

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.

**247<sup>th</sup> Board Meeting of Irvine Housing Association Ltd:**  
**Thursday 31 March 2022 at 5.30 p.m. 44-46 Bank Street, Irvine, KA12**  
**OLP and via MS Teams video conference**

**AGENDA**

		<b>Data Class</b>
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Previous Minutes – Minutes of the 246 <sup>th</sup> Board Meeting held on Thursday 27 January 2022	Public
4.	Matters Arising	
5.	Substantive Business	
5.1	30 Year Financial Plan	Restricted
5.2	Repairs and Maintenance Programmes 2022/23	Restricted
5.3	Performance Assessment with Potential Future Measures/Targets	Internal
5.4	Fire Safety – Stay Put Policy	Public
5.5	Anti-Money Laundering Policy	Internal
5.6	Whistleblowing Policy	Public
5.7	National Housing Federation – Code of Governance	Internal
5.8	Progress Reports on Development Projects	Confidential
5.9	Operational Performance Report	Public
5.10	Income Collection Performance Report	Internal
5.11	Financial Performance Report	Restricted
5.12	MD Report	Confidential
6.	Minutes/Updates: a) Unconfirmed Audit & Risk Committee Minutes – 14 March 2022 b) Unconfirmed Audit & Risk Committee Minutes – 14 March 2022	Confidential Confidential

	c) Confirmed Group Customer Experience Committee Meeting Minutes – 6 January 2022 d) Group Board Core Brief – January 2022	Confidential Confidential
7.	Disclosure	
8.	Any Other Business	
9.	Date of Next Meeting – Thursday 26 May 2022 at 5.30 p.m. – 248 <sup>th</sup> Board Meeting 44-46 Bank Street, Irvine, Ayrshire and via MS Teams	

DMcL / db  
21/3/2022

## 5. Substantive Business

## 5.4. Fire Safety Stay Put Policy

Date:	21.3.2022
Subject:	Fire Safety Stay Put Policy
Author:	Heather Anderson, Head of Service Delivery [REDACTED]
Sponsor:	Lisa Roberts, Fire Safety Compliance Manager
Appendices:	No
Action:	Information
Data Class:	Public

### EXECUTIVE SUMMARY

Board of February 2022 requested further clarification and assurance on the implementation of a Stay Put Fire Safety policy across all communal blocks. Specifically, further information was requested on the financial impact of upgrading applicable fire doors within the communal blocks within one year, as opposed to the original proposal of two years. This paper sets out the impact of completing these works within 2022/23 and recommends proceeding on this basis and applying a Stay Put policy across all communal blocks from 1<sup>st</sup> May 2022, excluding Caley House in Kilwinning which is a mixed tenure complex.

### RECOMMENDATION(S)

The Board is asked to note that:

- The flat doors of properties owned by the Association within all communal blocks in Dumfries and Caley House will be upgraded to the latest Fire Safety standards during 2022/23.
- A Stay Put policy will be applied across all communal blocks from 1<sup>st</sup> May 2022, excluding Caley House in Kilwinning which is a mixed tenure complex.

## 1 Background

Riverside Scotland has two Retirement Living complexes with communal areas and an additional 33 communal blocks of flats (25 within Ayrshire and 8 in Dumfries). None of these properties are multi storey. Recent Fire Risk Assessments recommended that a Stay Put policy should be applied across all communal blocks, however, to comply with this, the individual flat entrance doors within the 8 communal blocks in Dumfries and at Caley House complex in Kilwinning required to be upgraded to the latest Fire Safety standards.

All individual properties within the 8 blocks in Dumfries are owned by the Association, however, there are 8 private owners within the communal block at Caley House in Kilwinning, who replaced their flat entrance doors to current standards in 2015. [REDACTED]

[REDACTED] Following advice from the local Fire Service and the Riverside Fire Safety Compliance Manager, it is not recommended that a Stay Put policy is applied within Caley House, until such times as the owners are able to upgrade their doors to required safety standards.

The additional cost of upgrading the entrance doors of the properties owned by the Association within Dumfries, and at Caley House, within one year as opposed to two years is [REDACTED]. This will result in one property being removed from the 2022/23 capital investment programme in Pennyburn and included within 2023/24.

It is therefore proposed that the entrance doors to all properties owned by the Association within the 8 communal blocks in Dumfries, and at Caley House are replaced during 2022/23. This will ensure that homes owned by Riverside Scotland meet required fire safety standards. A Stay Put policy will be applied to all communal blocks from 1<sup>st</sup> May 2022, excluding Caley House in Kilwinning due to the mixed tenure composition of this block.

## **2 Context**

The rationale supporting the move to a Stay Put policy across communal blocks is as follows:

- National Fire Chiefs Council continue to endorse the approach to Stay Put.
- Savills are one of the UK's leading national fire consultants, Riverside has engaged Savills and they continue to document their recommendations for appropriate fire evacuation strategy within the Fire Risk Assessment for each building. Stay Put policy continues to be the main recommendation for purpose-built blocks of flats.
- The message to customers is clear, if there is a fire in their own flat then to leave the building, if a fire is elsewhere in the building it is safer to stay put in the flat.
- Purpose built blocks of flats are designed to contain a fire for a minimum of 60 minutes. The majority of flat fires are contained within the flat and tackled by the fire and rescue service, other flats are not normally affected.
- Our fire risk assessments help to ensure that the compartmentation within the common parts and means of escape is adequately protected, this helps to reduce the risk of a fire spreading.
- Riverside Scotland's FRA recommendations clearly indicate to operate a Stay Put policy across all communal blocks owned fully by the Association.

## **3 Implementation**

All actions relating to appropriate signage and consultation with customers will be completed, and the Stay Put policy implemented, from 1<sup>st</sup> May 2022. The replacement of applicable fire doors within Caley House and in Dumfries will be progressed and completed within financial year 2022/23.

#### **4 Next steps**

As above.

#### **5 Recommendations**

The Board is asked to note that:

- The flat doors of properties owned by the Association within all communal blocks in Dumfries and Caley House will be upgraded to the latest Fire Safety standards during 2022/23.
- A Stay Put policy will be applied across all communal blocks from 1<sup>st</sup> May 2022, excluding Caley House in Kilwinning which is a mixed tenure complex.

## 5.6. Whistleblowing Policy

Date:	31 March 2022
Subject:	Whistleblowing Policy Update
Author:	Anne-Marie Owens, Governance Manager
Sponsor:	Sara Shanab, Director of Governance and General Counsel
Appendices:	Appendix 1: Whistleblowing Policy
Action:	TO APPROVE
Data Class:	Public

## EXECUTIVE SUMMARY

In September 2020, The Group Audit Committee approved the Group Whistleblowing Policy. The Riverside Group (TRG) are committed to the highest standards of quality, probity, openness and accountability in all areas of its work. The Whistleblowing Policy articulates Riverside's approach to Public Interest Disclosure (Whistleblowing), which supports this commitment.

In March 2021, Riverside adopted the National Housing Federation's Code of Governance 2020. Since this time, work has been underway to bring the business into a compliant position with the provisions of the Code. The Governance and Remuneration Committee has been overseeing this work and as part of the compliance plan, identified that an addition was required to the Whistleblowing arrangements to meet the following Code requirement:

*4.5 Whistleblowing and confidential concerns: there are clear and well-publicised arrangements for members of staff and others associated with the organisation to raise confidential concerns with a designated nonexecutive member of the board (other than the chair), where these are serious concerns and cannot appropriately be raised through the usual channels, and for these to be dealt with through proportionate and independent investigation as necessary.*

The Policy previously stated that "In most cases colleagues should be able to raise any concerns with their line manager. If they do not feel able to do so, then they may wish to discuss this with People Services / legal or disclose the matter to the Company Secretary." However, there was no route to raise concerns directly with a Non Executive Director.

At its meeting in September 2021, the Group Audit Committee approved the following addition to the Policy as well as a number of further minor changes.

*Where a colleague has serious concerns they feel cannot appropriately be raised through the channels described above, they are able to make a disclosure to the designated Non Executive Director, who is the Chair of the Governance and Remuneration Committee, by sending a letter marked 'private and confidential to be opened by addressee only,' at:*

***Private and Confidential to be Opened by Addressee Only  
Governance and Remuneration Committee Chair***

*The Riverside Group  
2 Estuary Boulevard  
Estuary Commerce Park  
Speke, LIVERPOOL,  
L24 8RF*

*The Non Executive Director will apply the same process as described above and ensure that concerns are dealt with through proportionate and independent investigation as necessary.*

The Equality Impact Assessment carried out in June 2020, remained unchanged by the proposed amendment, in that the Policy still applied to all colleagues equally with no differentiation for any diversity characteristics.

Following the approval of Group Audit Committee, the Board of Riverside Scotland are now

asked to approve its adoption for Riverside Scotland.

**RECOMMENDATION**

The Board is asked **TO ADOPT** the Group Whistleblowing Policy.

Transforming **lives**  
Revitalising **neighbourhoods**

# Whistleblowing Policy

Department Policy Name – Legal and Governance

Policy Reference:

Policy Version:

2.0



## 1. Purpose

The Riverside Group Ltd (TRG) are committed to the highest standards of quality, probity, openness and accountability in all areas of its work. As part of that commitment, we encourage those with serious concerns about any aspect of our work to come forward and express those concerns.

Whilst it is a fundamental term of every contract of employment that colleagues will not disclose confidential information about their employer's affairs, where an individual discovers information that they believe shows malpractice within the organisation then this information should be disclosed without fear of reprisal

The Public Interest Disclosure Act 1998 provides protection to certain workers against being dismissed or penalised by their employer as a result of raising certain serious concerns.

TRG recognises that it is never easy to report an issue which may affect a colleague's employment. However, we hope that colleagues will come forward with any concerns at an early stage and before problems have a chance to become serious.

There are additional notification/whistleblowing procedures which only apply to the directors and officers of the Trustee (i.e. not to employees of other Group companies) and these are set out in a separate document – *Trustee - Notifiable Events and Additional Whistleblowing Procedures*.

### Applicable Regulations and Legislation

TRG has a duty to comply with prevailing legal and regulatory requirements relating to Public Interest Disclosure (Whistleblowing). In the United Kingdom, the applicable law is The Public Interest Disclosure Act 1998.

## 2. Scope

This policy sets out the Whistleblowing governance arrangements, roles and responsibilities for TRG, including all subsidiaries.

This policy applies to:

- The Riverside Group Limited including all legal entities/subsidiaries.
- All individuals working within or for TRG, including permanent and temporary colleagues, Non-Executive Directors, contingent workers (consultants, contractors, third party agents and their employees).
- Collaborative activities with third party organisations, including Joint Ventures.

Where TRG holds a supplier relationship with a third party and it is appropriate for the supplier to adhere to this policy then provisions should be included within their contracts to reflect this.

References in this document to The Riverside Group Limited (TRG) shall be deemed to include The Riverside Group Pension Trustees Limited (the Trustee) and references to "colleagues" shall be deemed to include directors and officers (including the company secretary) of the Trustee during their term as a Trustee director or officer.

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### 3. Principles

#### Issues of Concern

It is important that all colleagues should be able to express their concerns about any inappropriate behaviour of their colleagues.

The following are examples, but not a definitive or complete list, of areas where colleagues may have concerns:

- Failure to comply with Financial obligations
- Fraud, corruption and malpractice (this is covered in more detail in the Finance Policy and the Financial Crime Policy).
- Failure to comply with relevant legislation and regulations
- Abuse or neglect of vulnerable people.
- Failure to deliver proper standards of service.
- Damaging personal conflicts.
- Misuse of Group funds.
- Dangerous practices, leading to a failure to meet health and safety standards.
- Health and safety concerns.
- A criminal offence
- A miscarriage of justice
- An act causing damage to the environment
- A breach of any other legal obligation
- Concealment of any of the above

Bullying, discrimination, harassment or victimisation in the workplace are covered separately in detail in the Dignity at Work Policy.

The [Code of Conduct](#) gives guidelines as to what is expected of colleagues and the practices the Group regard as unacceptable.

#### Protection

TRG will support concerned colleagues and protect them from victimisation and harassment. This Policy is designed to offer protection against dismissal or any other detriment to colleagues who disclose such concerns provided the disclosure is made;

- In the public interest; and
- In the reasonable belief of the individual making the disclosure that it tends to show malpractice and relates to a concern as set out within the scope of this Policy.

If a colleague comes forward with a concern, they can be confident this will not affect their relationship with TRG, even if that concern is later found not to be justified, provided that it was not raised maliciously.

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## Confidentiality

TRG will seek to treat all disclosures in a confidential and sensitive manner and will do everything it can to keep colleagues identities confidential if requested. The identity of the individual will be kept confidential, if possible, and as long as it does not hinder or frustrate any investigation. The individual making the disclosure may be asked to provide a statement as part of the evidence required, either as part of TRG's investigation or any external investigations (e.g. if the disclosure results in criminal investigations)

If anyone tries to discourage a colleagues from expressing concerns, TRG will treat this as a disciplinary offence. TRG will also deal severely with anyone who criticises or victimises a colleague after a concern has been expressed, and it is a disciplinary offence to victimise a bona fide whistleblower.

## Making a Disclosure

In most cases colleagues should be able to raise any concerns with their line manager. If they do not feel able to do so, then they may wish to discuss this with People Services / legal or disclose the matter to the Company Secretary.<sup>1</sup>

The disclosure should be made in writing by e-mail to the Company Secretary at [Whistleblowing@riverside.org.uk](mailto:Whistleblowing@riverside.org.uk) or by sending a letter to the Company Secretary marked 'private and confidential to be opened by addressee only,' at:

### Private and Confidential to be Opened by Addressee Only

#### Company Secretary

The Riverside Group  
2 Estuary Boulevard  
Estuary Commerce Park  
Speke, LIVERPOOL,  
L24 8RF

## The Process

The Company Secretary will consider the written disclosure and decide:

- Whether or not the matter falls under the Procedure; and, if so
- Whether or not there is a prima facie concern which warrants investigation.

If the Company Secretary deems that there is a concern then a decision will be taken as to whether a formal investigation is necessary. The investigation will depend on the nature or the matter and may, in the discretion of the Company Secretary, involve:

- An internal investigation conducted by an independent manager or by Internal Audit; and/or
- Referral to an appropriate external person (e.g. police if the matter involves criminal activity, local authority social services if the matter involves abuse of vulnerable people)

<sup>1</sup> For the purposes of this document 'Company Secretary' shall mean the Group Company Secretary

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The Company Secretary must ensure that investigator (internal or external) has sufficient knowledge and experience of the subject matter relating to the concern.

Should a formal investigation be instituted, the Company Secretary will use the outcome of this to decide whether or not the matter should be pursued further.

The person or persons against whom the disclosure was made will be informed of the evidence supporting it and will be allowed to respond at an appropriate stage. If appropriate, action under the Disciplinary Procedure will be instigated.

The whistleblower will receive written notification of the outcome whether or not the case of concern was upheld. However, it may not always be possible, due to issues of confidentiality or data protection, to provide full details of any action taken against another individual or organisation.

If the Company Secretary decides that the matter does not fall within the Policy or that a clear case has not been made, the whistleblower will be informed of this in writing (including email) within a reasonable period of time and giving the reasons.

If the whistleblower believes;

- That the decision that the matter does not fall within the Procedure is incorrect; or
- That the decision that a clear case has not been made is wrong; or
- The concern has been investigated unfairly

Then the matter should be raised in writing, specifying the relevant reason above, with the Chief Executive.

Where a colleague has serious concerns they feel cannot appropriately be raised through the channels described above, they are able to make a disclosure to the designated Non Executive Director, who is the Chair of the Governance and Remuneration Committee, by sending a letter marked 'private and confidential to be opened by addressee only,' at:

**Private and Confidential to be Opened by Addressee Only  
Governance and Remuneration Committee Chair**

The Riverside Group  
2 Estuary Boulevard  
Estuary Commerce Park  
Speke, LIVERPOOL,  
L24 8RF

The Non Executive Director will apply the same process as described above and ensure that concerns are dealt with through proportionate and independent investigation as necessary.

**Anonymous Allegations**

We would encourage Individuals to include their name to any disclosures they make. However we understand that at times there may be fear of reprisal and they may wish to express this anonymously. It should be noted that:

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- The gravity and credibility of the issues/concerns raised may be more difficult to establish
- Confirmation of the allegation from an alternative source may be required
- No notification of the outcome of the investigation will be shared outside those involved and/or affected by the investigation.
- A colleague raising an anonymous disclosure cannot be notified of the outcome.

### Malicious Allegations

If colleagues are found to have abused the confidential reporting process by maliciously raising unfounded allegations, TRG will treat this as a disciplinary matter and action may be taken in accordance with the appropriate Disciplinary Procedure.

### Independent Review

The Company Secretary must engage a member of the Governance and Remuneration Committee or their nominee to provide independent oversight and review of decisions taken. This will not be the Chair of the Governance and Remuneration Committee where a disclosure has been made directly to them.

## 4. Further Information & Support

Advice and information about whistleblowing is available from Public Concern at Work, an independent charity which advises on issues connected to reporting issues of concern and provides a confidential helpline. Their website is at <http://www.pcaw.org.uk>, their helpline is on 020 7404 6609, and their email address is [whistle@pcaw.org.uk](mailto:whistle@pcaw.org.uk).

Information about legal protection for colleagues and workers can be found on the government website: <http://www.gov.uk>, in the section on whistleblowing in the workplace.

Colleagues are reminded that they can gain advice and support, including counselling, at any time through the [Employee Assistance Programme](#) provided by AXA.

Colleagues can also raise concerns at any of the following regulators but are encouraged to raise internally initially;

[Housing Ombudsman](#)

[Health & Safety Executive](#)

[Financial Conduct Authority](#)

## 5. Roles and Responsibilities

## 6. Risk Thresholds

Not applicable

## 7. Equality, Diversity and Inclusion

Riverside is committed to Equality, Diversity & Inclusion. We strive to be fair in our dealings with all people, communities and organisations, taking into account the

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diverse nature of their culture and background and actively promoting inclusion. This policy aligns with Riverside's [Equality, Diversity and Inclusion Policy](#) and has been subject to an Equality Impact Assessment.

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**Document Control (Internal Use ONLY)**

Version	V 3.0
Reference	
Total Pages	8
Policy Sponsor	Carol Matthews
Policy Owner	Sara Shanab
Policy Writer	Paul Kelly
Review Date	September 2022
Knowledge Tags	
Data Classification	

**Change Category (Internal Use ONLY)**

Category of Change	Tick Box
Minor Changes (Non-Strategic)	Y
Major Changes (Re-Write)	
Summary of Changes Made	
This is a new policy	

**Quality Assurance and Approval (Internal Use ONLY)**

Consultation and Approval	Tick Box	Date
Associated Documents Reviewed	Y	24/07/20
In Consultation with Sara Shanab, Samantha Connolly	Y	29/07/20
Executive Director		
Director of People and Culture	Y	24/07/20
UNITE Convenor	Y	24/07/20
Governance (where applicable)	Y	29/07/20
EQIA Complete	Y	29/07/20
DPIA Complete		
Document stored in xxx		

Policy Reference:		Policy Version:	2.0
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## 5.9. Operational Performance Report

Date:	21.3.2022
Subject:	Operational Performance
Author:	Heather Anderson, Head of Service Delivery <div style="background-color: black; width: 100px; height: 15px; margin-top: 5px;"></div>
Sponsor:	N/A
Appendices:	Yes
Action:	Information
Data Class:	Public

**EXECUTIVE SUMMARY**

This paper and appendices sets out operational performance against our agreed KPIs as at the end of Period 11 2021. Given the decline in customer satisfaction performance over the past 6 months, and the enduring impact of the malware attack, a new Customer Satisfaction Improvement Plan has been developed setting out actions that will be implemented during 2022/23 which will help us to; better understand the changing needs of our customers, how they wish to engage with our services, and address the key drivers of dissatisfaction. The Period 11 performance is attached to this report as Appendix 1, and the proposed Customer Satisfaction Improvement Plan as Appendix 2.

**RECOMMENDATION(S)**

The Board is asked:

- To note the position against the operational KPIs as at period 11 2021 including the key risk areas and identified improvement actions.
- To note the new Customer Satisfaction Improvement Plan 2022/23 and proposed reporting arrangements.

**1 Background**

1.1 Performance against the current agreed KPIs is reported to each Board meeting using the performance reporting system, Tableau. The dashboards for operational performance and customer satisfaction as at the end of Period 11 of 2021 are attached to this report as Appendix 1.

1.2 Customer satisfaction performance has fallen considerably during the past year. The key reasons for this are the transition to new repairs and maintenance providers and challenges posed by the outgoing contractors, the impact of the malware attack on CSC systems and processes, and the impact of the Covid pandemic. Improving customer satisfaction is a key priority for the Association for 2022/23. To drive forward required improvements a Customer Satisfaction Action Plan has been developed, which sets out how we will; gain a better understanding of customer needs, address the key drivers for dissatisfaction, and engage with our customers in a more productive way. A copy of this action plan is attached to this report as Appendix 2.

## **2 Performance Context**

### **2.1 The current KPIs for 2021/22 for Riverside Scotland are:**

- Total unadjusted arrears (4 week average)
- Void rent loss.
- Rent Evictions
- Repairs timescales.
- Compliance
- Tenancy Turnover
- Tenancy Sustainability
- Overall satisfaction
- Listening to Views
- Repairs and Maintenance satisfaction
- Latest Repair satisfaction
- Complaints Handling satisfaction

## **3 Performance Update and Analysis**

### **3.1 *Customer Satisfaction***

Overall satisfaction has dipped slightly over the period and considerably from a peak in April/May 2021. Our overall satisfaction is largely reflective of our repairs and maintenance services. There has been a decline in quality of service provided by Mitie since they announced their withdrawal from future service delivery after March 2022. The mobilisation plans for the new providers are on track and both The Bell Group and James Frew will be delivering services from 1<sup>st</sup> April 2022. Sessions have been held with both contractors to discuss approaches to customer service and the need to drive forward real improvements in customer care and service delivery.

The new performance framework for repairs and maintenance services will place focus on the customer experience if a repair cannot be fixed first time, so will include monitoring of; completion of follow-on works, repairs 'chasers', complaints, and the quality of communication with the customer throughout.

The malware attack caused significant disruption to the CSC telephony systems. This has caused a backlog of work for the CSC and enduring issues which are still resulting in lengthy call waiting times for customers. This will have undoubtedly cause frustration for customers and increased dissatisfaction. The CSC is working towards full staff complement and introducing a new performance management framework to improve the quality of calls and increase first point resolution.

**3.2** *Compliance*

Gas safety check compliance is showing as 98% for the period. All checks were physically completed, however there was a delay uploading the completion certificates to the systems due to enduring issues related to the malware attack.

**3.3** *Cash Leakage*

The Housing team continues to work with the Income Collection service on arrears recovery work. Applications are being made to the Scottish Government Grant Fund via our Local Authority partners, and work is now complete to create a dedicated DWP portal for Riverside Scotland customers. Work is ongoing to consider alternative models for arrears recovery across Riverside Scotland in partnership with the Head of Income Collection, who has submitted a separate paper on Income Collection improvement planning to this Board meeting.

**4** **Next steps**

- 4.1 A key priority for the senior management team for 2022/23 is to improve levels of customer satisfaction. The implementation of new repairs and maintenance contracts, with a key focus of performance on customer care, should support improvements in this area. The team will also be working to implement the new Customer Satisfaction Action Plan attached to this report as Appendix 2 and will report progress against this to Board on a quarterly basis.

**5** **Recommendations**

The Board is asked:

- To note the position against the operational KPIs as at period 11 2021 including the key risk areas and identified improvement actions.
- To note the new Customer Satisfaction Improvement Plan 2022/23 and proposed reporting arrangements.

# Riverside Scotland: Operational KPIs (Board)

Period 11 - 07 to 27 February 2022

# Riverside Scotland: Operational KPIs - Board...

Riverside Scotland - 247th Board Meeting

Rent Evictions

Repairs Completed in Ti..

Gas Compliance

Tenancy Turnover

Tenancy Sustainability

Refus

0

96.5%

98.50%

4.2%

5

15.18%

Total Repairs: 4,858

Expired: 34

Tenancies Ended: 96

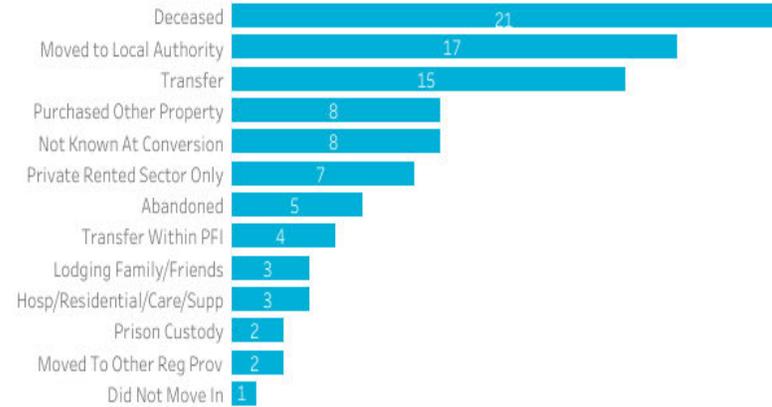
Evictions (any reason) and abandonments

112 Lets with 17 refusal

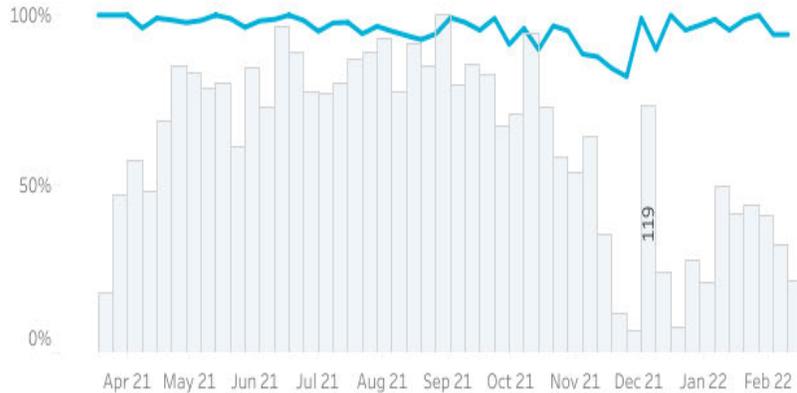
Average Relet Days Week by Week



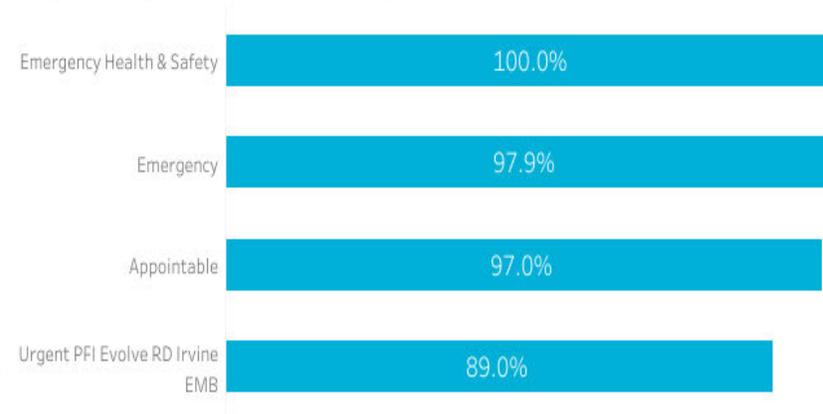
All Ended Tenancies



Repairs Completed in Time vs Volume of Repairs



Repairs Completed in Time by Priority



**Commentary:**

- The new repairs and maintenance services will begin on 1<sup>st</sup> April 2022, we are currently implementing our transition plan. The specification and performance framework for these new contracts is focused on customer satisfaction and reporting systems will be interfaced allowing for more efficient reporting processes.
- The majority of recent voids have been in poor condition and have required more void repair works and decoration costs than average. It is anticipated that our new annual tenancy welfare visits will help us to identify properties in poor condition at an earlier point and support tenants to carry out remedial works.
- Gas servicing compliance is at 100%, however there was a delay with uploading certificates to Promaster due to system issues.

# Social Housing Cash Leakage - NSC Paper...

Riverside Scotland - 247th Board Meeting  
Currently Showing: **Irvine A**

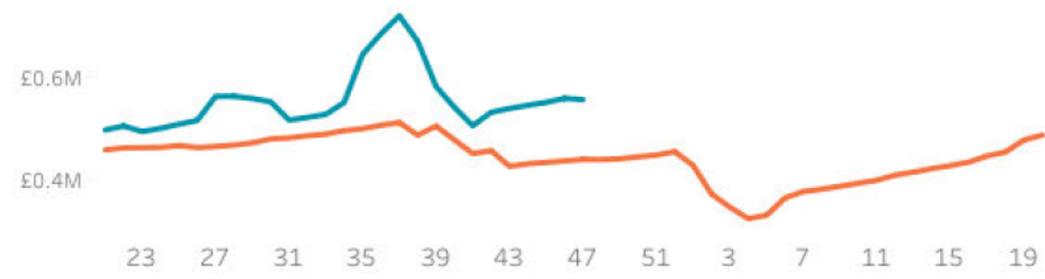


Report Date  
27/02/2022



Current Arrears  
**£0.56M**  
£10.80M (5.16%)

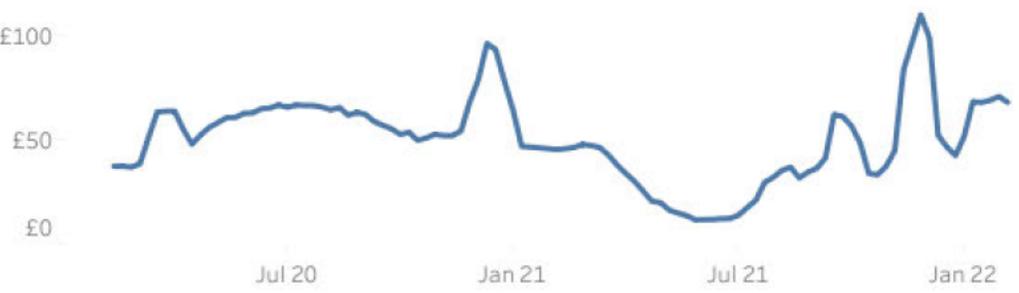
Arrears 4 Week Average **This Year** vs **Last Year**  
*The latest week is fixed at the centre of the chart*



Commentary

Year Movement Per Unit  
**+£68**  
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

Void Rent Loss  
**0.30%**  
£29,114 / £9.65M

Void Rent Loss Weekly  
*The Rent Loss for each individual week*



Commentary

- The Housing team in Riverside Scotland continues to work with the Income Collection service on arrears recovery work. Applications are being made to the Scottish Government Grant fund via our Local authority partners, and work is now complete to create a dedicated DWP portal for Riverside Scotland customers.
- Work is ongoing to consider alternative models for arrears recovery across Riverside Scotland in partnership with the Head of Income Collection.
- Void loss figure for wc 10/01/2022 showing erroneously as £6,078 due to a void input error (void start date was input as Jan 21 instead of Jan 22 so added full year void) this has been amended and is not showing in the overall loss any longer.
- Generally, over the past year void properties being returned to us are in an increasingly poor condition, and the time and cost needed to bring them up to lettable standard is increasing. We have increased the contractual price per void through our new repairs contract, and will be considering how we can work with Third Sector partners to deliver cost effective decoration services.

# Social Housing Customer Satisfaction - NSC Paper...

Riverside Scotland - 247th Board Meeting  
 Currently Showing: IRV  
 Rolling 3 Month Measures

Report Date  
 February 2022

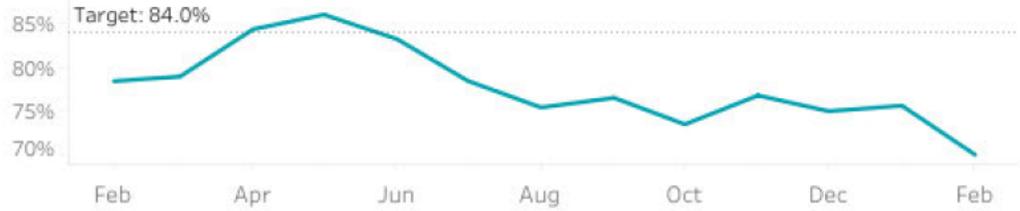
Region  
 IRV



## Overall Satisfaction

**70.1%**

Responses: 147

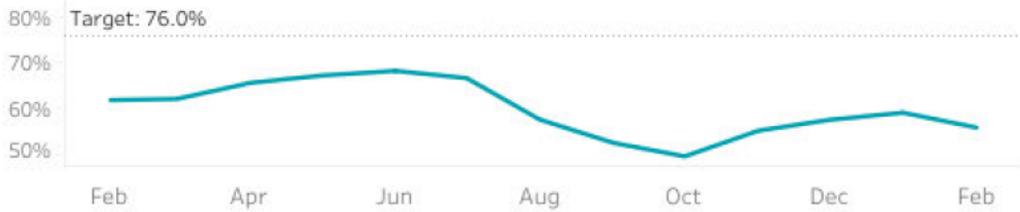


Commentary

## Listening to Views

**55.9%**

Responses: 152

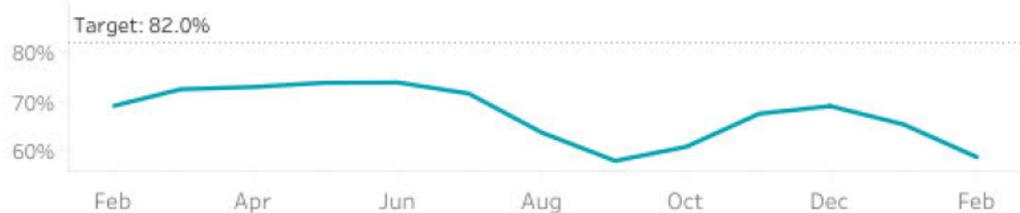


Commentary

## Repairs and Maintenance

**58.6%**

Responses: 152

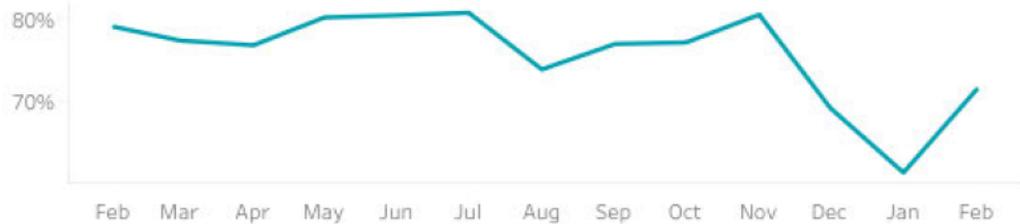


Commentary

## Latest Repair

**71.4%**

Responses: 42

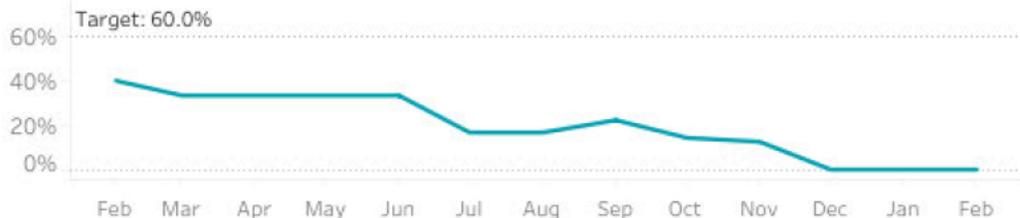


Commentary

## Complaints Handling

**0.0%**

Responses: 7



Commentary

- All customer satisfaction indicators continue to decline with the exception of satisfaction with latest repair. There have been considerable challenges across the CSC and RS Asset Teams. Call waiting times are very long due to system and staffing shortages across CSC, and we are transitioning to new repairs and maintenance services from 1<sup>st</sup> April 2022.
- The new R&M services will be delivered via a partnership contract which should support closer joint working and greater scrutiny of performance management. The new services will also be fully interfaced with Riverside systems, making the flow of communication easier between colleagues and contractors. It is anticipated that we will begin to see a gradual improvement in R&M satisfaction in the coming months.
- 7 complaints survey responses were received during the reporting period and all gave neutral or negative responses. All complaints were related to the repairs and maintenance services and length of call waiting time.



# Riverside Scotland Customer Satisfaction Improvement Plan 2022-23



# Summary



# 1. Repairs & Maintenance Service

Riverside Scotland - 247th Board Meeting

What	How	Who	When	Status	Progress
Increase proportion of work completed first time	Review RS CSC repairs scripts to improve initial repairs diagnostics and increase involvement of RS Asset Team in repairs chasers and complaints.	Asset Services Manager	May 2022	On track	Discussions ongoing with CSC to develop RS specific scripts and processes.
	Develop online repairs reporting functionality to improve customer repairs descriptions and support correct diagnosis.	Asset Services Manager/Central Services	August 2022	On track	
	Review all jobs requiring Follow On works at monthly contract monitoring meetings to determine reasons and completion timescales.	Asset Services Manager	May 2022	On track	New contracts in place from 1 <sup>st</sup> April with Follow On Works as a KPI.
	Review abandoned jobs on a regular basis to identify key drivers and causes.	Asset Services Manager	May 2022	On track	New contracts in place from 1 <sup>st</sup> April with abandoned jobs as a KPI.
Improve quality of work	Develop operative scripts to ensure customers are being asked to confirm their satisfaction when jobs are completed.	Asset Services Manager	May 2022	On track	New contracts in place from 1 <sup>st</sup> April.
	Increase the % of pre, post and onsite inspections delivered by RS Asset Team.	Asset Services Manager	May 2022	On track	
Increase speed of resolution	Review % of jobs completed within published timescales at monthly contractor meetings.	Asset Services Manager	May 2022	On track	
	Fully embed the digital interface between key contractors and RS repairs reporting systems.	Central Services IT/Asset Manager	May 2022	On track	
Improve the customer experience of receiving repairs and maintenance services.	Implement joint training sessions on customer care for RS operational teams and key contractor operatives.	Head of Service	May 2022	On track	Session arranged for late May 2022.



## 2. Ease of getting queries resolved

What	How	Who	When	Status	Progress
Reduce time taken to respond to customer enquiries.	Review CSC scripts for RS customer enquiries, and share points of contact and remit list for all RS staff.	Operational Managers	June 2022	On track	
	Establish dedicated points of contact for co-ordination of Housing and Asset complaints.		June 2022	On track	
	Embed monthly complaints reviews by operational managers and case reviews for complex cases.	Operational Managers	May 2022	On track	
Increase proportion of queries resolved at first contact	Review RS CSC scripts for all service areas to ensure the correct workflow processes are in place.	Head of Service/Operational Managers	Sep 2022	On track	
	Roll out Customer Care training to all operational staff, which focuses on taking ownership and accountability of the complaints process.		Sep 2022	On track	
	Embed a performance management framework which monitors the end to end process for customer enquiries.		Sep 2022	On track	
	Implement Customer Journey mapping across our key service areas.		Sep 2022	On track	
Increase proportion of queries that can be resolved online	Fully implement the My Riverside App for RS customers.	Central Services IT/CSC	June 2022	On track	

# 3. Listens to views and acts on them

Riverside Scotland - 247th Board Meeting



What	How	Who	When	RAG Status	Progress	
Increase opportunities for meaningful engagement with customers	Implement a RS customer census through face to face discussions, focus groups, telephone surveys, and online to establish a new baseline of customer expectations and profile.	Head of Service/Customer Involvement Team/Central Services Comms	Sep 2022	On track		
	Use the census information to inform a new structure for customer engagement and involvement.		Sep 2022	On track		
	Integrate the Housing Officer role more fully to develop customer involvement at a local/neighbourhood level.		Sep 2022	On track		
Improve communication with customers						
	Develop 'Local Offer Documents' which set out the service offer which reflects the customer priorities in that area, clearly demonstrating the link between 'you said' and 'we did'		Sep 2022	On track		
	Consult with customers in order to publish easy to understand and relevant service standards & performance		Sep 2022	On track		
	Publish information which informs customers about changes that have been introduced as a result of their feedback, and the ways that customers have been engaged in service improvements	Sep 2022	On track			
Improve complaints handling	Embed new working principles established in revised policy, process and supporting documents, all published on the intranet Complaints Hub	Head of Service	Sep 2022	On track		
	Embed a performance framework for monitoring complaints by operational managers.					

# 4. Value for money

Riverside Scotland - 247th Board Meeting



What	How	Who	When	RAG Status	Progress
Improve quality of information provided to customers in year end accounts	Develop a user friendly update for customers setting out how rental income has been spent and future investment plans.	Morag Hutchison/Head of Service	May 2022	On track	
Improve customer satisfaction with Factoring Services.	Establish a dedicated resource for dealing with Factoring queries and administering the RS Factoring service.		Nov 2022	On track	
Increase the external funding sourced to support service developments.	Dedicate resources to reviewing and monitoring all external funding options, and supporting applications as appropriate.	SMT	Sep 2022	On track	
Ensure quality services are delivered in the most cost effective way	Work with Procurement colleagues to ensure new contracts and services delivery value for money.	LT	May 2022	On track	Procurement team involved in full repairs and maintenance contract review.
	Work in partnership with other RSLs to benchmark service outcomes, models, and delivery costs, and to share Good Practice.	LT	Ongoing	On track	Maximise use of benchmarking Groups to discuss and compare performance and service delivery models.
Improve budget management within RS to improve forecasting and reduce significant over/underspends.	Review financial approval processes and procedures and carry out training to all staff.	Morag Hutchison	June 2022	On track	Review of processes complete, training to follow.
	Develop 5 year and 10 year capital investment plans based on SCS information Asset Management Strategy.	Asset Manager	June 2022	On track	SCS underway and capital programme agreed for 2022-24
	Budget position to be monitored by SMT and Leadership Team monthly.	SMT	May 2022	On track	

# Link to Regulatory Requirements (1/2)



Driver	Priority	Actions	Relevant Regulatory Standard (abridged)
1. Repairs & maintenance service	Strong driver  Poor performance	<ul style="list-style-type: none"> <li>• Increase proportion of work completed first time</li> <li>• Improve quality of work</li> <li>• Increase speed of resolution</li> <li>• Improve the customer experience of receiving repairs and maintenance services through customer mapping.</li> <li>• Develop 5 and 10 year capital investment programmes which support achievement of EEESH and maintenance of SHQS.</li> </ul>	<b>Scottish Social Housing Charter Outcome 5:</b> Tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.
2. Ease of getting queries resolved	Strong driver  Poor performance	<ul style="list-style-type: none"> <li>• Deliver complaints and customer care training to all staff, promoting ownership and accountability.</li> <li>• Fully roll out the My Riverside App to RS customers.</li> <li>• Develop user friendly updates on use of rental expenditure and stock investment plans.</li> <li>• Publish 'headline' updates of Board decisions and service changes to colleagues and customers.</li> </ul>	<b>Scottish Social Housing Charter Outcome 2:</b> Tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.
3. Listens to views and acts on them	Strong driver  Poor performance	<ul style="list-style-type: none"> <li>• Improve communication with customers</li> <li>• Improve complaints handling</li> </ul>	<b>Scottish Social Housing Charter Outcome 3</b> Tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with

# Link to Regulatory Requirements (2/2)



Driver	Priority	Actions	Relevant Regulatory Standard
4. Value for money of service charges		<ul style="list-style-type: none"> <li>• Improve quality and accessibility of information provided to customers on use of rental income.</li> <li>• Improve budget management and planning across RS.</li> <li>• Improve delivery of the Factoring Service.</li> <li>• Work with Procurement to deliver new services and contracts.</li> <li>• Maximise access to external funding sources to support new services.</li> </ul>	<p><b>Scottish Social Housing Charter Outcome 3:</b> Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay</p> <p><b>Scottish Social Housing Charter Outcome 14 &amp; 15:</b> Social landlords set rents and service charges in consultation with their tenants and other customers so that:</p> <ul style="list-style-type: none"> <li>• a balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and service users can afford them</li> <li>• tenants get clear information on how rent and other money is spent, including details of any individual items of expenditure above thresholds agreed between landlords and tenants</li> </ul>
5. Quality of home	Strong driver  Strong performance	<ul style="list-style-type: none"> <li>• Develop and publish 5 and 10 yearly stock investment plans informed by recent SCS.</li> <li>• Embed the new repairs and maintenance services and performance/contract monitoring.</li> <li>• Develop SHAPE model for RS housing stock and Carbon Zero strategy.</li> </ul>	<p><b>Scottish Social Housing Charter Outcome 4:</b> Tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) when they are allocated; are always clean, tidy and in a good state of repair; and also meet the Energy Efficiency Standard for Social Housing (ESSH).</p>
6. Safety & security of home  8	Strong driver  Strong performance	<ul style="list-style-type: none"> <li>• Develop renewal/regeneration plans for priority areas.</li> <li>• Further develop the Estate Caretaker role.</li> <li>• Review the purpose and remit of our local TARAs.</li> </ul>	<p><b>Scottish Social Housing Charter Outcome 6:T</b> Tenants and other customers live in well-maintained neighbourhoods where they feel safe</p>

## 8. Any Other Business

Date:	31 March 2022
Subject:	Subsidiary Appointment
Author:	Morag Hutchinson Head of Finance & Planning [REDACTED]
Sponsor:	N/A
Appendices:	None
Action:	Approval
Data Class:	Public

### **EXECUTIVE SUMMARY**

In line with Thistle Housing Services' Articles of Association a person willing to act as a Director, and is permitted by law to do so, may be appointed as a Director by the Parent. The Association, as Parent, may appoint any person to be a Director by notice to the Company.

Following the departure of Paul Hillard, a new Director and Company Secretary should be appointed to Thistle Housing Services.

It is proposed that Diana MacLean, Managing Director of Irvine Housing Association t/a Riverside Scotland is appointed as Director and Company Secretary to Thistle Housing Services.

### **RECOMMENDATIONS**

It is therefore recommended that Board:

- approves the appointment of Diana MacLean as Director and Company Secretary of Thistle Housing Services
- instructs the Governance and Company Secretarial Assistant to provide the appropriate notice to Thistle Housing Services.

9. Date of Next Meeting - 5.30 p.m.  
Thursday 26 May 2022 - Riverside  
Scotland's Office, 44-46 Bank Street,  
Irvine and via MS Teams