

**Tuesday 14 May
2024 at 4pm**



**ng2
BOARD
MEETING**





AGENDA

Meeting: Board Meeting **Invitees** ng2 Board
Location: Vulcan St/Microsoft Teams
Date 14 May 2024
Time 4:00pm

Please submit any apologies to Jade Redmond
jredmond@ng2.org.uk

Telephone: 0141 630 4252

	Agenda	Paper	Lead Officer	Page no
1.	Apologies			
2.	Disclosure of Interest and Attendance			1
3.	Minutes			
a.	ng2 Board Meeting on 20 February 2024	Yes		3
	i) Matters Arising			
4.	For Approval			
a.	Management Accounts to 31 March 2024	Yes	BH	9
b.	Health and Safety	Yes	DM	15
c.	Risk Register	Yes	DM	17
d.	Business Plan	Yes	BH	23
5.	For Ratification			
a.	Payments and Benefits Case #164	Yes	BH	37
b.	Payments and Benefits Case #165	Yes	BH	39
6.	For Noting			
a.	Operational Report	Yes	DM	41
b.	ng2 Staffing Report	Yes	OF	61
7.	AOCB			
8.	Date of Next Meeting – Tuesday 13 August 2024 at 4pm			

'NORTH GLASGOW HOUSING ASSOCIATION LIMITED ng2 BOARD ATTENDANCE 2023-24

21.11.23		20.02.24									
M Thomson	P	A									
I Cross	P	A									
J Berrington	P	A									
G Satti	P	P									
J Thorburn	P	P									
B Hartness	P	P									
% Total	100%	50%									

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

TARGET ATTENDANCE - 80%

AVERAGE ATTENDANCE - 75%



ng2 Board Minutes

Meeting:	ng2 Board meeting	Location:	MS Teams
Date:	Tuesday 20 February 2024	Time:	4:00pm
Attendees:	John Thorburn (Chair)	JT	
	Gino Satti	GS	
	Bob Hartness (Director)	BH	
Apologies:	Isabella Cross		
	Margaret Thomson		
	Jim Berrington		
In Attendance:	David McIntyre	DM	Senior Operations Supervisor
Minute Taker:	Aileen Whiteford	AW	Senior Corporate Services Officer

	Agenda	Action	Date
1.	Apologies		
	As above.		
2.	Disclosure of Interest and Attendance		
	None.		
3.	Minutes of Board Meeting on 21 November 2024		
	Board AGREED the minutes were an accurate record of the meeting. Proposed J Thorburn Seconded G Satti		
4.	Reports for Approval		
a.	Management Accounts		
	BH presented the Management Accounts for the period to 31 December 2023 and highlighted some specific areas. Members noted turnover has increased in comparison with the YTD to 2022. ng2 have been taking on additional duties from the concierge which has helped to increase the figures.		

	<p>BH commented that it is an acceptable set of financial results which hopefully will continue until 31 March 2024.</p> <p>Members considered and APPROVED the Management Accounts for the period to 31 December 2024.</p> <p>Proposed G Satti Seconded J Thorburn</p>		
<p>b.</p>	<p>Health and Safety</p>		
	<p>DM presented the health and safety report showing that there were 6 incidents for the period covering October to December 2023. None of the incidents required to be reported to the HSE and there was no time lost through sickness or absence.</p> <p>Toolbox talks took place for some of the incidents and the staff were reminded to get help when reversing vehicles to avoid collisions.</p> <p>Member queried whether it was the same driver who was involved in both the collisions in the report but it was confirmed that different drivers were involved.</p> <p>One of the incidents related to sawdust going into a staff member’s eyes when cleaning out power tools. This is a concern in relation to staff not wearing PPE which they were issued with. A system will be put in place where it is reinforced to staff that they must use PPE, that this is checked on a regular basis and Disciplinary Action is taken if necessary.</p> <p>An ongoing Audit of Risk Assessments and Method Statements (RAMS) is taking place and supervisors are making sure that policies are being adhered to. DM would like ng2 to be provided with hand held devices which they can use to confirm that RAMS have been conducted.</p> <p>DM will provide an update on window safety catches for the next meeting.</p>	<p>DM</p> <p>DM</p>	<p>14 May 2024</p>

	Members APPROVED the contents of the report: Proposed J Thorburn Seconded G Satti		
c.	Risk Register		
	DM presented the risk register which he said he would send out to the group in future to review. There has been nothing added since the last review. It was noted that the Risk Register included with the papers was dated July 23. This requires to be updated to November 23 to reflect the date it was reviewed. Proposed J Thorburn Seconded G Satti	DM	asap
d.	Recruitment and Selection Policy and Procedure		
	TS presented the report regarding the revised policy and procedure which has been reviewed in line with the policy calendar. Members noted the minor changes proposed and that reference to Sharepoint has been added throughout the document to reflect that the manual process has moved online to Sharepoint. TS commented that ng are committed to paying the Living Wage to apprentices. Members APPROVED the revised policy and procedure. Proposed J Thorburn Seconded G Satti		
e.	Smoke Free Policy		
	TS presented the report regarding the revised policy which has been reviewed to provide clarity. Members noted the changes detailed in the report including that the prohibition of smoking/vaping within ng premises has been extended to "within our premises <i>and grounds</i> ". Members APPROVED the revised policy. Proposed G Satti Seconded J Thorburn		

f.	Salary Increase		
	<p>BH presented the report proposing changes to staff remuneration for 2024.</p> <p>Members APPROVED the proposal for the salary increase across ng2 from 1 April 2024.</p> <p>Proposed G Satti Seconded J Thorburn</p>		
g.	Payments and Benefits Case 161		
	<p>Members APPROVED P&B Case 161 relating to a contract of employment.</p> <p>Proposed J Thorburn Seconded G Satti</p>		
h.	Review of Annual Leave		
	<p>TS presented the report proposing various options to increase the annual leave entitlement for ng2 staff to assist with staff retention.</p> <p>Chair commented that it would have been beneficial to have a third column in the table stating how many staff had completed the requisite number of year's service and it was agreed to provide this. It was confirmed that at least half of ng2 staff have been here more than 5 years.</p> <p>Members APPROVED the proposal to delegate to the Chair and the Deputy CEO (ng2 Director) to explore alternative options for annual leave and to implement any changes within the scope of this report.</p>	TS/DW	
5.	Reports for Noting		
a.	Operational Report		
	<p>Members NOTED the report providing them with an update on business operations for Q3 2023/2024.</p> <p>DM highlighted that ng2 have taken on the stair cleaning, deck access and bulk etc for the MSF Investment project and the team have been doing a great job.</p>		

	DM worked with the DWP last year in relation to recruitment and will be doing that again this year.		
b.	Staffing Report		
	Members NOTED the report covering staffing matters for the period from 1 October – 31 December 2023		
6.	AOCB		
	None.		
7.	Date of next meeting		
	Date of next meeting was confirmed as Tuesday 14 May 2024 at 4pm Meeting ended at 3:50pm		



Board Meeting For Approval

To: Board
From: Director

SUBJECT: MANAGEMENT ACCOUNTS – PERIOD TO 31ST MARCH 2024 **DATE: 14th May 2024**

1.	Introduction
	This report is detailing the financial results for the period to 31 st March 2024.
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 March 2024 amounts to £4.65m (March 2023 - £3.15m) with £1.81m (March 2023 - £577k) of direct costs and £2.31m (March 2023 - £1.95m) of wages leading to a £527k (March 2023 - £630k) gross profit before other income. Other income amounts to £3k (March 2023 £3k). So, the overall gross profit comes out at £530k (March 2023 -£633k).</p> <p>Overheads totalled £523k (March 2023 - £549k). The main elements being motor expenses, management charges, uniforms, rent and vehicle depreciation. After the overheads, a £7k (March 2023 - £84k) net profit was made in the period before tax or gift aid. Additional investment in wage costs and costs for dealing with waste were some of the factors that led to the reduction in profit..</p> <p>The balance sheet position continues to improve with increased reserves. The cash balance stayed steady with slightly less funds being paid in than out of the company. Reserves now total £883k (March 2023 £876k).</p>
4.	Recommendation
	Board members are asked to recommend approval of the management accounts of ng2 for the period to 31 st March 2024. A report of this will be put to the Board of the Association.

Year to 31/03/23	NG 2 Profit and Loss - period to	31-Mar-24			Gross Profit
£		Sales £	Materials £	Wages £	£
124,279	Cleaning	656,721	144,734	415,584	96,403
67,615	Joinery	1,735,681	1,285,914	235,933	213,835
40,873	Electrical	117,945	106,613	1,745	9,587
87,757	Other sales	415,661	4,483	335,051	76,126
52,064	Back court cleaning	173,794	-	113,442	60,352
194,360	Garden maintenance	915,586	178,202	707,642	29,743
(89,003)	Management	-	-	100,783	(100,783)
67,921	Concierge	206,760	-	144,328	62,433
79,417	Hit squad	251,270	274	182,981	68,014
5,133	Painters	177,013	86,770	78,732	11,512
630,417		4,650,431	1,806,989	2,316,221	527,222
3,182	Other income	3,184	-	-	3,184
633,599		4,653,615	1,806,989	2,316,221	530,406
	Overheads				
60,000	Management charges			60,000	
24,636	Rent and rates			24,000	
266,965	Motor expenses			215,557	
4,000	Telephone and IT support			4,000	
4,296	Printing, stationery and advertising			4,388	
15,557	Professional fees			12,551	
3,188	Container hire			3,268	
30,416	Uniforms, safety equipment and repairs			30,703	
27,254	Training			11,282	
4,000	Insurance			4,000	
120,856	Vehicle and plant depreciation			148,751	
(15,819)	Gain/Loss on sale of fixed assets			-	
250	Bank charges			264	
3,878	General expenses			4,440	
549,478					523,205
-	Loan interest				-
84,122	Net profit				7,201
32,937	Corporation tax/Gift aid				-
51,185					7,201

31/03/23	NG 2	31/03/2024			
£	Balance sheet at		£	£	£
486,253	Fixed assets				468,608
	Current assets				
520,172	Stock and Debtors			755,166	
114,757	Bank and cash			111,063	
<u>634,929</u>				<u>866,229</u>	
	Current Liabilities				
181,061	Trade Creditors	263,879			
-	NGHA inter Company account	123,635			
64,612	Other creditors	<u>64,612</u>			
<u>245,673</u>				<u>452,126</u>	
<u>389,257</u>					<u>414,103</u>
<u>875,510</u>					<u>882,711</u>
100	Share capital				100
875,410	Profit and Loss account				882,611
<u>875,510</u>					<u>882,711</u>

31/03/23	NG2	31/03/2024
£	CASHFLOW	£
	OPERATING ACTIVITIES	
51,185	Surplus for year	7,201
-	Interest Received	-
-	Loan Interest Paid	-
<u>51,185</u>	Operating surplus excluding int & tax	<u>7,201</u>
120,856	Depreciation - vehicles and plant	148,751
126,129	Decrease/(Increase)in Debtors	(234,994)
50,962	(Decrease)/Increase in Creditors	206,453
<u>349,132</u>	Net Cash In/(Out)flow From Operating Activities	<u>127,411</u>
	RETURNS ON INVESTMENTS AND SERVICING OF FINANCE	
-	Interest Received	-
-	Less: Interest Paid	-
<u>-</u>	Net Cash In/(Out)flow from Returns on Investments and Servicing of Finance	<u>-</u>
<u>-</u>	Corporation Tax Paid	<u>-</u>
	INVESTING ACTIVITIES	
(342,110)	Acquisition of Other Fixed Assets	(131,106)
-	Investment in Activities	-
<u>(342,110)</u>	Net Cash In/(Out)flow From Investing Activities	<u>(131,106)</u>
7,022		(3,695)
	FINANCING	
-	Loans Received	-
-	Less: Loans Repaid	-
-	Issue Of Share Capital	-
<u>-</u>	Net cash In/(Out)flow From Financing	<u>-</u>
<u>7,022</u>	Increase/(Decrease) in Cash and Cash Equivalents	<u>(3,695)</u>
7,022	Movement in Cash & Bank	(3,695)
<u>7,022</u>	Increase/(Decrease) in Cash and Cash Equivalents	<u>(3,695)</u>



Board Meeting

For Approval

To: ng2 Board
From: David McIntyre

SUBJECT: HEALTH AND SAFETY

DATE: 14 May 2024

1.	Introduction
	<p>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 January 2024 – March 2024.</p> <p>Health & Safety</p> <p>Health and Safety is our highest priority, and we have robust policies and processes in place covering ng2’s entire operation where there is a potential risk to employees, contractors, the public or others.</p> <p>Our policies, risk assessments and working safely practises ensure a safe working environment for office-based, trades/non-trade employees/tasks in addition to contractors for whom we must ensure a safe working practice.</p> <p>Health and safety is reviewed on an ongoing basis and issues identified are addressed immediately.</p>
2.	Actions Taken
	<p>During the reporting period ng2 have begun the process of carrying out a full audit of or all risk assessments and method statements.</p> <p>Half of the audit has been carried out and RAMS will reflect this. We will update you at the next board meeting.</p>

Incidents, Accidents and Near Misses

During the reporting period there were no reportable incidents.

Location / Date	Nature of Incident, Accident or Near Miss	Action	HSE Report Required
15/1/24	Drivers van mirror fell off when operative hit a parked van	Tool box talk given – 0 days lost	No
5/2/24	Operative fell and banged his head, after attending hospital operative was released and returned to work. Operative tripped over boot laces.	Tool box talk on the need to be more careful and tie his laces.	No
12/2/24	Finger on left hand cut, first aid and back to work.	Tool box talk given – 0 days lost	No

3. Matters Arising

There are no matters arising.

4. Recommendation

Due to the importance of Health and Safety measures Members are asked to approve the contents of this report.



ng2 Board Meeting

For Approval

To: ng2 Board
From: Senior Operations Supervisor

SUBJECT: RISK REGISTER REVIEW

DATE: 14 MAY 2024

1.	Introduction
	The purpose of the risk management strategy is to ensure that the Company has an appropriate and proportionate approach to dealing with risks associated with our operating environment. Risk management is one of the key areas the Scottish Housing Regulator (SHR) expects to be embedded into business plans, governance and all areas of the Associations/Subsidiaries operation.
2.	Defining Risk
	Risk can be defined as any event or action that prevents ng2 Ltd from maintaining good performance and/or meeting pre-set targets, goals and plans contained within our Business Plan and /or results in loss being incurred.
3.	Approach to Risk Management
	<p>ng2's risk management strategy is fully integrated into our planning and performance framework. It links directly with our annual Business Plan and related objectives.</p> <p>The Risk Management Strategy covers:</p> <ul style="list-style-type: none"> • how we identify risk • how we then assess these risks • how we manage and control the risks ` • and how we monitor and review risk <p>On an ongoing basis the operational risk register will be brought to each meeting. This will ensure that the operational risks remain as an item that is continually under review.</p>
4.	Risk register review
	Attached is the operational risk register for ng2.

5.	Recommendation
	The Board is invited to: <ul style="list-style-type: none">• Review the risk register and provide comments on such• Note the on-going review of risk to ensure risks are highlighted and reviewed as appropriate

Risk Register : (Operational)

Risk Number	Operational Risk Area/ Hazard	Potential Risk Ng2	Potential impact	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)				
1	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	Regular operational performance Progress meetings with client Reports to ng2 Board.	2 x 2 = 4	
2	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 to ng2 Board.	2 x 3 = 6	
3	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 ngh Director of Finance.	2 x 3 = 6	
4	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 ngh/ng2 clear definition of value for money + transparent basis for costing. Clear ngh client work specifications. External advice + evaluation on cost competitiveness	2 x 4 = 8	
5	Deficiencies in service	Loss of customer (ngh) confidence/ loss of business	Detrimental impact on tenants/ stock maintenance/ ngh reputation	3	5	15	Operational directors Management team Staff	Service Level Agreement setting out clear ngh 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 x 3 = 6
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 x 2 = 4

Risk Register : (Operational)

Risk Number	Operational Risk Area/ Hazard	Potential Risk Ng2	Potential impact	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)				
7	Seasonality	Potential Risk Ng2 Staff downtime costs incurred, or use of temporary labour with potential negative impact on service quality	- ng group parent Reduced quality with detrimental impact on tenants/ stock maintenance/ ngh 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 Training programme	Workforce planning Flexibility in staff group Training programme	2 x 2 =4
8	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
9	Breach of governance or financial rules	Breach of ng group Regulatory Standards, loss of ngh 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 ngh Director of Finance.	Reports to ng2 Board Internal audit	2 x 3 =6
10	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 ngh 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 operations/ review	Reports to ng2 Board External H&S audits	2 x 3 =6
11	Low staff morale	High staff turnover + high staff sickness absence; increased costs; deterioration in quality; loss of ngh client confidence	Detrimental impact on value for money, tenants, stock maintenance and ngh 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
12	National Pandemic e.g. (COVID 19).	Potential Lock Down – Closure of Business (Part or Complete).	Adverse impact on ngh maintenance & procurement programme planning.	4	4	16	Board Operational directors. Ng2 Management team.	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

Risk Register : (Operational)

Risk Number	Operational Risk Area/ Hazard	Potential Risk Ng2	Potential impact	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)				
13	National Pandemic (Continued) e.g. COVID 19.	High Level/s of Staff Absence (Sickness, Self-Isolating, Possible Death in Service).	Staffing / Operative Limitation/s.			Staff & Operative Feedback.	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. ng2 to look at tapping into any Government aid that may be available. Try and encourage all staff to take up the vaccine.	Progress meetings with client.	2 x2 =4	
		Forced Control/s – Such as Social Distancing and / or Restriction of Movement and / or Access. Sporadic outbreaks of covid due spikes or winter.	Additional Staffing Costs.	4	4					
		Additional Cost to Apply Control, PPE, Welfare (Cleanliness), Travel (Social Distancing), etc.	Task / Works Limitations.							
		Potential Shortage of PPE, Materials, Equipment & Sub Contractor Partners.	Additional Travel Time / Costs. 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

Reviewed February 24
By D. McIntyre



Board Meeting

For Approval

To: Board
From: Director

SUBJECT: NG2 BUSINESS PLAN 2024/25

DATE: 14th May 2024

1.	Introduction
	<p>NG2 Limited (NG2) must plan and control its activities and future direction. One of the elements in doing this is by having an overall business plan. This is not just a case of good business practice, as NG2 is a subsidiary of the Association it is required by the Regulator to have a business plan that can be integrated into the Association business plan.</p>
2.	Risk
	<p>The Business plan is a necessary part of the governance structure of the company and the group. The business plan sets out the strategic objectives, actions and initiatives agreed by the Board for the year ahead. It is a required document that must be submitted to the parent company under the independence agreement and submitted to the Regulator as part of the information requested under the Regulation Plan. Not to prepare the plan and failure to submit would be a failure in controls and a breach of agreements.</p> <p>The risk is mitigated by the proper preparation of the business plan and consideration of such against required standards. Review of such at subsidiary and parent level and submission to the Regulator within agreed timescales.</p>
3.	Underlying principles
	<p>The principles listed below have been used in drawing up the business plan.</p> <ul style="list-style-type: none">• Ensuring adequate resources to deliver services• Sustaining good financial performance• Ensuring best practice is followed and that proper risk management is in place <p>In order to achieve the above the company must ensure that:</p> <ul style="list-style-type: none">• Repairs and services – carried out effectively and economically.• Efficiency / value for money - best use is made of resources.• Board - exercise proper control over the activities and ensure that decisions are taken in best interests of the company and its parent. <p>The Board is asked to consider the enclosed 2024 – 25 Business Plan for ng2.</p>

	<p>Summary Information</p> <p>ng2 makes a significant contribution to the Association’s regeneration efforts:</p> <ul style="list-style-type: none"> • Physical regeneration in terms of improvement to homes with repair, maintenance and capital works; and • Economic regeneration by providing local sustainable jobs <p>The financial projections have been prepared for the year to 31 March 2025. Turnover is projected to remain steady with over £5m in 2023/24 to £5.1m in 2024/25.</p> <p>Areas such as void works and planned maintenance works will contribute to the works expected to increase. The garden and common areas maintenance programme has expanded across the last three years and further growth is not expected.</p> <p>The level of activities will help maintain the profitability of ng2. This will help support the continual upgrade of the vehicle fleet and other plant in use within the company. The investment in vehicles and plant will be a constant feature across any budget period.</p> <p>The balance sheet position continues to improve with an increased level of reserves. The cash flow position remains in a positive position with the drop in the investment programme after the substantial spend on new vehicles in previous years.</p>
<p>4.</p>	<p>Recommendation</p>
	<p>That the Board approves the submission of the business plan of Ng2 for 2024/25 to the NG Homes Board for approval as per the terms of the independence agreement.</p>



Business Plan

2024 - 2025



BUSINESS PLAN

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BUSINESS SNAPSHOT

Snapshot info:

- » Projected 2025 Turnover £5.1m
- » Employees: 80 Staff on average
- » Projected net profit 2024/25 before tax £84k
- » Single shareholder is North Glasgow Housing Association

INTRODUCTION

ng2 is an established social enterprise offering facilities management services in the North of Glasgow. It exists to support the regeneration of the North of Glasgow and to provide high quality services to North Glasgow Homes which is the single shareholder in the business.

The business was set up by North Glasgow Homes an established social landlord with 5,000+ housing units in the North of Glasgow. ng2's commercial operations cover specific aspects of facilities management - a growing industry sector across the UK. Since launch in 2010 ng2 has grown rapidly. In this period ng2 has supported over eighty previously unemployed people to gain qualifications and work experience and employed over sixty of them directly in ng2. ng2 is a 100% owned subsidiary of ng homes.

Drivers for setting up ng2:

- Second stage housing transfer – Glasgow Housing Association transferred assets across the city. ng homes's housing stock increased from 2,376 to 5,400 overnight.
- The need to deliver a quality facilities management service to ng homes
- The need to ensure value for money of such services (regulatory).
- The creation of local job opportunities (economic regeneration)

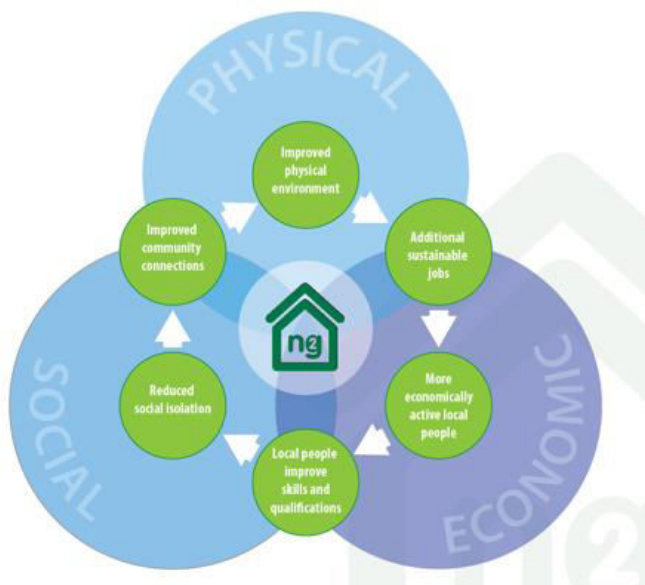
ng homes remain ng2's main client with ng2 undertaking various facilities management services for ng homes related to their housing stock.

ng2 has gained a reputation for quality of delivery and can evidence significant social impact in North Glasgow, as well as having a financial track record and trading history. ng2 thus has a solid foundation as a business, an embedded position in the local community as a driver of regeneration and the support of the parent company ng homes. These circumstances provide the foundation for ng2 to launch into a further period of development.

ng2 has '**One Vision – A New North Glasgow**'. This links to ng homes's strategic vision of North Glasgow as 'a community where people can flourish and prosper'

ng2 Aims

- To improve the quality of life of the people of North Glasgow, by providing facilities and resources for improved employment, educational, volunteering opportunities and training in skills related to and assisting in the provision of employment and employment readiness, and in social interaction



- To improve the physical environment in ways which contribute to a cleaner, safer, healthier, and more secure locality

- To promote educational, training & volunteering opportunities which lead to sustainable employment for local people

- To build strong and sustainable partnerships with relevant agencies in pursuit of these aims

Initially ng2 was set up as part of ng homes regeneration focus, by establishing a social enterprise locally the association was able to meet twin goals of supporting employability locally and thereby ensuring more money was circulating in the local economy; at the same time, it ensured high quality facilities management service which was accountable to ng homes and to local residents. As ng2 was being established other regeneration activities around health and wellbeing, education, reducing social isolation and environmental sustainability were also being progressed through a mix of regeneration investment by ng homes and successful grant applications to a variety of funders. These community regeneration activities were established within the ng2 legal entity in order to minimise any potential risk to ng homes during the set-up phase of this activity. Now that our community regeneration arm is established the Board took a decision to transfer all community regeneration activities to the parent company. This leaves ng2 to operate exclusively as a commercially driven social enterprise, creating social impact through supporting the employment of local people, many of whom have faced barriers to accessing and sustaining employment. ng2 also contributes to ng homes overall efforts to address climate change and sustainable development through its core operations.

STRUCTURE

ng2 is a 100% owned subsidiary of ng homes which operates independently and autonomously of its parent, as governed by an Independence Agreement. ng2 both receives support services from ng homes and delivers services to ng homes. Support services received by ng2 include HR, governance, and finance. These services are managed through a Service Level Agreement. Ultimate responsibility for all companies within the group lies with ng homes Chief Executive. ng2 is 100% owned by North Glasgow Housing Association (ng homes) a not-for-profit community-based Registered Social Landlord (RSL) operating in the G21 and G22 postcode areas. The Association is controlled by a voluntary Board of local residents and is regulated by the Scottish Housing Regulator. The Association is a registered charity (SC030635).

As an RSL ng homes operates for the benefit of the local community and to assist people in need by providing good quality affordable rented housing. ng homes have grown into a substantial community business, through new-build and regeneration activity and successful stock transfers from Glasgow City Council, Scottish Homes and Glasgow Housing Association, it also operates a factoring service and retirement housing complexes.

ng homes plays an active regeneration role in the local community, with a range of initiatives beyond housing. ng homes’s vision, is “to create a new North Glasgow - a great place to live, visit, work and invest”.

To help achieve this, ng homes aim:

- To provide affordable high-quality homes and services for local people
- To work with the local community and other partners to deliver regeneration across the North Glasgow area.

ng2’s strategic direction is overseen by ng homes, with ng2 playing a pivotal role in helping ng homes to realise its strategic aims and objectives, and its wider role remit. In turn ng2 benefits from the wider support infrastructure ng homes can provide such as HR, Finance and Marketing, the highly experienced and skilled ng homes senior management team, as well as the security ng homes as an established and substantial community business can provide. Support services such as HR, Communications, Governance and Finance are provided by ng homes as parent company.

ng homes deliver regeneration initiatives in the local community; ng2’s core operations sit alongside these community regeneration efforts adding value and enhancing impact particularly around the physical regeneration of the local area through ng2’s direct service delivery (cleaning communal areas, improving and repairing buildings) and recycling and energy efficiency.

Core operational areas

Trades			Non-Trades		
Electrical	Painting	Joinery	Cleaning	Environmental	Other
- Door entry	- Residential	- Residential	Close cleaning	- Hit Squad	Admin
- Stair lighting	- Commercial	- Commercial	Jet washing	- Garden	
- Voids	- Voids	- Voids	Concierge	Maintenance	
				- Grass cutting & gardening	

THE MARKET

The facilities management market in the social housing sector has changed significantly in recent years, social housing providers are now looking for less risk, greater stability, and control over operations. There appears to have been a shift in the types of contracts placed, with smaller bundled packages being placed and often involving more than one contractor.

The Social Housing Sector

The social housing sector in which ng2 operates has 100% of all social housing is owned by Housing Associations.

Some key characteristics:

- A drive and pressure towards achieving ‘best value for money’ are impacting on facilities services provision within the social housing sector.
- Changes in supply chain following the demise of some service providers, leading to social housing landlords looking for less risk, greater stability, and control over operations.
- The majority of Local Authorities and Housing Associations retain the overall management of the housing stocks but sub-contract at least some of the work to external contractors.
- Individual contracts continue to be the main type of contract placed.
- ‘Bundled’ contracts are placed, there appears to be a shift towards the placement of smaller ‘bundled’ packages as well as multiple contractors.
- Work activities that are often bundled include responsive repairs and planned maintenance.
- The social housing sector is arguably one of the least mature in terms of Facilities Management outsourcing.
- Current expenditure (routine and planned maintenance) accounts for the largest expenditure on social housing.

The social housing market for repair and maintenance continues to rise year-on-year. This can be in part attributed to the comparatively low levels of new buildings in social housing, resulting in the need to upgrade, repair and future proof existing housing stock.

Private sector housing still continues to be the biggest market for repairs and maintenance. The findings and recommendations of the Glasgow Factoring Commission are that there has been significant underinvestment in the management, maintenance, and repair of private residential properties in Glasgow. There is need for greater openness, transparency, and value for money from factoring services.

PRIORITIES AND GROWTH

Over the next year, ng2 aims to expand its contracts base, gaining additional contracts from the main client – ng homes; and through growing the client base. By gaining contracts ng2 can secure and sustain the enterprise and employment it has created and develop to employ even more local people, contributing to the local economy. Public and private sector drivers around social enterprise and the need to evidence corporate social responsibility provide opportunity for a business like ng2, particularly as a sub-contractor.

ng2's core service delivery contributes to the regeneration of North Glasgow by maintaining and improving the physical environment in North Glasgow and supporting economic activity as a local business and employer. There is opportunity to more closely align the work undertaken by ng2 commercially with the community regeneration focus of ng homes, particularly around environmental projects, recycling, and energy usage.

For 2024/25

ng2 has a responsibility to its clients to deliver value for money, high quality facilities management services. This demands that the organisation operates under the same commercial lines as its competitors in the private sector.

Opportunities for business

Analysis of ng2's last business plan period highlighted door entry and bulk as growth areas.

For 2024 -25 focus will include:

- Increasing levels of void work and working with outside contractors on planned maintenance activities.
- Being more proactive in general repairs works.

Drivers for growth

In planning for growth ng2's key driver is to sustain and maintain what has already been built in order to safeguard the employment created locally by ng2. In order to achieve this ng2 must grow in a way which does not significantly increase the overheads of the organisation, in a manner which is sustainable, and which allows ng2 to maintain its profitability in order to continue to contribute to the physical, social, and economic regeneration of the North of Glasgow.

ng2 will achieve this through pursuing a business model which encompasses:

- i) the direct delivery of services to its clients;
- ii) the ongoing development of strategic partnerships and joint ventures; and
- iii) the use of outsourcing where beneficial.

By utilising such flexible structures ng2 can respond to the seasonal nature of some of the services it delivers, as well as respond quickly to business opportunities and can maintain and grow its community programmes. Underpinning all of this is a commitment to quality and customer satisfaction which will continue to drive our commercial decisions.

FINANCIAL PROJECTIONS

The financial projections have been prepared for the year to 31 March 2025. Turnover is projected to hold steady moving from over £5m in 2023/24 to £5.1m in 2024/25. Planned maintenance and other projects are back to normal levels.

The level of activities will help maintain the profitability of ng2. This will help support the continual upgrade of the vehicle fleet and other plant in use within the company. The investment in vehicles and plant will be a constant feature across any budget period.

The balance sheet position continues to improve with an increased level of reserves. The cash flow position is in a positive position with the investment in new vehicles and plant being lower than in the previous year.

RISKS AND CRITICAL SUCCESS FACTORS

Risks

Seasonality: some aspects of ng2's operations are seasonal in nature. Financial analysis of trading has not shown this to have had any negative impact on the financial viability of ng2 however in growing the business an eye needs to be kept to the potential impact of seasonality on profitability and cash flow particular as seasonal services are targeted for growth e.g. garden maintenance.

Quality: monitoring of quality standards across all operations as the organisation grows will be critical to success and allow for speedy intervention should there be any quality issues. Plans to upgrade systems and processes for operational efficiency and contract monitoring will serve to mitigate this risk. An appropriate set of key performance indicators will further support the ongoing drive for high quality delivery.

Reputational: ng2 is a highly visible brand in the local area and ng homes is an established community organisation. Reputational risk is minimised through ensuring that the proposed business expansion of ng2 is in line with ng homes's strategic goals and growth options relate to expanding existing services which ng2 is experienced at delivering.

Financial: ng homes as the main client of ng2 operates a 14 day payment cycle which ensures a regular cash flow to ng2. In extending the client base of ng2 there is risk related to delayed payment and/or non-payment. Robust credit control processes are needed to ensure this is managed and the wider support functions of ng homes are likely to be an advantage in this regard.

Critical success factors

- Ongoing business development and focus on quality
- Continue to invest in systems and people
- Monitoring and evaluation of best value and social value

APPENDIX 1 – BUDGET PROJECTIONS YEAR TO MAR 25

Year to 31/03/24	NG 2 Profit and Loss - period to	31-Mar-25			Gross Profit £
		Sales £	Materials & contractors £	Wages £	
202,594	Cleaning Services	733,063	86,460	433,879	212,724
	Maintenance and repair services				
84,921	- Joinery	2,290,545	1,930,165	221,213	139,167
44,075	- Electrical	144,446	119,213	-	25,234
19,073	- Painters	117,008	21,956	75,025	20,026
(84,800)	Management costs	-	-	99,040	(99,040)
68,195	Concierge services	392,675	-	315,870	76,805
231,591	Environmental activities	1,127,862	134,190	790,501	203,171
57,187	Other activities	288,123	-	228,077	60,046
622,836		5,093,722	2,291,983	2,163,605	638,133
-	Other income	-	-	-	-
622,836		5,093,722	2,291,983	2,163,605	638,133
	Overheads				
65,000	Management charges			70,000	
27,690	Rent and rates			29,075	
202,350	Motor expenses			212,468	
4,260	Telephone and IT support			4,473	
4,260	Printing, stationery, and advertising			4,473	
15,975	Professional fees			16,774	
2,769	Container hire			2,907	
26,625	Uniforms, safety equipment and repairs			27,956	
15,975	Training			21,774	
4,260	Insurance			4,473	
151,609	Vehicle and plant depreciation			154,764	
426	Bank charges			447	
4,260	General expenses			4,473	
525,459					554,056
97,377	Net profit				84,077
14,894	Corporation tax				19,894
82,483					64,183

2024	NG 2 Balance sheet at	31-Mar-25	£
£ 416,266	Fixed assets		339,002
	Current assets		
496,301	Debtors	506,301	
219,522	Bank	360,968	
<u>715,823</u>		<u>867,269</u>	
	Current Liabilities		
113,676	Trade Creditors	123,676	
37,175	Other creditors	<u>37,175</u>	
<u>150,851</u>		<u>160,851</u>	
<u>564,972</u>			<u>706,418</u>
<u>981,238</u>			<u>1,045,420</u>
100	Share capital		100
981,138	Profit and Loss account		1,045,320
<u>981,238</u>			<u>1,045,420</u>

2024	NG2 CASHFLOW	31-Mar-25
£	OPERATING ACTIVITIES	£
82,483	Surplus for year	64,183
-	Interest Received	-
-	Loan Interest Paid	-
<u>82,483</u>	Operating surplus excluding int & tax	<u>64,183</u>
151,609	Depreciation - vehicles and plant	154,764
(10,000)	Decrease/(Increase)in Debtors	(10,000)
(4,500)	(Decrease)/Increase in Creditors	10,000
<u>219,592</u>	Net Cash In/(Out)flow From Operating Activities	<u>218,946</u>
	RETURNS ON INVESTMENTS AND SERVICING OF FINANCE	
-	Interest Received	-
-	Less: Interest Paid	-
<u>-</u>	Net Cash In/(Out)flow from Returns on Investments and Servicing of Finance	<u>-</u>
<u>-</u>	Tax Paid Less Grants Received	<u>-</u>
	INVESTING ACTIVITIES	
(85,000)	Acquisition of Other Fixed Assets	(77,500)
-	Investment in Activities	-
<u>(85,000)</u>	Net Cash In/(Out)flow From Investing Activities	<u>(77,500)</u>
<u>134,592</u>		<u>141,446</u>
	FINANCING	
-	Loans Received	-
-	Less: Loans Repaid	-
-	Issue Of Share Capital	-
<u>-</u>	Net cash In/(Out)flow From Financing	<u>-</u>
<u>134,592</u>	Increase/(Decrease) in Cash and Cash Equivalents	<u>141,446</u>
134,592	Movement in Cash & Bank	141,446
<u>134,592</u>	Increase/(Decrease) in Cash and Cash Equivalents	<u>141,446</u>



Register of Payments and Benefits

Case No:164


1. DESCRIPTION OF BENEFIT		
BENEFIT		DETAILS (e.g. tenancy address, post etc.)
Tenancy	✓	
Contract of Employment	✓	Offer of [REDACTED] position. Fixed term contract until 27 September 2024
Works to tenanted property		
Voluntary Severance (Supplementary Board Report to be provided re Business Case)		
Contract or Payment to a business		
Other (e.g. non-statutory disturbance payment)		


2. DETAILS OF BENEFICIARY		
NAME:	[REDACTED]	
ADDRESS: (where relevant)		
RELATIONSHIP		DETAILS
Board Member		
Sub-Committee Member		
Connection to Board member		
Connection to Sub-Committee member		
Employee	✓	[REDACTED] (ng2)
Connection to employee	✓	[REDACTED]
A Business		
Other		

3. APPROVAL

[REDACTED] is the preferred candidate for the role of Estate Services Operative. This post was advertised internally and externally. There were 24 candidates and 13 people were appointed. [REDACTED] was not part of the interview process.

Initial

Directors Signature _____  _____

Chair's Signature _____  _____

Meeting where approved	Phone meeting.
Date of meeting	7/5/24

4. RATIFICATION	
Date of Board meeting where ratified (if not approved at Board meeting)	14/5/24.



Register of Payments and Benefits

Case No:165

1. DESCRIPTION OF BENEFIT		
BENEFIT	✓	DETAILS (e.g. tenancy address, post etc.)
Tenancy		
Contract of Employment	✓	
Works to tenanted property		
Voluntary Severance (Supplementary Board Report to be provided re Business Case)		
Contract or Payment to a business		
Other (e.g. non-statutory disturbance payment)		

2. DETAILS OF BENEFICIARY		
NAME:	[REDACTED]	
ADDRESS: (where relevant)		
RELATIONSHIP		DETAILS
Board Member		
Sub-Committee Member		
Connection to Board member		
Connection to Sub-Committee member		
Employee		[REDACTED]
Connection to employee		[REDACTED]
A Business		
Other		

3. APPROVAL

[REDACTED] applied for the ng2 post of [REDACTED] [REDACTED] [REDACTED] offered the position subject to satisfactory references and completion of pre-start paperwork. [REDACTED] was not part of the interview process or part of the interview panel.

Initial

Directors Signature _____	[Redacted]
Chair's Signature _____	[Redacted]
Meeting where approved	Phone meeting
Date of meeting	7/5/24

4. RATIFICATION	
Date of Board meeting where ratified (if not approved at Board meeting)	14/5/24



Board Meeting For Noting

To: ng2 Board
From: Senior Operations Supervisor

SUBJECT: ng2 OPERATIONS REPORT
JANUARY – MARCH 2024

DATE: 14 May 2024

1.	<p>Introduction</p> <p>This report provides an update on ng2's areas of business operations for Quarter 4 of financial year 2023-2024.</p> <p>This report will detail services delivered during the reporting period, in compliance with existing safety protocols and health and safety measures.</p>
2.	<p>Strategy</p> <p><u>Business Planning and Growth for 2023/24</u></p> <p>ng2 future growth will be aligned to ng homes stock condition survey and planned investment programme for 2023/24.</p> <p>Projects identified for 23/24 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 - MSF Decant Contract <p>The landscape maintenance contract continues to be ng2's largest contract for 2023/24 and 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 460 voids being completed and returned to ng homes per annum.</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>
3.	<p>Void Monitoring and Management</p>

	<p>At the start of 2023 ng homes identified a need for better monitoring and turnaround times for void properties, to achieve this ng2 were given complete Admin control over all the associations void properties and sub-contractors including all major works.</p> <p>ng2 began the process by meeting each contractor and service provider involved in voids and setting out expected timescales with them, we then set up a full tracker for voids and major works which is kept live and up to date allowing us to identify problem areas that are affecting timescales and find ways to rectify them.</p> <p>Through this thorough monitoring process, we have managed to take turnaround times for void properties from an average of over 100 days in the latter half of 2022 to an average turnaround of 32 days in 2023/24.</p> <p>During the reporting period ng2 have overseen the management of 77 void properties with an average turnaround time of 31 days from the tenant handing keys in to completion including all major works and an average turnaround time of 10 days for void works.</p> <p>During the reporting period, the following major works were carried out in void properties:</p> <ul style="list-style-type: none"> - 34 New Kitchens - 21 New Bathroom suites - 15 Rewires <p>Each of the 77 voids received an Electrical Installation Condition Report and remedial works to ensure each void meets LD1 compliance.</p>
4.	Garden Maintenance
	<p>This contract comprises the provision of a ground maintenance service to the Association's properties for a 5-year period commencing March 2017 and involves all aspects of grounds maintenance including both hard and soft landscaping to private / communal gardens as well as open space areas.</p> <p>Garden maintenance operations commenced in April 2024 in line with the list implemented into the SLA by Ewing Somerville Partnership. A meeting was convened in the reporting period to revisit the SLA with a view to making amendments. An SLA for the Garden Maintenance contract is currently under review.</p> <p>New methods for collation of data for valuations (variations etc) are now also in place.</p> <p>The team continue to carry out weekly checks on Heras fencing on hire at St Monance Street to rectify minor issues and report damage to the Association.</p>

	<p>Hedge reductions were carried out in the period.</p> <p>Although the contract has just started we have already received a number of compliments regarding grass cutting from tenants.</p> <p>We will provide a further update on this in the Q1 2024 report.</p> <p>See Appendix 1 for photographs of garden maintenance works.</p>
5.	Jet Washing
	<p>We continue to offer jet washing, as a reactive service only, and this greatly improves the areas where jet washing takes place.</p> <p>In conjunction with the housing association, we are currently looking at schedule of works for jet washing.</p> <p>We are currently looking to recruit staff to form a new jet a new jet washing team and we will report back with more information on this in the Q1 2024 report.</p> <p>See Appendix 1 for photographs of work carried out in the period.</p>
6.	Environmental Hit Squad
	<p>During the reporting period, ng2 have been transporting an average of 19 tons of household waste per week to the dump.</p> <p>During Q2 we successfully implemented a team dedicated to fly tipping and back court bulk uplift, this has resulted in the hit squad being able to concentrate on environmental work and void clearances without the need for overtime, this process has continued successfully during Q4 and Q4.</p> <p>Although the backcourt team have allowed the hit squad to concentrate on other areas, we have noted that the majority of the hit squads time is now spent on void clearance due to ng2 helping cover the concierge service, we will continue to monitor this situation over the coming quarter and may need to look at a way to get more environmental work covered as this service is beginning to suffer.</p> <p>Daily checks to Heras fencing in Ashfield/Crowhill Street continued in the period and will be carried out until further notice.</p> <p>See Appendix 1 for photographs Hit Squad work in the period.</p>
7.	Close Cleaning / ESO
	<p>The Close Cleaners and Back Court teams provide daily reports to the Association which has reduced the Health & Safety risks associated trip hazards and vermin caused by excess rubbish.</p>

	<p>The close cleaning service is running smoothly, with very few complaints.</p> <p>Back courts and bin sets are tidied and cleaned by a dedicated team of operatives however the continued reduction of refuse collections means that this continues to be challenging due to the amount of rubbish within the back courts. The Back Court teams continue to complete their usual tasks plus bulk/fly tipping collection as an additional service.</p> <p>Window cleaning continues throughout the closes, offices and retirement complexes on a six-weekly cycle, either manually or with a water fed pole.</p> <p>On-site cleaning has continued at the Keppochhill new build, in the interim, on a reactive basis while the SLA is agreed and implemented.</p> <p>We have used this as an opportunity to test out modernising the close cleaning service using new mechanical stair cleaners, backpack hoovers and mechanical scrubbers.</p> <p>Whilst a review of the concierge service is being carried out, ng2 have been asked by the association to provide cover to services including:</p> <ul style="list-style-type: none"> - Stair and landing cleaning to the 14 MSF blocks & Lenzie Terrace Decks - Maintaining the curtilage to the 14 MSF blocks & Lenzie Terrace Decks - Bulk removal to the 14 MSF blocks & Lenzie Terrace Decks - Void clear and cleans to the 14 MSF blocks & Lenzie Terrace Decks <p>See Appendix 1 for photographs of close cleaning and back court works.</p>
8.	Painting Division
	<p>During Quarter 4 the painting division have been focused mainly on:</p> <ul style="list-style-type: none"> - Mould / Damp Treatment - Void properties - Door entry painting - Tenanted day to day works <p>During the reporting period 113 day to day jobs and 77 voids were completed.</p>
9.	Joinery Division
	<p>During Quarter 4 the Joinery division have been focused mainly on:</p> <ul style="list-style-type: none"> - Voids

	<ul style="list-style-type: none"> - Fencing - Day to Day Joinery Works <p>During the reporting period 426 day to day repairs and 77 voids were completed.</p>
10.	Multi Storey Flat Investment Project
	<p>The MSF decant programme has now concluded with a total of 592 tenants decanted and 592 flats deep cleaned.</p> <p>The programme has been a great success allowing essential work to go ahead and providing ng homes tenants with clean and safe temporary accommodation during the works.</p>
11.	Vehicles
	<p>Operatives are reminded, via regular toolbox talks, of their individual responsibilities for their safety and that of their colleagues and members of the public whilst using ng2 vehicles .</p> <p>During this quarter there was an additional tool box talk given to all staff focusing on the need to have a banksman when reversing ng2 work vehicles.</p> <p>We continue to hire vehicles from ACL however, this has been much reduced. Purchase of new/used vehicles is currently under consideration to prevent the need for hired vehicles.</p>
12.	Operational Issues
	<p><u>ng2 Overtime</u></p> <p>All overtime continues to be approved, in advance, by CEO.</p> <p><u>Staffing</u></p> <p>During Q1 ng2 carried out a trial with Job Centre Plus to help people go from benefits into paid employment, this involved a member of ng2 staff visiting Job Centre Plus and talking to potential candidates to inform them of different job roles within the company. Each potential candidate was informed that they would be starting on a 4-week unpaid trial with no detriment to their benefits and a guaranteed interview at the end of the 4 weeks. The area's we focused on were Garden Maintenance, Bulk Uplift, Back Courts and Admin. We offered 24 candidates a 4-week trial and of the 24, 22 were employed by ng2.</p> <p>During quarter 2, 2 of the above-mentioned staff gained full time contracts and a further 18 received extensions to their contract's.</p>

	<p>This was the first time we have carried out recruitment in this manner and we have found it to be extremely successful.</p> <p>During quarter 4, we have again used the DWP recruitment method, of the 7 staff that started 4 week trials, 4 have now gained temporary contracts until September 2024, we will update the board of the progress at the next meeting.</p> <p><u>Materials supply</u></p> <p>We continue to experience some delays in materials supply due to transport and customs-related issues. Whilst we can source materials, delivery is often much later than originally expected. We are working hard to ensure continuous supply of parts required to complete repairs. Prices of materials have risen across the trades, with some suppliers now issuing monthly price lists, meaning an increase in repairs costs, poor visibility on costings as well as quotations being issued with shorter expiry dates.</p>
13.	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>
14.	Recommendation
	Members are asked to note the content and progress highlighted within this report.



Appendix 1

Operational Photographs

Hit Squad Service

The Environmental Hit Squad continue to deliver reactive services as instructed by the Association. Housing Officers and Managers add required works to the list and the work is allocated to the teams.



Hypodermic syringes pose a health and safety risk and must be removed immediately and disposed of using specialist receptacles.

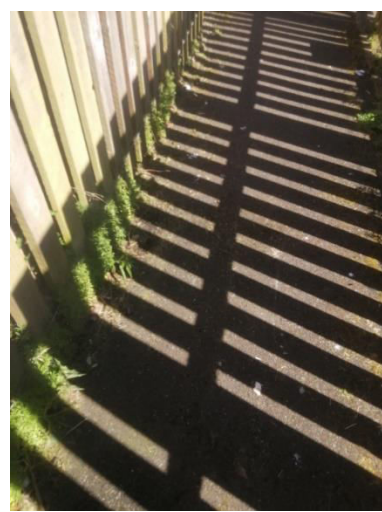
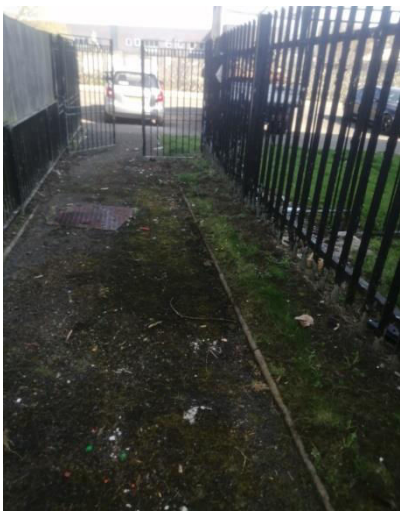
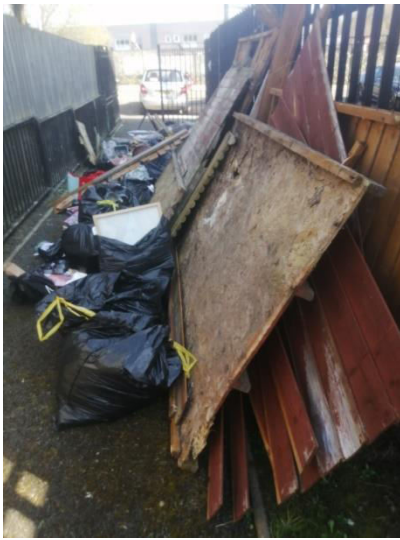
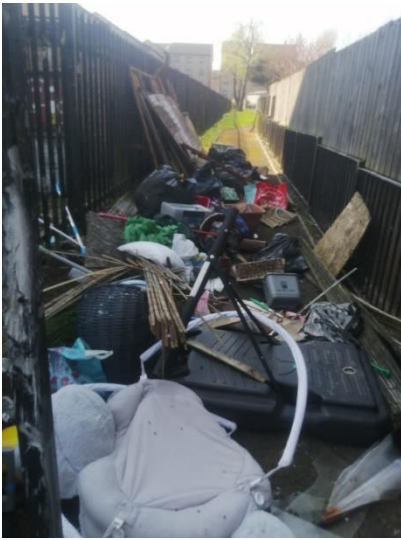
Daily checks continue on condition of hired Heras Fencing at Crowhill / Ashfield Street



Bulk Uplift Service / Fly Tipping

Glasgow City Council has reinstated their bulk uplift service however they now charge for every uplift and this has resulted in an increase in fly tipping around the estate, despite the presence of signage.

Fly tipping (before and after)



Bulk Uplift (before and after)



GARDEN MAINTENANCE

The contracted maintenance commenced in March 2023.

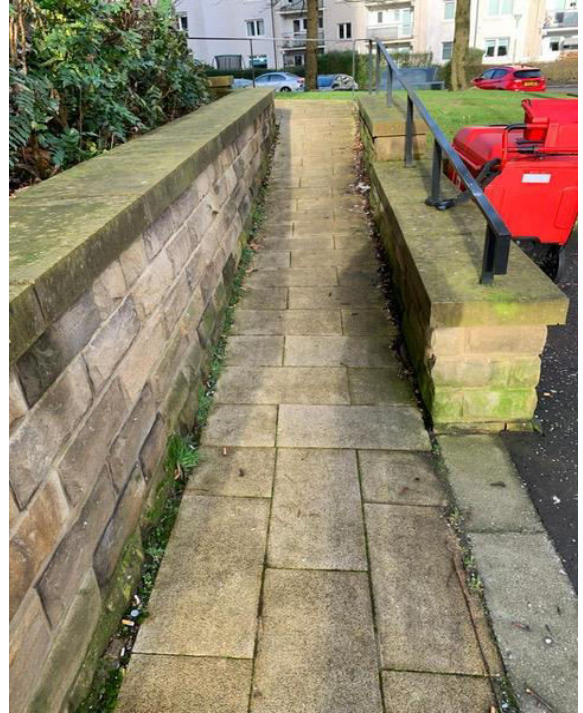
Back Court Tidy Up



Before and after back court tidy up



Garden Maintenance
Litter Pick / Deweeding / Shrub Beds



Operatives maintain the estate including leaf clearance, shrub-bed maintenance and litter picking



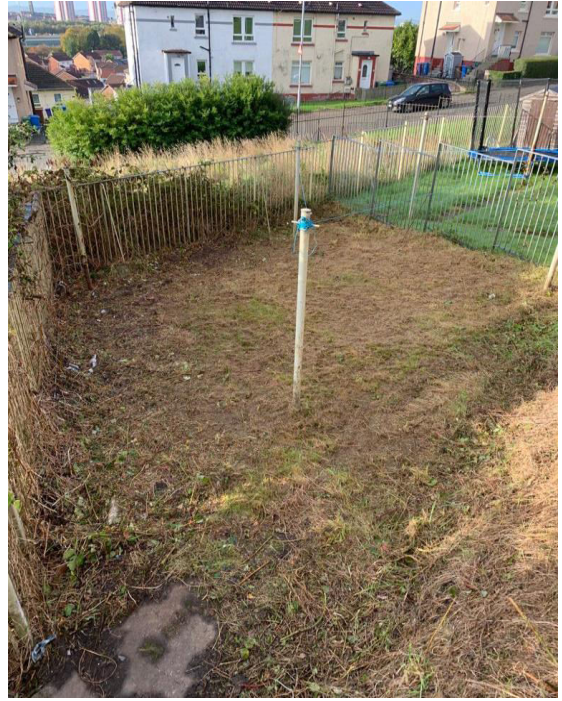
Open spaces are deweeded to maintain the area



Grass Cutting



The garden area of a void had to be brought up to an acceptable standard after a long period of neglect so that the property could be shown to prospective tenants.



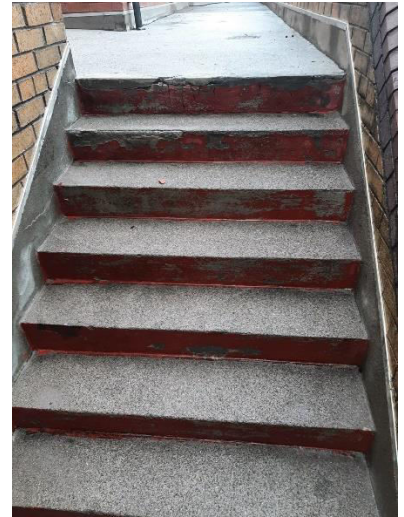
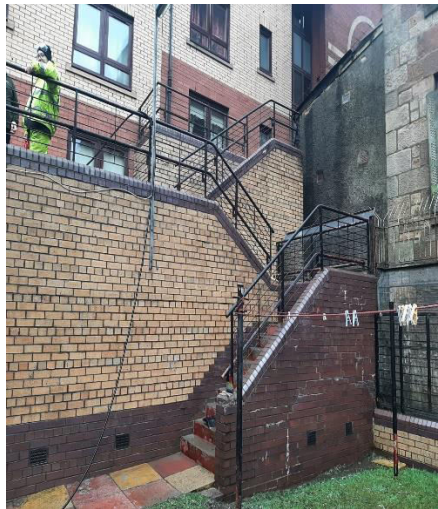
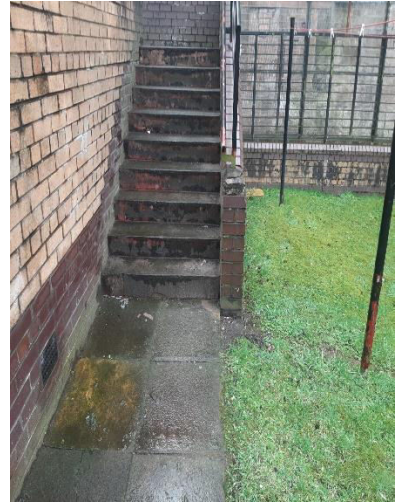
Heras Fencing Checks



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

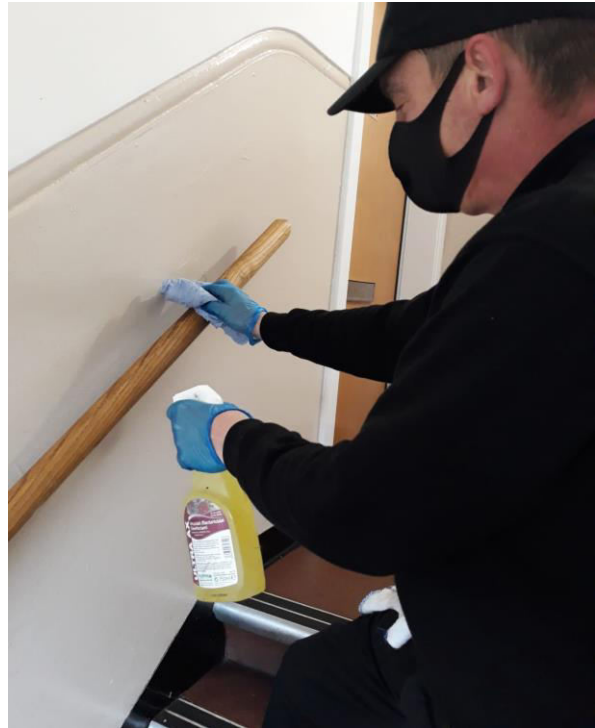
Jet Washing

Jet washing service is provided on request



CLOSE CLEANING

Close cleaning staff continue 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

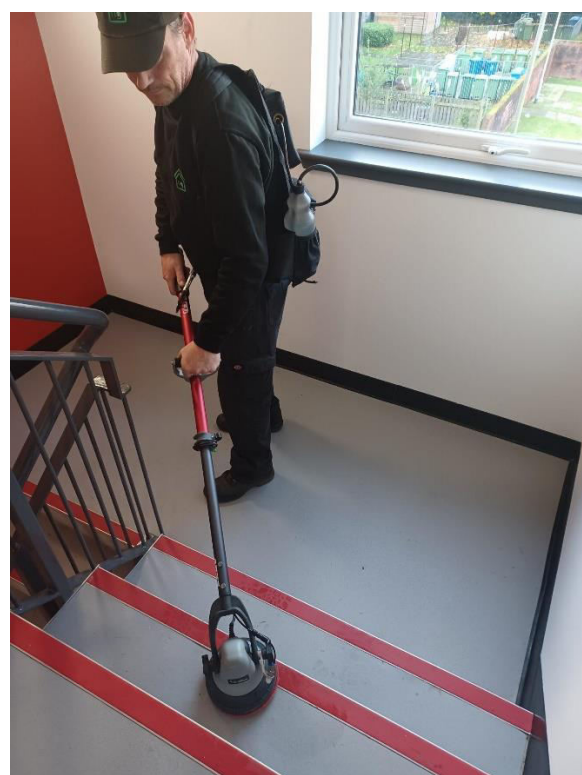
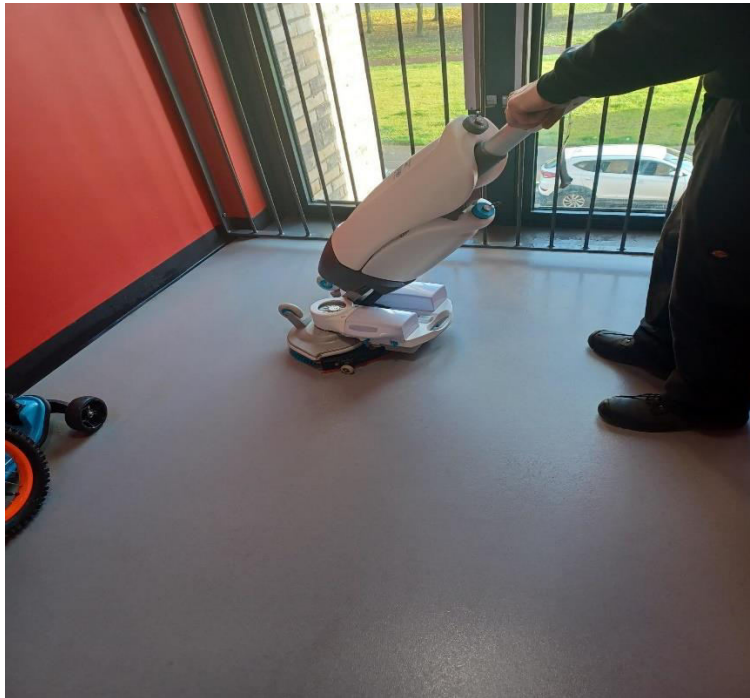


Operatives thoroughly clean handrails with virucidal disinfectant



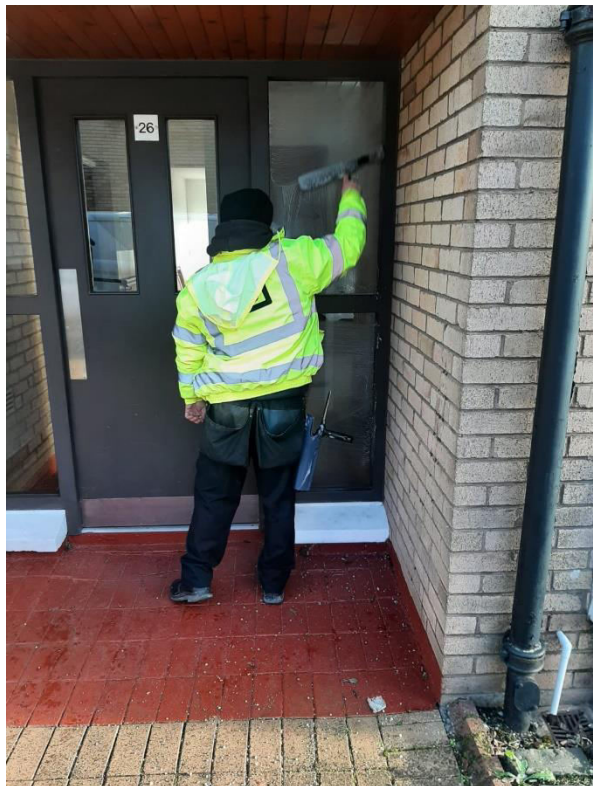
Common touch points are disinfected in every close

Close cleaning is now taking place regularly at the newly built Keppochhill development, using newly acquired floor scrubbing and buffing machines.



Window Cleaning

Window cleaning in closes is now taking place on a 6-weekly cycle





Board Meeting For Noting

To: Board
From: HR Officer

SUBJECT: STAFFING REPORT (NG2)

DATE: 14 May 2024

1. Introduction	This report refers to the period of 1 January 2024 – 31 March 2024, 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 As at 31 March 2024, 71 staff were employed by ng2 Ltd.</p> <p>Attendance and Absence During this reporting period, 53 staff had perfect attendance (74% of the workforce). As well as this, 12 staff members qualified to receive their two day 'no sickness reward'.</p> <p>The overall staff sickness absence percentage was above the 3% target and for this reporting period was 3.94%. The breakdown of the total number of working days available against days lost through sickness is detailed below:</p> <table border="1"> <thead> <tr> <th>Total number of work days available</th> <th>Number of days lost through sickness</th> <th>Sickness Absence %</th> </tr> </thead> <tbody> <tr> <td>4,710</td> <td>185.50</td> <td>3.94</td> </tr> </tbody> </table> <p>The 54 days lost is broken down into short term (a maximum of 19 days) and long term (20 days or more) as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Short Term</th> <th>Long Term</th> </tr> </thead> <tbody> <tr> <td>Days Lost</td> <td>98.5</td> <td>87</td> </tr> <tr> <td>Number of employees</td> <td>■</td> <td>■</td> </tr> <tr> <td>Percentage</td> <td>■</td> <td>■</td> </tr> </tbody> </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>		Total number of work days available	Number of days lost through sickness	Sickness Absence %	4,710	185.50	3.94		Short Term	Long Term	Days Lost	98.5	87	Number of employees	■	■	Percentage	■	■
Total number of work days available	Number of days lost through sickness	Sickness Absence %																		
4,710	185.50	3.94																		
	Short Term	Long Term																		
Days Lost	98.5	87																		
Number of employees	■	■																		
Percentage	■	■																		

Learning and Development (L&D)

During the period covered by this report, ng2 staff attended 7 training courses and benefitted from 183 hours of formal training and development as detailed in the table below. The direct cost of this training equates to £1,150.64.

Course Title	Number of staff attending	Number of staff hours	Direct cost of Training (£)
Level 2 Award in Asset and Build Comp Awareness	2	3	1,106.64
Level 1 Damp and Mould	2	3	44
Manual Handling	11	44	0
Recruitment and Selection	1	1	0
SHARPS and Biohazard	11	22	0
Working at Height	11	44	0
Working Safely	11	66	0
Total	49	183	1,150.64

Recruitment and Leavers

During the reporting period, there were 4 recruitment campaigns. Details of the vacancies are as follows:

Job Title	Contract	Start Date	Contract End Date	Internal or External	Post Filled?
Customer Services Officer (x2)	Fixed-term	26/02/24 and 23/04/24	25/02/25 and 22/04/25	External	Yes
Joiner	Fixed-term	19/05/24	18/05/25	External	Yes
Estate Services Operative (x13)	Fixed-term	01/04/24	27/09/24	External	Yes
Assistant Estate Services supervisor	Fixed-term	20/03/24	30/04/24	Internal	Yes

During the reporting period, 6 staff left the organisation: [REDACTED]

Due to the circumstances, one exit interview was carried out. This leaver spoke highly of their time at ng2 [REDACTED].

Company Health Plan – Simplyhealth

Simplyhealth have provided a report for 1 October 2023 – 31 December. As a reminder, these reports are supplied from Simplyhealth a quarter behind.

The attached report shows that staff are claiming for a wide range of benefits and in particular the report shows that the volume of claims for therapies has now overtaken claims for dental and optical.

Within the breakdown of the 'other' category the report shows that the majority of claims are for podiatry, however the highest value of claims is for diagnostic scans.

Within the quarter there has been an increase in vaccinations which is largely due to staff members claiming for their seasonal flu vaccination.

3.	Recommendation
	Members are asked to note the contents of this report.



Simplyhealth
All together **healthier**



Membership Summary

This Year
(01-Jan-2023)

105
Active Policies

130
Active Lives

Last Year
(01-Jan-2022)

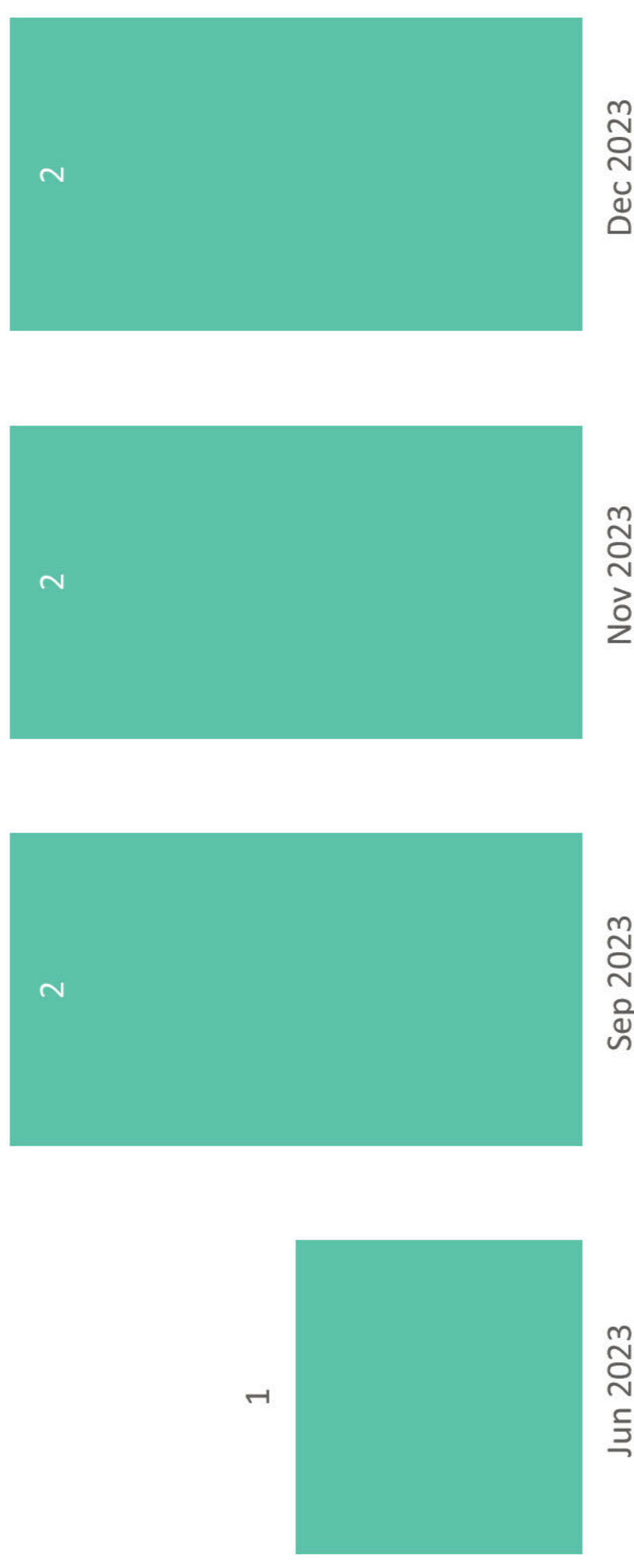
105
Active Policies Last Year

127
Active Lives Last Year

Active Policies

ProductLevel	Single	Couple	Single Parent Family	Total Policies
Level 4	89		14	103
Voluntary Level 4		1		1
Voluntary Level 5	1			1
Total Policies	90	1	14	105

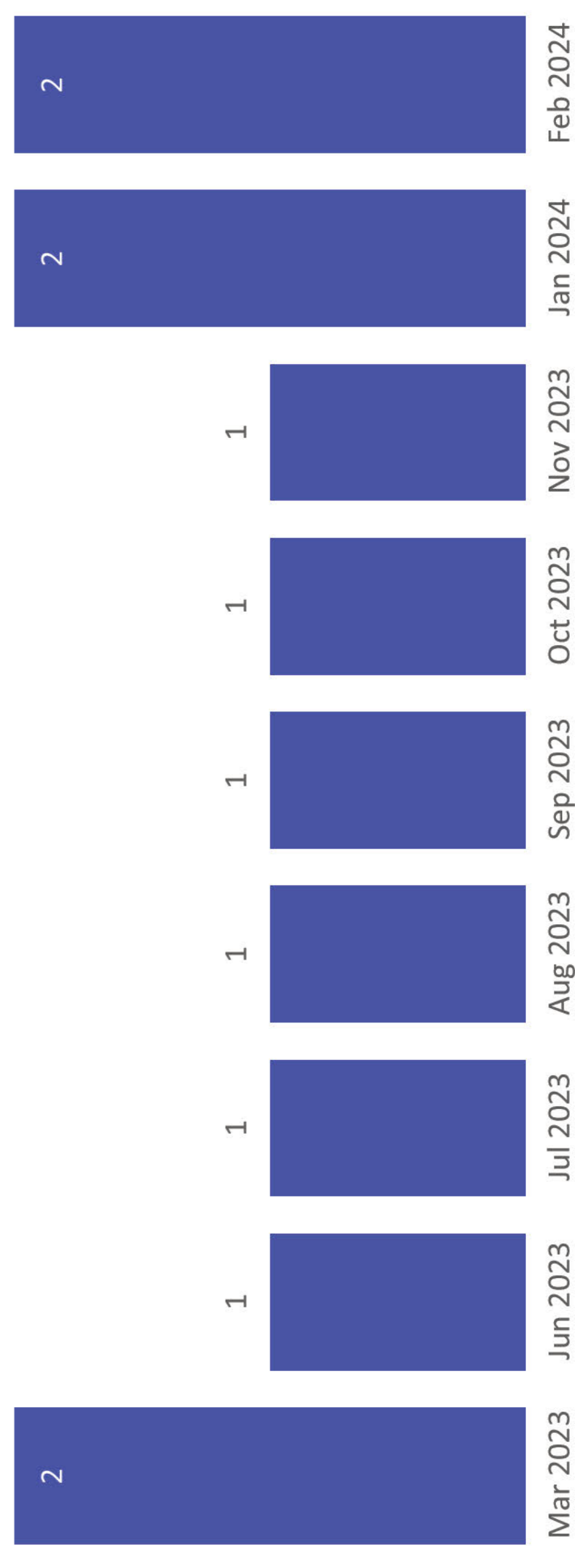
Joiners by Month (Policies)



Active Lives

ProductLevel	Single	Couple	Single Parent Family	Total Lives
Level 4	89		39	128
Voluntary Level 4		1		1
Voluntary Level 5	1			1
Total Lives	90	1	39	130

Leavers by Month (Policies)

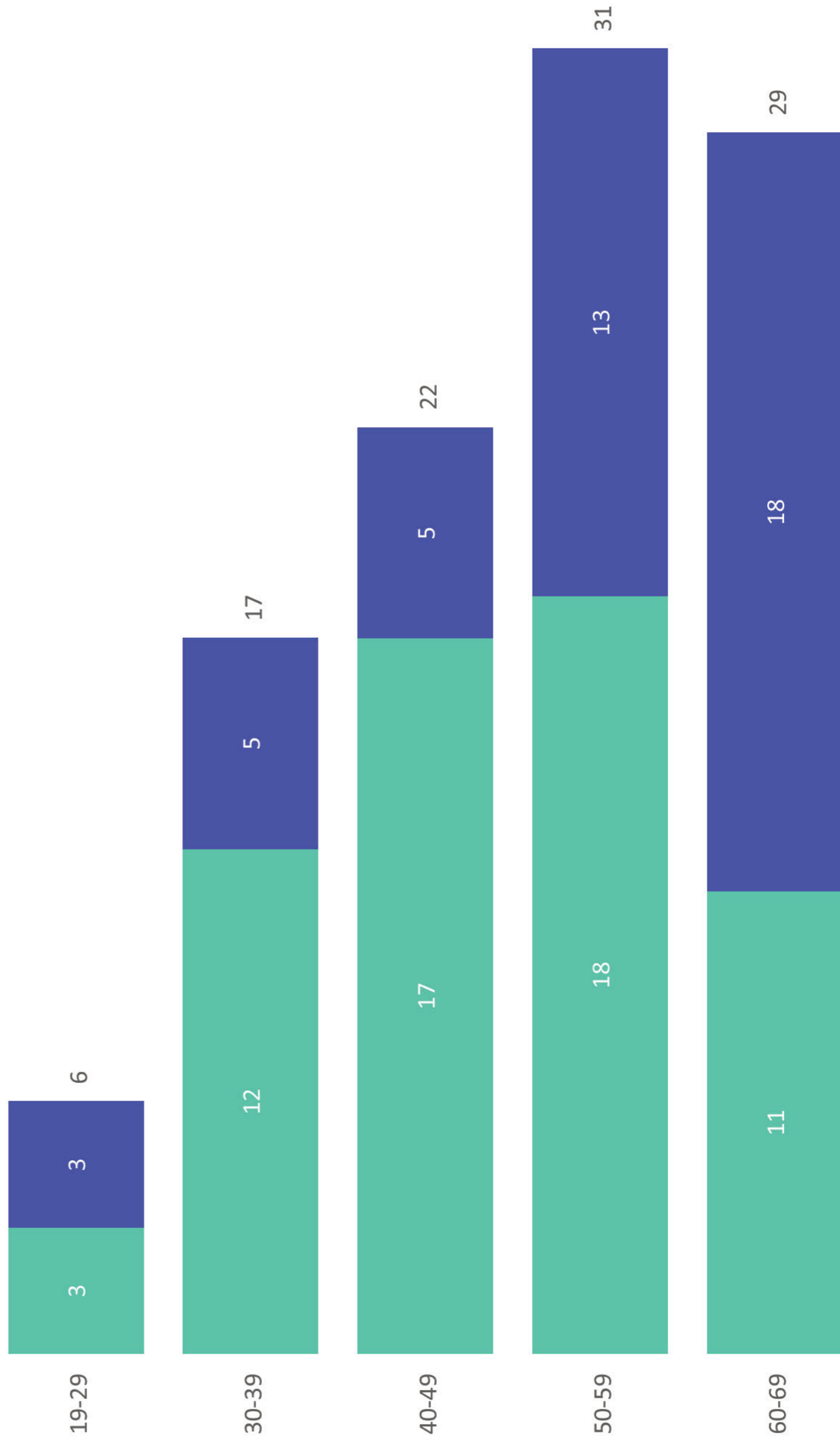


Policy Holder Demographics

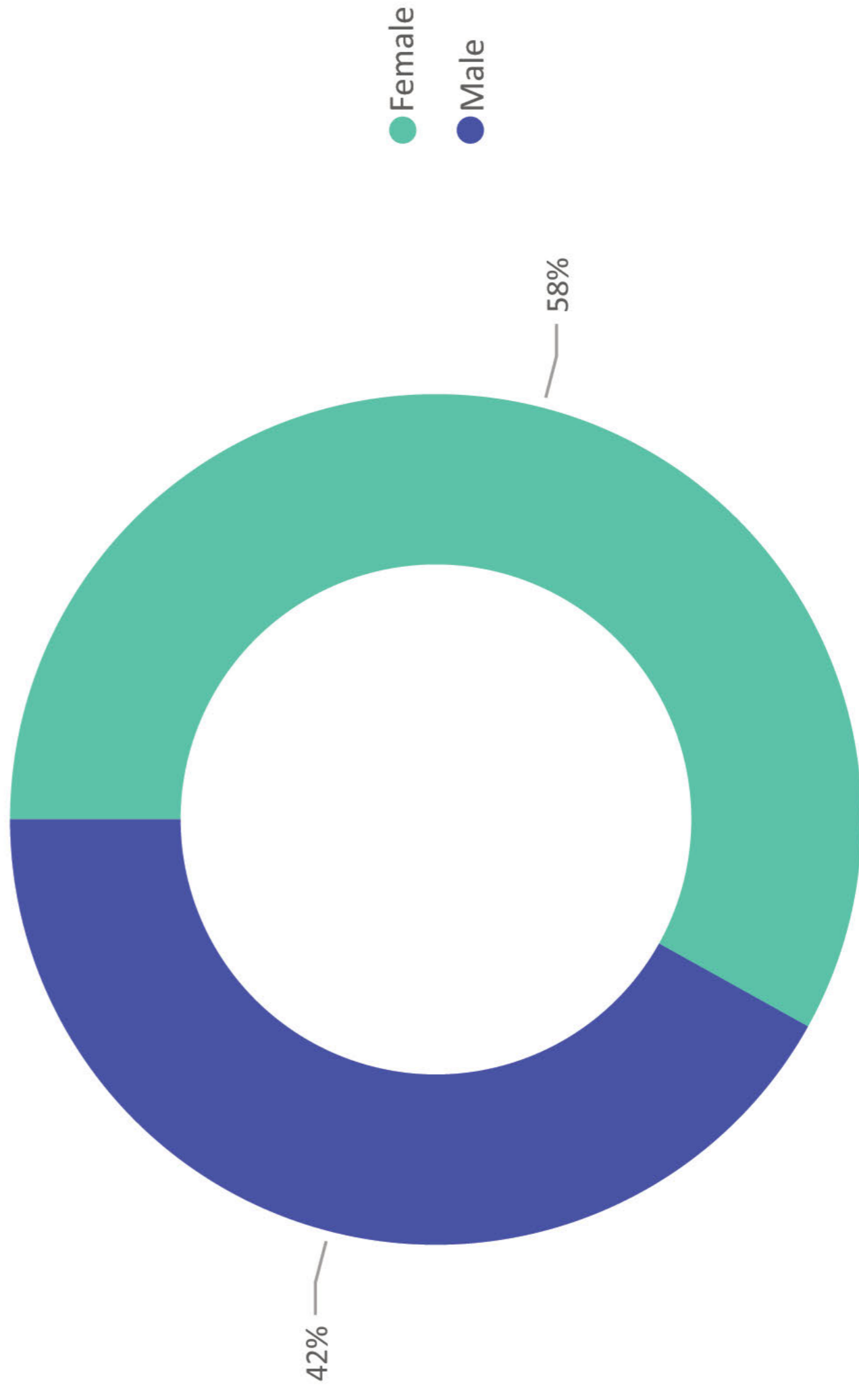
50.0
Average Age of Policy Holder

Active Policies by Age Group

● Female ● Male



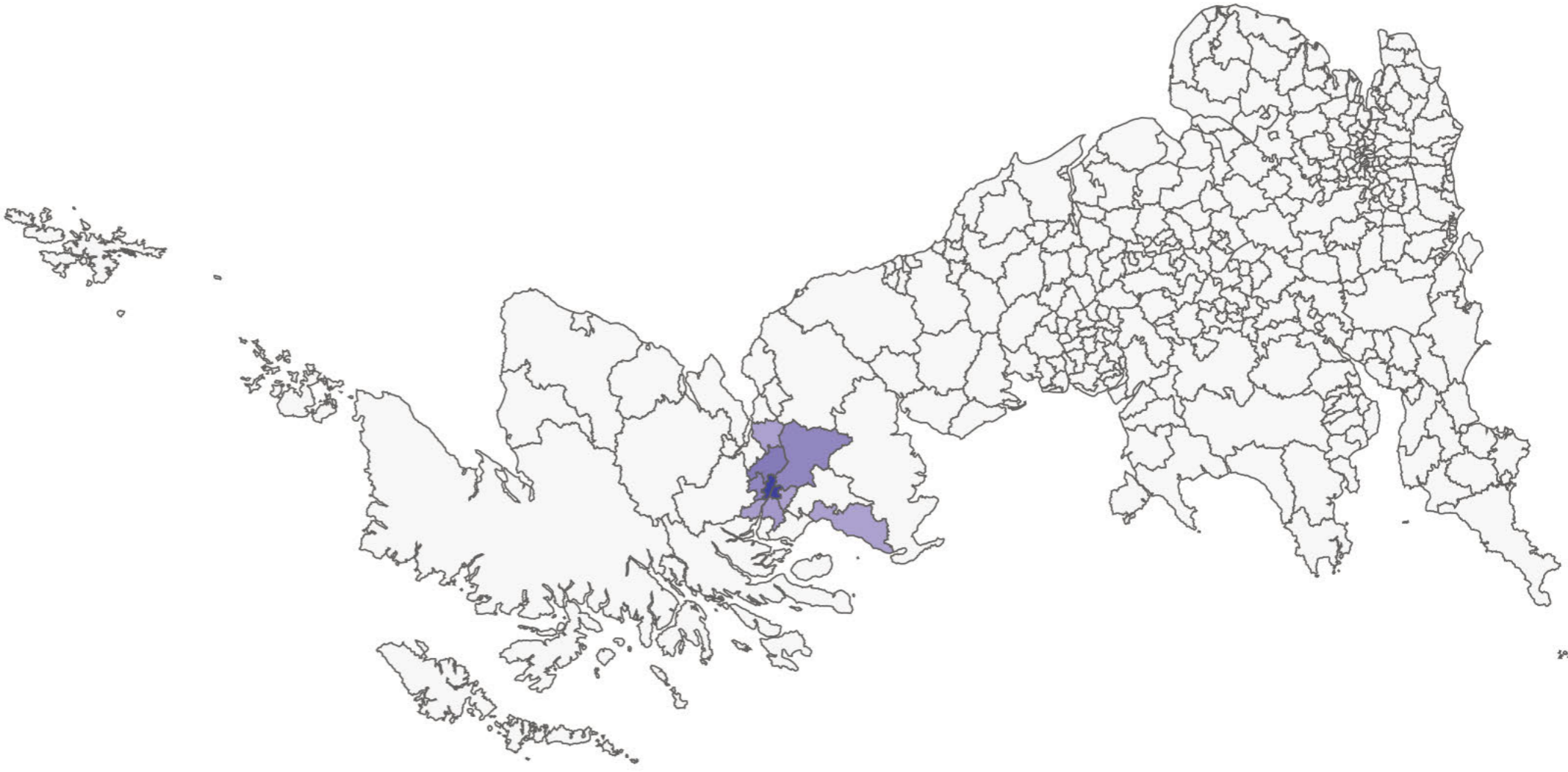
Active Policies by Gender



Policy Holder Heat Map

Active Policies by Local Authority District

Local Authority District	Active Policies	Active Lives
Glasgow City	58	64
North Lanarkshire	16	26
East Dunbartonshire	11	14
South Lanarkshire	11	15
Renfrewshire	4	4
West Dunbartonshire	2	2
East Renfrewshire	1	1
South Ayrshire	1	1
West Lothian	1	3
Total	105	130





Simplyhealth

Who Claims What?

This Year: to

Claims Volume by Benefit and Patient Age Band

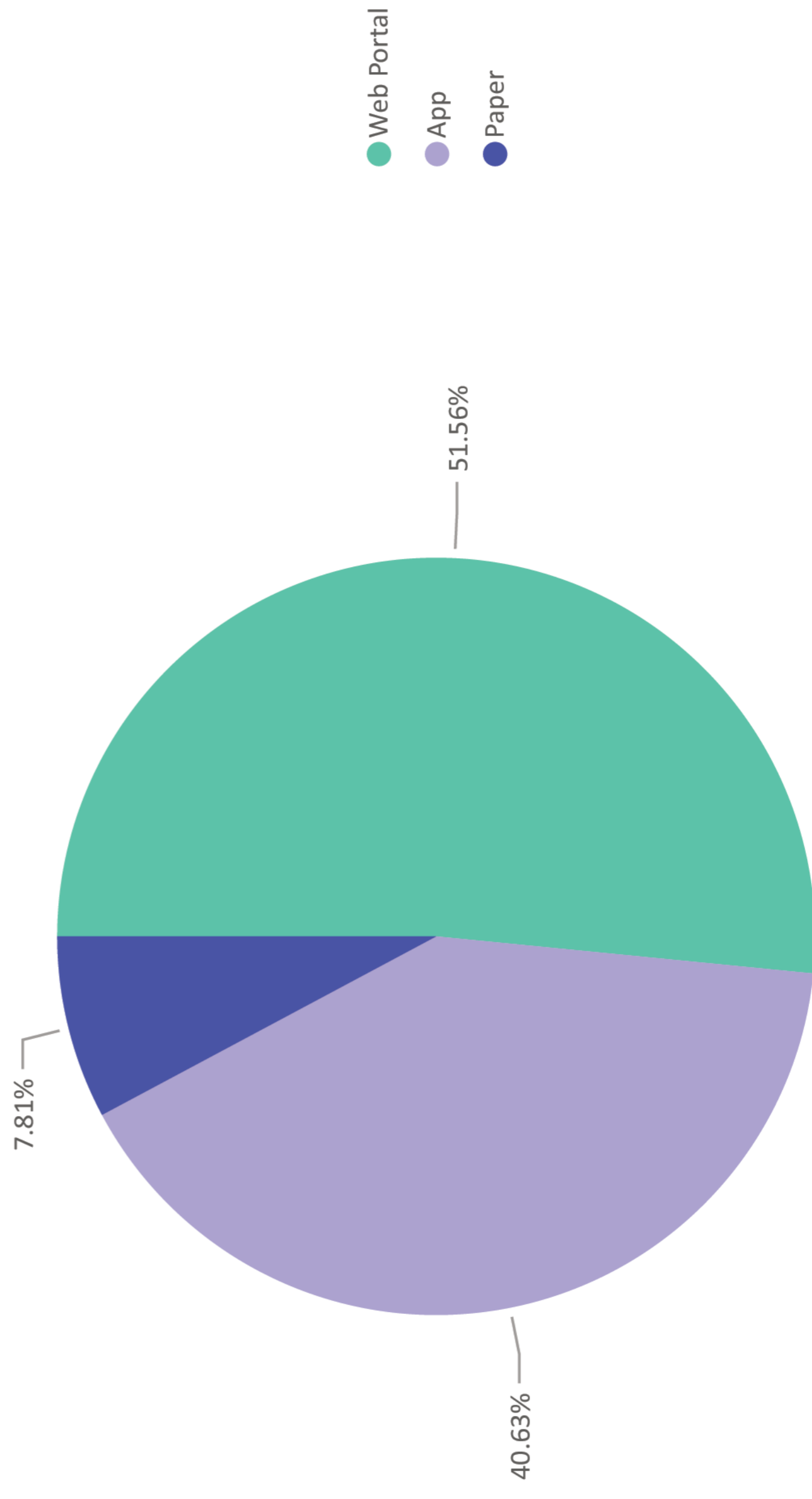
Claims - How are they received?

This Year: 01-Oct-2023 to 31-Dec-2023

0.61

Average Claims per Policy

Claims by Source





Simplyhealth

Claims Data Review

Label

This Year: 01-Oct-2023 to 31-Jan-2024

82

Claims Volume

£7,402

Claims Value

Last Year: 01-Oct-2022 to 31-Jan-2023

70

Claims Volume

£5,280

Claims Value

Benefit Type	Benefit	This Year - Claims Volume	This Year - Claims Value	This Year - Average Claim Value	This Year - % of Claims Volume	Last Year - Claims Volume	Last Year - Claims Value	Last Year - Average Claim Value	Last Year - % of Claims Volume
<input type="checkbox"/> Dental	Dental	17	£1,179.62	69.39	20.7%	30	£1,734.80	£57.83	42.9%
	Dental Accident	3	£907.18	302.39	3.7%				
	Total	20	£2,086.80	104.34	24.4%	30	£1,734.80	£57.83	42.9%
<input type="checkbox"/> Optical	Eyes	30	£3,321.76	110.73	36.6%	22	£2,274.90	£103.40	31.4%
	Total	30	£3,321.76	110.73	36.6%	22	£2,274.90	£103.40	31.4%
<input type="checkbox"/> Other	Podiatry/Chiropody	8	£294.00	36.75	9.8%	5	£163.00	£32.60	7.1%
	Inpatient	2	£100.00	50.00	2.4%	2	£340.00	£170.00	2.9%
	Vaccinations	4	£79.80	19.95	4.9%	2	£33.98	£16.99	2.9%
	New Child Payment	1	£200.00	200.00	1.2%	1	£200.00	£200.00	1.4%
	Diagnostic Scans	1	£450.00	450.00	1.2%				
Health Assessment	1	£300.00	300.00	300.00	1.2%				
	Total	17	£1,423.80	83.75	20.7%	10	£736.98	£73.70	14.3%
<input type="checkbox"/> Therapies	Physiotherapy	11	£457.00	41.55	13.4%	5	£443.00	£88.60	7.1%
	Chiropractic	4	£113.00	28.25	4.9%	3	£90.00	£30.00	4.3%
	Total	15	£570.00	38.00	18.3%	8	£533.00	£66.63	11.4%
Total		82	£7,402.36	90.27	100.0%	70	£5,279.68	£75.42	100.0%

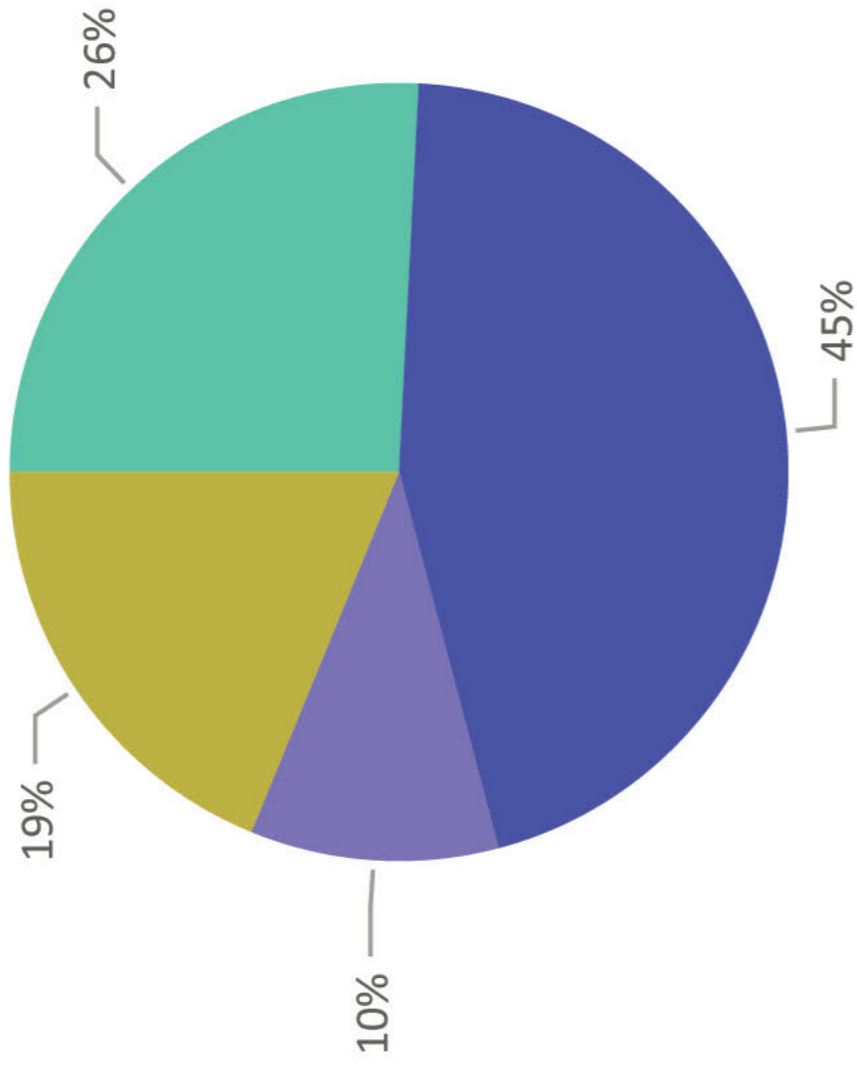


Simplyhealth

Benefit Summary

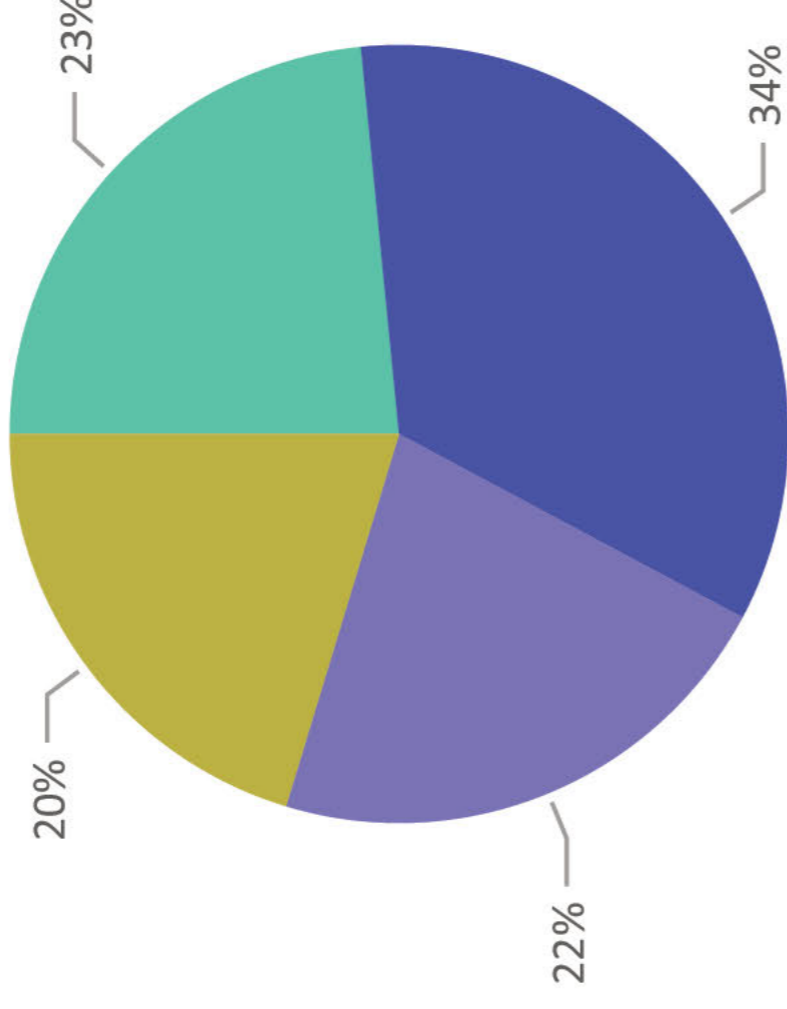
This Year: 01-Oct-2023 to 31-Dec-2023

Claims by Value



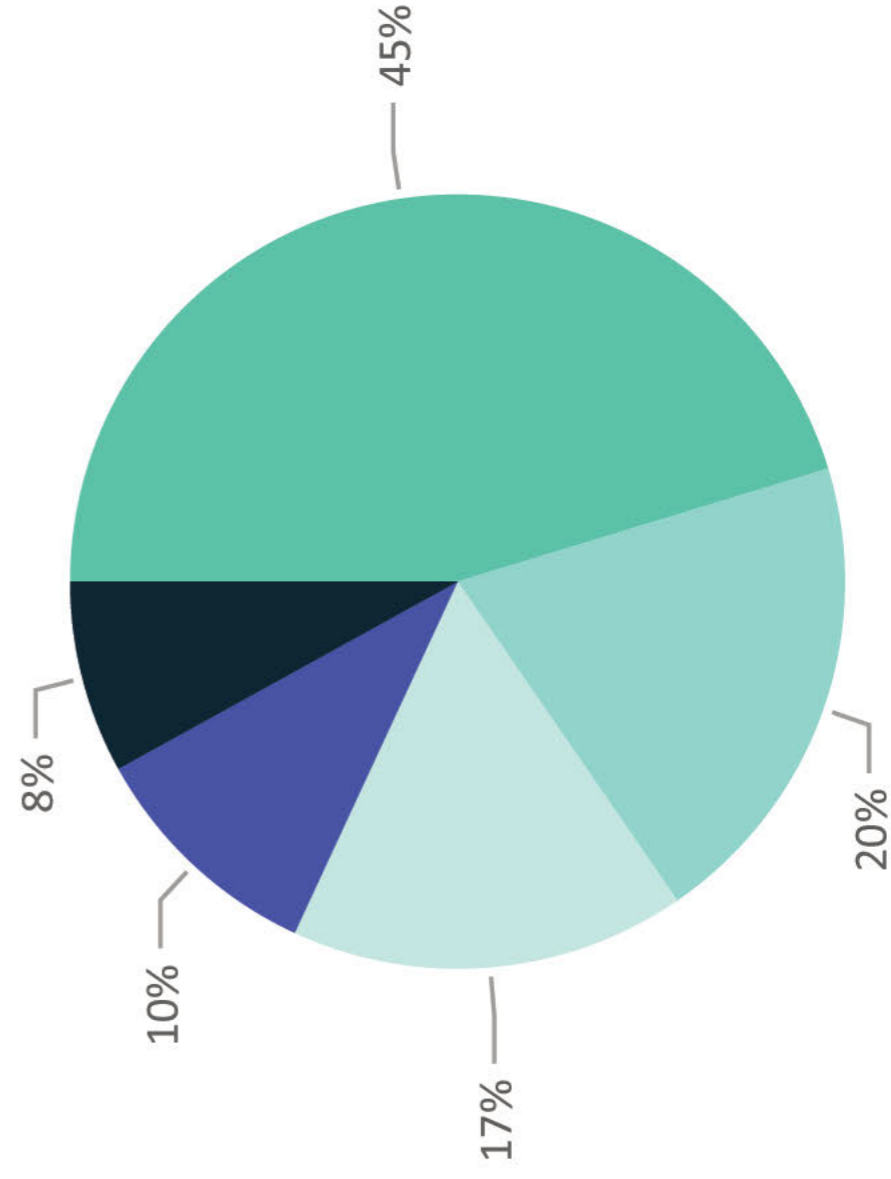
- Dental
- Optical
- Therapies
- Other

Claims by Volume



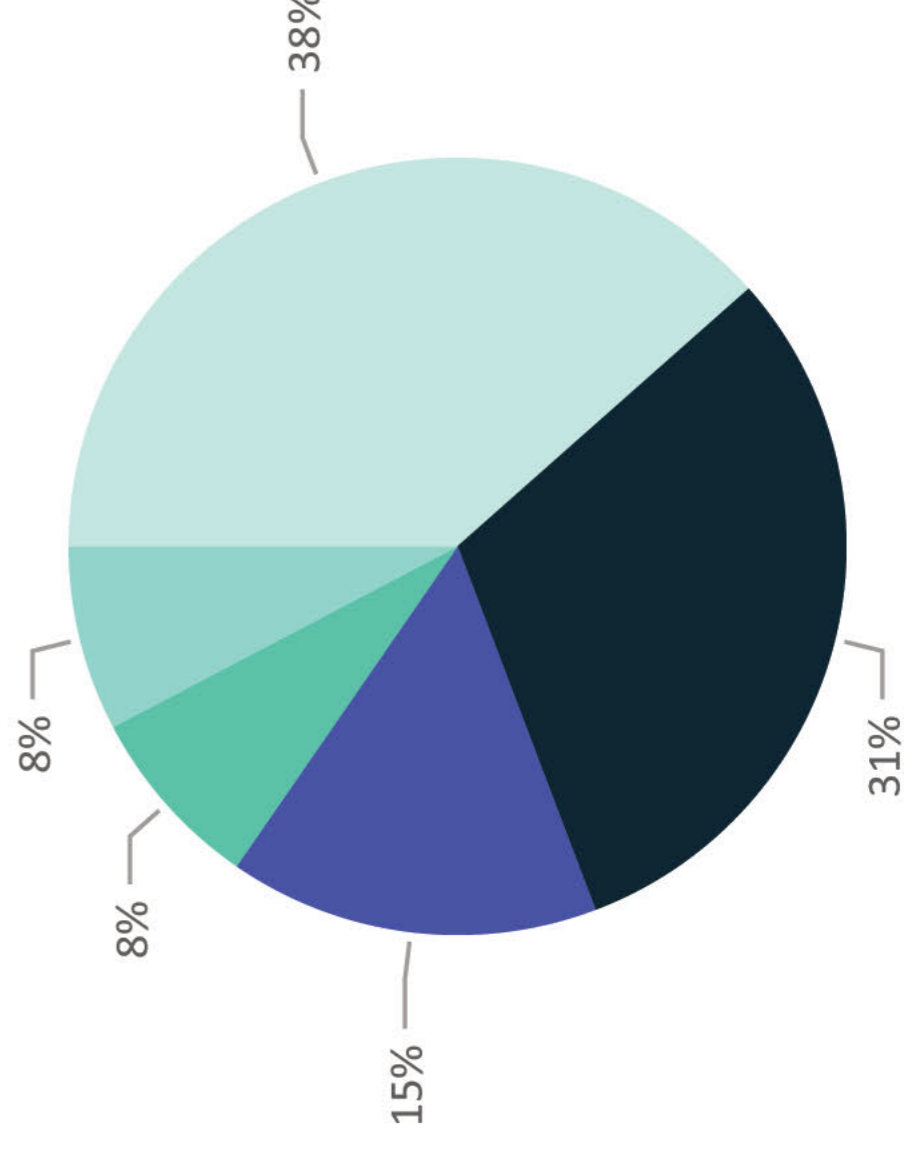
- Dental
- Optical
- Therapies
- Other

Claims by Value (Other)



- Diagnostic Scans
- New Child Payment
- Podiatry/Chiroprapy
- Inpatient
- Vaccinations

Claims by Volume (Other)



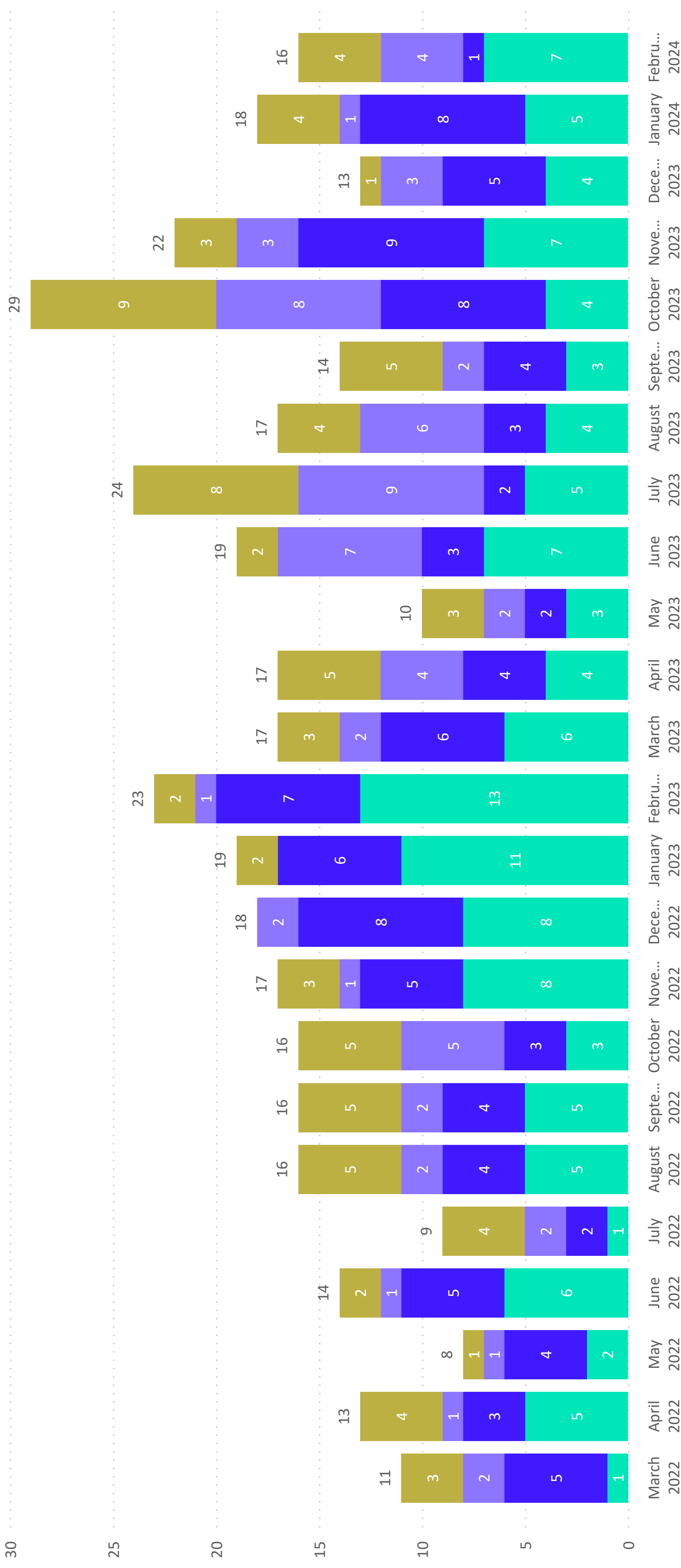
- Podiatry/Chiroprapy
- Vaccinations
- Inpatient
- Diagnostic Scans
- New Child Payment

Claim Trend

Labels

Claims by Volume

● Dental ● Optical ● Therapies ● Other





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ng2 is a subsidiary of ng homes
Registered Office: 50 Reidhouse Street Glasgow G21 4LA
Company No. SC381740
Registered charity in Scotland No. SC 030635