



ng2 Board Meeting

9 March 2021
4.30PM



AGENDA

Meeting: Board meeting
Location: Microsoft Teams

Invitees ng2 Board

Date 9 March 2021

Time 4:30 pm

Please submit any apologies to Joanne Bradley
jbradley@ng2works.com

Telephone: 0141 630 4273

	Agenda	Paper	Lead Officer	Page Number
1.	Apologies			
2.	Disclosure of Interest and Attendance			1
3.	Minutes of Meeting on 1 st December 2020	Yes		3-8
i.	Matters Arising			
Reports for Approval				
4.	Management Accounts	Yes	BH	9-14
5.	Risk Register	Yes	JD	15-18
6.	Salary Increase	Yes	BH	19-20
Reports for Noting				
7.	Operational Report	Yes	JD	21-66
8.	ng2 Staffing Report	Yes	JD	67-78
9.	Health and Safety Report	Yes	JD	79-80
10.	AOCB			
11.	Date of Next Meeting – Tuesday 11 May 2021			

'NORTH GLASGOW HOUSING ASSOCIATION LIMITED ng2 BOARD ATTENDANCE 2020-21

	22.09	26.11							
M Thomson	P	P							
I Cross	P	P							
J Berrington	A	A							
G Satti	P	P							
R Porter	P	A							
J Devine	P	P							
B Hartness	P	P							
% Total	86%	71%							

P - PRESENT X - ABSENT
 A - APOLOGIES A* - LEAVE OF ABSENCE GRANTED

TARGET ATTENDANCE - 80%

AVERAGE ATTENDANCE - 79%



ng2 Board Minutes

Meeting:	ng2 Board meeting	Location:	Microsoft Teams
Date:	Thursday 26 November 2020	Time:	4:30pm
Attendees:	G Satti Margaret Thomson Isabel Cross	GS MT IC	Chair Vice Chair
Apologies:	Richard Porter Jim Berrington	RP JB	
In Attendance:	John Devine Bob Hartness David McIntyre	JD RH DM	DCEO - Regeneration DCEO - Finance SOS
Minute Taker:	Joanne Bradley	JPB	OS

	Agenda	Action	Date
1.	Apologies		
	J Berrington and R Porter		
2.	Disclosure of Interest and Attendance		
	None		
3.	Minutes of Board Meeting on 22nd September 2020		
	There were no comments or matters arising. The previous minutes were adopted as correct: Proposed MT Seconded IC		



4.	For Approval		
(a)	Management Accounts		
	<p>RH presented the annual accounts for the reporting period Q2 to end October 2020: -</p> <p>Profit and Loss Account</p> <p>All activity levels were down due to Covid restrictions, including some activities which couldn't be done at all, so this is reflected in the accounts. Wage expenditure continued through the period with little or no activity. Joinery, painting and electrical sales have been heavily hit however direct costs have been lower providing a Gross Profit is at £309k. Furlough funds have been received in the amount of £176k.</p> <p>Training costs have been very low for the period as well as professional fees and vehicle expenses are also low.</p> <p>Most vehicles have now been written off with only a few vehicles, bought in the last 2-3 years), continuing to depreciate. As a result of the aging fleet, more vehicle repairs will be required.</p> <p>Overheads are at £209k for the period, returning a profit of £100k.</p> <p>Balance Sheet</p> <p>Stock and debtors are high due to having bought stock for planned works such as door entry upgrades which have been halted due to the pandemic. Creditors are down as we have only bought items for void works and these are used as they are purchased.</p> <p>The reserves are still at a healthy level of £786k so ng2 is doing well in a particularly difficult climate for businesses.</p>		



	<p>The Chair noted the explanations provided to the Board with some comfort as to ng2's financial strength.</p> <p>Proposed IC Seconded MT</p>		
(b)	ng2 Business Plan 2020/21		
	<p>The business plan had been delayed but is now complete and has been approved by the NG Board. Formal adoption by ng2 Board is now required.</p> <p>Proposed IC Seconded MT</p>		
(c)	ng2 2020-2021 Festive Arrangements		
	<p>Approval is sought from the Board to close the offices at 12:30pm on 24/12/20 and 31/12/20.</p> <p>It is also proposed that all staff are gifted with 0.5 day holiday for Christmas Shopping as has been done in proper years. This would be required to be taken before the Christmas break with no option to carry past Christmas.</p> <p>RH also proposed to the Board that salaries will be paid one week early on 21st December 2020.</p> <p>Proposed IC Seconded MT</p>		
(d)	Customer Services Officer Posts		
	<p>████████████████████████████████████████</p> <p>creating a vacant post (0.5 FTE) and so approval was sought from the Board to recruit for this post.</p> <p>Proposed MT Seconded IC</p>		



(e)	Risk Register		
	<p>The risk register is under review on an ongoing basis and updated as required by RH/DM/JB.</p> <p>Proposed MT Seconded IC</p>		
5.	For Ratification		
(a)	Payments and Benefits Case No 132		
	<p>Approval was sought from the Board to offer [REDACTED] a permanent post following recruitment for 4 permanent Estate Service Operatives (ESOs).</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>was not involved in the recruitment process and that the correct procedures had been followed.</p> <p>Proposed MT Seconded IC</p>		
(b)	Annual Leave Carry Forward		
	<p>In response to Covid impact on employees accruing annual leave during lockdown, it is proposed that ng2 follow new Government legislation which will allow employees to carry forward up to 4 weeks of annual leave into the next 2 years.</p> <p>The Board were assured that managers/supervisors would monitor and manage the annual leave within their remit in order to maintain service delivery.</p> <p>Ratification was sought for this proposal which has been approved by Staffing Sub Committee on 12/11/20.</p> <p>Proposed MT Seconded IC</p>		



6.	For Noting		
(a)	ng2 Operations Report		
	<p>DM presented the Operations report to the Board and confirmed that all staff had returned to work during the quarter following the implementation of additional Covid-specific safety measures. Appendices 1 and 2 provided pictorial overview of the safety measures implemented to prevent spread of Coronavirus as well as evidencing some of the work which had been carried out by operatives returning to work.</p> <p>Garden Maintenance activities were pictured in the Appendices through before and after pictures.</p> <p>Pictures were also included to evidence painting works in a close where extensive fire damage had occurred.</p> <p>Risk Assessments and Method Statements are now in place for Carron Estate balcony project with a planned start date of sometime during Q1 2021, subject to Government guidelines and weather.</p> <p>Chair noted that the quality of photographs were much improved.</p> <p>Approval was sought from the Board, in principle, to procure additional vehicles in order to comply with Covid safety measures and to replenish the fleet and reduce vehicle repair expenses.</p> <p>Proposed MT Seconded IC</p>		



(b)	ng2 Staffing Report		
	<p>ng2's current sickness rate for the period continues to be low, at 0.69%.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>		
(c)	Health and Safety Report		
	<p>Health and Safety continues to be high priority for ng2 and staff are encouraged to report all incidents. Only 3 days have been lost due to accidents at work.</p> <p>Electrostatic spraying has continued at the office and vehicles on a 28-day cycle to protect the workforce from Covid 19.</p>		
7.	Appendices		
	The Chair noted the high quality of pictures in the appendices provided.		
8.	AOCB		
	<p>There being no other competent business GS thanked all for their attendance and closed the meeting.</p> <p>It was confirmed that the Board are available to attend an earlier meeting and so it was agreed that the meetings would be held at the earlier time of 4.30pm until further notice</p>		
9.	Date of next meeting		
	Date of next meeting was confirmed as Tuesday 9 th March 2021 at 4.30pm		



Board Meeting

For Approval

To: Board
From: DCEO - Finance

SUBJECT: **MANAGEMENT ACCOUNTS – PERIOD TO 31ST DECEMBER 2020** DATE: **9 March 2021**

1.	Introduction
	<p>This report is detailing the financial results for the period to 31st December 2020. This period has not been like any other we have seen before. COVID led to multiple lockdowns which have prevented many staff from working and the company unable to charge out their services. This was balanced by government measures such as the Job Retention Scheme which provided 80% of monthly salary costs up to a maximum level of £2,500 per employee.</p>
2.	Risk and other issues
	<p>The management accounts are reviewed on a regular basis by the management team, Audit Committee and Board, ensuring close monitoring of financial position of the organisation. This is a key element of budgetary control and monitoring</p> <p>There are no applicable effects on sustainability or equality and diversity issues.</p>
3.	Commentary on results for the period
	<p>The income from activities in the period to 31st December 2020 amounts to £2.08m (2019 - £2.60m) with £280k (2019 - £724k) of direct costs and £1.34m (2019 - £1.41m) of wages leading to a £275k (2019 - £465k gross profit) gross profit before other income. This period with furlough we have the Job Retention Scheme which has provided £180k of other income (2019 Nil). So the overall gross profit is just about the same.</p> <p>Overheads totalled £334k (2019 - £378k). The main elements being motor expenses, management charges, uniforms, rent and vehicle depreciation. Motor expenses and professional fees reduced significantly against the 2019 period. After the overheads a £121k (2019 - £87k) net profit was made in the period.</p> <p>The balance sheet position continues to improve with increased reserves. The cash balance decreased with £13k more funds being paid out of the company than paid in. This was mostly due to more debtors and less creditors as supplier's balances were reduced. Reserves now total £807k (2019 - £707k)</p>

4.	Recommendation
	Board members are asked to recommend approval of the management accounts of ng2 for the period to 31 st December 2020. A report of this will be put to the Board of the Association.

Year to 31/03/20	NG 2 Profit and Loss - period to	31-Dec-20			
£		Sales £	Materials £	Wages £	Gross Profit £
122,771	Cleaning	311,798	50,004	182,226	79,568
7,809	Power washing	-	-	-	-
74,455	Joinery	290,653	154,095	132,924	3,634
43,503	Electrical	31,332	22,636	23,146	(14,449)
31,885	Other sales	148,372	114	170,186	(21,928)
42,675	Back court cleaning	88,503	-	51,397	37,105
191,538	Garden maintenance	620,374	38,734	442,960	138,680
(74,147)	Management	-	-	46,339	(46,339)
69,921	Concierge	202,585	-	143,259	59,326
55,470	Hit squad	142,191	-	92,966	49,225
9,429	Painters	62,198	14,610	57,075	(9,487)
575,309		1,898,007	280,192	1,342,480	275,335
-	Other income	180,149	-	-	180,149
575,309		2,078,155	280,192	1,342,480	455,483
	Overheads				
50,000	Management charges			45,000	
25,395	Rent and rates			18,623	
217,184	Motor expenses			159,885	
4,000	Telephone and IT support			3,000	
3,818	Printing, stationery and advertising			2,008	
22,677	Professional fees			4,742	
2,452	Container hire			2,188	
27,444	Uniforms, safety equipment and repairs			21,513	
15,562	Training			6,635	
4,000	Insurance			3,000	
116,369	Vehicle and plant depreciation			64,652	
230	Bank charges			148	
3,899	General expenses			2,954	
493,030					334,348
559	Loan interest				-
81,720	Net profit				121,136
16,231	Corporation tax/Gift aid				-
65,490					121,136

31/03/20	NG 2 Balance sheet at	31/12/2020		
£		£	£	£
220,779	Fixed assets			156,956
	Current assets			
548,244	Stock and Debtors		692,346	
99,829	Bank and cash		87,097	
<u>648,073</u>			<u>779,443</u>	
	Current Liabilities			
110,003	Trade Creditors	41,436		
<u>73,076</u>	Other creditors	<u>88,054</u>		
<u>183,079</u>			<u>129,490</u>	
<u>464,994</u>				<u>649,953</u>
<u>685,773</u>				<u>806,909</u>
100	Share capital			100
685,673	Profit and Loss account			806,809
<u>685,773</u>				<u>806,909</u>

31/03/20	NG2 CASHFLOW	31/12/2020
£	OPERATING ACTIVITIES	£
65,490	Surplus for year	121,136
-	Interest Received	-
559	Loan Interest Paid	-
66,049	Operating surplus excluding int & tax	121,136
116,369	Depreciation - vehicles and plant	64,652
(239,096)	Decrease/(Increase)in Debtors	(144,102)
(34,302)	(Decrease)/Increase in Creditors	(53,589)
(90,980)	Net Cash In/(Out)flow From Operating Activities	(11,903)
	RETURNS ON INVESTMENTS AND SERVICING OF FINANCE	
-	Interest Received	-
(559)	Less: Interest Paid	-
(559)	Net Cash In/(Out)flow from Returns on Investments and Servicing of Finance	-
-	Corporation Tax Paid	-
	INVESTING ACTIVITIES	
(39,537)	Acquisition of Other Fixed Assets	(830)
-	Investment in Activities	-
(39,537)	Net Cash In/(Out)flow From Investing Activities	(830)
(131,076)		(12,732)
	FINANCING	
-	Loans Received	-
(25,661)	Less: Loans Repaid	-
-	Issue of Share Capital	-
(25,661)	Net cash In/(Out)flow From Financing	-
(156,737)	Increase/(Decrease) in Cash and Cash Equivalents	(12,732)
(156,737)	Movement in Cash & Bank	(12,732)
(156,737)	Increase/(Decrease) in Cash and Cash Equivalents	(12,732)

Risk Register : (Operational)

Operational Risk Area / Hazard	Potential Risk Ng2	Potential impact - ng group parent	Risk Level: 1 (very low) to 5 (very high)			Who is responsible?	Control/ action	Monitoring / Review Procedure	Residual Risk
			i) How Likely?	ii) Severity?	Score i) x ii)				
ng2 Lack of clear plan and objectives with parent company sign-up	Short-termism and inability to forward plan the business with confidence	Adverse impact on ngh maintenance + procurement programme planning	3	4	12	Board Operational directors Ng2 Management team	ng2/ng2 jointly agreed annual development programme put in place setting out specific proposed works areas/ contracts to be undertaken by ng2, + rationale for same, + contingency plans with 6 monthly review	Regular operational performance Progress meetings with client Reports to ng2 Board.	2 x2 =4
Financial and other targets unrealistic	Adverse impact on ng2 delivery and destabilising impact on workforce planning	Deterioration in service/ quality from ng2, need to source alternative contractors at higher cost	3	4	12	Board Operational directors Management team	Annual plans provide basis for firmer, medium term financial planning. Quarterly management accounts review	Regular operational and financial performance Reports to ng2 Board.	2 x3 =6
Financial losses incurred	Financial viability of ng2 threatened	Potential financial liabilities for ng2 as wholly-owned subsidiary	3	5	15	Board Operational directors Management team	Annual plans as above will reduce risk. ng2 financial regulations in place; Quarterly financial reports provided by ng2 Director of Finance.	Regular management accounts and operational reports to ng2 Board.	2 x3 =6
Failure to deliver value for money	Loss of business from main customer ng homes	Failure to meet regulatory guidance on group structures, and higher costs. Requirement to wind-up ng2 if moving business away from subsidiary	3	5	15	Operational directors Management team	Jointly agreed ng2/ng2 clear definition of value for money + transparent basis for costing. Clear ng2 client work specifications. External advice + evaluation on cost competitiveness	Reports to Board Internal audit External reviews	2 x 4 =8
Deficiencies in service	Loss of customer (ng2) confidence/ loss of business	Detrimental impact on tenants/ stock maintenance/ ng2 reputation	3	5	15	Operational directors Management team Staff	Service Level Agreement setting out clear ng2 client standards, costs and contractor/ client contract management arrangements. Review and update all service level agreements with the parent company.	Reports to ng2 Board.	2 x3 =6
Departure of Director/key staff	Loss of management expertise, with potential negative impact on the business	Increased risk for parent due to destabilisation/ loss of management expertise within subsidiary.	2	4	8	Board Operational directors	Workforce planning and succession planning in place so that there is a level of expertise within group to ensure business continuity/ ensure interim management for ng2 Effective recruitment process to ensure suitably qualified and experienced replacement.	Staff training Flexibility in staff group and knowing others roles.	2 x2 =4
Seasonality	Staff downtime costs incurred, or use of temporary labour with potential negative impact on service quality	Reduced quality with detrimental impact on tenants/ stock maintenance/ ng2 reputation	2	4	8	Operational directors Management team Staff	Develop workforce plan and plan/train workforce so that staff can work flexibly across range of tasks/seasons	Workforce planning Flexibility in staff group Training programme	2 x2 =4

Risk Register : (Operational)

Operational Risk Area / Hazard	Potential Risk Ng2	Potential impact - ng group parent	Risk Level: 1 (very low) to 5 (very high)			Who is responsible?	Control/ action	Monitoring / Review Procedure	Residual Risk
			i) How Likely?	ii) Severity?	Score i) x ii)				
Breach of procurement rules	Breach of group policy, potential liability	Breach of group policy, potential liability, reputational damage	3	4	12	Operational directors Management team	Procurement Regulations to be applied for ng2; ng group Procurement Strategy to be put in place; in-house procurement compliance expertise function for ng2 Internal audit of ng2 procurement to provide assurance/ identify action	Reports to ng2 Board Internal audit	2 x 3 = 6
Breach of governance or financial rules	Breach of ng group Regulatory Standards, loss of ng client confidence	Breach of ng group Regulatory Standards, risk of regulatory action, reputational damage, potential breach of financial covenants	3	5	15	Board Operational directors Management team	ng2 Financial Regulations in place; full suite of group governance policies in place. Financial controls implemented by ng2 Director of Finance.	Reports to ng2 Board Internal audit	2 x 3 = 6
Breach of health and safety	Danger to tenants/ other customers/ staff/ general public	Danger to tenants/ other customers/ staff/ general public. Potential ng homes exposure to financial liability. Potential exposure of ng2 staff to criminal action	3	4	12	Operational directors Management team Staff	Staff training programmes implemented. Regular H&S audit. Review of current risk assessments and method statements (RAMS) to ensure complies with current legislation. Explore requirement for any new RAMS as a result of operational review	Reports to ng2 Board External H&S audits	2 x 3 = 6
Low staff morale	High staff turnover + high staff sickness absence; increased costs; deterioration in quality; loss of ng client confidence	Detrimental impact on value for money, tenants, stock maintenance and ng2 reputation	3	4	12	Operational directors Management team Staff	Appropriate ng2 managerial structure in place; staff training programmes; staff surveys undertaken; Appropriate terms of employment. Upgraded employment package to include non contributory health plan (Simplyhealth plan provides a cash payment for dental, optical, acupuncture, etc for treatment received)	Reports to ng2 Board HR reports Staff appraisals Staff surveys	2 x 3 = 6
National Pandemic e.g. (COVID 19).	Potential Lock Down – Closure of Business (Part or Complete).	Adverse impact on ng2 maintenance & procurement programme planning.	4	4	16	Board Operational directors.	ng2/ng2 jointly to review their existing Pandemic Plan (Contingency Plan), apply a review / overhaul of the same – taking the Noted Risk / Concerns into consideration & where possible & practicable agree on Process / Procedures that can safeguard on the same with an ongoing review.	Regular operational performance.	2 x 2 = 4
	High Level/s of Staff Absence (Sickness, Self-Isolating, Possible Death in Service).	Staffing / Operative Limitation/s.				Ng2 Management team. Staff & Operative Feedback.		Progress meetings with client.	

Risk Register : (Operational)

Operational Risk Area / Hazard	Potential Risk Ng2	Potential impact - ng group parent	Risk Level: 1 (very low) to 5 (very high)			Who is responsible?	Control/ action	Monitoring / Review Procedure	Residual Risk
			i) How Likely?	ii) Severity?	Score i) x ii)				
National Pandemic (Continued) e.g. COVID 19.	Forced Control/s – Such as Social Distancing and / or Restriction of Movement and / or Access.	Additional Staffing Costs.	4	4		Board Operational directors.	ng2/ng2 jointly to review their existing Pandemic Plan (Contingency Plan), apply a review / overhaul of the same – taking the Noted Risk / Concerns into consideration & where possible & practicable agree on Process / Procedures that can safeguard on the same with an ongoing review.	Reports to ng2 Board.	2 x2 =4
	Additional Cost to Apply Control, PPE, Welfare (Cleanliness), Travel (Social Distancing) etc.	Task / Works Limitations.				Ng2 Management team.			
	Potential Shortage of PPE, Materials, Equipment & Sub Contractor Partners.	Additional Travel Time / Costs.				Staff & Operative Feedback.			
		Increased Costs.							
		Work Interruption / Delays							

Risk Scoring for how likely and how severe:

- 1 Very Low
- 2 Low
- 3 Medium
- 4 High
- 5 Very High



Board Meeting

For Approval

To: Board
From: DCEO - Finance

SUBJECT: SALARY INCREASE

DATE: 9 March 2021

1.	Introduction
	This report is proposing changes to staff remuneration for 2021.
2.	Risk and other issues
	<p>The salary levels are an important feature of the costs of running the company. The monitoring of such is a key element of budgetary control within the company. The appropriate level of remuneration and benefits helps to attract and retain key staff.</p> <p>Remuneration is reviewed on a regular basis by the management team and Board, ensuring the financial viability of the organisation is maintained and staff are properly incentivised. Staff are paid at the same rate for the position regardless of gender thus maintaining equality. There are no applicable effects on sustainability or diversity issues.</p>
3.	Salary Increase
	<p>Over 50% of our staff will benefit from an automatic increase in their salary due to the increase in the Glasgow Living Wage. It is expected that the Glasgow Living Wage will mirror the National Minimum Wage and will therefore increase from £9.30 to £9.50 per hour, effective from 1 April 2021.</p> <p>To allow ng2 to maintain differentials across the organisation it is proposed that all salaries are increased by 20p per hour from 1 January 2021. This is equivalent to an increase of just over a 1%.</p>
4.	Recommendation
	Board members are asked to APPROVE the salary increase across ng2 Ltd from 1 January 2021.



Board Meeting For Noting

To: ng2 Board
From: Deputy CEO (Regeneration)

SUBJECT: ng2 OPERATIONS REPORT
OCTOBER – DECEMBER 2020

DATE 9 March 2021

1.	Introduction
	<p>This report provides an update on ng2's areas of business operations for Quarter 3 of financial year 2020-2021.</p> <p>Quarter 1 saw a significant reduction in ng2 operations due to the Covid-19 lockdown. Staff returned to work, as previously reported in Quarter 2, when operations resumed. This report will provide details of services delivered during the reporting period, in compliance with existing safety protocols and health and safety measures, in addition to those implemented specifically in response to the Covid-19 pandemic.</p> <p>The health and wellbeing of our employees remains our highest priority and so ng2 Limited is constantly monitoring the development of the situation around the Covid-19 pandemic and is following applicable Government guidance to contain the spread.</p>
2.	Strategy
	<p><u>Business Planning and Growth for 2021/22</u></p> <p>ng2 future growth will be aligned to ng homes recent stock condition survey and planned investment programme for 2021/22.</p> <p>Projects identified for 21/22 include: -</p> <ul style="list-style-type: none"> - Garden and Estate Maintenance - Common Close Door Entry Upgrade - Void Property Maintenance - Metal Fencing – Painting - Timber Fencing – Replacement - LED Lighting Upgrade

	<p>- Carron Estate - Balcony Works</p> <p>The landscape maintenance contract continues to be ng2's largest contract for 2020/21, and having been consolidated over the period 2018/20, the focus for this contract remains quality and service delivery.</p> <p>Void remedial works continue to be a major part of our day to day works over the year with an average of 500 voids being completed and returned to ng homes per annum. During the current financial year, 781 voids have been received with 745 having been processed and returned to the Association.</p> <p>We will continue to update the board on the development of any additional contracts and business opportunities identified during each reporting period.</p> <p><u>Vanguard Update</u></p> <p>This remains on hold and a further update will be provided in the Q4 report.</p>
3.	Covid-19 Response
	<p>The health and wellbeing of our employees remains our highest priority and so ng2 Limited is constantly monitoring the development of the situation around the Covid-19 pandemic and is following applicable Government guidance to contain the spread.</p> <p>Signing in Safely -</p> <p>Staff are only permitted into the office one-at-a-time in order to sign in / out. All non-office-based staff and visitors must wear a face covering at all times when in the office to comply with current guidelines. The awning remains in place to provide shelter for staff queuing on the main walkway to enter the office. Social distancing markers also remain in place to ensure compliance with social distancing measures.</p> <p>Office Safety</p> <p>Electrostatic spraying continues at all ng2 premises every Saturday Morning.</p> <p>Contactless hand sanitising stations have been installed throughout the office.</p> <p>Desks which would not allow for a 2-metre distance between staff have either been moved or taped off.</p> <p>Glass screens have been installed between all desks</p> <p>Non-walking zones have been set up and clearly marked throughout the offices to ensure there is always a 2-metre distance between staff.</p>

A new procedure has been put in place for anyone visiting any of the offices, to ensure the safety of all ng staff. Masks must be worn by anyone visiting and by staff when they are moving around the common areas of the offices.

Masks and hand sanitiser are available to anyone visiting the offices

One Way System – A one-way system has been set up at the exterior of the office to cut down on traffic to and from the office and to help staff and visitors always maintain social distancing.

Vehicle Safety – Where possible, a two-person limit has been put in place for all ng2 vehicles. Where more than one operative must be in a vehicle, face coverings must always be worn. Staff must clean and sanitise their own vehicles at the end of each working day.

Regular Meeting – Regular meetings are taking place with staff to remind them of their individual responsibilities in addition to the organisation's duty of care as an employer.

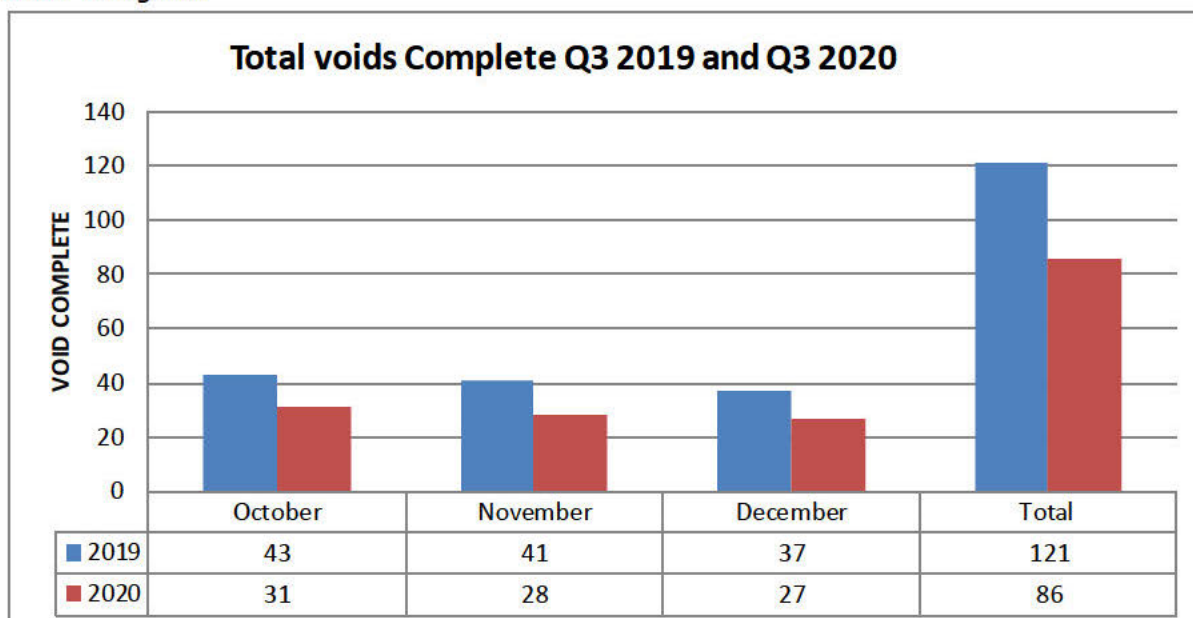
Covid-19 -Outbreak – On Wednesday 27 January 2021, a small number of staff returned positive Covid-19 test results. As a result of this 9 members of staff were required to self-isolate. All precautions necessary to contain the situation were taken in accordance with current guidelines and advice from Human Resources. A further update will be provided to the board at the next meeting.

Guidance for Staff – A flowchart has been produced to provide staff with guidance on what their responsibilities are as an employee if they test positive for Coronavirus. The flowchart is included in Appendix 1.

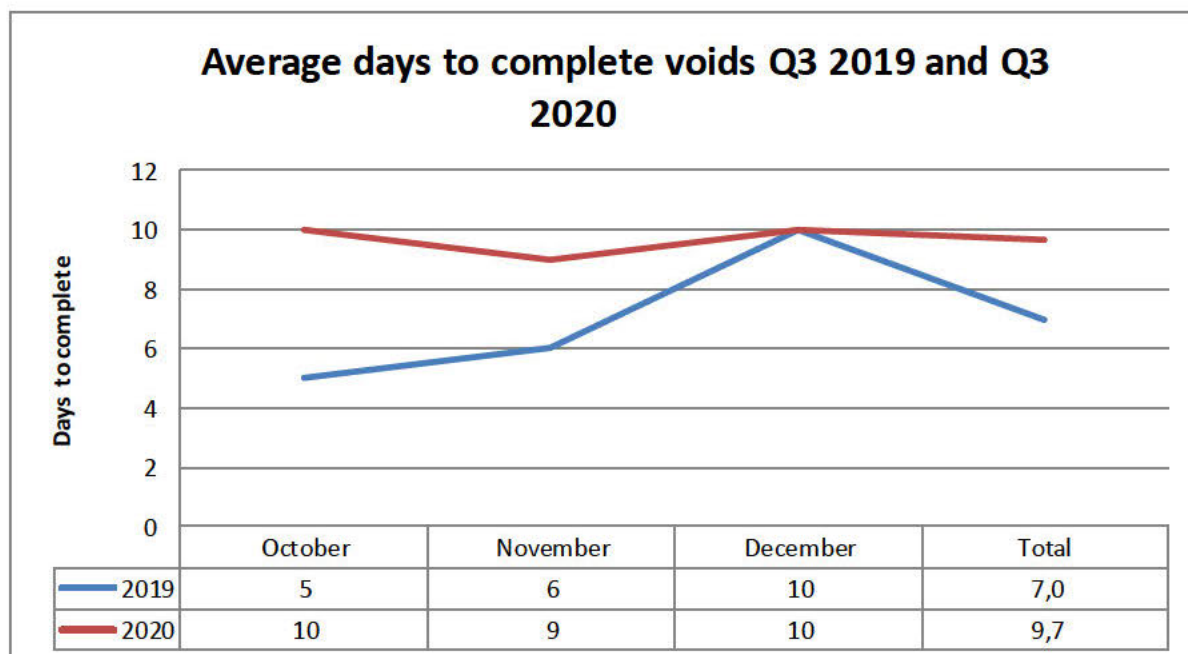
4. Void Monitoring and Management

The Chart below show the total number of voids completed during Q3 2019 and Q3 2020.

The number of voids completed during Q3 2019 was 121 with the comparative figure for 2020 being 86.



The chart below shows the average days to complete voids received in Q3 2019 and the comparative figure for the same period of 2020















The chart shows an increase in days taken to complete voids in 2020 compared to the

	<p>same period in 2019. This was due to the global pandemic which resulted in operating with less staff due to self-isolating and furlough, in addition to an increased amount of annual leave for the time of year as staff who were furloughed continued to accrue holidays which they must take before the end of the calendar year.</p> <p>In addition, the volume of work involved in each void property has increased, with each void being thoroughly cleaned and sanitised before work can begin to ensure staff safety.</p> <p>A high proportion of voids also now require a kitchen reface which impacts turnaround times. This is particularly the case now that new safety measure has been implemented which dictates only one tradesman may be in a property at any time, and that all the previous occupant's belongings must be removed prior to commencement of void works. This is to ensure a safe working environment for ng2 staff. Changes to this process will be reported to the Board at future meetings where applicable.</p> <p>ng2 continue to attend weekly performance and monitoring meetings in which we provide an accurate, real-time breakdown of void information. This assists ng homes Neighbourhood Managers to identify any areas of concern and allows discussions to take place to rectify any queries quickly and effectively for the benefit of both parties.</p>
5.	Garden Maintenance
	<p>Work involved under this contract comprises the provision of a grounds maintenance service to the Association's properties for a 5-year period commencing March 2017 and involving all aspects of grounds maintenance including both hard and soft landscaping to private and communal gardens as well as open space areas. The contract was complete in November 2020 as per the Service Level Agreement.</p> <p>Due to the Covid-19 pandemic and subsequent lockdown, contracted landscaping works commenced later than planned, on April 27th 2020. A combination of the delay in commencement of cutting in addition to the weather had resulted in shrubs, grass and weeds being somewhat overgrown, resulting in each cut being more labour intensive than usual; in many cases quadrupled. All contracted grass and hedge cuts were completed by the end of the cutting season (October 2020).</p> <p>Winter working programme has now commenced with grit bins being regularly replenished and gritting works are taking place in line with weather forecasting, when appropriate. Other seasonal works including litter picking, leaf blowing, deweeding, shrub bed reduction/maintenance as well as back court tidy ups.</p> <p>The team are performing weekly checks on Heras fencing on hire at St Monance Street to rectify minor issues and report damage to the Association.</p>

	<p>North News edition 58 was delivered to all residents during December 2020.</p> <p>We will provide a further update on this in the Q4 report.</p> <p>See Appendix 1 for photographs of garden maintenance works.</p>
6.	Environmental Hit Squad
	<p>Existing guidelines continue to prevent Glasgow City Council (GCC) providing a bulk pick-up service. In Q3 of 2019 an average of 9 tons of bulk per week was dumped, compared to 17 tons per week during the same reporting period of this year; an increase of 89%. This is due to a mix of bulk uplifts and fly tipping which continues to be an issue in the absence of Glasgow City Council bulk uplift service.</p> <p>Every void property now undergoes electrostatic spraying in advance of commencement of void works, as well as before all post inspections and the return of properties to the Association for letting purposes. This process is labour intensive and has translated to a 2-day delay in commencing works at each void as well as a slight delay in properties being post inspected.</p> <p>See Appendix 1 for photographs of work carried out by the Hit Squad in the period.</p>
7.	Close Cleaning
	<p>During the reporting period, the operatives have continued to work from the specification, with a focus on sanitising main touch points within the common areas such as door handles, controlled entry face plates and banister / grab handles. Back courts and bin sets are tidied and cleaned by a dedicated team of operatives.</p> <p>See Appendix 1 for photographs of close cleaning and back court works.</p>
8.	Painting Division
	<p>During Quarter 2 the painting division have been mainly working in void properties and decorating works quoted to the association.</p> <p>ng2 will be the principle contractor for balcony renewal project of the tenanted properties at Carron Place. All necessary paperwork for this contract has been submitted to the Association however the project has been put on hold due to Covid-19 and the implementation of the Scottish Government's tier system.</p> <p>In addition to the current infection control restrictions, cold weather could prevent commencement of these works as this will cause cracking of the paint. This will be reviewed and monitored with a view to commencement in March 2021. A draft programme of works and further update will be presented to the Board at Q4 Board</p>

	<p>meeting.</p> <p>See Appendix 1 for photographs of painting works.</p>
9.	Joinery Division
	<p>During Quarter 3 the joiners have continued to work through the backlog of voids that were delayed due to lockdown, and new voids coming in.</p> <p>It was necessary to continue to employ agency joiners during September when 2 joiners, who had previously been employed via an employment agency, were recruited to ng2's staff base as permanent members of staff</p> <p>Joinery jobs logged decreased, with only 29 jobs received in in the reporting period, compared to 141 in Q2. This work has comprised of external repairs only as we remain unable to attend tenanted properties for safety reasons. Dialogue in relation to safe working within tenant properties continues and we hope to be able to resume the delivery of a full repair service to the association from Q4 now that the appropriate method statements and risk assessments have been put in place.</p> <p>See section 3 for a detailed breakdown of voids completed during the Quarter.</p> <p>See Appendix 1 for additional photographs of joinery work and full breakdown of key performance indicators.</p>
10.	Vehicles
	<p>To make sure we are adhering to the Government Covid-19 guidelines, the following measures have been put in place for anyone using a ng2 vehicle:</p> <ul style="list-style-type: none"> - Social distancing where possible - Masks must always be worn while in any ng2 vehicle with more than one person - All vehicles are stocked with sanitising materials - Vehicles are fully sanitised at the beginning and end of each day <p>Operatives have been reminded via regular toolbox talks of their individual responsibilities for the safety of themselves and their colleagues, in addition to our Client, ng homes, and their residents. Operatives have been made aware that they may not car-share for their commute to and from work as this circumvents Government guidelines as well as our own policy and related safety measures.</p> <p>Vehicle trackers remain in place within all vehicles and there have been no reportable incidents within the reporting period.</p>

	We continue to hire a number of vehicles from ACL however, now that the vehicles have fully depreciated, we plan to supplement our fleet of vehicles in order to reduce the need for hired vans.																																		
11.	Key Performance Indicators																																		
	<table border="1"> <thead> <tr> <th>Repairs</th><th>Number</th><th>Target</th><th>Target Achieved QTR</th></tr> </thead> <tbody> <tr> <td>Day to day repairs</td><td>141</td><td>6 Days</td><td>  94% jobs completed within 5-day target 13 day to day jobs outwith target. </td></tr> <tr> <th>Capital Projects</th><th>Number</th><th>Target</th><th>Target Achieved</th></tr> <tr> <td>Door Entry</td><td>0</td><td>N/A</td><td>On hold due to Covid-19 restrictions. Further update at the Q4 board meeting</td></tr> <tr> <th>Void Works</th><th>Number</th><th>Target</th><th>Target Achieved</th></tr> <tr> <td>On Target</td><td>9</td><td>6 Days</td><td>  </td></tr> <tr> <td>Before Target</td><td>0</td><td>6 Days</td><td>  </td></tr> <tr> <td>Outwith Target</td><td>17</td><td>6 days</td><td>  76 voids fell outside the 6-day target as 37 voids were carried forward into the last 2 reporting periods due to the government-imposed lockdown. 3 voids were returned late as a result of additional works required </td></tr> </tbody> </table> <p>Void targets were severely impacted in the period by annual leave, festive shutdown and the backlog of voids at the start of the reporting period, (which has now been cleared).</p> <p>A full breakdown and analysis of target success / failure is available in Appendix 1</p>			Repairs	Number	Target	Target Achieved QTR	Day to day repairs	141	6 Days	 94% jobs completed within 5-day target 13 day to day jobs outwith target.	Capital Projects	Number	Target	Target Achieved	Door Entry	0	N/A	On hold due to Covid-19 restrictions. Further update at the Q4 board meeting	Void Works	Number	Target	Target Achieved	On Target	9	6 Days		Before Target	0	6 Days		Outwith Target	17	6 days	 76 voids fell outside the 6-day target as 37 voids were carried forward into the last 2 reporting periods due to the government-imposed lockdown. 3 voids were returned late as a result of additional works required
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12.	Client / Tenant Communication																																		
	ng2 recognise that client/tenant satisfaction is essential across all services offered to the																																		

	Association however, due to the pandemic, a temporary hold has been placed on tenant satisfaction surveys. These will be resumed as soon as is practicable. A further update will be provided at the next meeting.
13.	Governance / Risk / Procurement
	<p>The risk register was reviewed in order to fully encapsulate all associated risks in contract operations.</p> <p>Health and safety remains our highest priority and toolbox talks, and risk assessments are carried out frequently with safe systems of working being put in place and reviewed on an ongoing basis.</p> <p>The risk register (Item 8) has been reviewed in the period to take a national pandemic into account (Covid-19).</p>
14.	Operational Issues
	<p><u>ng2 Overtime</u></p> <p>During this Quarter the joiners have continued to work overtime to recoup time lost during the first lockdown when voids were at an all-time high.</p> <p>All overtime continues to be approved by Depute CEO in advance of any works being carried out.</p> <p><u>Vehicles</u></p> <p>Approval was sought, in principle, to look at purchasing 4 new vehicles over the next 2 years. This will cut out the need to hire vehicles</p>
15.	ng2 in the Community
	<p>ng2 continue to provide support in aiding ng homes' regeneration projects in the local community by delivering food and furniture.</p> <p>Abandoned furniture in good condition is taken from void properties to our regeneration unit to be cleaned, checked for safety purposes and donated to local people in need.</p> <p>ng2 has supported local charities such as Springburn Parish Church and Possil Point, uplifting and disposing of the cardboard waste from their food parcel delivery service for vulnerable people/families in the community. ng2 has provided this service free of charge to the delight of the organisations.</p>

	<p>Margaret Fraser, Head of Regeneration, commented:</p> <p>"Springburn Parish Church and Possil Point are delighted that their food parcel service is being supported by ng2 who are uplifting all their waste cardboard on demand and disposing of it free of charge. Without this service, volunteers would be forced to dispose of it manually, diverting their efforts from directly supporting our local community"</p> <p>See Appendix 1 for photographs</p>
16.	Recommendation
	Members are asked to note the content and progress highlighted within this report.



Appendix 1

Operational Report



**COVID-19
RESPONSE**

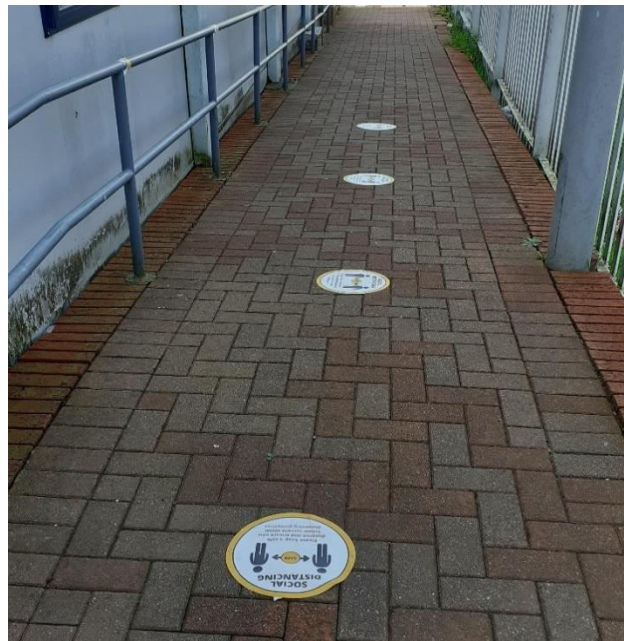
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COVID19 RESPONSE

Office Safety

Social Distancing and other Covid19 safety measures remain in place within, and around, the office to ensure the continued safety of our workforce



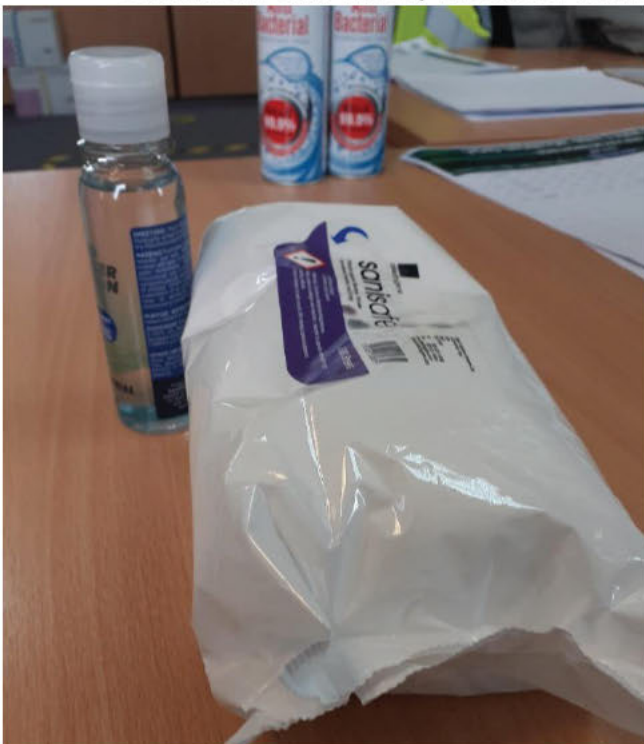
The one-way system has made the required social distancing measures achievable.



Visual reminders for staff, and safety information for visitors remain in prominent positions within the office.



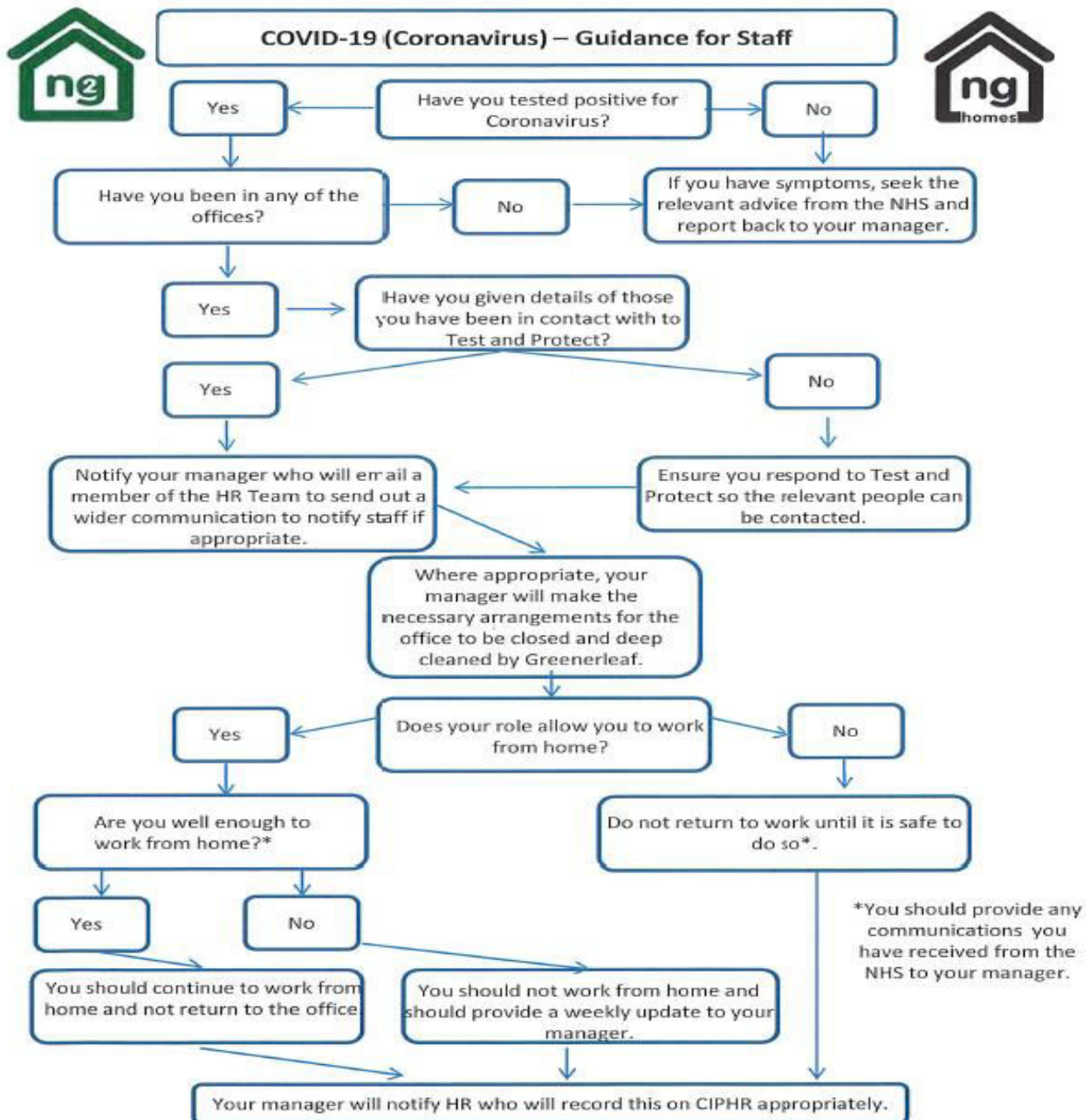
The main floor in the office has been cleaned to remove staining caused by weather conditions and safety markers have been completely refreshed/reinstated.



Hand sanitiser, cleaning wipes and PPE are available at safety stations placed around the office and personal PPE kits are topped up by staff regularly to maintain their own workstation.

Guidance for Staff

A flow chart has been produced which documents and clarifies responsibilities and procedures for staff who have undergone Coronavirus .



HIT SQUAD

The hit squad continue to disinfect offices and void properties using electrostatic spray guns and dedicated virucidal and bacterial disinfectant.



Void properties are fully cleared and disinfected in advance of tradesmen entering properties to commence works. A second clean is completed upon close of works and before post inspections stage to ensure infection control during the hand back stage.

Voids

In addition to clearing void properties, the Environmental Hit Squad are carrying out Covid19-cleans in advance of any works commencing.



Before



After

Bulk Uplift Service

The Environmental Hit Squad collect and dispose of/recycle waste as instructed by the Association.



Barloch Street before and after



Petershill Road before and after



Galloway Street before and after



Hillkirk Street before and after



Before and after bulk uplift at Hawthorn Street retirement complex

Fly Tipping

Fly tipping continues to be an issue with the current suspension of Glasgow City Council's bulk uplift service.



Avonspark Street before and after



Mireton Street before and after



Avonspark Crescent before and after



Car park at Barloch/Allander Street before and after

GARDEN MAINTENANCE

The contracted maintenance was completed in early November 2020 despite lockdown and the knock-on effect on service delivery. Weeding and back court maintenance will continue during the winter months, and proactive gritting and snow clearance is now underway in vulnerable areas, in keeping with weather reports.

The contracted maintenance was complete as of November 2020 despite lockdown and the knock-on effect on service delivery

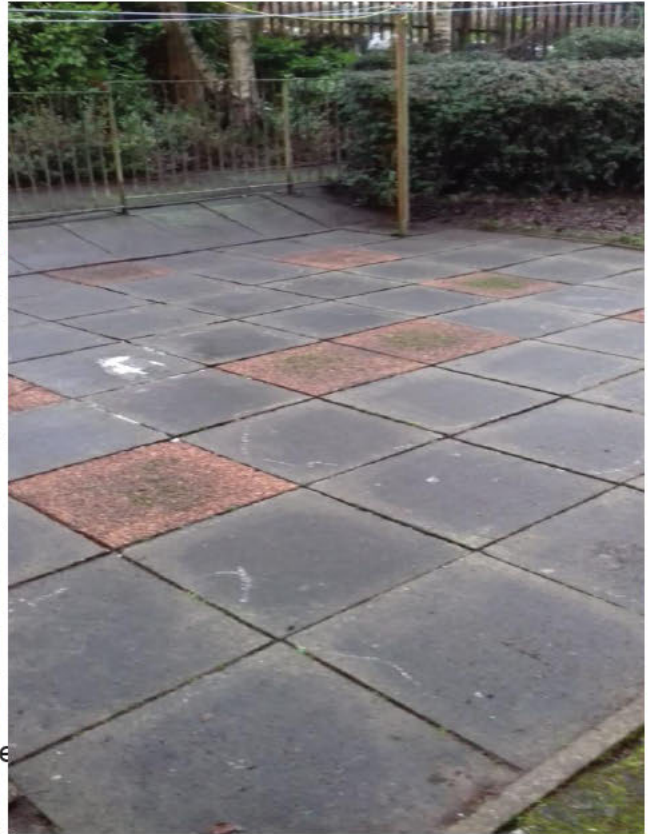


Weeding and Back Court

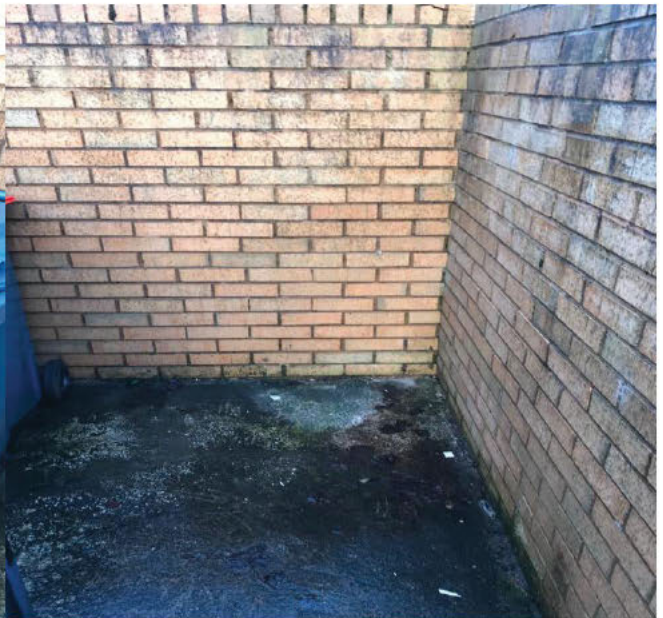


Before and after weeding





Before and after back court weeding and tidy up



Snow Clearance / Gritting



Operatives get rock salt from grit bins to grit vulnerable areas in advance of expected cold weather snaps



Heras Fencing Checks



Operatives perform weekly checks on Heras Fencing hired by the Association, at St Monance Street, rectifying minor positioning issues and reporting damage.

[REDACTED]

HERAS FENCING CHECK					
Address	St Monance Street				
Date	21/12/20	Start Time:	9.00	9.30	Finish Time: 9.30
All relevant fields should be complete before submitting timesheet					
Name of Tradesman					
Visual Inspection Findings					
Item	Check	Y/N	COMMENTS		
1	Are all panels in place?	Y			
2	Are panels secured together?	Y			
3	Are any of the panels damaged?	N			
4	Are any of the connectors damaged?	N			
5					
6					
7					
8					
9					
10					
11					
12					
Total time taken:					
	Description of works carried out/materials used	PO/Stock	Cost £		
1					
2					
3					
4					
5					
6					
7					
8					
10					
Total cost of Materials:					
Signature of tradesman					

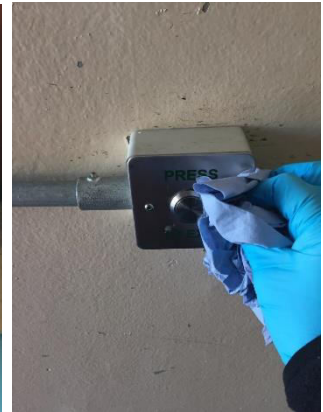
[REDACTED]

CLOSE CLEANING

Close cleaning staff continue to follow the Covid-specific cleaning specification. This highlighted the need to clean and sanitise the main touch points within communal areas of multiple dwelling units such as controlled entry control panels, handrails, door handles etc



Operatives thoroughly clean handrails with virucidal disinfectant



Common touch points are disinfected in every close



Dirt and plaster left by another contractor



Stairwell was left gleaming by the close cleaner



Close cleaners are working hard to keep the closes as clean as possible but when the temperature dips below freezing they can't use water for safety reasons.



Back Court and Bin Sets

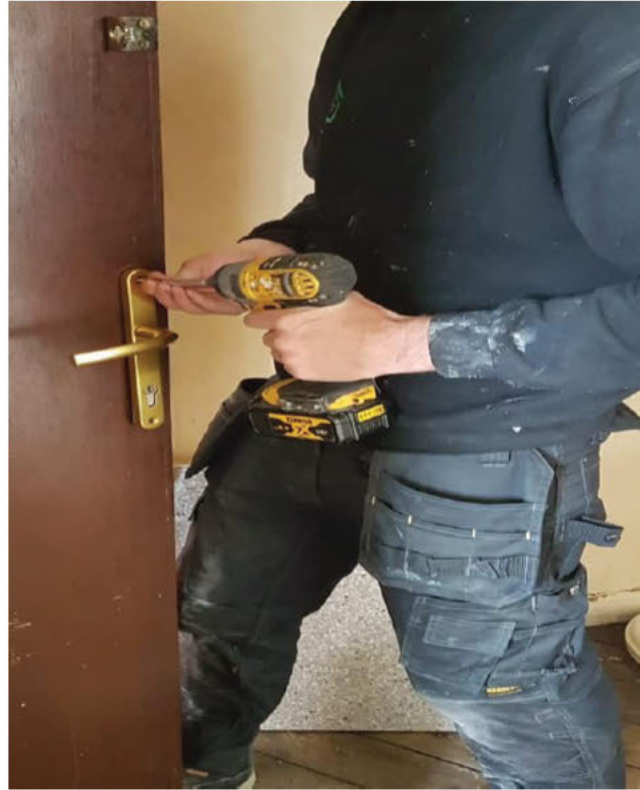


Before and after back court and bin set tidy up



TRADES

Joinery



Locks are changed from suited locks before the property is let



New worktops fitted in a void property.

Many void work orders require a full kitchen reface



Before and after kitchen reface within void properties



Before and after fire door fitted within void property



Before and after replacement of bath panel



Painting

Close painting at Carbisdale Street



Before and after close painting

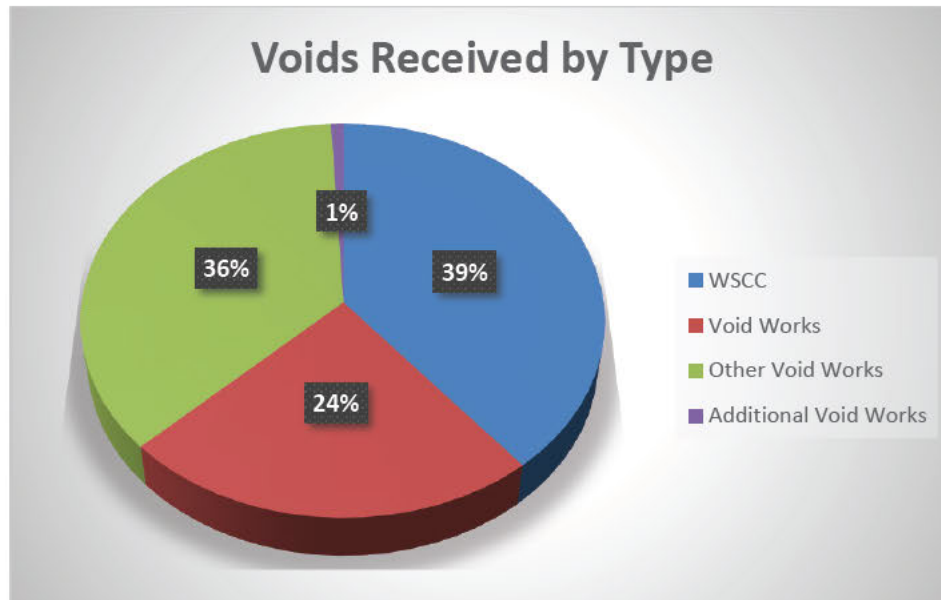


Key Performance Indicators

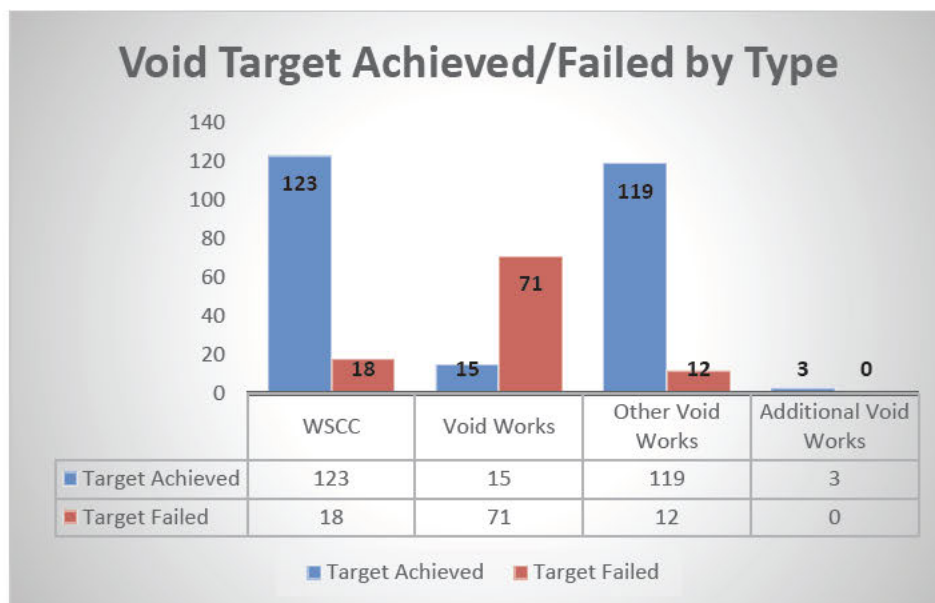
KPIs have been impacted by the implementation of labour-intensive safety measures

Voids

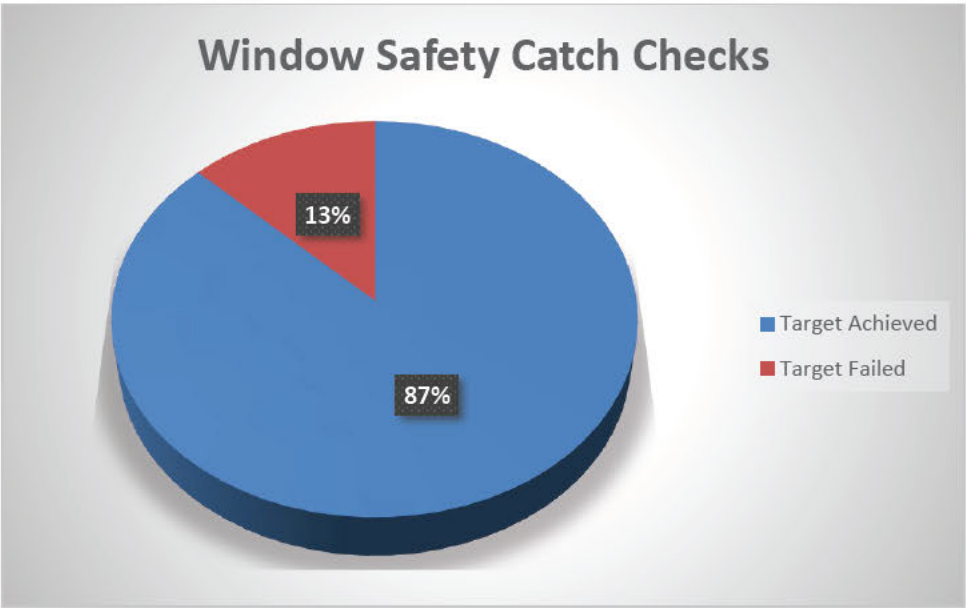
Breakdown of voids by type



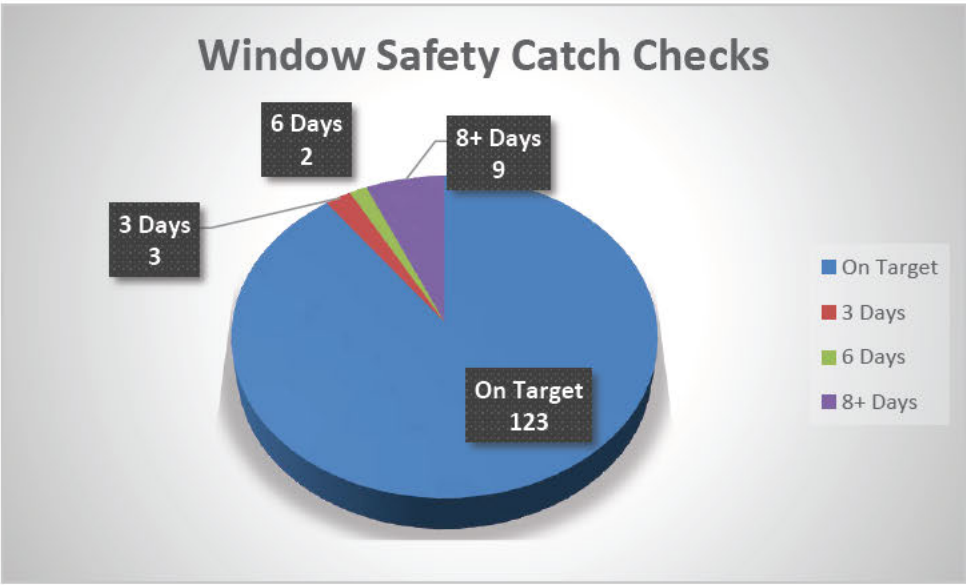
Breakdown of Target Failure/Success by type

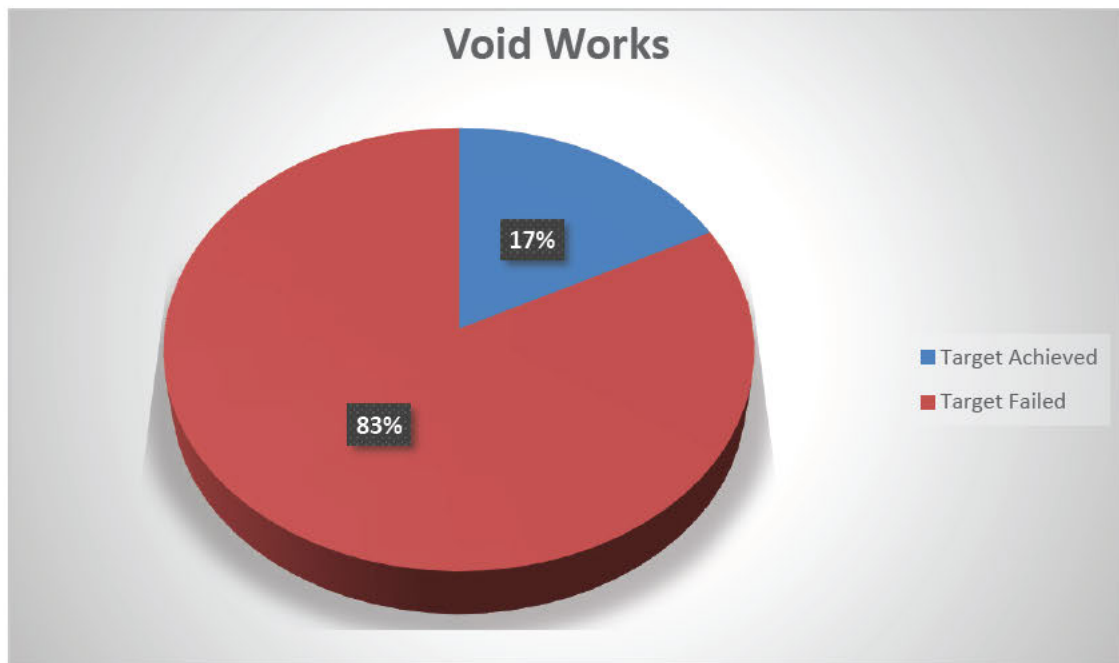


Performance Against Target by Category

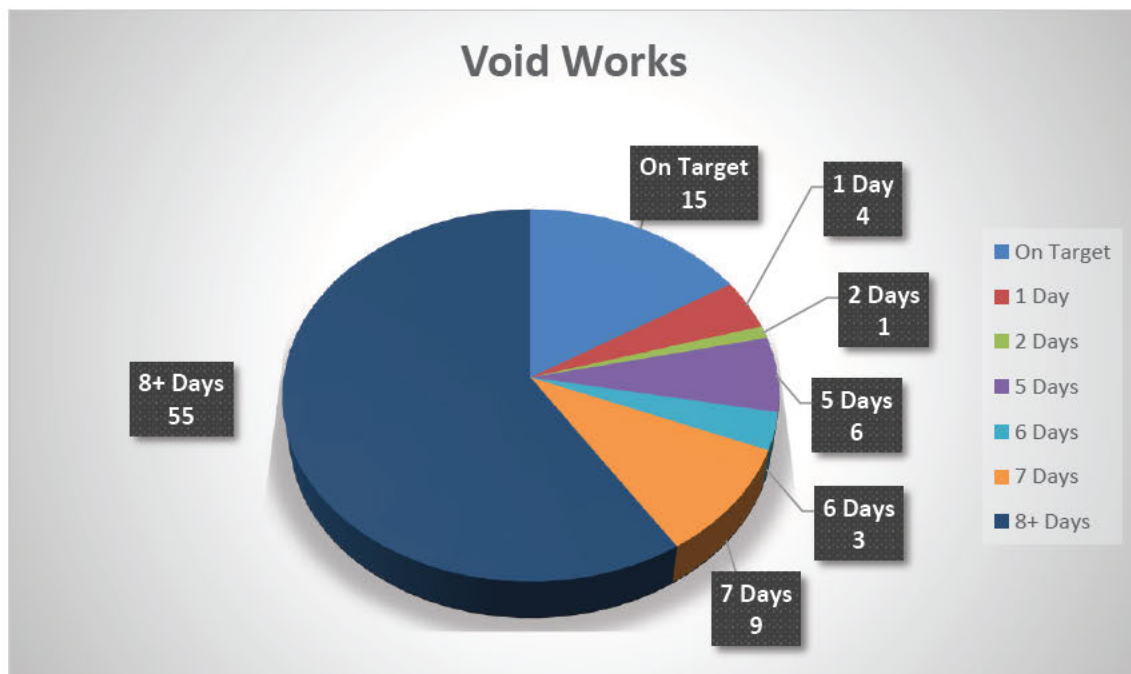


14 window safety catch checks ran over target due to the festive shutdown period

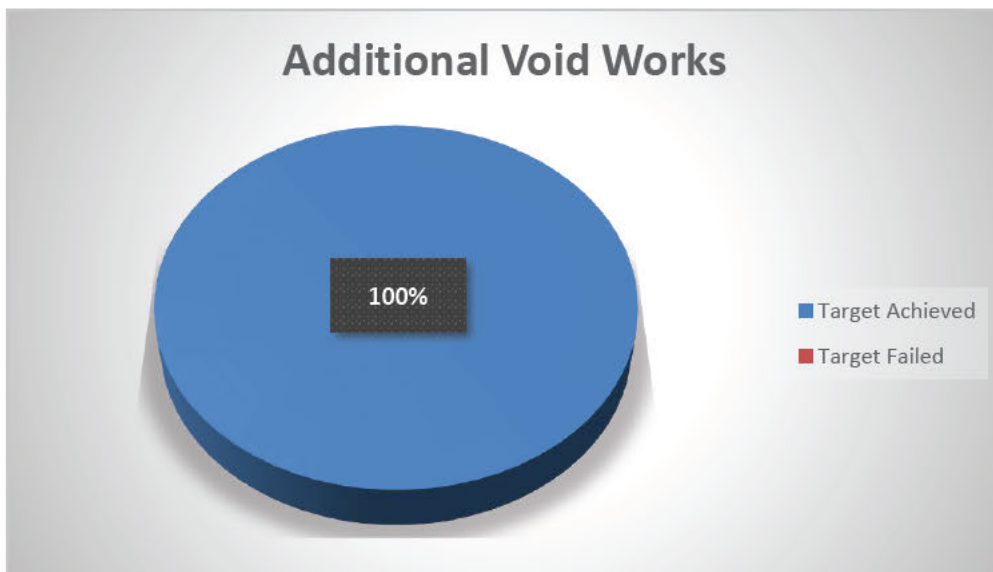




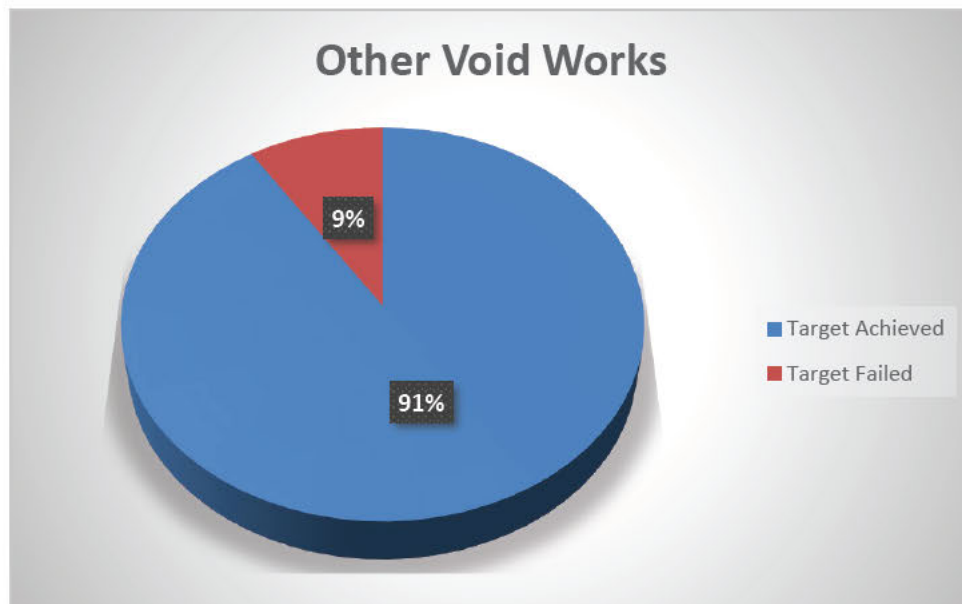
37 void properties were carried forward into Q3 from Q2, which directly impacted the achievability of the 6-day target in addition to new, labour-intensive safety measures.



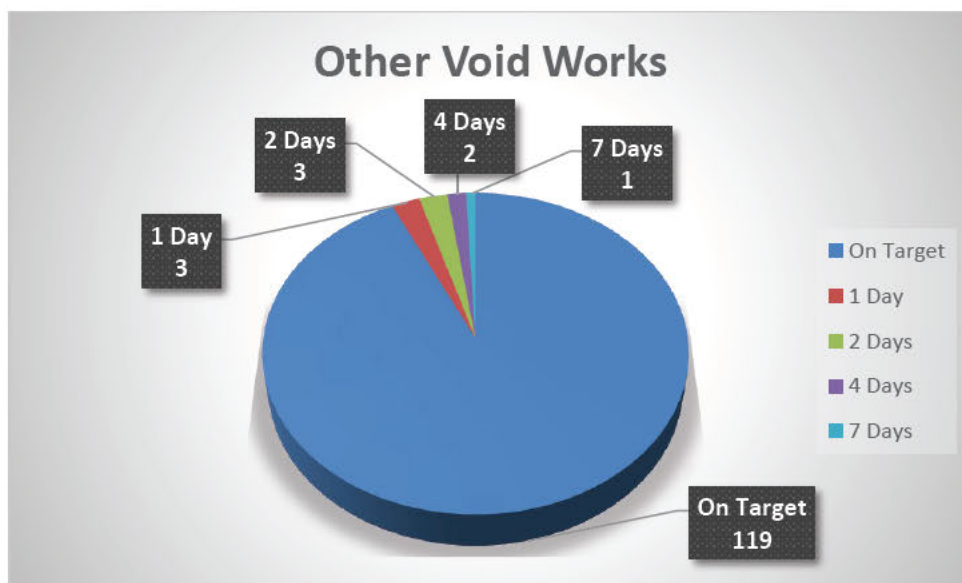
23 voids were returned within 7 days of the 6-day target despite the challenges.



Additional void works were delivered on target however these pushed completion of 3 void properties past the 6-day target



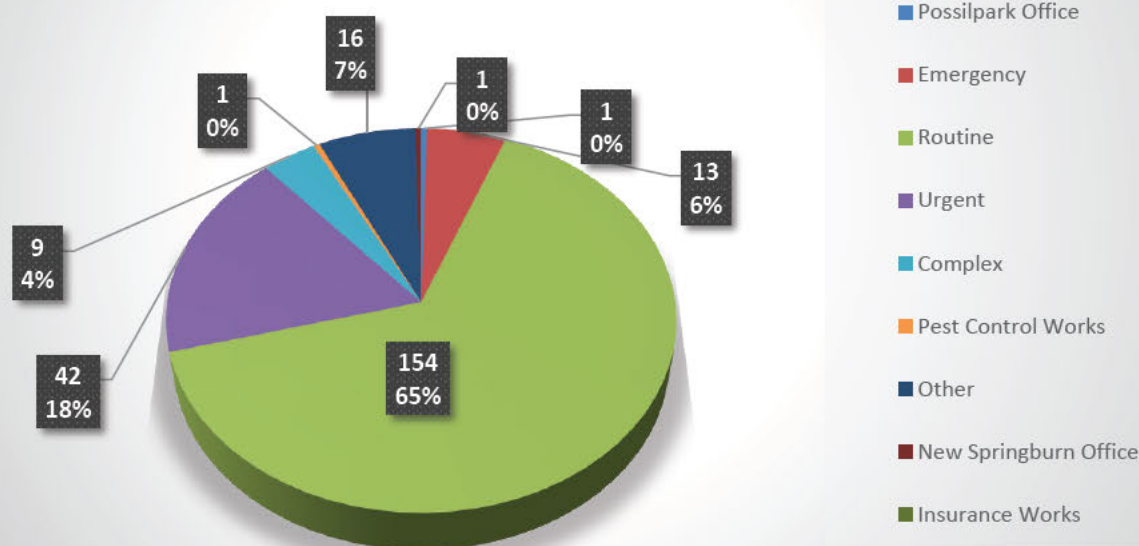
Other work in void properties such as drain downs were mainly completed on target despite high volume of work orders received



9 of 128 received "Other" void work were completed outwith target due to access issues and the festive shutdown however, all of these were completed within 7 days of the target date elapsing

Day to Day Repairs

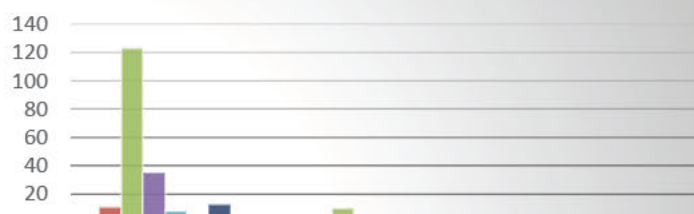
Day to Day Repair Jobs Received By Priority



Day to day repairs have been achieved almost 100% success rate

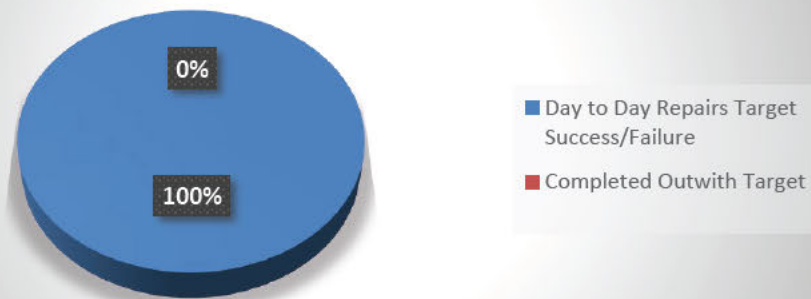
Day to Day Repairs Target Success/Failure

- Priority - Possilpark Office
- Priority - Emergency
- Priority -Routine
- Priority -Urgent
- Priority -Complex
- Priority -Pest Control Works
- Priority -Other
- Priority -New Springburn Office
- Priority -Insurance Works



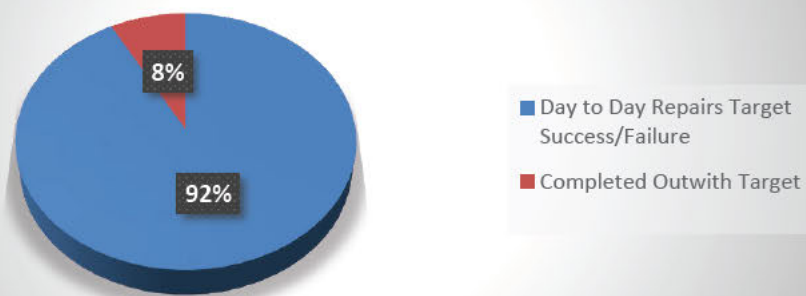
	Day to Day Repairs Target Success/Failure	Completed Outwith Target	Target Achieved
Priority - Possilpark Office	1	0	100%
Priority - Emergency	11	0	100%
Priority -Routine	123	10	92%
Priority -Urgent	35	3	92%
Priority -Complex	8	0	100%
Priority -Pest Control Works	1	0	100%
Priority -Other	13	0	100%
Priority -New Springburn Office	1	0	100%
Priority -Insurance Works	0	0	

Priority - Emergency



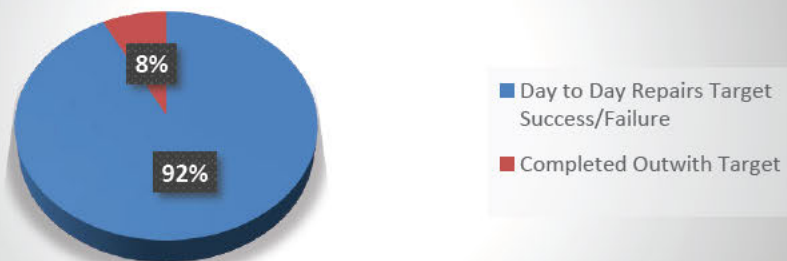
Emergency works must be completed within 4 hours of logged time.

Priority -Urgent



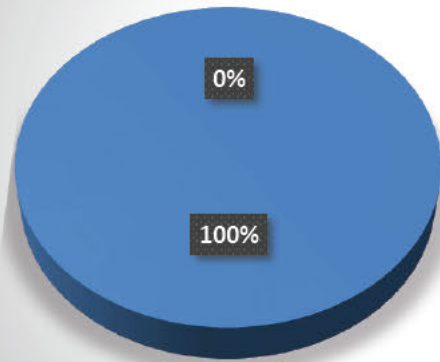
Urgent job lines have a 3 days target

Priority -Routine



Routine work orders have a 5 day target

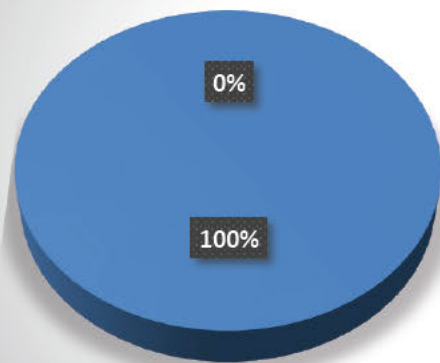
Priority -Complex



- Day to Day Repairs Target Success/Failure
- Completed Outwith Target

Complex repairs carry a longer target period of

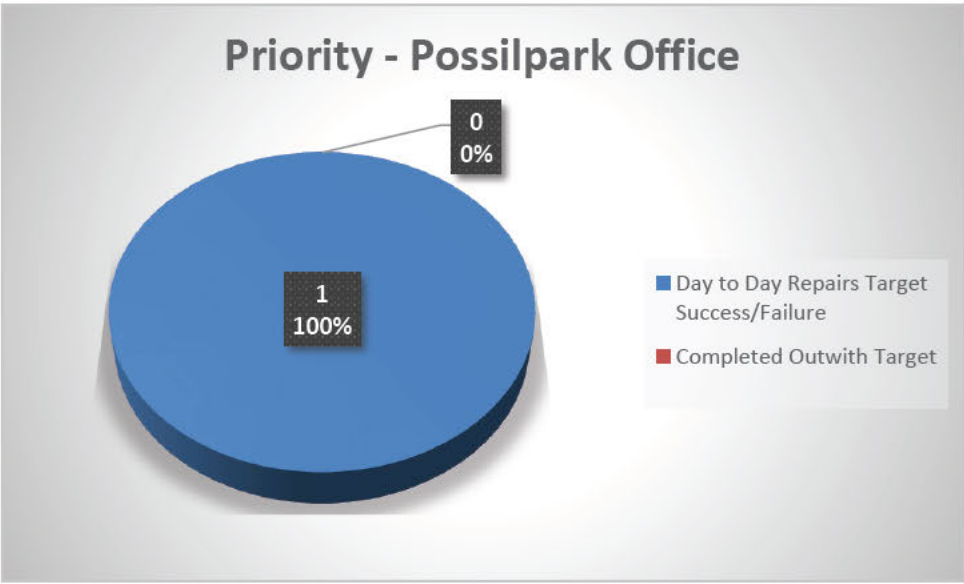
Priority -Other



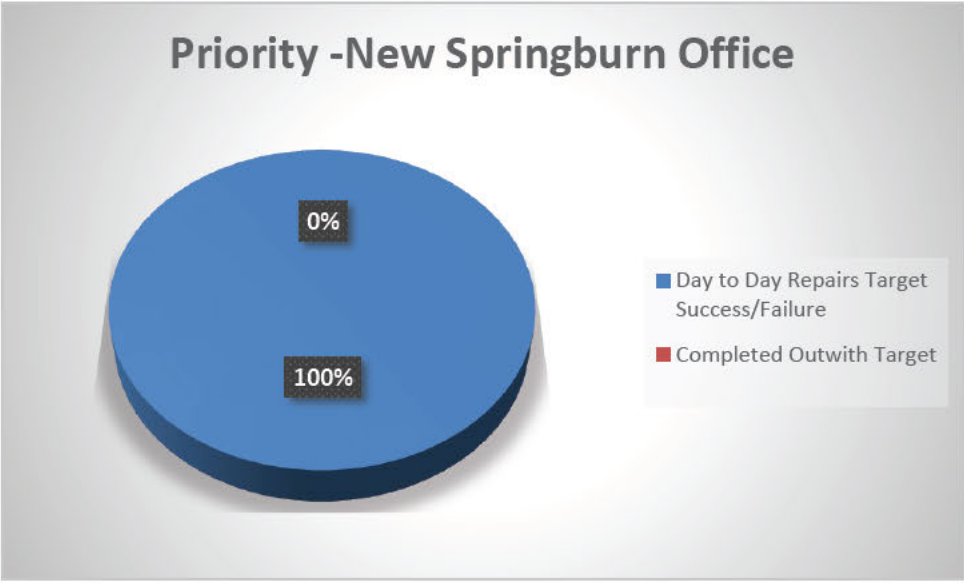
- Day to Day Repairs Target Success/Failure
- Completed Outwith Target



Pest control works often require multiple visits and the target is 30-45 days



Painting works at ng homes offices



Painting works at ng homes offices



Board Meeting For Noting

To: Board
From: HR Officer

SUBJECT: STAFFING REPORT (NG2)

DATE: 9 March 2021

1.	Introduction																		
	This report refers to the period of 1 October 2020 – 31 December 2020, covering staffing matters including: staff headcount, attendance and absence, learning and development, recruitment and the company health plan.																		
2.	Staffing Report																		
	<p>Number of Staff</p> <p>As at 31 December 2020, 63 staff were employed by ng2 Ltd. This is a decrease from the previous reporting period in which 70 staff were employed.</p> <p>Attendance and Absence</p> <p>During this reporting period, 57 staff had perfect attendance (90% of the workforce). As well as this, 16 staff members qualified to receive their two day 'no sickness reward'.</p> <p>The overall staff sickness absence percentage was below the 3% target and for this reporting period was 1.65%. The breakdown of the total number of working days available against days lost through sickness is detailed below:</p> <table><tr><th>Total number of work days available</th><th>Number of days lost through sickness</th><th>Sickness Absence %</th></tr><tr><td>3,994</td><td>66</td><td>1.65</td></tr></table> <p>The 66 days lost is broken down into short term (a maximum of 19 days) and long term (20 days or more) as follows:</p> <table><tr><th></th><th>Short Term</th><th>Long Term</th></tr><tr><td>Days Lost</td><td>18</td><td>48</td></tr><tr><td>Number of employees</td><td>■</td><td>■</td></tr><tr><td>Percentage</td><td>0.45%</td><td>1.2%</td></tr></table> <p>The organisation will continue to manage staff attendance in a supportive manner in line with good practice and the organisation's policies and procedures. ■■■■■</p> <p>■■■■■</p>	Total number of work days available	Number of days lost through sickness	Sickness Absence %	3,994	66	1.65		Short Term	Long Term	Days Lost	18	48	Number of employees	■	■	Percentage	0.45%	1.2%
Total number of work days available	Number of days lost through sickness	Sickness Absence %																	
3,994	66	1.65																	
	Short Term	Long Term																	
Days Lost	18	48																	
Number of employees	■	■																	
Percentage	0.45%	1.2%																	

Absences due to Self Isolation (COVID-19)

During the reporting period, 11 members of staff required time off to self isolate. The total number of days lost due to self isolation is 76.5 days, with an average absence length of 7 days.

The reasons for self isolating are broken down as follows:

Reason for Self Isolation	Number of Staff
Tested positive or developed symptoms	3
Contacted via Test and Protect	6
Member of household developed symptoms or tested positive	2

Furlough

During the reporting period, 4 members of staff were placed on furlough.

Learning and Development (L&D)

During the period covered by this report a total of 24 ng2 staff have benefitted from 92 hours of formal training and development as detailed in the table below. The direct cost of this training equates to £1,919.68.

Course Title	Number of staff attending	Number of staff hours	Direct cost of Training (£)
Certificate in Housing Practice Level 3	1	21	412.50
COVID-19 Home Visit Risk Assessment	4	2	0.00
COVID-19 Toolbox Talk	4	5	0.00
Developing your Supervisory Skills	1	7	195.00
Effective Void Management	1	7	195.00
Electrostatic Spray Gun Training	6	6	0.00
Fire Warden with Extinguisher Use	1	2.5	43.50
Infection Control for Staff, Premises and Clients	2	6	96.00

Marshall, Warden and Fire Extinguisher Training	3	7.5	261.00
Understanding and Managing Repairs	1	28	716.68
Totals	24	92	£1,919.68

Recruitment and Leavers

During the reporting period, one vacancy was advertised. Details of the vacancy are as follows:

Job Title	Contract	Start Date	Contract End Date	Internal or External
Estate Services Operative (x4)	Permanent	31/10/20	N/A	Internal

During the reporting period, 21 members of staff left the organisation: six resigned and fifteen were a result of the seasonal gardening contract ending. Where possible, exit interviews are conducted to gain feedback. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Company Health Plan – Simplyhealth

Simplyhealth have provided us with a comprehensive report on all claims made by staff for the period 1 January to 31 December 2020. The report shows that staff are claiming for a wide range of benefits however as with previous reports, the optical and dental categories make up the highest percentage of claims.

3. Recommendation

Members are asked to note the contents of this report.



Board Meeting For Noting

To: ng2 board
From: David McIntyre

SUBJECT: HEALTH AND SAFETY

DATE 9 March 2021

1.	Introduction
	The purpose of this report is to provide the Board with an update on the ng2 health and safety work plan for the period covering October 2020 – December 2020 and our response to the Covid-19 Pandemic.
2.	Health & Safety
	Health and Safety within ng2 is given an extremely high priority. Health and Safety covers all of ng2 areas where employees or others may be at risk, this covers office-based employees, trades and non-trades, as well as contractors which ng2 has a responsibility for within their day to day working practices. Areas which were identified as requiring attention within the last board report have been attended to and new areas have been introduced to replace those that have been addressed.
3.	Actions Taken
	<p>In Line with the Government guidelines on social distancing due to the Covid-19 pandemic, the following measures have been implemented across all areas of ng2 to ensure staff could safely return to work:</p> <ul style="list-style-type: none">- Whenever a member of staff is un-furloughed, they receive a return to work induction to inform them of the new measures put in place.- All office cleaners have received their induction and a new cleaning regime has been put in place focusing on commonly touched areas.- All staff have received a fob for clocking in and out therefore eliminating the need to use the fingerprint contact point.- The office receives an electrostatic spray every Saturday Morning.- All ng2 vehicles are fully sanitised at the end of each day.- Contactless hand sanitising stations have been installed in all ng2 offices.- Desks which would not allow for a 2-meter distance between staff have either been moved or taped off.

- Glass screens have been installed between all desks.
- Non walking zones have been set up and clearly marked throughout the offices to ensure there is always a 2-meter distance between staff.
- A new procedure has been put in place for anyone visiting any of the offices, to ensure the safety of all ng staff. Masks must be worn by anyone visiting and by staff when they are moving around the common areas of the offices.
- Masks and hand sanitiser are available to anyone visiting the offices
- A one-way system has been set up outside the offices with 2-meter markings to maintain social distancing while staff line up to enter 1 at a time.
- All common touch points in the office will be cleaned continuously throughout the day when staff are moving around the office.
- A Canopy will be getting erected outside the office to shield staff from adverse weather while they are waiting to sign in or out, we will provide an update on this at the next meeting.
- After consulting without Health and Safety advisor our risk register has been updated to cover Pandemics.

[REDACTED]

[REDACTED]

[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED]	[REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED]	[REDACTED]

4. Recommendation

Members are asked to note the contents of this report.



Before and after snow clearance



ng2

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