



**MEETING of the
GOVERNING BODY OF
SCOTTISH VETERANS RESIDENCES
On MS Teams, Friday 11 December 2020**

Record of Decisions

Present: George Lowder MBE, Chairman
 Rev Neil N Gardner (NG)
 Sue Bomphray (SB)
 Richard Edlmann (RE)
 Clive Masson (CM)
 Maj Roddy Laing (RL)
 Sqn Ldr Derek Morrison (DM)
 Lt Lynsey Youngson (LY)

In attendance: Jeremy Chittleburgh, Treasurer (JC)
 George Corbett (DCEO)
 Susie Hamilton, Head of External Relations (HER)
 Mark McLintock, Main Street Consulting, (Serial 12 only) (MM)
 Martin Nadin OBE, Chief Executive (CEO)
 Susan Duthie, Company Secretary (Minutes) (CS)

Apologies: Troy Johnson (TAJ)
 Tony Jones (TJ)
 Iain Lindsay (IL)
 Pippa Shields (PS)
 Jonathan Tweedie, Vice Chair (VC)

	Subject	Raised by	Additional Documents	Decision
1	Chairman's Introduction	Chairman		
	<p>The Chairman thanked everyone for attending and passed on his thanks to the SVR Executive and staff for their outstanding work throughout COVID-19. Their exceptional response has led to the maintenance of the health of Residents and Tenants and reflects well on SVR's procedures and practice.</p> <p>Welcome to Lt Lynsey Youngson (LY) who has joined the Governing Body as the Royal Navy representative.</p>			
2	Apologies	SD		
	<p>As noted above. The Chairman had spoken with TAJ who is in recovery and is improving, he is able to remain engaged with SVR through reading the published papers but not yet ready to fully participate in lengthy meetings.</p>			

3	Previous Minutes	SD	Minutes	Approved
	<p>Minutes of the Governing Body Meeting of SVR held on 4 Sep 20 were reviewed. There were no matters arising.</p> <p>Minutes accepted: Proposed by: N Gardner Seconded by: R Edlmann</p>			
4	Action Log	CEO		Approved
	<p>Actions:</p> <p>55. Risk Management - The risk manager from GS Group, SVR's insurers, has recommended the IOSH Managers Safety Course. (Institution of Occupational Safety and Health). The cost is approx. £500 pp. CEO proposes to put the 3 Residence Managers on the course next year as a minimum. c/f</p> <p>63. Whitefoord House Bowling Green redevelopment – Approaches have been made to find the appropriate celebrity gardener. Charlie Dimmock and Monty Don have declined due to workloads and travelling distance. Awaiting a response from the production company of Beechgrove Garden. c/f</p> <p>66. Service updates, c/f.</p> <p>68. RN Service Rep, Lt Lynsey Youngson, now in place. Action closed.</p> <p>71. TV advertising - This has been paused for targeting at the appropriate time in 2021. The 2 new animations are ready to go. Chairman felt that the economic support that is available for businesses up until the end of March 21, will delay the expected increase in redundancies and financial hardship that could lead to an increase in Veteran homelessness. The marketing campaign should be synchronised to provide awareness of SVR's services when the need is greatest. c/f</p>			
5	Ratification of Out of Committee Decisions	Chairman	Report	Approved
5.1	The Governing Body was asked to ratify the following Out of Committee decisions:			
5.2	<p><u>Submission of the Annual Assurance Statement to the SHR.</u> In 2019 there had been 15 standards with which SVR was partially compliant. During 2020 this has been reduced to 2. Publication of one policy document, the Tenant Participation Strategy, will address the remaining partially compliant standards. This draft document is about to be distributed to the tenants for consultation. Once consultation is complete it will then be sent to TPAS (Tenants Participation Advisory Service) for their view and will be brought back to the Governing Body next year.</p>			
5.3	<p><u>The submission of the Governing Body Succession Policy.</u> During the Out of Committee consultation on the policy, the VC had proposed an absolute limit to the length of time a Member could serve on the Governing Body. Discussion followed, which covered potential legal aspects and imposing an age limit. CEO added that compared to other Housing Associations our GBM are all of working age, which is unusual within the sector. It was determined that there was no appetite to impose an absolute time limit for Governing Body membership.</p>			

	<p>SB had previously suggested amendments to the purpose of the policy which had been incorporated.</p> <p>Decision: Agreed to ratify the Annual Assurance Statement OOC decision.</p> <p>Decision: Agreed to ratify the Succession Policy OOC decision.</p>			
6	Sub-Committee Reports	Chairs	Minutes	Approved
6.1	<p>Audit & Risk Committee Last meeting 9 Oct 20.</p> <p>CEO confirmed that the tender for the Internal Audit service had been awarded to TIAA. The contract is for 3 years, providing 15 days audit service per annum. CEO is now working with TJ and Martin Ritchie of TIAA on the annual audit plan for 2021 and the audit strategy over the 3 years of the contract.</p> <p>Chairman added his thanks to TJ, RE and SB for their work on the committee during 2020.</p>			
6.2	<p>Quality Committee Last meeting 10 Nov 20.</p> <p>CEO updated that the Quality Assurance Policy and framework is being revised to take into account national health and social care standards along with the Care Inspectorate's inspection regime.</p> <p>Currently, the Committee lacks a lived experience perspective. CEO will write to the tenants and residents seeking volunteers to join the Committee. Complaints Management has been added as a standing agenda item for Committee Meetings</p> <p>Chairman asked CEO if the Residence Managers were happy with this process. CEO advised that the QA Policy and Framework was being driven by the Residence Managers, all of whom are members of the Committee.</p> <p>Chairman added his thanks to PS, NH and CM for the work that they do on the Quality committee.</p>			
6.3	<p>Investment, Remuneration & Finance Committee Last meeting 20 Nov 20</p> <p>Chairman advised that investments are holding up within a well-diversified portfolio. Regular dialogue occurs with the Investment Manager. In view of the global economy the portfolio is in a good place.</p> <p>The Budget process is working well.</p> <p>Pay Award 2021 was discussed at length, this will be followed up on the agenda at serial 8.</p>			
7	Treasurer's Report	JC	Reports	Approved
7.1	<p>Quarterly Management Accounts</p>			
7.1.1	<p>For the 9 months to the end of September show ups and downs.</p>			

7.1.2	The level of voids and the resulting loss of income is the main challenge. It was noted that Whitefoord House income has improved since October.
7.1.3	Staff salary expenditure had reduced; the housing support grant had partially offset increased expenditure required to mitigate the risk of Covid-19; maintenance costs were in line with the budget.
7.1.4	Catering costs have increased as a consequence of Covid-19 measures (such as provision of disposable cutlery and additional staffing to extend mealtimes). Grant funding has been received to offset most of this cost. The new Catering Manager is in place and it is hoped that consequent cost benefits will follow in 2021.
7.1.5	Budget surplus after 9 months was £77k in 2019, and £152k in 2020. Financial Markets were down at the end of September but have since risen since and we would expect to reach a break-even point for our investment portfolio.
7.1.6	Chairman thanked JC and his team at Chiene & Tait for their continuing support throughout 2020.
7.2	Draft Budget 2021
7.2.1	The budget had been discussed at the IRFC meeting. Factors from 2020 which will carry into next year had been considered. The conclusion was that 2021 will be more financially challenging.
7.2.2	Whitefoord House is in a healthy position. Its operating surplus offsets operating losses elsewhere, contributing positively to the overall financial position. Head Office recharge has increased and this is reallocated to the Residences.
7.2.3	The 2021 budget showed an operating deficit before investment income and donations of £132k compared to the anticipated result of 2020 of an operating deficit of £166k before investment income and donations. This should result in a budget surplus following the receipt of investment income and donations.
7.2.4	Unrestricted donations have reduced this year, however, more have been received in specific restricted funding.
7.2.5	The budget forecast for 2021 predicts a surplus of £72k. There are a number of factors that could adversely affect this forecast: <ul style="list-style-type: none"> ▪ The level of voids is the biggest concern as it generates the most income to the Association. ▪ Salaries will not be increased other than for those on the Real Living Wage. ▪ Heat & Light budgeted to remain the same level of expenditure. ▪ Maintenance costs driven by what <u>must</u> be done. ▪ Catering costs projected to be the same as this year. ▪ Other small increases included in estimates for next 12 months. ▪ Brexit may affect food prices. <p>These are the elements over which we have no control, however JC reassured that the budget is appropriate subject to the caveats.</p>
7.2.6	Rental income was based on the proposals submitted to the 3 councils for approval. It was confirmed that City of Edinburgh Council had agreed the proposal. Chairman asked for clarity on the position regarding the other Councils. DCEO confirmed that Glasgow City Council (GCC) had confirmed receipt but not yet made a decision.

	<p>Dundee City Council (DCC) had been in touch with Support Solutions to discuss the proposed increase of 8.3%, which was significant but acceptable in principle.</p> <p>Afternote: GCC subsequently confirmed the proposal in full; DCC confirmed the proposal -0.50p for the food charge component.</p>
7.2.7	Chairman asked if the budget included the costs for the conversion of the Rosendael Lodge. JC confirmed they were included but not in Income & Expenditure as the costs will be capitalised and will allow for depreciation.
7.2.8	A pay increase has not been budgeted for but will be reviewed by the end of June 21.
7.2.9	There were no questions.
	Decision: The IRFC recommended the budget to the Governing Body. The GB agreed unanimously to approve the budget.

8	Pay Award 2021	Chairman	Reports	Actions
8.1	This had been discussed at the 2 previous IRFC meetings in Sep and Nov. The view of the Committee is shaped by the projected position for next year.			
8.2	Due to 2020 being particularly difficult due to Covid-19, most businesses are reviewing their position quarterly as the economic situation changes.			
8.3	The National Government has decided against pay rises for the majority of the Public Sector. We also had to consider how a significant pay award to staff would be viewed externally; it could affect donations and grant applications.			
8.4	The Committee believed it would be better for staff, if SVR prioritised continuity of employment throughout the pandemic and seek to avoid having to make redundancies.			
8.5	The IRFC has committed to review salaries by the end of June 2021 and have the option to back date any increase if that is appropriate.			
8.6	Chairman recognises that the proposed rent increases put to the 3 councils include an element for pay increase (CPI + 1%).			
8.7	<p>CM asked if Local Authority pay awards were known yet.</p> <p>Chairman advised they will receive confirmation of their budget settlement from the Scottish Government at the end of January. They will finalise their own budgets. Some LAs will be locked into longer pay awards. Otherwise there will be no increases in public sector pay, with the NHS potentially an exception.</p> <p>The private sector is expected to see pay reductions.</p>			
8.8	CEO had included a paper showing the costs and the proposed letter to staff. This includes notice that SVR will increase the rate for those staff on the Real Living Wage (RLW) from £9.30 per hour to £9.50 per hour.			
8.9	There is one additional proposed increase for one employee, whose wage would have been overtaken by the RLW, to be moved on to the administrator pay band in appreciation of their exceptional performance. This would move the salary from £18.5k pa to £20.5k pa.			

8.10	<p>The CEO's letter to staff was endorsed. CEO preferred to write separately to staff regarding the £50 voucher. GT agreed.</p> <p>Decision: The Governing Body approved there would be no pay award for staff, with the exception of those on RLW scale, and 1 employee who will be transferred to the Administrator pay band. A further salary review would be undertaken by the end of June 21.</p> <p>Decision: Governing Body approved a £50 voucher for staff as a thank you for their hard work during COVID-19.</p>		
9	Annual Review of Governing Body	Chairman	Action
9.1	<p>The Chairman confirmed he had been speaking to each Governing Body Member as part of the annual review.</p>		
9.2	<p>The agenda provided the opportunity to discuss the Governing Body in relation to its:</p> <ul style="list-style-type: none"> Composition (Collective) Competencies (Collective) Experience Training Requirements Frequency of Meetings 		
9.3	<p>Chairman opened this up to the Members. Nothing was raised by the GB.</p>		
9.4	<p>CS offered training or further information for those who felt the need for it as there is a varying level of experience in the group. OSCR and SHR are the main regulatory bodies that Members to which are responsible.</p>		
9.5	<p>CS suggested that a useful skillset to add to the Governing Body would be a Member with experience in the Housing Association (HA) sector. They could be a person working in a HA who wants experience of a board or a former HA Board Member.</p>		
9.5.1	<p>CEO added that the Governing Body has exceptional breadth and depth of experience. It could however, be potentially more diverse. Appropriate social housing experience and expertise would be helpful. They do not necessarily have to have a military background. Housing Options Scotland or COBSEO could be useful starting points to identify potential candidates.</p>		
9.5.2	<p>SB is a trustee on more than one board and added that it works.</p>		
9.5.3	<p>CS confirmed that there are 2 spaces available on the board to take it to the maximum of 15.</p>		
9.5.4	<p>RE offered to sound out a number of individuals he knows from his work with housing associations.</p>		
9.5.5	<p>JC added that he advises 15 Housing Associations from a financial perspective.</p>		
<p>Action: Chair asked CEO to speak to interlocutors.</p>			
<p>Afternote: Sandy Telfer, a NED of Port of Leith Housing Association for 9 years and property lawyer, has been identified and following discussion and consultation has agreed to join the GB.</p>			

9.6	Chairman raised the frequency of meetings. He commented that today's agenda is particularly long, however, that is unlikely to be repeated and we will be able revert to shorter meetings. The committee structure helps the Governing Body to be able to focus on Strategic issues and decisions. Chairman asked if the GB is comfortable with the frequency and duration of meetings. There was no adverse or contrary comment from the GB.		
9.6.1	CEO added that GB Meetings are currently quite formulaic with a standing agenda. Opportunities should be welcomed to do specific deep dives into topics which need more attention where appropriate e.g. resident employment, and environmental impact and sustainability.		
9.6.2	Chairman summarised that this year was focused on operating through COVID-19, last year was the governance of merging and restructuring the boards and setting the strategic objectives. Once able the GBM should focus on the topics the CEO suggested.		
10	Strategic Review	CEO	Report
10.1	CEO had sent out a performance review showing progress made against SVR's strategic objectives. CEO asked the Governing Body to consider if adjustments are required to be made to the strategy in light of COVID-19 or Brexit.		
10.2	Strategic Objective 1 - Maintain the current level of provision of our housing support service for our Residents. Work continues to maintain this objective.		
10.3	Strategic Objective 2 – Fulfil our statutory and regulatory duties as a Registered Social Landlord (RSL). Progress continues, with one area of partial compliance. We deliver well and our maintenance provision is very good.		
10.4	Strategic Objective 3a. Develop activity and pathways to support those Residents who are able to enter or return to sustainable employment. Strategic Objective 3b. Develop a tapered support service for former Residents who have secured their own tenancies or other accommodation.		
10.5	We need to understand better the impact of Housing Benefit (HB) abatement and the tipping point of 16 hours when HB is abated and how that acts as a disincentive to those seeking employment. This features in the Bellrock Close Review. The transition to work trend in the KPIs is very low at near zero per cent. The current employment market does not help. Tapered support has been paused because of COVID-19 and work with Poppy Scotland has paused but should restart after COVID-19.		
10.6	Strategic Objective 4. Monitor our estate and property portfolio.		
10.7	Strategic Objective 5. Develop and raise our profile. Very successful marketing campaign and 2 new animations ready for broadcast. Once able to meet in person DCEO will be able to undertake his programme of meeting Local Authority Housing Staff.		
10.8	Strategic Objective 6. Digital transformation of the charity. CEO feels that after statutory and regulatory provision, this is SVR's most important objective as more effective use of data will result in better decisions and outcomes for our veterans and our staff working more efficiently.		
10.9	Strategic Objective 7. Reduce Environmental Impact.		

10.10	CEO will look at options after COVID-19, including electric charging points for vehicles, using grants to subsidise the cost.			
10.11	Chairman agreed that the Digital Transformation's importance moves up to the 3 rd objective. Strategic Objectives 3a and 3b partly rely on other charities and partners. DCGS (Deputy Chief of the General Staff) has written to every military charity to say that those institutions that rely on charitable funds will struggle as donations will be much reduced. CEO will update the document and it will be a record captured to show progress and priority order. The objectives still hold but with a slight re-ordering.			
11	SVR Business Plan 2021	CEO	Plan	Actions
	Having confirmed the budget and the strategy, CEO will now work on the business plan. CEO has discussed with JC and will now re-order to show what will be done in 2021 up front. CEO will circulate early in 2021 and bring back to the next GBM in March for endorsement.			
BREAK				
12	Bellrock Review	CEO, MM	Report and SVR Response	Actions
12.1	SVR commissioned a review of the Bellrock Close service. Main Street Consulting won the tender to carry out the review. Mark McLintock gave a summary the findings. CEO included the initial management response to the report.			
12.2	MM commented that overall the service at Bellrock Close is good with many Residents saying that it has been lifesaving with some staff going above and beyond. It broadly achieves its main strategic aims with around 30% veterans transitioning each year into independent living, with 8% on average going into employment. Throughout the review MM consistently heard that Bellrock Close could be doing more and doing it better.			
12.3	The 5 key operational issues highlighted are: <ul style="list-style-type: none"> ▪ Health & Safety around lone working; ▪ Drug and alcohol misuse; ▪ Staff team dynamics – the biggest barrier to improving the service is poor staff dynamics within the existing team; ▪ Inconsistent approach to admissions into the Service; and ▪ Inconsistent policy application across the 3 Residences. 			
12.4	In total 30 recommendations were made in the report covering 13 different areas. Several of these are included in the management response with appropriate priority given to them. Chairman opened the report and brief up for discussion.			
12.5	SB commented that whilst the report made uncomfortable reading in places it does not contain any surprises. It reports the issues head on and also raises the positives.			
12.6	CEO spoke with SB and Pauline McHugh, Bellrock Manager and DCEO before writing the response. CEO feels the first action is to confirm whether the original service proposition and aim of the service is still valid. It was initially thought that			

	18 – 24 months was an appropriate support period for residents, should it now be extended to 36 months?			
12.7	The next priority would be to sort out the staff dynamics and structure. CEO believes there is a need for staff mediation as there appear to be issues dating back to 2015 that may still be unresolved. The staff structure was intentionally management heavy however more operational staff may be required, balanced against less management.			
12.8	SVR could benchmark more accurately. CEO will look at Riverside Veterans Services and The Beacon in Catterick which are likely to deliver similar services to Bellrock Close.			
12.9	There should be consistency between the 3 services on policies and procedures.			
12.10	Lone working issue has been addressed as the staff are provided with protective equipment, there is CCTV coverage, and risk assessments are carried out to provide assurance.			
12.11	The admissions policy needs to be checked.			
12.12	Our drug and alcohol policy is challenging as SVR does not have the resources and expertise to be sophisticated in its application. It is appropriate we apply zero tolerance to drug and alcohol abuse.			
12.13	Residents' employment. Report averaged 8% since 2015 but is on a downward trend to zero per cent. This will be examined along with the other services and not focused specifically on Bellrock Close. Improving employment opportunities for Residents remains a strategic objective.			
12.14	Chairman asked if there was budget allocated towards addressing the issues identified in the report. £25k has been allocated in the budget. JC felt that this was a sufficient figure. SB agreed that the main costs will relate to the restructuring and mediation costs.			
12.15	GT asked about the process of mediation and restructure. Suggested restructure first then mediation with the new team rather than the other way around. CEO agreed as there should not be the perception that redundancies followed the mediation.			
12.16	Chairman asked MM if the recommendations are in order of priority. MM confirmed he had put them in his order of relevant importance with the top 3 of the key issues on the first page.			
12.17	Chairman asked about a timeframe. CEO believes this will take time and whilst the restructuring work is relatively straightforward, mediation with the staff will be challenging and take time.			
12.18	Chairman thanked MM for his work. MM appreciated the work being done in SVR.			
	Action: CEO to prepare action plan to deal with the 13 actions with a deadline against each of them.			
13	Bellrock Art Club	HER	Reports	Actions
13.1	The Art Club has been run and led by former SVR resident, now tenant, Alan Clarke (AC). The Club has reached a stage of maturity where it makes sense for it and for			

	SVR, to become a separate entity. HER is looking for approval in principle to proceed with the separation and to transfer the assets. The assets being the woodworking machinery and equipment listed in the brief with a value of £8k.
13.2	The suggested legal construct for the Art Club format is that of a SCIO. HER has drafted a constitution to go with the application. Balfour & Manson (B&M), solicitors are currently reviewing the constitution. HER will bring back to the next board meeting to seek full approval for the separation to take place.
13.3	Chairman commented that the club seems to rely heavily on one person. Would the SCIO fall over if AC ceased to be involved. HER advised that it is a group and is made up of residents and former residents and some who have never been residents, as well as some volunteers from other charities in Glasgow. Not reliant on current residents who may move away. HER confirmed her belief that it is a sustainable organisation.
13.4	Chairman asked the cost of establishing the SCIO. HER did not have a figure to hand, this would be mainly legal fees and B&M have not yet sent in their quote. The Chairman advised that in a similar situation, £7k costs were incurred, although the he acknowledged that the Art Club will probably be simpler.
13.5	Chairman asked for the potential support cost, is it £12k pa? HER confirmed that is the figure for their current rent and utilities. They would need to add insurance, currently covered under SVR's insurance. Likely to be approx. £25k pa to cover the consumables etc. That figure does not include any paid staff. They would need to fund raise. It is in the club's interests to become independent as once it is established it will then be able to access grants given to small charities which they cannot access whilst part of SVR.
13.6	JC agreed with the principle but SVR needs to decide how much it wants to support the new organisation financially and ring fence that money. Also not to leave the new organisation isolated as they are currently receiving support, it needs to be decided how that will be done. SB agreed and added this should include the governance support they would need so that they don't fall over within the first few years.
13.7	HER does intend to continue support as the Art Club will still be available as a facility for our residents to use. The intention is still to work with them and offer advice rather than finance. Chairman agreed in principle to progress the transfer of assets.
13.8	The Governing Body will need to approve the Art Club transferring into a SCIO; confirm what SVR's financial commitment will be and confirm the additional support commitment.
13.9	CEO agreed in principle it is the right thing to do to spin off something that is outwith the principles of SVR. The key to set it up and prepare it for success. Establish appropriate non-execs and trustees of the SCIO who are able to support the governance and develop it. It should not be spun out until this is in place and then the responsibility rests with them.
13.10	Chairman asked if there was appetite in Glasgow and Glasgow City Council to support this, by way of providing a Chairman or trustees. HER added that the organisation has the responsibility of setting up their board. AC has formed a lot of links in Glasgow and is competent in networking. He has identified a number of

13.11	potential trustees. SVR should support rather than impose the new organisation's board.			
13.12	Chairman disagreed as SVR is paying for the set up and transferring assets. More work is required on a project plan. He would like to see some commitment from external agencies. SB agreed the need for a further discussion. AC does need to take up the responsibility for his organisation and we need to set him up for success.			
13.13	Chairman asked if GCC supportive. HER says yes the councillor, also a Baillie, is supportive. HER and CEO met with her in 2019. GCC have stopped their usual grant programme.			
13.14	RE asked about the equipment that would be transferred over. It is specifically for woodworking and SVR would not have any other use for it. RE is supportive of the transfer, subject to the Chairman's concerns being addressed.			
13.15	HER has written a plan as a guide for AC which can be shared along with the legal costs.			
13.16	Chairman was not in favour of an open-ended commitment of up to £25k pa to support a separate SCIO. Content with the principle of transferring the equipment over but unless AC has a commitment from other supporters including financial supporters in Glasgow it will fall over in a few years. CEO offered to help AC get some names against appointments. Acknowledged that there is a reputational risk if it is spun off and it goes wrong. Those risks need to be mitigated.			
	Chairman requested to be able to review the business plan for the proposed SCIO to include:			
	<ul style="list-style-type: none"> ▪ Full set up costs ▪ Full recurring and support costs ▪ Who will do the fund raising for the new organisation ▪ Address the governance structure and ensure in place 			
	ACTION: HER to present the business plan including above.			
14	Residence Restricted Funds	HER	Brief	Approved
14.1	HER requested the Governing Body agree the proposed process to authorise expenditure of Funds Restricted to Specific Purposes.			
14.2	The managers are best placed to know what to spend the funds on. This process will ensure that donations coming in for specific residences are spent in a timely fashion.			
14.3	There are already delegated authority limits in place for the managers, up to £1,500.			
14.4	Chairman asked for comments. No dissent.			
	DECISION: Approved			
15	In Reach	CEO		Actions
15.1	SVR has the strategic objective to support residents with outreach once they move on to independent living.			

15.2	Recognising that some veterans can become isolated and lonely, SVR can be a more supportive partner across the sector. There may be mutual benefit in exploiting our resources to help others. For example, veterans coming in from outside to use our facilities and services such as an isolated elderly veteran could come in for a meal and a chat once or twice a week or an active individual accessing our outdoor pursuits. All this is planned for after COVID.		
15.3	There will be some cost, potentially into low thousands, with concurrent activity to apply for grant funding to cover.		
15.4	CEO proposes to run a 6 month pilot out of Rosendael, chosen for the number of elderly residents in that area and it is where the JILWO is based. Partner organisations with properties in close location such as Veterans Housing Scotland could access the services. CEO has discussed with Poppy Scotland, Legion Scotland and Veterans Housing Scotland. They are all supportive.		
15.5	The respective welfare services of those organisations would identify individuals who would benefit and they would apply to us to do so. We would control capacity.		
15.6	It would require a change of registration with the Care Inspectorate and CEO believes that would be a straightforward process.		
15.7	Key benefits: Supportive partner across the sector Maintain and develop our profile Exploiting our current services for the benefit of veterans.		
15.8	Chairman supportive with due consideration given to the risks. No dissent.		
Decision: GB agreed that CEO can go ahead with the pilot.			
16	Residence Committee Reports		
16.1	Bellrock Close – SB The residents and staff are preparing for Christmas.		
16.2	Rosendael – CM CM wanted to thank the Manager, Deputy Manager and Staff for their professional handling of a recent upsetting incident.		
16.3	Whitefoord House – NG NG has been keeping in touch with the Residence Manager by e-mail and the Staff are coping well with the challenges.		
17	CEO's Report	CEO	Report
17.1	Operationally, void levels are the key area of focus. Rosendael and Bellrock are maintaining occupancy levels. Whitefoord House has been slow to fill with fewer new residents coming through whilst there has still been a small number leaving. Normally the inflow and outflow would be closer matched. Chairman added that the City of Edinburgh Council is extending its funding for hotel accommodation for homeless people which may impact on our inflow into Whitefoord House.		
17.2	The Digital Transformation Programme is in the discovery phase. Looking at the information architecture and content management. Looking at how the intranet portal will work. The hardware and cabling will mostly be in place by end of Q1 2021.		

17.3	The second phase will then be to get used to the new way of working and then focus on collecting the data.			
17.4	DCEO – we have firm prices for the fire alarms for the new fire alarms in the WFH flats, aiming to complete during January. Proposed rent 8% rent increase in Dundee, includes domestic and catering staff costs. Also the Chef manager role costs moved from Edinburgh to Rosendael.			
17.5	HER – since the report was written there has been a minor data breach which did not require reporting to the ICO but will be added to our register.			
17.5	CS - 1 Notifiable Event ongoing and 1 ROI form outstanding.			
18	Strategic Risk Register	CEO	Risk Register	
	002/20: Operational – Infectious Disease DCEO working with GS Group Risk Manager and SRM to review our Health & Safety procedures, with particular reference to infectious disease. All the work carried out is now documented.			
	004/19 Internal Audit Risk This action is complete as the Internal Audit contract has been confirmed. CEO requested the risk to be archived. Chairman preferred to wait for the results of the first internal audit report.			
19	KPI's	CEO	Report	
	No serious incidents reported in the quarter. Better layout. No questions.			
20	Service Updates			
20.1	Chairman still to confirm the requirements for the key strategic headlines from service reps.			
20.2	<p>Royal Navy – LY LY thanked the Chairman for the warm welcome. RN continues to work with the veteran community on several local and digital engagements. Working with SSAFA and BLESMA. The Armed Forces Covenant moves into legislation next year, looking at how that will affect service leavers. New CETF lead Cdr Mark Fitzsimmons will handover to Cdr Stewart Curry this week. Project SELBOURNE – Restructuring all Education and Developments into one contract. This will affect teams supporting resettlement. Recruitment up a third, outflow steady. Personnel at 6k officers and 19k other ranks. Education – Dartmouth opened to other ranks, was previously officer training only.</p>			
20.3	<p>Army – RL Troops are busy and retention is good with a drop in voluntary outflow. Drugs & disciplinary related discharges have reduced. 21 personnel supporting NHS with COVID-19 response. £122m to be spent on housing within 2 years. SO2 Transition delivering resilience training. Op SMART is providing training online.</p>			
20.4	<p>Royal Air Force - DM Stand up of RAF Space Command. First rocket to launch from Scotland in 2022. Sites in Shetlands and Sutherland. Numbers of personnel in Lossiemouth will increase by 500.</p>			

20.5	<p>AVM Tam (Tammy) Henderson, appointed new RAF Mental Health and Welfare Champion, over and above her primary role.</p> <p>Merchant Navy – IL No update. Autumn newsletter added to AdminControl after meeting.</p>
21	<p>AOB The chairman thanked CEO and his team and also the Governing Body. There was no other business and the meeting was concluded.</p>
22	<p>DONM – Friday, 5 Mar 21, 13.00 – 15.00, Microsoft Teams</p>