

**NOTES OF A MEETING OF THE BOARD OF MANAGEMENT OF ANCHO LIMITED HELD
AT SOVEREIGN HOUSE, ACADEMY ROAD, IRVINE
ON THURSDAY 28 NOVEMBER 2019 AT 7:00PM**

Present: M Black, Zoe Brawn, B Finlay

In Attendance: K Henderson, Head of Service (ANCHO), J MacGilp, CEO and Company Secretary, D Adam, Director of Finance and Business Services, J Davidson, Director of Customer Services, M Boyter, Head of Business Services, C Owens, Governance Services Manager, Cairn (Minutes)

	Item	Action
	Board Members only - none	
1.	<p>Apologies J Browne, E Mounce, L Shepherd, J Rodgers, S Campbell-Perry (LOA), R Burley, S Hughes, Michael Allan</p> <p>Due to the number of apologies received it was noted that the meeting was inquorate. Those present agreed to proceed with the meeting acknowledging that that no decisions would be permissible and Reports would be presented for information only, and re-presented for decision at a future meeting as required.</p> <p>B Finlay proposed that M Black Chair the meeting, this was seconded by Z Brawn and approved.</p>	C Owens
2.	<p>Declarations of interest</p> <p>All staff members present declared an interest in Item 7.5, Rowan Report</p>	
3.	<p>Minutes of previous meeting</p> <p>3.1 The Minute of the Board of Management Meeting held on 10 October 2019 was noted, there were no matters arising.</p>	
4.	<p>Draft AGM Minute – 29 August 2019</p> <p>Subject to some minor amendments, including new and retired board members, the Draft Minute of the Annual General Meeting held on 29 August 2019 was noted as a correct record.</p>	C Owens
5.	<p>Action Tracker</p> <p>Members requested more information be included in the comments section and additional columns to show target date and completion date in the Action Tracker.</p> <p><u>Item 14</u> - It was confirmed that no feedback had yet been received from SHR on the Group Annual Assurance Statement but a meeting was scheduled between Cairn, as Group Parent and SHR on 11th December.</p> <p><u>Item 12</u> - should be CPI not RPI.</p>	<p>C Owens</p> <p>J MacGilp</p> <p>C Owens</p>

6.	Operational Update – presented by the Head of Service (ANCHO)	
6.1	<p>Office Refurbishment Project Update</p> <p>Space Solutions had provided a revised price to the new scheme design and were now progressing on planning works, once confirmed the Project Plan with approximate dates will be updated. Works are anticipated to commence in February 2020, subject to planning consents. It was confirmed that the revised works costs would be under budget.</p>	
6.2	<p>Small Steps Project Update</p> <p>Confirmation had been received from the Scottish Government that the funding application for the Small Steps Project had been successful and discussions were now ongoing relating to the scope for delivery. The project is expected to commence in February/March 2020.</p>	K Henderson
6.3	<p>Other Current Operational Matters</p> <p>None to report.</p>	
7.	Items For Decision/Approval	
7.1	<p>Annual Risk Report, Strategic Risk Register and Risk Management Policy</p> <p>The Head of Business Services presented the updated policy to reflect ANCHO and the Group position. Risks had been updated following the Strategy Day to 12 risks at strategic level. Members were informed that if any risks arising at ANCHO identified by the Board or the management team, these would be additional operational risks. It was confirmed that the risks aligned to business plan priorities and would be presented to the CHA Board for their approval (as Group Parent) at their next meeting. SMT were currently working on controls to mitigate risks, which will then go back to the Group Audit & Performance Committee for endorsement. Members were in agreement with the Report</p> <p>B Finlay asked for an update on the gearing ratio which had been discussed at the Strategy Day. The Director of Finance and Business Services confirmed that banks had advised 10% headroom, which represents a greater risk but would create additional spending opportunity and that the draft Budget would be presented at January Board meetings.</p>	<p>M Boyter</p> <p>D Adam</p>
7.2	<p>Governance Improvement Plan</p> <p>The Group CEO and Company Secretary presented the Governance Improvement Plan, which had been developed following the Independent Governance Review and Joint Board Governance session as well as linked to the Assurance Statement, which would be delivered and monitored. In relation to Item 5, Intragroup implications had now</p>	

	<p>been added to the Board Report format. Members present were supportive and agreed with the plan.</p> <p>In relation to Item 31, another member would be formally requested as nominee of A&P Committee along with M Black. The A&P Terms of Reference would be circulated to all members prior to January meeting and nominations.</p>	<p>Chair / J MacGilp</p> <p>Chair / J MacGilp</p>
7.3	<p>Board Remuneration Report</p> <p>The Group CEO and Company Secretary presented recommendations and options from North Star Consulting, reminding members that the majority of ANCHO Board had previously expressed the view that no remuneration be agreed for ANCHO Board, whilst the CHA Board's view was supportive of potential payment for office bearers</p> <p>Members discussed the Report and options, and concluded that their view was that payment should be supported for Chairs and Vice-Chairs of both organisations but acknowledged that other members' opinions were not available at the meeting. CHA Board as Group Parent would consider the matter at its meeting next week to agree a policy.</p>	J MacGilp
7.4	<p>Board Training and Development Plan</p> <p>The Governance Services Manager presented the Report advising that Sector Training Courses would be circulated. An internal Finance session would be arranged for all members.</p>	D Adam
7.5	<p>Mental Health Support To Staff – Rowan</p> <p>The Director of Finance and Business Services reminded members of the recent CHA expansion of Rowan services to staff and their family members for counselling and mental wellbeing support. All members present agreed this was an excellent service and supported the proposal to extend the same to ANCHO staff.</p>	J Scott
8.	Group Updates	
8.1	<p>T&Cs Harmonisation and Job Evaluation Projects</p> <p>The Director of Finance and Business Services advised that CHA Board would be reviewing the recent Job Evaluation and Benchmarking exercise at their meeting on 5 December, after which T&C's harmonisation work and proposals for staff across the Group could be finalised. In response to a member's question it was confirmed that full consultation with ANCHO and CHA staff would be undertaken once proposals approved by Board. A full report would be presented to a future meeting.</p>	J Scott
8.2	<p>Partnership Investment Delivery update</p> <p>The Director of Customer Services highlighted more than anticipated increased tendered costs in rendering and kitchens, advising that there would be some movement within the years, however full delivery of the</p>	

	<p>60% covenant cover for planned works and that this would be amended for the next report, and further information would be provided to B Finlay. Further information on Debtors, rental arrears and pre-paid rents would be provided to B Finlay by the Head of Finance.</p> <p>Following discussions with members the Director of Finance and Business Services agreed to provide further information on pension liability.</p> <p>In response to a member's request the Head of Service (ANCHO) agreed to circulate information on new tenant satisfaction to Board members. Tenancy legal fees were clarified for members who were advised that this would be looked into further as part of budgeting process.</p> <p>10.2 Q2 Performance</p> <p>The Head of Service (ANCHO) presented the performance pack highlighting the new format, explaining Staff absence figures which should be red, and that new let average turnaround times were showing as a percentage which should be days, these would be updated for the next KPI pack. M Black asked that more narrative and the month referred to could be included.</p> <p>In response to a member's question the Director of Customer Services advised the new Customer feedback group were undertaking quarterly reviews of satisfaction and analysing, the Report would be presented to Board for information.</p> <p>In response to Z Brawn's question the Director of Finance and Business Services agreed to provide further information on overheads as a percentage of income.</p> <p>Detail of the Accidents and Near Misses was provided and it was agreed that commentary detail would be included in future reports.</p> <p>It was explained that Staff absences relate to 2 ongoing LTA's. Staff turnover of 10% reflects 2 people as 5% represents one person therefore the number of people would be added into the commentary.</p> <p>M Black asked if the Board could be presented with more information relating to rent arrears including number of cases, NOPs, court actions, etc. and more information on Complaints including number of stage 1 and stage 2 complaints and type of complaints. The Group CEO advised that the Board would have the opportunity to decide which KPI's they wishes to be included in reports from April 2020 at their January and March meetings.</p> <p>The Report was noted.</p>	<p>D Adam</p> <p>D Adam</p> <p>K Henderson</p> <p>M Boyter / K Henderson</p> <p>J Davidson</p> <p>D Adam</p> <p>M Boyter</p> <p>K Henderson</p>
10.3	The Board Meetings Schedule/Forward Planner was noted .	
11.	Governance & Regulation	

11.1	Recent SHR publications/guidance for information are available on the SHR website.	
12.	Decisions Taken Under Delegated Authority	
12.1	The Governance Services Manager confirmed that the FCA return had been submitted and advised that the OSCR annual return would be submitted by 31 December 2019.	C Owens
13.	AOCB	
13.1	M Black advised that it was agreed at the Group A&P Committee Meeting that verbal feedback would be presented to the Board after each meeting, however advised that there would be a formal minute to follow. MB provided verbal feedback from the Group A&P Committee Meeting of 26 November 2019 advising that the Minutes would follow at a future Board meeting.	
13.2	The Group CEO advised that as agreed in the recently approved Board Succession Plan this would be J Rodgers last meeting as a Board Member. The CEO acknowledged and noted thanks for J Rodgers for his commitment and many years of service on the ANCHO Board. M Black conveyed a message of concerns from J Rodgers relating to his 9 year retiral and passed these concerns to the CEO who stated he would liaise with J Browne on the matter and respond directly to J Rodgers.	J MacGilp / J Browne

The Meeting closed at 8.55pm