

THE RIVERSIDE GROUP LIMITED

IRVINE HOUSING ASSOCIATION

Two Hundred and Seventh Meeting of the Board held at 5.30p.m. on
Monday 28 September 2015 at 44-46 Bank Street, Irvine

Minutes

Present: Mr A. West (In the Chair), Mr N. Alexander, Mr C. Bell,
Mrs W. Johnstone, Mr D. McEachran, Mrs J. Murray, Miss
K. Osborne, Mr B. Sturgeon, Mr J. Wood

In attendance were Mrs N. Thom, Mrs D. Boyle and Mr D.
Thompson

Apologies for Absence

Apologies for absence were received from Miss F. Dunlop
and Mrs F. Garven.

Declarations of Interests

There were no declarations of interest.

1. **Minutes of the Last Meetings held on 23 June, 15 July and 17 August 2015**

The minutes of the meetings held on 23 June and 15 July 2015 were approved and signed.

The minutes of the meeting held on 17 August 2015 were approved subject to the heading of 4a) being highlighted for redacting.

2. **Matters Arising from the Minutes**

a) **Matters Arising from the Minutes of 23 June 2015 – Board Use of IT (Min2.c)**

Mr J. Wood advised that the results of the recent survey of IT requirements for Riverside Board Members had been inconclusive and there had been no clear steer towards moving to the use of

hand-held devices. It was for each Board to decide if it wished to move towards paperless Board Meetings, however, going on the results of the survey, it was unlikely that Group would be providing devices for Board Members.

b) Matters Arising from the Minutes of 17 August 2015 – Riverside Board Members' Conference (Min4.b))

Mrs N. Thom reported that the Chairman, Mr N. Alexander, Mr C. Bell, Mr D. McEachran, Mrs J. Murray and Mr B. Sturgeon would be attending the conference on 15 October 2015. Mrs A. Robertson from the Scrutiny Panel was also due to attend this conference as the Association's Tenant Federation representative.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

3. **Committee Minutes & Policies**

Mrs N. Thom referred to page 7, item 571 of the 2 July 2015 minutes and highlighted that the paper for this item had been tabled for information as it explained the definition of the Top 10 KPIs and gave baseline and target information.

The Board noted the draft minutes of the:

- a) Group Housing Services Committee Meeting held on 2 July 2015.
- b) Group Housing Services Committee Meeting held on 16 July 2015.

4. **Mitie Responsive Repairs and Voids Maintenance Contract**

Mr D. Thompson highlighted that the most frequent contact that customers had with the Association was accessing the repairs service. In order to achieve high levels of customer satisfaction which linked to the Association's KPIs, it was therefore crucial to get this service provision operating effectively. A good relationship with the contractor was also crucial. The recommendations had therefore been made in order to:

- Achieve more value by having more repair works being carried out at void stage
- To manage responsive costs more effectively and update the list of works which sit outside of the void contract which have a separate budget
- To put a cap on the total cost of the individual works orders
- To enhance the void specification in order to reduce follow on repairs.

The Board enquired on how the level of repairs in the contract had doubled. Mr Thompson confirmed that this had not been due to an issue with the condition of the Association's housing stock. Mr Thompson advised that the increase in repairs had been due to the type of jobs being raised by the customer service centres namely:

- Some of works ordered was actually the tenant's responsibility and was outwith the repairs contract
- Some works orders was a repeat of an order which had been processed the day before
- Orders were being issued for Mitie to carry out inspection works when the Association had its own inspectors to do this work
- Some of the works ordered were renewal not repair and were outwith the repairs contract.

These errors had since been rectified through the training of the Association's new CSC team as well as the wider CSC teams and the number of inappropriate repairs were now reducing.

Mr Thompson further advised that following analysis of repairs works, it had been found that certain repairs were being reported in the first 3 months of a new tenancy. These repairs were works which could have been carried out at void stage if the void standard was enhanced and the Association would then benefit from these works being charged at a discounted rate. Mr Thompson clarified that these were works relating to lock changes, garden works, descaling of shower head and joinery and plasterwork.

Following a query from Board, Mr Thompson elaborated on internal issues within Mitie which had meant that works had not been charged to the Association in a timely manner.

In response to a question from Board, Mr Thompson explained the benefits in operating a PPP Contract as opposed to a Schedule of Rates Contract.

Mr Thompson highlighted that the number of days which the contractor had the property to carry out the repairs may increase slightly due to the enhanced void standard, however, he was content the properties would continue to be re-let within agreed targets.

The Board enquired if the amount to be paid to Mitie had implications for adjusting the Association's previously audited accounts, Mr Thompson confirmed that it did not. The amount to be paid to Mitie would be paid in the current financial year.

After full consideration, the Board thereafter:

■ approved an increase in the annual value of the 2015/16 Responsive Repairs PPP contract. ■

■ Approved a payment to Mitie ■ for the completion of PPP excluded response repairs maintenance works in 2013/14 and 2014/15 ■

c) Approved the 17 clarifications of repair works included and excluded from the PPP repair works orders ■

[REDACTED]

[REDACTED] Noted the proposed enhancements to the current void works standard [REDACTED]

[REDACTED]

5. **Business Continuity Plan**

Following review of the draft Business Continuity Management Plans (BCMP), the Board noted the recommendations set out in the BCMP Audit and thereafter agreed the content of the BCMPs.

6. **Committee Membership and Chairpersons**

Mrs N. Thom advised that a schedule of dates for Board and Committee meetings had been tabled for information.

The Board agreed to consider their proposed Committee Membership in line with time commitments and feedback to Mrs D. Boyle on any amendments which may be required to the Schedule of Board and Committee Membership 2015/2016.

Mrs Thom undertook to review the number of Committees and matters for consideration by Committee during the year if Board participation on the current 3 Committees proved problematic.

7. **Whole Board Appraisal – Action Plan**

Mrs N. Thom stated that the Action Plan had been produced following Board’s consideration of the results of the Whole Board Appraisal at its Strategy Day in May 2015.

The Board thereafter approved the Whole Board Appraisal Action Plan 2015/16.

8. **Standing Orders**

The Board noted that the Standing Orders had been updated to reflect personnel changes and also incorporate Group’s Chair’s Action

Procedure which had been adopted as part of the Association's Governance Framework Document.

The Board approved the revised Standing Orders.

9. **Membership of the Association**

Mrs N. Thom advised that a review had been carried out of the members who had failed to attend or give apologies for the Annual General Meeting 5 consecutive times. The members who had been identified as part of this exercise were now proposed for withdrawal as a member, in accordance with Rule 15 (b)(i)(B).

The Board thereafter agreed to the withdrawal of the members listed in the Appendix to the paper, who had failed to attend or give apologies to 5 consecutive Annual General Meetings, in accordance with Rule 15 (b)(i)(B).

10. **On-line access to Corporate Cash Manager Account**

Mrs N. Thom advised that the Board had agreed at its June 2015 to open the Corporate Cash Manager Account.

The Board approved the accessibility of the Corporate Cash Manager Plus Account via on-line banking with the National Westminster Bank.

11. **Performance Management**

Mrs N. Thom highlighted an error in the Key Performance Indicators section of the paper in that the top ten KPI's did not reflect the Appendix. This would be updated for the next meeting.

Mrs Thom highlighted the 2 Indicators which were currently outwith target and elaborated on the reasons as follows:

- HB Adjusted Arrears – this was due to seasonal trends. These arrears were being closely monitored by staff.
- Health and Safety – this was due to an issue of the system looking for gas certificates for properties which did not have a gas supply. This was currently being resolved with the IT department.

The Board enquired if the Association would expect to meet all its targets by year end and what would the biggest risk for not achieving them would be. Mrs Thom stated that she expected that the Association would meet all its targets by year end. The biggest risk would not be achieving the Data Quality target. In order to encourage

customers to make use of the self-serve facilities available, as part of the Think Forward Initiative, a big exercise was currently being planned for capturing customer data such as email addresses etc. This exercise would be given appropriate priority during the year.

In response to a query from Board, Mrs Thom advised that Health and Safety information was closely monitored in order to ensure that the company was adhering to its legal obligations. The KPI system gave an early indication of any issue which allowed attention to be directed to this service to ensure action was carried out to remedy the situation.

In response to question from Board in relation to the budget, Mr D. Thompson advised that the increase in the contract amount for the Mitie PPP contract, would be offset against savings elsewhere in the budget. The Board instructed the Executive Team to bring proposals back to them for bringing the budget back within agreed levels.

Thereafter, the Board:

- a) noted the Association's performance against the Group's Top Ten KPI's and Local Targets;
- b) noted the Association's performance against the current Monthly Performance Review Report and the Analyse by Division report;
- c) reviewed the Association's compliance with the funder's financial covenants.
- d) Noted the Group's and the Association's Cash Collection Dashboards.

12. **Information Items**

The Board noted the following items:

- a) Loan Portfolio Return
The Board noted the content of the In-Year Loan Portfolio Return.
- b) PR & Networking Report
The Board noted the content of the PR Events and Networking Report.

13. **Any Other Business**

The Board viewed a video from Carol Matthews, Group's Managing Director, in relation to the Think Forward initiative.

14. **Date of Next Meeting**

Board Meeting – 5.30 p.m. on Wednesday 25 November 2015, 44-46
Bank Street, Irvine.

N. Thom
Interim Secretary
30 September 2015
NT/db

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██████ = This section of text has been subject to redaction prior to the publication of minutes on the website.