

**Minute of meeting of River Clyde Homes' Board  
held in the Hilton Hotel, Glasgow on Thursday, 23<sup>rd</sup> – 24<sup>th</sup> November  
2018 from 10.00am**

<b>In Attendance</b>	<b>Name</b>	<b>Designation</b>
	Kevin Scarlett (KS)	Chief Executive
	Sandra McLeod (SMcL)	Executive Director (Customer Services)
	Richard Turnock (RT)	Executive Director (Group Services)
	Gary Wilson (GW)	Executive Director (Property Services)
	Siobhan O'Kane (SO)	Minute Taker (Day 1 only)
	Richard Orr (RO) (Session 2 only)	Senior Project Manager – Factoring
	Stevie McLachlan (StMcL) (Session 3 only)	Head of Customer Services (West)
	Gillian Houston (GH) (Session 6 only)	Arniel Johnstone (consultants)
	Aileen Metcalfe (AM) (Session 6 only)	Head of Finance

**Sederunt, welcome introduction and apologies**

<b>Present</b>	<b>Name</b>	<b>Designation</b>
	Jillian Moffat (JM)	Board Member
	Jenny Speck (JS)	Board Member
	Marilyn Beveridge (MB)	Board Member
	Graeme Brooks (GB)	Board Member
	Tom Ferrier (TF)	Board Member
	Martin Brennan (MBr)	Board Member
	John Crowther (JC)	Board Member
	Chris Curley (CC)	Board Member (from 11.05am)
	Antony Smith (AS)	Co-optee
	Christopher Morgan (CM)	RCPM Board Member
<b>Apologies</b>	Elizabeth Grant (EG)	Board Member
	Craig McGinn (CMcG)	Board Member

JM welcomed all and sederunt as outlined above.

She welcomed MB, JC and AS to their first Board meeting and asked the Board to approve appointment to the Committees as follows:

- JC to sit on the Performance & Services Committee
- AS to sit on the Performance & Services Committee
- MB to sit on the Audit & Finance Committee

She further asked the Board to approve TF as Chair of the Personnel Committee as her appointment to this position was contrary to the Scheme of Delegation.

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## The Board:

- Approved the appointments.

## Minute and Confidential Minute of meeting held on 25<sup>th</sup> September 2018

### The Board:

- Approved the minutes as a true record.

## Action Tracker

### Board Actions

Action 1 – RT confirmed that this action would be completed during session 7 of the agenda.

Action 2 – RT advised that we had planned to cover this during the business planning weekend, however, the agenda did not permit this and we will therefore arrange a separate session after January 2019.

### Audit & Finance Committee Actions

Action 1 – GW advised that **Grafton** will take the function over in February and until then, we have sufficient manual processes in place to ensure compliance with stock control.

Actions 2 and 3 – RT confirmed these will be covered during discussions this weekend.

Actions 4 and 5 – RT confirmed that these will be completed by 11<sup>th</sup> December 2018 at the next Committee meeting.

### Performance & Services Committee Actions

Action 1 – SMcL confirmed that this action has been completed and advised that she will be asking the Committee to remove this action at the meeting in December.

Action 2 – GW confirmed that the customer leaflet will be issued with the annual report to the customers.

Action 3 - SMcL confirmed that this action has been completed and advised that she will be asking the Committee to remove this action at the meeting in December.

Action 4 – GW confirmed that this action is ongoing as a watching brief in case grant funding becomes available.

Action 5 – SMcL confirmed that the policy has been amended to age 16.

Action 6 – SMcL confirmed that the information requested has been circulated.

## Session 1: Strategic Plan Review

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- 1.1. KS advised that this report is for noting but will provide essential background and context to the discussions, options and decisions that will take place during the weekend.
- 1.2. The leadership team presented to the Board details relating to the following:
  - a) Corporate Plan progress;
  - b) Business Plan scorecard progress;
  - c) Key performance Indicators progress;
  - d) Strategic Risk scores.
- 1.3. KS confirmed overall progress and highlighted areas not on track providing the reasons why. Each executive director then provided an overview of directorate level achievements, challenges and priorities; there was then a final discussion in relation to key risks.
- 1.4. JM commented on the plans being developed to **build outside of Inverclyde** and sought assurance that a robust communications plan is in place to mitigate any adverse stories. KS confirmed that staff have been advised of the plans and the reasons why over a long period of time; customer communication will step up early 2019.
- 1.5. The Board commented on the drop in satisfaction levels from factored owners. KS confirmed that the steps to address this issue will be discussed in detail in the second session.
- 1.6. **CC then sought clarification as to how the company will manage properties in Ayr. SMcL confirmed that they will have access to the 24/7 service and a local estate based facility will be explored.**
- 1.7. AS enquired as to overall void performance when the Broomhill project is taken out of the equation and SMcL confirmed that void performance is currently the best in the company's history. However, there are still some low demand areas where we need to make a strategic decision and these will be reported to the Performance & Services Committee.
- 1.8. TF sought assurance that the company is not becoming dependent on one contractor for delivery of the new build programme. GW advised that Cruden's have proved critical to ensuring the success of the new build programme to date; that they are committed to value for money through value engineering and benchmarking, providing a quality product and ensuring timely delivery despite some of the wider challenges such as ground condition, labour supply and the planning process. Other SPA framework options will be explored for the remainder of the programme however.
- 1.9. A number of Board members commented on risks and how these are being managed. CC sought assurance that we are identifying solutions to individual asset management project challenges. GW confirmed that this will be covered in more detail during session 5; in general individual project risks are identified early and mitigations identified accordingly.
- 1.10. AS requested that a column be added to the risk register outlining the issues

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as opposed to just the risk; RT confirmed that we will review the register to incorporate this.

- 1.11. JS requested that any key customer risks be confirmed in the register and RT responded by confirming that in assessing all our risks, the needs and interests of customers are considered.

**The Board:**

- **Considered progress in the delivery of our priorities and targets for 2018/19, together with any emerging new priorities and proposed adjustments to the strategic plan.**

**Session 2: Group Structure (Confidential Item)**

Contained in the Confidential Minute

**Session 3: Caretaking Review (Confidential Item)**

Contained in the Confidential Minute.

**Session 4: The Future of Regulation**

	<b>Name</b>	<b>Designation</b>
<b>Present</b>	Jillian Moffat (JM)	Board Member
	Jenny Speck (JS)	Board Member
	Graeme Brooks (GB)	Board Member
	Craig McGinn (CMcG)	Board Member
	Tom Ferrier (TF)	Board Member
	John Crowther (JC)	Board Member
	Chris Curley (CC)	Board Member
	Antony Smith (AS)	Co-optee
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<b>Apologies</b>	Elizabeth Grant (EG)	Board Member
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	Marilyn Beveridge (MB)	Board Member

4.1 SO informed the Board of the background to the regulator's consultation and outlined the measures it is proposed to put in place to ensure compliance. SO confirmed that the proposed annual assurance statement is based on sector best practice and irrespective of any future regulatory requirements the Board should adopt this.

4.2 SO further advised that we will be seeking to submit a response to the consultation document which she will draft and circulate to the Board for comment prior to submission.

**The Board:**

- **Noted the Scottish Housing Regulator's (SHR's) 'Our Regulation of Social Housing – A Consultation' document**
- **Noted the SHR's Draft Regulatory Framework;**

- **Approved the proposed Annual Assurance Statements for the RCH Group attached at Appendix 1; and**
- **Approved the proposed Annual Assurance Compliance Checklist for the RCH Group attached at Appendix 2.**

**Session 5: New Build Programme and Planned Works & Investment Programme Review (Confidential Item)**

Contained in the Confidential Minute.

**Session 6: Rent and Charges (Confidential Item)**

Contained in the Confidential Minute.

**Session 7: Stress Testing the Business Plan (Confidential Item)**

Contained in the Confidential Minute.