

COMMITTEE MINUTE RECORD	
Minute of:	ARK Housing Association Board of Management
Date Held:	18 th February 2021, 14.00
Venue:	via Zoom
Chair:	Graham Mitchell
Secretary:	Bobby Duffy
Present:	Mr Graham Mitchell (Chair), Ms Shona Dunsmore (Depute Chair), Ms Anne Lane, Mr Dave Proudfoot, Ms Marilyn Barrett, Mr Neil McKnight, Dr Fraser Quin, Ms Lucy Robertson, Dr Darcey Black, Mr Ken Brown, Mr Nikolas Koutris
In Attendance:	Mr Bobby Duffy (Chief Executive Officer), Mr Ron Watson (Director of Finance), Ms Victoria Knox (Director of People & Organisational Development), Mr Mark Hall, (Director of Operations), Ms Caryn Innes (Director of Development and Business Improvement), Ms Mary Bell (PA to CEO) (Minutes)
ITEM	
1.	Welcome The Chair welcomed all attendees to the Board of Management zoom meeting of 18 February 21
2.	Apologies: Mr Ian Logan, Ms Joanne Mansell
3.	Declaration of Interest It was noted that, Mr Neil McKnight, Mr Ken Brown, Mr Ian Logan and Ms Lucy Robertson were also members of Ark Commercial Investment Limited (ACIL) Board and Ark Services Limited (ASL) Board.
4.	Items for Approval
4.1	Minutes of Previous Meeting held on 09 December 2020 <ul style="list-style-type: none"> ○ The Chair enquired if Members had any comments or queries in regards to the 09 December 2020 BoM meeting minutes. ○ There were no comments or queries raised by Members and the minutes of the 09 December 2020 Board of Management meeting were approved as an accurate record of the meeting. Members approved the 09 December 2020 Board of Management meeting minutes
4.2	Matters Arising and Actions from Previous Minute Actions The action list was reviewed and updated and the following was noted:- <ul style="list-style-type: none"> ○ The CEO noted that action 9.2 from 23 September 2020 meeting was linked to action 4.2 from 22 October 2020 and 09 December 2020 meetings in relation to the data that will be presented to the BoM in regards to reporting against the Business Plan as part of the objectives and milestones that are being discussed today. The CEO noted that the ET are still working on this and committed to have this available for 18 March 2021 BoM meeting. ○ The CEO advised that the insurance broker had confirmed an excess of £2,500 on the policy and both the defence and investigation costs are covered but no cover if a fine is imposed. The CEO added that ARK have two policies and a decision had been taken to retain the insurer where there is an excess cost as they were initially involved in the process but the new insurer has no excess and that the broker is working with both insurers to spread the cost between the two of them. ○ Monthly review of restructure will be picked up at item 9.1 on the agenda All other actions were either carried forward or completed. Members noted the status of the Action List
5.	Items for Discussion/Decision
5.1	Policies HR14 Personal Relationships at Work HR15 Whistleblowing HR24 Paternity HR25 Flexible Working LD03 SSSC Registration

	<ul style="list-style-type: none"> ○ The DPOD advised that the 5 policies noted above were on today’s agenda for approval and that Members were asked for feedback prior to the BoM meeting. The DPOD noted that she is having ongoing dialogue with one Member in regards to the Whistleblowing Policy with a final discussion taking place on Friday 19 February 2021 and if there are any substantive changes agreed this policy will come back to Members for approval. ○ The DPOD informed that there have been no changes in regards to the other 4 policies and that all 5 policies have been moved over to the new template. ○ The DPOD clarified that 2 sections had been separated out in the Paternity Policy for people who qualify for the statutory leave and for people who have less than 26 weeks service. ○ The DPOD further clarified that the Whistleblowing policy was approved at the February 2021 Unite meeting and this not being noted was an omission and this will be rectified. The DPOD added that all staff related policies are approved by Unite. <p>Members approved all policies noting that the Whistleblowing policy will be brought back to the 18 March 2021 BoM meeting if there are any substantive changes.</p>
6.	<ul style="list-style-type: none"> ○ [Redacted]
7.	<p>Chairs Remarks</p> <ul style="list-style-type: none"> ○ The Chair informed that the advert for BoM recruitment has been agreed and this will be publicised in line with the timetable set out by the DPOD. The Chair noted that he is potentially looking for 2/3 new Members and it is hoped that they will be in place by end of April. The Chair added that if anyone would like to put someone forward please do in the usual format. The DPOD noted that she will forward the link to the advert to Members for their information. ○ The Chair advised that the direction of the budget for 21/22 has been agreed and further information will be provided at the 18 March 2021 meeting for discussion. The Chair noted that there are a number of pressures coming from different teams for budgetary resource to achieve the objectives of the Business Plan and the DoF and HoF have had a difficult process trying to meet all the demands and aspirations of all budget holders. The Chair further noted that he is confident that Members will be satisfied with the budget outcome for discussion and approval on 18 March 2021. ○ The Chair highlighted his thoughts in regards to the strategic planning discussion at item 11 and reflected back on 2020 noting the revision of the Business Plan, Rebranding and successful recruitment and that this was a combination of what ARK was doing to get ready for the future. The Chair noted that the strategic direction is ambitious and forward thinking that puts ARK on a platform for new opportunities and that ARK has the capacity and capability to move in this direction. The Chair stressed that there will be some difficult times ahead in the next 12 months and that is the reason he spoke about the budget and how expectations should be moderated. The Chair identified the areas that formed the BP milestones report noting that the ET and SLT had worked hard to ascertain the areas that required improving. The Chair advised that he will hand over to the CEO to introduce item 11 and the 4 Directors will provide a summary of their milestones for discussion and agreement then approval at the 18 March 2021 meeting. <p>Members noted the Chair’s Remarks</p>
8.	<p>CEO Remarks/Reports</p> <ul style="list-style-type: none"> ○ The CEO advised that an example had been identified within the Entitlements, Payments and Benefits policy that a BoM Member should not be applying for jobs in ARK and he had provided a detailed notification to the SHR in this respect. The CEO was pleased to inform the BoM that the SHR had closed the notification with not further contact being made. ○ The CEO highlighted that through the diligence of ARK’s Care & Support Teams over last year that ARK’s Supported People had not contracted Covid-19 but unfortunately there have now been 5 cases notified. The CEO advised that two of the cases were in Edinburgh, one at home and one in hospital and both are doing fine at present. The CEO said that two cases were in Perth, one at home and one in hospital and sadly both have passed away. The CEO added that one case was in Forfar who had contracted Covid-19 in hospital and sadly passed away. ○ The CEO advised that on reviewing the interaction with Supported People that the Care & Support staff in Perth had had no contact as their service was suspended due to Covid-19 and that it is believed that the contact had been through family members. The CEO said that one case in Edinburgh could have been attributed through staff but it is difficult to determine how this happens. The CEO added that this was very sad to report and will keep Members updated as things progress. ○ The CEO advised that the ET had met last week to review the communication that was sent out in regards to Priory and satellite offices staff working from home until the end of March and given the circumstances that everyone is still working

	<p>under it was agreed to extend this until the end of June 2021. The CEO noted that there is a skeleton staff working at the Priory who are Members of Finance, IT, HR and Reception. The CEO advised that if there is rapid improvement with the situation this decision will be reviewed.</p> <p>Members noted the CEO's Remarks</p>
	<p>Standing Items</p>
<p>9.</p>	<p>Session 2020/21</p>
<p>9.1</p>	<p>Care and Support Management Restructure</p> <p>The DoO reported that the proposal for changing the management structure in Care & Support had been approved at the 09 December 2020 BoM meeting and Provided the following update:-</p> <ul style="list-style-type: none"> ○ Opening consultation meetings had taken place on the 12th January 2021 with the 11 managers impacted by the restructure proposals. The DoO added that by the 15th January 2021 the one to one consultation meetings had been concluded. ○ All managers were broadly supportive of the proposal and that they understood the rationale and were able to identify how we had arrived at the proposed structure noting that there were a few suggestions regarding amendments to the structure and these were considered, but on further discussion with the manager's agreement was reached to progress with the original proposal. The DoO advised that the consultation was formally closed on 25 January 2021. ○ The DoO reported that there were 5 managers impacted who's substantive post was Area Manager and one of these individuals is seconded to the AIMS development manager role and had decided to remain in the seconded role and informed that the other 4 Area Managers progressed to interview for the Regional Managers posts on the 4 and 5 February 2021 and he was pleased to report that the 4 Area Managers came through the process successfully and the Regional Managers positions have been filled. ○ The DoO said that the newly appointed Regional Managers then went on to interview for the Operations Manager positions on 11 and 12 February 2021 and he was pleased to report that 3 out of the 4 managers who's substantive post were affected came through the process successfully and that one individual had taken the decision to take their redundancy payment, adding that they have agreed to work with ARK to support the transition in that Area for as long as it takes to find a replacement. The DoO noted the redundancy cost. ○ The DoO advised that there are 5 outstanding Operations Manager posts to fill and that the Regional Managers are currently working with HR colleagues planning the timeline and recruitment process for this and the subsequent recruitment to any vacant Care & Support Manager positions and these will be advertised internally and externally. ○ The DoO confirmed that all 11 posts that were impacted by the restructure have found a post or taken the decision to take redundancy. The DoO said that there are 2 people in acting roles and one is happy to go back to their original post and the other, hopefully, will apply for the Operations Manager post and as it is not known who will apply the advert is also going external to acquire the best candidates possible. ○ The DoO advised that the existing structure will be in place until 31 March 2021 and nothing substantive will change until then and the Regional Managers, who are all moving to different areas, are working on a transitional plan to have people in place by 1 April 2021 but there is no time pressure for this and can be managed at our own pace. <p>Members approved the Care & Support Management Restructure</p>
<p>9.2</p>	<p>AIMS</p> <ul style="list-style-type: none"> ○ The DoO highlighted that he had provided an updated timeline at the 09 December 2020 BoM meeting and provided the following update: ○ The original pilot and phase one sites of Edinburgh North and East & Midlothian have continued to embed and the Development Manager has refined the approach to rolling out the system remotely. This was implemented in Edinburgh and Edinburgh South and is now fully operating on the system. ○ Angus information has now been uploaded onto the system and Blairgowrie and Perth are almost complete. ○ The Tablets are being set up over the next two weeks and sent out to Perth and Angus and Support Worker training will commence at the beginning of March. ○ The DoO noted that compliance in these areas had been affected by the reduced focus on AIMS during the first 6 months of the pandemic and has been affected again since the most recent lockdown due to shielding staff going off again and managers having to step in and carry out direct support. A focus will be placed on building up the compliance to a high standard.

	<ul style="list-style-type: none"> ○ The Development Manager is wholly focused on supporting the roll out, supporting managers to upload information and training them on the functionality of the system and training support workers to use the features of the system for guiding, monitoring and recording support. As a result of this focus the system development has slowed, however managers who are established on the system are meeting regularly to bring forward suggestions for system enhancements, this means that each phase of the roll out carries forward improvements which improve functionality and make the system a more effective tool which in turn is creating greater buy in by managers. ○ The DoO reported that the Development Manager had previously introduced the system to the Care Inspectorate during an inspection and they have come back and invited her to join a meeting with colleagues in relation to the implementation of the Health and Care Staffing Act to demonstrate what ARK is achieving and have commented that ARK are achieving more for supported people with our approach than other organisations that have very well established systems. ○ The DoO noted a couple of examples to demonstrate the systems capability:- <ul style="list-style-type: none"> ○ Making use of speech to text technology to help people write their own support plans and contribute to their review process ○ Uploading photographs to use as evidence to support how ARK help people to achieve their outcomes ○ Rather than text, using photographs on the system to show how supported people are feeling, the DoO noted that this was one area that the Care inspectorate is particularly impressed. ○ The DoO noted the one of ARK's union representatives who is a Support Workers fed back that she was scared of technology and is now a great component for AIMS. The DoO added that staff are engaging well with the system and are beginning to see how it saves them some time particularly around their record keeping. <p>Members Noted the AIMS Update</p>
9.3	<p>Development Update</p> <ul style="list-style-type: none"> ○ The DDBI advised that the full Business Case papers for the Finance Sub-Committee on 10 March 2021 and follow on to the 18 March 2021 BoM meeting are being finalised for approval. ○ The DDBI informed that work has moved on significantly at Crusader Rise in terms of design production and stage 1 tender and acquiring Heads of Terms from West Lothian Council in terms of the land purchase. The DDBI advised that the updated cost plans that had been received as part of preparation for stage 1 tender had come back higher as it includes all enhancements and work is ongoing with the DoF and HoF prior to the pre Finance Sub-Committee meeting taking place on 23 February 2021 in preparation for 10 March 2021 meeting. ○ The DDBI noted that good progress has been made at Penicuik in terms of Mid Lothian Council agreeing the land price and the Heads of Terms and section 75 is going forward to allow work to advance. The DDBI noted that approval will be sought at the next Finance Sub-Committee meeting for approval to acquire the land and proceed with demolition of the building. ○ The DDBI noted that it will be good to share information for approval and move forward to the detailed technical stage which will allow the Asset team to come with tender opportunities for Crusader Rise in the summer. <p>Members noted the Development Update</p>
10.	<p>Items for Noting</p>
10.1	<p>[Redacted Content]</p>

		[REDACTED]
10.2	Membership Report	<ul style="list-style-type: none"> The CEO advised that the Membership report was due for noting at the 09 December 2020 BoM meeting, apologised that it was late and asked Members to note its content. <p>Members noted the content of the Membership Report</p>
10.3	Entitlements, Payments & Benefits Report	<ul style="list-style-type: none"> The CEO advised that the Entitlements, Payments and Benefits report was also due for noting at the 09 December 2020 BoM meeting, apologised that it was late and asked Members to note its content <p>Members noted the content of the Entitlements, Payments & Benefits Report</p>
10.4	ACIL Minutes 09 December 2020	<ul style="list-style-type: none"> The Chair of ACIL asked for changes to be made at item 5 and item 7, these were noted and will be updated for approval at the 18 March 2021 ACIL meeting. The CEO confirmed that ACIL has its own SRR and this will be presented to the Audit Sub-Committee meeting taking place on 19 May 2021. <p>Members noted the 09 December 2020 ACIL Minutes</p>
10.5	ASL Minutes 09 December 2020	<ul style="list-style-type: none"> The Chair of ASL had no comments in regards to the ASL minutes. The CEO confirmed that ASL has its own SRR and this will also be brought to the Audit Sub-Committee meeting taking place on 19 May 2021 <p>Members noted the 09 December 2020 ASL Minutes</p>
10.6	Objectives Report and Summary	<ul style="list-style-type: none"> The DoF reported that despite the challenges faced this year and not all within their original timescales, that 45 of the 48 objectives will be concluded by the end of the financial year. The DoF advised that the 3 objectives that have not been achieved are in relation to brand roll out and the failure of Quality Scotland as an organisation and another supplier will be identified. A discussion ensued in regards to revised timescales and the DoF confirmed that the timescales that have passed by will be revised and given the timescales have been changed on a number of objectives to the end of the year that the ET are confident that the objectives will be achieved. The DoF added if they are not achieved he will provide the reason for this. <p>Members noted the Objective Report and Summary Update</p>
The Business Meeting was closed at 15.00 hours		
11	Strategic Planning Discussion	
11.1	The Chair handed this session over to the CEO.	<ul style="list-style-type: none"> The CEO noted that a covering paper had been provided along with the milestones that had been identified in the Business Plan in terms of the process and how progress will be measured against achieving the strategic objectives. The CEO added that the milestones will drive all improvement activity in the next few years. The CEO advised that the milestones presented are in draft format, as the ET are keen to receive feedback from the Members on the content with a view to collating the feedback and bringing the reviewed document back for final agreement to the 18 March 2021 BoM meeting. The CEO summarised the activity that has taken place to date and asked each ET Member to highlight a few key areas of the Business Plan that lies within their responsibility. Each Member of the ET provided a summary of their key milestones, the CEO thanked them for their input and opened up for discussion. The CEO confirmed the acronyms YP as Young People and STF as Scottish Transitions Forum and noted that these will be spelt out in full in the final document. Mr Brown highlighted that there has been a lot of work and thoughts put into the future of Ark and the organisation has travelled a long way since he has been involved as a Member and noted that the whole management structure has greatly improved and he is looking forward to seeing delivery of the plan. The CEO asked if Members have any further comments to please forward to him by Wednesday 3 March 2021,

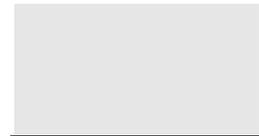
	<ul style="list-style-type: none"> ○ The Chair enquired about the Priory in terms of its long term viability. The DDBI advised that in terms of budget, that this is part of the Strategic Asset Management and will be part of the portfolio analysis and will connect to the DPOD in regards to people. The DDBI noted that there has been some legality with the title and works have been delayed in regards to building surveys and she hoped by the 26 August 2021 meeting that there would be a meaningful update of travel with a full recommendation by end of March 2022. ○ The Chair noted that this was an important piece of work involving staff and it was good that there would be an update in August 2021. ○ The DPOD provided an update in relation to the Agile Working Policy noting that there are 7 different elements to this that will feed into the work that the DDBI is involved with and this will continue. ○ The Chair enquired about outsourcing work to third parties and asked if this work could come in house. The DoO advised that he has been in discussion in regards to regulator’s requirements and the inconsistencies and this is being investigated by the Head of Housing through the SHFA. The DoO noted that discussion in regards to issues with communication and engagement are being taken forward and explained why he would like TSIP in house. ○ Ms Barrett enquired about the budget not being agreed as yet and the likeliness of things changing given budget constraints. The DoF advised that work has been carried in regards to the budget for sign off at the 4 March 2021 ET meeting and that he has no concerns in this area. ○ Mr McKnight noted that this was an ambitious plan and nicely links to the review of Adult Social Care that had been published in draft format. Mr McKnight added that it was good to see the progress of the AIMS project that links to young people and the link to the coming home report. ○ Dr Black enquired how the BoM will review in terms of the milestones and the CEO advised that it has been agreed to come back with the finalised milestones for the next 4 years to the 18 March 2021 BoM meeting with and within that a proposed reporting format and data set that will be considered to support and evidence delivery of both milestones and KPI aspirations. ○ The Chair asked that this item be put on the agenda as a standing item. <p>Members noted the Strategic Planning Discussion</p>
12.	AOB
	12.1 The Chair thanked everyone for their input There was no other business to discuss and the Chair closed the meeting at 4.00pm
	It was noted at the end of the meeting that there were no potential impacts identified in relation to people with a protected characteristic.
13.	Date of Next Meeting: Thursday 18 March 2021 via Zoom

Meeting Dates in 2021

-  Thursday 17th June
-  Thursday 26th August
-  Thursday 23rd September
-  Thursday 28th October
-  Thursday 09th December

ACTIONS

Meeting Date	Agenda Number	Action	Who	Status
20/08/2020	8.1	DD&BI to discuss with the Chair the reporting format required for future meetings	CI	C/F
18/02/2021	4.2	Annual Reporting plan is in progress for discussion and agreement at the 18 March 2021 BoM meeting	ET	
	5	Whistleblowing Policy to be presented at 18 March meeting if there are any substantive changes	VK	



	10.1	ACIL - suggestion on how to manage this situation will be brought to the 18 March 2021 BoM Meeting.	RW	
	10.4	Change to be made at item 5 and item 7 of ACIL minutes for approval at 19 March ACIL meeting SRR for both ACIL & ASL to be presented to 19 May audit sub meeting	MB BD	
	11.1	Final milestones to be brought back to 18 March meeting for approval	BD	