

Head of Frontline Services Report

The Head of Frontline Services provided the Management Committee with an update on information of significant strategic or operational issues that would have an impact on the Association.

The Head of Frontline Services advised the Furlough Policy was available on Decision time for information.

Business Continuity Update

The Business Continuity Plan had been invoked. During this intervening period the Executive Management Team (EMT) had been meeting twice weekly to review all relevant guidance from the UK and Scottish Governments, NHS, Scottish Housing Regulator (SHR) and SFHA. This guidance had been used to inform our decisions and application of the amended Schedule of Delegated Authority, which was approved by the Management Committee Members via written resolution on 24 March 2020.

The Head of Frontline Services advised on the following as part of the update;

- Service Delivery/Performance
- Staff Welfare
- Legal and Regulatory Requirements
- Finance

The Management Committee requested an update on Waterside View and the Head of Frontline Services advised that communal areas and seating were closed. There was a dedicated drop off area at reception where items could be left for tenants. Only essential visits to the facility were being permitted. The Head of Frontline Services advised this had been a difficult decision to make but was necessary to protect the tenants and staff. Personal Protective Equipment (PPE) had been offered to the facility but they had advised that they had their own stock. The Association had offered to provide assistance to the facility and the Area Leader was working closely with the Manager of the facility. The Area Leader was supporting the Manager with tenants who have particular needs and at present there was one suspected case of covid-19, however this had not been confirmed. The Management Committee asked whether technology such as tablets could be provided to the tenants to support contact with family/friends. The Head of Front Line Services advised that the Area Leader and Manager were exploring various options but needed to consider social distancing requirements and supporting tenants not familiar with technology. The Manager was to provide an update to the Area Leader.

The Management Committee raised the issue of grounds maintenance. The Head of Frontline Services advised this was being discussed by the Executive Management Team (EMT). The Director of Strategy & Innovation advised that the Director of Assets was exploring options and looking at method statements, engaging with contractors etc. Perth & Kinross Council's ground staff were currently working and the Director of Assets was in discussion with the local authority to ascertain how this was being undertaken given the current lockdown measures. The Director of Finance & Governance advised the position from Government appeared to be shifting however at this time our interpretation of government guidance was that this service should not be provided. The Director of Assets would provide an update on the position over the coming weeks.

The Management Committee asked whether Cordale was continuing to pay for the service. The Director of Finance & Governance advised that Cordale paid for services

once delivered however it could get to the point where it was in Cordale's interest to pay prior to receiving the services in order to support the business. A small number of discussions with suppliers across the group had been instigated, at their request, with a view to assessing the Group's ability to pre-pay for services. We will engage constructively with those suppliers and act in the best interests of the Association.

The Management Committee queried whether staff had sufficient PPE and the Head of Frontline advised that this was the case and it was regularly reviewed.

Scottish Housing Regulator – Monthly COVID-19 Information Returns

SHR had recently issued an email to all social landlords requesting that they be provided with information on a monthly basis in order to better understand the impact of the pandemic and the likely support needs of social landlords.

Customer 1st Working Group

The final meeting of the Customer 1st Working Group was held on 16 April 2020 when the final report was presented.

The most significant aspect of the transformation programme to date had been within the organisational development pathway that had resulted in the reorganisation of the Group into new directorates, teams and posts.

In terms of the technology pathway the main activities had been around creating a consolidated database across the Group and the recently approved IT strategy and road map. The Working Group discussed the next stages and agreed that this would necessitate increasing the skills and resources within the IT team to deliver the IT road map. Key activities to support customer engagement had centred on the customer segmentation and profiling work and this had been concluded.

The People Team had been monitoring staff engagement through regular pulse surveys. This had proved to be a useful source of information and was used by the Team to inform and shape staff communication and policy.

The Working Group discussed how best to evaluate whether the Group had achieved its original purpose. Overall the view was that due to the complexity and scale of transformation the Working Group had been able to discuss progress and issues in much more detail than could be achieved at governing body meetings.

Cordale Transfer of Undertakings

The transfer successfully took place on 1 April 2020 with all four affected employees voluntarily requesting to transfer on Caledonia terms and conditions rather than TUPE over on preserved EVH conditions.

IR35

Caledonia was undertaking an IR35 assessment, with the help of the Association's employment law advisors, to assess whether two workers fall within the scope of IR35. If it is the case that the workers should be considered as "employees" within IR35, responsibility for deducting tax under PAYE would sit with the "fee payer", i.e. in this case the agency.

The Parental Bereavement Leave Regulations 2020

New statutory rights for bereaved parents were introduced in April 2020. These regulations introduced a new statutory entitlement for parents who had suffered the loss of a child (up to the age of 18) to be absent from work for up to two weeks, **and, if they had 26 weeks' or more service, statutory bereavement leave pay as well.**

A policy was currently being developed but as this is a statutory right, the terms would be applied in the interim in the absence of a policy.

Policy Review

Group Probation Policy - The Group Probation Policy had been reviewed in accordance with the policy review timetable. There were no legislative or best practice changes relevant to this review. Following feedback from recent new starts and their line managers regarding their experiences of the probationary period, it was apparent that streamlining the review process was required.

Members were asked to note that the policy may be subject to more substantive review as part of the wider People Strategy as it was intended to review our induction practices. Accordingly it was recommended that the minor revisions to the probationary review structure be approved with any updates to the wider policy being presented at a later date.

The Management Committee **CONSIDERED** and **DISCUSSED** the report and **APPROVED** the minor revisions to the Group Probation Policy as outlined.

29/20 Group Insurance Renewal

The Director of Finance & Governance summarised details of the Group's annual insurance renewal for the period 1 April 2020 to 31 March 2021.

The Management Committee asked why a particular care home renewal was no longer required. The Director of Finance & Governance explained that this policy related to Caledonia's care home in Leuchars which had recently closed, and therefore renewal of this policy was not required.

The Management Committee **DISCUSSED** and **NOTED** the contents of the Appendix.

30/20 COVID-19 Financial Implications and Stress Testing

This item is classed as confidential as it contains commercially sensitive information and publication would harm commercial interests.

31/20 Development Programme and Planned Maintenance Update

This item is classed as confidential as it contains commercially sensitive information and publication would harm commercial interests.

32/20 The People Strategy

The Director of People provided an update on the Customer 1st ambitions and improvement priorities that had been incorporated into the 2020-25 Business Plan.

He advised that a People Strategy had been produced that focussed on how the Group invested in the development of its people and culture to support the successful delivery of the business strategy.

The purpose of the People Strategy was to support the delivery of the Business Plan and the Group strategic priorities. The Strategy contextualised why the employee experience was a core and critical element of the Business Plan, how the Group would achieve its strategic priorities through investing in its people and culture, and how it would adapt to an ever-changing environment and the new and different customer expectations placed upon the Group.

The Management Committee asked whether actions and activities would be delayed as a result of the pandemic, The Director of People advised that he was comfortable that targets could be achieved. The Director of People stressed that Strategy was a live document and that it would continue to be monitored with governing body members advised of any change.

The Management Committee **NOTED** the attached People Strategy.

33/20

Information and Communications Technology (ICT) Strategy

The Director of Strategy & Innovation advised members on the background to and key elements of the Caledonia Group ICT Strategy. He advised that changes had been made recently to the Implementation Roadmap within the strategy to take account of current operating circumstances, feedback on ICT issues the Chief Executive had received from team members when attending team meetings and comments from the Caledonia Management Board when they considered the strategy in February.

It was noted that an updated version of the Roadmap would be made available for members. Key areas of work over the coming months will involve a restructure of the ICT team, a new service management approach, cyber security review activity and reviews of the hardware and software currently in place.

The Management Committee **NOTED** the Group ICT Strategy.

[The Head of Frontline Services left the meeting- 4.45pm]

34/20

Integrated Health & Safety Meeting Draft Minutes 20th February 2020

The Director of People provided the minutes for information.

The Management Committed **NOTED** the contents of the draft minutes

35/20

Draft Minutes of Audit Committee Meeting & Corporate Risk Map – 2nd April 2020

The Director of Finance & Governance provided the minutes for information.

The Management Committee **NOTED** the contents of the draft minutes.

36/20

Membership Approval

The Director of Finance & Governance advised on one application for membership of the Association that had been received from a member of the Management

Committee. The application had been checked against the Group Membership Policy and there were no reasons why membership should be refused.

The Management Committee **APPROVED** the membership.

37/20

AOCB

The Director of Strategy & Innovation advised members that the recent Bellsmyre Housing Association ballot had been very successful and the tenants had voted in favour of the transfer of engagements to Caledonia. The Management Committee passed on their congratulations.

The Management Committee asked about the best company survey referenced within the People Strategy. The Director of People advised that this was due to commence later in the year and costs had been incorporated into the 2020/21 budget. The additional engagement surveying would be help to provide quality people data that could be segmented by departments and teams, while providing a comparative analysis with other landlords.

The Management Committee asked whether the Group would be considering lessons learned from the pandemic. The Director of Finance & Governance advised that this question had also been raised by the Group Audit & Risk Management Committee at its recent meeting and would be included in the annual Update on Business Continuity that was due to be provided to this sub-committee in May 2020.

The Meeting concluded at 5.05pm

Date of Next meeting

Wednesday 27 May 2020 @ 3.15pm for pre meeting with Management Committee members, meeting commencing at 3.30pm.

Signed: _____

Date: _____