**blue triangle**

PEOPLE FOCUSED ● INTEGRITY ● QUALITY ● GOING THE EXTRA MILE

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| **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 26 November 2020. COM members attended remotely via Microsoft Teams. |

|   |   | **Action By** |
|---|---|---|
| **1.** | **Present** | |
| | Ms A Davis (AD) (Chair), Mr S McIvor (SMcI) (Vice 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) | |
| **2.** | **In Attendance** | |
| | Mr I Macfarlane (IM), Mr G Holmes (GH), Mr D Stewart (DS), Ms D Thomson (DT), Ms K Irvine (KI) (Minutes) | |
| | Area Managers L Munro (LM), K McGhee (KM) and D Richmond (DR) attended until agenda item 7.2 finished. | |
| **3.** | **Apologies** | |
| | Mr I Batt (IB), Ms Allison Black (AB) | |
| **4.** | **Conflicts Of Interest** | |
| | None | |
| **5.** | **Minutes of the previous Committee of Management Meeting** | |
| | The minutes of the meeting held on 23 July 2020 were approved subject to the following amendment: | |
| | • Section 9.2, GH noted that the Elder street property houses 23 homeless women and the lease was agreed for 3 years with an option to extend for a further 2 years. | |
| **6.** | **Matters Arising** | |
| | None | |
| **7.** | **Chief Executive Reports** | |
| 7.1 | Transformation Plan Context (Verbal updates from Area Managers) | |
| | DR spoke to the variety of commissioned services the association provides in 9 local authorities (LAs) across Scotland. She highlighted that working across LAs comes with its own challenges as each operate different service models and have different reporting requirements. DR explained that BTHA provides a range of service models, offering first stop, core homeless, core and cluster, outreach support, and care leavers accommodation in various iterations across LAs, but we are not always recognised for the scope and | |

scale of our service portfolio as our brand awareness is poor.

DR explained that as all LAs are now implementing their Rapid Rehousing Transition Plans (RRTPs), it is more important than ever that our services are as specialised as possible in terms of being person-centred and trauma-informed, and are unique and innovative in responding to the rapid rehousing and other priorities in each LA area.

KM expanded on the point about trauma informed services. KM briefly explained the history of Whatriggs, the first of the Association's services to operate a Psychologically Informed Environment (PIE) model. KM noted that when the Viewpark service came up for tender following the launch of the Whatriggs service, North Lanarkshire were specifically looking for a PIE service and that resulted in the Viewpark service being transitioned to a PIE model as well. Because of local authorities RRTP's, many providers are now turning towards a Trauma Informed Care (TIC) model.

KM advised that the goal is for all our services, as well as offices, to be trauma informed and for all staff and COM members to be trained in trauma as relevant to their role.

KM briefly explained the similarities and differences between PIE and TIC and noted that ultimately our services should operate a mix of the two that is unique to Blue Triangle, emphasizing that TIC can be viewed as part of a whole PIE approach.

LM concluded by speaking about how the Operations team is currently working towards "releasing time to support", by reducing the administrative reporting burden placed on projects by heavily paper based, repetitive and manual processes. LM advised that the Ops team had looked at all forms on BLINK that projects are required to use and immediately were able to identify 29 forms that were obsolete as information was recorded elsewhere.

LM advised that the total amount of Ops forms has now been reduced to 44 and that other departments were conducting the same exercise for their reporting forms. A trial will now commence to test reporting from the Better Futures outcomes tool used by the projects and if this is successful (as LM has every confidence it will be), the 44 forms could be reduced even further. LM also highlighted that automatic reporting will ensure GDPR compliance as well as releasing frontline staff time to support.

LM advised that this exercise has already had an extremely positive effect on staff morale as they can see "quick wins" benefitting them already, and they are excited to see change coming from our Transformation Programme.

The Committee of Management:

1. Thanked the Area Managers for their verbal reports.


7.2     Statement of Strategic Intent

IM spoke to his previously distributed paper summarising the Case for change, transformation programme priorities, governance, service excellence outcomes, service development outcomes, and the resultant

investment requirements for Phase 1 to the end of March 2021.

IM highlighted that the strategic aim of diversification of income, should have less focus on growing charitable trading income, instead diversification being targeted at growing income from wider public sector commissioned sources and from accessing and securing grant income to test new service developments.

IM noted requests for Phase 1 investment as follows:

**Digital:**

1. **Contract Business Analyst** – Commission an external business analyst to work as part of the Transformation Programme to drive forward current-state analysis on use of forms, reporting, processes, data flows, and use of technology.  Use the analysis to prioritise quick wins and to shape requirements for future IT procurements.
**Budget Request: £24,000 based on 50 days @ £400 per day = £20,000 + £4,000 VAT.**

2. **Wi-Fi Cabling & Booster Procurement** – Utilise Quick Quotes to purchase the necessary boosters, switches, and cabling to roll out enhanced wi-fi coverage across our projects. This is a priority requirement for service users especially during the ongoing COVID restrictions. We will aim to source three quotes.
**Budget Request: £38,157 based on cost estimates sourced from existing suppliers following our site surveys = £31,797 + £6,360 VAT.**

**People:**

3. **People Work Stream Support** – Commission an external HR specialist to help us accelerate our People & Development Framework and requirements for an HR solution.
**Budget Request: £12,000 based on 20 days @ £500 per day = £10,000 + £2,000 VAT.**

4. **E-Learning Solution Optimisation** – Invest in our existing eLearning solution to allow tailoring and animated presentation of content for on-line learning.  This was not purchased when the solution was originally procured but is now essential given our L&D programme of work and to ensure its impact given our increased focus on eLearning.
**Budget Request: £1,392 based on estimated licence and training costs.**

**Communications:**

5. **Web Site Development** – Commission a web development firm to help us shape our requirements and to develop our new website ahead of launch in April 2021.
**Budget Request: £18,000 based on advisory support and development costs = £15,000 + £3,000 VAT.**

AD asked for more detail about what was required for the new website and who it will be aimed at. IM agreed to present a business case once he had met with the external agencies and agreed a scope so more accurate costings can be presented.

**Property:**

6. **Viewpark (Uddingston) En Suite Investment** – Invest in en-suite facilities in our Viewpark Project in line with previous commitments. This is a priority given SG Suitable Accommodation requirements. Procurement exercise already completed and cost to complete is £144,000 of Capital expenditure and £6,000 of Revenue expenditure relating to flooring and fixtures costs. Land Aid funds of £75,000 already secured. The investment in Viewpark was discussed previously with the COM in September 2019, where a budget of £60,000 was approved. We are revisiting the investment required based on the quotes received during the recent procurement exercise.
   **Budget Request: £75,000 to cover balance, this being a net change of £15,000 on the approved budget.**

*Phase 1 Programme CAPITAL Requirements on Viewpark = £69,000*

*Phase 1 Programme REVENUE Requirements on Viewpark = £6,000*


*TOTAL PHASE 1 INVESTMENT REQUEST BY END MARCH 2021 IS £168,549:*

- *£99,549 Revenue Expenditure*
- *£69,000 Capital Expenditure*


IM also outlined areas of future investment requirements for phase 2 onwards but approval was not sought for these as he noted that as we are only starting our Analysis & Design activities it is difficult to provide any expenditure estimates at this time.

The key areas of future investment are the following:

- HR Application
- Reporting Engine
- Head of Service Development (2 Year Post)
- Staff Backfill Costs (if seconded into Programme activities)
- Future Proofing our Buildings (Respond to Suitable Accommodation Requirements as part of a wider BTHA Property Strategy)

The Committee of Management:

1. Accepted the report

Approved initial expenditure as follows:

2. Contract Business Analyst: £24,000 based on 50 days @ £400 per day = £20,000 + £4,000 VAT.

3. Wi-Fi Cabling & Booster Procurement: £38,157 based on cost estimates sourced from existing suppliers following our site

surveys = £31,797 + £6,360 VAT.

4. People Work Stream Support: £12,000 based on 20 days @ £500 per day = £10,000 + £2,000 VAT.

5. eLearning Solution Optimisation: £1,392 based on estimated licence and training costs.

6. Web Site Development: £18,000 based on advisory support and development costs = £15,000 + £3,000 VAT. *Amount approved to be ring-fenced for later approval subject to further figures being presented to COM after meeting with web development agencies.*

7. Viewpark (Uddingston) En Suite Investment: £75,000 to cover balance, this being a net change of £15,000 on the approved budget.

7.3 SHR Assurance Statement

IM presented the Assurance Requirements Report that showed the evidence the staff had gathered around level of compliance with each Regulatory standard. IM advised that, based on the evidence, there were no areas where the association is materially non-compliant, although there are some areas where improvements are required.

The Committee of Management:

1. Accepted the report.

2. Approved that the Chair can sign the assurance statement on behalf of the COM which confirms that there are no areas of non-compliance with the Regulatory standards.

7.4 Staff Ex-Gratia Payment

IM explained that staff continue to deliver services and central support functions in very testing circumstances given COVID operating restrictions. He also recognised that staff were allocated a pro-rata payment in May 2020 in recognition of their efforts early in the COVID outbreak. However, some challenges arose during this process, which we have learned from, and advised that he and GH had met with Unison on the 20th of November to engage them early in the process.

IM advised that Unison agreed with the plan to pay a flat rate to all staff on this occasion but asked us to calculate relief workers on a pro-rata basis. GH advised he had calculations regarding relief workers and noted that from June to October the weekly average for a relief worker was 9 hours and when you discount relief workers that did not do any shifts, that average rose to 13 hours.

After discussions with Unison the following payments were agreed with the recognition the vast majority of permanent staff work over 16 hours/week:

All Permanent Staff regardless of hours: £150

Relief Staff 16 Hours+: £75

Relief Staff 8-15.9 Hours: £50

Relief Staff less than 8 Hours: £25

RH asked if it had been established that the tiers were not discriminatory. GH advised that this had been discussed with Unison and they were comfortable that there was no breach of equalities.

MT questioned the value of the payment in raising staff morale, and noted that he felt the previous payment had failed to do so but GH noted that this was due to the hurdles encountered with Unison and that was why they were engaged early on in the process this time.

JE fully supported the payment, especially around the holiday season as many families are encountering hardship due to Covid; He felt it would be much appreciated.

DT noted that the staff communication needed to be considered carefully to ensure maximum staff morale boost.

The Committee of Management:

1. Approved the ex gratia payment to staff.

7.5     Corporate Risk Register

AD advised that the risk register had been distributed with the papers and changes made to last year's risk register have been noted in red text.

The risk register will be brought to a forthcoming COM meeting for full discussion

The Committee of Management:

1. Accepted the risk register as presented.

7.6     Tender Updates and Live Opportunities

Discussion of this report was deferred to Vision and Innovation subcommittee on 3rd December.

7.7     KPI Report

IM noted that this was presented for information and that a performance management dashboard for the COM will discussed and shaped at a forthcoming COM meeting.

The Committee of Management:

1. Accepted the KPI report as presented.

7.8     For Committee Information

Discussion of this report was deferred to Vision and Innovation subcommittee on 3rd December.

## 8. Sub-Committee Reports

### 8.1 Quality and Performance Committee

HW gave a brief update on the most recent Quality and Performance Subcommittee, held on 1 October 2020 via Microsoft Teams.

She highlighted that there are many contracts due to end in 2022 and staff capacity may be stretched for tenders.

HW also noted that the reward and recognition strategy had never been implemented and the subcommittee feels this is important to be picked up again and refreshed.

### 8.2 Audit, Risk, Finance and Resources Committee

SMcI spoke to the minute of the Audit, Risk, Finance and Resources subcommittee held on 15 October 2020 remotely via Microsoft Teams.

He thanked the finance staff for completing the complicated calculations on Holiday Pay.

SMcI noted that subcommittee had some concerns about lack of referrals and IM noted this was due to many street homeless being housed in hotels due to Covid as well as some local authorities implementing RRTP/rapid rehousing principles thereby moving people directly into tenancies, bypassing supported accommodation.

GH advised that Finance, OPs and HR had met with the association's solicitor regarding holiday pay calculations and these will now be implemented with a longstop date of the end of march, with a degree of backdating where required. GH also noted that Unison are in the loop and comfortable with the position.

### 8.3 Vision and Innovation Committee

No meeting

## 9. Health and Safety

No report had been circulated but DSt gave a brief update, advising that the Health and Safety Committee had met via Microsoft Teams on 1 October and since the last meeting there had been 6 minor accidents, 5 service users and 1 staff member.

DSt also advised that a room in CB Blantyre will be sprayed for bedbugs once again as there has been a minor resurgence.

## 10. Policies for Approval

### 10.1 Policies **approved** by sub-committee

No policies

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

No policies

## 11.    Any Other Competent Business

11.1    Retiral

AD noted that Stuart Dryburgh had retired from the COM and wished to formally minute the association's appreciation for his years of service and dedication.

11.2    SHR Notification of Concern

IM advised that the notification of concern had now been concluded satisfactorily.

11.3    Reserves

MT asked that in light of Covid should we reconsider our 3 months position in our reserves policy. GH advised that while we aim for 3 months, this being routinely exceeded but that any requirements can be discussed at the next ARFR meeting.

## 12.    Date of Next Meetings

Vision and Innovation

December 3 2020

Next COM

January 21 2021

Laser COM dates

December 17 2020

February 18 2021

Signed: Anna Davis          Dated: 21 January 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. | | |
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