

COMMITTEE MINUTE RECORD	
Minute of:	ARK Housing Association Board of Management
Date Held:	22 nd October 2020, 14.00
Venue:	via Zoom
Chair:	Graham Mitchell
Secretary:	Bobby Duffy
Present:	Mr Graham Mitchell (Chair), Ms Shona Dunsmore (Depute Chair), Mr Dave Proudfoot, Ms Marilyn Barrett, Mr Neil McKnight, Mr Ian Logan, Ms Lucy Robertson, Dr Darcey Black, Mr Ken Brown, Mr Michael Catlin, Ms Joanna Mansell, Dr Fraser Quin, Ms Anne Lane
In Attendance:	Mr Bobby Duffy (Chief Executive Officer), Mr Ron Watson (Director of Finance), Ms Victoria Knox (Director of People & Organisational Development), Ms Mary Bell (PA to CEO) (Minutes) Mr Mark Hall, (Director of Operations), Ms Caryn Innes (Director of Development and Business Improvement), Mr Colin Phillips, (Assistant Director of Care & Support) (for Item 8.3)
ITEM	
1.	Welcome The Chair welcomed all attendees to the Board of Management zoom meeting of 22 nd October 2020
2.	Apologies: Mr Nikolas Koutris, Mr Mark Hall
3.	Declaration of Interest It was noted that, Mr Neil McKnight, Mr Ken Brown and Mr Ian Logan were also members of Ark Commercial Investment Limited (ACIL) Board and Ark Services Limited (ASL) Board.
4.	Items for Approval
4.1	<p>Minutes of Previous Meeting held on 23rd September 2020</p> <p>The Chair enquired if Members had any comments or queries in regards to the 23rd September 2020 BoM meeting minutes.</p> <ul style="list-style-type: none"> ○ Mr Brown asked for clarification in regards to public liability for the provision of enhanced amenities as part of the Penicuik development. ○ The DoD&BI advised that it would be enhanced landscaping, with the possibility of dog bins and benches but no items that would create issues around public liability. ○ The Chair asked if Midlothian Council would acknowledge responsibility for the repair and maintenance of the benches and dog bins and Ms Innes advised that they would take responsibility for the dog bins and as the team go through the design they will consider the impact of the enhanced amenities. ○ The Chair noted that the DoD&BI would keep Members informed on the outcome of her discussion with Midlothian Council through her housing reports. <p>Further to the above clarification the minutes were approved as an accurate record of the 23rd September 2020 Board of Management meeting.</p> <p>Members approved the 23rd September 2020 Board of Management meeting minutes</p>
4.2	<p>Matters Arising and Actions from Previous Minute</p> <p>Actions</p> <p>The action list was reviewed and updated and the following was noted:-</p> <ul style="list-style-type: none"> ○ The Chair to discuss the Housing Working Group with Ms Robertson on Tuesday 27th October 2020 ○ Get together to be put on hold and removed from the action list ○ The DoD&BI to discuss the Property Development reporting format with the Chair once he has had his conversation with Ms Robertson. The DoD&BI noted that this has been slightly superseded by the proposed reset agenda for the Board of Management meetings and that she will explore with the Chair what is required going forward. ○ Discussions in relation to Member / Participation involvement are completed and will be removed from the action list ○ Annual Reporting plan to be discussed at a future Board of Management meeting. ○ SHR Annual Assurance Statement is on today's agenda and will be removed from the action list

	<ul style="list-style-type: none"> ○ Details for all Zoom meetings in regards to the Business Plan and Brand staff feedback sessions to be forwarded to Members for their inclusion if they wish to join. Members to confirm with Ms Bell what sessions they can attend. ○ The DoD&BI advised that she had reviewed the property developments timescale and noted the following:- <ul style="list-style-type: none"> ○ Property is progressing a target start on the Livingstone site for March/April 21 and, for the purpose of Scottish Government grant, the formal start on site is likely to be April 21 with some expenditure of grant in Q4. The DD&BI noted that planning is still not been formally issued and added that West Lothian are just discharging the site investigation and explained the reasons behind this. ○ The DoD&BI advised that Property is proceeding with legal matters at Penicuik and will probably not commence on site until Q2 of 21/22 as the availability of grant is likely not to be known before this date. The DD&BI added that a full redesign of the site requires to be carried out to take survey information, prefabrication and construction. This action will be removed from the action list. <p>Members noted the Actions responses</p>
5.	Items for Discussion/Decision
5.1	<p>Annual Assurance Statement</p> <ul style="list-style-type: none"> ○ The Chair noted that the CEO had reported, at the 23rd September 2020 meeting, the outcome of his findings with regards to the information held by the ET and SLT in compliance with the Annual Assurance Statement and noted that Members agreed that they were content with this. ○ The Chair advised that he had been given the statement for signing at today's meeting and asked approval from Members. <p>Members noted and approved and the Chair duly signed the Annual Assurance Statement for submission to the SHR</p>
5.2	<p>Policies</p> <ul style="list-style-type: none"> ○ CS02 - Good Life Planning ○ CS04 - Risk and Vulnerability ○ CS05 - Support with Money ○ CS06 - Reducing Restrictive Practice ○ CS08 - Medication ○ CS11 - Death and Dying ○ CS17 - Behaviour of Concern ○ G36 - Keeping People Safe ○ HS10 - Control of Infection ○ The DoP&OD stated that, after taking on feedback from Members, consistency had been created within the policy and procedure cover sheets and policy framework and advised that an internal Policy & Procedure Review Group had been set up and was going well. The DoP&OD said that the group are mainly prioritising the backlog of policies and noted that the Care & Support and Health & Safety policies presented today were the first to be prioritised. The DoP&OD noted that feedback had been received, and responded to, from Members prior to today's meeting and asked for any further comments. ○ Mr Proudfoot said that he thought the detail in the policies seemed light and asked if Members were happy that the policy description contents were sufficient for them to take on accountability for those policies. Mr Proudfoot added that if everyone was content with this he would be as well. ○ A discussion ensued with regards to access to the policies for Members to read in more detail. The DoP&OD advised that all policies and procedures are available via Citrix for Members and that she will provide a link when sending out policies with the papers in the future. ○ Mr Brown noted a couple of queries about the policy CS11 Death & Dying and the CEO advised that this policy had been created by pulling a number of policies together and that this will be reviewed. ○ A discussion ensued with regards to the procedures associated with the policies and the DoP&OD advised that work had been carried out over a year ago to remove all procedures from the policies and approval of these were not in the Board of Management's remit but can be made available for their information. ○ Mr Proudfoot noted that the equality impact assessments should not be with the policy based on the policy format that was agreed over a year ago. ○ It was agreed to remove policy CS11 Death and Dying and that Mr Brown's questions will be resolved offline and the policy will be brought back to the 10th December 2020 Board of Management meeting.

	<ul style="list-style-type: none"> ○ Mr Proudfoot highlighted that if the equality impact assessments should be with the policies then CS02 Good Life Planning and G36 Keeping People Safe should be taken out and brought back with this added. ○ The DoP&OD advised that the Equality Impact Assessment template is being finalised and has not been carried out for the new policies but will be when the template is finalised. ○ The Depute Chair noted that the Equality Impact Assessment added to CS11 was populated as an example and all that is required is to remove from the policy and complete when the new template is ready. <p>All Policies were approved by the majority of Members with the exception of CS11 Death and Dying that will be revisited and brought back to 10th December Board of Management meeting.</p>
6.	<p>Chairs Remarks</p> <ul style="list-style-type: none"> ○ The Chair commented on the launch of the Business Plan and new brand and the publicity that was accomplished around this. The Chair said that, from feedback received, he hoped the Members had been pleased with the outcome. ○ The Chair notified that it was time for the agenda to be revisited and in particular session 20/21 where there are items for discussion/decision that will arise in a different formatting over the next 12 months. ○ The Chair said he is looking forward to the next 12 months. He noted that it will be exciting for Ark but could be challenging and hopefully Members can soon get back to meeting in the Priory. <p>Members noted the Chair's Comment</p>
7.	<p>CEO Remarks/Reports</p>
	<p>Business Plan and Brand Launch</p> <ul style="list-style-type: none"> ○ The CEO provided comment with regards to the Business Plan and Brand launch noting that he had received very positive feedback from internal and external colleagues. The CEO added that he had been speaking to people from across the organisation and that they are feeling energized and excited by the modern look. ○ The CEO said that the ET have been sharing information with Members in regards to the news reports carried out by Holyrood PR and Ark's profile has been raised through this process. The CEO noted that Holyrood PR have performed well for Ark and will provide a report with regards to the various outlets that shared the news stories. ○ The CEO noted that the ET will engage with Holyrood PR again in the future. <p>Head of Compliance and Improvement</p> <ul style="list-style-type: none"> ○ The CEO advised that Ark had recruited to the post of Head of Compliance and Improvement and work has been carried out on an interim basis with the successful candidate. <p>Head of People and Organisational Development</p> <ul style="list-style-type: none"> ○ The DoP&OD advised that an advert had been placed for the Head of People and Organisational Development noting that the current post holder is remaining with Ark and transitioning into a different role. The DoP&OD said that the closing date for applicants is 30th October 2020 closing date hopefully get someone in post by year end. <p>Members noted the CEO Remarks</p>
<p>Standing Items – These items were discussed in a different order to the Agenda</p>	
8.1	<p>Business Plan Focus 2021/25</p> <ul style="list-style-type: none"> ○ The CEO stated that, now that the Business Plan had been launched, the ET and SLT are going to spend time reviewing the strategic objectives' measures and milestones for 21/25. The CEO advised that he was in the process of creating a remote approach to enable the ET and SLT to meet together for this. The CEO advised that the strategic objectives will not change but that the measures and milestones might. He added that an update with regards to the review will be provided to the Board of Management at its 10th December 2020 meeting. ○ The CEO noted the reason for the 3 objectives being discussed today is that they are designed to progress in this year and the strategic focus, as part of the agenda, will always link to the work that is being carried out with regards to the Business Plan. <p>Board Engagement</p> <ul style="list-style-type: none"> ○ The CEO explained that an event will be created for February 2021 for Board of Management engagement and the reviewed strategic objectives will be presented to Members for their feedback and agreement. The CEO said that part of the discussion will be in relation to what Members would be looking for from a reporting perspective. ○ The CEO added that this work links to the KPI report that has been discussed with regards to coming to Members for the 10th December 2020 meeting. He added that this will be taken into consideration when going through the review process and may not be settled for then as further discussion with Members is required.

	<p>The CEO stated that approaching the work in this way is continuing the way of working with Members with regards to the Business Plan and that this section of the agenda will provide a strategic focus on the organisation where members can engage with strategic discussions through the Board of Management meetings rather than one annual strategic planning day. The CEO said that what will fall out of the process is the strategic focus in the future and that this will be timetabled and carried out in the context of the Business Plan.</p> <ul style="list-style-type: none"> ○ The Chair asked the CEO to prepare a template for Board reporting to allow Members to review and agree the format. The CEO advised that there were a few different reporting frameworks used and he would prepare one for the 10th December Board of Management meeting. ○ Mr Logan provided feedback in relation to the Business Plan and asked if there were any plans to engage with stakeholders on the progress of the plan. The CEO advised that remote engagement events were being planned with the Care & Support staff across the organisation, discussions will take place with the Housing Team and the Tenant & Participation Officer with regards to tenant and supported people’s engagement. The CEO explained what the engagement sessions would entail and advised that, due to the current situation, a new way of communication and engagement across the organisation is being set up to deliver key updates. The CEO added that a second set of forums will be arranged in March 21 once the ET and Board of Management have agreed milestones and objectives for the next few years. <p>Members noted the Business Plan Focus 2021/25</p>
8.2	<p>Session 2020/21 - Improve our Technological and Digital Capability</p> <ul style="list-style-type: none"> ○ The DoP&OD advised that work is underway to develop Ark’s website to support the business and advised that the work has been mainly focusing on the current website and applying the minimum updates at the minimum cost to ensure alignment with the new brand. ○ The DoP&OD said that an additional resource has been added to the ICT team to enable them to take on the new website development project. The DoP&OD added that the ICT Business Partner will take the lead in the development and implementation of the project and Ark has maintained its partnership with STAND for the design process. The DoP&OD advised that the first part of the process is two remote discovery workshops that are planned for 28th and 29th October with a range of staff from across the organisation. All feedback from the session will be reviewed and a detailed project plan will be created with a budget and timeline for the implementation of the website to be signed off by the ET by the end of 2020. The DoP&OD added that the implementation process is planned for January to June 2021. ○ The DoP&OD stated that Ark is signing up for the SFHA’s Tec in Housing Charter pledge where a number of organisations, at different stages in their digital development, have signed up. She added that using this resource will provide learning through sharing. ○ Mr Proudfoot enquired if it would be possible to include a Board of Management portal for all information to be made available to Members. The DoP&OD advised that portals had been highlighted during the discovery sessions and one for Board Members was on the list identified. ○ Ms Mansell asked how views were being gathered from stakeholders in regards to the website. The DoP&OD advised that this will be part of the project plan and structured after the discovery sessions. <p>Members noted the Session 2020/21 update</p>
8.3	<p>Create a Culture of Excellence</p> <p>Communicate new Vision, Mission and Values</p> <ul style="list-style-type: none"> ○ The CEO said that this item links to Mr Logan’s point with regards to stakeholder engagement to enforce the change that has taken place from a branding and organisational perspective. The CEO advised that one of the key discussions during the roadshows was about the Vision, Mission and Values of the organisation and that he believes that the new Vision, Mission and Values completely address the feedback. The CEO said that, through the remote forums, the management team will reinforce the reasons for the change. ○ The CEO stated that an internal marketing campaign is effectively being created and advised the areas that will be updated to reflect the new Vision, Mission and Values, noting how Ark could embed the change in people’s thinking and language. ○ The CEO advised that the Assistant Director of Care & Support is currently creating a project plan for the brand implementation and he will be working with the Head of Compliance & Improvement who will be leading the implementation across the organisation. ○ The CEO advised that a specific focus will be placed upon embedding the new brand and progress will continue to be reported to the Board of Management

	<p>Members noted the update with regards to the planned communication of the new Vision, Mission and Values</p> <p>Achieve EFQM Committed to Excellence</p> <ul style="list-style-type: none"> ○ The ADoC&S provided a summary of the three stage process to be followed to achieve formal EFQM recognition and advised that the milestone for 2020/21 for this strategic objective is to submit an EFQM Committed to Excellence application. The ADoC&S informed that the first level was a project validation assessment and explained what was involved in the second level, which includes an organisational assessment using the RADAR methodology. The ADoC&S said that success with this application would form a link to reaching the level of Recognised for Excellence. ○ The ADoC&S noted the tasks that need to be carried out for the remaining of this year, highlighting re-engaging with Quality Scotland ○ The ADoC&S advised the application is in 2 parts noting that part 1 is about providing key information, facts and figures about the organisation and part 2 is an enabler map. The ADoC&S said that a lot of the information required is already in place but there is still a lot to pull together to get the application completed by year-end. The ADoC&S provided summary information with regards to the following year. ○ The Depute Chair noted the discussions with interest and said that this was a good framework to follow, <p>Members noted the update in relation to EFQM Committee to Excellence Application</p>
8.4	<p>Operational Planning</p> <ul style="list-style-type: none"> ○ The CEO provided an update with regards to the key organisational development work items that will likely come to the Board of Management, including the property development review and the update on the C&S restructure. He stated that these 2 items will be brought to the 10 December 2020 meeting for approval. <p>Members noted the Operational Planning update</p>
8.5	<p>Environmental Scanning</p> <p>The CEO noted that this part of the agenda is to ensure that, as an organisation, we are connected to what is occurring in the external environment to share with Members on an ongoing basis. The CEO added that this would be organised in a planned approach and provided the following examples:-</p> <ul style="list-style-type: none"> ○ Scottish Government Housing to 2040 Strategy – The CEO said that we are awaiting the publication of the strategy and noted that this document had been used as part of the Business Plan process where he had taken out key aspects that would present both opportunities and challenges to the organisation for the strategy day discussions. The CEO suggested that this may be a particular area where Members would like to be kept informed. ○ SHR Regulatory Framework – The CEO noted that the self-assessment framework is having an impact across the sector and the SHR has set up forums to engage with organisations with regards to its implementation. He suggested that how others are dealing with it in the sector could be another area to be brought back to Members. ○ SFHA Governance Framework – The CEO advised that the SFHA carries out lots of work providing support, advice and guidance to Housing Associations in relation to governance and that this information could be helpful to bring back to Members at an agreed point in time. ○ Review of Adult Social Care – The CEO advised that consultation is ongoing about the review of Adult Social Care and he is attending a CCPS remote meeting, along with other organisations, to have a conversation with regards to the scope for the review and how as a sector, and as Ark, we can engage with this. The CEO said this is a key strategic piece of work and could be another area for Members discussion. <p>The CEO stated that this will come from the discussions being held in relation to the milestones being developed over the next few years.</p> <ul style="list-style-type: none"> ○ Mr McKnight noted that the 2040 Housing Strategy links neatly with the Asset Management Strategy and Housing Strategy and highlighted key areas of interest. Mr McKnight enquired with regards to compliance and procurement and asked if the ET saw this being reported to the Finance Sub-Committee. The CEO thanked Mr McKnight for his feedback and noted that if the Board of Management requires further reporting this will be provided. The CEO reported that the DoD&BI will be capturing all aspects of discussion within the Asset Management Strategy and thought will be given to how the ET reports upon deliverables. The Chair noted that the Board of Management receives certain aspects of information that is provided to the Sub-Committees. <p>Members noted the Environmental Scanning update.</p>
9.	<p>Items for Noting</p>

	9.1	
10.	AOB	
	10.1	The Chair advised that there will be a Pre-Board meeting at 1.30pm on Thursday 10 th December 2020. There was no other business to discuss and the Chair closed the meeting at 4.00pm
		It was noted at the end of the meeting that there were no potential impacts identified in relation to people with a protected characteristic.
11.		Date of Next Meeting: Thursday 10th December 2020 via Zoom

Meeting Dates in 2021

-  Thursday 18th March
-  Thursday 17th June
-  Thursday 26th August
-  Thursday 23rd September
-  Thursday 28th October
-  Thursday 09th December

ACTIONS

Meeting Date	Agenda Number	Action	Who	Status
20/09/18				
	11.2	Review of remit of Executive Committee to be carried out	ALL	In progress – to be carried out after the AGM
18/06/2020	5.3	ET to provide a Parameter variation for the dashboard and any variations out-with will have additional reportage and the previous year’s benchmark will be provided	ET	In progress – New format will be developed in line with the review of the business plan milestones and shared with the Board in February 21
20/08/2020	4.2	Further discussions to take place in regards to the Housing Sub-Committee/Working Group	GM	Chair to discuss with Ms Robertson on Tuesday 27 th October 2020
	8.1	DD&BI to discuss with the Chair the reporting format required for future meetings Project risk rating to be further discussed	CI ALL	Carry forward To be completed for 10 th December 2020 BoM meeting
23/09/2020	9.2	Revised plan for AIMs to be reported at the 10 th December 2020 meeting Further discussion to take place in regards to internal review of statistical information in relation to performance	MH ALL	Completed
	10.4	Financial and performance property report to be prepared for 10 th December 2020 meeting	CI	
22/10/2020	4.2	Annual Reporting plan is in progress for discussion and agreement at a future Board of Management meeting BP & Brand feedback session dates to be forwarded to Members	BD MB	Agree at the March 21 meeting Completed