

Minutes of a board meeting of Castle Rock Edinvar Housing Association Limited t/as Places for People Scotland ('PfPS' or the 'Association') held 4 pm on Monday 18 March 2024 at 1-2 St Andrew Square, Edinburgh, EH2 2BD and via Microsoft Teams

Present: Pamela Scott (PS - Chair)
 Bryan Baillie-Sheriff (BBS)
 Euan Campbell (EC)
 * Kenny Fraser (KF)
 Janet Hamblin (JH)
 Moira Sibbald (MS)
 Katie Smart (KS - Managing Director PfPS)

In Attendance: *Tom Avery (TA)
 *Karen Halford (KH - Chief People Officer, Group)
 *Natasha Jones (NJ - Head of Reward, Group)
 *Kasia Klunduk (KK – Group Head of EDI and Wellbeing)
 Marion Ameresekere (MA - Deputy Group Company Secretary)

		Actions
1.	APOLOGIES	
1.1	Apologies were received from Heather Claridge and Andy Winstanley.	
2.	CHAIR'S INTRODUCTION	
2.1	It was noted that a quorum was present, so the meeting was declared constituted and open.	
2.2	The Chair welcomed all those present in the room and those dialling in from elsewhere including invitees and observers.	
2.3	The Chair explained that the purpose of the meeting was to receive the Group and Scotland specific Big Colleague Survey (BCS) results and discuss the actions, the EDI and Wellbeing strategy, and Fair Pay update.	
3.	DECLARATIONS OF INTERESTS	
3.1	There were no new disclosures or updates to existing disclosures of interests.	
4	PEOPLE STRATEGY AND GROUP BIG COLLEAGUE SURVEY (BCS)	
4.1	<i>BCS results and Group action plan</i>	

*Via Teams

4.1.1	<p>KH and TA presented the Group BCS results and commented on the results.</p> <p>TA explained that the Great Places to Work (GPTW) survey measured the engagement and trust the employees had in the Group via a Trust index which was a measure of how positive teams felt about their overall employee experience. The Trust index comprised 111 questions, with 60 mandatory ones. Sub-indices were; Engagement, Wellbeing, leadership effectiveness, values, and innovation by all.</p> <p>There had been a response rate of 94% with 75% on the Trust index a 6 point increase on previous year results. Increase in satisfaction had also been seen in vision and value, recognition, and leadership.</p> <p>Key themes that emerged were: fair pay – initiatives to support included cost of living increases, levelling up pay, and career development – relaunch of the group wide recognition programme, Flightpath (leadership development), customer focus, and ethos.</p> <p>Places for People was placed 44th out of the 50 GPTW companies in 2024.</p> <p>KS commented the response rate in Scotland had been 91% and those who hadn't completed were on long-term sick or maternity leave. MS asked if there had been Scotland specific nuances in the results, KS stated that the themes were very similar to the Group ones.</p>	
4.2	<i>EDI and Wellbeing Strategy</i>	
4.2.1	<p>KK introduced her team and clarified that the results didn't include customers.</p> <p>KK explained that a cohesive plan and strategy had been created after looking at the Group business plan and people strategy. There was now more scrutiny around what organisations were doing to support and improve EDI and wellbeing including diversity, inclusiveness, and fair communities. Policies had to be more people centric and colleagues had to have a clear understanding of the strategies in place to breakdown barriers. KK also explained the data driven approach and approaches to ethnicity, cultural diversity, sexual orientation, and disability where characteristics were to be expanded to include neurodiversity for example.</p>	
4.3	<i>Fair Pay update</i>	
4.3.1	The directors noted the initiative to support fair pay as discussed in minute 4.1.1 above and the more detailed discussion in 5.1 below.	
5	SCOTLAND BIG COLLEAGUE SURVEY (SBCS)	

*Via Teams

<p>5.1</p>	<p>KS presented the BCS results for Scotland and commented on the key themes and the action plan.</p> <p>The response rate and employee engagement had been 68% and BCS was launched against a background of changes to leadership, business areas, and line management hierarchy. Employees who had not participated were those on long term sickness or maternity leave. There had also been changes in colleagues included in the Scotland survey and not directly comparable to last year.</p> <p>The Trust index had improved from 65 to 68% with improvements seen in all the sub- indices all of which were above 60%.</p> <p>KS commented on the changes in Scotland and the initiatives to ensure support was available to all employees. Team sessions had been held and key themes had been discussed as outlined in the paper.</p> <p>Fair pay initiative had seen a significant uplift in results; 22 to 23. NJ outlined some fundamental issues that had to be addressed and to this end an executive working group had been set to ensure;</p> <ul style="list-style-type: none"> • a move to a 'living' wage, • healthcare cashplan, and • emergency purchases. <p>KS commented on the difference between non-contractual bonuses and fair pay which was about improvements to salaries. KS outlined the commitment to fair play including pay and role profile/grading reviews, and non-contractual benefits. Management sessions had been planned in April/May to ensure timely and accurate communication to employees.</p> <p>The directors asked what short term incentives were available to retain management, and KS responded that there were clear and transparent career paths and competitive salary scales. In response to a question on management attrition, KS responded that it was at a good level. KS agreed to provide a report on Homes and Scotland's employee attrition metrics at the next meeting.</p> <p>KH expanded on the grading structure review and commented that the review was to have a sustainable, transparent, and fair grading structure underpinned by robust job evaluation methodology. KH provided a brief explanation on how the grading structure was validated and accredited and would be shared with colleagues in April. A communication pack would be available to managers and employees would receive a letter. [REDACTED]</p>	<p>KS</p>
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	<p>TA commented on the career development framework to be launched in April including mapping the career path and development to facilitate internal progression and mobility. In response to a question on functional training TA explained the training available including access to LinkedIn training.</p> <p>The directors noted the contents of the report, had no further questions and congratulated the team on a job well done .</p>	
5.2	KS briefly commented on the BCS action plan for 2024 outlined in appendix 2 of the paper which would be reviewed and monitored regularly.	
10	ANY OTHER BUSINESS	
10.1	There was no other business.	
11	DATE(S) OF NEXT MEETING(S)	
11.1	8 May 2024 – (scheduled board meeting)	