



## Board of Management Minutes

### **Date of Meeting: 18 March 2024**

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**KINGDOM HOUSING ASSOCIATION (KHA) LTD  
MINUTES OF THE BOARD OF MANAGEMENT MEETING**

**HELD ON MONDAY 18 MARCH 2024**

**AT 5.30 PM**

**AT SALTIRE CENTRE, GLENROTHES  
HYBRID MEETING VIA GOOGLE MEET**

<b>PRESENT:</b>	Linda Leslie (Chair)	Loretta Mordi
	Ryan Cossar (Co-opted)	David Redpath (Vice Chair)
	Ian Crocker	Guy Thomson
	Julie McKinnon (Co-opted)	Carol Watson
<b>PRESENT VIA VIDEO CONFERENCING:</b>	Graeme Mackay	
	Stephen Swan	
	Sinclair Young (Co-opted)	
<b>IN ATTENDANCE:</b>	Tom Barclay, Group Chief Executive	
	Calum Kippen, Director of Governance, Risk & Performance	
	Leigh Grubb, Executive Director of Finance	
	Andrew Latto, Director of HR	
	Susan McDonald, Executive Director of Operations	
	Lesley Proudfoot, PA to Chief Executive & Executive Support Officer	

Reference to abbreviated Job Titles in the Action Column:	<b>BM</b> - Board Members <b>GCEO</b> - Group Chief Executive <b>DofGRP</b> - Director of Governance, Risk & Performance <b>EDofF</b> - Executive Director of Finance <b>EDofO</b> - Executive Director of Operations <b>EDofKSC</b> - Executive Director of KSC <b>HRD</b> - HR Director <b>PA</b> - PA to Chief Executive & Executive Support Officer
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The Chair welcomed everyone both in person and virtually to a hybrid meeting of the Board of Management.

A special welcome was given to Julie McKinnon, Ryan Cossar and Sinclair Young and it was noted that their memberships and appointments will be covered at agenda item 1.

Like previous hybrid meetings the Chair advised that she would invite Board members who have joined virtually to ask any questions first then invite Board members in the room to ensure everyone is captured.

It was noted that Board Members had an opportunity to ask any questions ahead of the meeting, however no questions have been raised.

	<b>ACTION BY</b>
<p>1. <b>Approval of Membership and KHA Board appointments</b></p> <p>The Director of Governance, Risk &amp; Performance presented the report.</p> <p>The Board approved the KHA memberships of Sinclair Young, Ryan Cossar, Julie McKinnon and Ijeoma Okoro.</p> <p>The Board Co-opted Sinclair, Ryan, Julie to the KHA Board of Management in compliance with rule 42.</p>	<p></p> <p><b>DofGRP</b></p> <p><b>DofGRP</b></p>
<p>2. <b>Apologies</b></p> <p>Blair Loudon.</p>	
<p>3. <b>Declaration(s) of Interest</b></p> <p>The Chair highlighted that Board Members may have an association or working relationship with other organisations that work in partnership with Kingdom and whilst this may not be a direct conflict of interest the relationship should be declared as a standard declaration. It was noted that if Board members are in doubt about what to declare, speak to the Chief Executive or Director of Governance, Risk and Performance.</p> <p>The standard declarations were noted as; Linda Leslie - Board of Directors for KSC Loretta Mordi - Board of Directors for KI Tom Barclay - Board of Directors for KI and KSC</p>	
<p>4. <b>To approve the minutes of the Board of Management meeting held on 19 February 2024</b></p> <p>The minutes from the meeting were <b>approved</b> by Guy Thomson and Carol Watson.</p>	
<p>5. <b>Matters arising from the minutes</b></p> <p>The Chair advised that all items were complete, carried forward, or an update was provided as part of the papers.</p>	
<p>6. <b>CHIEF EXECUTIVE REPORT</b></p> <p>The Chief Executive presented the report and highlighted the following;</p>	

## **Section A - Items for Specific Approval and Consideration / Discussion**

### *1.1 - Delegated Authority, Reserved Powers, Disposals and Board Electronic Decisions*

#### Written Resolution

None.

#### Chairs Emergency Powers

The Board noted that Chairs Emergency Powers have not been used since the last update.

#### Delegated Approvals

##### *Tenancy*

None.

##### *Employment*

Three offers of employment.

The Board **noted** the decisions above.

### *1.2 - Composition of the Perth & Kinross Local Area Committee*

The Board agreed that **REDACTED** is appointed to the Perth & Kinross Local Area Committee.

**DofGRP**

### *1.3 - Update from the Perth & Kinross Local Area Committee*

The Board agreed to ask the local area committee members to meet before the KHA Board meeting at 4.30 pm on 20 May 2024.

Four Board members confirmed their interest in attending this meeting.

**DofGRP**

## **Section B - Highlighted Items**

### *2.1 - One Kingdom on the Road*

The Chief Executive advised that the general sentiment is that staff are feeling engaged and are connected to change.

The Board noted that the Chief Executive had met the new Grounds Maintenance Team on their first day.

## *2.2 - 7 Strategic Enablers (“The Magnificent 7”)*

The Board noted that a detailed report was being presented at Agenda Item 10.

## *2.3 - Dolly Parton’s Imagination Library*

The Board noted the book gifting programme which will help develop literacy skills to children from birth to age 5.

## *2.4 - Potential Board Members / Observer at the February Meeting*

**THIS MINUTE HAS BEEN REMOVED AS IT CONTAINS PERSONAL DATA**

The Chief Executive advised that we will continue to find another customer to join the Board.

The Board **noted** Section B.

## **Section C - Items for Update / Information**

### *3.2 - Fife Council - Potential Declaration of a Housing Emergency*

The Chief Executive noted that an Administration motion will be put forward to Council on 21 March 2024 by housing spokesperson. This will urge Fife Council to make the declaration in the wake of soaring waiting lists and record homelessness figures.

It was noted that despite Council void turnaround times reducing, reprovisioning of temporary accommodation and increased number of properties available for relet; the number of households assessed as homeless and families with children in temporary accommodation remains worryingly high.

The Board noted that like other local authorities across Scotland, Fife faces difficulties in meeting its homeless statutory duties.

Pressures on the Housing revenue account required a 5% rent increase and Fife did not receive any of the additional £2m revenue funding for temporary accommodation announced by the Scottish Government prior to December 2023.

Fife Council therefore;

- requests the Head of Housing to work with partners to bring forward a Housing Emergency Action Plan (HEAP),
- submit to the Cabinet Committee in June, to supplement and accelerate already agreed actions (no details provided),

- Fife Council calls on the Scottish Government to reverse its decision to cut the Affordable Housing Programme budget by 26%.

**THIS MINUTE HAS BEEN REMOVED AS IT CONTAINS SENSITIVE INFORMATION**

Chair

It was noted that we have struggled to meet our Homelessness targets in the past and the Executive Director of Operations advised that we have a target of 40%, however this is currently sitting at 37.4%. It was highlighted that we currently let 47 properties to Fife Council for temporary accommodation and we do wider work around preventing homelessness with Fife Council, i.e. tenancy sustainment, energy advice. There is an appreciation from Fife Council that we are delivering what we can and we are an exemplary partner.

It was agreed that a paper will be presented to the Board on Business Impact and Risks on this.

The Board **noted** Section C.

EDofo

**7. CORPORATE PLAN AND DELIVERY PLAN REPORT**

The Chief Executive presented the report and talked through a Kingdom Group Corporate Plan 2024-29, Working Together, Working for You presentation and highlighted the following;

- Strategic Objectives and Strategic Outcomes
- Delivery Plan; 18 strategic projects, 121 strategic milestones in Year 1, 66 strategic milestones in Years 2-5
- 18 strategic projects covering;
  - Assets; One Kingdom Standard, Business Estate review, Fully integrated Asset Management strategy, Vertical Integration, Net Zero
  - People; Knowing our customers, Deepening and extending our impact, Relationship and stakeholder engagement strategy, Growing strategic partnerships, Fit for the Future, Equality, Diversity and Inclusion, Digital transformation journey, Governance journey
  - Finance; Delivering a payment culture, Business planning and treasury management, Value for money and optimising use of resources, Performance Improvement, Kingdom Group company relationship and structure.
- KPI's split under the 3 new strategic objectives and focused on the most strategically important measures - KHA - 24, KI - 12, KSC - 16.

A couple of minor typos were picked up by Board members which will be amended.

**DofGRP**

The Board thereafter **approved** the Kingdom Group;

1. Corporate Plan 2024-2029,
2. The supporting Delivery Plan,
3. The associated Key Performance Indicators (KPIs) and targets for 2024/25.

The Chair thanked everyone who had been involved in preparing and bringing together these comprehensive documents.

## 8. **OPERATIONS & CUSTOMER SERVICES REPORT**

The Executive Director of Operations presented the report.

### *1.1 - Intercompany Leasing Arrangements with KI*

The Board **approved**;

1. the disposal of these properties by way of intercompany lease to KI,
2. entering into the standard intercompany lease with KI for the Disposal,
3. signing of the lease on behalf of KHA by an authorised signatory.

### *2.1 - Scottish Government Affordable Housing Budget - Impact on Development Programme*

The Board noted that we are still awaiting clarity on what impact this will have, however it was highlighted that we will continue to work with Fife Council on their prioritisation programme.

The Executive Director of Operations advised that we are still awaiting details on benchmarking, noting that it will be nowhere near 16%. An update will be provided as soon as is reasonably practicable.

**EDofO**

It was suggested that a Business Risk & Impact Report is prepared in relation to this for the May meeting.

**EDofO**

### *2.2 - KI MMR Assurance Review Update*

The Board noted that the full report and action plan is being presented to the KI Directors at the meeting on 19 March and the Scottish Housing Regulator were notified of this on 13 March.

The Board noted that it is reassuring and positive to have external scrutiny.

### *3.1 - Annual Return on the Charter Validation*

The Board noted that the independent ARC consultant will be visiting us on 12, 18, 19 April to undertake a partial ARC validation on our Repairs, Housing and Customer satisfaction indicators.

## 9. **APPROVAL OF PEOPLE POLICIES**

The HR Director thanked the Staffing Committee for their review and feedback of the revised Health & Wellbeing Policy, revised Time Off Policy and revised Family Friendly Policy due to the absence of a Staffing Committee meeting.

The HR Director explained that there are some legislative changes coming that drive the need for these policy changes from 1 April 2024.

Discussion took place in relation to the Time Off Policy and the HR Director noted to take into account at the next review how to deal with GP appointments.

The Board thereafter **approved**;

- the revised Health & Wellbeing Policy,
- the revised Time Off Policy,
- the revised Family Friendly Policy.

## 10. **7 STRATEGIC ENABLERS PROGRESS REPORT**

The Chief Executive presented the report.

The Board commented that they were happy that the Vertical Integration Plans are progressing well.

It was confirmed that no staff were taken on from Gilmartin in relation to the Grounds Maintenance Team, this was a complete external recruitment exercise.

The Board **noted** the update on the 7 strategic enablers .

## 11. **SHR REGULATORY FRAMEWORK REPORT**

The Director of Governance, Risk & Performance presented the report and highlighted the following;

HRD



- New Regulatory Framework will go live on 1 April 2024
- 3 Key Changes;
  1. Annual Assurance Statement.
  2. Listening to customers and acting on what they say.
  3. Replacing the term 'Significant Performance Failures' with 'Serious Concerns'.
- Annual Return on the Charter - consulting on introducing specific indicators to the ARC on tenant and resident safety in 2024/25
- Notifiable Events - updated the guidance to ensure it is clear that only the most significant issues need to be reported. More SHR transparency around themes of notifiable events.
- Regulatory Status - there will continue to be 3 regulatory statuses the Regulator can apply to each landlord. Although the wording has been updated to make clear, the 2 non compliant statuses.

The Board **noted** the update to the SHR regulatory Framework.

## 12. **TREASURY & FUNDING REPORT**

The Executive Director of Finance talked through the report.

The Board **noted**;

- The progress update report on financing proposals to support the corporate plan in 2024/25,
- The timetable and next steps towards securing the required funding, including the proposal to issue a written resolution for approval in April.

**EDoff**

## 13. **HEALTH & SAFETY REPORT**

The HR Director presented the report.

The Board **noted** the contents of the Annual Health & Safety Report.

## 14. **ANY OTHER BUSINESS**

None.

## 15. **Not for circulation**

## 16. **DATE OF NEXT MEETING**

Monday 15th April 3:00 pm - Audit, Finance and Risk Committee  
 Monday 20 May at 5.30 pm - KHA Board meeting

Monday 27 May at 5.30 pm - Staffing Committee meeting

The meeting was brought to a close at 8.15 pm.

Signed (Chair):

Signed (Secretary):