

MINUTE OF MEETING OF KEY BOARD
HELD ON WEDNESDAY, 11 MAY 2022 AT 6 PM

At The Square, 70 Renton Street, Glasgow

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PRESENT

John Paterson (Chair)
Sheenagh Simpson
Jack Crombie
Gillian Anderson
Rebecca O'Donnell
Karen Jamieson

IN ATTENDANCE

Andrea Wood (CEO)
Alison Wood (Head of Finance)
Gordon Anderson (Head of Housing, Development
and Corporate Services)
Grace Semple (Head of HR)
Asa Brooks (Governance, Regulation and Compliance Manager)
Leam MacKeown (Inclusion Manager – Supporting TAG)

ACTION

1.1 APOLOGIES

Apologies were received from Angus Turner, Ann McGuigan, Bob Parry, Dave Le Sage, David Meechan and Musab Hemsli.

1.2 DECLARATIONS OF INTEREST

No interests were declared.

1.3 MINUTE OF PREVIOUS MEETING (16.3.22)

The minute of the meeting of 16 March 2022 was approved.

1.4 MATTERS ARISING

1.4.1 Review of Community Lifestyles' Articles (old item 2.3)

The Board noted that Community Lifestyles' updated Articles were filed with Companies House on 22 March 2022.

1.4.2 SSSC Consultation (old item 1.6.2)

There has been no update from the SSSC following their consultation proposal to increase the level of qualification required by Support Workers. A report is anticipated in June at which time the appropriate response from Key will be determined.

1.4.3 Covid-19 Update (old item 1.8)

The Board noted that the technology that will be required to hold hybrid meetings, where some attendees participate in-person and others participate online, is now on order.

1.4.4 Board Appraisals (old item 1.10)

The Chief Executive updated members that Individual and Collective appraisals would need to be completed and returned on paper this year.

ACTION

1.5 STAFFING MATTERS

Head of HR spoke to the report which was noted by the Board.

The Board approved the staffing proposal made by Head of HR.

1.6 COVID-19 REPORT

Chief Executive spoke to the report, which outlined the current impact of Covid-19 on the people we support and employ. The Board noted that March into April 2022 had been one of the most challenging periods for our services because of a significant increase in the number of people testing positive for Covid-19, however this number has been steadily decreasing during April and May.

Whilst some guidance for the general public has relaxed further, staff in social care services are still required to adhere to certain restrictions. For example, staff must wear masks if they are within 2m of a person they are supporting and we continue to ask all of our staff to do LFD testing twice a week. The Chief Executive confirmed that a hybrid approach was now in operation at the Square and that Covid measures are being maintained to reduce the risk of workplace transmission.

The Board noted the report and agreed to review the continuation of a standing Covid-19 agenda item in June.

1.7 STRATEGIC OBJECTIVES 2020-2025 PROGRESS REPORT

Chief Executive spoke to the report which provided an update on our strategic objectives and targets. Covid-19 had inevitably impacted on our ability to take forward all our planned objectives and following last year's review the Board decided to focus on those areas which could be aligned with the current conditions. The Board noted progress in these areas including the achievement of targets related to:

1. Staff support and wellbeing including:

- Wellbeing resources and initiatives developed and shared with staff throughout the year
- Staff trained as Mental Health First Aiders in place across Scotland
- Revised supervision policy with a focus on health and wellbeing
- Regular briefing sessions for staff and managers to meet and talk with senior staff

2. Accelerating our use of digital technology:

- Digital strategy developed and approved by the Board
- ICT Review Group set up to ensure good governance of strategy
- iPads and digital skills training provided, for people we support through a successful Connecting Scotland funding bid
- Workforce email accounts purchased and set up for over 2000 staff

ACTION

- Microsoft Teams and other visual platforms promoted and guidance developed

3. Improving our information systems

- Further development fo Evolve to gather and manage information related to Covid and meet requirements for data from local authorities and regulators

The Board further noted that a joint TAG/Board strategy session would be planned for early 2023 so that priorities for 2023/24 could be agreed.

The report was noted by the Board.

1.8 SOCIAL CARE STAFF UPLIFT

The Head of Finance spoke to the report which outlined the Scottish Government's announcement in March of a pay uplift for adult social care workers as part of a package of measures to support investment in social care.

The Board noted the report and agreed that should significant progress be made before the next scheduled meeting the Office Bearers would convene to take matters forward.

1.9 REVIEW GROUPS

1.9.1 ICT (24.3.22)

Noted by the Board.

The Head of Housing explained that the main item on the agenda for this meeting was cyber security following an increase in attacks against organistions like Key in the past year. A presentation outlining the threats and associated risks to the organisation was given along with an overview of the security defences and range of measures Key have in place to protect our systems and information. The ICT Group discussed these in detail and explored further areas which could be strengthened including user education, BCP tests and immutable backups to reduce the likelihood of information being permanently deleted during an attack. These are being taken forward by the ICT team.

The Cyber Threats presentation from the Review Group meeting will be circulated to all Board members. Head of Housing advised that the meetings will be used to develop Review Group members' understanding of technical terminology over time.

1.9.2 Finance (3.5.22)

The Head of Finance provided a verbal update of the proceedings of the meeting, which was noted by the Board. Through delegated authority, the Review Group had considered and approved the Five Year Financial Projections for submission to the SHR.

GRCM

ACTION

1.9.3 Housing & Development (11.5.22)

Sheenagh Simpson provided a verbal update from the meeting, which had taken place immediately prior to the Board meeting.

Through delegated authority, the Review Group considered and approved the Annual Return on the Charter for submission to the SHR. Overall results have been stable for around 4–5 years, but some have been affected by the pandemic. Some tenant satisfaction levels are reduced, particularly in relation to repairs and maintenance, but it was noted that this is a trend across the sector. The Board noted that where this has happened mitigation plans are in place.

The Review Group had heard that the My Home Group is now successfully holding small-scale meetings in-person for the first time since the pandemic began.

Housing aspects of the Strategic Plan were reviewed by the Group, where the cost of living/fuel poverty, tenant engagement and maintenance were highlighted as areas of most notable risks, with the latter two being pandemic-related. Actions are being taken to monitor and manage these risks.

1.10 AUDIT COMMITTEE – MINUTE OF MEETING (3.5.22)

The Head of Finance spoke to the report which was noted by the Board.

1.11 SHR ENGAGEMENT PLAN

Governance Manager spoke to the report, which was noted by the Board. The Engagement Plan published by SHR at the end of March states that Key's regulatory status is "compliant" and Key remains "systemically important" due to the scale of our operations. The SHR will meet with our senior staff to discuss progress with our business plan and risks to the organisation.

1.12 TENDER AND DEVELOPMENT REPORT

Head of Housing spoke to the report. The Board were informed that the number of relevant social care tenders councils are advertising remains low, both as a result of the pandemic and of the growth of the Scotland Excel Framework. However, local authorities are still commissioning larger-scale new services, for example, the services we are taking on in North Ayrshire and Highland.

The Board discussed the reasons why officers choose which services are tendered for and which aren't, and expressed satisfaction that the approach and decisions taken are aligned with the business aims of the organisation. The report was noted by the Board.

	<u>ACTION</u>
<p>1.13 <u>ANNUAL PROCUREMENT REPORT</u></p> <p>The Board noted the report which outlined our procurement activity as at 31st March 2022.</p>	
<p>1.14 <u>WRITE-OFF OF NON-RECOVERABLE DEBT</u></p> <p>Head of Finance spoke to the report, reviewing debtor balances which will inform part of the year-end external audit.</p> <p>Noting the circumstances behind each of the debtor cases and the ongoing attempts to recover debt where possible, the Board approved the write-offs of non-recoverable debt for Key, as detailed in the report.</p>	
<p>1.15 <u>ANNUAL BOARD REVIEW PROCESS – INDIVIDUAL APPRAISALS</u></p> <p>The Chief Executive spoke to the report. Following an update to the SFHA guidance on Board Review processes in 2021, the Chair and Chief Executive had reviewed Key's approach which has been embedded in our governance cycle since 2014. It was agreed that our current process works well but that there is an opportunity to increase the level of personal engagement Board members have during the process. The Chair and Vice Chairs will take this forward during 2022/23.</p>	<u>CEO</u>
<p>1.16 <u>BOARD GOVERNANCE SESSION (22.6.22)</u></p> <p>Chief Executive spoke to report.</p> <p>The Board noted the draft programme for the Governance Session due to be held on 22 June, which would include a review of the collective appraisals from Board members, the annual review of the composition of the Board, a consideration of lessons learned from our response to COVID-19 and a review of compliance with selected regulatory standards.</p>	
<p>1.17 <u>AGM ARRANGEMENTS</u></p> <p>Governance Manager spoke to report, advising that the AGM is to be held on Wednesday 14 September. It was noted that, due to the continuing uncertainty around the future of coronavirus restrictions, a decision had not yet been made on whether to hold the AGM in-person or online.</p> <p>Gillian Anderson, John Paterson and Karen Jamieson volunteered to retire at the AGM, along with Musab Hemsî who must retire as a co-optee. All may stand for election without nomination.</p>	

1.18 RENEWAL OF SERVICE LEVEL AGREEMENT BETWEEN TAG AND KEY

The Board noted and approved the annual renewal of the Service Level Agreement detailing the formal relationship between TAG and Key.

The Board also agreed to delegate authority to the Support Review Group for future review and approval of this service level agreement. The Delegated Authorities policy will be updated to reflect this.

2. HOUSING, DEVELOPMENT & ADMINISTRATIVE ISSUES

The Board approved a new bank mandate.

3. AOB

Chairperson advised that a Board Member had given apologies for three consecutive Board meetings. The Board approved a leave of absence, which can last until November 2022 if required.

4. DATE OF NEXT MEETING

The Board will next meet on Wednesday, 22 June 2022.

ACTION

GRCM