

CORDALE HOUSING ASSOCIATION LTD

**MINUTES OF THE MANAGEMENT COMMITTEE MEETING
HELD ON WEDNESDAY 27 MAY 2019 AT 3.30PM
VIDEO CONFERENCE**

Present	Margaret McCallion (Chair) Martin Walker (Vice Chair) Veronica Hamilton Lilian Peters Graham Logan Gary Wilson	
Apologies	Aileen Overend Stephen Kelly	
In Attendance	Jenna Noble	Head of Frontline Services,
	Garry Savage	Director of Strategy & Innovation, Caledonia HA
	Andrew Kilpatrick	Director of Assets, Caledonia HA
	Kevin Nixon	Regional Manager, Caledonia HA
	Carol-Ann Burns	Governance Officer, Caledonia HA, Minutes
Absent	N/A	

38/20 Apologies

Apologies were submitted by Aileen Overend and Stephen Kelly.

39/20 Declaration of Interest

Martin Walker, Vice Chair declared a declaration of interest with regards to the planned maintenance program. Following a discussion on the declaration of interest process, the Director of Strategy & Innovation thanked Martin for his declaration and advised the Planned Maintenance Update Report was for information only and he would not be required to leave the meeting during this item.

40/20 Minutes of Cordale of Management Committee Meeting 29 April 2020

The Chair requested for an amendment to the minute where the members discussed the phasing of the planned maintenance to reflect kitchen replacements and its schedule rather than fencing as detailed in the minute. The Governance Officer noted the amendment.

The minutes were proposed as a correct record by Veronica Hamilton and seconded by Graham Logan.

41/20

Matters Arising

The members discussed the grounds maintenance contract and the impact of COVID-19 to the schedule, the Regional Manager advised the contractors have resumed work and are working to catch up and redistribute the yearly schedule to ensure all work is carried out.

42/20

Head of Frontline Services Report

The Head of Frontline Services provided the Management Committee with the following update.

Business Continuity Update

The Executive Management Team (EMT) have continued to meet on a twice weekly basis.

Service Delivery/Performance: Repairs: contractors continue to provide the emergency cover for repairs. Urgent and routine repairs are recorded for completion as soon as relaxation in government measures permits such work. At present we have recorded just over 400 repairs across Caledonia Group for future completion.

Allocations: Some limited lets have been made within the Group to accommodate homeless applicants. Cordale is working closely with West Dunbartonshire Council to provide additional properties in Renton for this purpose.

Rent Payments: close monitoring of weekly income is being maintained to determine the potential impact on income and rent arrears. The first six weeks show that actual income receipts across the Group are around 95% of projected levels, Cordale has seen 97% of projected levels for the same period.

Welfare Benefits: staff continue to make contact with tenants suffering financial difficulties to provide advice and guidance, as well as sign posting to other agencies who can provide financial support.

Tenancy Sustainment: court actions for arrears relating to coronavirus have been suspended in line with government legislation.

Staff Welfare

Cover and remote working: managers are continuing to engage with staff to manage work plans and monitor individuals' ability to sustain remote working. All services are being maintained with the exception of those previously reported as being suspended. We now have 12 staff furloughed across Caledonia Group from 11 May in line with the previously approved Job Retention Scheme.

Absence levels: We have seen a significant reduction in absence since home working was implemented.

Support/Welfare Issues: we have created a bespoke survey based around 4 themes: staying connected, supervision and support, wellbeing and tools and technology. This will allow us to determine how staff are coping with the current arrangements, what is working well and areas that could be improved

Legal and Regulatory Requirements

Tenant Safety: in line with guidelines we are continuing to undertake the annual gas services, however the advice is that where we are unable to complete the service as a result of COVID-19 we have to record this and seek to complete the servicing as soon as practicable. We have had no gas safety failures in Cordale.

Staff Safety: we have been able to source PPE supplies and at present we have sufficient supplies. Waterside View have made contact for support with PPE which we are organising through the Care Manager.

Construction site safety/security: no developments are on site as per government guidance.

Financial Implications – the group has incurred additional costs of managing the effects of the virus. The main areas of spend are in relation to purchase of IT hardware and purchase of PPE and cleaning. Additional spend in these areas is likely as we continue to improve home working arrangements and implement necessary safety measures in advance of any return to offices.

Lenders - The Director of Finance and Governance (DFG), has been in contact with our lenders to discuss the potential impacts of COVID-19 and to share the outcome of the stress testing which was presented to the committee in April. Generally lenders are being supportive, they have also indicated that our position and the outcome of our stress testing is consistent with others in the sector.

The members discussed the cost of CO-VID19 and projected figures up until the end of the year. The members asked if risk assessments for offices had been carried out, the Director of Assets advised Workforce Planning is currently collating information from departments to ascertain office requirements which will then lead to appropriate risk assessments to be carried out.

The Director of Assets advised his department is currently liaising with contractors on contract costs and have appointed a QS to work alongside to help ascertain projected figures. The Director of Assets advised he would hope to have available approximate figures for June's meeting.

Transition Planning

In advance of the impending changes to restrictions, the Executive Management Team (EMT) have been undertaking work to assist with planning the resumption of services. The basis of this work has been to ensure the safety of staff and customers, and adhere to government advice and guidance. The current advice remains that if you can work from home then you should continue to do so. The advice for those returning to office/site locations is that the number of people is kept to a minimum and that social distancing guidelines are followed. The areas which are being progressed at present include:

- Workforce planning
- Office environment
- IT survey

- Staff survey
- Contractors preparedness

Workforce Planning - The People Team developed a workforce planning framework. This was used at the start of the lockdown to determine, who could work from home, what tasks could be performed and the logistics of ensuring that staff had access to systems and documents to support them work from home.

The framework has been refined, with the next stage being to determine in more detail what tasks and roles are not able to be carried out at home, or given that we are now in week 9 of the lockdown which elements cannot continue to be delivered from home.

Managers are now being asked to prioritise roles, based on establishing roles which are; business or operationally critical and cannot be performed remotely, or staff who are unable to work remotely due to home circumstances or availability of equipment but are also performing critical tasks

Given that the aim is to ensure that the minimum number of staff are on-site, further consideration will be given to whether the prioritised roles could work from home through enhanced home working arrangements or other potential options are available to complete the tasks.

Work Environment - our external Health and Safety advisors, have been liaising with us to develop guidelines and procedures regarding measures that need to be considered and controls that will need to be introduced in order to re-open offices to staff and, in the longer term, to the public.

IT Survey - Due to the immediacy of the arrangements to support home working at the start of the crisis and the inability to secure equipment, not all staff have the necessary equipment. The IT team have been contacting staff to identify what equipment is needed this will be used to complement the workforce planning review.

Contractor Preparedness - we have been engaging with our contractors to determine their level of preparedness to return to work. All of our reactive maintenance and gas safety contractors have provided us with risk assessments and method statements on how they intend to carry out work once restrictions are lifted. The contractors are confident that they will be able to resume a full service within a very short period of time.

We have commenced grounds maintenance works where contractors have provided us with the necessary risk assessments and method statements. Tenants and services users will be updated.

Waterside View- COVID-19 Update

The Area Leader is in weekly contact with the Care Manager regarding updates on tenants, services and staff.

Services - In line with guidance, all communal lounges/areas are closed. Meals service has been suspended in the dining area and is being delivered to individuals'

apartments. Staff are only carrying out emergency support at the moment to minimise contact with service users as much as possible.

All non-essential visits have been suspended. All deliveries of shopping/parcels for tenants are being left at a designated point on the ground floor and the staff within Waterside are delivering to individual apartments to minimise the traffic moving around the scheme.

Staff - No staffing issues which has impacted the delivery of the service.

Policy Review

Group Mutual Exchange Policy - The Group Mutual Exchange Policy has been reviewed in accordance with the policy review timetable. The Policy is framed around legislation that has not been amended or updated since the Policy was last reviewed and it remains fully compliant with no amendments required.

The Management Committee **DISCUSSED** and **NOTED** the contents of this report.

43/20

Annual Complaints Handling Report

The Director of Strategy & Innovation presented the annual report and discussed the findings. He advised on the Complaints Working Group and their role moving forward. The members discussed the reduction in complaints received compared to last year and recognised the potential for underreporting. The Head of Frontline Services advised that Customer Solutions Advisors are empowered to resolve at first point of contact but recognised the importance to record all notes of dissatisfaction. She also advised all frontline staff are currently undertaking electronic learning developed by the Scottish Public Services Ombudsman (SPSO).

The Management Committee **NOTED** the contents of the report.

44/20

Business Plan 2019-2024

The Director of Strategy & Innovation provided members with an overview of progress in relation to the strategic priority actions identified within the Group Business Plan 2019-24.

The update on each of the projects for the period January 2020 – March 2020 appended to the report was noted. This details the outcomes to be achieved each quarter for each of the initiatives and has a colour coded progress update below each action. The second table provides summary update notes on each of the initiatives.

The Management Committee discussed the red/amber/green format and suggested an alternative layout to simplify this, the Director of Strategy & Innovation noted the suggestion.

The Management Committee **DISCUSSED** and **NOTED** the contents of this report.

45/20

Performance Indicator Review

The Director of Strategy & Innovation provided members with information and proposals relating to the annual review of the Business Performance Scorecard, including the key performance indicators (KPIs) and associated targets proposed for implementation over 2020/21. He also advised on the outcomes of the discussion with the Caledonia Management Board on the KPIs at their meeting held 26 May 2020.

It was noted that the full year and Q4 KPI outcomes would be presented at the Management Committee meeting in June.

The members discussed the KPI proposals, the monitoring of these and the role of the Group's governing bodies in scrutinising performance.

The members discussed the need for comparative information for each year, the Director of Strategy & Innovation advised this would be available in the full report that will be presented at June's meeting.

The members welcomed the reduction and streamlining of the reporting of the performance indicators. Members discussed a point raised about whether all of the proposed KPIs for 2020-21 should continue to be contained within the same report (as opposed to moving to different report) to ensure a more complete picture of performance. It was **AGREED** that this point would be considered by the Group's Executive Management Team; and that members should advise the Director of Strategy and Innovation on any further comments they may have. The Director of Strategy & Innovation advised he would collate comments from all 3 governing bodies for discussion with the Executive Management Team next week, and then reporting back to the governing bodies in June.

The Management Committee **DISCUSSED** and **APPROVED** the contents of the report.

46/20

Review of Caledonia and Cordale Service Level Agreement (SLA)

The partnership arrangement between Cordale and Caledonia involves Caledonia having a strategic role as the Group parent and Cordale, as a Group subsidiary company, retaining operational independence in the context of day-to-day services. An Intragroup Agreement defines the legal and operational relationship between the two associations and a separate Service Level Agreement (SLA) details the services to be provided by Caledonia to Cordale. Both documents were drafted to ensure compliance with the specific regulatory requirements relating to the management of group structures.

In line with Section 7 (Review and Variation) of the SLA, Caledonia is required to provide a written report to the Cordale Management Committee on the operation of the agreement within three months of the end of each financial year. This report requires to reference the financial and non-financial elements of the agreement as well as the identification of any proposals to amend the method by which the services are provided or how the payments relating to these are calculated. As Committee are aware, the members previously agreed as part of the new organisational structure and February budget-setting process to move to a single employer and staff costs would be based on the ratio of units managed. This new arrangement would

supersede the annual service fee. This will require an amendment to the SLA and a letter of variation is attached to the report.

The Director of Strategy & Innovation advised of a comprehensive review of the SLA that is split into the specific headings of the agreement. The overall assessment is that the SLA is working well for Cordale and Caledonia and the services deliver value for money.

The Management Committee **DISCUSSED** and **NOTED** the contents of the report. The Management Committee also **APPROVED** the letter of variation.

47/20

Planned maintenance Update Programme 2020/21

This section of the minutes has been classed as confidential as it contains commercially sensitive information and publication would harm commercial interests.

(Head of Frontline Services left the meeting at 4.35pm).

AOCB

The Chair discussed the day of the meetings and advised a Tuesday was the preferred day for members. The Director of Strategy & Innovation advised they could be flexible and as Caledonia Management Board are currently meeting on a Tuesday also he suggested Cordale move their meeting to the Tuesday after the Caledonia meeting.

Members agreed and the next meeting is Tuesday 23rd June with a revised pre-meet time of 2.45pm for members with the Management Committee meeting commencing at 3.00pm.

Meeting concluded at 4.50pm.

Date of Next meeting

Tuesday 30 June 2020 @ 2.45pm for pre meeting with Management Committee members, meeting commencing at 3.00pm.

Signed: _____

Date: _____