

**MINUTES OF A MEETING OF THE BOARD OF MANAGEMENT
OF ANCHO LIMITED HELD VIA TEAMS
ON THURSDAY 11 March 2021 AT 7:00PM**

Present: Mary Black (Chair), Bill Finlay (Vice-Chair), Angus Lamont, Colin Love, Michael Donnelly, Zoe Brawn

In Attendance: Jason MacGilp, Group Chief Executive & Company Secretary
Derek Adam, Director of Finance & People Services
Morag Boyter, Director of Business Services
Meg Deasley, Director of Property Services
Paul Robertson, Service Lead (South)
Lynn Smyth, Finance Manager
Catherine Bradley, Governance Assistant (Minute)

Item	Report	Action
1.	<p>The Board Members met on the evening of the 10th of March for an hour and discussed important items for Approval/Decision. There was no further Board only discussion required.</p> <p>Angus Lamont was formally welcomed to the Board as the CHA representative</p>	
2.	<p>Apologies</p> <p>Apologies were received from Kelly Arrol, Nigel Fortnum, Steven Travers, Michael Donnelly. It was noted that Kelly has been offered a LOA. Absent – Ruth Burley</p>	Noted
2.1	<p>CHA Nominee to Ancho Board</p> <p>The Group CEO confirmed that, following the resignation of Michael Allan; Angus Lamont had been nominated to represent CHA on the Ancho Board by the CHA Members. Angus has accepted the position. The Board approved the nomination.</p> <p>The Chair formally acknowledged Michael Allan’s service and thanked him for his time on the Ancho Board.</p>	Approved
3.	<p>Declarations of interest</p> <p>Angus Lamont declared an interest as a Board Member of Cairn HA.</p> <p>The Group CEO declared an interest on behalf of staff present for item 6.3.</p>	Noted
4.	MINUTES OF PREVIOUS MEETING AND MATTERS ARISING	
4.1	<p>Ancho Board Minute – 21 January 2021 (a)</p> <p>The Minute of the Ancho Board Meeting held on 21 January 2021 was proposed by Bill Finlay, seconded by Colin Love and approved.</p> <p>There were no matters arising.</p>	Approved
4.2	CHA Board Minute – 28 January 2021	

	The Minute of the Cairn HA Board Minute held on 28 January 2021 was noted .	Noted
4.3	<p>AMWG – 18 February 2021</p> <p>The Group CEO advised that as the remit of the asset management working group has grown over time, there are ongoing discussions about formalising a Terms of Reference which are currently being circulated. Any proposed Terms of Reference will go to the CHA Board for approval. It will also be circulated to Ancho Board members for Information and a paper will be issued for Approval by the Ancho Board in June if required.</p> <p>The Minute of the Asset Management Working Group held on 18 February 2021 was noted.</p>	Noted Noted
5.	ACTION TRACKER	
5.1	<p>Action Tracker</p> <p>Following a query prior to the meeting from the Chair to the Director of Business Services it was confirmed that items 1 and 13 will be re-opened.</p> <p>The content was noted.</p>	Noted
6.	OPERATIONAL UPDATE	
6.1	<p>Operational Update</p> <p>The Service Lead (South) presented the report.</p> <p>The Chair confirmed that she has received clarification on the effect the number of Homeless Lets has on the balance of the community. The Service Lead (South) confirmed that there have been no issues reported to date although the arrangements will be reviewed from April.</p> <p>Following a Member query, the Service Lead (South) confirmed that the expectation is that the new Customer Service Agents will be based locally in North Ayrshire post-Pandemic.</p> <p>The report was noted.</p> <p>The Group CEO confirmed that the new Director of Customer Services, Sean Connor, will start in post on the 1st April and would be invited to attend the next Ancho Board meeting</p>	Noted
6.2	<p>Covid – Service route map update</p> <p>The Group CEO gave an update on the latest route map service update, tracked to government guidance and Covid restrictions. He advised that there has been very little change since January however significant announcements are anticipated over the next 3 – 6 weeks and possible future changes are currently being discussed. Regarding services, most colleagues currently on furlough due to home-schooling are expected to return to work next week.</p> <p>He advised that several actions had been taken to make the Inverness office safe following an incident where a staff member had been at the office when they had been contacted by the Track and Trace team. Colleagues have been reminded of procedures around the limited use</p>	

	<p>offices for essential work only. The Group CEO added that the team continue to work well based from home, though with obvious pressures.</p> <p>The report was noted.</p>	Noted
6.3	<p>2021 Annual Salary cost of living proposal – update</p> <p>The Director of Finance & People Services provided a verbal update on the cost-of-living proposal. He advised that EVH have reached an agreement with Unite Union. There will be an increase of 0.8% on all salary points this year along with all allowances but excluding the long service award which will not change. From April 22 the change will be to October CPI plus 0.1% on all salary points and all allowances.</p> <p>The Chair queried if there had been any issues raised from CHA employed staff as they are not part of EVH. The Group CEO advised that the CHA proposal (subject to CHA Board decision) is an increase of 0.5% based on the September 2020 CPI. He advised that this is the first time since the partnership that there has been a differential in cost of living increases between CHA and Ancho and it highlights the need for harmonisation of T&Cs and salary frameworks. A new project is planned for 2021.</p> <p>The information was noted.</p>	<p>DA</p> <p>Noted</p>
7.	ITEMS FOR DECISION/APPROVAL	
7.1	<p>Final Ancho Business Plan 2021-2024 to propose to Group Board</p> <p>The Director of Business Services presented the report and explained that the plan agreed in March 2020 has been updated to reflect the impact of the pandemic and operating environment and highlighted that there is crossover with the CHA business plan due to the Group structure. She advised that performance and risk are being aligned against actions. Following comments from the January Ancho Board meeting, critical success factors are now included in the introduction and are also incorporated in all the business plans across the group.</p> <p>The Chair advised that following the Board member only discussion, Members had agreed that they would like to see more relating to social and community engagement under the ‘We take pride in our community’ section of the plan. A member advised that as social enterprise and the organisation are linked, the social aims and ambitions should be visible and integrated into the operations going forward. He queried why ‘access to grant funding’ is listed as a weakness in the SWOT analysis and suggested that there could be a corresponding opportunity for Ancho to access more grants. The Director of Business Services agreed that under outcome 3, actions around development of social enterprise and community involvement could be included. With regards to grant funding, it was picked up as a weakness due to the current pandemic and the potential that there will be a decrease in grant options. However, she agreed that it could be listed as an opportunity. The Group CEO highlighted Ancho’s success historically in accessing external funding for projects and the decision to end various funding streams over the last few years were taken by local authorities. There are currently no specific plans to bid for any funding. He added that as part of the partnership, £100k was identified for environmental and community development work for which there is no plan for that resource as yet. It was agreed that interested</p>	<p>MB</p>

	<p>members and officers could meet to discuss options for that budget and could be added as a critical success factor.</p> <p>A member queried the branding of the new housing development plan for 2022/23 and whether it would be Ancho branded. The Group CEO advised that the properties will be Cairn owned and funded, but managed locally by the Ancho team therefore it will be a joint named venture. A press release will be prepared on handover.</p> <p>The Chair advised that she and the Vice Chair had attended the National Housing Conference where it was recommended that Business Plans should be reviewed more often than usual. It was agreed that 6 monthly reviews would be adequate – possibly as part of Board “away day”</p> <p>The Business Plan was Approved subject to the additional information relating to social community engagement and external funding being included.</p>	<p>Approved</p> <p>MB</p>
7.2	<p>Final Budget 2021-2022 to propose to Cairn HA as Group parent</p> <p>The Finance Manager advised that the interest covenant set by the bank is being met and there is sufficient cash in the bank year on year, although there is access to borrowing from Cairn if required. Ancho is under budget this year on planned maintenance due to the operational impact of the pandemic. In the presented budget, the catch up will take 4 years to stay in line with the covenants, which may mean delivery of final elements in year six. A request to relax the covenant to allow for catch up within a year has been made to the bank. If there is achievable, a new proposal will be reported back to the Board.</p> <p>The Chair advised that a member had sent in a number of questions in advance and these had all been answered and copied to everyone on the Board. The Chair enquired with the member if he was happy with the responses and he confirmed he was.</p> <p>The Budget for 2021/22 was approved.</p>	<p>DA</p> <p>Approved</p>
7.3	<p>Proposed KPI'S and Targets 2021-2022</p> <p>The Ancho Board were asked to delegate the KPI target setting to the Group Audit and Performance Committee. It was noted that two Ancho Board members sit on the committee. It was confirmed by the Director of Business Services, following member queries that the final document will come back to the Ancho Board for final sign off, however the KPI monitoring will begin from April. She confirmed that there will be some additional indicators being introduced across the Group to give the Board a better indication of the Covid impact. Some indicators will be split, and the commentary will be expanded to give more information. This will all be aligned with the business plan framework.</p> <p>The Board Approved the delegation of the KPI setting to the Audit and Performance committee.</p>	<p>MB</p> <p>Approved</p>
7.4	<p>Customer Involvement Strategy</p> <p>The Ancho Board were asked to approve the proposed final Customer Involvement Strategy following consultation and feedback in 2020.</p>	

	<p>The Director of Business Services advised that this is the final version of the strategy and noted that following previous discussions around customer involvement, contact has been made with the Tenant Participation Officer at North Ayrshire Council and she will attend the next Board meeting along with the CHA Business Services Manager (Neil Golightly) to discuss good practice and how the strategy can be used to develop customer engagement at Ancho. She confirmed that there would be a separate Ancho tracker to monitor and report on progress regarding the strategy.</p> <p>A Member referred to the £100k mentioned in item 7.1 and suggested participatory budgeting for its use as this would tackle the two parallel issues of engaging and getting customers involved and demonstrating that tenants have influence. It was agreed that a face-to-face approach would be more effective so worth waiting until the Covid restrictions allow for this.</p> <p>The strategy was Approved</p>	<p>MB</p> <p>MB</p> <p>Approved</p>
8.	GROUP UPDATES	
8.1	<p>Partnership Investment Delivery update</p> <p>The Director of Property Services provided a verbal update in support of the report. She advised that as Ancho is under budget this year on planned maintenance due to the pandemic and catch up will take 4 years to stay in line with the covenants, the team are examining the outstanding elements to discover what work might be delayed. The aim is still to deliver all the work in the timescale, however if this is not possible, there will be discussions with tenants to explain the reasons and to involve them in prioritising delivery decisions.</p> <p>With regards to the new build projects, discussions are ongoing with the council and funding has been allocated. Architects have been appointed to create feasibility studies for 3 sites. It was agreed that this information will be added to future investment update reports as a standard item. The Chair suggested that a site visit could be arranged for Board members when appropriate.</p> <p>The report was noted.</p>	<p>MD</p> <p>MD</p> <p>Noted</p>
8.2	<p>Governance Improvement Plan Update</p> <p>Report was noted.</p>	<p>Noted</p>
8.3	<p>Constitutional Review – update</p> <p>The Group CEO advised that there is a meeting scheduled in April. There are a few actions outstanding from the first meeting some of which are on hold pending discussions on the direction of travel and consensus within and between Ancho and Cairn Boards. The Chair advised that she had expressed the opinion of the Ancho Board to the Chair of CHA which will be discussed at the next CHA Board meeting.</p> <p>Noted</p>	<p>Noted</p>
9.	ITEMS FOR DISCUSSION/EARLY VIEWS	
9.1	Policy Reviews – discussion	

	<p>At the request of the Chair the schedule of policy reviews was provided to allow the Board to discuss options for involvement. Concerns raised by the Chair were around stakeholder consultation in policy reviews and evidence of this and how the consultation impacts on the changes within the policies.</p> <p>The Group CEO confirmed that the 'Group Board' terminology should be removed and replaced with "Cairn Board as Group parent" as agreed in the previous Governance review, as each policy comes up for review. He explained that there are many policies which is why the authority was delegated to SMT in many instances. Policies are always available for review by Members.</p> <p>The Chair explained that the Board wants more assurance around the process on Policy reviews. It was agreed that more information would be provided to the Board on important policies (where stakeholders are consulted or laws changed) such as the allocation policy and the rent setting policy. The Director of Business Services advised that she will identify those policies that are of more interest to the Board so the detailed information can be provided before they come to the Board meeting for approval. The Chair indicated a particular interest in being involved in the consultation process.</p> <p>Noted</p>	<p>CO</p> <p>MB</p> <p>MB</p> <p>Noted</p>
10.	ITEMS FOR NOTING/PROGRESS MONITORING	
10.1	<p>Q3 Management Accounts</p> <p>The accounts were noted.</p>	Noted
10.2	<p>KPI's</p> <p>The Chair advised that the Board are pleased to see the good performance in most areas and are aware of risk areas as we come out of Covid. She asked for the staff to be made aware of the comments from the Board on the good performance. The report was noted.</p>	Noted
10.3	<p>Risk Register and any new risks</p> <p>The content was noted.</p>	Noted
10.4	<p>Board Meetings Schedule/Forward Planner</p> <p>Noted</p>	Noted
11.	GOVERNANCE & REGULATION	
11.1	<p>Recent SHR publications/guidance for information</p> <p>The Group CEO advised that there is an update on the Thistle Housing Association/Sanctuary situation on the SHR website and suggested that Members read it to get a better understanding on examples of regularity requirements and intervention. He highlighted that Cairn are members of the Scottish Housing Network and the SFHA and invited members to check in with those websites for</p>	

	<p>good practice information in the sector and to advise if there are any issues logging in. It was also noted by the Director of Business Services that the Regulator has announced that standard rules apply for the ARC returns this year. No extensions.</p> <p>Noted</p>	Noted
11.2	<p>Governance Update</p> <p>The paper was noted.</p>	Noted
12.	DECISIONS TAKEN UNDER DELEGATED AUTHORITY	
12.1	None	
13.	AOCB	
	<p>The Chair advised that Board members are sharing information gathered at training sessions with the other Members.</p> <p>The meeting closed at 8:20pm</p>	
14.	<p>Date of Next Meeting</p> <p>10 June 2021 at 7:00pm</p>	