



**MEETING of the  
GOVERNING BODY OF  
SCOTTISH VETERANS' RESIDENCES  
SVR Boardroom and MS Teams on Friday 9<sup>th</sup> December 2022 at 12.00**

**Record of Decisions**

Present: George Lowder MBE Chairman – Present  
Sue Bomphray (SB) – Online  
Richard Edlmann (RE) – Present  
Troy Johnson (TRJ) – Online  
Tony Jones KC (TJ) – Online  
Clive Masson (CM) – Online  
Isla Tabberer (IMT) – Online  
Sandy Telfer (ST) – Online

In attendance: Jeremy Chittleburgh Treasurer (JC) – Online for serials 11 &12  
George Corbett Depute CEO (DCEO) – Online  
Colin Leslie Head of External Relations (CL) – Present  
Gayle Templeton, HR Consultant, (GT) – Online  
Martin Nadin OBE Chief Executive (CEO) – Present (Minutes)

Apologies: Capt Andrew Cassels (AC)  
Rev Neil N Gardner (NG)  
Lt Ray Gidney RN (RG)  
Sqn Ldr Derek Morrison (DM)  
Maj Christian Taylor (CT)  
Jonathan Tweedie, Vice-Chairman (VC)

	<b>Subject</b>	<b>Raised by</b>	<b>Additional Documents</b>	<b>Decision</b>
<b>1</b>	<b>Chairman's Introduction</b>	<b>Chairman</b>		
1.1	The Chairman welcomed all to the meeting and acknowledged that it had been planned to hold the meeting at Bellrock Close. A change in circumstances had meant that it was more efficient to run the meeting from the Boardroom at Whitefoord House. He hoped that wouldn't prove too inconvenient, and that those who hadn't yet visited Bellrock Close would find other opportunities to do so.			
1.2	He welcomed CL to his first Governing Body meeting since assuming the role of Head of External Relations. CL gave a short overview of his career to date. Following invitation from the Chairman, all present introduced themselves to CL.			
1.3	The Chairman recognised that the overall environment remained very challenging with increases to the cost of business and running the Charity, and that it wasn't getting any easier after 3 years of headwinds. He asked that the Record of Decisions showed that the Governing Body was truly thankful for everything the staff did. He hoped that all would be able to have a break over the Christmas period and be able to recharge their batteries.			

<b>2</b>	<b>Apologies</b>	<b>CEO</b>		<b>Noted</b>
	Chief Exec confirmed that apologies had been received from; Andrew Cassels, Neil Gardner, Ray Gidney, Derek Morrison, Christian Taylor and the Vice-Chairman, Jonathan Tweedie. With 8 Members in attendance, the meeting was quorate.			
<b>3</b>	<b>Previous Record</b>	<b>Chairman</b>	<b>Draft RoDs 10 Oct 22</b>	<b>Approved</b>
	The draft Record of Decisions of the SVR Governing Body Meeting held on 10 <sup>th</sup> October 2022 were reviewed and approved as an accurate record of the meeting. <b>RoDs accepted:</b> <b>Proposed by: RE</b> <b>Seconded by: TJ</b>			
<b>4</b>	<b>Review Action Log</b>	<b>Chairman</b>	<b>Action Log</b>	<b>Noted</b>
4.1	<p>The Chief Exec reviewed progress against each serial of the Governing Body's Action Log:</p> <p><b>Ser 71. Animations.</b> It had proven not to be achievable to use the remaining unused animations in the run up to the Remembrance fortnight. They remained available for use during the New Year. The Chairman thought they would be best exploited if they could be linked to a specific event. Chief Exec mentioned the Rosendael 90<sup>th</sup> Anniversary but would look at other opportunities too.</p> <p><b>Ser 76. Rosendael 90<sup>th</sup> Anniversary Event.</b> The working date for the event was 6<sup>th</sup> September 2023 for which confirmation would be received in the Spring, when the KP Autumn diary was set. The Chairman added that that would also be the day that he would handover to the Vice-Chairman. Some work would be required for the succession as Vice-Chair.</p> <p><b>Ser 77. Thank You Event.</b> The event for the Governing Body (GB) and SMT had been postponed due to the cost of living crisis. The Chairman recognised that now was not the time to hold the event but he remained keen to do so to recognise the hard work that the GB and SMT had given to SVR over the last 3+ years. He said that we would continue to plan to have an event at an appropriate moment.</p> <p><b>Ser 78. Cost of Living.</b> Chief Exec confirmed that the cost of living payment had been made to the staff and that the 1<sup>st</sup> tranche of Aldi Gift Cards had been delivered to qualifying tenants, with the 2<sup>nd</sup> tranche on order. Both had been extremely well received. The Chairman thanked all those that had provided input, which had led to an excellent solution and it had been an exercise in collaboration that should be viewed as best practice. He also recorded that the issue would be kept under review.</p> <p><b>Ser 79. Smoking, Alcohol &amp; Drug Policies.</b> The Governing Body had previously endorsed a smoking education and cessation therapy response and it was the Chief Exec's view that this item could be archived. The DCEO confirmed the higher than normal levels of smoke and fire detection that were present in the Residences. IMT noted that smoking was currently a significant issue at Rosendael and was polarising opinion. Chief Exec suggested a compromise that Residents' smoking was transferred from the Governing Body Action Tracker to the Operational Risk Register for SMT management. This was agreed.</p>			
4.2	<b>Bellrock Close Review Action List</b> – The Chief Exec reviewed progress against the open serials within the Bellrock Close Action List:			

**Ser 2. Drug Use – We Are With You (WAWY)** commenced its service delivery on 5 Dec 22. Chief exec will provide update at Q1 2023 meeting.

**Ser 5. Inconsistencies across SVR** – all complete with exception of cross-site collaboration which is being overseen until Feb 23.

**Sers. 6 & 9 Maintenance Costs and Benchmarking Group** – C/F.

**Sers. 7 and 8 Arrears and Voids processes** – Waiting for legal advice from TC Young.

**Ser. 10 Employment Transition** – Employment Rent Relief Scheme working well at Bellrock Close (and Whitefoord House) allowing vulnerable Veterans to continue to work and be accommodated at the Residence, and providing encouragement for unemployed Residents to undertake employment.

**Ser. 12 Extended Support** – C/F.

**Ser. 13 Outcome Targets** – C/F.

5	Sub-Committee Reports	Chairman		APPROVED
5.1	<b>Audit and Risk Committee (ARC)</b> – TJ reported that the Committee had met on 7 Dec 22 to consider the tenders for an external audit service. Two tenders had been received, with the previous External Auditors declining to submit a tender due to the cost weighting that was applied to the selection criteria.			
5.2	TJ confirmed that Wylie & Bisset (W&B) had been selected [REDACTED] [REDACTED] The Chief Exec had informed the unsuccessful provider.			
5.3	<b>Investment Remuneration and Finance Committee (IRFC)</b> – The Chairman confirmed that the IRFC had met on 2 Dec 22. Rathbones, as the Investment Managers (IM) had provided a detailed review of the year and its forecast for 2023. [REDACTED] [REDACTED] In the Vice-Chairman’s opinion the IM had done a very good job in demanding conditions. The mix of assets within the portfolio was providing resilience and was allowing it to outperform the available benchmarks. It was clear that the IM was paying lots of attention to the portfolio.			
5.4	The Chairman identified the key financial risk was the sustained high level of voids at Whitefoord House (WH). He had confirmed with the City of Edinburgh Council’s (CEC) Chief Exec and Director of Finance that WH had spare capacity that would at least partially mitigate Edinburgh’s significant challenge in accommodating homeless individuals. The Chief Exec noted that the Chairman’s intervention had already filtered down with the CEC Housing Department making contact with the WH Manager that morning.			
5.5	The IRFC had considered the draft 2023 budget and the cashflow forecast which showed a positive cash balance [REDACTED]. The Rent Cap freeze decision was awaited on 14 Jan 23 but once this was confirmed it was expected that the budget would be able to be confirmed by the beginning of the financial year. In light of the budget and			

5.6	<p>cashflow, the IRFC had reviewed the Chief Exec's recommendation following the annual salary review and supported the 2 recommendations to come in to effect from 1 Jan 23:</p> <ul style="list-style-type: none"> <li>▪ SVR continues to pay the Real Living Wage to those employees on that scale, an uplift to £10.90/hr; and</li> <li>▪ A flat £1250 uplift to all other annual salaries, which would benefit the less well paid proportionately more than those on higher salaries.</li> </ul> <p>The Chairman asked if all present were in agreement with the recommendations, which was unanimously supported. <b>Decision – proposed salary awards APPROVED.</b></p> <p><b>Quality Committee (QC)</b> – CM noted that the QC had met on 22 Nov 22. Four issues of note:</p> <ul style="list-style-type: none"> <li>▪ There had been one significant complaint during the Quarter, which had been dealt with by the Residence Manager.</li> <li>▪ The Care Inspectorate had published a revised quality framework for Supported Housing providers and would adapt its inspection regime to that framework. The Chief Exec explained that each of the Residence Managers was conducting their own service self-evaluation to check SVR's quality framework for coherence with the amended CI framework. Any gaps identified would be addressed. There was short discussion regarding benchmarking, which was considered to be appropriate for SVR, but would have to be conducted with English providers.</li> <li>▪ Covid-19 outbreak in the Rosendael kitchen had been successfully managed by the Residence Manager.</li> <li>▪ Grant Bids had been submitted to the Armed Forces Covenant Fund Trust and the Scottish Veterans Fund for 3 years funding to employ a full-time Occupational Therapist. The Chief Exec noted that it was routine practice to submit concurrent bids and should one be successful, the other would be withdrawn. Outcomes were expected in February 2023.</li> </ul>			
6	<b>Employee Salary Review 2023</b>	<b>Chief Exec</b>	<b>Paper</b>	<b>APPROVED</b>
6.1	The Salary Review was covered during the IRFC Report.			
7	<b>Whitefoord House Conservation Survey</b>	<b>Chief Exec</b>	<b>Verbal brief</b>	<b>NOTED</b>
7.1	<p>Chief Exec stated that he had received a report that week setting out fabric repairs that had been identified during the Conservation Survey of the Whitefoord House Campus. The report had also been sent to SVR's Quantity Surveyors (QS), Morham and Brotchie for costing. In summary:</p> <ul style="list-style-type: none"> <li>▪ The building render was failing to bind and 'bossing' and the paintwork was delaminating.</li> </ul> <p>The uniformity across the campus of this finding suggested the render material was approaching the end of its effectiveness.</p> <ul style="list-style-type: none"> <li>▪ Work and repair to roofs had been thorough but it places of poor quality and would require increased maintenance in the short-term.</li> <li>▪ Critical works identified were: <ul style="list-style-type: none"> <li>○ Slate replacement on Kenneth Hill House;</li> <li>○ Roof repair to Pelham Burn and Addison Smith Houses; and</li> <li>○ Investigation of the cracking in the Callendar House staircase;</li> </ul> </li> </ul>			

7.2	The Chief Exec stated that the report also suggested the next steps. In summary, the roofs required repair, and that consideration should be given to stripping off the old, and applying a new building render. Without QS input it was not yet possible to provide costings.			
7.3	The Chairman asked if there was any recourse to the poor quality roof repairs and application of the wrong render. Chief Exec responded that he thought not. At the time of its application, the modern render was thought to be appropriate. It was only over time that it had become apparent that it wasn't appropriate for historic buildings, and a traditional render would have fixed more securely to the substrate and lasted longer. The roof repairs had been effective but with lower-grade material used, had not had longevity.			
7.4	DCEO said that he was somewhat surprised by the findings given that during previous clerk of works inspections, and the condition survey, nothing significant had been identified. He would ask SVR's retained architect to read the report for an opinion. If any of the repairs were recent and of poor quality he would seek for the contractors to make good. He commented that bossed render had previously been identified and had been repaired through stripping and patching. In terms of the Callendar staircase this was thought likely to have been caused by the building having different and newer foundations than Whiteford House, and was the result of some minor settling (which had been monitored and checked to ensure it not a significant risk).			
7.5	The Chairman sought confirmation of when the recommendations, priorities, and costs would be identified. Chief exec responded that it was unlikely they would be available before the Q1 meeting in 2023. Discussion was concluded with confirmation that there was no significant risk of a large piece of render falling and injuring a Resident, employee, or visitor to the Campus.			
<b>8</b>	<b>Service Delivery for Female Veterans</b>	<b>Chief Exec</b>	<b>Report by Lt Col (Retd) Jo Young</b>	<b>CONTINUE DEVELOPMENT</b>
8.1	Chief Exec outlined the background and why he had sought to review service delivery for female Veterans and had had an independent review of delivery undertaken by Lt Col (Retd) Jo Young. Her report confirmed that SVR did provide suitable services for female Veterans, but she felt there was scope to improve accessibility in the following areas: <ul style="list-style-type: none"> <li>▪ Refreshing the website;</li> <li>▪ Developing a strapline (linked to the above); and</li> <li>▪ Redecorating the Residences in a more neutral way.</li> </ul>			
8.2	Chief Exec said he was supportive of the findings. In terms of redecoration and Refurbishment, given the current financial climate, with the exception of Rosendael, this should be undertaken if it could be resourced through grant funding. If not, it would be wise to wait until inflationary pressure had reduced. Rosendael however, had almost £250k in its restricted fund. The Residence Manager was developing a business plan for the refurbishment of the front corridor and the FPK Lounge and it appeared that the restricted fund was sufficient to fund the aspiration for refurbishment.			
8.3	The website had last been updated in 2020 (cost £3500), and he judged could be made more accessible and have a better gender balance; currently it was almost exclusively male. The Head of External Relations (HER) should review the website and come back to the Governing body with recommendations.			
8.4	For the strapline, the Chief Exec proposed " <i>SVR supporting all Veterans to live as independently as they are able</i> ", which was a contraction of SVR's vision.			

8.5	The Chairman invited comment on the report and the Chief Exec's subsequent explanation. GR sought confirmation that service provision had be reviewed for suitability for female Veterans. The Chief Exec confirmed they had been and were judged as appropriate. She added that she felt the redecoration recommendation could be subjective and there was general agreement with this. CM wondered if there was a risk that some Residents would be against redecoration of the Residences into a different style, given that the historic and current number of female Residents was relatively few. The Chief Exec acknowledged the risk and added that consultation with Residents would be a component of the process.			
8.6	The Chairman recalled that Rosendael had had some refurbishment in 2016. The DCEO confirmed that this was the Dining Room and Grampian Lounge. The Chief Exec explained that the business plan in draft was to address issues with the front corridor and FPK Lounge. In summary it sought to improve the ergonomics and entry control of Rosendael, by relocating the Reception from its current location at the end of the corridor to the front of the building, a reorganisation of offices, and refurbishment of the FPK Lounge. IMT noting the utility during the pandemic of the bathroom at the Rosendael entrance, acknowledged that moving Reception to the front would be beneficial.			
8.7	The Chairman, noting the relatively small numbers, the financial climate, and that the costs of Whitefoord House conservation and priority were not yet known, advocated a cautious approach. After further discussion, it was agreed that: <ul style="list-style-type: none"> <li>▪ HER to review the website and report back with recommendations;</li> <li>▪ The proposed strapline was worthy of consideration, and should be tested with a broader audience; and</li> <li>▪ Given the availability of the restricted fund, the business case for the redevelopment of the Rosendael front corridor, and the refurbishment of the FPK Lounge, should proceed, noting that this was because the redevelopment was necessary for service delivery and control reasons, not purely for aesthetics.</li> </ul>			
<b>9</b>	<b>Chief Exec's Report</b>	<b>Chief Exec</b>	<b>Chief Exec's Written Report</b>	<b>NOTED</b>
9.1	The Chairman said that the report would be taken as read unless the Chief Exec wished to highlight any specific issues. The Chief Exec said he did not wish to.			
9.2	The Chairman asked if there were any questions from attendees on any aspect of the report. There were none.			
<b>10</b>	<b>Residence Reports</b>	<b>SB, IT &amp; NG</b>	<b>Verbal briefs</b>	<b>NOTED</b>
10.1	<b>Bellrock Close</b> – SB noted that a number of events were planned for Residents. There had been record attendance of 10 at the last Residents' meeting. A former Resident who had established their own business had been in touch wanting to assist if possible. SB had put them in touch with the Residence Manager to determine what support would be on offer. The Chairman wondered that if handled sensitively, this might present an opportunity to develop the story for communications/marketing purposes. It was agreed to wait until after the former-Resident and Manager had had a discussion to see if this would be possible.			
10.2	<b>Rosendael</b> – IMT commented that plans were in place for the Christmas arrangements. The Residents were completing their annual service survey. The lift refurbishment had been completed. The issue of Residents smoking in their own rooms was causing some polarisation of views. It had been decided not to open a 'warm hub' due to multiple provision (22) in the local area. The Residence Manager had organised for contact details for Rosendael to be left at the hubs, so that Veterans using them could find out about			

10.3	<p>service provision. The Afghan family continued to live quietly.</p> <p><b>Whitefoord House</b> – Chief Exec provided an update from the Residence Manager. The site had been settled throughout the quarter. Occupancy had improved to 90% through November into December. As at Rosendael, consultation was underway regarding service provision and delivery, and also with stakeholders, and staff. One member of staff was a long-term absentee through Long Covid. The Residents’ Association was making a valuable contribution in a number of areas such a scattering, activities to reduce isolation, support to non-Residents to use Whitefoord House’s facilities, and the running of the shop. Invitations had also been extended to former-Residents to have Christmas lunch, if that would be helpful. An activities afternoon had been arranged for 28 December.</p>			
10.4	<p>The Chairman sought confirmation regarding Christmas arrangements. It was agreed that it was not necessary for Governing Body or Senior Managers to visit the Residences on Christmas Day.</p>			
<b>11</b>	<b>Treasurer’s Report</b>	<b>JC</b>	<b>Q3 Management Report &amp; November Cashflow</b>	<b>NOTED</b>
11.1	<p>The Treasurer noted that there were a few variances from the forecast but generally the budget was where it was expected to be a the 9-month point. Voids at Whitefoord House had been an area of concern, but there appeared to be improvement over the final quarter. He confirmed that both Bellrock Close and Rosendael were performing better than the budget. Catering costs had been an area of challenge over the 9 months, and was significantly over-budget. This together with forecast increases to heating and light costs, had been factors that were considered in drafting the budget for 2023.</p>			
11.2	<p>He invited questions on the Management Report. There being none he moved on to the Budget brief.</p>			
<b>12</b>	<b>Budget 2023</b>	<b>Treasurer</b>	<b>Draft Budget Forecast</b>	<b>APPROVED</b>
12.1	<p>The draft was based on a 4% rent uplift, but submissions had been made to the relevant Local Authorities (LAs) for larger increase. He had however, wished to provide a prudent budget including inflationary increases and heat and light significant increases that would a pronounced effect on the overall position for the year in terms of a potential deficit.</p>			
12.2	<p>It was important however, to recognise that even with the deficit, cash would remain neutral and that SVR would remain cash positive at the end of 2023. [REDACTED]</p> <p>[REDACTED] He added that the recommended salary award had already been built into the budget. In summary the draft showed all the expenditure but potentially not all the uplift in rent and income.</p>			
12.3	<p>The Chairman mentioned that the potential resource required to address the Whitefoord House Conservation Report had been covered earlier in the agenda and he noted that had not been included within the draft. The Treasurer confirmed this, stating that the intent was to pursue those requirements as a separate programme/project which may require access to reserves and/or grant funding.</p>			
12.4	<p>The Chairman asked if there were any questions for the Treasurer. DCEO confirmed that rent submissions had been submitted to the relevant LAs of 6.6%, 8.6% and 10.3% for</p>			

12.5	Bellrock Close, Whitefoord House, and Rosendael respectively. He also asked that the GB note there were maintenance projects included in his report that he would continue to develop, and for which the decisions to undertake could be made when the budget had been finalised and the available resource confirmed.			
12.5	The Chairman thanked the Treasurer and his team for the effort that had gone into producing the budget. He sought approval for the draft budget from the GB noting that it would be subject to some adjustment following confirmation of the rent proposals. <b>The GB unanimously APPROVED the draft budget.</b>			
<b>13</b>	<b>Service Reports</b>	<b>Chief Exec</b>	<b>Verbal Brief</b>	<b>Noted</b>
13.1	No service reports had been submitted.			
<b>14</b>	<b>Strategic Risk Register</b>	<b>Chief Exec</b>	<b>Strategic Risk Register</b>	<b>Noted</b>
14.1	CEO confirmed that following archiving and transfer to the Operational Risk Register, there were 3 strategic risks: <ul style="list-style-type: none"> <li>➤ <b>Risk 001/22 – Finance – Impact of conservation and renovation of the Whitefoord House (WH) Campus on Reserves.</b> Chief Exec had earlier confirmed that the fabric repairs report had been received and the associated costings were awaited.</li> <li>➤ <b>Risk 003/22 – Finance – Energy price inflation.</b> Chief Exec noted that the Scottish Government’s Utilities Provision Framework had been closed to new entrants and therefore no longer available to SVR. The Energy Rent Relief Scheme (ERRS) had been extended resulting in Rosendael qualifying and it was expected that a rebate of £1500 would be applied to its electricity costs for the next 6 months.</li> <li>➤ <b>Risk 002/19 – Business Continuity Plan (BCP).</b> Chief Exec noted the extension to the target date for completion. The Chairman noted that if additional resource was required to complete the plan it would be made available. TRJ noted that delivery of a BCP required a significant amount of time and effort and should not be underestimated. The Chairman noted that organisations such as Inverroy, were available that would be able to support completion of the plan.</li> </ul>			
<b>15</b>	<b>Ratification of OOC Decision</b>	<b>Chief Exec</b>	<b>Papers</b>	<b>ENDORSED</b>
15.1	<b>Cost-of-Living payment to employees and gift cards to qualifying tenants.</b> Chief Exec referred the GB to its out of committee decision to provide the cost-of-living payment to staff, and provision of 4 x £100 Gift Cards to qualifying Tenants. <b>The decision was ratified unanimously.</b>			
<b>16</b>	<b>AOB</b>	<b>Chairman</b>		
16.1	The Chairman asked if anyone had any other business.			
16.2	DCEO having had the time to review the Condition (not Conservation) Survey undertaken during the pandemic, confirmed that a cost of £335k over 5 years for render repair, and of £40k over 5 years for roof repairs had been identified. These possibly reflected different standards from the conservation survey and may not have had the same access to the roofs that the latter had had through the use of mobile working platforms.			
16.3	The Chairman noted the figures and said that it would be a question of deciding the			



	urgency and priority of repairs, and access to funding that would determine what the charity would be able to undertake.
16.4	Chief Exec confirmed that the digital transformation programme was nearing completion. All data had successfully been transferred to 'the cloud' and the on-premises servers shut down. The closure report from CAE was awaited.
16.5	He asked that the Governing Body recognise the role the IT Manager had played in completing the programme and record a formal vote of thanks. The GB was delighted to do so and a letter would be sent on its behalf.
16.6	The Chairman thanked all present for their support and diligence in supporting SVR and wished them the compliments of the season. There being no further business the meeting was closed.
<b>17</b>	<b>DONM – Friday 17<sup>th</sup> March 2023 at 08.30.</b>