

Board meeting

Minutes of the meeting of the Board
at 5:30pm on **09th February 2021**

Held via:

WebEx video conference

Board Members

Mr I Thompson (Chair)
Mr T Roehricht
Mrs C Jardine

Ms K Kennedy
Mrs C Lumsden
Mr D McIntosh

Ms P Russell
Mrs J Simpson

Attending

Jean Gray, Chief Executive Officer (CEO)
Howard Vaughan, Director of Finance and Assets (DFA)
Helen McMorran, Director of Business Support (DBS)

Esther Wilson, Director of Housing and Support (DHS)
Ann Wood, Director of Care (DC)
Bianca Culbert, Corporate Support Administrator
(Minute)

Apologies received

Mr J Clyne

Mr J Muir

Minutes

Item	Subject	Action	Due Date
00	Welcome		
a	There being a quorum present, the Chair welcomed all and opened the meeting.		
b	Apologies were received from Jack Clyne who is intended to be co-opted as a Board member tonight, and JM who is experiencing technical difficulties logging into the meeting.		
c	JS raised a declaration of interest in terms of rent consultation – item 2c.		
d	No other declarations of interest were made, or conflicts of interest noted.		
01a	Minute of previous meeting (16.12.2020)		
a	The minutes of the previous meeting were reviewed and approved as an accurate record.		
b	There was a comment from the Regulator about the minute from 10 November 2020, item 2c - Feedback from Remuneration Committee. This was raised at the meeting with IT, TR and CJ on 6 January 2021		
c	Given that staff salaries were discussed, the Regulator raised a potential conflict of interest in Viewpoint staff being present during the discussion. It was noted that there was no conflict of interest as the Executive Team salaries were not discussed. However it was acknowledged that the minute taker		

Item	Subject	Action	Due Date
	should have been asked to leave the meeting. The Board acknowledged and apologised for this oversight.		
d	As the November minute has already been approved it was agreed that as well as having this amendment noted in this meeting's minute the Board agreed to append a note to the previous minute from 10 November 2020.	BC	9.3.2021
01b	Matters arising and outstanding actions		
a	Matters and actions arising from the previous minute were discussed and key updates provided as follows:		
b	Action 78 – Budget review: discussed under item 02a		
c	Action 80 – Update Board on historical debt: will be addressed at next Board Meeting.		
d	Actions 82 and 84: discussed under item 08		
e	Action 85: Risk Register and Risk Appetite will be considered at Away Day.		
f	Action 86: £195K historic accruals will be reversed in the current financial year per advice from Alexander Sloan and has been included in the re-forecast. Action can be closed.		
g	All other outstanding actions were considered to be closed.		
h	PR enquired about item 9d of the previous minute, which relates to progression of Board appraisals.		
i	The Chair confirmed that Board appraisals have not been circulated yet but this was in hand.		
j	There were no matters arising not on the agenda or not included in the outstanding actions log.		
02a	Strategic Decision: Finance – Management Accounts to 31 December 2020/ Reforecast to 31st March 2021/ Draft budget 2021/22		
a	The DFA introduced the paper. We are currently reforecasting a surplus of £237K.		
b	The paper provided includes a table reconciling the original budgeted surplus to the revised 2020/2021 surplus, which is predominantly due to sustainability funds (offsetting loss of care home fees and additional costs of working) and not being able to complete all the planned maintenance originally budgeted, due to Covid restrictions..		
c	The key changes in the 2021/2022 draft budget compared to the version presented at the November 2020 meeting were as follows; <ul style="list-style-type: none"> • £95k reduction on planned maintenance • £95k reduction in central support costs • £37k reduction in care home staffing costs • £100k funding from the Viewpoint Trust to partially cover the costs of the Housing redesign project <p>The overall net increase in the surplus was £329k to a revised budget surplus of £96k for the year.</p>		

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d	CJ asked about any potential impact for next year as a result of the lack of planned maintenance spend in this financial year		
e	The DFA outlined that moving planned work, including LD1s, to next year will impact on next year's budget and potentially result in planned expenditure for next year to be pushed back into the year after. A breakdown of the overall maintenance spend of £5.532m for the year together with further breakdown of £3.302m capital spend included within this overall total was provided.		
f	Sustainability Claims have only been budgeted for up to and including December 2020. There are now new rules in terms of what we can claim through the sustainability fund.		
g	Through the ongoing work of the Finance SLWG we have forecast the care home vacancies for February and March at 20, improving to 15 by April 2021.		
h	As of this morning, we have 19 vacancies across all care homes - 3 in St Raphael's, 9 in Marian House and 7 in Lennox House. However we are expecting potentially 4-5 new admissions in St R's and Marian – 3 private and 2 Local Authority funded. We are aware that there is a potential for more Local Authority admissions, we are not concerned about the funding split at present but we will continue to monitor this closely alongside our financial projections.		
i	While acknowledging that there remain upside and downside risks, the DFA noted that we remained conservative in our forecasting, e.g. in terms of care home occupancy and staff costs.		
j	We will continue to produce monthly management accounts for consideration at the Financial Resilience SLWG.		
k	Based on the current budget, we will meet CAF Bank covenant. We continue to regularly speak to CAF Bank direct and they continue to be very supportive.		
l	PR asked if we must, or should, advise CAF Bank of the investigation work currently ongoing with regards to our past practices.		
m	The DFA responded stating that while there are no such stipulations in our contract with CAF Bank, which is very brief, it was suggested that as an organisation we do have a responsibility to inform CAF Bank.		
n	The CEO suggested informing CAF Bank after we have received a response from the Regulator with regards to any further action they may intend to take, the Board agreed unanimously.		
o	There were no other questions on the draft budget for 2021/22.		
p	The DFA stated that the Executive Team had found the Financial Resilience SLWG invaluable in terms of added scrutiny and support over the last 6 months.		
q	Given the ongoing uncertainty due to the pandemic, the DFA proposed extending the Financial Resilience SLWG for a further 6 months.		
r	CJ stated that the minutes of the Financial Resilience SLWG evidenced robust discussions, including key discussions on items the Regulator suggested required further scrutiny. The minutes can therefore be provided as a good evidence audit trail.		
s	The DFA extended an invitation to any other Board members to join the Financial Resilience SLWG and asked for anyone to contact the DFA and note their interest.		

Item	Subject	Action	Due Date
t	The Board unanimously approved the management accounts to 31.12.2020, the reforecast to 31.3.2021 with associated assumptions and the draft budget for year ending 31.3.2022 including associated rent and salary increases.		
u	The Board unanimously approved an extension of the Financial Resilience SLWG for another 6 months.		
2b	Strategic Decision- Strategic Objectives 2021/22		
a	The CEO intends to provide a full one year Strategic Plan for the next Board meeting. However whilst considering our draft budget the Board should also review our strategic objectives and outcomes for the following financial year.	CEO	9.3.2021
b	The CEO directed the Board to the intended outcomes and strategic objectives are detailed on page 6 of the paper provided for today.		
c	It was also noted that the 3-year Strategic Plan 2022-25 and detailed supporting strategies are continuing to be written. In relation to the Care Strategy the published Adult Support Review will feed in to our future strategic direction.		
d	The CEO noted that we also plan to re-launch the Organisational Design (OD) Project and resurrect the Programme Board again. This work was halted due to the impact of the pandemic however we are keen to start this work again and implement some of the previously agreed changes.		
e	We are currently looking at the introduction of "the Box", which will review our customer services in particular the customer facing group of staff who will provide a "one stop shop" service for our customers.		
f	We will start discussions with the Leadership Team next week at the Performance Meeting about how we relaunch the OD Project and get relevant information out to our staff teams.		
g	Dorothy McKinney, who were previously involved in the OD Programme, will be handing over all related work to our internal HR department with a view to completely stepping out of the process by the end of March 2021.		
h	There was some discussion regarding the appraisal process. The support and evidencing of staff 1-2-1s will be part of our Workforce Planning Strategy within HR.		
l	It was noted that our IT services are an important enabler for everything we do, including assurance.		
j	CJ asked about our confidence in our ICT/Digital strategy being fit for the purpose of delivering our business objectives.		
k	Since the Digital Strategy will underpin all other strategies, the DBS suggested those need to be completed first before the Digital Strategy can be finalised.		
l	It was also noted that all staff need to be confident that they can use the systems as intended and to their full potential which may require training.		
m	DM suggested technology can also lead, rather than support, an organisation. We could be looking at new technology itself rather than seeking those out as enablers.		
n	The DHS responded saying that we are keeping abreast with changes in the market through networking and our own research. The DHS is networked to		

Item	Subject	Action	Due Date
	the national Technology Enabled Care (TEC) Group and we are signed up to the TEC in Housing Charter through which we can access national resources.		
o	The funding element of new technology may be challenging, e.g. we may need to ask tenants if they are prepared to pay for some elements without them having recourse to financial assistance.		
p	It is generally easier to introduce new technology in newer buildings and there will be challenges in retrofitting in some of our stock.		
q	TR asked if we have enough headroom in our budget to consider new opportunities.		
r	In pursuing a 1-year Strategy prior to considering our 3-year Strategy, the DBS suggested we can start scoping out opportunities and get our budget aligned.		
s	If there is no room in the budget, the CEO suggested we may be able to move or deprioritise other areas in the current budget. However any new investment or project would require a formal business case to the Board for approval and at that time necessary budget implications would be set out for discussion.		
t	CL suggested broadening our Dementia Strategy to include physical and mental frailty, which was agreed by all.		
2c	Strategic Decision- Rent Consultation Outcome Report		
a	At last meeting we agreed consulting with tenants on 2% rent and service charge increase while not increase landscaping charge this year.		
b	We also consulted with loan stock tenants about the same proposal and shared owners about a slightly different proposal as set out in the paper.		
c	As in the last two years, we conducted an affordability assessment using a tool from SFHA/Housemark, which gives us a range of outputs.		
d	As expected, the biggest impact was noted to be on single households, particularly in Fife where our rent is above local housing allowance and market rents.		
e	We will drill down a bit more next year to consider, for example how many single pensioner households we have.		
f	Compared with our peers (table 2), we are at the higher end of rent increases, although our rent increases were generally lower than has been the case in previous years, across the board.		
g	Consultation with tenants was approached in the same way as last year, with some modifications for circumstances		
h	The results are outlined in Appendix 2		
i	Appendices were missing from the paper pack and circulated retrospectively.		
j	The rent consultation produced a response rate of 17%.		
k	There was a lesser response from tenants in enhanced sheltered sites. The response rate may have been impacted by challenges with postal deliveries and lockdown. We will keep an eye on responses from this group next year.		
l	Responses were generally more positive than last year. 62% of tenants felt a rent increase was necessary, affordable and provided value for money. There was a lesser number of tenants who disagreed with those statements.		

Item	Subject	Action	Due Date
m	We included a new question on the financial impact of Covid, and while 61% of tenants responded that they did not feel this impacted adversely on their finances, 16% indicated that it did adversely impact on theirs.		
n	As a result of restructuring rent in 2017, some tenants would have experienced exceptionally high rent increases, so we agreed at the time to cap the rent increase at £20. This cap was removed when the transition period ended this year.		
o	This year, most tenants will experience a rent increase of around £10, but there are a couple of properties for which 2% rent increase and restructure uplift would represent around £25.		
p	The DHS proposed capping rent increase for these two properties at £20 again this year in terms of affordability assessment.		
q	The DHS suggested that any loss to Viewpoint from capping rent at £20 would be immaterial.		
r	TR noted that the average weekly rent in Table 1 was looking odd in that the benchmarking figures were smaller for larger properties.		
s	The DHS suggested there may not be many 3 bedroomed flats, most would likely be former warden properties for general needs.		
t	It was noted that amongst peers rent and service charges were not all a like for like comparison e.g. Some of our service charges may be included in the rent of others.		
u	CJ suggested that the regulator may ask us to justify our decision for increasing rent by 2% while there generally seems to be an appetite for freezing rent or for lower increases for 1-2 years across the sector.		
v	The DHS advised we would be able to justify this decision in that we have considered a rent freeze but concluded that this would have required us to considerably reduce our services at the same time as dealing with Edinburgh Health and Social Care Partnership decommissioning of housing support.		
w	It was also noted that last year, we made some adjustments to our general needs properties where we felt we were on the margins of affordability.		
x	For next year, the CEO would like us to consult on different levels of rent increases and services to give more transparency in terms of what tenants would be getting for their money depending on the rent increase agreed.		
y	TR raised affordability in terms of assurance. Data to back this up is provided in the appendices.		
z	Our updated assurance statement will be published on our website and also by the Regulator.		
aa	The Board unanimously approved the outcome of the rent consultation and recommendations for a 2% rent increase, including the capping to £20 for the two properties with rent rising above £20.		

Item	Subject	Action	Due Date
ab	We will write to tenants' this/next week and notify them of the changes, which has to be done ahead of changes taking effect.		
ac	We will outline what each tenants` rent increase will be for the year and provide a range of supplementary information including to approach our own welfare officer or other support services if people foresee any problems in paying their rent.		
ad	Consultation outcomes and rent increase will also be covered in Newspoint.		
2d	Strategic Decision- Remuneration Committee – salary feedback		
a	After a private discussion among themselves, the Board approved a 2% salary increase for all Viewpoint staff, Directors and CEO. Private minute recorded.		
03	Internal Management Plan (IMP) Quarterly Update		
a	The CEO introduced the Internal Management Plan. The quarterly update of the IMP covers work completed on the objectives from the Strategic Plan up to 31.12.2020.		
b	For future iterations, PR asked if the headers could be replicated at the top of each page.	DBS	18.5.2021
c	Item AM1.2: Deadline October 2020 for compliance solution was moved to March 2022. We agreed we would address compliance as we review the contracts.		
d	PR asked if this was acceptable, or if we should review existing contractors now to ensure compliance is built into each contract in terms of assurance. It was noted that we are completing an ongoing review of existing contractors and their compliance.		
e	Item HCS1: While the large number of voids are out with our control, PR raised that we will still have to manage and address those and would like to see a plan of actions going forward		
f	The CEO acknowledged that we will not be meeting our voids target and will need to take this forward to review next year with the intention of improving the current status.		
g	PR congratulated the Exec team on their achievements so far, particularly in light of the pandemic.		
04	Assets Management Strategy		
a	The DFA presented a one year Asset Management Strategy. A first draft of the Assets Management Strategy was discussed at the Operations Committee in October. Subsequently, a Project Group was formed to further formulate, update and develop the strategy.		
b	We wrote this as a 1-year Strategy initially, with a view to aligning this with our overarching Strategy for 2022-2025. All actions are already underway.		
c	There was discussion about the Scottish Government's Climate Change Plan and how this will have an impact on all RSLs and on our stock profile particularly.		

Item	Subject	Action	Due Date
d	We previously envisaged a “like for like” gas replacement, which is not now sustainable.		
e	The Assets team are working with Everwarm, we will now evaluate all housing complexes in terms of suitability for renewable energy, for which there may be funding grants available.		
f	The budget for gas heating (£1.4M) is likely to be superseded by the outcome, so we will have to reconsider cost and affordability of heating upgrades.		
g	As tenants should not be penalised for living in a complex with an outdated heating system, we average the cost and charge this proportionally to all tenants. We will need to consider this in the future alongside value for money.		
h	Further to the discussion at the Project Group we still need to establish a methodology for the evaluation of complexes, this will be a matrix of specific criteria which will be reviewed with the project group at a future meeting		
i	As it stands, 60% of values scored within the proposed matrix relate to financial measurements.		
j	In order to meet EESSH2 standards, on average we need to increase our Energy Performance Certificate (EPC) ratings from 69 to 81.		
k	The DFA informed the Board that currently, only 125 of our properties (9% of our stock) are EESSH2 compliant – Level B.		
l	Approximately 1,100 of our properties are Level C. We will consider if those can be upgraded to Level B in terms of cost and affordability.		
m	115 of our properties are graded D or E and may not be upgradable to Level B. Those properties would therefore currently be deemed ‘cause for concern’.		
n	The Government is still debating its future direction regarding the Carbon Neutral Agenda.		
o	The DFA concluded that the 1-year plan is hoped to allow for evaluation and ground work to be completed, with some scope to consider the potential challenges including risks from the current lack of staffing resources and the ongoing pandemic		
p	In section 10.2 of the draft Assets Management Strategy, we said “Viewpoint will not continue to invest in buildings where it is economically unviable to do so”.		
q	TR raised concerns about this phrase which suggests that finances are prioritised over tenants` needs.		
r	Any such considerations will have to include social impact and what properties are offering to tenants, which is difficult to measure and score.		
s	The DFA outlined that this was brought up previously and suggested exploring this at the Strategy Away Day as part of a wider discussion about investments and disinvestments. This was agreed by all. The CEO suggested an alternative wording for this particular point and the Board agreed that this was acceptable.		
t	In recognition of the possibility that we may still decide to disinvest in relevant properties, PR suggested not to remove the statement entirely but instead rephrase this.		

Item	Subject	Action	Due Date
u	The DFA will amend the statement to read "Viewpoint will have to consider the longer term feasibility of investment in its buildings, which will include an assessment of the condition of the stock aligning with the potential impact of EESSH2 and other legislative requirements and timelines as outlined above."	DFA	9.3.2021
v	Any Board decisions about disinvestments need to be communicated to tenants extremely carefully bearing in mind that relevant properties are their homes. Fundamentally, this is not just about assets but also about people, which are central to our core values.		
w	Subject to the minor change in section 10.2, the Board approved the proposed 1-year Asset Management Strategy.		
05	Covid-19 & Remobilisation Update (Verbal)		
a	Care home vacancies were discussed under item 02a-k.		
b	Residents in Marian House are recovering well, and we can admit new residents again as of today.		
c	Lennox House is still classed as having an outbreak due to agency nurse having tested positive and cannot currently admit new residents.		
d	There continue to be concerns about staff in St Raphael's being off work with long Covid.		
e	Most care home residents, but not all care staff, have now received the first dose of their vaccination.		
f	Housing staff were provided with information on how to access vaccines. People working in Fife have already been vaccinated.		
g	Testing has been rolled out to all our eligible services and remains ongoing for the foreseeable future.		
h	We may be able to accommodate some residents from Braeside Nursing Home, which is closing, and we are currently updating Guest Wi-Fi in all our care homes to make those more attractive for potential new residents.		
i	We are continuing to work hard on the voids and have allocated 14 voids in January. 20 voids are ready to let and 19 voids are on pre-term notice.		
j	We will keep monitoring voids, which are a concern across the sector and being addressed with the SFHA.		
k	We were notified of a potential publication of all care home deaths relating to Covid, which has been put on hold for the time being amidst concerns about the health and safety of staff and residents arising from publication of this information. The ICO is currently considering evidence regarding the aforementioned concerns.		
l	Christie & Co. have published a report suggesting that half of all care homes will take about 3 years to recover after Covid. 1 in 3 care homes are said to be planning to sell assets in 2021, which would support the ongoing evidence of the fragility of the whole sector.		
m	There were no further comments or questions on this item.		
06	Proposal to extend HR post		

Item	Subject	Action	Due Date
a	The DBS has previously outlined to the Operations Committee the intended future structure of our internal HR team and transition to get us there by March 2022.		
b	The internal HR function is considered key to the cultural change in Viewpoint.		
c	The Senior HR Officer post is considered central to this transition as well as the large amount of case work currently ongoing – 17 cases since September 2020.		
d	The DBS proposed extending the funding for the Senior HR Advisor post to March 2022, which was unanimously approved by the Board.		
07	Co-option of Board Member		
a	Jack Clyne expressed an interest in joining the Board about a year ago and has observed one Board Meeting already. Due to the pandemic, his co-option was not progressed at that time.		
b	While it was felt regrettable that Mr Clyne could not be here tonight, the Chair still proposed co-opting him as a tenant member for the Board today.		
c	The Board unanimously approved the co-option of Jack Clyne.	DBS	9.3.2021
08	Risk & Audit Committee Update (Verbal)		
a	TR asked for the reference to GRAC to be removed and replaced by RAC to reflect the new name of the group.	BC	11.2.2021
b	The RAC last met on 26 January.		
c	2 internal audit reports from Wylie & Bisset were considered. <ul style="list-style-type: none"> One audit was about our financial controls and gave a “strong” conclusion with no recommendations arising. The second audit was about risk management, which also gave a “strong” conclusion and one low grade recommendation to include score for inherent risk and mitigation controls and which was actioned immediately. 		
d	TR congratulated the team on those excellent reports.		
e	The group also discussed the risk register report, which is a standing agenda item. The spider graph was updated, and while this still requires further work in future, the group was happy with this for the time being.		
f	The group reviewed and approved a number of policies, including Financial Regulations Policy and Treasury Management Policy. The overall Health & Safety Policy will be reviewed in April. The Landlord Health & Safety subsections were approved until that time pending further changes, in order to keep those in date.		
g	With only 6 out of 44 actions outstanding from our investigation action plan, this was noted to be on target.		

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h	The H&S report for Q3 raised that we are not yet compliant with electrical safety due to Covid access restrictions.		
i	We are currently working through actions arising from fire risk assessments, which we prioritised in terms of urgency and aim to complete as soon as possible.		
j	There were no questions on this item.		
09	Operations Committee Update (Verbal)		
a	PR chaired the Operations Committee meeting on 14 January on behalf of CL.		
b	PR raised that we do not currently have a vice chair for the Operations Committee which we may want to consider at Board level.		
c	A Board member had to leave the meeting early which caused us to lose quorum. The group agreed to continue with the meeting and ratify any decisions at a later stage. There were no decisions made after the Board member left.		
d	PR commented positively on the presence of two Heads of Service, which she hopes to be replicated again in future.		
e	In terms of items discussed, the group considered a policy review document with a view to splitting policy reviews and approvals between various committees. We will provide timetables for policy reviews.	DBS	6.5.2021
f	The group also discussed Covid update, voids, Asset Management Strategy and People Report.		
g	There had not been a lot of progress with the development of a Care Strategy, which was due to the extreme workload pressures around Christmas in particular.		
h	Acknowledging that the Care Strategy requires to be progressed, it was suggested for the DC and DHS to make a proposal to the Board about potentially bringing in additional resources to support this.		
i	The Care and Asset Management strategy will be discussed again at the next Exec Meeting.		
j	An updated report on complaints was provided which was received very positively, with the section on lessons learnt being considered of biggest value.		
10	Policies for Approval		
a	Since the meeting was scheduled to finish at 7.30pm, the DBS asked for agreement to continue beyond that time at 7.40pm, which was agreed by all.		
b	It was the Chair's understanding that we removed this requirement from our model rules – DBS will check.	DBS	9.3.2021
c	The first policy presented for approval was the Complaints Handling Policy. Most of the content was driven by the SPSO.		

Item	Subject	Action	Due Date
d	The Infection Control Policy was updated in terms of adding a link to the NHS Scottish COVID-19 Community Health and Care Settings Infection Prevention and Control Addendum, a mandatory document we have to adhere to and will be inspected against.		
e	There were no questions on either policy.		
f	Both policies were approved unanimously as presented.		
11	Write-Offs Report		
a	The DHS was seeking approval to write off former tenant arrears to the total value of £3,323.77 as outlined in her report.		
b	The Board agreed unanimously that those arrears can be written off.	DHS	9.3.2021
12	Governance Report		
a	Section 8: The DBS sought approval from the Board to extend the Entitlement, Pay and Benefits Policy to July 2021 to allow for completion of pay and benefits review.		
b	This was approved unanimously by the Board.		
c	Section 9: There has been a request for contact details of Board members to be shared on Convene, which requires Board approval.		
d	People were asked to contact the DBS if they did not wish for their contact details to be shared on Convene.	DBS	9.3.2021
e	Section 16: It was suggested to move the March Board Meeting forward by one week to 16 th March due to Jean Simpson's retirement date which will be 17 th March.		
f	The move of the Board Meeting was approved unanimously.	BC	10.2.2021
g	We will suggest at the next Investigation SLWG to bring this forward from 17 th March to ensure we can feedback at the rescheduled Board meeting.	CEO	17.2.2021
h	TR noted that we currently have 12 notifiable events open with the SHR. TR asked if we know when those will be closed off.		
i	The DBS conducts monthly checks on those notifiable events to check for any movements.		
j	The CEO advised that we are not sure when those notifiable events will be closed off.		
13	Any Other Competent Business		
	The Chair advised that the CEO had informed him at the beginning of the meeting of three items of AOCB.		
a	<u>Enhanced Overtime Rates:</u> In December, the CEO asked for emergency approval from the Chair of the Board regarding an amendment to enhanced overtime rates for Marian House staff as a result of the recent outbreak on Christmas Eve. It was agreed that		

Item	Subject	Action	Due Date
	these rates would be reviewed on a weekly basis. This would assist with the ongoing staffing issues and would provide enhanced rates to encourage our own people, where possible, to work additional hours to help cover for staff shortages.		
b	We have not been utilising enhanced overtime a lot since but experienced a situation last week where we almost had to pay £64/hour for an agency nurse. We managed to avoid this by getting one of our own nursing staff due to work a day shift to work an additional night shift at £25/hour.		
c	While it is not our intention to use enhanced overtime rates on an ongoing basis, the CEO requested approval from the Board for us to do so in extreme circumstances.		
d	Any enhanced overtime rates would require to be signed off by the DC and the CEO.		
e	Examples for enhanced overtime rates would be £8 instead of £5 for a nurse, £5 instead of £3 for care staff and £3 instead of £2.50 for ancillary staff.		
f	KK stated that she would be happy to approve enhanced overtime rates on the understanding that those are only to be used in extreme circumstances.		
g	DM asked if any Viewpoint employees were also working at vaccination centres.		
h	The CEO advised that taking secondary employment requires our staff to ask permission in writing as per our Policy.		
i	The DC also advised that under the current pandemic conditions care staff are currently not permitted to work elsewhere.		
j	The DC also outlined that our care staff are currently working a lot of additional hours for Viewpoint.		
k	The Board unanimously approved the continued use of enhanced overtime rates for care home staff in exceptional circumstances.		
l	<u>Annual leave entitlement</u> While we try to encourage staff to take as much annual leave as they can there is still a significant amount of annual leave outstanding in this financial year, particularly in care homes.		
m	We normally allow staff to carry forward one weeks` annual leave into the following year. Based on national guidance, we have increased this to 2 weeks, to be taken over the next 2 years.		
n	Normally, we also allow people to buy back annual leave to the maximum of 1 week. The CEO asked for approval from the Board to increase this to 2 weeks for this year only, which we will be able to afford given the forecast surplus.		
o	If there were any specific circumstances requiring staff to buy back more than 2 weeks` worth of annual leave, the CEO would like to have authority to approve more. This would only be in exceptional circumstances.		
p	We will make sure that all staff take their statutory 4 weeks` annual leave this year.		
q	The Board unanimously approved increasing buy-back of annual leave to two weeks this year and permitting the CEO to allow more, subject to assessment of individual circumstances.		

Item	Subject	Action	Due Date
r	<u>Settlement Agreement</u>		
	Due to an ongoing internal situation an employee has asked for a settlement agreement. The agreement does not ask for any financial settlement apart for payment in lieu of remaining annual leave. The agreement also asks for a reference.		
s	The CEO outlined that it would be in the interest of Viewpoint and the potential ongoing impact on the relevant team to agree to this request.		
t	The Board unanimously approved the settlement payment.		
u	With no further items being raised under competent business, the Chair thanked Board Members and officers for attending today's meeting.		

13 Date of next meeting

a The next meeting will take place on 16th March 2021 at 5.30pm via WebEx.

The meeting closed at 7:55pm.

Approval of the minutes

Signed as a true record of the meeting, following the approval of the draft minutes by a meeting of the Board.

Signed:

Date:

Iain Thompson, Chair