these activities to be undertaken effectively.

2.2.3 Issues of probity will be dealt with effectively and we will work to meet our duty to maintain proper accounts and related records.

2.2.4 Value for money is at the core of how we conduct our financial affairs.

2.2.5 Compliance with statutory requirements, accounting standards and appropriate codes of practice will be inherent in all our financial arrangements.

2.2.6 We are mindful of the need for consistent standards in financial administration and management across all our operations. In particular, we expect officers to consult with and use all the expertise in financial matters that it has available in house and act on advice from such sources.

2.2.7 Our assets and resources must be protected from loss, damage and theft.

2.2.8 Identifying and quantifying risks is of key importance and arrangements must be made to reduce, eliminate or insure against them as appropriate.

2.2.9 We will ensure that the payment and collection of monies is accurate, appropriate and timely.

FINANCIAL MANAGEMENT

THE BOARD

3.1.1 The Board has ultimate responsibility for our finances. Its financial responsibilities are to:

Ensure

a) we are solvent;

b) we safeguard our assets;

c) the effective and efficient use of resources;

d) the compliance with the Scottish Housing Regulators performance standards including the annual publication of our Assurance Statement.

e) financial control systems are in place and are working effectively and that a statement of assurance is produced by the internal audit provider annually;

f) compliance with the regulatory body's code of audit practice;

g) compliance with financial covenants set up Funders

Approve

h) our strategic plans;

i) budgets and annual financial statements; and

Recommend

j) to the Annual General Meeting the appointment of the external auditors.

COMMITTEE STRUCTURE

3.2.1 The Board exercises some of its responsibility through three subordinate committees. These are the Audit and Risk Committee, Development & Finance and the Joint Consultative Committee. General authority is not delegated to a Committee but specific authority is delegated in particular areas as defined in the Standing Orders. However, no decision made by a Committee of the Board is binding on HHP unless it is acting within its specifically delegated powers. The Terms of Reference for the Committees is contained within the Standing Orders Part 3.

BOARD MEMBER

3.3.1 The duty of Board members is to HHP, its tenants, its employees and more generally where it is in receipt of public funds – to the community at large. All Board Members should therefore satisfy themselves that they have sufficient access to all relevant information and are sufficiently informed to be able to make properly informed decisions. The Director of Finance & Corporate Services will ensure that regular management reports are made available to all Board Members.

RESPONSIBLE OFFICERS

The Chief Executive

3.4.1 The Chief Executive is responsible for the operational management of the association's affairs. The Chief Executive must assist the Board in determining its strategic goals and promote the achievement of such goals through the deployment of the association's resources.

The Company Secretary

3.5.1 The Company Secretary is responsible for advising all Board members and employees about who has the authority to take a particular decision and whether a decision is likely to be considered contrary to the policy framework.

The Director of Finance & Corporate Services

3.6.1 The Director of Finance & Corporate Services is responsible for promoting and maintaining high standards of financial conduct and for reporting any actual or potential breaches of the law or maladministration and for ensuring that the procedures for recording and reporting key decisions are operating effectively.

3.6.2 The Director of Finance & Corporate Services is responsible for reporting to the Chief Executive if he considers that any proposal, decision or course of action will involve incurring unlawful expenditure or is likely to cause a loss or deficiency, or if the Partnership is about to enter an item of account unlawfully. If the item in question relates to the Chief Executive, the Board and External Auditor will be advised accordingly.

3.6.3 The Director of Finance & Corporate Services has the responsibility for the proper administration of the financial affairs including:

a) ensuring that all reports detail fully the resource implications of any course of action recommended to the Board or its Committees;

b) presenting management reports to the Board on a timely basis;

c) maintaining an efficient system of financial operations and controls;

d) preparing the annual accounts, liaising with the Partnership's Auditors in respect of the year end audit and giving the final presentation of such accounts to the Annual General Meeting;

e) managing the day to day running of our finances;

f) safeguarding our assets;

g) responsibility for long term financial planning;

h) ensuring the requirements of the Financial Conduct Authority (FCA) are observed concerning the requirements of the Partnership to keep proper books and records;

i) reviewing the Financial Regulations on behalf of the Board at least annually;

j) maintaining statutory records;

k) preparing appraisals for major investment and development decisions;

l) ensuring that medium and long term financial plans and annual investment and revenue budgets are prepared;

m) providing professional advice to the Board on all matters relating to financial policies and procedures including treasury management; and

n) Setting and monitoring compliance with financial management standards and procedures.

Money Laundering Reporting Officer

3.7.1 The Finance Manager is appointed as the Money Laundering Reporting Officer and the Financial Accountant is appointed as the Depute Money Laundering Reporting Officer. They are responsible for notifying the National Crime Agency (NCA) of any suspected cases of money laundering committed within the accounts of the Partnership as soon as possible and fulfil other duties as defined by legislation or regulation related to that post.

General

3.8.1 Heads of Service are responsible for accountability and control of employees and the security, custody and control of all other resources including plant, buildings, materials, cash and stores relating to their spheres of responsibility.

ACCOUNTING

3.9.1 All accounting procedures and records of the Partnership and its Officers shall be approved by the Director of Finance & Corporate Services in accordance with requirements of statutory agencies, authorities and the needs of the services. No change to existing accounting procedures may be made without prior consultation with the Director of Finance & Corporate Services.

3.9.2 The Director of Finance & Corporate Services or the Finance Manager must examine and certify where required any submission or claim for payment of grant by a Government Department or funding from any other body. Officers responsible for the administration of such grants, funds and spending associated with them must ensure compliance with the conditions of the grant/funding.

3.9.3 All formal accounts and accounting records shall be compiled under the direction of the Director of Finance & Corporate Services.

FINANCIAL PLANNING & CONTROL OF EXPENDITURE

4.1.1 Sound budget management is crucial to informing good decision making and achieving best value in the use of our resources.

BUDGET PREPARATION

4.2.1 The budget must be prepared in a form agreed by the Board and must be in line with our Strategic Goals and Business Plan. When the budget is presented to the Board it will come with recommendations from the Development & Finance Committee on its acceptability and on its impact on overall finances.

4.2.2 The budget is to be prepared according to the requirements defined in the detailed financial procedures. Once approved, the budget is to be used as the basis for authority to incur expenditure and for comparison with actual monthly and quarterly results. The approval for each officer to incur expenditure is defined in the detailed financial procedures and may be amended from time to time by the Board.

4.2.3 When the budget has been approved, the Director of Finance & Corporate Services shall allocate various amounts to delegated budget managers, in accordance with their responsibilities, and shall notify such employees of the budgeted amounts. All references to individual responsibilities within these Financial Regulations assume that authority is restricted to these amounts.

4.2.4 The Director of Finance & Corporate Services will prepare and present budgets to the Board for:

a) Income & Expenditure

b) Investment

c) Development

d) Non-Housing investment

4.2.5 The introduction of new items after the Budget has been approved (where such items exceed the virement delegation in place for directors at Appendix 3) requires the advance approval of the Board.

4.2.6 The Board must approve any slippage greater than 12 months for Investment and Development.

BUDGETARY CONTROL

4.3.1 Significant variations in actual income and expenditure against budget are to be reported and explained at each meeting of the Board by the Director of Finance & Corporate Services. Any variations will be explained and reflected in the forecast out-turn presented to the Board.

4.3.2 The inclusion of items in approved budgets or investment programmes shall constitute authority to incur such expenditure (within delegations as outlined in the Standing Orders & Financial Authorities) unless the Board shall have placed a reservation on any such item or items. Expenditure on any such reserved items may be incurred only when and to the extent that such reservation has been removed. Such reservations shall only be removed when the Board has approved full details and costs of the item.

4.3.3 Budget managers are responsible for ensuring that expenditure does not exceed the allocated budget, and must identify pressures on their own budgets at a stage which allows the position to be addressed (i.e. during the financial year rather than at the end). Budget holders must not authorise expenditure which will create or increase an overspend on that budget.

4.3.4 When considering the adoption of a new policy or a variation to an existing policy, the Board must ensure it is fully apprised of the costs involved. Heads of Service are responsible for ensuring that the Board are provided with all cost information pertinent to the policy.

4.3.5 Significant budget variations should be reported to the Director of Finance & Corporate Services by the relevant budget manager. Anticipated variations should be incorporated in the reporting process. It is the responsibility of Heads of Service to provide timely, accurate and reasonable explanations for variances to be included in the month end management report.

4.3.6 With regard to Investment and Development programmes, actual spend will be monitored against budget and reported at each meeting of the Board as part of the regular management accounts report.

4.3.7 Actual and forecast expenditure and progress on tender awards and projects within the Investment and Development programme will be reported to the Board. Detailed reports including post development completion reports will be provided to the Development & Finance Committee.

4.3.8 The Director of Finance & Corporate Services will prepare a year end report on performance against budget and make recommendations to the Board on any budgets which should be carried forward into the next financial year.

BORROWING

4.4.1 It is the responsibility of the Director of Finance & Corporate Services to provide the Board with a written report on affordable levels of borrowing. The Treasury Management Policy requires an Annual Financing Strategy to be prepared before the end of the financial year.

RESERVES

4.5.1 It is the responsibility of the Director of Finance & Corporate Services to provide the Board with a written report on the levels of reserves that are considered prudent. This advice is to be based on an annual risk assessment of the Partnership.

VIREMENTS

4.6.1 Where a virement represents a major change in policy or exceeds the delegation levels outlined at Appendix 3, the Head of Service needs to prepare a report for the Board to seek approval for the policy change and the associated virement.

4.6.2 Where a virement involves an adjustment to Salary budgets, the Head of Service needs to seek approval from the Chief Executive before being processed.

4.6.3 For development projects, virements which allocate budget within the project will not require to be approved by Board as there is no change being made to the total budget.

4.6.4 All other virements should be approved by the Head of Service and forwarded to the Finance Manager using the approved Virement Form with the appropriate approvals required.

4.6.5 Virements should be prepared timely and in advance of any committed spend. It is noted that some virements are reactive e.g., following a large insurance type event. In these circumstances virements should be requested as soon as the budget manager becomes aware of the need to amend budget and, where appropriate, be presented for approval at the next meeting of the Board.

4.6.6 The Director of Finance & Corporate Services (or in his absence the Chief Executive) shall have the authority to approve virements to an amount as specified in the detailed financial procedures.

RISK MANAGEMENT & CONTROL OF RESOURCES

5.1.1 The Board is responsible for approving our Risk Management Strategy, the Audit and Risk committee is responsible for reviewing the overall effectiveness of the strategy.

5.1.2 The Chief Executive, in conjunction with Directors is responsible for preparing the risk management policy statement and for promoting it throughout the organisation and updating it.

5.1.3 The general controls for risk management are:-

- Procedures are in place to identify, assess, prevent or contain material known risks and these procedures are operating effectively throughout the organisation;
- A monitoring process is in place to review the effectiveness of risk reduction strategies and the operation of these controls;
- Managers know which risks they are responsible for managing and are provided with relevant information;
- Provision is made for any losses that might result from the risks that remain;
- Claims are investigated within a given time scale;
- Acceptable levels of risk are determined and insured against where appropriate
- Business continuity plans are in place in the event of a disaster that results in significant loss or damage to our resources.

INTERNAL CONTROL

5.2.1 Internal control refers to the systems of control devised by management to help ensure our objectives are achieved in a manner that promotes economical efficient and effective use of resources and that our assets and interests are safeguarded.

SYSTEMS OF INTERNAL CONTROL

5.3.1 The Director of Finance & Corporate Services is responsible for advising and implementing on effective systems of internal control. These arrangements need to ensure compliance with all applicable statutes and regulations, and other relevant statements of best practice.

5.3.2 The Director of Finance & Corporate Services will prepare an annual statement on the effectiveness of the Partnership's system of internal control. The statement will be published as part of the Annual Statement of Accounts and will be approved by the Audit Committee.

SEGREGATION OF DUTIES

5.4.1 To ensure proper segregation of duties exist:

a) the duties of providing information about money due to or from HHP and of calculating, checking and recording these sums shall be separated as completely as possible from the duty of collecting or paying them;

b) Officers charged with the duty of examining and checking the accounts of cash transactions must not themselves be engaged in any of these transactions.

YEAR END AND RETENTION OF RECORDS

5.5.1 HHP's financial year shall be from 1 April to 31 March.

5.5.2 Accounting and other records must be retained for periods that comply with relevant legal requirements and the detailed standards in Paragraph 5.5.3.

5.5.3 Records must be retained for periods specified by Internal Audit, which will ensure the Partnership's compliance with VAT and other law. The following periods provide a broad indication only:

- All records associated with grant funding and the transfer agreement must be retained for longer periods if required by the funding body;
- Expenditure record (e.g. orders, invoices) should be retained for 5 years plus the current year;
- Income records (receipts, debtors invoices) should generally be retained for 6 years plus the current year.

TREASURY MANAGEMENT (INVESTMENT & BORROWINGS)

5.6.1 The Board adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code), as described in Section 4 of that Code.

5.6.2 Accordingly, the Board will create and maintain, as the cornerstones for effective treasury management:

- a treasury management policy statement, stating the policies and objectives of its treasury management activities;

  Suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

5.6.3 The content of the policy statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of this organisation. Such amendments will not result in the organisation materially deviating from the Code's key recommendations.

5.6.4 The Board will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, and an annual report after its close, in the form prescribed in its TMPs.

5.6.5 The Board delegates responsibility for the execution and administration of treasury management decisions to the Director of Finance & Corporate Services who will act in accordance with the organisation's policy statement and TMPs and, if the Director of Finance & Corporate Services is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management

INSURANCE

5.7.1 The Corporate Resources Manager must effect all insurance cover and negotiate all claims (within their delegation) in consultation with other Officers where necessary.

5.7.2 Each Head of Service shall ensure prompt notification to the Corporate Resources Manager of all new risks, properties, or vehicles which require to be insured and of any alterations affecting existing insurance policies.

5.7.3 Each Head of Service shall ensure that they notify the Corporate Resources Manager, of any loss, liability or damage or any event likely to lead to a claim and in instances of criminality, inform the Police and obtain the relevant crime reference number, unless otherwise decided by an identified officer.

5.7.4 All appropriate officers of the Partnership must be included in a suitable fidelity guarantee insurance policy.

5.7.5 The Director of Finance & Corporate Services must annually, or at any such lesser period as he may consider necessary, review all insurances and report to the Board in consultation with other Heads of Service as appropriate.

SECURITY PROCEDURES

5.8.1 Each Head of Service is responsible for maintaining proper security at all times for all buildings, stock, stores, furniture, equipment, cash, etc. under his control. He must consult the Chief Executive in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.

5.8.2 Maximum limits for cash holdings must be agreed with the Director of Finance & Corporate Services and shall not be exceeded without his express permission.

5.8.3 Keys to safes or other similar containers are securely stored in a locked drawer; the loss of any such keys must be reported to the Director of Finance & Corporate Services forthwith. Keys must not be passed to any Officer who is not authorised to access the safe.

PAYMENTS & BENEFITS

5.9.1 All financial activities conducted by the organisation will conform to the requirements of the Entitlements, Payments and Benefits Policy which restricts the types of direct and indirect financial benefits which may be awarded to employees and Board members and describes the actions which must be taken in the event of a potential breach.

5.9.2 All Officers and Board members should be aware of the requirements of the Entitlements, Payments and Benefits Policy and further information or advice can be provided on request by the Director of Finance & Corporate Services.

5.9.3 The basic requirements of the Policy are that a registered social landlord must not make a payment or grant a benefit to an officer or employee (current) of the landlord; a person who has been an officer or employee within the last 12 months (recent); a close relative of an officer or employee (current or recent); a business trading for profit of which a person falling within one of the previous categories is a principal proprietor or in the management of which such a person is directly concerned, except in the following cases:

a) payments made or benefits granted to an officer or employee under a contract of employment;

b) payment of expenses to an officer who does not have a contract of employment;

c) where a tenancy has been granted to a person who later became an officer or employee of the organisation (or a close relative thereof), the grant to that tenant of a new tenancy for the same or another house; or

d) payments made or benefits granted with the approval of Scottish Ministers.

5.9.4 Any issues which may give rise to a breach or potential breach of the requirements of policy should be reported to the Director of Finance & Corporate Services (or in his absence the Finance Manager) immediately.

EXTERNAL AUDIT

5.10.1 We will appoint external auditors as required by statute, and in a way consistent with the requirements of the current guidance issued by the Scottish Housing Regulator.

5.10.2 Preparation of annual accounts is to commence immediately after the end of each financial year and draft accounts are to be prepared for consideration by the auditors and by the Board no later than three months after the year-end.

5.10.3 The Director of Finance & Corporate Services is responsible for drawing up a timetable for final accounts purposes which will be agreed with the auditors.

5.10.4 The draft accounts and audit management letter will be reviewed by the Audit and Risk Committee. On their recommendation the draft accounts will be submitted to the Board for approval, and subsequently for adoption at the Annual General Meeting.

5.10.5 Final audited and signed accounts are to be submitted to the Scottish Housing Regulator within the timescales set by the regulator.

5.10.6 The external auditors should be given the opportunity, at least once each year, to meet the Audit and Risk Committee without any officials being present, to discuss issues that may have arisen during their work or highlight areas of concern.

5.10.7 Each year the Audit and Risk Committee will review the effectiveness of external audit and, provided the External Auditor's work is of a sufficiently high standard and reasonably priced, the Committee shall recommend that they be re-appointed at the Partnership's AGM. In addition, the Audit and Risk Committee will carry out a comprehensive review of the service provided every three years. A competitive tendering exercise will be held at least every seven years for the appointment of an External Auditor for the Partnership.

INTERNAL AUDIT

5.11.1 There will also be an internal audit function, under the independent control and direction of the Director of Finance & Corporate Services which shall be arranged to carry out a continuous examination of financial and other operations. An annual programme of work will be set by the Director of Finance & Corporate Services in consultation with the Chief Executive and other Directors and approved or otherwise amended by the Audit and Risk Committee.

5.11.2 The Internal Auditor will report to the Director or Finance & Corporate Services and the Audit and Risk Committee.

5.11.3 The internal audit service remains independent in its planning and operation and has direct access to the Board, the Chief Executive and the Chair of the Audit and Risk Committee.

5.11.4 The Chief Executive, the Director of Finance & Corporate Services or their authorised representatives and the external and internal auditors shall have authority to:

a) enter at all reasonable times any Partnership premises or land;

b) access all records, documents and correspondence relating to any financial and other transactions of the Partnership;

c) require and receive such explanations as are necessary concerning any matter under examination; and

d) require any employee of the Partnership to produce cash, stores or any other Partnership property under his/her control.

5.11.5 Whenever any matter arises which involves, or is thought to involve, irregularities of fraud concerning cash, stores or other property of the Partnership or there is any other suspected irregularity in the exercise of the activities of the Partnership, the manager concerned shall notify the Director of Finance & Corporate Services, in accordance with the Partnership's Fraud policy. The

Director of Finance & Corporate Services will take such steps as necessary by way of investigation, the involvement of internal audit and reporting the matter to the regulatory body where required. The Board shall also ensure that a procedure for whistle blowing is in place and operating effectively.

5.11.6 If the suspected irregularity potentially involves:

a) the Director of Finance & Corporate Services or the Director of Operations, the Chief Executive shall be informed; or

b) The Chief Executive, the Chair of the Audit and Risk Committee, or failing that the Chair of the Board shall be informed.

SYSTEMS & PROCEDURES

GENERAL CONTROLS

6.1 The general controls for systems and procedures are:

a) Performance is communicated to the appropriate managers on accurate, complete and timely basis;

b) Early warning is provided on deviations from targets, plans and budgets and management action is taken; and

c) Operating systems and procedures are secure.

EXPENDITURE

Purchasing Arrangements

6.2.1 Delegated Budget Managers must ensure and be able to demonstrate that the Partnership obtains value for money in purchasing activity and that purchasing accords with service priorities.

6.2.2 The most effective purchasing arrangements should be used. In case of routine purchasing this should be undertaken through the Corporate Resources Team except:

a) transactions excluded by agreement with the Director of Finance & Corporate Services and the Delegated Budget Manager concerned; or

b) small items which may be purchased through petty cash.

6.2.3 Where any purchasing or services involves tendering or contracts these arrangements must conform to the requirements set out in the procurement policy.

6.2.4 The Finance Manager must ensure that e-business/purchasing processes maintain the security and integrity for transacting business electronically and must approve the introduction of such systems.

Orders of Work, Goods and Services

6.2.5 All orders, requests for works, instructions to vary works contracts or to vary individual orders, and the entering into of contracts, must be carried out according to the detailed requirements of the procurement policy. The procurement policy is available on our intranet/SharePoint to all employees.

6.2.6 Official orders must be in a form approved by the Director of Finance & Corporate Services and must be signed or otherwise authorised only by approved officers.

6.2.7 Official orders must be issued for all work, goods or services to be supplied to HHP except for:

- supplies of public utility services;
- for periodical payments such as rent or rates;
- for payments set by statute or other regulations (including home loss and disturbance payments);
- for petty cash purchases; or
- such other exceptions as the Director of Finance & Corporate Services may approve in advance.

Any verbal orders issued in an emergency must be confirmed by an official order by the next working day. A copy of each order must be retained for audit purposes.

6.2.8 Employees of the Partnership are not allowed to purchase goods privately under any Partnership arrangements or solicit preferential treatment in a private capacity from the Partnership's suppliers.

Orders under Procurement (Other Services)

6.2.9 One written quotation must be requested for individual orders up to an amount up to £1,999.99. The details of the quotation must be documented and held on file.

6.2.10 Two written quotations must be requested for individual orders which are estimated to be in the region of £2,000-£9,999.99. If a quotation other than the lowest is accepted, a written report must be made to the next meeting of the Board justifying this course of action. Where orders are awarded on a combined quality and price assessment it is understood that the lowest price may not always be the one which will be accepted and this will not need to be presented to Board.

6.2.11 Individual orders which are estimated to commit the Board to a cost in excess of £10,000 must be dealt with under the Procurement Policy and its detailed tendering procedures. Results of tenders should be referred to the Board or one of its committees. This regulation does not apply to the renewal of annual maintenance agreements previously agreed by the Board.

Orders under Procurement (Building Works)

6.2.12 All investment works are subject to a robust tender process with tenders for lots being returned as per the Board approved Investment Framework.

6.2.13 Repairs & Maintenance works are outsourced to a repairs contractor. The appointment of the contractor follows a robust, full tender process and the Board is regularly updated as to the performance of the contractor against agreed contractual performance targets.

6.2.14 The methods of procurement and appropriate limits for development contracts and consultants are outlined at Appendix 2.

Orders under Procurement Frameworks

6.2.15 Framework agreements may also be used to procure contractors and suppliers without committing or binding us to any specific expenditure.

General

6.2.16 No Officer may use the Partnership or its stationery to order goods and/or services intended for their private and personal use except in circumstances approved in advance and in writing by the Chief Executive.

Contracts

6.2.17 Where contracts provide for payment to be made by instalments, the Budget Manager will ensure that an approved purchase order is in place to reflect the staging of payments on each contract between the Partnership and the contractor.

6.2.18 Payments to contractors on account of contracts shall be made only in accordance with agreed expenditure authorisation procedures.

6.2.19 Subject to the provisions of investment/development contracts, in each case every variation shall be authorised in writing by the:

a) Director of Operations or any other officer nominated by him in writing for the purpose; or

b) consultant engaged by the Partnership when an outside consultant is appointed.

6.2.20 Any such variation shall be reported to the Board on a quarterly basis. If the variation creates an overspend, the procedure in relation to authorising overspends must be followed (see paragraph 4.3.2).

6.2.21 The final certificates of completion of any contract shall not be issued until the Director of Operations or external consultant has produced to the Partnership a detailed statement of account and all relevant documents, if required.

6.2.22 Where completion of a contract is delayed beyond the contract period, it shall be the duty of the Director of Operations to consider and, where appropriate, to take action in respect of any claim for liquidated damages.

6.2.23 All officers and consultants shall have regard to the requirements of the relevant regulatory body and government departments in respect of matters relating to such contracts.

Payments of Accounts

6.3.1 The procedures for making all payments shall be in a form specified by the Director of Finance & Corporate Services.

6.3.2 Apart from petty cash and other payments from advance accounts, the normal method of payment of money due from the Partnership must be by cheque, electronic payment (Bankline or Credit Card), BACS or CHAPS transfers drawn on the Partnership's bank account by signatories duly authorised by the Board.

6.3.3 The names of Officers authorised to sign orders and invoices will be maintained in a register along with a specimen signature by the Director of Finance & Corporate Services. Any changes to the register must be requested in writing. Employees authorised to issue an order are responsible for examining, verifying and certifying the related invoice(s) and similarly for any other payment vouchers or accounts arising from his/her department. Such certification must be in writing by the Officer.

6.3.4 Payment will only be made by the Director of Finance & Corporate Services against invoices which have been certified for payment by the appropriate head of department or budget holder. Certification of an invoice should involve at least two officers in the process and will ensure that:

a) the goods have been received, examined and approved with regard to quality and quantity, or that services rendered or work done is satisfactory;

b) where appropriate, it is matched to the order;

c) invoice details (quantity, price, discount) are correct;

d) the invoice is arithmetically correct;

e) the invoice has not previously been passed for payment;

f) where appropriate, an entry has been made on a stores record or departmental inventory;

g) VAT issues have been complied with where they apply; and

appropriate coding advice is provided. This coding advice must be one of the codes included in the budget holder's area of responsibility and must correspond with the types of goods or service described on the invoice.

6.3.5 Once accounts have been correctly certified, they must be passed promptly to the Director of Finance & Corporate Services who must examine them to the extent that he considers necessary, for which purpose the Director of Finance & Corporate Services is entitled to make such enquiries and to receive such information and explanations as he may require.

6.3.6 The Chief Executive and each Director must, six weeks after the financial year end, agree with the Director of Finance & Corporate Services all outstanding expenditure in relation to the previous financial year.

6.3.7 Responsibility for the authorisation of an account lies ultimately with the Officer who signs the payment authorisation. The Officers who have the authority to approve payment for either goods or services within the approved revenue budget are specified in the detailed financial procedures.

6.3.8 Cheque or Banks Automated Clearing System (BACS) payments – all invoices should be paid within agreed payment terms and such terms are recorded in our Finance System against each supplier. The general rule is that properly authorised invoices are paid once goods have been certified as received and no later than 30 days of receipt by the Finance Department. This is subject to variations as agreed with the individual supplier of goods and services and as set out in the Partnership's detailed financial procedures.

6.3.9 No individual or employee of the Partnership shall act as the first signatory or certify transactions for any payments to themselves or their immediate families or to their companies or companies of their immediate families.

6.3.10 The use of direct debits as a payment method requires the prior approval of the Director of Finance & Corporate Services or Finance Manager.

6.3.11 Officers of the Partnership must not prepare supplier's invoices. If it is necessary for an officer to amend an invoice, that fact and the reason therefore shall be shown on the invoice and the amendment must conform to the Value Added Tax regulations.

6.3.12 Override procedure - If a payment has to be made more quickly than the general rule and is not covered by the exceptions, then the date of payment must be marked on the certified invoice and addressed to the Resources Department duly marked for special treatment.

Petty Cash

6.4.1 Petty cash will be controlled through the Imprest system. Detailed guidance will be issued by the Financial Accountant and is contained in the Partnership's financial procedures.

6.4.2 At the end of the financial year a certificate of the balances held should be completed by the member of employees responsible for the float and countersigned by the head of department.

Company Credit Cards

6.5.1 The Director of Finance & Corporate Services will make arrangements for the administration of "company credit cards" and will issue them where the circumstances require.

6.5.2 Directors are responsible for ensuring that "company" credit cards used in their Department are only held by appropriate employees and are used strictly in compliance with the specific guidance issued by the Director of Finance & Corporate Services.

Expenditure Authorisations

6.6.1 The Board has approved the following procedures for the authorisation of expenditure commitments and invoices for payment. Levels of authority range from department employees to the Board, and it is important for good internal control of the Partnership's expenditure that all employees have a working knowledge of the content. It is the responsibility of each Director to ensure that all of their employees affected are fully aware of their own authority levels and limits.

6.6.2 The following important points shall be observed in the authorisation procedure and followed carefully:

a) three separate procedures involved in incurring expenditure:

- Taking on the commitment to spend;
- Approving the invoice after goods or services received;
- The actual transfer of funds to creditors.

b) evidence of approval and authority must be kept.

c) the person approving the invoice will be expected to be satisfied that prior approval of the original order or instruction was given, at the appropriate level, in cases where such prior approval is required.

d) payments to suppliers, etc. will not be made if substantiated only by statements. If an invoice has been mislaid, a copy must be obtained from the supplier.

e) the cost code must be in accordance with the approved budget heading and not changed because another original budget head is being used in order to "vire" expenditure.

f) approval of invoices must include a check of the calculations.

6.6.3 The Director of Finance & Corporate Services shall maintain a register of authorised signatories including limits. Any changes to the authorities to sign must be notified to the Director of Finance & Corporate Services immediately. Heads of Service must supply the Director of Finance & Corporate Services with specimen signatures of those authorised to certify invoices for payment.

6.6.4 Where changes to the authorisation schedule are required ahead of the annual review of financial regulations and procedures, the Director of Finance & Corporate Services shall instruct, or confirm, changes in writing to Heads of Service, and other appropriate employees and Board Members.

6.6.5 Authorisations can be obtained through e-signatures, e-mail, system authorisations or physical signatures in accordance with the delegations permitted in the Financial Authorisations.

INCOME & BANKING

Banking Arrangements

6.7.1 The Board is responsible for the appointment of our bankers. Should there be an occasion where the banking arrangements are deemed to no longer meet our requirements, the Board shall be provided with a report outlining why this is the case and banking services will be re-tendered through a competitive tendering process.

6.7.2 Bank accounts held by HHP are specified in the detailed financial procedures. Only the Director of Finance & Corporate Services may open or close a bank account for dealing with HHP's funds. All bank accounts shall be in the name of "Hebridean Housing Partnership" or its Subsidiary "HHP Community Housing". The Finance Manager is responsible for ensuring that all bank accounts are subject to regular reconciliation and independent review and that large or unusual items are investigated as appropriate.

6.7.3 All arrangements with HHP's bankers shall be made by or under arrangements approved by the Director of Finance & Corporate Services, who shall be authorised to operate such banking accounts, as he may consider necessary.

6.7.4 All cheques, electronic payments (Bankline or Credit Card), BACS or CHAPS shall be ordered only on the authority of the Director of Finance & Corporate Services who shall make proper arrangements for their safe custody. Cheques on HHP's banking accounts shall bear the signature of identified Officers or Board Members as authorised by the Board. Details of authorised persons and the Partnership's cheque mandate can be found in the Partnership's detailed financial procedures.

Income

6.8.1 The Board is responsible for approving the level of rents, lettings and other charges, as determined by procedures approved by the Finance & Development Committee.

6.8.2 The collection of money due shall be under the supervision of the appropriate Director within procedures defined by the Director of Finance & Corporate Services. The relevant Director will ensure that the procedures are followed and that adequate arrangements are in place to ensure safe custody of monies to our premises or bankers.

6.8.3 All Officers shall furnish the Finance Manager with such particulars in connection with work done, goods supplied or services rendered and of all other amounts due as may be required by them to record correctly all sums due and to ensure that accounts are rendered within seven days for the recovery of income due.

6.8.4 Safeguards against loss of income are in place as follows:

a) prompt claiming of all Local Authority, Scottish Government or other public body grants, subsidies and allowances;

b) prompt reviews of rent. Increases must be implemented at the appropriate time, as agreed by the Board;

c) prompt action against all debtors and the institution of recovery proceedings, except where the contrary is approved by the Board, or in case of rent and tenants charges, by the Director of Operations;

d) comprehensive accounting procedure and internal controls for all income sources.

e) appropriate investment in stock to ensure minimal rent loss through voids

6.8.5 All receipt forms, books, tickets and other such items shall be ordered and supplied by the Finance Manager, who shall approve the arrangements for their control.

6.8.6 All money received by an employee on behalf of HHP shall, without delay, be paid to the Director of Finance & Corporate Services or, as he may direct, to the appropriate bank account or transmitted directly to any other body or person entitled thereto. No deduction may be made from such money except to the extent that the Director of Finance & Corporate Services may specifically authorise. Each employee who so banks money shall enter on the paying-in slip a reference to the related debt. The detailed financial procedures set out the exact procedures to be followed with regard to the receipt of cash, cheques and postal orders.

6.8.7 Every transfer of money from one employee to another will be evidenced in the records by the signature of the receiving employee.

6.8.8 Any income due shall only be written off as a bad debt under procedures outlined in our Debt Management policy.

6.8.9 Donations of cash or other items must be recorded and a written acknowledgement sent to the donor by the Chief Executive.

6.8.10 All incoming post shall be opened in the presence of two members of employees and any remittances shall be recorded in a register. This register shall be done monthly and independently checked to bankings. All income shall be banked weekly unless the cash held in the safe will exceed £4,000 and receipts given for all payments by cash or postal order.

6.8.11 Personal cheques must not be cashed nor must IOU's be accepted out of monies held on behalf of the Partnership.

6.8.12 The Finance Manager shall ensure that:

a) debtors' invoices are raised promptly in respect of income due to us;

b) debtors' accounts are raised on official invoices;

c) swift and effective action is taken to collect overdue debts in accordance with formal procedures (detailed in the financial procedures):

d) outstanding debts are monitored and reports are prepared for managers.

6.8.13 A limit is imposed on the cash amount received in settlement for the payment for goods and services of £5,000 in any one transaction. This limit is required to ensure that the Partnership complies with the Money Laundering Regulations.

6.8.14 The Director of Finance & Corporate Services is responsible for implementing credit arrangements and indicating a period in which different types of invoice must be paid, and for implementing procedures and instructions for the allocation of sums received to individual constituent elements of tenants' rent accounts.

Control of Cash, Stock, etc.

6.9.1 Cash floats and balances kept by us are specified in the detailed financial procedures. All such floats must be maintained on the Imprest system and reimbursement will be authorised by the Financial Manager.

6.9.2 We will maintain inventories of various items as defined in the detailed financial procedures.

6.9.3 A register of documents of title (deeds, share certificates, building society books, etc.) must be kept and the documents stored in a secure place such as a locked safe. Access to the documents will be restricted to the Chief Executive, Director of Finance & Corporate Services, Governance Officer, Auditors and the Partnership's solicitors.

6.9.4 Computer records shall be maintained in line with the Partnership's Information and Communication Technology Policy [ICT] to ensure information held on personal computers and servers is secure. Backups must be stored securely off site.

Writing off Irrecoverable Items of Income

6.9.5 HHP will write off all established bad debts as soon as possible in order not to distort the rent arrears and other bad debts position. Consideration must be given as to whether or not the present abode of former tenants in arrears is known to establish whether the doubtful debts are collectable or not.

6.9.6 Before any income is written off in the financial records, the approval of the Director of Finance & Corporate Services must be obtained for write-offs up to an agreed amount as specified in the detailed financial procedures and the approval of the Board for all write-offs above the agreed amount. Any write-offs must be made in accordance with the authorisation levels specified in the detailed financial procedures.

6.9.7 Records of debts written off in the financial records will be retained by the Director of Finance & Corporate Services for a period of not less than ten years, for use in the event of a debt becoming recoverable again in the future.

SALARIES AND WAGES

Salaries, Wages and Pensions

6.10.1 Salaries paid to permanent employees must be on the basis of the appointment as agreed by the Board.

6.10.2 All employees are paid on a set day each month as specified in the Partnership's Terms and Conditions of Employment.

6.10.3 All payments shall be made by the Director of Finance & Corporate Services.

6.10.4 Appointment of all employees must be made in accordance with the regulations of the Partnership and the approved establishments, grades and rates of pay.

6.10.5 All partnership employees will be appointed to the salary scales approved by the Board and in accordance with appropriate conditions of service.

6.10.6 All time records and other pay documents must be in a form prescribed or approved by the Director of Finance & Corporate Services.

6.10.7 Each Head of Service is responsible for ensuring that the Director of Finance & Corporate Services and the Chief Executive's Personal Assistant are notified as soon as possible and in the form prescribed by them, of all matters affecting the payment of such benefits, and in particular:

a) appointments, resignations, dismissals, suspensions, secondments and transfers;

b) absences from duty for sickness or other reason, apart from approved leave;

c) changes in remuneration, other than normal increments, and pay awards and arrangements of general application;

d) information necessary to maintain records of service for superannuation, income tax, national insurance, etc.

6.10.8 All casual and part-time employees must be included on the payroll.

6.10.9 Overtime and temporary recruitment of employees must be approved as prescribed in the expenditure authorisations schedule.

6.10.10The Director of Finance & Corporate Services is responsible for keeping all records relating to payroll including those of a statutory nature. Administration of payroll process will be carried out by a member of the Finance Team with the Director of Finance & Corporate Services carrying out verification checks.

Travel and Subsistence

6.11.1 All claims for payment of mileage allowances, subsistence allowances, travelling and incidental expenses must be submitted, duly certified by a Head of Service in a form approved by the Director of Finance & Corporate Services, to him.

6.11.2 The certification by the Head of Service shall be taken to mean that the certifying Officer is satisfied that the journeys were authorised, the expenses properly and necessarily incurred and that the allowances are properly payable by the Partnership.

TAXATION

6.12.1 Compliance with taxation rules is important for the Partnership to meet its legal requirements and avoid unnecessary costs. Failure to comply with tax legislation can result in penalties and interest payments or may lead to the overpayment or under-recovery of taxes.

6.12.2 Heads of Service must ensure all employees are aware of the various tax regimes that impact on their areas of operational activity and ensure they are compliant with legislation governing tax and the detailed standards below.

VAT standards

6.12.3 Officers should be aware of the Partnership's VAT guidance, available from the Finance Manager and where to access primary reference documents for VAT related matters.

6.12.4 VAT must be paid and recovered within the time constraints laid down by H.M. Revenue and Customs.

6.12.5 Officers are responsible for obtaining and issuing proper tax documents (e.g. invoices, receipts) to ensure compliance with VAT law and to facilitate full recovery on expenditure.

Other Tax Standards

6.12.6 Guidance on taxation matters, other than VAT will be issued from time to time by the Director of Finance & Corporate Services.

6.12.7 Officers responsible for issuing or payment of invoices must give consideration to the impact of various taxes. Particular attention should be paid to the correct treatment of employment taxes and VAT

6.12.8 In instances of doubt over the correct treatment of taxation officers should consult the appropriate employees of the Resources Department

a) PAYE and National Insurance - Director of Finance & Corporate Services

b) VAT and other taxation - Financial Manager or Director of Finance & Corporate Services

FIXED ASSETS

Fixed Asset Register

6.13.1 A fixed asset register shall be maintained, recording an adequate description of furniture, fittings and equipment, plant and machinery and other capital equipment owned by the Partnership, and the form in which the fixed asset register shall be kept shall be determined by the Director of Finance & Corporate Services. The Chief Executive and each Director will be responsible for items within their areas, with an updated copy being provided annually to the Director of Finance & Corporate Services in line with the closing of accounts timetable.

6.13.2 Each Head of Service shall be responsible to the Director of Finance & Corporate Services for maintaining an annual check of all items on the fixed asset register for taking action in relation to surpluses and deficiencies and noting in the fixed asset register accordingly. The Director of Finance & Corporate Services must be notified of these changes.

6.13.3 The Partnership's property must not be removed other than in the ordinary course of the Partnership's business, or used other than for the Partnership's purposes except in accordance with specific directions issued by the Director concerned.

6.13.4 Equipment in housing schemes must be separately identified and recorded in the Asset Register.

Inventories

6.14.1 Inventories shall be maintained by the appropriate Director and Chief Executive, recording an adequate description of furniture, fittings and equipment, plant and machinery and other small items of equipment used up during developments. The form in which the inventories shall be kept shall be determined by the Director of Finance & Corporate Services.

6.14.2 Each Head of Service shall be responsible to the Director of Finance & Corporate Services for maintaining an annual check of all items on the inventory in line with the closing of accounts timetable, for taking action in relation to surplus or deficiencies and noting on the inventory accordingly.

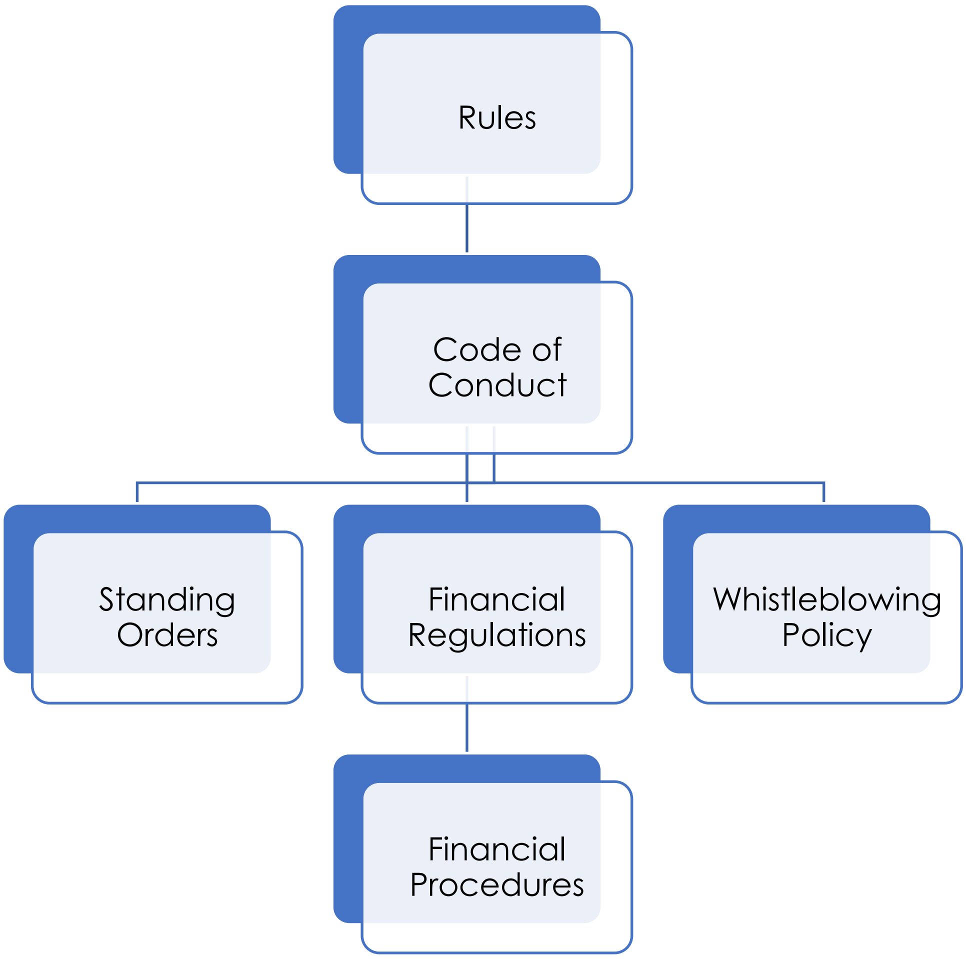
6.14.3 The Partnership's property must not be removed from its normal location other than in accordance with the ordinary course of the Partnership's business or used other than for the Partnership's purposes except in accordance with specific directions issued by the Director concerned.

6.14.4 Each Head of Service must be responsible for the care and custody of the stocks and stores under his/her control, and for the maintenance of the relevant inventories.

6.14.5 Significant stock losses & losses on the disposal of components ahead of their natural replacement must be reported to the Board.

6.14.6 Scheme inventories must be separately identified and recorded.

RELATIONSHIP WITH CONSTITUTION



APPENDIX 2

PROCUREMENT ARRANGEMENTS

The following table sets a framework for the procurement of goods and service. Any alternative from the recommended routes will require to be approved by the Board.

PROCUREMENT THRESHOLDS (FROM 1 FEBRUARY 2021)

Value of Purchase (excluding VAT)	**Minimum Requirement**
Up to £1,999.99	1 written quotation
£2,000 - £9,999.99	Either 2 independent written quotations or quotation(s) obtained through using the PCS Quick Quote facility
£10,000 – Scottish Procurement Threshold	Formal Tender process or quotation(s) obtained through using the PCS Quick Quote facility
Supplies threshold and above	Full UK Find a Tender Service (FTS) tendering procedures

VIREMENTS

Overriding Principles:

a) no virement should cause a breach of our financial covenants

b) all overspends must be funded by savings or increased income

		Limit	Approved by
1	Where an item of expenditure and associated income (E.g., Rent / Internal fees) has to be delayed for legitimate reasons that results in slippage of less than 12 months	None	Director of Finance & Corporate Services
2)	Saving or overspend on Supervision & Management budget (excluding depreciation, amortisation and year end pension actuarial adjustments)	£10,000	Budget Manager
		£20,000	Director of Finance & Corporate Services & Chief Executive
3)	Saving or overspend on a repairs & maintenance budget	£20,000	Budget Manager
		£50,000	Director of Operations or Director of Finance & Corporate Services
4)	Saving or overspend on investment, development or fixed asset budget	£50,000	Budget Manager
		£100,000	Director of Operations or Director of Finance & Corporate Services
5	Savings or overspend on employee expenses	£5,000	Budget Manager
		£20,000	Chief Executive

INTERPRETATIONS & ABREVIATIONS

The following interpretations and abbreviations are used in this policy:

Word	**Interpretation**
Board	Means the Board of the Hebridean Housing Partnership
Board Members	All Members of the Board including co-opted Members
Chair	Chairperson of the Board of Management of the Partnership
Chief Executive	The Chief Executive of Partnership or anyone who is deputising for the Chief Executive.
Committee	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.
Scottish Housing Regulator	An independent regulator of RSLs and local authority housing services in Scotland established on 1 April 2011 under the Housing (Scotland) Act 2010.
Local Connection	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.
Rules	The Rules of the Partnership incorporated under the Industrial and Provident Societies Acts and registered with the Financial Services Authority.
The Partnership	Hebridean Housing Partnership
Heads of Service	A Director, Head of Executive Office or the Chief Executive
Delegated Budget Manager	Member of employees with responsibility for managing specific budgets
Standing Orders	Standing Orders of the Partnership which detail how the business of the Partnership will be conducted in practice.
Significant Variation	Where actual cost/income differs to budget by greater than 10% and over £5K
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	

RULE COMPLIANCE

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

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

Rule 64 Registers	
The Partnership must keep at its registered office a Register containing:	
64.1	the names and addresses of the Members and where provided for the purposes of electronic communication, fax numbers and e-mail addresses;
64.2	a statement of the share held by each Member and the amount each Member paid for it;
64.3	the date each person was entered in the Register as a Member and the date at which any person ceased to be a Member of the Partnership;
64.4	a statement of other property in the Partnership, whether in loans or loan stock held by each Member; and
64.5	the names and addresses of the Office Bearers of the Partnership, their positions and the dates they took and left office.

Rule 65.1 Registered Office	
The Partnership must also keep at its registered office	
65.1.1	a second copy of the Register showing the same details as above but not the statements of shares and property. This second register must be used to confirm the information recorded in the main Register.
65.1.2	a register of loans and to whom they are made.
65.1.3	a register showing details of all loans and charges on the Partnership's land.

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

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

Registers

Membership Register

1.1 The Membership Register is fully up to date in accordance with Rules 64 and 65. Members' names and addresses are detailed in addition to the names and addresses of the Office Bearers of the Partnership, their positions, and the dates they took and left office.

Entitlements, Payments & Benefits Registers

2.1 The Scottish Housing Regulator's Guidance Note 5: Regulatory Standards of Governance and Financial Management does not prohibit payments and benefits to staff and connected persons but requires that RSLs manage them within a clear policy framework to ensure transparency, honesty and propriety.

2.2 Payments and Benefits to employees and connected persons are controlled by the Entitlements, Payments & Benefits Policy and recorded in three registers, as follows, the:

- Entitlements, Payments & Benefits Register (general) records instances of applications for housing or NSSE properties being made;
- Entitlements, Payments & Benefits Register (special exceptions) records instances of benefits being granted, such as houses being allocated and 'de minimis' payments being made; and
- Entitlements, Payments & Benefits Register (transactions) records any transactions between connected persons and, for example, contractors that may be on HHP's Framework. Permissions are sought from the Chief Executive in instances like these and full disclosures made and retained on staff personal files.

2.3 The Entitlements, Payments & Benefits Registers are fully up to date.

2.4 Gifts to the Partnership are raffled and the proceeds are donated to local charities throughout the year.

Disclosure of Interest Registers

3.1 We maintain a Register of Interests relating to Staff and Board Members.

3.2 Board Members are required to register their interests prior to their first Board Meeting. Thereafter, at the end of each financial year they will be required to fill in a fresh Disclosure of Interest form.

3.3 Members of Staff are required to complete a Disclosure of Interest form when they are initially employed by us, and details will be recorded in the Staff Disclosure of Interest Register. Thereafter, Staff will be required to complete a Disclosure of Interest Update Form annually.

3.4 Board Members and Staff present at a meeting where a matter in which they have a personal (or a personal business or financial) interest is discussed, must inform the meeting Chair at the start of the meeting or during the meeting if an applicable matter arises.

3.5 All disclosures are recorded in the Disclosure of Interest Register. The Disclosure of Interest Registers are fully up to date.

Seal Register

4.1 When the seal is used, the deed or document must be signed by the Secretary or a Board Member or another person duly authorised to subscribe the deed or document on the Partnership's behalf and recorded in the Seal Register.

4.2 The Seal Register is fully up to date.

hebridean housing partnership

Making our house your home

ITEM NO 6.3

MANAGEMENT REPORT TO 30 JUNE 2023

Board 23 August 2023

Report by Director of Finance & Corporate Services

Purpose of Report

1.1 To present the Management Report for the month ended 30 June 2023 to the Board for review and noting.

Summary

2.1 The Management Report, at Appendix 1, shows that financial covenants will be met for the year ended 30 June 2023 with a headroom forecast of £639K.

2.2 Our Development Programme cost out-turn is anticipated to be £2.5M less than the revised budget mainly due to slippage at Leverburgh, Gravir, and Great Bernera. The project at Low Flyer is unlikely to begin this year. The grant out-turn has decreased by £1.6M.

2.3 Due to the aforementioned development slippage It is anticipated that the planned drawdown of £5.5M from the available funding facility will not be required this fiscal year. As a result, the current year's cost of borrowing will reduce by £0.389M to £0.8M. Due to the delay in drawdown, any loan drawdown will likely be at a significantly higher rate of interest when drawn as anticipated in 2024/25.

Competence

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

Recommendations

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

a) note the Management Report to 30 June 2023 and revised forecast out turn at 31 March 2024 as at Appendix 1; and

b) approve a virement of £389,360 of loan interest cost, to reserves, that will be required in the future when the funds are drawn down.

APPENDIX 1:	Management Report to 30 June 2023	
Background Papers:	None	
Writer of Report:	Kenneth MacKay	Tel: 0300 123 0773

Competence

Financial

5.1 The Board approved budgets for 2023/24 in March 2023, which projected a surplus for the year of £1.29M. The current forecasted out-turn surplus is £1.9M. Of the £0.61M increase in the surplus, £0.155M relates to additional OT & Adaptations grant which will support another £0.155M of cost in the Investment Programme. A further £0.386M relates to savings on interest paid which will be required in 2024/25 when we draw down from our Borrowing facility.

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.

7.2 This report provides ongoing assurance of evidence point 3, 4, 5 and 6 in relation to our Annual Assurance Statement.

Risk

8.1 The key risk is that we do not meet our Financial Covenants. This risk is mitigated by ensuring that our two financial covenants, interest cover and gearing are tracked monthly to ensure compliance. Current forecast is for covenant compliance for the year.

Management Report 2023/24

To 30 June 2023

hebridean housing partnership

TABLE OF CONTENTS

INTRODUCTION

The Management Report to 30 June 2023 is 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 Report is made up of three sections:

Section 1: High Level Summary

Written by the Director of Finance & Corporate Services, which includes a score card of year to date performance.

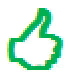
Section 2: Management Accounts

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 2023/24 will not be breached.

SECTION 1: HIGH LEVEL SUMMARY

	INDICATOR	STATUS	COMMENT
INCOME	FINANCIAL COVENANTS		Covenants are forecasted to be met for the full year.
	FORECASTED SURPLUS		
	RENTAL INCOME		
	GRANT INCOME		
	DEVELOPMENT GRANTS		No sales are planned for this financial year.
	OTHER INCOME		Void loss risk on service charges at Housing with Extra Care properties capped at two weeks,
EXPENDITURE	DEVELOPMENT COSTS		
	INVESTMENT		Tenders are underway and contractors are being appointed. Anticipating outcome on grant funding application in July.
	REPAIRS & MAINTENANCE		High void repair costs require close monitoring
	MANAGEMENT COSTS		
	INTEREST		

	**No issues – On Track**
	**Requires Monitoring**
	**Issues**

SECTION2: MANAGEMENT ACCOUNTS

STATEMENT OF COMPREHENSIVE INCOME

Line	Heading	CURRENT YEAR BUDGET Initial Budget £	Revised Budget £	BUDGET to 30-Jun-23 £	ACTUAL to 30-Jun-23 £	BUDGET VARIANCE Budget to date £	Budget to date %	BUDGET REMAINING Revised Budget £	Revised Budget %	FORECAST OUT-TURN Over/ (under) £	at 31-Mar-24 £
1	Dwelling rents (net)	11,023,855	11,021,090	2,818,199	2,819,525	1,326	0%	8,201,565	74%	-	11,021,090
2	Non Dwelling rents (net)	17,120	17,120	8,562	9,424	861	10%	7,696	45%	-	17,120
3	Profit/(Loss) on Disposal of Assets	(45,000)	(45,000)	-	-	-		(45,000)	100%		(45,000)
4	Grant Funding	550,000	705,000	142,499	168,466	25,967	18%	536,534	76%		705,000
5	Other Income	186,130	153,630	29,030	29,000	(30)	0%	124,630	81%		153,630
6	**TOTAL INCOME**	11,732,105	11,851,840	2,998,291	3,026,415	28,124	1%	8,825,425	74%	-	11,851,840
7	Supervision & Management	2,911,015	2,951,569	797,850	774,602	23,248	3%	2,176,968	74%	3,300	2,954,869
8	Response Repairs	1,952,905	1,952,905	454,426	428,599	25,827	6%	1,524,306	78%	-	1,952,905
9	Estate Works	136,700	136,700	11,815	10,002	1,813	15%	126,698	93%	-	136,700
10	Planned/Cyclical Maintenance	1,194,925	1,162,425	260,820	253,713	7,107	3%	908,712	78%	-	1,162,425
11	**Total Operating Expenditure**	6,195,545	6,203,599	1,524,911	1,466,915	57,995	4%	4,736,684	76%	3,300	6,206,899
12	Operating Surplus/(Deficit)	5,536,560	5,648,241	1,473,379	1,559,500	(86,119)	-6%	4,088,741	72%	(3,300)	5,644,941
13	Interest received	18,500	38,500	2,668	2,668	-	0%	35,832	93%		38,500
14	Interest paid	1,189,400	1,189,400	173,756	173,756	-	0%	1,015,644	85%	(389,360)	800,040
15	Surplus/(Deficit)	4,365,660	4,497,341	1,302,291	1,388,411	(86,119)	-7%	3,108,929	69%	386,060	4,883,401
16	Depreciation	4,617,600	4,617,600	1,054,400	1,053,480	920	0%	3,564,120	77%		4,617,600
17	Grant Amortisation	(1,538,600)	(1,638,600)	(421,700)	(421,159)	541	0%	(1,217,441)	74%		(1,638,600)
18	Surplus/(Deficit)	1,286,660	1,518,341	669,591	756,090	(86,498)	-13%	762,250	50%	386,060	1,904,401
	CAPITAL INVESTMENT										
19	Housing Investment Programme	4,039,595	4,167,913	100,189	90,839	9,350	9%	4,077,074	98%	-	4,167,913
20	Non Housing Investment	6,920	10,996	2,398	2,358	40	2%	8,638	79%	-	10,996
21	Development Programme	1,647,190	1,767,030	219,363	236,704	(17,340)	-8%	1,530,326	87%	(929,049)	837,981
22		5,693,705	5,945,939	321,950	329,901	(7,950)	-2%	5,616,038	94%	(929,049)	5,016,890

Commentary on Performance

Income

Grant funding £26K above YTD budget driven by the timing of the receipt of RHI monies.

Expenditure

Interest payable is forecast to be £389K less than budget as the amount of debt planned to be drawn has reduced by £5.5M. This is anticipated to be drawn in full in 2024/25.

The following pages provide a detailed breakdown of our income and expenditure, highlighting any significant deviation from budget.

STATEMENT OF FINANCIAL POSITION

Line	Heading	Notes	30-Jun-23 £	31-Mar-23 £
	Fixed Assets			
1	Tangible assets-social housing	**1**	126,199,903	*127,121,408*
2	Development & Investment Programme	**2**	195,804	-
3	Tangible assets - property, plant and equipment	**1**	1,083,841	*1,090,682*
4	Landbank	**3**	869,637	*979,637*
5	Investments		2	2
6	**Total Fixed Assets**		128,349,187	*129,191,728*
	Current Assets			
7	Stock		24,693	*24,693*
8	Trade and other debtors due within one year		255,231	*1,669,510*
9	Debtors due after more than one year		195,120	*202,372*
10	Short-term deposits		4,356,442	*4,353,272*
11	Cash at bank and in hand	**4**	5,083,867	*3,668,308*
12	Loan to subsiduary		18,350	18,350
13	**Total Current Assets**		9,933,704	*9,936,505*
14	**Creditors: amounts falling due within one year**		(1,472,387)	*(2,652,809)*
15	**Net current assets**		8,461,316	*7,283,696*
16	**Total assets less current liabilities**		136,810,503	*136,475,425*
17	**Creditors:** amounts falling due after more than one year		(22,583,000)	*(22,583,000)*
18	Deferred capital grants		(70,796,868)	*(71,217,880)*
19	Pension Liability		-	-
20	**Net Assets**		**43,430,636**	***42,674,545***
	Capital and Reserves			
21	Share Capital		224	*224*
22	Revenue Reserve		43,430,412	*42,674,321*
23	**Total Capital and Reserves**		**43,430,636**	***42,674,545***

Commentary on Performance

Note 1 – Tangible Assets

A £928K reduction from March 2023 is due to greater depreciation on our assets than works capitalised to date.

Note 2 – Development & Investment Programme

£196K of Development & Investment works completed in the first quarter.

Note 3 – Landbank

The land transaction at Goathill has now concluded with the Comhairle.

Note 4 – Cash at bank and in hand

Increase of £1.4M mainly due to the receipt of Affordable Housing Programme Grant monies in April 2023 for development works completed in March 2023. Investment programmes due to start from quarter 2.

Covenants are forecast to be met for the full year with Interest cover forecast at 194% and gearing of 11%.

RENTAL INCOME

Line		CURRENT YEAR BUDGET		BUDGET	ACTUAL	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £	to 30-Jun-23 £	to 30-Jun-23 £	Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-24 £
1	Dwelling Rent Gross	11,486,205	11,470,115	2,857,924	2,858,485	561	0%	8,611,630	75.08%		11,470,115
2	Non Dwelling Rent Gross	17,465	17,465	8,637	9,424	786	9%	8,041	46.04%		17,465
3	Voids - Dwelling	(232,155)	(218,830)	(39,725)	(38,960)	765	-2%	(179,870)	82.20%		(218,830)
4	Voids - Other	(345)	(345)	(75)	-	75	-100%	(345)	100.00%		(345)
5	Bad Debts	(230,195)	(230,195)	-	-	-		(230,195)	100.00%		(230,195)
6	TOTAL	11,040,975	11,038,210	2,826,762	2,828,949	2,187	0%	8,209,261	74%	-	11,038,210

SUPERVISION & MANAGEMENT

Line	Heading	CURRENT YEAR BUDGET Initial Budget £	Revised Budget £	BUDGET to 30-Jun-23 £	ACTUAL to 30-Jun-23 £	BUDGET VARIANCE Budget to date £	Budget to date %	BUDGET REMAINING Revised Budget £	Revised Budget %	forecast out-turn Over/ (under) £	at 31-Mar-24 £
1	Salaries & Wages	1,841,490	1,841,490	458,755	443,556	15,199	3%	1,397,934	76%		1,841,490
2	National Insurance	185,745	185,745	46,125	44,399	1,726	4%	141,346	76%		185,745
3	Pension Costs	397,910	397,910	82,395	80,290	2,105	3%	317,620	80%		397,910
4	Other Employee Costs	39,875	40,075	8,745	5,299	3,446	39%	34,776	87%		40,075
5	Travel & Subsistence	16,650	16,650	4,155	736	3,419	82%	15,914	96%		16,650
6	EMPLOYEE COSTS	2,481,670	2,481,870	600,175	574,281	25,895	4%	1,907,590	77%	-	2,481,870
7	Premises Costs	70,100	70,100	12,305	12,012	293	2%	58,088	83%		70,100
8	IT & Telecoms	214,600	214,600	41,170	39,770	1,400	3%	174,830	81%		214,600
9	Area Offices	28,250	26,212	7,077	7,050	27	0%	19,162	73%		26,212
10	Payroll & Cashdesk	7,500	7,500	1,875	1,759	116	6%	5,741	77%		7,500
11	Property Management Fees	5,000	5,000	3,008	3,008	-	0%	1,993	40%		5,000
12	SUPPLIES & SERVICES	325,450	323,412	65,434	63,599	1,836	3%	259,814	80%	-	323,412
13	Postage, Printing & Stationery	37,850	37,850	7,485	5,938	1,547	21%	31,912	84%		37,850
14	Admin Furniture & Equipment	2,000	2,000	45	45	-	0%	1,955	98%		2,000
15	Training Courses	33,125	34,125	4,577	4,490	87	2%	29,635	87%		34,125
16	Community Support	23,750	32,570	6,428	6,191	237	4%	26,379	81%		32,570
17	Health & Safety	9,380	9,380	1,525	1,378	147	10%	8,002	85%		9,380
18	Recruitment Costs	2,000	2,000	500	344	156	31%	1,656	83%		2,000
19	ADMINISTRATION COSTS	108,105	117,925	20,560	18,386	2,174	11%	99,539	84%	-	117,925
20	Professional Fees	151,550	198,212	12,163	10,069	2,094	17%	188,144	95%		198,212
21	Insurance	282,420	282,420	120,072	123,128	(3,055)	-3%	159,292	56%	7,300	289,720
22	Affiliation Fees	32,795	32,795	24,791	23,796	995	4%	8,999	27%		32,795
23	Charitable Donations	5,000	5,000	-	-	-		5,000	100%		5,000
24	Governance	12,400	12,400	2,268	1,640	628	28%	10,760	87%		12,400
25	Bank Charges	6,690	6,690	2,168	2,616	(449)	-21%	4,074	61%		6,690
26	Public Relations / Marketing	9,430	9,430	650	157	493	76%	9,273	98%		9,430
27	CORPORATE EXPENSES	500,285	546,947	162,111	161,405	706	0%	385,542	70%	7,300	554,247
28	Fees Charged to Capital	(497,495)	(511,585)	(48,690)	(38,227)	(10,463)	21%	(473,358)	93%		(511,585)
29	VAT Received - Partial Exemption	(7,000)	(7,000)	(1,740)	(4,842)	3,102	-178%	(2,158)	31%	(4,000)	(11,000)
30	MANAGEMENT INCOME	(504,495)	(518,585)	(50,430)	(43,070)	(7,361)	15%	(475,516)	92%	(4,000)	(522,585)
31	MANAGEMENT COST	2,911,015	2,951,569	797,850	774,602	23,250	3%	2,176,969	25	3,300	2,954,869

Commentary on Performance

Employee Costs

An underspend of £25K can be attributed to vacant posts.

Corporate Expenses

Forecast insurance costs have increased by £7.3K due to a requirement of our insurers to perform reinstatement valuations at Gibson Gardens and Bremner Court.

Management Income

Investment programmes have been delayed as we await the confirmation of our grant submission for Low Carbon Infrastructure Transition Programme funding for Infra-red heating replacements. As a result, internal fees on investment are behind budget by £10.5K.

VAT Received forecast has increased by £4K primarily driven by vatable costs incurred on our housing system.

REPAIRS & MAINTENANCE

Line	Heading	CURRENT YEAR Initial Budget	Revised Budget	BUDGET to 30-Jun-23	ACTUAL to 30-Jun-23	BUDGET VARIANCE Budget to date	Budget to date	BUDGET REMAINING Revised Budget	Revised Budget	FORECAST OUT-TURN Over/ (under)	at 31-Mar-24
		£	£	£	£	£	%	£	%	£	£
1	Responsive Repairs	1,225,520	1,225,520	274,260	267,184	7,076	3%	958,336	78%		1,225,520
2	Void Repairs	403,000	403,000	100,755	106,598	(5,843)	-6%	296,402	74%		403,000
3	Handyperson	106,580	106,580	24,845	22,542	2,303	9%	84,038	79%		106,580
4	GENERAL REPAIRS	1,735,100	1,735,100	399,860	396,324	3,536	1%	1,338,777	77%	-	1,735,100
5	Decoration Allowance	55,640	55,640	4,905	4,500	405	8%	51,140	92%		55,640
6	Council Tax empty properties	10,000	10,000	2,500	712	1,788	72%	9,288	93%		10,000
7	Compensation	9,500	9,500	2,370	1,598	772	33%	7,902	83%		9,500
8	SPECIFIC ITEMS	75,140	75,140	9,775	6,809	2,965	30%	68,331	91%	-	75,140
9	Rechargeable Repairs	108,000	108,000	27,000	43,289	(16,289)	-60%	64,711	60%		108,000
10	Rechargeable Repairs Recoverable	(58,500)	(58,500)	(14,625)	(28,663)	14,038	-96%	(29,837)	51%		(58,500)
11	Insurance Repairs	100,000	100,000	25,005	3,569	21,436	86%	96,431	96%		100,000
12	Insurance Claims Recoverable	(62,000)	(62,000)	-	-	-		(62,000)	100%		(62,000)
13	RECOVERABLE EXPENDITURE	87,500	87,500	37,380	18,195	19,185	51%	69,305	79%	-	87,500
14	Commercial Properties	1,500	1,500	-	-	-		1,500	100%		1,500
15	Communal Lighting	53,665	53,665	7,411	7,271	141	2%	46,394	86%		53,665
16	NON DWELLING REPAIRS	55,165	55,165	7,411	7,271	141	2%	47,894	87%	-	55,165
17	Gas Servicing	75,490	75,490	18,870	17,968	902	5%	57,522	76%		75,490
18	ASHP Servicing	231,180	231,180	57,810	35,895	21,916	38%	195,286	84%		231,180
19	TOTAL HEATING SERVICES	306,670	306,670	76,680	53,862	22,818	43%	252,808	161%		306,670
20	Estate Management	51,355	51,355	12,840	12,117	723	6%	39,238	76%		51,355
21	Estate Management (Welfare)	23,465	23,465	100	13	87	87%	23,452	100%		23,465
22	Other Servicing	65,425	65,425	8,940	997	7,943	89%	64,428	98%		65,425
23	EPC Renewals	43,425	43,425	0	-	-	0%	43,425	100%		43,425
24	EICR Testing	137,315	137,315	60,500	60,309	191	0%	77,006	56%		137,315
25	General Planned Maintenance	341,245	341,245	85,305	83,457	1,848	2%	257,788	76%		341,245
26	Stair Lifts and Door Entry Systems	12,135	12,135	-	-	-		12,135	100%		12,135
27	Gutter Cleaning	64,605	64,605	16,155	42,706	(26,551)	-164%	21,899	34%		64,605
28	Sewage Systems	18,085	18,085	0	-	-	0%	18,085	100%		18,085
29	Sewage Pumps	1,200	1,200	300	253	47	16%	947	79%		1,200
30	HWEC Communal Charges	130,000	97,500	-	-	-		97,500	100%		97,500
31	CYCLICAL MAINTENANCE	888,255	855,755	184,140	199,851	(15,712)	-9%	655,903	77%	-	855,755
32	TOTAL REPAIRS & MAINTENANCE	3,147,830	3,115,330	715,247	682,312	32,933	5%	2,433,017	78%	-	2,808,660

Commentary on Performance

A £5.8K overspend on Void Repairs is due to extensive works required on several change of tenancies early in the financial year. The overspend is being monitored and has reduced from prior month. The overspend is currently offset by savings on Responsive Repairs.

Rechargeable Repairs are running very high (£16K over YTD budget) due to high value works on void properties which are rechargeable to former tenants.

ASHP Servicing £22K less than YTD budget due to the re-phasing of works. Budget phasing will be corrected for July.

Works on Gutter Cleaning are nearing completion with works delivered ahead of budget phasing.

ESTATE WORK

Line	Heading	CURRENT YEAR BUDGET Initial Budget £	Revised Budget £	BUDGET to 30-Jun-23 £	ACTUAL to 30-Jun-23 £	BUDGET VARIANCE Budget to date £	Budget to date %	BUDGET REMAINING Revised Budget £	Revised Budget %	FORECAST OUT-TURN Over/ (under) £	at 31-Mar-24 £
1	Unadopted Infrastructure	66,690	66,690	2,280	473	1,807	79%	66,217	99%		66,690
2	Grounds Maintenance	70,010	70,010	9,535	9,528	7	0%	60,482	86%		70,010
3	TOTAL ESTATE WORKS	136,700	136,700	11,815	10,002	1,814	15%	126,699	93%	-	136,700

AID & ADAPTATIONS

Line	Heading	CURRENT YEAR BUDGET Initial Budget £	CURRENT YEAR BUDGET Revised Budget £	BUDGET to 30-Jun-23 £	ACTUAL to 30-Jun-23 £	BUDGET VARIANCE Budget to date £	BUDGET VARIANCE Budget to date %	BUDGET REMAINING Revised Budget £	BUDGET REMAINING Revised Budget %	FORECAST OUT-TURN Over/ (under) £	FORECAST OUT-TURN at 31-Mar-24 £
1	OT Works	120,000	275,000	-	2,323	(2,323)		272,677	99%		275,000
2	**Grants**										
3	Grants Received	(120,000)	(275,000)	-	(2,323)	2,323		(272,677)	99%		(275,000)
4	TOTAL AIDS & ADAPTATIONS	-	-	-	-	-		-		-	-

INVESTMENT EXPENDITURE

Line	Heading	CURRENT YEAR BUDGET Initial Budget £	Revised Budget £	BUDGET to 30-Jun-23 £	ACTUAL to 30-Jun-23 £	BUDGET VARIANCE Budget to date £	Budget to date %	BUDGET REMAINING Revised Budget £	Revised Budget %	FORECAST OUT-TURN Over/ (under) £	at 31-Mar-24 £
1	Roofs	-	5,940	-	-	-		5,940	100%		5,940
2	Insulation	200,655	200,655	60,197	52,582	7,614	13%	148,073	74%		200,655
3	Total Roofs	200,655	206,595	60,197	52,582	7,614	13%	154,013	75%	-	206,595
4	Kitchen	363,600	363,600	-	-	-		363,600	100%		363,600
5	Bathrooms	171,400	165,460	-	-	-		165,460	100%		165,460
6	OT Aids & Adaptations	120,000	275,000	-	2,323	(2,323)		272,677	99%	-	275,000
7	Showers	316,070	316,070	-	-	-		316,070	100%		316,070
8	Heating	1,107,070	1,107,070	36,800	35,934	866	2%	1,071,136	97%		1,107,070
9	Rewiring	69,120	52,602	3,192	-	3,192	100%	52,602	100%		52,602
10	Total Internals	2,147,260	2,279,802	39,992	38,257	1,735	4%	2,241,545	98%	-	2,279,802
11	Windows	1,439,680	1,429,516	0	-	-		1,429,516	100%		1,429,516
12	Roughcast house & wall	252,000	252,000	-	-	-		252,000	100%		252,000
13	Externals	1,691,680	1,681,516	0	-	-	0%	1,681,516	100%	-	1,681,516
14	**Total Investment excl. Unallocated Exp/Savings**	4,039,595	4,167,913	100,189	90,839	9,349	9%	4,077,074	98%	-	4,167,913
15	**Total Investment**	4,039,595	4,167,913	100,189	90,839	9,349	9%	4,077,074	98%	-	4,167,913

Commentary on Performance

Programmed Insulation works in Lewis have been completed, with works in Uist & Barra (anticipated to begin in August) representing the £7.6K budget variance. Delays are due to acquiring building warrants.

Surveys are in progress for OT, Heating, & Windows. Budget phasing will be updated once these are completed.

NON-HOUSING INVESTMENT

Line	Heading	CURRENT YEAR BUDGET		BUDGET	ACTUAL	BUDGET VARIANCE		BUDGET REMAINING		FORECAST OUT-TURN	
		Initial Budget £	Revised Budget £	to 30-Jun-23 £	to 30-Jun-23 £	Budget to date £	Budget to date %	Revised Budget £	Revised Budget %	Over/ (under) £	at 31-Mar-24 £
1	Office equipment	1,920	1,920	40	40	0	0%	1,880	98%		1,920
2	IT equipment & Systems	5,000	9,076	2,358	2,318	40	2%	6,758	74%		9,076
3	**Total**	**6,920**	**10,996**	**2,398**	**2,358**	**40**	**2%**	**8,638**	**79%**	**-**	**10,996**

DEVELOPMENT EXPENDITURE

Line	Heading	CURRENT YEAR BUDGET Initial Budget £	CURRENT YEAR BUDGET Revised Budget £	BUDGET Budget to 30-Jun-23 £	ACTUAL to 30-Jun-23 £	BUDGET VARIANCE Budget to date £	BUDGET VARIANCE Budget to date %	BUDGET REMAINING Revised Budget £	BUDGET REMAINING Revised Budget %	FORECAST OUT-TURN Over/ (under) £	FORECAST OUT-TURN at 30-Jun-23 £
1	New Build	8,070,835	8,190,675	1,224,653	1,240,215	(15,562)	-1%	6,950,460	85%	(2,517,543)	5,673,132
2	LIFT	-	-	-	70	(70)		(70)		-	-
3	**Total Development Costs**	8,070,835	8,190,675	1,224,653	1,240,285	(15,631)	-1%	6,950,391	85%	(2,517,543)	5,673,132
4	**Scottish Government Grant**										
5	Grant - New Build	(6,433,745)	(6,433,745)	(1,005,290)	(1,003,580)	(1,710)	0%	(5,430,165)	84%	1,588,494	(4,845,251)
6	**Total Grants**	(6,433,745)	(6,433,745)	(1,005,290)	(1,003,580)	(1,710)	0%	(5,430,165)	84%	1,588,494	(4,845,251)
7	**Private Finance required**										
8	New Build	1,637,090	1,756,930	219,363	236,635	(17,272)	-8%	1,520,296	87%	(929,049)	827,881
9	LIFT	-	-	-	70	(70)		(70)		-	-
10	Feasibility	10,100	10,100	-	-	-		10,100	100%		10,100
11	**Private Finance required**	1,647,190	1,767,030	219,363	236,704	(17,341)	-8%	1,530,326	87%	(929,049)	837,981

Commentary on Performance

6 homes at Cleit Road, Barra were completed on 30 June 2023.

A planning application for 12 homes at Leverburgh has been granted by the planning board. A tender for this development has now been issued.

Low Flyer phase 2 is on hold pending further review in December 2023 with an update being provided to the Board thereafter.

SECTION 3: KEY FINANCIAL PERFORMANCE MEASURE

FINANCIAL COVENANTS

HHP has a credit facility with RBS and as a result an interest cover covenant and a gearing covenant is required. The minimum cover required is 110% with a maximum gearing of 30%.

The covenant is forecast to be met for the full year.

Line	Detail	YTD		Forecast	
1	Operating Surplus	£	927,179	£	2,665,941
2	Add back Depreciation	£	1,053,480	£	4,617,600
3	Add back Profit/(Loss) on sale of LIFT properties	£	-	£	-
4	Deduct Capitalised Investment (inc OT)	(£	90,839)	(£	4,167,913)
5	Deduct Pension Contributions	£	-	£	-
6	Deduct Amortisation	(£	421,159)	(£	1,638,600)
7	Adjusted Operating Surplus	£	1,468,661	£	1,477,028
8	Interest Payable	£	173,756	£	800,040
9	Interest Receivable	£	2,668	£	38,500
10	Net Interest Payable	£	171,089	£	761,540
11	Covenant for 22/23		110%		110%
12	Adjusted Operating Surplus as percentage of Net interest Payable		858%		194%
13	Headroom	£	1,280,463	£	639,334
14	Historic Cost of Properties	£	141,691,369	£	157,708,399
15	Financial Indebtedness	£	17,000,000	£	17,000,000
16	Gearing Covenant for 21/22		30%		30%
17	Gearing		12%		11%

FINANCIAL RATIOS

Key Ratios

	Current	Forecast	2022/23
Current Ratio	6.61	4.71	2.67
(Current Assets/Current Liabilities)			
Net Debt Per Unit			
Borrowing/ stock units	£7,283.63	£9,410.29	£7,283.63
Voids%	1.36%	1.91%	0.62%
Voids as % of Rental Income Due			
Bad Debts %	0.04%	2.00%	0.38%
Bad Debts written off as % of Rental Income Due			
Staff Cost/Turnover %	18.98%	20.94%	19.91%

CASH FLOW FORECAST 2023/24

The below cash flow shows the actual cash position as at 30 June 2023 and a forecast for the remainder of the Financial Year:

Monthly Cash Flow Forecast

Year Ended 31-Mar-24	30-Jun-23 Month 3	31-Jul-23 Month 4	31-Aug-23 Month 5	30-Sep-23 Month 6	31-Oct-23 Month 7	30-Nov-23 Month 8	31-Dec-23 Month 9	31-Jan-24 Month 10	28-Feb-24 Month 11	31-Mar-24 Month 12	Total
Cash on Hand at beginning of month	5,015,681	5,217,971	5,261,542	5,219,443	4,462,120	4,155,008	3,475,464	2,775,962	1,696,557	1,186,604	4,227,635
Cash Receipts											
Rent	895,115	716,827	1,132,333	877,254	991,906	877,254	991,906	877,254	877,254	716,827	**11,026,580**
Grant Income	504,537	614,200	607,945	686,700	844,200	444,200	622,700	108,600	86,000	153,500	**6,022,341**
Bank Interest	-	-	-	6,000	-	-	6,000	-	-	-	**12,586**
Insurance Claims	-	-	-	-	-	-	-	-	-	-	**1,180**
Other income	1,634	-	-	-	-	-	-	-	-	-	**79,547**
Transfer from Deposit	-	-	-	-	-	-	-	-	-	3,500,000	**3,500,000**
Total	**1,401,286**	**1,331,027**	**1,740,278**	**1,569,954**	**1,836,106**	**1,321,454**	**1,620,606**	**985,854**	**963,254**	**4,370,327**	**20,642,234**
Total Cash Available	6,416,967	6,548,998	7,001,820	6,789,397	6,298,225	5,476,463	5,096,070	3,761,816	2,659,811	5,556,931	
Cash Paid Out											
Payroll	196,786	200,000	200,000	200,000	204,000	204,000	204,000	204,000	204,000	204,000	**2,409,842**
Management Costs	37,161	60,736	60,736	360,736	60,736	70,736	70,736	70,736	70,736	70,736	**1,027,728**
Repairs	187,020	357,000	205,000	205,000	205,000	205,000	377,000	377,000	377,000	377,000	**3,648,573**
Investment	32,667	20,730	636,441	625,241	808,281	806,062	772,057	1,090,318	531,271	60,649	**5,536,215**
Development	636,505	647,990	679,200	685,300	864,200	714,200	645,315	322,205	289,200	365,910	**6,493,040**
Total	**1,090,139**	**1,286,456**	**1,781,377**	**2,076,277**	**2,142,217**	**1,999,998**	**2,069,108**	**2,064,259**	**1,472,207**	**1,078,295**	**19,115,399**
Cash Paid Out (Non P & L)											
Loan Interest	106,310	-	-	250,000	-	-	250,000	-	-	250,000	**925,583**
Refunds	2,548	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**14,515**
Transfer to Deposit Account	-	-	-	-	-	-	-	-	-	-	**1,000**
Total	**108,857**	**1,000**	**1,000**	**251,000**	**1,000**	**1,000**	**251,000**	**1,000**	**1,000**	**251,000**	**941,098**
Total Cash Paid out	1,198,996	1,287,456	1,782,377	2,327,277	2,143,217	2,000,998	2,320,108	2,065,259	1,473,207	1,329,295	
Cash Position at End of Month	5,217,971	5,261,542	5,219,443	4,462,120	4,155,008	3,475,464	2,775,962	1,696,557	1,186,604	4,227,635	-
Deposit Acct At end of Month	4,355,859	4,355,859	4,355,859	4,355,859	4,355,859	4,355,859	4,355,859	4,355,859	4,362,414	862,414	
Total Funds Available	9,573,831	9,617,401	9,575,302	8,817,979	8,510,868	7,831,324	7,131,821	6,052,416	5,549,018	5,090,050	

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COMMUNITY GRANTS REQUEST

Board 23 August 2023

Report by Director of Operations

Purpose of Report

1.1 To consider an application to the Community Grant Fund received from Pals of Bayhead Playpark, North Uist and to approve the lease of the playpark to the Group.

Summary

2.1 Our Community Grant Fund was approved by the Board in June 2017 under our Community Grant Policy.

2.2 Funding is available to support small scale community projects that will improve the quality of life for residents and make a difference to the neighbourhoods which we serve.

2.3 The Fund is open to charities, tenants and residents' groups and voluntary organisations.

2.4 There must be a benefit to our tenants residing within the area for the project being proposed.

2.5 The Pals of Bayhead Playpark, is a community group and is formally constituted. They have requested £3,303.20 to install a Crazy Golf course, a waterproof storage container, play & gym equipment along with paint, timber and other fixtures & fittings.

2.6 We have a number of properties in the area and the maintenance and upgrade of the playpark will benefit our tenants as well as the wider community.

Competence

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

Recommendations

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

a) the funding application of £3,303.20 from Pals of Bayhead Playpark at Appendix 1 from the Community Grant Fund; and

b) approve the lease of the Playpark to the Group.

APPENDIX 1:	Application – Pals of Bayhead Playpark	
APPENDIX 2:	Map of Playpark	
Background Papers:	None	
Writer of Report:	Jonathan Fairgrieve	Tel: 0300 123 0773

Competence

Financial

5.1 Funding the proposed works which are costed at £3,303.20 can be met from existing budgets. The budget for 2023/24 is £10K.

Legal

6.1 The group wish to enter into a formal agreement for the land on which the play area sits. We have a template lease agreement to cover such arrangements.

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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APPENDIX 1

INTERNAL REF

Community Grant Application Form

Name of Project	Bayhead Playpark
Name of Group/Charity (if you are a charity please provide charity number)	Pals of Bayhead Playpark
Do you have public liability insurance?	We have a quote ready.

Contact Details

Name	Rachel Witt
Address	[redacted]
Telephone Number	[redacted]
Email	[redacted]
C/o	

About Your Project (continue overleaf if required)

Year 1:
To install a 9 hole crazy golf course on existing rubber tiles.
Use remaining tiles for painted games, hop scotch etc.
Install some picnic benches.
Install a waterproof container for storing of play equipment.
3 wooden teepees.
1 wooden sit on/in tractor.
1 wooden sit in/on boat.
1 music wall.
1 'throw in wall'.
A mini assault course, ie, low balance boards.
1 gym bar

Hebridean Housing Partnership
RECEIVED
10 JUL 2023
ACKNOWLEDGED

Years 2 and 3:
To increase crazy golf to 18 holes depending on popularity.
To install some fun information boards around the perimeter of the park depicting the fauna and flora of the islands and maybe some history as well, to be printed in both Gaelic and English.
To raise enough funds for the purchase of our own mower and a bigger storage container.
Also possibly some shelter fencing along the top perimeter fence.
We would also like to install some flower boxes.

Project Costs

Year 1:	
Putters, 27 (3 sizes by 9 of each).	£352.77
Low impact balls, 50.	40.00
Fake grass (for Runs).	200.00
10 flags (sold in groups of 10).	57.50
Timber for putting run frameworks.	200.00
Playground paints (6 colours at £40.99 each).	245.94
Brush Cleaners?thinners.	36.99
Assorted brushes.	10.00
Fixtures and fittings.	100.00
Picnic benches.	1000.00
1 Gym Bar.	118.00
Sundries.	500.00
Public Liability quote.	442.00
Total:	£3303.20

All prices quoted are 'on line' prices with Amazon.
The picnic benches are what Cothrom charge.
Timber and storage can be obtained locally as can the fixtures and fittings.
Volunteers have come forward who are willing to build the boat, the tractor and the teepees.

No costings have been done for years 2 and 3.

Conflict of Interest Declaration

Are you or is anyone involved in this application, or in your group, a member of HHP or have close relative who are members of HHP?	No

Signatures

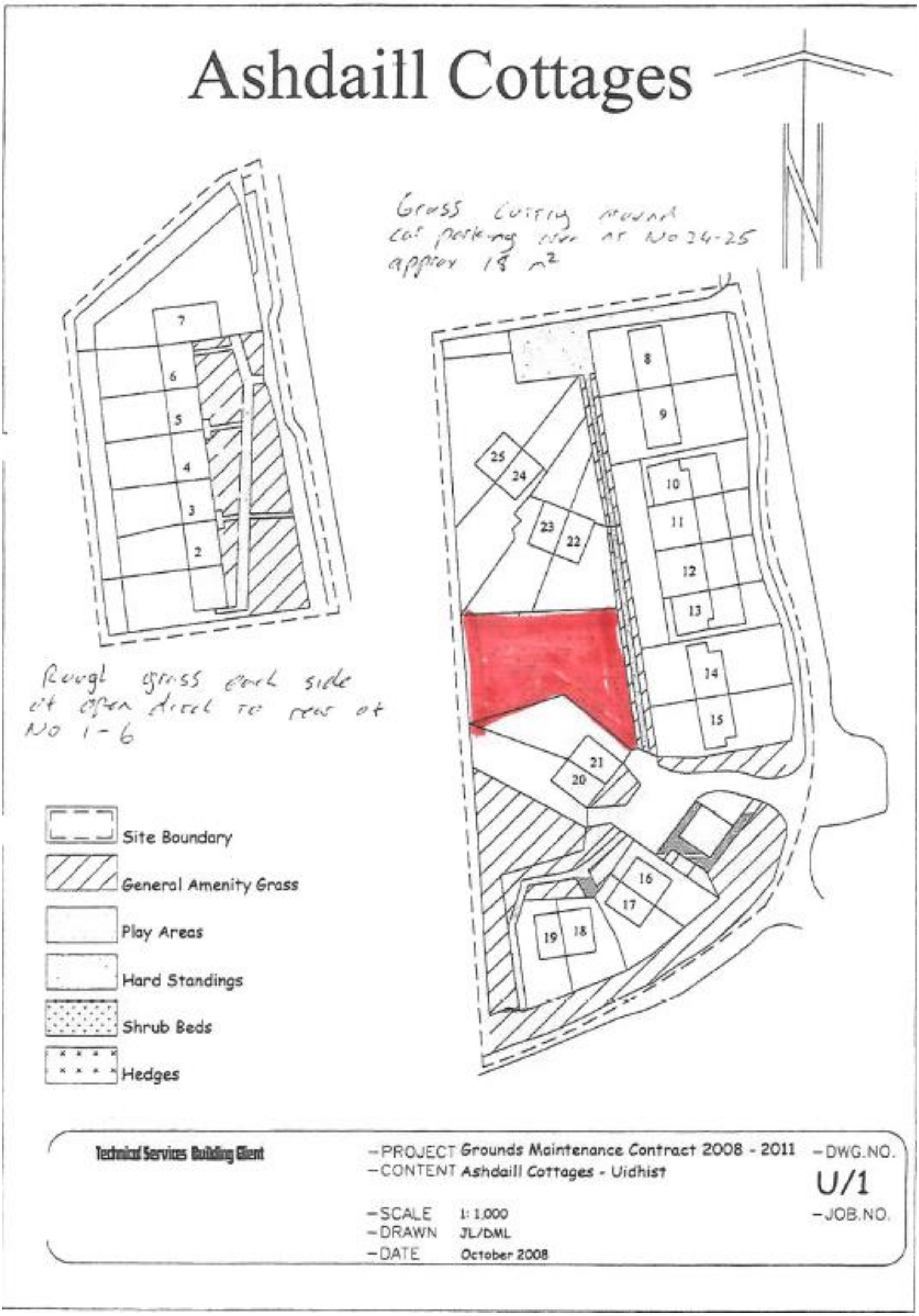
(Two persons to sign, one should be the named contact in this form, the other should be someone with direct involvement with the project)

[redacted] . RACHEL WITT. (CHAIRPERSON)

[redacted] - SHARON MACDONALD (TREASURER)

About your Project cont.

APPPENDIX 2



Ashdaill Cottages
N
Grass cutting around car parking area at No 24-25 approx 18 m²
Rough grass each side of open ditch to rear of No 1-6
7
6
5
4
3
2
8
9
10
11
12
13
14
15
25
24
23
22
21
20
16
17
19
18
Site Boundary
General Amenity Grass
Play Areas
Hard Standings
Shrub Beds
Hedges
Technical Services Building Client
-PROJECT Grounds Maintenance Contract 2008 - 2011
-CONTENT Ashdaill Cottages - Uidhist
-SCALE 1: 1,000
-DRAWN JL/DML
-DATE October 2008
-DWG.NO.
U/1
-JOB.NO.

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APPOINTMENT OF INTERNAL AUDITORS

Board 23 August 2023

Report by Director of Finance & Corporate Services

Purpose of Report

1.1 To present to the Board the outcome of the procurement exercise with respect to the delivery of internal audit services.

Summary

2.1 The provision of internal audit services required to be tendered due to the current internal auditor's (Wylie & Bisset) appointment coming to an end.

2.2 Tenders were issued on the Public Contract Scotland portal (PCS) in accordance with our Procurement Policy.

2.3 Following the scoring of the tender responses, interviews were conducted with successful tenderers to determine who is best placed to deliver these services to the Partnership.

Competence

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

Recommendations

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

a) note the outcome of the tender process; and

b) approve the appointment of Wylie + Bisset as internal auditors for a period of 4 years commencing 1 October 2023.

Background Papers:	None	
Writer of Report:	Donald Macleod	Tel: 0300 123 0773

Competence

Financial

5.1 Internal audit services are provided for within each budget cycle.

5.2 The tender cost (£10,920) has come in £420 less than budget (£11,340).

Legal

6.1 The following Financial Regulations are applicable:

> 5.11.1 - There will also be an internal audit function, under the independent control and direction of the Director of Finance & Corporate Services which shall be arranged to carry out a continuous examination of financial and other operations. An annual programme of work will be set by the Director of Finance & Corporate Services in consultation with the Head of the Executive Office, Chief Executive and other Directors, and approved or otherwise amended by the Audit and Risk Committee.

6.4 The following Standing Orders are applicable:

> 7.1 (g) - To ensure that the Partnership has appropriate internal audit arrangements;

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 provision Internal audit services reduces the risk of non-compliance with current legislation. Internal audit also provides the Board with a level of assurance with respect to areas they have audited, providing recommendations to minimise risk to the organisation.

Report Details

9.1 Tenders were issued on the Public Contract Scotland portal (PCS) in accordance with our Procurement Policy.

9.2 Three tender responses were received for Internal audit services.

9.3 The tender assessment panel consisted of Donald Macleod (Director of Finance & Corporate Services), Roddy Nicolson (Audit & Risk Committee Chair) and Helen Mackenzie (Audit & Risk Committee Vice-Chair).

9.4 Scores were awarded to each tenderer in line with the criteria set out in the invitation to tender. Wylie + Bisset were the highest scoring tenderer.

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ITEM NO 7.1

ALCOHOL & SUBSTANCE MISUSE POLICY

Board 23 August 2023

Report by Chief Executive

Purpose of Report

1.1 To present the updated Alcohol & Substance Misuse Policy for approval.

Summary

2.1 Our Alcohol & Substance Misuse Policy, formerly Alcohol & Drugs Policy, is subject to a three year review in line with our Policy Review Schedule. The policy was last approved by the Board in August 2020.

2.2 The policy has been reviewed in line with model policies from EVH and Croner. The following changes have been made:

- Para 8.6 – wording included on the consequences of an employee suspected to be involved in illegal activity concerning substances;
- Para 9.1 – section added on alcohol being served at work events (from Croner Model Policy); and
- Para10.1 – section added on police involvement (from EVH Model Policy).

Competence

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

Recommendations

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

a) approve the Alcohol & Substance Misuse Policy for consultation with Staff and the Union at Appendix 1; and

b) if there are no material changes to the Policy arising from the consultation, that the Policy is approved, otherwise a revised Policy be presented to the next meeting of the Board.

APPENDIX 1:	Alcohol & Substance Misuse Policy	
Writer of Report:	Angus Smith	Tel: 0300 123 0773

Competence

Financial

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

Legal

6.1 The Health & Safety at Work etc. Act 1974 imposes statutory duties for Health & Safety on employers and employees.

6.2 The Corporate Manslaughter and Corporate Homicide Act 2007 allows companies and corporations to be prosecuted for Corporate Homicide (in Scotland).

Regulatory Guidance

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

Risk

8.1 Alcohol & Substance misuse within an organisation carries a number of risks that can impact in all areas of its internal and external operations. It is important that HHP has the correct Polices, Procedures and Staff Guidance in place to prevent problems and to provide the appropriate support and information.

8.2 A serious breach of Health & Safety is highlighted on our Risk Register with a residual risk rating of 4 which is considered low.

ALCOHOL & SUBSTANCE MISUSE POLICY

APPROVED BY HHP BOARD:

EFFECTIVE DATE:
August 2023

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TABLE OF CONTENTS

INTRODUCTION

1.1 Our employees are our most valuable resource, and their Health and Safety (H&S) is of the utmost importance. Alcohol and drug misuse has the potential to damage the health and well-being of our employees and Board Members and threaten the success of our business.

1.2 The aim of this Policy is to protect the H&S of our employees and to help anyone who may be suffering from an alcohol or drug-related problem. The Policy sets out the principles we will follow but it is accepted that since no two cases are the same, this Policy should be regarded as laying down guidelines only and not as being of contractual effect.

1.3 We recognise our duty under the Health & Safety at Work Act 1974 to ensure as far as is reasonably practical the physical and psychological health, safety and wellbeing of all employees. If it is felt that an individual poses a risk to the health, safety or wellbeing of themselves or anyone else as a result of alcohol or substances, immediate action will be taken to remove the individual from the environment, most likely by sending the individual home, or seeking emergency medical assistance. If it is not safe for the individual to make their own way home alternative travel arrangements must be made.

1.4 All employees have a responsibility to ensure the health, safety and wellbeing of others is not put at risk. If an employee has reason to believe that a colleague is misusing alcohol or substances, they must inform their Line Manager immediately.

1.5 Consumption of alcohol or drugs may affect an employee's ability to properly perform his job and may endanger the H&S of others. Employees are therefore required to advise their Line Manager if they are taking prescribed drugs that may impact their work.

1.6 We respect an individual's right to a private life, however HHP works within the community with a purpose of improving the lives of those who live there. As a result, we will not tolerate any instances of illegal activity concerning or associated with substances. Any employee found to be involved in or connected to illegal activity will be managed under our disciplinary procedures which will likely result in dismissal.

LEGISLATION

2.1 The Health and Safety at Work Act 1974 requires employers to protect the health, safety and welfare of their employees and others who may be affected by their activities, as far as is reasonably practicable.

2.2 The Management of Health and Safety at Work Regulations 1999 requires employers to carry out a risk assessment to identify hazards in the workplace and put measures in place to minimise these risks.

2.3 The Misuse of Drugs Act (1971) is the main legislation covering drugs and categorises them as classes A, B and C. These drugs are called controlled substances and class A drugs are considered to be the most harmful under this act. It is illegal for anyone, whether at work or not to produce, supply or be in possession of illegal drugs. Employers may be liable if they knowingly allow dispensing, manufacturing, possession, using or selling on their premises.

GENERAL PRINCIPLES

3.1 We strongly discourage employees from drinking alcohol or taking drugs prior to driving or reporting to work. Employees must not attend work or perform their work duties under the influence of alcohol or drugs under any circumstance.

DEPENDENCY

4.1 In circumstances where an employee is suspected of having an alcohol or legal substance dependency, we will provide reasonable support. In the first instance, the Line Manager will have a meeting with the employee and make a referral to a counselling service. The Manager will then have follow-up meetings on an appropriate and regular timescale to determine the progress the individual is making.

4.2 Where there are performance issues relating to the dependence, appropriate performance plans will be put in place in accordance with our performance procedures. Where the improvement is not adequate or support via a counselling service is not adhered to, normal disciplinary procedures will be instigated which may result in dismissal.

ALCOHOL AND THE WORKPLACE

5.1 The consumption of alcohol at work is not normally permitted. However, at special events (for example conferences), where the employee is not driving, the employee may exercise their discretion and consume alcohol as long as their behavior remains in line with that expected in the Code of Conduct.

DRIVING AT WORK

6.1 Drinking alcohol or taking substances can affect people in different ways. Should an employee drink alcohol or take a substance (legal or illegal) which impairs their ability to drive and then undertakes any occupational driving this will be deemed as breach of contract and will be dealt with under our Disciplinary procedure. This will also be reported to the Police.

6.2 Before any driving at work takes place, a risk assessment should be conducted. This should be completed by the driver and should include any alcohol or substance consumption. This is particularly relevant 'the morning after the night before'. If an employee is in any doubt as to whether they are safe to drive they should not do so.

6.3 If an employee suspects another staff member has consumed alcohol or substances or they have reason to believe the person may not be safe to drive, has driven or is intending to drive they have a responsibility to report this immediately to a Manager. The Manager will deal with the situation appropriately, which may include informing the Police. Should malicious allegations be made this will be treated very seriously and will be subject to formal disciplinary action.

MANAGING ALCOHOL MISUSE

7.1 We will manage alcohol misuse depending on its nature. Alcohol misuse will be dealt with under the following categories:

1) Alcohol overindulgence
2) Alcohol dependence

7.2 Where concern arises regarding alcohol overindulgence that results in socially unacceptable or dangerous behaviour but which is not related to a physical or psychological dependence, this will be treated as a conduct issue and will be dealt with under the organisation's disciplinary procedures.

7.3 Where concern arises regarding alcohol dependency and interferes with an employee's ability to carry out their duties, this will initially be considered as an ill-health issue and managed in accordance with the appropriate procedures.

7.4 We will ensure that there are confidential means for employees to seek assistance and advice for any alcohol or drug problem, whether by self-referral or at our request.

7.5 Where appropriate, we will provide support internally and/or through external agencies to employees who seek help for an alcohol or drug problem.

Absence

7.6 If any employee with an alcohol or drug problem fails to comply with the recommendations of the agreed programme of treatment, disciplinary action will be taken.

7.7 Employees enrolled on a rehabilitation programme will usually be subject to normal sickness/absence rules.

Testing

7.8 We reserve the right to conduct or require an alcohol and drug screen on any employee whilst at work or on HHP property. Such screening will only be carried out with the employee's consent. However, refusal to provide appropriate samples may lead us to draw our own inferences against the employee.

7.9 Employees should recognise that it is their responsibility and in their best interests to seek help at the earliest possible stage when treatment may be easier and before the problem affects work and becomes a disciplinary matter.

LEGAL SUBSTANCES

8.1 Where concern arises regarding over indulgence in legally obtained substances which results in socially unacceptable or dangerous behaviour will be treated as a conduct issue and will be dealt with under the organisation's disciplinary procedures. This also relates to prescription medication, whether required short or long term.

8.2 Where an issue arises concerning legal substance dependency which has been obtained legally and interferes with an employee's work, this will initially be managed as an ill-health issue and managed in accordance with the appropriate procedures. However, where there is no improvement, support is not accepted, programme completed, or no dependence is diagnosed we will instigate the disciplinary procedure.

Illegal Substance Misuse

8.3 We will not tolerate the consumption or possession of illegal substances in any circumstances. This will always be considered to be gross misconduct.

Illegally Obtained Legal Substances

8.4 We will not tolerate illegal activity concerning legal substances. Any employee who is suspected of being involved in any such activity will be dealt with in accordance with our disciplinary procedures as gross misconduct.

General Illegal Activity

8.5 The use, possession, distribution, purchase, sale or being under the influence of alcohol (except on authorised occasions) or any controlled drugs whilst at work or on HHP property is prohibited and may be viewed as gross misconduct.

8.6 Any employee suspected to be involved in illegal activity concerning substances will also be reported to the police.

8.7 Employees should be aware that the Misuse of Drugs Act 1971 makes it a criminal offence for HHP to knowingly allow the production or supply on its premises of any controlled drugs, and for any individual who allows such activities by his neglect or connivance. We will press for the prosecution of any employee found breaking these laws on its premises.

8.8 Breach of this Policy by an employee will be fully investigated and normally be dealt with under our disciplinary procedure. Depending on the nature of the conduct, the employee may be dismissed without notice.

POLICE INVOLVEMENT

9.1 In circumstances where the police are involved in an investigation concerning any employee, we will continue with our own investigation and act on this accordingly regardless.

WORK EVENTS

10.1 Some employees will, in the course of their duties, attend events with clients for the purpose of building and maintaining client relationships. It may be that, during some of these events, alcohol will be readily available. Employees at these events are permitted to drink alcohol but must not allow themselves to surpass reasonable levels, become intoxicated or allow their judgment to become impaired. This includes ceasing to drink alcohol when asked to by a manager where that manager reasonably believes that the employee is at risk of causing offence or harm to others, harm to themselves, reputational damage to the organisation and/or behaving in an unprofessional manner.

IMPLEMENTING THE POLICY

11.1 The Chief Executive has overall responsibility for the implementation of this Policy.

11.2 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.

11.3 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.

11.4 Employees with alcohol or drug problems who are referred for treatment, whether voluntarily or mandatory will be dealt with in the strictest confidence.

COMMUNICATING THE POLICY

12.1 We will inform our employees, and other agencies and companies who operate from our offices and stores about the Alcohol and Substance Misuse Policy. Managers responsible for implementing and operating the Policy will receive regular training. All employees will be trained in the operation of the Policy and alcohol and drug awareness.

12.2 All new employees will be given a copy of the Alcohol and Drugs Policy (e.g. at induction).

12.3 A copy of the Policy will be posted on our intranet.

CONFIDENTIALITY & GENERAL DATA PROTECTION REGULATIONS

13.1 Employees with alcohol or substance misuse problems who are referred for support, whether voluntarily or mandatory will be dealt with in the strictest confidence.

13.2 This information will be handled in line with our obligations under the current Data Protection Regulations and our own Openness and Confidentiality Policy. Information regarding how your data will be stored can be obtained by contacting the Governance Officer or the Head of Executive Office.

MONITORING & REVIEWING THE POLICY

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

APPENDIX 1 - HHP PROCEDURES RELATING TO THE ALCOHOL AND DRUGS POLICY

PREVENTION AND REHABILITATION

1.1 The primary objectives of this Policy are the prevention of the adverse effects of alcohol and drugs in the workplace and the early diagnosis, treatment and rehabilitation of employees who have alcohol or drug-related problems.

1.2 We will ensure there are confidential means for employees to seek assistance and advice for any alcohol problem, whether by self-referral or at the Partnership's request.

1.3 Employees should recognise it is their responsibility and in their best interests to seek help at the earliest possible stage as treatment may be easier and before the problem affects work sufficiently to become a disciplinary matter.

1.4 To avoid the need for disciplinary action being taken, employees with an alcohol or drug problem must comply with the recommendations of the agreed programme of treatment.

1.5 Employees enrolled on a rehabilitation programme will usually be subject to normal sickness/absence rules.

SCREENING WHEN ALCOHOL OR DRUGS ABUSE IS SUSPECTED

2.1 Where Line Managers observe unusual behaviour or unacceptable performance by an employee at work such that they have reasonable cause to believe that the employee is suffering the effects of alcohol or drugs, the Line Managers will initiate the following procedure:

a) they will ask the employee to explain his behaviour. They will then ask the employee to accept a referral to the Occupational Nurse[1], for a medical review. In all cases a medical review will take place to ensure that there is no underlying medical reason for the unusual behaviour or unacceptable performance and that the employee receives the appropriate and confidential care;

b) it is anticipated most cases will not proceed to an alcohol and drugs screen but will be handled using normal line management practices. However, in the absence of a satisfactory alternative explanation for the behaviour or performance, and

1 , See Glossary definition on Page 13

where the employee is suspected of, or admits to, being in breach of this policy, an alcohol and drug screen will be performed;

c) the procedure for screening is held by the Occupational Nurse. The consent form will be prepared by the Occupational Nurse and signed by the employee and the Occupational Nurse taking the samples. Upon completion of the screen, the employee may be suspended on full pay for as short a time as possible until the results of the test are known; and

d) if an employee refuses to co-operate with the screening or to allow the Partnership access to the results, the consent form will be completed accordingly. The employee will be suspended immediately on full pay and our Disciplinary Policy will be instigated. The behaviour that gave rise to the suspicion may also be grounds for disciplinary action. Failure to follow or co-operate with procedures laid down to safeguard the H&S of employees will be regarded as gross misconduct and may lead to disciplinary action up to and including dismissal.

DEALING WITH THE RESULTS

3.1 Employees will be told the results of the screen as soon as practicable.

3.2 If the result of the screen is negative the employee's behaviour will continue to be investigated and in appropriate cases our Disciplinary Procedure will be instigated.

3.3 If the result is positive, the Line Manager will continue the investigation and medical advice will be sought.

3.4 If no alcohol or drug dependency is found or admitted, our Disciplinary Procedure will be instigated and, depending on the seriousness of the conduct that gave rise to the investigation, we may dismiss the employee.

3.5 We may alternatively, at our absolute discretion, treat the employee's alcohol or drug dependency as an illness. Where appropriate the employee will be offered support and access to treatment for rehabilitation. A formal rehabilitation plan will be agreed. Any time off to attend rehabilitation will be treated as sickness absence but the employee will receive payment over and above statutory sick pay only at our discretion.

3.6 The Occupational Nurse will review the employee's fitness for work and liaise with external agencies (if applicable) to ensure that the employee is co-operating with the rehabilitation programme.

3.7 It is anticipated most employees will complete rehabilitation successfully. However, if the employee fails to complete the rehabilitation programme (or fails any screening tests), the matter will be dealt with in accordance with our Disciplinary procedure. Failure to complete rehabilitation successfully will be regarded as gross misconduct and may lead to disciplinary action up to and including dismissal.

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

WORD	INTERPRETATION
HHP or Partnership	Hebridean Housing Partnership
Board	Means the Board of the Hebridean Housing Partnership
Board Members	All Members of the Board including co-opted Members
Alcohol Misuse	Refers to an alcohol related problem which is defined as any drinking, either intermittent or continual, which interferes with a person's health and social functioning and/or work capability or conduct.
Drug	Refers to any psychoactive drug whether illegal, over the counter from pharmacies and other retail outlets, or legal substances such as solvents. In the case of prescribed, their possession and proper use is acknowledged as legitimate.
Drug Misuse	Refers to use of illegal drugs and the misuse whether deliberate or unintentional of prescribed medicines or solvents.
Premises	HHP's Business Offices, Stores, Garages, Caravans, Houses, Flats, Vehicles or any other property used by HHP in the course of its business.
Occupational Nurse	Occupational nurses work to prevent, investigate, and treat workplace related illnesses and injuries. We could however call on any other appropriate independent medical practitioner appointed by HHP, as circumstances dictate. The term 'Occupational Nurse' is used in this document for consistency. Such a service would be sourced outwith HHP.

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

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ITEM NO 7.2

LONE WORKING POLICY

Board 23 August 2023

Report by Chief Executive

Purpose of Report

1.1 To present the updated Lone Working Policy for approval.

Summary

2.1 Our Lone Working Policy is subject to a three-year review in line with our Policy Review Schedule. The policy was last reviewed in September 2020.

2.2 Following this year's review, taking into account the latest guidance from EVH no significant changes were made but sections of the policy were reorganised to align with EVH and Croner policy templates. The policy is at Appendix 1.

2.3 Some procedural items included in the policy have been removed and added to our procedures. These will continue to be reviewed annually and adapted, as necessary, taking into account any future changes regarding Flexible Working or any other items.

Competence

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

Recommendations

4.1 It is recommended that the Board review and approve the Lone Working Policy at Appendix 1.

APPENDIX1:	Lone Working Policy	
Background Papers:	None	
Writer of Report:	Alick Maclean	Tel: 0300 123 0773

Competence

Financial

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

Legal

6.1 The Health & Safety at Work etc Act 1974 imposes statutory duties for Health & Safety on employers and employees.

6.2 The Corporate Manslaughter and Corporate Homicide Act 2007 allows companies and corporations to be prosecuted for Corporate Homicide (in Scotland).

Regulatory Guidance

7.1 The Regulatory Standards Checklist has been completed and there is nothing in this report which would breach these standards.

Risk

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

8.2 A serious breach of Health & Safety is highlighted on our Risk Register with a residual risk rating of 4 which is considered low.

APPENDIX 1

LONE WORKING POLICY

APPROVED BY HHP BOARD:

EFFECTIVE DATE:
August 2023

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INTRODUCTION

1.1 We aim to limit lone working where reasonably practicable. Where lone working is necessary, we will take all reasonable steps, in accordance with our duty of care towards you to make sure you are safe while you work for us.

1.2 We recognise that lone workers face particular problems, and we will not require employees to work alone where this results in unacceptable risks. We will ensure all lone workers are thoroughly trained at the start of their employment, are regularly supervised and monitored, and are instructed in all matters relating to their Health and Safety (H&S) at work.

SCOPE

2.1 This Policy applies to all Board members, employees including temporary employees, contractors, volunteers, students and those on work experience. It forms an integral part of the Partnership's Health & Safety Policies. The Policy applies to all situations involving lone working arising in connection with the duties and activities of our employees, including:

- employees working on their own within our offices; and
- employees working on their own out with our offices.

AIMS

3.1 To increase employee awareness of safety issues relating to lone working.

3.2 To ensure the risk of lone working is assessed in a systematic and ongoing way, and safe systems and methods of work are put in place to reduce the risk so far as is reasonably practicable.

3.3 To ensure appropriate training is available to employees in all areas equipping them to recognise risk and provides practical advice on safety when working alone.

3.4 To ensure appropriate support is available to employees who have to work alone.

3.5 To encourage full reporting and recording of all adverse incidents relating to lone working.

3.6 To reduce the number of incidents and injuries to employees related to lone working.

The above list is not exhaustive.

Definition of a Lone Worker

Health & Safety Executive define a lone worker as someone who

"*works by themselves without close or direct supervision*"

At HHP a lone worker includes

- Working outside normal office hours, even on a one-off basis
- Working with the public on your own or away from colleagues
- Working on your own, in an office, at home or some other location
- Working in other's homes or premises
- If you travel alone as part of your job (this does not include commuting)
- Working in the office but away from colleagues

LEGISLATION

4.1 Although there is no single piece of legislation that explicitly applies to lone workers, the following apply indirectly:

- Health and Safety at Work Act 1974
- The Corporate Homicide Act 2007
- The Management of Health at Work Regulations 1999,
- Protection from Harassment Act 1997

EMPLOYER RESPONSIBIITIES

5.1 As your employer, we have a responsibility to make sure you are safe while working for us and this includes any time you are lone working.

To do this we will:

- Make sure risk assessments are carried out and reviewed regularly or as and when required.
- Provide procedures for working safely while you are lone working.
- Make sure you are provided with appropriate and relevant training to understand our procedures.
- Have reporting systems in place to record, investigate and review any near misses and incidents.

- Involve you when considering potential risks with lone working and reasonable control measures.
- Make sure you are issued with a copy of this policy.
- Review this policy and update it as is appropriate.

5.2 The Health & Safety Committee is responsible for ensuring that risk assessments are undertaken and procedures are followed throughout their teams.

5.3 The Health & Safety Committee is responsible for setting up and maintaining an effective procedure relating to all equipment/machinery used by their employees to ensure that:

a) all equipment/machinery is safe;

b) defects are quickly reported and rectified; and

c) regular maintenance is carried out.

5.4 All lone workers will have regular personal contact with their Line Manager at least once a week. In the instance of managers being on leave or long-term illness another manager must be put in place to maintain regular personal contact.

5.5 All lone workers will be informed by their Line Manager whom they should contact for help and support in fulfilling their duties. Where possible the contact will be an office-based employee, and readily available. In the event that the contact is unavailable and advice urgently required, employees should contact Customer Services on telephone: 0300 123 0773.

5.6 All lone workers should have quick and easy access to first-aid facilities. If appropriate, lone workers will be provided with a first-aid kit. The first aid requirements of all current lone workers will be assessed and provision will be made as necessary.

5.7 In circumstances where we accept that a lone worker could have difficulty in raising the alarm in an emergency, we will install or provide an alarm system appropriate to the situation.

5.8 Where lone workers are mobile during their working day, systems will be established whereby the location of individuals at any particular time can be determined; this may include the requirement to report to a central point at the end of an appointment or working day. Such systems must be strictly adhered to.

5.9 No ad hoc lone working will be permitted without prior written authorisation from the relevant Director.

EMPLOYEE RESPONSIBITIES

6.1 You also have responsibilities which we expect you to fulfil. These are as follows:

- Abide by our lone working procedures and speak to a manager if you are unsure of anything.
- Not knowingly put yourself at risk.
- Remove yourself from any situation you do not feel comfortable and/or safe in.
- Report all lone working incidents and near misses, by following our reporting procedures.
- Attend training when this is provided.
- Take part in our lone working risk assessment process.
- Whilst in a lone working situation carry out an informal/dynamic risk assessment.
- Know, understand and follow this policy and the procedures.
- Ensure your emergency contact person is provided with our contact details in line with our procedure.

MANAGING RISKS

7.1 The overall purpose of risk management is to identify, eliminate, reduce and control risks.

7.2 It is recognised that lone working can present increased risks to staff. It is therefore the responsibility of both of us to manage these.

7.3 In practice this means that we will carry out lone working risk assessments which will identify any potential risks. We will also consider the following during the exercise:

- the remoteness of the workplace;
- potential communication problems;
- the likelihood of a criminal attack;
- potential for verbal and physical abuse;
- consideration of lone workers' potential feelings of isolation, stress and depression;
- whether or not all equipment, materials, etc can be handled safely by one person;

- whether or not the person is medically fit and suitable to work alone;
- how the lone worker will be supervised;
- how the lone worker will obtain help in an emergency such as an assault, vehicle breakdown, accident or fire;
- whether or not there is adequate first-aid cover.

7.4 In conducting the lone working risk assessment we will:

- give consideration to the additional risks to expectant mothers and young persons;
- where practical have the person that owns the risk conduct the risk assessment, where this is not possible or practical they will as a minimum be involved in the process and in the development of safe working methods;
- maintain a file of all lone working assessments;
- Make sure those working alone are provided with adequate information, instruction, and training to understand the hazards and risks and the safe working procedures associated with working alone.

7.5 A formal risk assessment will take place prior to all known lone working situations however, it is important that you are aware and are comfortable to undertake a dynamic risk assessment in any lone worker situation you may find yourself in. If you feel you require guidance on this, please speak to your line manager.

COMMUNICATING THE POLICY

8.1 We will inform our Board members, employees, other agencies and companies who operate from our offices and stores, about the Lone Working Policy.

8.2 Line Managers responsible for implementing and operating the Policy will receive regular in-depth training. All employees will be trained in the procedures and the operation of the Policy.

8.3 All new appointees to lone working positions will receive comprehensive induction training. All employees must satisfy their Line Manager that they are competent in:

a) the duties of the particular post;

b) safety aspects of all machinery/equipment to be used; and

c) emergency procedures: fire, accident, illness, physical attack.

8.4 A copy of the Policy will be posted on our Intranet Sharepoint site and made available on our personnel system.

MONITORING AND REVIEW OF POLICY

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

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

WORD	INTERPRETATION
We/our/us	Hebridean Housing Partnership/HHP
Board	Means the Board of the Hebridean Housing Partnership
Board Members	All Members of the Board including co-opted Members
Lone Workers	*Employees whose working activities involve situations where they are without any kind of close or direct supervision*
H&S	*Health and Safety*
Home Workers	Employees who have been given permission to work from their home on a pre-agreed schedule
We/our/us	Hebridean Housing Partnership/HHP
Board	Means the Board of the Hebridean Housing Partnership

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

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ITEM NO 7.3

PARTICULAR HOUSING NEEDS POLICY

Board 23 August 2023

Report by Director of Operations

Purpose of Report

1.1 To present the updated Particular Housing Needs Policy for approval.

Summary

2.1 Our Particular Housing Needs Policy, is subject to a three-year review in line with our Policy Review Schedule. The policy was last approved by the Board in August 2020.

2.2 The policy has been reviewed with minor amendments made. Sections of the Policy have been reorganised to make it clearer.

Competence

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

Recommendations

4.1 **It is recommended that the Board review and approve the Particular Housing Needs Policy at Appendix 1.**

APPENDIX 1:	Particular Housing Needs Policy	
Writer of Report:	Donalda Mackinnon	Tel: 0300 123 0773

PARTICULAR HOUSING NEEDS POLICY

APPROVED BY HHP BOARD:

EFFECTIVE DATE:
August 2023

hhp hebridean housing partnership

CONTENTS

INTRODUCTION

1.1 Good quality, accessible and affordable housing is fundamental in enabling people to live independently in their community safely and well, and achieving their full potential.

1.2 Accessing appropriate housing can be a challenging process for people with particular needs or requirements at times. We recognise that when people's circumstances/physical needs change, they very often do not want to move from their own homes.

AIMS

2.1 Our aims are:

a) to enable tenants to remain in their homes (wherever possible) by working together with them, the Occupational Therapy service, Health & Social Care and others, to provide any practicable adaptations necessary to make that happen.

b) To work in partnership with a variety of local agencies and organisations to assess particular housing needs of our tenants and applicants.

c) To give people the earliest possible opportunity to let us know of their particular needs so that it can be built into our new build and refurbishment programmes.

d) To increase the choices for people with particular housing needs by providing a range of suitable housing.

BUILDING NEW HOMES

3.1 When planning future developments, we will be sensitive to the needs of prospective tenants in terms of area, recognising that it is appropriate for the elderly, and people with mobility problems to be close to amenities and public transport etc.

3.2 We will make provision for particular needs housing wherever possible, within new housing developments.

3.3 If a specially designed or adapted house or houses are required, we will develop these to a type and scale which fits in with the surrounding environment and is compatible with the rest of the housing development.

3.4 All new build ground floor houses will be built to 'varying needs' standards which are intended to accommodate the changing needs of the householders as they move through the stages of life.

3.5 There will be some cases where it is appropriate to identify future tenants prior to or during a new build development and where this is necessary, the Allocations Policy will still be applied to assess those in most housing need.

USE OF HOUSING STOCK

4.1 We will seek, through our Allocations Policy, to ensure that the best use is made of existing housing stock. Where vacancies arise in homes which have adaptations, we will give priority to applicants who require a home with these adaptations.

4.2 There will be times when an adapted home is no longer required by the household but would be beneficial to someone on the waiting list. In those circumstances we will work with the tenants to reach an agreement to rehouse them in another suitable home in line with our Allocations Policy.

TENURE

5.1 We will offer tenants security of tenure by offering a legally binding Scottish Secure Tenancy agreement unless there is a legal reason that prevents us from doing so.

EQUAL OPPORTUNITIES

6.1 This policy has been developed ensuring that all applicants have equal opportunities to access particular needs housing. There are no exclusions to the categories of applicant who have access to this policy. No applicant will be excluded on the grounds of colour, race, ethnic or national origin, religion, social background, marital status, sexual orientation, age or disability.

MONITORING AND REVIEW OF THE POLICY

7.1 This policy will be reviewed every three years in line with the policy review schedule.

7.2 The following will be reported to the Board on an annual basis in May/June:

a) total number of adapted properties

b) number of new adapted properties

c) number on the waiting list for an adapted property

d) number of adaptations carried out during the year

e) number of adapted properties returned during the year

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

WORD	INTERPRETATION
We or Our	Hebridean Housing Partnership
Board	Means the Board of the Hebridean Housing Partnership
Board Members	All Members of the Board including co-opted Members
IJB	The Integrated Joint Board is the formal Health and Social Care Partnership between the Western Isles Health Board and Comhairle Nan Eilean Siar
CNES	Comhairle Nan Eilean Siar
WIHB	Western Isles Health Board
Adapted Housing	Referring to houses that have been specially designed or adapted to a tenants physical needs, e.g. A wheelchair accessible flat
Supported Accommodation	Housing, whether specifically designed or not, that provides an element of care or support either through paid members of staff or by other statutory or voluntary agencies by way of an agreed care plan
Particular Housing Needs	A term for Housing for groups including, but not restricted to: • Older people; • People with physical disabilities; • People with learning disabilities; • People with poor mental health or ARBD and people who misuse drugs & alcohol; • People subject to domestic violence; and • Vulnerable young people

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ITEM NO 7.4

ENAGAGEMENT POLICY

Board 23 August 2023

Report by Director of Operations

Purpose of Report

1.1 To request approval for the Engagement Policy.

Summary

2.1 Since 2012 the Scottish Public Services Ombudsman's (SPSO) Complaints Standards Authority (CSA) has worked closely with stakeholders to develop and implement Model Complaints Handling Procedures (MCHPs) for each public service sector. We have adopted the MCHP for registered social landlords.

2.2 Previously an Unacceptable Actions for Complainants Policy went along with the MCHP and we also adopted this. When the MCHPs were reviewed in 2018-2019 and then launched in January 2020 the Ombudsman suggested that organisations moved away from such a policy and developed an Engagement Policy. There has been no model policy for RSLs developed but the SPSO have put their own Engagement Policy in place.

2.3 We have adapted the SPSO's Engagement Policy to meet our needs and this is at Appendix 1.

2.4 The provisions of the Unacceptable Actions Policy are still included in the Engagement Policy but now cover all individuals and organisations that engage with HHP.

2.5 The policy covers all types of engagement from in-person meetings to online activity.

Competence

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

Recommendations

4.1 **It is recommended that the Board approve the replacement of the Unacceptable Actions Policy with the Engagement Policy at Appendix 1.**

APPENDIX 1:	Engagement Policy	
Writer of Report:	John Maciver	Tel: 0300 123 0773

Competence

Financial

5.1 There are no financial implications on the approval of this policy. Additional training requirements will either be addressed internally or from existing allocated training budgets.

Legal

6.1 There are no legal implications arising from the approval of this policy.

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 Well managed engagement can reduce negative press and social media coverage which is highlighted on our Risk Register with a residual risk of 6 which is considered low.

APPENDIX 1

ENGAGEMENT POLICY

APPROVED BY HHP BOARD:

EFFECTIVE DATE:
August 2023

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INTRODUCTION

1.1 We are committed to offering a high-quality service and ensuring we treat everyone with dignity and respect.

1.2 We aim to support everyone engaging with us to do so positively, to help us provide them with the best possible level of service. In some circumstances, we need to take action to protect our staff or service from types of engagement which impact our ability to provide a service or the well-being of our staff. This policy sets out how we identify and respond to those types of engagement.

AIMS

2.1 The aim of this policy is to allow those who engage with us to do so in a straightforward manner. It allows us to keep customers at the heart of our processes and enables us to better understand how to improve our services by learning from and acting upon customer engagement.

WHO IS COVERED BY THIS POLICY?

3.1 This policy covers anyone who engages with HHP including, but not exclusively, service users, local council members, members of the public and stakeholders.

3.2 Engagement includes all forms of contact including verbal (over the phone, in person, etc.), written (letters, emails, online forms, etc.) as well as contact at HHP events, training sessions and online. Online comments about HHP or individual staff members, which are shared publicly or in a forum or way that means they are not private, count as engagement even when they are not shared directly with HHP.

SUPPORTING POSITIVE ENGAGEMENT

4.1 We support positive engagement and will let people know how they can engage positively with us by providing information about how they can access our service and request adjustments and explaining clearly what we need from them to provide the best possible service.

4.2 Supporting positive engagement includes supporting people to express concerns about HHP and service in a constructive manner by ensuring we apply our Complaints Policy fairly and openly when individual concerns are raised.

PROVIDING ADDITIONAL SUPPORT

5.1 We understand that people who come to us may have specific needs and requirements. We will ensure our staff have appropriate training to identify where additional support may be needed and are supported to treat our users with kindness and compassion.

5.2 We will seek to defuse and de-escalate situations. We regularly signpost to organisations who can provide independent advice and support.

MAKING REASONABLE ADJUSTMENTS TO OUR SERVICE

6.1 We are committed to ensuring that all people have an equal opportunity to access our services. We do this actively by considering accessibility when designing the way we provide our service. We try to anticipate our users' requirements and encourage all users to tell us if we need to adjust the way we deliver our service from them. If we decide we need to manage engagement with an individual, we will consider whether they have accessibility needs that we should take into account when doing so.

OUR APPROACH TO MANAGING ENGAGEMENT

7.1 While we will work to support positive engagement, there are some situations that we will need to respond to or manage because of the negative impact on the wellbeing of our staff and our ability to provide a service. We do not need to actively respond to or manage any form of engagement simply because it is different or unusual. We also accept that individuals may be upset and distressed when they contact our office, and we want to support them to engage with us.

7.2 We will seek, whenever possible to restore the relationship and to ensure we can communicate as normal. However, we recognise there may be a need to act if the situation becomes unacceptably challenging, is resulting in unreasonable demands on our office or unreasonable behaviour towards HHP staff and others.

7.3 When we need to manage engagement in this way, we will ensure responses are proportionate to the behaviour and the impact on HHP and our staff. This guidance gives general advice, but we will, whenever possible clearly explain the reason for any specific decision to the person affected and/or keep a separate documented record if that is not possible or appropriate.

7.4 When making decisions, it is important to remember that we need to assess behaviour reasonably and consistently. Although at times our resources may be under more pressure than others, any assessment should take into consideration whether we would be able to deal with the behaviour if we were operating effectively and normally. We may also take into consideration whether the issue is due to staff training requirements.

7.5 At all times, we will work to ensure our response is proportionate and necessary and uses the least restrictive method available.

7.6 The decision whether or not to take a management approach does not affect the right of any member of HHP staff to end contact they find personally distressing or uncomfortable. This is because it is not appropriate for anyone to continue to engage if they are becoming distressed or it is having other negative impact on them. And this is the case even if we decide that the criteria for further management is not met.

RESTORATIVE APPROACHES, RECOVERING THE RELATIONSHIP

8.1 Where possible, we should seek to act in ways that recover the relationship.

8.2 For example, staff may seek to defuse and de-escalate by suggesting breaks if conversations are becoming heated; intervene early before behaviour escalates and make proactive adjustments to our service to help individual users manage the anxiety and stress of engaging with us. Actively managing expectations can help to prevent issues from arising in the first place.

8.3 Reasonable adjustments should be made when appropriate to help individuals remain actively and positively involved with us.

8.4 It can be detrimental to positive engagement to continue a conversation which has become circular or repeats statements already made by other colleagues. If this happens, we will end the conversation and seek to re-engage again later, if appropriate.

ACTIVELY MANAGING BEHAVIOUR, DELIVERING OUR SERVICE

9.1 When restorative approaches are not possible, appropriate or have been tried and failed, an active management approach will be taken. Active management seeks to maintain our ability to deliver our services while minimizing the impact of the situation that is causing the disruption. It is important to note that this may not be the fault of an individual but because of circumstances out with their control.

9.2 The approach used should be tailored to the individual and the situation, this could include:

- Restricting contact by channel (e.g phone or email) or to a named person.
- Restricting the ability to request recording is paused if call recording is enabled.
- Not providing direct contact details or staff names (where there is a risk this will lead to harassment.)
- Communicating through a third party such as an advocate rather than direct contact.
- Restricting time/volume of contact.

9.3 To ensure consistency, a decision to actively manage a situation needs to be made by a Manager. All such restrictions require to be supported by evidence and can be challenged with an appeal to a Director.

9.4 Restrictions are normally subject to review at appropriate intervals while we are providing a service. We retain the discretion to not include a review if the reason for restriction means that would not be appropriate (for example if it is to protect staff from violence.) The timing and circumstances where review would be considered should be explained clearly to the person who is under restriction at the time restriction is put in place.

PROTECTING OUR STAFF AND OTHERS

10.1 There are some situations that we are not able to accept, and we will always take action. We have **zero tolerance** of threats, violent and abusive behaviour towards staff. This is to ensure their own safety and wellbeing and also protects the office and others.

10.2 There is advice below on identifying situations that we do not find acceptable. Staff always need to take action to respond to or disengage when these happened and should always raise with their line manager what has happened and any steps they were able to take. It is important to note that in some situations, the only appropriate action is to end contact immediately.

Phone or face-to-face contact

11.1 During phone or face-to-face contact, staff should issue a warning before ending contact if it safe and they consider it appropriate to do so, but a warning is not required if it would be unsafe to do so or the language is intense, deeply upsetting or extreme.

11.2 Staff may also, if a call has been paused, issue a warning that the recording will resume if the behaviour continues.

11.3 If staff are informed, they are being recorded for later use in public or are being live-streamed, they need to end contact politely but immediately.

Written or email correspondence to HHP

12.1 If we receive violent or abusive correspondence, the sender should be informed this is unacceptable. This could be done by a manager or from an account that is not linked to an individual if this has been aimed at an individual staff member.

12.2 The decision that correspondence is unacceptable should be made by a manager to ensure consistency. Where this behaviour is repeated despite warnings, or an individual instance is regarded as at the higher end of abusive we may need to take steps to restrict methods of contact with the office.

Online, web and social media.

13.1 This is a fast-moving and changing area; nevertheless, the principles outlined in this policy will still apply. HHP will follow the best practice advice available at the time of any incident and note and record the reasons for our decisions. Actions may include;

- Blocking accounts or using other technical options available on the relevant platform to minimise exposure.
- Removing inappropriate comments on our social media accounts.
- Using the relevant social media platform's own reporting mechanisms to seek to have the content removed.

- Limiting contact with the individual through other channels to reduce risk to staff – this could include ensuring the person is not provided with contact details.
- Direct threats on social media should be dealt with like any physical threat (see below.)

Physical threats

14.1 When a physical threat is made, we will normally report it to the police. This includes situations when the threat is made is not to us but a threat to harm a third party.

14.2 It should be noted that deciding to contact the police is a matter of judgment and in some cases may not be appropriate (if, for example, the threat is immediately withdrawn and was clearly flippant). However, this is an important safeguard and the person who receives the threat, and particularly anyone who has been personally threatened, should not make a decision to not inform the police alone. It should be made by a manager who should clearly record the decision. The manager should take into account not only the views of the staff member but also consider the impact on other staff who may come into contact with the individual. If other staff have witnessed the event, they should all be asked to put this on record.

IDENTIFYING TYPES OF ENGAGEMENT WE NEED TO MANAGE

15.1 It is important we are consistent when we take approaches to manage engagement and below are examples of when we may need to use one of the approaches above. This list is not exhaustive and we can manage types of engagement or behaviour not listed if it is impacting negatively on individuals or our ability to provide a service.

Violence

Violence towards staff or others will not be tolerated

16.1 Violence is not restricted to acts of aggression that may result in physical harm. It also includes actions or language (whether verbal or written) that could reasonably cause someone to feel offended, afraid, or threatened.

Abuse

Abuse of staff or others will not be tolerated

17.1 Abusive language includes all language that is designed or could be perceived as designed to insult or degrade, is racist, sexist or homophobic, or which makes serious allegations that individuals have committed criminal, corrupt or perverse conduct without and supporting evidence.

17.2 Language which makes unfounded allegations about an individual's professional ability or capability or seeks to belittle or denigrate them personally is also unacceptable.

17.3 Violent or abusive comments sent to HHP which are not aimed at us but at third parties are still unacceptable because of the effect that listening or reading them may have on our staff.

17.4 Comments made about HHP or HHP staff on social media which are designed to be, or which it is reasonable to assume may be, shared or made public are also covered for the same reason, even if they are not shared directly with us.

Harassment

18.1 Harassment of staff, whether accompanied or not by violence or abusive comments is not acceptable.

18.2 Harassment would include:

- Repeatedly contacting or continuing to contact individual staff members when previously asked not to.
- Contacting staff outside of the office to seek to influence them.
- Targeting and naming them on public or other easily shared social media.

Contact outside the office

19.1 Any contact with an individual or organisation outside the office should be discussed with a manager who should decide whether this should be recorded. This includes contact via social network sites and includes social contact in public spaces, This, in part, reflects the need to ensure there is no appearance of bias and that any conflicts of interest that may not have been initially apparent are picked up (for example, where there is significant social overlap.)

Naming and targeting staff publicly

20.1 We discourage those who wish to criticise HHP online from naming individuals. We encourage complaints regarding HHP to be directed to our office and to follow our Complaints Process. Naming of individuals online may lead to restrictions being put in place.

20.2 Statements that individuals intend to record and then use that recording publicly or to live stream would be regarded as harassment even if there is no directly abusive content to the statement.

Demands on our office

21.1 A demand becomes unacceptable when it starts to (or when complying with the demand would) impact substantially on the work of the office. An example of such impact would be that the demand takes up an excessive amount of staff time and, in so doing, disadvantages other uses and prevents us from providing a service to the person making the demands within a reasonable timescale.

21.2 Examples of actions grouped under this heading include:

- Repeatedly demanding response with an unreasonable timescale.
- Insisting on seeing or speaking to a particular member of staff when that is not possible
- Repeatedly changing the substance of their issue or raising unrelated concerns.

Levels of contact

22.1 Sometimes the volume and duration of contact made to our office causes problems. This can occur over a short period, for example, a number of calls in one day or one hour. It may occur over the life-span of an issue when someone repeatedly makes long telephone calls to us or inundates us with information that has been sent already or that is irrelevant to the service we are providing or sends repeated emails raising the same or similar issue.

22.2 We consider that the level of contact has become unacceptable when the amount of time spent on the telephone or responding to emails or written correspondence or managing the contact impacts on our ability to provide a service to that person or organisation, or to provide a service to others.

Refusal to co-operate

23.1 Repeated refusals to co-operate makes it difficult to find a resolution. We will always seek to assist someone if they have a specific, genuine difficulty complying with a request. However, we consider it is unreasonable to bring an issue to us, for example report a repair or complaint, and then not respond to any subsequent reasonable requests to allow us to provide a resolution.

Use of the complaint processes

24.1 We ensure our policy seeks to resolve any negative engagement as close as possible to the point of service delivery and to conduct thorough, impartial and fair investigations of any negative allegations that may be instigated. We support the rights of people and organisations to complain more than once if subsequent incidents occur.

24.2 This contact becomes unreasonable when the effect of the repeated complaints is to harass, or to prevent an organisation from pursuing a legitimate aim or implementing a legitimate decision. We consider access to our complaints system to be important, and it will only be in exceptional circumstances that we would consider such repeated use as unacceptable, but we reserve the right to do so in such cases, such decisions can only be made by a member of the management team.

SUPPORTING STAFF

25.1 Staff will receive training to defuse and actively manage situations. They are encouraged to seek support if any contact causes them concern or distress.

Empowering staff to end contact they find distressing

26.1 All staff have the authority to end any engagement or interaction which they find personally distressing or difficult at that point of occurrence. Staff should not feel they need to continue to engage in contact if it is having a negative impact on them or which is making them feel uncomfortable. Whenever possible and appropriate, staff should seek to end the engagement professionally and politely. This can include:

- Explaining they find the situation uncomfortable or distressing and explaining what they need to happen to be able to continue.
- Ending a call
- Ending an interview/meeting
- Not reading an email or other correspondence to the end
- Disengaging from HHP social media

26.2 When this occurs, they should take a note and discuss with their line manager as soon as possible.

Supporting Staff

26.3 When an incident has occurred or active management approach has had to be used, all staff involved are encouraged to have a de-brief meeting with their line manager and agreed actions from that discussion noted. This ensures that we are providing support to all colleagues. Staff will be able to take a short time away from all contact if requested and may request to no longer have contact with a specific individual.

26.4 Staff can ask for correspondence to be sent in the name of a senior manager or to be removed completely from involvement in engagement in a particular case or interaction. This may be appropriate if they have concerns about threats; have been or are at risk of being named publicly; or any other factor makes them more vulnerable.

APPROACH TO COMMUNICATING DECISIONS

27.1 We will provide guidance and support to staff to help them meet our standards to communicate with respect. When communicating that the situation needs to change or an active management technique is being introduced, we should always bear in mind the following:

- Explain the situation neutrally and avoid blame, there may be many reasons why the situation has become difficult. Engaging with landlords can be stressful, people's situations needs, and abilities are complex. We may inadvertently trigger a memory of a difficult experience or engage in a way that is difficult for someone who has different needs or perspectives.
- Look for opportunities to restore the relationship. Try to see the situation from the points of view of all involved. When possible or appropriate, seek ways to help someone demonstrate their needs and perspective rather than asking them to defend their position. This can help move the relationship forward.
- Be clear and straightforward. We can provide access to more information but that will not be required in all situations. Instead, a clear statement which focuses on the interaction and explains what has been decided and why is sufficient. Provide evidence but avoid dwelling on detail unnecessarily.
- Ensure the communication is accessible, inclusive and meets the needs of the person.

RECORDING AND SHARING INFORMATION

Recording

28.1 It is important that we keep a clear record whenever we have had to:

- Actively work to restore a relationship to avoid restrictions
- Put restrictions in place
- Take a zero-tolerance approach

28.2 This should include storing any online evidence such as screenshots.

28.3 Material that is being stored as evidence may be distressing. This should always be stored in a way that it cannot be accidentally or unintentionally accessed- files should be named to indicate they contain distressing material. Physical documents can be stored inside envelopes.

28.4 Individuals can feel shame and distress about situations that have become difficult. While we need to record what has happened, we should do so factually and ensure it can only be accessed by those who need to do so. Some of the actions we take may need to be highlighted in our system to allow staff to implement decisions or to be aware that steps may need to be taken to manage some interactions. When doing so, we should record the minimum required.

Sharing information

29.1 We need to ensure all relevant staff are aware of actions taken and restrictions to make sure our actions are effective. This will vary depending on the action and decisions on sharing should be noticed and recorded but as a minimum:

- Where the behaviour relates to phone contact, staff who respond to our 0300 and publicly available numbers on our website should be informed.

- For emails, we should ensure this information is shared with people who monitor online and other web contact.

29.2 If you find that a member of HHP staff has been publicly named in relation to their duties, the following steps should be taken:

- An email should be sent to the member of staff’s line manager. Where applicable, a link to the relevant webpage should be provided.

- To minimise impact on the named person, this information should not be shared any more widely than necessary to enable action to be taken.

29.3 The member of staff’s line manager, and in their absence an alternative manager, will inform the member of staff in private about the content of the material. The affected member of staff will have a say in what, if any, action is taken in response.

29.4 Action to support the member of staff may include an informal discussion and an offer of counselling.

29.5 Any instances of HHP staff being publicly named online will be recorded and kept confidentially by HHP. We may actively seek to have the persons’s name removed unless the risk that would escalate the situation are felt to be significant. The incident will be shared with the Executive Team. It is for the affected individual and HR to determine whether a record is made in the staff member's personal records.

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

WORD	INTERPRETATION
HHP or Partnership	Hebridean Housing Partnership
Board	Means the Board of the Hebridean Housing Partnership
Board Members	All Members of the Board including co-opted Members
Executive Team	Chief Executive, Director of Finance & Corporate Services, Director of Operations and Head of Executive Office.

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

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

OPENNESS & CONFIDENTIALITY POLICY

Board 23 August 2023

Report by Chief Executive

Purpose of Report

1.1 To present to the Board the revised Openness & Confidentiality Policy for consideration and approval.

Summary

2.1 The Openness & Confidentiality Policy is reviewed on a four yearly basis as per the Policy Review Schedule.

2.2 The policy has been reviewed and there have been some minor updates in respect of current working practices, especially around information security.

2.3 The policy includes our responsibilities under the Freedom of Information (Scotland) 2002 Act (FOISA) and reflects the change in legislation to the UK specific data protection regime (the UK GDPR).

Competence

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

Recommendations

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

a) review and approve the Openness & Confidentiality Policy at Appendix 1 for consultation with Staff; and

b) if there are no material changes to the Policy arising from the consultation, that the Policy is approved, otherwise a revised Policy be presented to the next meeting of the Board.

APPENDIX1:	Openness & Confidentiality Policy	
Background Papers:	None	
Writer of Report:	Iona France	Tel: 0300 123 0773

Competence

Financial

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

Legal

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

Regulatory Guidance

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

Risk

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

Report Details

9.1 Multi Factor Authentication, which is a multi-step account login process, and biometrics (fingerprints) are required to access laptops containing personal information.

9.2 Following the classification of RSLs as public bodies, and therefore subject to the requirements of FOISA in November 2019, we have received 31 Freedom of Information (FOI) requests and 5 Environmental Information (EIR) requests.

9.3 The table below shows all requests for information received this calendar year compared to the same period last year:

Type	**2023**	**2022**
Press Enquiry	10	1
FOI (Press)	3	0
FOI (Scottish Government)	10	2
FOI (Public)	1	1
FOI (Unison)	1	0
EIR	0	1
Subject Access Request	2	1
Total	**27**	**7**

9.4 Our FOI responses are published on our website and this is updated quarterly.

APPENDIX 1

OPENNESS & CONFIDENTIALITY POLICY

hebridean housing partnership

APPROVED BY HHP BOARD:

EFFECTIVE DATE:
August 2023

CONTENTS

INTRODUCTION

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

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

1.3 Our staff and Board Members will:

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

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

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

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

DATA PROTECTION

2.1 The UK's DPA 2018 (Data Protection Act 2018) enacted the EU GDPR requirements into UK law, however, with effect from 1 January 2021, the DPPEC (Data Protection, Privacy and Electronic Communications (Amendments etc.) (EU Exit)) Regulations 2019 amended the DPA 2018 and merged it with the requirements of the EU GDPR to form a new, UK specific data protection regime. This is known as “the UK GDPR”.

2.2 All personal information relating to tenants, applicants, staff and Board Members that is not a matter of public record will be held in accordance with UK GDPR principles.

Lawfulness, Fairness & Transparency

2.3 Principle A of the GDPR states that personal data must be:

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

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

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

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

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

2.3.5 Our Privacy Policy, Fair Processing Notice (FPN) (or Staff Fair Processing Notice (SFPN)) will be made available to all private individuals from the outset of our relationship with them, if we process any of their personal information.

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

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

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

Purpose Limitation

2.4 Principle B of the GDPR states that personal data must be:

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

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

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

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

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

Data Minimisation

2.5 Principle C of the GDPR states that personal data must be:

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

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

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

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

Accuracy

2.6 Principle D of the GDPR states that personal data must be:

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

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

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

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

2.6.4 Staff and Board Members' personal details are checked annually when they complete Disclosure of Interest Forms and we request an annual update in respect of personal information from our Membership prior to the AGM.

Storage Limitation

2.7 Principle E of the GDPR states that personal data must be:

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

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

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

Integrity & Confidentiality

2.8 Principle F of the GDPR states that personal data must be:

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

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

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

Paper Storage

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

Electronic Storage

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

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

2.8.4 Never send any controlled, confidential/sensitive personal information by email to an external address unless it is encrypted.. Failure to comply with this requirement could result in serious consequences.

FREEDOM OF INFORMATION ACT

3.1 Since 11 November 2019, Registered Social Landlords (RSLs) are classed as public bodies for the purposes of the Freedom of Information (Scotland) 2002 Act (FOISA).

3.2 Tenants and other individuals can request information from RSLs that may not previously have been available to the public at large.

3.3 The Data Protection Officer is responsible for responding to FOI requests.

3.4 A FOI request must be responded to within 20 working days.

3.5 A Guide to Information, which is an index of the information we publish and how to access it, is available on our website at the following link:

Hebridean Housing Partnership - Guide to Information

GENERAL PRINCIPLES AND PRACTICE

Communication of Information

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

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

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

4.4 In order to overcome barriers caused by sensory impairment, language difficulties, literacy issues and other particular needs, we will in all reasonable circumstances make information available on request in a variety of information formats and in translation. Policy documents will contain in the English version the following sentences:

" *We will provide this policy on request at no cost, in large print, in Braille, on tape or in other non-written format, and in the main community languages*".

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

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

PUBLICATION OF INFORMATION

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

Annual Report and Accounts

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

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

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

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

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

Policies & Procedures

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

Results of External Audit

5.1.7 The external auditor will present the audited accounts at the AGM and respond to any questions submitted prior to the AGM.

Registers

5.1.8 We maintain a number of Registers which are available for inspection at the following locations:

Available on our Website & Head Office	**Available at our Head Office**
Gifts & Hospitality Register	Register of Board Members
Controls of Payment & Benefits Register	Disclosure of Interest Register
Membership Register	

Board Agendas & Minutes

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

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

Complaints

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

ACCESS TO MEETINGS

Annual General Meeting

6.1 In accordance with our constitution, we will hold an Annual General Meeting (AGM) to which all members of the Partnership will be invited. Our AGMs are also open to members of the public.

Ordinary Meeting

6.2 Our Rules and Standing Orders state that all agenda items at Board meetings shall be considered as non-confidential unless otherwise agreed.

6.3 Minutes, with any confidential items omitted, may be viewed on our website and at our offices by the general public. Printed copies of the minutes can be made available on request for individuals without access to the internet. Where such a request is made, we will provide the document(s) within 7 working days.

CONFIDENTIALITY

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

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

7.3 The following items are considered confidential and should, at no time, be divulged inappropriately – this is not an exhaustive list:

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

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

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

7.4 Exceptions to the items listed in paragraph 5.3 are:

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

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

Regulation

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

Data Security

7.6 The following technical and organisational measures must be followed to protect personal data security:

a) All computer held personal data should be protected by biometric and multi factor authentication where available (when not available passwords, in line with our corporate password criteria, are required) and accessible only to staff with a legitimate need to access or process the data;

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

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

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

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

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

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

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

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

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

l) Staff working at home must work in a private environment ensuring conversations cannot be overheard.

<u>Disposal of Personal Data</u>

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

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

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

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

BREACH OF POLICY

8.1 A breach of confidentiality, whether deliberate or inadvertent, will be considered a serious matter. All breaches will be dealt with via the Staff Disciplinary and Grievance procedures and the Board Code of Governance, taking all circumstances into account, and may result in:

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

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

COMPLAINTS & APPEALS

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

LEGAL AND REGULATORY FRAMEWORK

Legislation

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

10.2 The legislation particularly relevant to this Policy includes:

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

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

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

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

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

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

TRAINING

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

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

LINK WITH OTHER POLICIES

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

- Code of Conduct for Staff;
- Code of Governance for Board Members;
- Communication Policy;
- Comments, Compliments & Complaints Policy
- Disclosure of Interest Policy;
- ICT Security Policy;
- Membership Policy;
- Privacy Policy; and
- Tenant Participation Strategy.

MONITORING AND REVIEW OF POLICY

Performance Monitoring

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

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

Review

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

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

WORD	INTERPRETATION
HHP or Partnership	Hebridean Housing Partnership
Board	Means the Board of the Hebridean Housing Partnership
Board Members	All Members of the Board including co-opted Members
Data	Information which is: a) processed by computer or information planned to be processed by computer b) stored or collected for storage within a "relevant filing system"
Relevant Filing System	Information which is structured in such a way that specific personal data may be readily accessed.
Personal Data	Data about a living individual who can be identified from the data or any other readily obtainable information – this includes even basic information such as names and telephone numbers.
Sensitive Personal Data	Sensitive Personal Data – Personal Data relating to: • Racial or ethnic origin • Religious beliefs and political opinions • Trade Union membership • Health data (e.g. physical and mental condition) • Sexual orientation • Criminal matters/Commission of offences
Data processing	The processing of data means any operation of data and includes: • Obtaining • Recording • Holding • Organising

	• Adapting & altering • Retrieving • Consulting • Disclosing • Combining • Erasing • Blocking • Destroying References to "process" and "processed" shall be construed accordingly in this policy.
Commercially sensitive Data	Any information (including personal data), the disclosure of which is likely to prejudice the business interests of the Partnership. It is the information that is not generally known within the social housing sector, and that has economic value from not being known. If disclosed, this information could have adverse implications for the Partnership or for future occupants.
Data Controller	A person, company, or other body that determines the purpose and means of personal data processing.
AGM	Annual General Meeting
GDPR	General Data Protection Regulation
FOI	Freedom of Information

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

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ITEM NO 7.6

TENANT PARTICIPATION STRATEGY UPDATE

Board 23 August 2023

Report by Director of Operations

Purpose of Report

1.1 To provide the annual update on the Tenant Participation Strategy Action Plan.

Summary

2.1 The Tenant Participation Strategy and associated Action Plan was approved by Board in 2020. This is the last update on the action plan before a full review of the strategy takes place in August 2024.

2.2 The Tenant Participation Advisory Service (TPAS) were, until recently, contracted to provide services to develop tenant participation. This contract has now ended and a Tenant Engagement Officer has been appointed.

2.3 The Action Plan is mostly on target. Tenants are encouraged and supported to engage with us. Information is shared through social media, the newsletter and tenant events.

2.4 Tenant Events were held in person in 2022 and will be held again later this year, allowing tenants to engage with us. The focus last year was on the cost of living, financial support and energy advice.

2.5 The new Customer Portal will be demonstrated at Tenant Events. This will ensure we are on hand to support tenants with their initial log ins.

Competence

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

Recommendations

4.1 **It is recommended that the Board note the Tenant Participation Strategy Action Plan update.**

Background Papers:	Tenant Participation Strategy	
Writer of Report:	John Maciver	Tel: 0300 123 0773

Competence

Financial

5.1 Resources to support tenant participation and the implementation of the Strategy will be agreed annually through the budget setting process.

Legal

6.1 Engaging effectively with tenants and involving them in decision making is a legal requirement and is a clear expectation from the Regulator.

Regulatory Guidance

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

7.2 This report provides ongoing evidence/assurance of evidence RS2 in relation to our Annual Assurance Statement.

Risk

8.1 The Risk Register includes actions to encourage Board participation and membership through tenant and resident engagement. The lack of interest by tenants in becoming Board Members is a concern.

Report Details

The Strategy

9.1 During the development of the 2020-2024 Strategy existing tenant groups highlighted communication and culture as key areas tenants wish us to focus on for the period of the Strategy.

9.2 The 2020-2024 Strategy and Action Plan was designed to address these areas and help to achieve our strategic goal of placing tenants at the centre of everything we do.

Progress and next steps

10.1 Our Digital Transformation Strategy is in place and is being implemented. This has provided more ways for tenants to interact with us including online application forms, and online repair reporting. Our new tenant portal will be tested with a tenant panel and is due to go live on 2 October 2023.

10.2 Short questionnaires are being produced for our tenant events being held later in the year. These will help understand our tenants needs and satisfaction levels.

10.3 The main successes and remaining action points are:

Enabling and Empowering Tenants

- Numbers of tenants engaging in groups and panels remain low. We will continue to offer opportunities and our new Tenant Engagement Officer will attend existing resident meetings and community groups to develop and support village voice schemes and community projects.

Sharing Information and getting to know each other

- Sharing information with tenants has been done via social media. In the past few months, we have shared good news stories of new developments, ongoing planned maintenance and safety inspections. Information is also shared with tenants via our tenant newsletter, Homeward.
- In-person tenant events are being planned for later this year. They are always an ideal opportunity for two-way communication.
- When the Customer Portal is launched in October, we will develop further means of individual communication such as confirmation of repairs and progress updates.
- The annual tenant report is currently being drafted and will be issued digitally. The Tenant Engagement Officer is gathering feedback from tenants on last year's report.

Being heard and making a difference

- This year's staff day involved teams carrying out estate inspections. Teams spoke to tenants whilst out on site and were highly visible on the schemes.
- We continue to publish complaint learning on our website quarterly to show that we are acknowledging where we may have gone wrong and improving services based on tenant feedback.
- The outcome of the Infrared concerns showed that we listened to tenant concerns and took action as appropriate.

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ITEM NO 8.1

QUARTERLY TREASURY REPORT TO 30 JUNE 2023

Board 23 August 2023

Report by Director of Finance & Corporate Services

Purpose of Report

1.1 To inform the Board of the Treasury Management activities for the first quarter of 2023/24.

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 2023/24.

Competence

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

Recommendations

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

a) quarterly report on the Analysis of Investment and Borrowing as shown at Appendix 1;

b) outstanding loans at 30 June 2023 of £17M; and

c) cash balance at 30 June 2023 of £9.574M.

APPENDIX 1:	Analysis of Investment and Borrowings	
APPENDIX 2:	Quarterly Income and Expenditure Profile	
Background Papers	None	
Writer of Report	James Morrison	Tel: 0300 123 0773

Competence

Financial

5.1 This report deals entirely with the cash resources utilised over the first quarter of 2023/24.

Legal

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

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

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

6.4 The Treasury Management Policy requires that if the cash balances exceed £4M 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.

6.5 The Treasury Management Policy states that we "will ensure at least 50% of net debt is to be hedged (either through entering into fixed rates or using another acceptable instrument) at any one time and so a maximum of 50% of forecast net debt exposed to the risk of rising interest rates".

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 and war in Ukraine has resulted in turmoil in the financial markets. The increase in the bank interest rates mean that there will be an increased cost with respect to any variable loans held. There will also be an increase in interest received on deposit accounts.

8.3 Interest rate is managed through hedging the proportion of debt between Fixed and Variable. We are in a strong hedging position with only £1.5M of current debt drawn on a variable basis.

Report Details

9.1 The first quarter of the year saw £3.327M expenditure of which £1.280M related to new build.

9.2 The income for the first quarter was £4.903M and comprised Rental Income (60%), Government Grants including new build (38%) and Other Income (2%).

9.3 In this quarter there was no change in total borrowing (£17M drawn).

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

9.5 The cash balance at 30 June 2023 increased quarter on quarter by £1.581M to £9.574M This was mainly driven by new build government grants relating to 22/23 being received in April 2023.

9.6 All covenants are forecast to be complied with for 2023/24.

9.7 The current outlook is that the £5.5M drawdown originally forecast to be drawn in 2023/24 will not be drawn now until 2024/25. This is primarily driven by slippage on development.

30JUN23 ANALYSIS OF INVESTMENTS AND BORROWINGS

INVESTMENTS

	Mar-23	Jun-23	Average
DEPOSIT ACCOUNTS	**£000's**	£000's	£000's
Royal Bank	**4,250**	4,250	4,250
CWS	**0**	0	0
BOS	**15**	18	17
Santander	**86**	88	87
Total Deposit	**4,351**	4,356	4,354
CURRENT ACCOUNTS			
General Account	**1,359**	**2,934**	2,146
Standing Order	**750**	**750**	750
Direct Debit	**750**	**750**	750
Office/Cash	**750**	**750**	750
Property Factoring	**33**	**34**	34
Total current	**3,642**	5,218	4,430
Total	**7,993**	9,574	8,784

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 £5.218M. 5 deposit accounts held with the 4 banks shown above total £4.356M.

BORROWINGS

Core Funding Facility	£m
Estimated debt outstanding (per Business Plan)	17.00
Actual amount outstanding	17.00
Difference	-

Interest Rates

The Interest Rate that applies to the Partnership is SONIA plus an agreed margin. SONIA is the Sterling Overnight Index Average and replaces LIBOR (London Inter Bank Offer Rate). SONIA has risen from 4.18% to 4.93% as at 30 June 2023.

The Base Rate increased from 4.25% in March 2023 to 5% in June 2023 as a result of the Bank of England (BOE) attempts to curb rising inflation. It is anticipated the Bank of England will increase rates further as they try to control inflation, which at 7.9%, is running significantly above their 2% target.

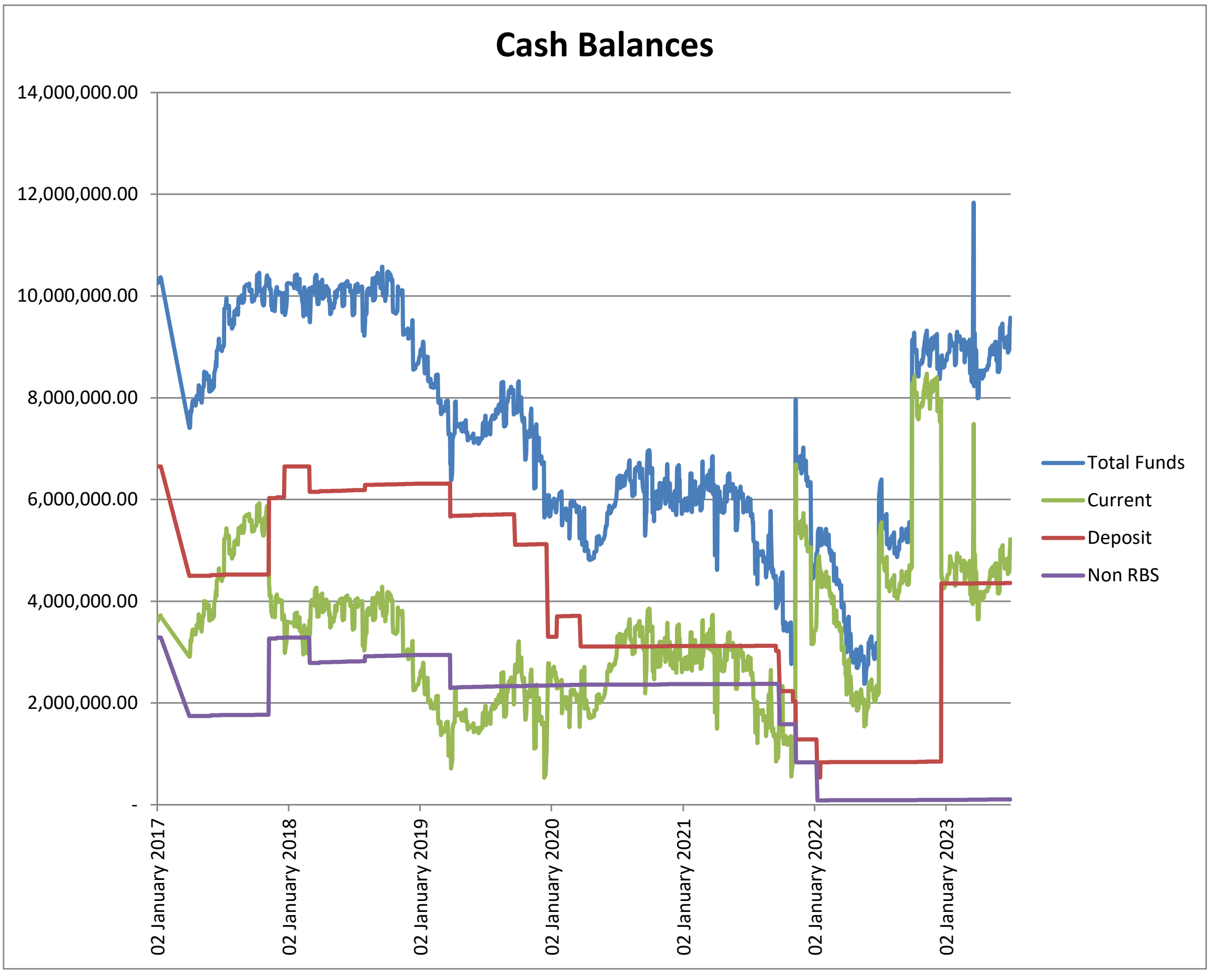
Borrowings		**Mar-23**	**Jun-23**	**Average**
		£000's	£000's	£000's
Facilities arranged		25,000	25,000	25,000
Loans outstanding		17,000	17,000	17,000
Variable/Fixed analysis-amounts				
	Variable amount	1,500	1,500	1,500
	Fixed amount	15,500	15,500	15,500
	Other Hedging	-	-	-
		17,000	17,000	17,000
Variable/Fixed analysis-Percentages				
Variable		8.82%	8.82%	8.82%
Fixed		91.18%	91.18%	91.18%
Other Hedging Products				
		100%	100%	100%
Lenders amounts				
	Core Facility (RBS)	17,000	17,000	17,000
	Other Borrowings	-	-	-
		17,000	17,000	17,000

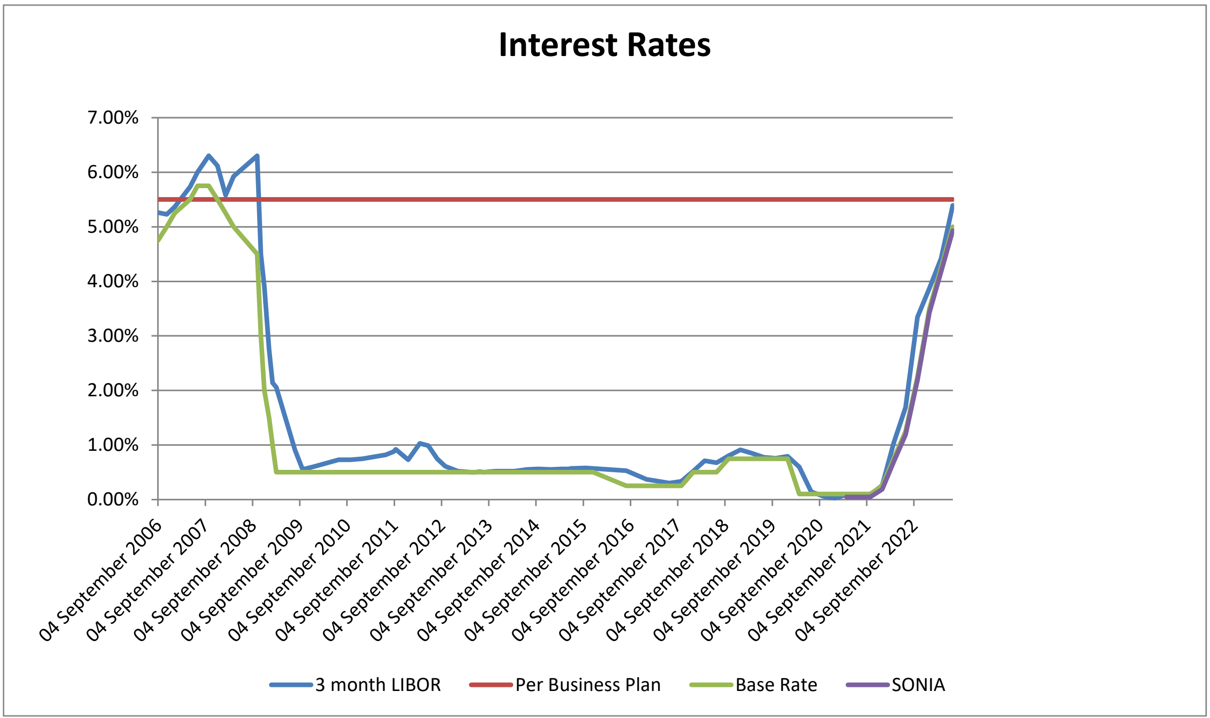
Average cost of borrowing

Amount £000's	**Interest**	**Type**	**Annual Cost**
15,500.00	3.69%	Fixed	572,198
1,500.00	10.05%	Variable	150,701
17,000.00			722,899
Average cost of funds			4.25%

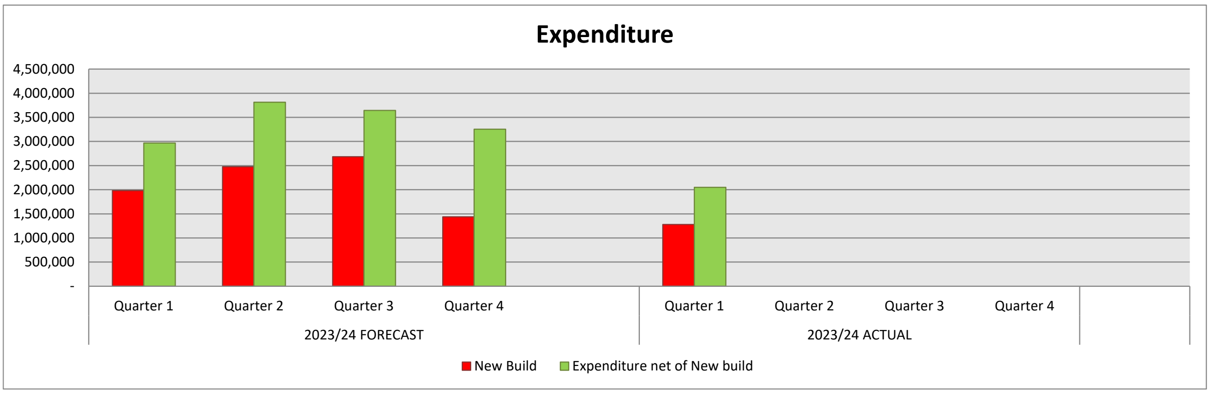
Anticipated level of borrowing over next 5 years

Year	2023/24 Est	AFS Forecast	Variance
	£m	£m	£m
2023/24	17.000	22.500	(5.500)
2024/25	24.500	24.500	-
2025/26	25.000	25.000	-
2026/27	25.000	25.000	-
2027/28	25.000	25.000	-



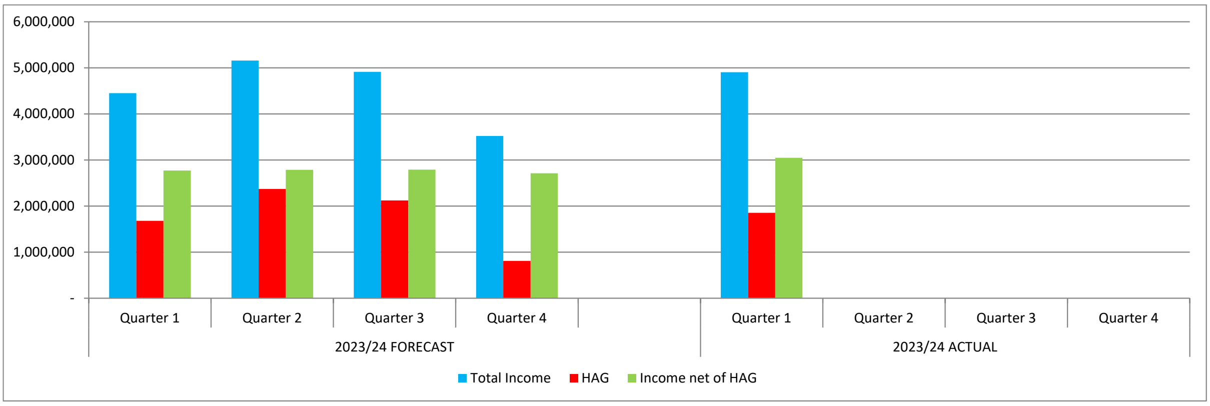

Interest Rates
7.00%
6.00%
5.00%
4.00%
3.00%
2.00%
1.00%
0.00%
04 September 2006
04 September 2007
04 September 2008
04 September 2009
04 September 2010
04 September 2011
04 September 2012
04 September 2013
04 September 2014
04 September 2015
04 September 2016
04 September 2017
04 September 2018
04 September 2019
04 September 2020
04 September 2021
04 September 2022
3 month LIBOR
Per Business Plan
Base Rate
SONIA

EXPENDITURE



Overall the expenditure for the first quarter (Q1) of 2023/24 is £1.622M lower compared to forecast. This is driven by delays in getting onto site in a number of developments as originally planned with spend £0.703M below original budget. Expenditure net of new build for Q1 is £0.920M below forecast, mainly as a result of delays on the investment programme due to the requirement to get building warrants for external wall insulation and awaiting the outcome of the Infra-Red Low Carbon Grant application.

INCOME



Total Income for the first quarter of 2022/23 is higher than the original budget with March 2023 Housing Benefit being paid in the first week of April 2023, resulting in income net of HAG being £0.280M above budget. HAG income is £0.174M above budget due to the timing of grant receipts for 2022/23 in early April 2023.

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ITEM NO 8.2

BUSINESS PLAN MONITORING REPORT

Board 23 August 2023

Report by Chief Executive

Purpose of Report

1.1 To present the progress report to 30 June 2023 on the Delivery Plan for the Business Plan 2019/20 to 2023/24.

Summary

2.1 The progress report to 30 June 2023 is at Appendix 1 and shows that overall we are currently on target.

2.2 A revised plan for the New Rent Structure will be going to Development & Finance Committee in September 2023 and thereafter Board in November 2023.

2.3 The original target of 214 New Build units included 50 HWEC units which were handed over in May 2023. In total, 241 units have been completed with additional funding from the Scottish Government.

2.4 Access issues meant that EICR testing was not completed in 16 homes. We are engaging with the contractor to ensure completion.

2.5 Preparations are being made for Business Planning Days to be held in November with Board Members, staff & stakeholders.

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 note the Business Plan Monitoring Report to 30 June 2023 at Appendix 1.**

APPENDIX 1:	Business Plan Monitoring Report as at 31 June 2023	
Background Papers:	None	
Writer of Report:	Iona France	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 2023/24.

5.2 The detailed annual budget for 2023/24 was approved in March 2023.

Legal

6.1 There are no specific legal issues relating to the Delivery Plan progress report.

Regulatory Guidance

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

Risk

8.1 Reviewing progress on the Delivery Plan on a quarterly basis reduces the risk of the Strategic Goals not being delivered.

Business Plan 2019/20 to 2023/24

Progress Report to: 30 June 2023

	MEASURES OF SUCCESS	Due by 30 June 2023	On Target	Below Target	Exceeding Target
SG 1	Placing Tenants at the centre of everything we do	7	2	4	
SG 2	Investing in an environmentally sustainable way in tenants' homes	5	2	1	2
SG 3	Being a good employer that attracts and retains high quality staff	6	3	-	3
SG 4	Working with partners to contribute to the wellbeing of communities throughout the Outer Hebrides	7	5	2	-

	ACTION PLAN	Due by 31 March 2023	On Target	Below Target	Exceeding Target
SG 1	Placing Tenants at the centre of everything we do	13	9	1	3
SG 2	Investing in an environmentally sustainable way in tenants' homes	3	3		
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	5	5		

Overall Progress

26	20	1	5
	77%	4%	19%

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 31 June 2023	Trend	Lead Officer
1 Placing tenants at the centre of everything we do						
1.1 - % of satisfaction with our overall services > 90%	31/10/2021	88%	X	86%		Sevice Development Manager
1.2 - Maintain all our homes to meet or exceed SHQS *(exl abeyances & exemptions)*	31/03/2024	100%	√	83%		Investment Manager
1.3 - Respond to complaints within SPSO targets	31/03/2024	94.23%	√	89%		Service Development Manager
1.4 - Level of current arrears at 2% of Gross Debit	31/03/2024	1.70%	X	3%		Director of Operations
1.5 - Voids at < 1% of Gross Rent Debit	31/03/2024	0.66%	X	Unable to provide		Director of Operations
1.6 - Provide options for a rent guarantee period	31/03/2024	None	X	**Postponed with revised plan going to Board in September 2023**		Director of Finance
1.7 - 88% of tenants satisfied with opportunities to participate in decision making	31/10/2021	84%	X	85%		Service Development Manager
2 Investing in Properties						
2.8 - Deliver 214 new builds	31/03/2022		√	**234**		Development Manager
2.9 - Deliver 50 extra care units in Stornoway by Sept 2022	30/09/2022	None	√	**Completed in May 2023**		Director of Operations
2.10 - Reduce % of tenants in fuel poverty to under 25% by 2023 (subject to fuel prices)	31/03/2024	41%	X	**41%**		Investment Manager
2.11 - 100% properties achieving EESSH by 2020	31/03/2020	87%	√	**100%**		Investment Manager
2.12 - 100% of stock assessed in terms of long term viability	31/03/2024	98%	√	**98%**		Asset & Contract Manager
3 Being a good employer						
3.13 - Flexible working policy in place by 2020	31/03/2020	N/A	√	**Completed in June 2020**		Chief Executive
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
3.15 - 10% of staff pursuing and obtaining qualifications	31/03/2022	4%	√	**14.00%**		Training & Development Officer
3.16 - 100% of vacancies filled on first attempt	31/03/2022	100% in 2018/19	√	**100%**		Chief Executive
3.17 - Sustain a minimum level of 65% of HHP staff with a service length greater than 3 years	31/03/2022	68%	√	**76%**		Chief Executive
3.18 - % of staff turnover at less than 10%	31/03/2022	4% for 2018/19	√	**0%**		Chief Executive
4 Working with partners						
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
4.20 - Population forecasts decline + demographics	31/03/2022	Population at 2011-27,684	X	**2016**-26,950 **2020**-26,720		Chief Executive
4.21 - Increased demand for housing in rural areas	31/03/2022	243 at 31 March 2019	√	**Total 660 Rural 315**		Director of Operations
4.22 - Community benefit measures delivered across our communities and on all contracts	31/03/2022	100% of contractors	√	**100%**		Director of Operations
4.23 - 95% of tenants satisfied with management of the area they live in	31/03/2022	92%	X	81%		Service Development Manager
4.24 - Complete Housing Demands Study	30/09/2021	N/A	√	**Final report to Board in November 2021**		Director of Operations
Competencies Achieved	31/08/2022	92% in 2020	√	**94% achieved**		Chief Executive

Action Plan	Target date	Baseline		Progress to June 2023	Lead Officer
1 Placing tenants at the centre of everything we do					
1.1 - Carry out affordability checks	31/03/2024	2018	√	**Rents benchmarked against peers**	Director of Operations
1.2 - Value for money Strategy	31/03/2021	2012	√	**Completed**	Director of Finance
1.3 - New Rent Structure	31/03/2024	Current Rent Structure	X	**Postponed with revised plan going to Board in November 2023**	Director of Finance
1.4 - Profile our Customers Needs	31/03/2022	20% complete	√	**25%**	Service Development Manager
1.5 - Support Western Isles Housing Association Communities Forum	31/03/2024	Grant + Staff time	√	**The Forum are supported by HHP with time and advice. SDM attended AGM in October 2022. HHP financed Forum attendance at TPAS conference. Work continues with the Cearns Association. No current TPAS scrutiny group.**	Service Development Manager
1.6 - Develop tenant scrutiny	31/03/2024	2 groups in place	√		Area Managers
1.7 - Provide dedicated tenant participation support	31/03/2023	Half time post in place	√	**New Tenant Engagement Officer now in post.**	Director of Operations
1.8 - Ensure tenants maximise their opportunties to access digitial services	31/03/2024	Information from survey	√	**Digital Transformation Manager appointed**	Area Managers
1.9 -Develop a digital transformation strategy	31/03/2022	IT Strategy	√	**Approved by Board in November 2020**	Business Support Officer
1.9 Implement the digitial transformation strategy	31/03/2023	DT Strategy	√	**New Housing System went live in March 2023**	Digitial Transformation Manager
1.10 - Develop an Anti-Poverty Strategy	31/03/2020	None in place	√	**CPP Strategy launched 9 October 19**	Director of Operations
1.11 - Benchmark our services with other Housing Associations	31/03/2024	High Level desk top	√	**High Level Desktop**	Executive Office
1.25 -Key Risk Indicators and Key Control Indicators developed during 2019	31/12/2020	None in place	√	**Three Health & Safety KCI's reported in Quarterly Performance Report**	Executive Office
2 Investing in Properties					
2.12 - Develop an Environmental Strategy	22/07/2022	Board approved	√	**Approved**	Investment Manager
2.13 - Update Asset Management Strategy annually	31/03/2024	Currrent Strategy	√	**Updated June 2023**	Assets & Contract Manager
2.14 - Annual Investment Programmes completed by February each year	28/2/2023	90% delivered by March	√	**97%**	Investment Manager
3 Being a good employer					
3.15 - Offer shadowing and coaching opportunities to all staff	31/03/2023	Informal arrangements	√	**Informal shadowing and coaching into place.**	Executive Office
3.16 - Team building events	31/03/2024	2 held	√	**Event held in June 2023**	Chief Executive
3.17 - Round table discussions with managers	31/03/2022	None in place	√	**To be re-instated in 2023/24**	Chief Executive
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 Breathe**	Executive Office
3.19 - Deliver Annual Training Plan for 2023/24	31/03/2024		√	**18%**	Executive Office
2021-4 Working with partners					
4.20 - Working with community groups to improve common areas	31/03/2024	None in place	√	**Working with Cearns Community Association to improve the estate**	Area Managers
4.21 - Identify opportunities to generate income	31/03/2024		√	**Applications for grant funding to support tenants + heating grants**	Finance Manager
4.22 - Support OHCPP to deliver its aims	31/03/2024	Attendance at OHCPP	√	**Meetings attended regularly new agreement due to be signed.**	Chief Executive
4.23 - Work closely with voluntary sector	31/03/2024	None in place	√	**in place**	Chief Executive
4.24 - Work with CNES to deliver LHS	31/03/2024	IDB	√	**New build on Target; Homeless targets presenting challenges. Members of the Housing Market Partnership set up by CNES as part of the LHS review**	Chief Executive

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DEVELOPMENT MONITORING REPORT

Board 23 August 2023

Report by Chief Executive

Purpose of Report

1.1 To provide a progress update on our 5 Year Development Plan (2022-27).

Summary

2.1 Details of scheme completions this financial year are provided at Appendix 1 along with photographs of some sites under construction.

2.2 Appendix 2 provides details of progress on the Development Plan for 2022 – 2027 with 64% of planned houses either completed (36%) or on site (28%). Appendix 3 summarises work being done on projects from 2024 onwards.

2.3 Construction at Blackwater and Lochmaddy is progressing well, but the availability of labour is a source of concern for both sites.

Competence

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

Recommendations

4.1 **It is recommended that the Board note the Development Plan update.**

APPENDIX 1:	Completions and On Site 2023/24	
APPENDIX 2:	New Build Plan Updates	
APPENDIX 3:	Future Plans 2024 onwards	
Background Papers:	None	
Writer of Report:	Sawan Morrison	Tel: 0300 123 0773

Competence

Financial

5.1 The budget for development in 2023/24 is £8.2M expenditure, £6.4M Scottish Government (SG) Grant resulting in a private finance requirement of £1.8M.

5.2 Details of the projected out-turn for the year are in the Management Report on this agenda.

Legal

6.1 There are no legal considerations in this report.

Regulatory Guidance

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

7.2 This report provides ongoing assurance of evidence RS2.2, RS4.3 and RS7.7 in relation to our Annual Assurance Statement.

Risk

8.1 Development is inherently risky. Feasibility work to ascertain the suitability and capacity of potential sites for development helps to reduce risk. As part of the feasibility process, we will carry out a local housing needs demand survey if our waiting list indicates that there is limited demand for housing in the area.

8.2 Our Housing Needs and Demands Analysis (HNDA) and our Housing Waiting List indicates weak demand in all areas and particularly in the most rural locations. We continue to monitor demand on an ongoing basis and this appears stable with some limited increase over recent months. The HNDA report 2021 suggests that based on current population trends, our Development Plan will in broad terms meet the current identified need for social rented housing by 2026.

8.3 The Risk Register identifies a number of risks which can impact on the delivery of the Development Plan including:

- effect of an increased development programme with a residual risk of 6 (low);
- risk of contractor failure with a residual risk rating of 12 (medium);
- supply chain and labour market challenges with a residual risk rating of 6 (low);
- rent affordability with a residual risk rating of 20 (high); and
- reliability of transport links with a residual risk rating of 10 (medium); and
- risk of serious breach of Health & Safety with a residual risk rating of 4 (low).

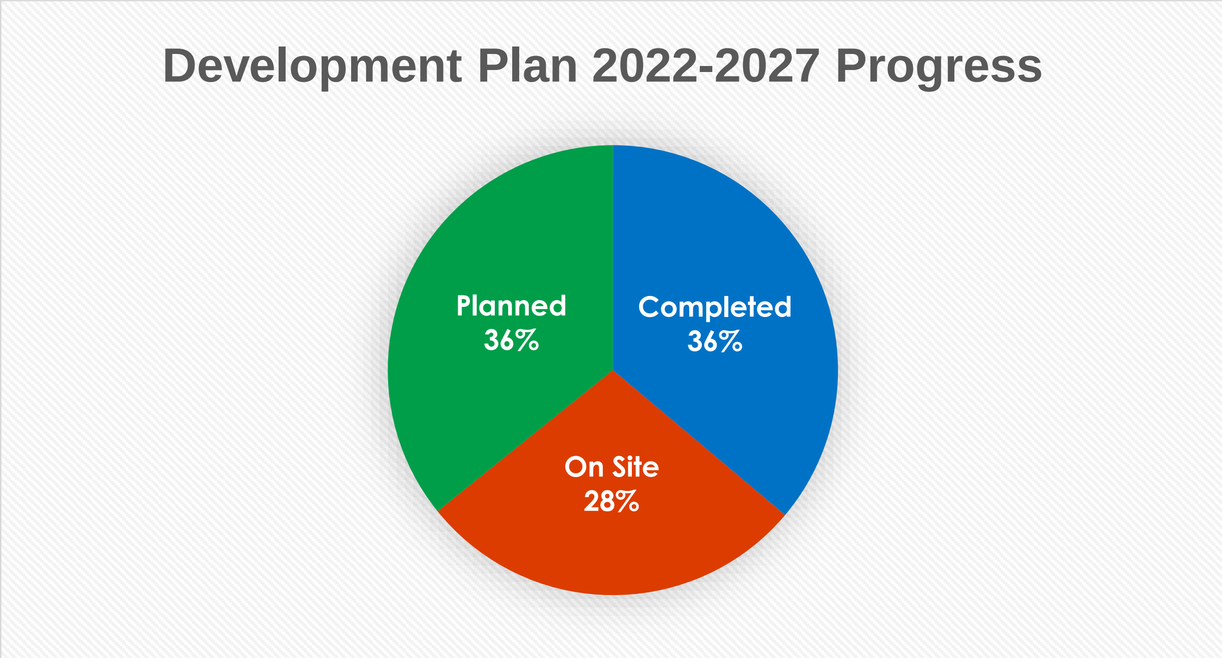
8.4 Other risks previously identified include:

- The commissioning of a planning application at Scott Road without the necessary agreements and servitudes being finalised with the land owners which is mitigated by us having broad agreements in place. Should formal agreements not be achieved then the costs incurred to progress a planning application would be abortive.
- Risk to our existing stock from new build developments with demand being skewed towards new builds leaving our older stock at risk of long term voids.

Report Details

Development Plan 2022-27

9.1 Good progress is being made on the delivery of the Development Plan approved in March 2023 with 36% of the planned homes completed and a further 28% currently on site. Full details of all the developments can be found in Appendix 2, Table 1.2.



Development 2023/24

10.1 The main issues to note for developments on site or identified for 2023/24 are:

- **Lochmaddy** the contractor is on site with completion expected to slip to April 2024 due to difficulty in securing a Breedon booking as per programme.
- **Barra** development was handed over and fully occupied in June 2023.
- **Leverburgh** – Following the approval of the planning application, we issued a tender for 12 units on 11 July 2023 with expected tender returns on 14 August 2023. A request was received for an extension to the tendering period and this has been agreed with a return date of 25 August 2023.

Future Plans

11.1 Appendix 3 summarises work being done on projects for future years and includes the levels of demand in the area. The following update to be noted:

- **Scott Road** – We are continuing to try to conclude agreements for land acquisition with both landowners involved. A planning application is being prepared. There is one objection from a crofting shareholder that is a concern.

11.2 A full feasibility study has been instructed for a site in **Scarista**, Isle of Harris.

Strategic Housing Investment Plan (SHIP)

12.1 The Comhairle's Strategic Housing Investment Plan (SHIP) is being reviewed with a draft expected to be presented to Committee for approval in September 2023 with final submission to Scottish Government in October 2023. This SHIP will span financial years 2023/24 to 2027/28. Our Business Plan and our Development Programme commitments support the delivery of the current SHIP up to 2025/26 as confirmed to the Comhairle in June 2021 when increased borrowing was put in place to deliver the plan.

12.2 The Comhairle are also working through their Housing Needs Demand Assessment which has been submitted to Scottish Government for review. This will inform the new Local Housing Strategy.

12.3 Since the inception of our current Business Plan in 2019, We have spent over £15 Million in private finance to deliver new build social housing to support the Comhairle's SHIP along with utilising SG grant funding of over £29 Million.

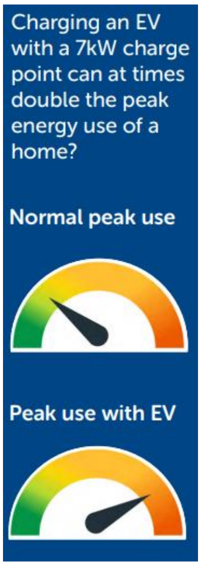
New Scottish Government Grant Conditions

13.1 Our new build programme is facilitated by Scottish Government's Affordable Housing Supply Programme (AHSP) administered by the More Homes division.

13.2 There have been a number of new grant conditions introduced by Scottish Government which will be reviewed in detail at the next Development & Finance Committee.

Building Control and Quality Standards

14.1 A requirement for Electric Vehicle charging points to be fitted in all domestic residences has now come into force. This building control requirement was brought in to support the ambitions of phasing out new petrol and diesel cards and vans by 2030. The last quote we received for this was £1,800 per unit but we are investigating this requirement in more detail and its impact on our new build specifications.



14.2 It also appears at an initial look that the hidden costs of this new building control requirement could have repercussions to our development programme with increases to SSE costs for network upgrades/additions reported to be rising by roughly 120% to 200% in recent projects. It is speculated that this level of cost is associated with the changes to network that is required to ensure there is sufficient capacity for the demands placed on them with the addition of Electric Vehicle charging points in domestic residences as well as the uptake of heat pumps. This is a work in progress and will look to update further as more information becomes available.

APPENDIX 1

Scheme	Area	Type	Units
Rathad Na Ceardaich	Barra	Rent	6
Bremner Court	Stornoway	HWEC	50
11 Eireastadh, Crowlista	Rural Lewis	Rent	1
Total Handover to July 2023			**57**

Rathad Na Ceardaich, Barra (Calmax)

COMPLETION 2023/24

Blackwater – Phase 1 (CalMax)

Lochmaddy (Macinnes Bros)

New Build Plan Updates **APPENDIX 2**

Table 1.1 Development Performance – 5 Year Development Plan 2022-2027 (Approved March 2023)

	RENT	NSSE	HWEC	TOTAL	% of Plan	Comments
Completed 2022/23	44	2	-	**46**	16%	-
Completed 2023/24	7	0	50	**57**	20%	6 Homes at Barra and Crowlista Care Unit conversion completed.
On Site	80	0	0	**80**	28%	-
Planned for 2022-26	102	0	0	**102**	36%	-
	233	**2**	**50**	**285**		

New Build Plan Updates

APPENDIX 2

Table 1.2 - 5 Year Development Plan Summary (Approved March 2023)

Type	Area	Location	Total Units	Stage	2022/23	2023/24	2024/25	2025/26	2026/27
RENT	Stornoway	Goathill RENT	22	Completed 22/23	22				
NSSE	Stornoway	Goathill NSSE	2	Completed 22/23	2				
RENT	Uist	Balivanich	10	Completed 22/23	10				
RENT	Rural Lewis	Barvas (Developer led)	8	Completed 22/23	8				
RENT	Rural Lewis	Uig - Crowlista	4	Completed 22/23	4				
RENT	Rural Lewis	Uig - Crowlista Care Unit	1	Completed 23/24		1			
HWEC	Stornoway	Goathill HWEC	50	Completed 23/24		50			
RENT	Barra	Barra/Vatersay	6	Completed 23/24		6			
RENT	Stornoway	Blackwater	72	On Site		22	25	25	
RENT	Uist	Lochmaddy Former Hospital	8	On Site		8			
RENT	Uist	South Harris - Leverburgh	6	Tendering		6			
RENT	Uist	Benbecula - Low Flyer	4	On hold for 6 months		4			
RENT	Rural Lewis	Rural Lewis- South Lochs	4	Financial appraisal			4		
RENT	Rural Lewis	Rural Lewis- Bernera	4	Costings to be discussed with SG			4		
RENT	Harris	Scott Road, Harris	24	Planning permission preparation			12	12	
RENT	Uist	South Uist	6	Potential site awaiting planning assessment			6		
RENT	Uist	North Uist	4	Financial appraisal			4		
RENT	Rural Lewis	Cleat Road- Phase 2	6	Land available			6		
RENT	Rural Lewis	Point (Knock)	4	Land to progressed to feasibility				4	
RENT	Uist	North Uist	6	Financial appraisal				6	
RENT	Stornoway	Stornoway Regeneration	14	Land to be determined					14
RENT	Rural Lewis	Barra HWEC	10	Initial Assessment					10
RENT	Uist	Balivanich	4	Land to be determined					4
RENT	Rural Lewis	Rural Lewis	6	Land to be determined					6
		Total Units	**285**		**46**	**97**	**61**	**47**	**34**

New Build Plan Updates **APPENDIX 2**

Table 2.1 Current Development Projects 2023/24

Scheme	Area	Units	Stage	Expected Handover	Comments by exception
Goathill HWEC	Stornoway	50	Completed	May -23	This has now been handed over and we continue to work with CNES and IJB for occupation.
Crowlista, Uig	Rural Lewis	5	Completed	Apr-23	-
Barra – Cleit Road	Barra	6	Completed	Jun-23	Completed in June 2023.
Blackwater	Stornoway	72	On Site	Oct-25	Contractor currently 6 weeks behind programme. This will be a phased handover with the first phase due to be handed over in March 2024.
Lochmaddy	Uist	8	On Site	Apr-24	Breedon availability for the final taring has pushed this handover to April 2024.
South Harris - Leverburgh	Harris	6	Tender	TBC	Planning permission has been granted with conditions. Tender has been progressed and tender returns are due back 14 August 2023.
Benbecula – Low Flyer	Uist	4	Tender	TBC	Board decision to delay and review in 6 months (due December 2023)
South Lochs	Rural Lewis	4	Feasibility	TBC	Final feasibility study received. Financial appraisal being reviewed.
Bernera	Rural Lewis	4	Feasibility	TBC	Final costings being discussed with Scottish Government.

Future Plans 2024 Onwards

APPENDIX 3

YEAR	Scheme	Area	Units	Demand (Transfer/Waiting)*	Comments by exception
2024/25	Scott Rd	Harris	12	6/29	Planning permission process initiated with a view to submission in November 2023. Progress with securing the land has been slow.
	Rural Lewis- South Lochs	Rural Lewis	4	1/4	Final feasibility study received – financial appraisal for review.
	Rural Lewis – Bernera	Rural Lewis	4	2/10	Final feasibility study received – financial appraisal for review.
	South Uist	Uist	6	4/15	A potential site is awaiting planning service assessment before progressing to full feasibility study. Site in crofting.
	North Uist	Uist	4	4/17	Site at Grimsay identified and final feasibility study received – financial appraisal for review. Site in crofting.
	Cleat Road- Phase 2	Barra	6	7/38	Existing land available for a potential second stage of the current development.
2025/26	Scott Rd	Harris	12	6/29	As per above.
	Point	Stornoway Market Area	4	2/12	Site to be identified. One potential site that has been positively reviewed by planning.
	North Uist	Uist	6	4/17	Site at Grimsay as per above has capacity for 8 units.
2026/27	Stornoway Regeneration	Stornoway	14	97/251	Site to be determined.
	Barra HWEC	Barra HWEC	10	TBC	Board decision taken to support the project subject to confirmation of funding from the various departments of Scottish Government.
	Balivanich	Uist	4	12/33	This is an area identified in the SHIP. Land to be identified.
	Rural Lewis	Rural Lewis	6	21/105	The demand figure is for all of Rural Lewis and does not include Stornoway.

*demand figures as at 24 February 2023 as annual reviews are to be conducted in August.

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ITEM NO 8.4

INVESTMENT PROGRAMME MONITORING REPORT

Board 23 August 2023

Report by Director of Operations

Purpose of Report

1.1 To provide an update on the 2023/24 Investment Programme.

Summary

2023/2024 Programme

2.1 The Board approved the 2023/24 Programme on 8 February 2023. Tendering commenced in April 2023 and works awarded to date are detailed in the report.

2.2 We had been advised by email that the Social Housing Net Zero Heat Fund application for Infra-red heating replacement has been successful. The official Grant Offer Letter and confirmation of the full award of £800k was received on 2 August 2023 .

2.3 Investment works which had been postponed until the outcome of the Net Zero Fund will now be progressed.

2.4 Energy Efficiency (External Wall Insulation) 2023/24 works are expected to resume in August.

Stock Condition Survey

2.5 Negotiations have been completed with a successful award made to the John Martin Partnership (JMP).

2.6 A prestart meeting was held on 18 July 2023. The next steps will involve the exchange of data and formulating an approach to a sample survey based on stock by archetype and age. It is anticipated that surveys will commence in late August through to October.

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 progress on the Investment Programme.**

APPENDIX 1:	2023/24 Investment Programme	
APPENDIX 2:	Aids & Adaptations Position	
Background Papers:	Management Report to 30 June 2023	
Writer of Report:	Angus MacNeil	Tel: 0300 123 0773

Competence

Financial

2023/24 Investment Programme

5.1 The approved Investment Budget for 2023/24 is £3.919M as set out and approved by Board on 29 March 2023. The current budget position is detailed in the Management Accounts on this Board agenda.

5.2 The Scottish Government have awarded Aids and Adaptation funding agreement of £0.275M of which £0.135M has been committed.

Funding Awards

5.3 The Social Housing Net Zero Heat Fund application for infra-red heating has been successful. The formal Grant Offer Letter of £ 0.8M was received on 3 August 2023.

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 £0.10M is reserved to the Board.

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

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. This includes affordability for tenants leading to increased levels of fuel poverty. This has a residual risk of 20 which is considered a high risk.

8.2 There are further risks highlighted in the Register concerning the failure of a major contractor, the health of the local economy including particularly the capacity of contractors to deliver programmes. Capacity currently is limited both for contractors and elements of the supply chain.

8.3 The Scottish Government requires landlords to comply with EESSH. Failure to meet the standard could result in regulatory engagement. Revised guidance on EESSH is awaited.

8.4 Monitoring of several infra-red heating installations is ongoing which will allow comparison with air source heating systems once installed.

2023/24 Investment Programme

The position of each contract Lot is set out in the table below.

Lot/ Works	Status/ Contractor	Site Start date	Estimated Completion Date
Lewis & Harris			
Lot 1A - Windows & Doors	Awarded – Alex Murray (Construction) Ltd	Pending	February
Lot 1B - Windows & Doors	Awarded – Alex Murray (Construction) Ltd	August	December
Lot 2A - Heating – gas heating	Tender to be issued	TBC	TBC
Lot 2B - Heating – Replacement of Infra red	Awarded – Alex Murray (Construction) Ltd	August	December
Lot 2C - Heating – Replacement of Infra red	Awarded – Alex Murray (Construction) Ltd	August	December
Lot 3A - Bathroom & Showers	Tender issued	TBC	TBC
Lot 3B - Bathroom & Showers	Tender issued	TBC	TBC
Lot 3C - Showers	Tender to be issued	TBC	TBC
Lot 4A - Kitchens	Tender issued	TBC	TBC
Lot 4B - Kitchens	Tender issued	TBC	TBC
Lot 5 - Roughcast	Tender to be issued	TBC	TBC
Lot 6 - Electrical	Tender to be issued	TBC	TBC
Lot 8 - Occupational Therapy	Awarded – Alex Murray (Construction) Ltd	May	March
Energy Efficiency (External Wall Insulation) – Scotland Excel framework	On site – BCA Group	September	October
Uist & Barra			
Lot 9a - Windows & Doors	Awarded – FES FM Ltd	Pending	December
Lot 9b - Windows & Doors	Awarded – Alex Murray (Construction) Ltd	Pending	February
Lot 9c – Windows & Doors	Awarded – Alex Murray (Construction) Ltd	Pending	December
Lot 10 - Heating	Awarded – FES FM Ltd	September	October
Lot 11 - Bathroom & Showers	Tender issued	TBC	TBC
Lot 12 - Kitchens	Tender issued	TBC	TBC
Lot 15 - Electrical	Tender to be issued	TBC	TBC
Energy Efficiency (External Wall Insulation) – Scotland Excel framework	On site – BCA Group	September	October

Programme progress

1.1 **Lewis and Harris windows**: Survey costs have been received for most schemes. It is proposed that external store doors be omitted as costs are excessive. Remaining works within budget. Site start in August for works at Airidh a Bhreidhe, Vatisker Park and Cnoc a Bhlair.

1.2 **Uists and Barra windows:** Surveys ongoing. Currently costs are exceeding budget and will be assessed once full survey costs are received.

1.3 **External wall insulation**: 3 units have been completed in Lewis. The contractor is preparing a programme for the remaining properties in Uist and Barra. There is a requirement for structural calculations to verify the design prior to Building Warrant being approved. This is being prepared.

1.4 Infrared heating replacement: Survey work has been completed and final costings agreed. A programme is in place with a start date of 8 August and completion prior to Christmas for the first Lots 2a, 2b and 10. Tenants had been informed of a provisional start date to enable works to commence quickly once the final grant offer was received.

1.5 Occupational therapy: Tender has been awarded and works are ongoing.

1.6 Remaining works: Kitchens, bathrooms, electrical work, roughcast and remaining heating will now be progressed following confirmation of the successful outcome from our Social Housing Net Zero Heat Fund submission. Tenders have gone out for kitchens and bathrooms whilst other tenders are being prepared.

Aids & Adaptations Position

The current position on General Adaptations is in Table 2. Referrals are being progressed as they are received, and regular discussions are ongoing with contractors and with Occupational Therapists to ensure works are actioned and completed timeously.

Occupational Therapy referrals	**2023/24**
Number of Properties	40
Number of Referrals (some properties have more than one referral)	43
Number of tasks on Referrals (a referral can have multiple tasks)	95
Number of referrals completed	17
Number of Referral tasks completed	33
Total Spend/ Committed	**£135.5K**
Grant Allocation – General Adaptations	**£275K**