

COMMITTEE STRATEGY DEVELOPMENT MINUTE RECORD

Minute of: Ark Housing Association Board of Management
Date Held: 26 October 2023 10.00am
Venue: The Priory, Canaan Lane, Edinburgh EH10 4SG
Chair: Ian Logan
Secretary: Bobby Duffy

Present: Mr Ian Logan, Mr Darcey Black, Ms Joanna Mansell, Mr Craig Unsworth, Mr David Belfall
Remote: Ms Lucy Robertson, Ms Donna Downie, Ms Catriona Clarke
In Attendance: Mr Bobby Duffy (Chief Executive Officer), Mr Stuart Green (Director of Finance & Digital Improvement), Ms Victoria Knox (Director of People & Organisational Development), Mr Mark Hall, (Director of Care & Support), Ms Mary Bell (PA to CEO) (Minutes)

ITEM	
1.	<p>Welcome The Chair welcomed all attendees to the 26 October 2023 Strategy Development meeting</p>
2.	<p>Apologies: Mr Graham Mitchell, Mr Dave Proudfoot, Mr Oliver Saint & Ms Kayleigh Bryan</p>
3.	<p>Declaration of Interest It was noted that, Ms Catriona Clarke is a member of Ark Commercial Investment Limited (ACIL) Board. Ms Lucy Robertson is Chair and Mr David Belfall is a member of Ark Services Limited (ASL) Board.</p>
4.	<p>Chairs Update</p> <ul style="list-style-type: none"> ○ The Chair advised that the Board development session had been postponed due to the uncertainty regarding Member attendance in person at today’s meeting, noting that development is hugely important for Members and for the best interest of Ark’s stakeholders adding that he is passionate about development regarding utilising Members skills. The Chair informed that Linda Ewart will advise her available dates and a doodle poll will be shared to agree a suitable date for everyone and that a venue will be considered for the development session. <p>Members noted the Chairs Update</p>
5.	<p>External Property Compliance Audit</p> <ul style="list-style-type: none"> ○ The DDCE provided background information regarding the external property compliance audit noting the purpose of the audit and the scope and delivery methodology. The DDCE provided an overview of the Executive summary and the key messages identified. In addition, the DDCE provided an outline of the summary findings and auditors conclusion, recommendations and actions noting the key actions that are underway, the next steps and proposed timeline. The DDCE advised that the presentation will be shared with Members via the Board portal after today’s meeting. The DDCE added that a lot of good practice had been identified and that the External Auditor would like to deliver a presentation to Members to raise awareness of their roles and responsibilities in this area of compliance. The DDCE noted that the report will be discussed with the HPWG and BoM Members will be invited to attend. The Chair enquired if the annual audit plan for gas and electric was up for consideration and discussion and the DDCE clarified that 10% gas and electric audit checks are carried out every year and the quarterly assurance reports will provide assurance to the Audit Subcommittee or BoM. The Chair noted that he would like to know about the issues being experienced at local level and suggested that a representative come along to one of the Pre-Board meetings to share their encounters. The DDCE noted that she will arrange for this to happen. The DDCE noted that Ark is fully compliant with management and robust policy and procedures reporting. Mr Belfall questioned if WRAC and the risk of flooding has been included and the DDCE confirmed that measures are in place for flooding and that WRAC has been included in the quarterly compliance assurance report. The DDCE noted that there has been issues with contractors up North with no real contracts agreed adding that this is the next piece of work for the Scrutiny Group (TSG) with help from the Tenant Information Service (TIS). The DDCE noted that engagement with other organisations regarding contracts is commencing in the North and the TSG, at the appropriate time will engage directly with the BoM. <p>Members noted the External Property Compliance Audit Report</p>
6.	<p>New Office Proposal</p> <ul style="list-style-type: none"> ○ The DDCE summarised the property re-location report, business case proposal and assessment of the financial impacts and location options has been shared with Members. Ms Clarke asked for clarity regarding the original proposal and the implications of the change in office space required presented today. The DFDI advised that there will not be an

	<p>impact on the rest of the business financial plan has been approved difference 2 separate items make savings put in costs not benefits going to cost more how to make up the gap restructure Finance Team, back of the Rubixx system comfortable can bridge gap, understand implications can't keep investing need to make savings through new systems, what corporate support will look like aligned to the agenda over the next couple of years deeper review required. Ms Downie noted that it is important to consider space for staff to carry out their work properly and for their well-being. The DDCE confirmed why the financials had increased and how there was scope to cost out better over a longer period of time. The DDCE advised that there will be a relevant break clause to exit the lease if required and that she can reassure that the figures are achievable. A reservation was noted over the 5.7% margin to invest in stakeholders and how this will be achieved through a reduction in overheads, and it was confirmed that more would have to happen if remaining at the Priory. The DDCE explained the use for the required space and Ms Mansell invited the ET to visit her office for comparison purposes. The DPOD noted that the process will be managed carefully without making any changes to staff terms and conditions. It was noted that the target for the move is 1 April 20 24, variable to fit out and Savills is working to negotiate the heads of terms progress report to be provided for 14 December 2023 BoM meeting.</p> <p>Members approved Option 4 and provided delegated authority to the Executive Team to enter into a 10-year Lease with relevant break clauses for the preferred property at a Lease cost of no more than £165,000 per annum.</p>
7.	<p>Vision for Care & Support</p> <ul style="list-style-type: none"> ○ The DCS provided a presentation regarding his vision for Care & Support noting the background and what considerations could be given to do more for support staff. The DCS summarised the presentation noting the challenges faced with funding and the challenges being experienced by front line management. The DCS advised the Scottish Governments position for salary increases to £12 per hour for Support Worker costs and noted how much this would cost Ark to implement. In addition, the DCS explained the vision and how this will support the next evolution of Ark's Care & Support delivery. The DCS noted the plans for front line staff and how the employment experience can be improved and how the structure will improve supported people's quality of life. The DCS advised how the proposed new structure would emerge noting the focus of the new role of Resource Co-ordinator that will support the Managers. The DCS noted the proposed structure for Practice Development and costings and how the funding for this can be achieved and summarised the financial modelling from 2023 to 2028 adding what the C&S strategy aims to deliver. In addition the DCS explained the process followed and people involved with the C&S strategy and noted Member feedback in December 2022 highlighted that they are confident that C&S is a sustainable business; however broader scale to the overall business will ease the pressure on C&S, should invest in C&S to drive business development and improve quality and focus should be placed on growing Care & Support. The DCS noted that further detail will be presented to the 14 December 2023 BoM meeting for consideration and approval. The DCS added that the presentation will be shared for information via the BoM portal. ○ The Chair thanked the DCS for the quality and practice focus of the presentation and Mr Belfall added that it was an excellent presentation noting that influence is crucial and enquired if there was any way Members could influence local Government MSPs to support Social Care staffing issues. The DCS advised that Ark are Members of CCPS who are influential in Social Care with a membership of 90 organisations and that they align themselves to the fair work agenda adding that the £12 per hour was in part due to CCPS. The DCS explained that the Practice Manager and Positive Behaviour Support (PBS) lies at the heart of the proposed model and further explained the use of techniques, mentoring and coaching and this is demonstrated through the Practice Leader and supervision. Mr Unsworth noted that PBS seems a more effective way of supporting people and enquired if any of Ark's peers are using this approach. The DCS confirmed that this was the case and that the change process will be managed efficiently. Ms Clarke highlighted that she had attended a fantastic C&S event adding that staff were very motivated and looking forward to the future of C&S. Mr Robertson noted this has been a huge amount of work, inspiring and challenging and with the agency recruitment costs it is timely to do what can be done to be efficient and effective, noting that it is a great piece of work, and she is looking forward to seeing the next iteration in December 23. <p>Members noted the vision for Care & Support</p>
8.	<p>(Redacted for Security)</p>
9.	<p>AOB</p> <ul style="list-style-type: none"> ○ The Chair thanked everyone for their attendance and input noting that he is encouraged by the direction of travel Ark is taking. ○ There was no other business to discuss, and the meeting was closed at 1.15pm.
	<p>It was noted at the end of the meeting that there were no potential impacts identified in relation to people with a protected characteristic.</p>
10.	<p>Date of Next Meeting: Thursday 14th December 2023</p>

2024 Dates for Board of Management Meetings – commencing 14.00.
Board Member Only sessions will commence at 13.30 unless agreed otherwise.

- ✚ 29 February
- ✚ 28 March
- ✚ 30 May
- ✚ 29 August
- ✚ 26 September - AGM & BoM
- ✚ 31 October – Strategy Development Day (TBC)
- ✚ 12 December

ACTIONS

Meeting Date	Agenda Number	Action	Who	Status
29/06/23	4.1 - 25/05/23 Minutes	30 May 23 Voices Group Minutes to be shared with Members	VK	To be shared by 28 September 23
24/08/23	6 – Annual Accounts	Ark HA financial statements to be shared with Members	MB	Complete
	7 – Chairs Remarks	Outcome from BoM Reviews to be shared	GM	Complete
	9.1 – Board Reporting	Annual summary Complaints report to be added to the reporting plan. 2022 SHR performance submission to be discussed at the strategic development day	BD CIN	Complete Complete
28/09/23	6 – Annual Assurance Statement	Electrical safety testing updates to be provided and Communication and Engagement Strategy - Comprehensive update to be provided 14 December 2023 meeting	CIN CIN	
26/10/23	4 – Members Development Session	Doodle poll to be shared with available dates	MB	
	5 – External Property Compliance Audit	External Property Compliance Auditor to be invited to attend a BoM meeting BoM Members to be invited to the next HPWG Local representative to attend BoM meeting to report their findings	CIN	
	6 – New Office Proposal	Progress report to be provided for 14 December 2023 BoM meeting.	CIN	
	7 – Vision for Care & Support	Further detail to be provided for 14 December 2023 BoM meeting for consideration and approval	MH	