

**Please note compliance with Scottish Housing Regulator's Standards and Freedom of Information requirements at end of these minutes**

Minutes of the Committee of Management of Blue Triangle (Glasgow) Housing Association Ltd, held at Head Office, 100 Berkeley Street, Glasgow G3 7HU on 25 March 2021. COM members attended remotely via Microsoft Teams.

**1. Present**

Ms A Davis (AD) (Chair), Ms C Clark (CC), Mr M Trant (MT), Ms Heather Ward (HW), Ms E Campanaro (EC), Ms R Harper (RH), Ms K Phillips (KP), Mr J Edwards (JE), Mr S Mclvor (SMcl) (Vice Chair),

**Action  
By**

**2. In Attendance**

Mr I Macfarlane (IM), Mr G Holmes (GH), Mr I Batt (IB), Mr D Stewart (DS), Ms K Irvine (KI) (Minutes)

**3. Apologies**

Ms D Thomson (DT)

**4. Conflicts Of Interest**

None

**5. Minutes of the previous Committee of Management Meeting**

The minutes of the meeting held on 21 January 2021 were not distributed and will be approved at the next meeting.

**6. Matters Arising**

None

**7. Chief Executive Reports**

**7.1 Transformation Programme Update**

IM noted that 2 documents had been distributed along with the Transformation Programme Update paper for information, the Transformation Partnership Committee Terms of Reference and the Tender Brief for the Business Service Development Support.

IM gave a brief update on each of the primary work streams as follows:

**Digital**

- Building connectivity for broadband assessed across the estate and immediate enhancements being scoped for Somerset Place and Oban given operational impacts and service user experience impacts. Connectivity at Shettleston is also a matter of priority.

- Workshops have been held with TSG (our ICT partner) and more are planned to develop a Digital Roadmap and ensure we understand our full requirements for investing in new IT applications such as an integrated HR System.
- Investment will be required in new 'lines' into Somerset Place and Oban services to deliver the connectivity bandwidth required by the services. Costings are being clarified and increased monthly payments will result, although no procurement is required. The funding for cabling approved by the COM on 26 November (£37,000) will be utilised to help cover additional monthly costs.
- We will utilise the funding for Business/IT analyst support approved by the COM on 26 November (£24,000) to engage technical architecture input from TSG as they understand our technical architecture and strategic challenges. We are registering with G:Cloud to utilise this procurement channel. Engaging TSG will deliver better value for money than engaging a contract business analyst.

### People

- AMBER status simply reflects that the additional Realise HR capacity will allow us to identify the priorities for transformation and to plan for improvement, in amongst supporting a workforce, which is feeling the pressures of continued lock-down working. The Amber status should translate to Green when clear plans are in place and when investment requirements are clearer.
- Preparing for work with Realise HR Team who will help to develop a People Improvement Roadmap for the changes that need to happen. They will bring their capacity, experience, frameworks, and recommendations on structure, roles, processes, frameworks, IT systems, and will make an initial assessment of Job Evaluation.
- Transformation Partnership Committee (TPC) is being mobilised with UNISON as part of the wider JNCC partnership governance. (Terms of Reference is Attached)
- HR System requirements will be captured in design sessions with TSG. Their market experience will help us avoid going through a complicated and onerous requirements capture phase.
- Effective working with UNISON will be key to the successful implementation of the Transformation Programme. The TPC provides an additional governance forum for assessing and agreeing people-related change impacts. Significant work will be required to reassess the Job Evaluation Framework to support the workforce development model that will emerge from our strategy refresh. The TPC Terms of Reference is attached for information.

### Learning and Development

- Train the Trainer sessions have started with staff teams on Trauma

and Adverse Childhood Experience (ACEs) training. Content is being developed to shape a full roll out plan across all staff.

- Training input into the Policies & Procedures review has been vital to ensuring the optimum way of rolling out and embedding policies and procedures is considered.

### Communications

- Our #AmazingPeople campaign has been hugely impactful. Our public profile is increasing, and our staff teams and service users are also very engaged in the campaign. We even attracted a new Board Member due to this profile building.
- We commissioned Electrify as our marketing and brand partner and they have started engagement via a blend of surveys (over 40 completed as at 17 March) and group sessions have been planned to engage with 12 Project Staff, 6 Service Users, 5 Central Support Staff, 10 Senior Management, and 6 Board Members.
- We will use this exercise to complete our Strategy Refresh which provides the framework for rapidly developing Strategies and Plans for Digital, L&D, Performance, Property, Funding, Partnerships, and Service Development.

### Property

- We mobilised our Property Working Group (PWG) to help us assess and manage our property portfolio (owned and leased) at a strategic level.
- We are commissioning a Feasibility Study on our Chalmers Court service in Ayr, where investment to provide self-contained flats is more aligned to the local authorities needs. We own the building, but it is currently considered as unsuitable accommodation, so investment is badly needed.
- We are investigating Land Aid funding for 2021/22 and we will be prioritising where to invest funds across our young people services
- We are engaging with Land Aid on an emergency funding opportunity they have offered to organisations who can propose needs-led accommodation solutions for young people. Our OD and AMs are shaping a bid focused on securing a Training or Transition Flat for young people in Glasgow, as we can clearly evidence the need for this based on the referrals we have been unable to accept due to capacity constraints in recent years. This is also 100% aligned to the Young People Transformation Programme discussions we have been having with Glasgow Children & Families.
- As part of our Land Aid Emergency Fund bid, we have indicated that we will assess match funding from reserves if their funding stream becomes a reality. This could be an investment of c£60,000 from reserves which would be in a flat, linked into one of our services in

Glasgow. This would be an asset that would likely return more than existing bank returns, and it would be a clear sign to Glasgow of our intent to be a strategic partner in the city. Our engagement with Land Aid is at an early stage so more information will be provided to the COM in due course.

### Performance

- We are analysing the information we need for our regulators which is clearly vital, although we are in discussions with the SHR on flexibility in what we provide to them given our specialist RSL status.
- We are completing a rigorous assessment of what information is captured and reported from Projects to Central Support and how.
- We are completing a rigorous assessment of what reports are commissioned by Central Support (HR, Finance, and Ops) and why. We will stop reporting if there is no business reason for it.
- We are assessing what performance and outcomes dashboard is required at a Project level across the different types of services we operate. There are very different outcome models for young people than adults, anchored in GIRFEC and SHANARRI, which our Better Future solution does not support.
- Our dialogue with EFQM re moving towards this key quality accreditation has been paused and will be revisited in the coming months.
- Our dialogue with IIP has also been paused, with this also being part of our wider quality and performance framework.
- The HR assessment activities being led by Realise HR will help us close gaps to improve how we support staff to track their professional development and how we have structured performance discussions.

### Development

- We are engaging with strategic stakeholders in all local authorities, shaping solutions around Rapid Rehousing, but developing an Asset-Based Model to show how we can shape solutions to support a range of strategic challenges in each area.
- We are developing Service Propositions in a number of areas and we are differentiating our development between Services and Solutions for Young People versus Adults – whilst the core assets may be the same, different areas of specialism will be required as part of each solution.
- We have mobilised Design Groups to engage Project Staff in policy drivers and service redesign thinking for Young People and Addictions & Justice. Staff interest and engagement has been significant.
- We will be mobilising a Design Group on Women's Services and formalising partnerships, points of view, and service propositions for

women of all ages. This is a clear service gap in many local authority areas, especially where the woman has lived or living experience of deep trauma.

- There is an urgent need to bring in additional capacity to help lead on areas for service development, including building partnerships, developing propositions, and leading on funding bids. We have issued a tender for external consultancy support for an initial period of 3 months (@ 3 days per week), at which point we will revisit internal capacity and capability to take on this position or we will shape a permanent role in Business & Service Development. (Tender Brief is attached).

### Questions & Comments

EC asked what the acronyms GIRFEC and SHANARRI stand for.

GIRFEC stands for Getting it Right for Every Child and SHANARRI stands for; Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible & Included

HW and JB volunteered to look at submissions for Service Development support.

The Committee of Management:

1. Accepted the report

## 7.2 CEO Update

IM spoke to his report and highlighted the following:

### Scottish Housing Regulator:

- We discussed our constitution as Registered Social Landlord (RSL), Registered Charity, and Registered Care Provider, and any scope for flexing the data/outcomes we provide to SHR. We will present our ideas to SHR when we've completed our internal Performance Management analysis to agree what measures of success we are tracking at Staff, Project, Local Authority, and Organisational level.
- We discussed BTHA sourcing stock from RSLs as a Tenant Guarantor, with BTHA as tenant and providing appropriate guarantees on property damage (backed-off to local authority via risk-sharing), to allow different service models to be designed and operated in line with Local Authority demands.

### OSCR:

- We clarified that BTHA is formally constituted as a Registered Charity for the purposes of applying for Trust & Foundation Grants. As such, the COM is also operating as a Charity Board and when applying for funds, we will have to articulate Charity Board roles as part of funding applications

### SSSC:

- As updated to the COM on 26 November 2020, following a tragic

death of a young man in our Sauchiehall Street service on 25 November 2020, we have been maintaining open dialogue with SSSC about a potential investigation into the circumstances and practice of one of our workers. We provided all information to SSSC and they reported on 16 February 2021 that there is no specific cause for concern regarding care practice. Reporting to COM because it has not been formally closed by SSSC, although this is pending.

#### Care Inspectorate:

- There has been no inspection activity in Projects for over 12 months, which reflects our low-risk status. Projects have been engaging directly with their allocated Inspector to support compliance with COVID requirements.

#### Significant Incidents:

- Renfrew- Male service user, under the influence of substances, jumped from his window, sustaining significant injuries including a broken pelvis and femur, plus facial injuries; the hospital are impressed by how quickly he is recovering. The team provided support to the Support Worker who was on duty and liaised throughout with the individual's Care Manager and family.

#### Safeguarding:

- We are completing a planned review of all Policies and Procedures related to our safeguarding obligations for young people and adults. This is part of our ongoing activities to become increasingly trauma-informed in all we do. There are 23 Policies that have a cross over into safeguarding with 8 Policies being at the core of our overarching safeguarding approach. Our ongoing review includes an assessment on how these Policies and Procedures are grouped for review and roll out purposes.
- There are no safeguarding incidents to report

#### Comments & Questions:

AD asked IM to pass on the board's best wishes to the team at Renfrew if appropriate.

RH asked about safeguarding training for board members?

HW advised that she would recommend the training that herself and EC took and would pass on details.

JB asked if we had a safeguarding lead on the COM and AD advised we do not and will look into the requirements for same. KP agreed that some trust funders would require a board to have one.

The Committee of Management:

1. Noted the regulatory, incident, and safeguarding updates

### 7.3 Risk Management

IM spoke to his report and provided an update on actions to improve the Association's approach to Risk Management in line with the Internal Audit Report on Risk Management published in January 2021. He noted the following actions which had arisen out of the Risk audit.

1. A single Organisational Risk Register is being managed by the Executive Team to provide a single source of all risks across the organisation. This is being maintained in MS Excel to allow filters and reporting to be easily completed. The live version of the BTHA Risk Register is attached for COM Information. This is in the process of collation and rationalisation to avoid unnecessary duplication of risks.
2. The Risk Management policy is being updated to provide clarity on our approach, ownership, governance, and roles and responsibilities. An updated policy will be brought to the next COM For Approval.
3. We are reassessing the optimal management governance required at a senior level as we move out of COVID and as our Transformation Programme continues to mature. This will include the requirement for and value in having a Senior Leadership Team meeting where risks and escalation is a standing agenda item. An updated Governance Paper will be brought to the next COM For Discussion.
4. We will have Risk Management as a standing item on the COM agenda to provide visibility of the key risks that are being managed by the Executive Team, to provide comfort to the COM that management actions are in place, and to provide a vehicle for escalating new risks to the Corporate Risk Register for COM visibility. The Red Risks are attached For Information.
5. We will complete the review and rationalisation of all risks and we will ensure that all sub committees have visibility of the Organisational Risk Register when assessing their risks.
6. We are developing a Quality & Performance Improvement Plan to track the improvement actions commissioned by the COM or sub committees, to track Internal Audit Actions, to track Risk Closure Actions, and to track all continuous improvement activities highlighted as part of ongoing performance improvement. This will provide a single plan location for tracking our risk mitigation.
7. We will set aside the Laser COM on 29 April 2021 for an assessment of our risks to identify any gaps and to validate our prioritisation and mitigation approaches.

The Committee of Management:

1. Accepted the activities to be completed to strengthen our approach to Risk Management and
2. Approved the Internal Audit recommendations that are part of our continuous improvement plan.

#### 7.4 Policies and Procedure Management

IM spoke to his report and provided an update on actions to improve the Association's approach to Policy & Procedure Management in line with the Internal Audit Report published in November 2020. He noted the following actions, which had arisen out of the Policy and Procedure audit.

- We will review the hierarchy of Policies and Procedures across our portfolio, ensuring that groupings of Procedures under Policies are clear so that review dates can be aligned and roll out approaches optimised.
- We will amend the Data Information and Records Management Policy to reflect the Data Protection Act 2018 as the latest Regulatory Context.

The Committee of Management:

1. The COM noted the activities to be completed to strengthen our approach to Policy and Procedure Management and
2. Approved the Internal Audit recommendations that are part of our continuous improvement plan.

#### 7.5 Tender Updates and Live Opportunities

IM spoke his paper and advised that several tenders had gone live very recently as noted and IM, GH and IB were investigating these opportunities.

IM updated that there are substantial TUPE considerations in relation to the South Ayrshire tender that may be a barrier to us tendering for that service.

IM noted that the Borders tender was currently being qualified.

IM advised that he was creating an opportunity pipeline to be maintained as a live document and would bring this to the next COM meeting.

The Committee of Management:

1. The COM noted the update

#### 7.6 Chalmers Court Feasibility Study

IM spoke to his report and highlighted the following:

Chalmers Court is a building owned by BTHA where we support 11 people experiencing homelessness. The building has been classified as unsuitable accommodation by the local authority using Scottish Government criteria, one of the main issues being shared bathroom and kitchen facilities.



- Our service tender has been extended to the end of March 2022 with an option to extend to end of March 2023.
- The South Ayrshire Housing Commissioner welcomes our plans to complete a Feasibility Study and would welcome engagement on self-contained flat options. The Feasibility Study will assess design and cost options for potential self-contained accommodation configurations, to address all unsuitable accommodation challenges.
- We have sourced three quotations from architect firms for completing the Feasibility Study (See Pricing in Appendix A) and we now seek permission to proceed to selection and commission.
- The Property Working Group (PWG) reviewed the three quotations and recommended approval to proceed on 01 March 2021.
- The ARFR Committee on 11 March 2021 requested that consideration be given to instructing a design competition relating to our requirement. Having confirmed the nature of the procurement dialogue to date and having considered the COVID requirement to minimise Project footfall, is it considered inappropriate to initiate a competition at this stage on this particular design requirement.

The Committee of Management:

1. Approved the PWG to Proceed to select a preferred supplier and commission the work to complete the Feasibility Study.

## **8. Finance Update**

### **8.1 2021/2022 Budget Approval**

GH spoke to his budget and advised that the budget for 2021/22 shows a projected deficit of £(79,839) compared to £(95,564) in the corresponding period last year.

Prior to the incorporation of anticipated clawbacks in Glasgow, there is an underlying surplus of £11,642 compared to an underlying deficit of £(50,522) last year.

The budget assumes housing support income will stay constant and an increase in accommodation charges, eligible for Housing Benefit has been set at 1.5%, and has been agreed by 7 out of 9 local authority areas so far.

A notional salary increase of 2% has been incorporated into the figures, in addition to any incremental points, however at this time the formal pay demand has not yet been issued by Unison.

The budget set shows adherence with the reserves policy, with the minimum three months' working capital requirement being exceeded by 48.3%, or in cash terms £1.17million.

The foregoing working capital calculation is after anticipated capital expenditure on the association's properties and a notional sum for additional IT costs.

Budget assumptions are similar to previous years, with a projected voids level of 5.37% and management overhead recovery of 10.32%

Finally, a budget sensitivity analysis has been carried out, with a summary of the impact of the key risks, both on the financial results as well as the association's net assets.

The Committee of Management:

1. Approved the Budget for 2021/2022

## 8.2 Holiday Pay Calculation for 2021/2022

GH advised that according to FRS102, at the end of each financial year, the association requires to incorporate into the annual accounts, the accrued cost of any untaken holiday pay or TOIL or Flexi-time.

With the impact of Covid, despite staff being encouraged to take their holidays, this year has seen an increase in the amount of holidays outstanding at the year end, with key reasons being staff shielding, sickness and cover issues in certain services.

From an accountancy perspective whether the monies are paid out to effectively buy back the holidays or staff take the time off, and overtime or relief or agency is required to be paid for such cover, the financial implications are similar. In addition, the operational implications for those projects where there are significant holidays outstanding, may be challenging.

It is therefore proposed, strictly as a one off in these exceptional circumstances, that staff with outstanding holidays will be offered the choice of carrying forward any unused holidays or alternatively be paid for them. The likely salary accrual at the year-end irrespective of whether holidays are paid or carried over is circa £85,000.

The situation has been discussed with Unison who are supportive of the solution proposed and agree it should be seen strictly as a one off, with the buy-back of holidays or up to 5 days holiday carried forward. However, in future years they would expect that staff should be proactively encouraged to take annual leave for wellbeing reasons, with quarterly monitoring, and in extreme cases allocate annual leave where necessary.

The Committee of Management:

1. Noted the Holiday Pay year-end position for 2020/21 and proposed

approach for managing with staff.

## 9. Operations Update

IB spoke to his paper and advised that he only had one update to the figures that 230 staff had now reported receiving their first Covid Vaccination and 26 staff had reported receiving their second vaccination.

IB also noted that the agency usage had increased since the December figured, and advised that a large part of this was in relation to sickness and the return to shielding for several staff since the 26<sup>th</sup> of December.

The Committee of Management:

1. Accepted the report

## 10. Subcommittee Reports

### 10.1 Quality and Performance

HW provided an update on the Q&P meeting from 4 March 2021.

HW highlighted that in the previously intimated gross misconduct case, the staff member had now been dismissed.

HW also noted that safeguarding had been added as a standing item to the agenda.

The Committee of Management:

1. Accepted the report

### 10.2 Audit, Risk, Finance and Resources

SMcl provided a brief update of the ARFR meeting from 11 March 2021.

SMcl noted that the budget had been considered at ARFR and recommended for approval at today's meeting.

GH advised that the submission for the £500 staff social care payment had been submitted to Scotland Excel and once the monies are received a final validation process will need to take place and then the funds can be distributed through the payroll as required; GH noted that realistically this was likely to be the May payroll.

The Committee of Management:

1. Accepted the report

### 10.3 Vision and Innovation

No Meeting

## 11. Board Recruitment Update

11.1 New Board Member Ratification

EC advised that two new members John Brown (JB) and Marie Clare Gair (MCG) had been appointed and welcomed them to the Board.

The Committee of Management:

1. Ratified the appointment of the 2 new members

11.2 Buddy System

MT spoke to his paper on the proposed Buddy System for new members and explained that this would be short-term support for new members.

MT advised that all members except the chair could be buddies and it was down to the new member to pick their buddy. He also highlighted that this is not linked to the induction programme, which is being created; it is just person-to-person support.

The Committee of Management:

1. Approved the Buddy System

12. Property Update

DS advised that work was currently underway on the 3rd of the 4 en-suites at Viewpark and he anticipates completion in the next 2 weeks.

13. Policies for Approval

13.1 Policies **approved** by sub-committee

Q&P Committee

HM001 Blood Borne Viruses;

HM005 Housing Management;

DM008 Electrical Safety

The Committee of Management:

1. Approved all noted policies

13.2 Policies **not approved** by sub-committee

None

14. Any Other Competent Business

None

15. Date of Next Meetings

Laser COM dates

29 April 2021

Next COM

27 May 2021

Vision and Innovation

1 July 2021

Signed: Anna Davis

Dated: 27 May 2021

The COM minutes may be required to be posted on our external website to comply with Scottish Housing Regulator guidance and Freedom of Information legislation. Should we be asked for information in relation to this meeting. Text will be redacted and the reason for redaction noted below.

Page	Section	Reason