

Readers may note that some information within these documents have been omitted / redacted.

Some information has been omitted / redacted as disclosure may prejudice the commercial interests of Irvine Housing Association trading as Riverside Scotland.

We recognise that the commercial sensitivity of information may decline over time and the harm arising from disclosure may be outweighed by the public interest in openness and transparency. We commit to review the redaction of any such information from time to time.

Some information has been redacted as it contains personal data which identifies an individual. Disclosure of this information would place Irvine Housing Association t/a Riverside Scotland in breach of the Data Protection Act 2018.

Board Meeting Agenda
244th Meeting: Thursday 19 August 2021
At 5.30 p.m. the Riverside Lodge Hotel, Irvine

AGENDA

		Data Class
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Previous Minutes – Minutes of the Board Meeting held on Wednesday 30 June 2021	Public
4.	Matters Arising	
5.	Substantive Business	
5.1	Corporate Plan 2020/23 – Year 2 Delivery Plan	Internal
5.2	MD Recruitment and Interim Arrangements	Confidential
5.3	Board Member Nominations	Public
5.4	Rule 67 Statement by Secretary	Public
5.5	Lift Safety Management Policy	Public
5.6	Progress Reports on Development Projects	Confidential
5.7	Operational Performance Report	Public
5.8	Financial Performance Report	Restricted
5.9	MD Report	Confidential
6.	Minutes/Updates: a) Unconfirmed Audit & Risk Committee Minutes – 14 June 2021 b) Unconfirmed Group Customer Experience Committee Meeting Minutes – 1 July 2021	Confidential Confidential
7.	Disclosure	
8.	Any Other Business	
9.	Date of Next Meetings – 5.30 p.m. on Wednesday 22 September 2021 – AGM 6.30 p.m. on Wednesday 22 September 2021 – Special Board Meeting Meetings at the Gailes Hotel, Marine Drive, Irvine	

Date:	19 August 2021
Subject:	Nominations to the Board
Author:	Paul Hillard
Sponsor:	N/A
Appendices:	Appendix 1: Election to Board and Nomination Forms
Action:	For Information
Data Class:	Public

EXECUTIVE SUMMARY

The formal election of Board Members takes places at the AGM in September every year. Nomination paperwork has been submitted by Scott Stewart, Sohini Petrie, Tony McInnes and Fiona Fox, who have previously been interviewed by the Board Recruitment Panel. No other nomination paperwork has been submitted by any other member of the Association.

RECOMMENDATION

The Board is asked to consider and agree the proposed nominations to the Board.

1 Background

- 1.1 In accordance with the Association's Rules, the formal election of Board Members takes place at the Annual General Meeting in September every year.
- 1.2 A third of our Board and any Board Member who has been co-opted or has filled a casual vacancy, require to retire at the Annual General Meeting. Provided retiring Board Members have not been in office for more than 9 years or had their appointment extended by Board resolution, they are eligible for re-election without nomination.
- 1.3 As advised at the previous Board Meeting, Duncan McEachran, Janice Murray, Robin Hill and Jim Strang are standing down at the AGM. Janice, Robin and Jim plan to stand for re-election and have submitted the required forms to the Association.
- 1.4 There are currently 3 vacancies on the Association's Board and a further vacancy will be created by Duncan's retirement at the AGM.
- 1.5 Further to the Board Recruitment exercise, 4 individuals were invited to stand for election to the Board.
- 1.6 A letter was also issued to all members of the Association advising on the process for standing for election to the Board and the associated deadlines for the submission of paperwork to allow Board consideration prior to the AGM.
- 1.7 Completed Election to Board forms duly nominated and seconded and Statement by Nominee forms have since been received from Scott Stewart, Tony McInnes, Sohini

Petrie and Fiona Fox. No other Election to Board forms have been received by any other member.

1.8 The number of vacancies at the AGM will therefore be as follows:

Current vacancies:	3
Vacancies created by those standing down:	4
Total vacancies:	7

1.9 Subject to Board's consideration of the proposed nominations to Board, the number of persons standing for election / re-election are as follows:

Board members standing for re-election:	3
Members standing for election:	4
Total candidates for election / re-election:	7

1.10 Given the total number of candidates standing for re-election / election will not exceed the number vacancies, a vote will not be required on this matter at the AGM.

2 **Recommendation**

2.1 The Board is asked to consider and agree the proposed nominations to the Board.

Date:	19 August 2021
Subject:	Rule 67 Statement by the Secretary
Author:	Paul Hillard
Sponsor:	N/A
Appendices:	Appendix 1: Rules 62 to 67
Action:	For Information
Data Class:	Public

EXECUTIVE SUMMARY

The purpose of this paper is for the Board to receive assurance from the Company Secretary, by way of the Company Secretary's formal statement that, in line with Rule 67, Rules 62 to 66 are being complied with.

RECOMMENDATION

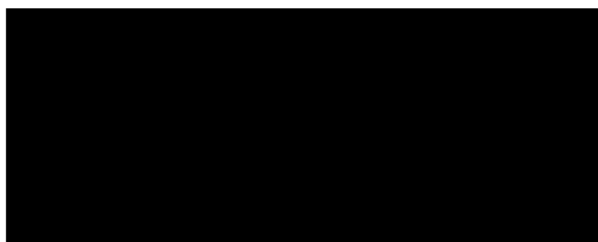
It is recommended that the Board note the Company Secretary's formal statement in relation to Rule 67.

1 Background**1.1 Rule 67 of the Association states:**

"At the last meeting of the Board before the annual general meeting the Secretary shall to the extent within his knowledge confirm in writing to the Board that all the requirements of Rules 62 to 66 have been complied with or if they have not been complied with the Secretary shall report in writing to the Board the reasons for such non-compliance. The confirmation or report required by this rule shall be recorded in the minutes of the meeting."

1.2 A copy of Rules 62 to 67 are attached at Appendix 1 for information.**2 Statement by the Secretary****2.1 I, Paul Hillard, being the Secretary of Riverside Scotland, hereby confirm, under the terms of the Association's Rule 67 that, to the best of my knowledge, the requirements of Rules 62 to 66 have been complied with.**

Signed:



Date: 10 August 2021

3 Recommendation

- 3.1 It is recommended that the Board note the Company Secretary's formal statement in relation to Rule 67.

MINUTES, SEAL, REGISTERS AND BOOKS

62. Minutes of every general meeting and of every meeting of the Board and any committee of the Board shall be kept and such minutes shall be read at the next of such meetings respectively and signed by the chair of the meeting at which they are so read and all minutes so signed shall be conclusive evidence that the minutes are a true record of the proceedings at the relevant meeting.
63. The Association shall execute deeds and documents in accordance with the provisions of the Requirements of Writing (Scotland) Act 1995 and record the execution in the register. The use of a common seal is not required. The Association may have a seal which the Secretary must keep in a secure place unless the Board decides that someone else should look after it. The seal must only be used if the Board decides this. When the seal is used, the deed or document must be signed by the Secretary or a Board Member or another person duly authorised to subscribe the deed or document on the Association's behalf and recorded in the register.
64. The Association shall keep as its registered office:
- (a) a register of members in which shall be entered the following particulars:
 - (i) the names and addresses of the ordinary members and Parent Member;
 - (ii) a statement of the Ordinary Shares and Parent Share held by members and the amount paid therefor;
 - (iii) a statement of other property in the Association whether in loans or loan stock held by each member;
 - (iv) the date when each person was entered into the register as a member and the date at which any person ceased to be a member; and
 - (v) the names and addresses of the officers of the Association with the offices held by them respectively, and the dates on which they assumed and vacated once;
 - (b) a duplicate register of members in which shall be entered all the particulars in the original register of members other than those mentioned in rules 64(a)(ii) and 64(a)(iii); and the inclusion or omission of the name of any person from the original register of members shall, in the absence of evidence to the contrary, be conclusive that such person is or is not a member of the Association;
 - (c) a register of loan stock and of the holders thereof; and
 - (d) a register in which shall be entered particulars of all loans and charges on land of the Association.

65. The registered name of the Association shall be kept painted or affixed in a conspicuous position in letters easily legible on the outside of every office or place in which the business of the Association is carried on, and the registered name of the Association shall be engraved in legible characters on its seal (if any) and shall be mentioned in legible characters in all business letters of the Association, notices, advertisements and other official publications of the Association and in all bills of exchange, promissory notes, endorsements, cheques and orders for money or goods, purporting to be signed by or on behalf of the Association and in all bills, invoices, receipts and letters of credit of the Association.
66. All books of account, registers, securities and documents of the Association shall be kept at the registered office or such other place and in such manner and with such provision for their security as the Board shall from time to time determines to be secure.
67. At the last meeting of the Board before the annual general meeting the Secretary shall to the extent within his / her knowledge confirm in writing to the Board that all the requirements of rules 62 to 66 have been complied with or if they have not been complied with the Secretary shall report in writing to the Board the reasons for such non-compliance. The confirmation or report required by this rule shall be recorded in the minutes of the meeting.

Date:	11.08.2021
Subject:	Lift Management Policy
Author:	Heather Anderson
Sponsor:	John Watson
Appendices:	Yes
Action:	Approval
Data Class:	Public
<p>This report seeks Board approval for the Association's Lift Management policy, which has been recently reviewed in accordance with relevant legislation and guidance. The revised policy is attached to this report as Appendix 1.</p> <p>RECOMMENDATION(S)</p> <p>The Board/Committee is asked:</p> <ul style="list-style-type: none"> ▪ To approve the revised Lift Management Policy attached to this report as Appendix 1. 	

1 Background

Board approved the update suite of asset Compliance Policies in June 2021. This included: Fire Safety, Electrical Safety, Gas Safety, Asbestos Management and Water Hygiene Management. The Lift Management policy was reviewed shortly after the June Board meeting. The following updates have been made to the policy:

- Updates to staff post titles and roles.
- Introduction of 6 monthly inspection targets for all lifts within properties managed by the Association.

2 Next Steps

Following Board approval, the revised policy will be implemented with immediate effect and made available on the Association's website and policy documents.

3 Recommendations

3.1 Board is asked to:

- Approve the revised Lift Management Policy attached to the report as Appendix 1.



Lift Safety Management Policy

Date Effective: August 2021

Policy:	Lift Safety Management Policy
Date Approved:	27 March 2018
Approved By:	Board
Applicable to:	All Staff of Irvine Housing Association
Lead Director:	Head of Service Delivery
In consultation with:	Irvine Housing Association's Asset Services Team and The Riverside Group's Compliance Team
Review Date:	August 2021

1.	<p>Purpose</p> <p>The overall aim of this policy, and the associated procedures and control documents is to ensure the safety from lift failure for people living and working in properties, owned or managed by Irvine Housing Association [IHA] as a subsidiary company of The Riverside Group [TRG].</p> <p>IHA aims to protect the occupiers of its properties, as well as other residents, visitors, staff, contractors and the general public, from the risks associated with lifts so far as is reasonably practicable.</p> <p>This document sets out key policy objectives, control measures and accountabilities for ensuring Lift safety.</p> <p>This purpose of this policy is to ensure IHA meets its obligations under the following legislation:</p> <ul style="list-style-type: none">• The Health and Safety at Work etc. Act 1974;• The Management of Health and Safety at Work Regulations 1999;• Lifting Operations and Lifting Equipment Regulations (LOLER) 1998• Provision and Use of Work Equipment Regulations (PUWER) 1998 <p>The application of this Policy ensures that IHA meets compliance with the Scottish Housing Regulator as outlined below:</p> <p>Registered Social Landlords must meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes and comply with the Healthy, Safe and Secure elements of the Scottish Housing Quality Standard.</p>
2.	<p>Scope</p> <p>This policy applies to all communal lifts and lifting equipment in properties owned or managed by IHA. Lifts and lifting equipment installed by IHA in domestic dwellings shall be covered by a separate policy (LOLER & PUWER do not apply).</p>

3.	<p>Key policy objectives</p> <p>IHA will:</p> <ol style="list-style-type: none"> 1. Appoint a consultant who shall have the necessary skills, knowledge and experience to provide technical support in regard to the safe operation, maintenance and replacements of lifts. 2. Ensure that Thorough Examinations are undertaken in accordance with LOLER 1998 3. Enter into suitable contract arrangements with competent contractors to carryout inspections, servicing and maintenance 4. Prioritise & complete corrective actions identified within defined timeframes. 5. Keep records of the control measures and activities. 6. Implement appropriate training for all staff responsible for administering the controls. 7. Ensure that detailed records are kept and administered via a Lift Register [The “Register”] 8. Ensure that contracts with external contractors are managed effectively and robust contract monitoring is in place to monitor performance and promote continuous improvement.
4.	<p>Policy implementation</p> <p>The accountabilities for implementation of this policy are as set out below:</p> <ol style="list-style-type: none"> 1. IHA’s Managing Director retains overall accountability for the implementation of this policy. 2. IHA’s Head of Service Delivery, in direct liaison with TRG’s Executive Director of Asset Services, is responsible for overall policy implementation and ensuring that adequate resources are made available to enable the objectives of the policy to be met. 3. IHA’s Head of Service Delivery, in direct liaison with TRG’s Head of Performance & Compliance, is responsible for delivery of the key policy objectives as set out herein including designing and implementing procedures, staff training, and communication to customers. 4. IHA’s Head of Service Delivery in direct liaison with TRG’s Head of Performance & Compliance, is responsible for maintaining the Register, and accountable for achieving the targets associated with the key policy objectives. 5. IHA’s Head of Service Delivery, in direct liaison with TRG’s Director of Asset Strategy and Delivery, is responsible for operational delivery, including the management of all contractors carrying out works and services related to lifts.

	<p>6. Neighbourhood Services and front line staff shall support asset management staff and contactors in gaining access to carry out maintenance & inspections and keep records where requested.</p> <p>7. IHA's Head of Service Delivery, in direct liaison with TRG's Head of Health Safety and Environment, is responsible for ensuring the policy is kept up to date with prevailing legislation and statutory obligations.</p>
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5. **Thorough Examination – corrective actions**

The response times for corrective actions identified during a Thorough Examination are set out below.

Priority A
Immediate response (in most cases the lift will be left out of service by the examining person)

Priority B
Time qualified defects are to be addressed and the required repairs completed within the time specified by the competent person.

Priority C
General maintenance related defects and observations to be rectified within 6 months

Priority D
Recommendation to achieve current standards to be assessed and carried out in the event of major works

6. **Monitoring and Quality Control**

IHA will monitor implementation of this policy using a set of performance measures as below:

Measure	Target	Interval	Reviewed by
No. of lifts with LOLER inspection carried out within 6 months of last	100%	Monthly	IHA's Head of Service Delivery in direct liaison with TRG's Executive Directors\Head of Performance & Compliance via Compliance Dashboard.
Number of outstanding and overdue corrective actions from insurance inspections	Zero		
Number of active and overdue lift servicing visits			IHA's Head of Service Delivery in direct liaison with TRG's Head of Performance & Compliance
Number of outstanding and overdue corrective actions from service visits			

	<p>Policy implementation will be reviewed:</p> <ol style="list-style-type: none"> 1. Quarterly by IHA's Compliance and Health and Safety Manager, in direct liaison with TRG's Performance and Compliance Team, and reported to IHA's Board or delegated sub-committee and TRG's Asset Management SMT. 2. Bi-annually by a suitable qualified and accredited 3rd party with a report provided to IHA's Board or delegated sub-committee and TRG's Executive Director of Asset Services 3. By the internal audit team, as required, with a report provided to IHA's Board or delegated sub-committee and TRG's Group Audit Committee.
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7	<p>Incidents & enforcement</p> <ol style="list-style-type: none"> 1. All formal incidents shall be reported to The Head of Health, Safety and Environment who shall investigate and provide a report, to the Director of Asset Services and IHAs Managing Director identifying the root cause of the incident and recommendations to minimise reoccurrence. 2. An incident is defined as a "dangerous occurrence" under Schedule 2, Part 1 of The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 - <i>The collapse, overturning or failure of any load-bearing part of any lifting equipment, other than an accessory for lifting.</i> 3. An incident shall also be any of the following: <ul style="list-style-type: none"> -Any entrapment of more than 3 hours or -Any time a lift is out of service for more than 72 hours where the lift is the only lift in the building or the only remaining working lift.
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Date:	13 th August 2021
Subject:	Operational Performance
Author:	Heather Anderson
Sponsor:	Paul Hillard
Appendices:	Yes
Action:	Information
Data Class:	Public

EXECUTIVE SUMMARY

This paper sets out performance across the operational KPIs as at the end of Period 4 of 2021.

RECOMMENDATION

The Board is asked to consider and note the performance position.

1 Background

- 1.1 Performance against the current agreed KPIs is reported to each Board meeting using the performance reporting system, Tableau. The dashboards as at the end of Period 4 of 2021 are attached to this report as Appendix 1.

2 Performance Context

- 2.1 The agreed KPIs for 2021/22 for Irvine are:

- Total unadjusted arrears.
- Void rent loss.
- Rent Evictions
- Repairs timescales.
- Compliance
- Tenancy Turnover
- Tenancy Sustainability
- Overall satisfaction
- Listening to Views
- Repairs and Maintenance
- Latest Repair satisfaction
- Complaints Handling
- Complaints resolved at first stage.

3 Performance update and analysis

3.1 Income

Total arrears are currently at a 4 week average of 4.14%. Four Housing Officers remain focused on arrears recovery work and are working hard to engage with customers and maintain repayment arrangements. No evictions legislation has been extended until the end of September and we working closely with households at high risk of eviction when restrictions are lifted to prevent homelessness. We have developed bespoke letters in conjunction with our solicitor Harper Mcleod, increased our use of text messaging and Teams to communicate with customers, and continuing to progress legal action in the meantime for some high risk cases to request enforcement of agreed repayment arrangements.

We have been working with the DWP to agree a date when Riverside Scotland can enrol for our own landlord portal. [REDACTED]

[REDACTED]
[REDACTED] We have been advised that the enrolment process will commence in September.

Customer Satisfaction

Overall customer satisfaction has dipped in the period following continued improvements overall in recent months. This is likely to be an impact of delays in our capital investment programme due to supply challenges [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
this has had a considerable impact on completion of works, customer communication and satisfaction.

[REDACTED]
[REDACTED]
[REDACTED] We have agreed that current works in progress will be completed, however for new works (out-with the responsive repairs and maintenance service), the Asset Services Manager will work with Procurement colleagues to allocate works to alternative contractors on existing frameworks.

Compliance

Gas safety check compliance currently sits at 100%.

4. Recommendations

4.1 As described in the Executive Summary.

Irvine - Operational KPIs (Board)

P4 - 04 July to 01 August 2021

Riverside Scotland: Operational KPIs - Board...

Report Date
01/08/2021

Riverside Scotland Board Meeting

Rent Evictions

0

Repairs Completed in Ti..

96.9%

Total Repairs: 1,167

Gas Compliance

100.00%

Expired: 0

Tenancy Turnover

1.6%

Tenancies Ended: 37

Tenancy Sustainability

1

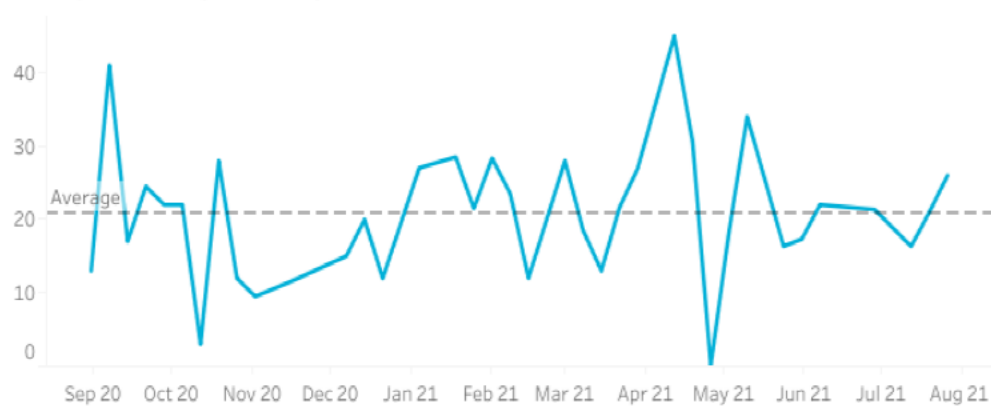
Evictions (any reason) and
abandonments

Refusals

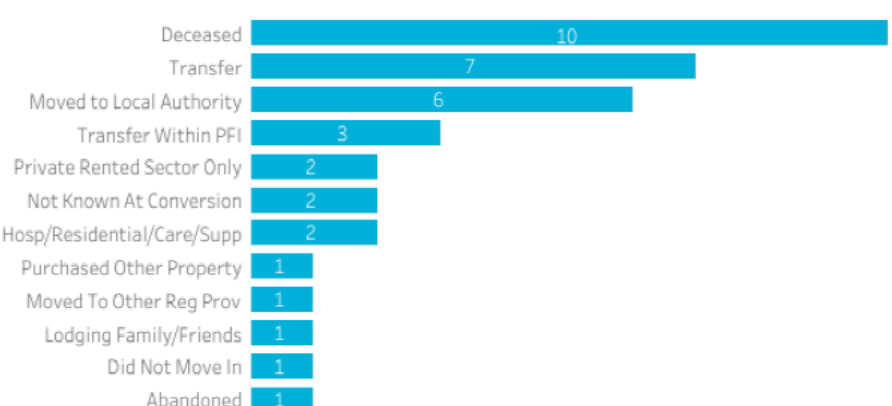
2.38%

42 Lets with 1
refusal

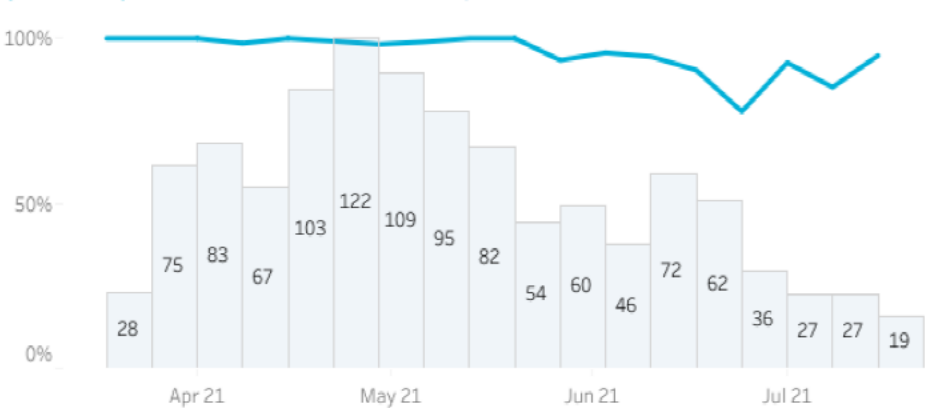
Average Relet Days Week by Week



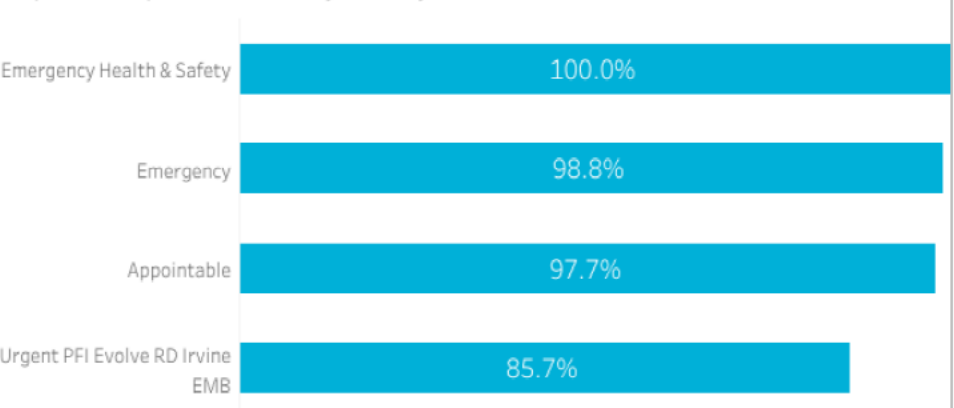
All Ended Tenancies



Repairs Completed in Time vs Volume of Repairs



Repairs Completed in Time by Priority



Commentary:

- One tenancy has ended during the period due to tenancy abandonment. The Tenancy Sustainability Team continues to work closely with Housing and Asset staff to intervene as early as possible when abandonment is suspected, or where tenants are deemed as high risk of tenancy failure.
- All void and re-let processes have now resumed fully but deep cleans remain part of the process and will impact on turnaround timescales.
- Gas safety check compliance remains at 100%.
- There has been a slight decrease in the number of repairs completed within timescales. [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]. This is being managed closely by the Asset Services Manager, to ensure contractual obligations continue to be met.

Social Housing Cash Leakage - NSC Paper...

Riverside Scotland Board Meeting
Currently Showing: **Irvine A**

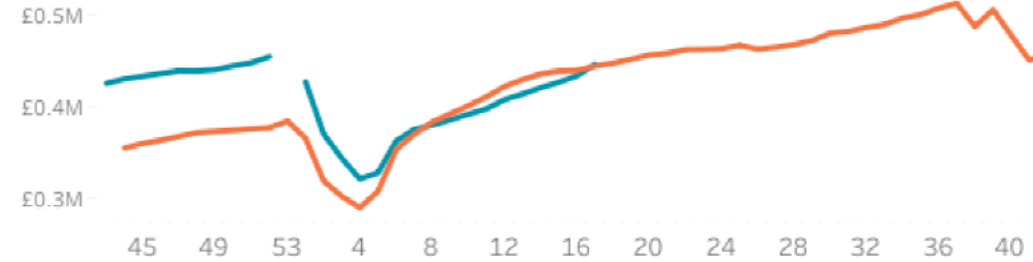
Stock
Riverside

Report Date
01/08/2021



Current Arrears
£0.45M
£10.75M (4.14%)

Arrears 4 Week Average **This Year** vs **Last Year**
The latest week is fixed at the centre of the chart



Commentary

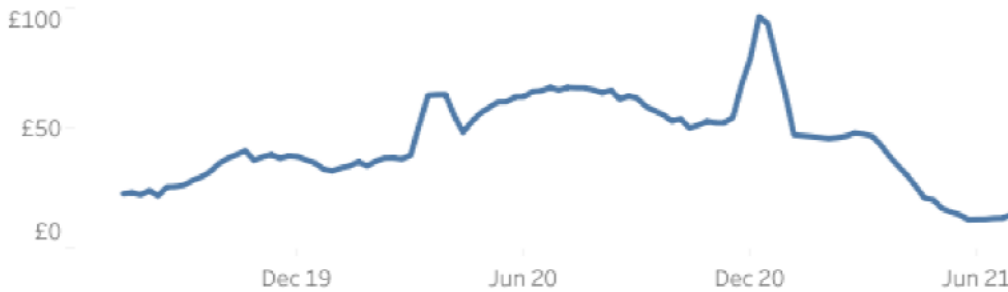
- Current arrears continue on a gradual upward trend, but have improved on last year's performance in recent weeks. Evictions remain suspended and Housing Officers continue to work alongside the Income Collection team to manage arrears. We have increased use of text messaging and Teams to discuss rent accounts with tenants.

Year Movement Per Unit

+£18

Moved to Former: **£0.04M**

Yearly Movement Per Unit
(Arrears Per Unit - Arrears Per Unit 1 Year Ago) + Arrears Moved to Former in Year per Unit



Commentary

- [REDACTED]

Void Rent Loss
0.28%

£9,509 / £3.36M

Void Rent Loss Weekly
The Rent Loss for each individual week



Commentary

- Void rent loss remains within target. Housing Officers and Asset staff meet weekly to monitor the journey of each void property. Deep cleans continue to be part of the process but are likely to be removed following the recent lifting of restrictions.
- We have rolled out digital sign up processes and streamlined the information provided to tenants at the point they move into their property to further improve on turnaround times.

Social Housing Customer Satisfaction - NSC Paper...

Riverside Scotland Board Meeting
Currently Showing: IRV
Rolling 3 Month Measures

Report Date
July 2021

Region
IRV



Overall Satisfaction

78.4%

Responses: 102

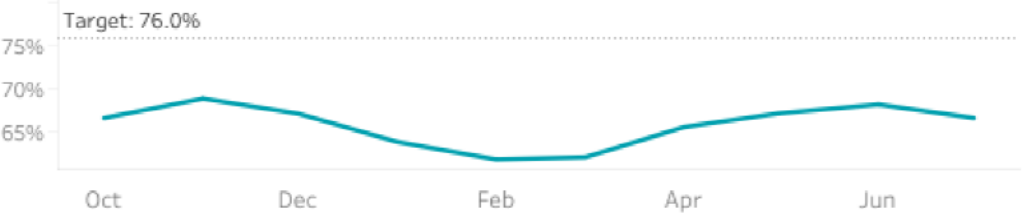


Commentary

Listening to Views

66.7%

Responses: 102



Commentary

Repairs and Maintenance

71.6%

Responses: 102



Commentary

Latest Repair

80.6%

Responses: 72



Commentary

Complaints Handling

16.7%

Responses: 6



Commentary

- Overall satisfaction has declined over the month. [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED] Performance will be monitored closely by the Asset Manager, however it is unlikely that we will see significant improvements until the new service is in place.
- Following the lifting of restrictions, full staff sessions will be held on person centred customer care, and we will be implementing the next phase of our Trauma Informed practice training – this training will also be rolled out to the new repairs and maintenance contractors when in place.
- Four complaints were received during the period, one very satisfied, two neutral responses, and one very dissatisfied – this customer has been contacted and issues discussed.

9. Date of Next Meetings -

5.30 p.m. on Wednesday 22 September
2021 - Annual General Meeting

6.30 p.m. on Wednesday 22 September
2021 - Special Board Meeting

Both meetings at the Gailes Hotel,
Marine Drive, Irvine, KA11 5AE