August 2020 Public Board Meeting Pack

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.

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 in breach of the Data Protection Act 2018.

Date:	27th August 2020
Subject:	COVID-19 Pandemic
Author:	Paul Hillard
Sponsor:	
Appendices:	Appendix 1 – Returns to the Scottish Housing Regulator
Action:	Information
Data Class:	Public

EXECUTIVE SUMMARY

This Report provides an update to Board members of the Association's response to the COVID-19 Pandemic and the consequent 'lockdown' measures.

This Report outlines the approach being taken to the re-instatement of services and changes to ways of working as the lockdown measures are eased, our approach to supporting staff, the consequence risks, and reporting to the Scottish Housing Regulator.

RECOMMENDATION

- It is recommended that Board note and comment on the contents of this Report.

---

1   Background

1.1   The UK Government announced initial lockdown measures on 16th March 2020 with a request for people and businesses to maximise working from home. Further, more significant 'lockdown' measures were announced on 23rd March 2020.

1.2   The measures contained in The Coronavirus (Scotland) Act 2020 became effective from 7th April 2020.

1.3   Subsequent COVID-19 Pandemic specific guidance has been issued from the Scottish Government, The Scottish Housing Regulator and the Health and Safety Executive relating to the functions and services of the Association.

1.4   The Association commenced home working for all staff, with limited on-going estate and property based working for some colleagues, from 18th March 2020. Where necessary a risk-assessed scheme of working has been devised and appropriate PPE issued.

1.5   The Scottish Government published a "route map" to the easing of the COVID-19 pandemic 'lockdown' measures in May 2020. The route-map was based on the lifting of measures over four stages. The Scottish Government has now moved in to Phase 3 of the release of lockdown, although not all the restrictions due to be eased in phase 3, have yet been lifted.

1.6   The most significant lockdown measure still in place effecting the Association's business is the inability to use the office.

2   Recovery of Services

2.1   The movement into Phase 3 of the easing of lockdown measures has meant that the vast majority of the Association's services are now being delivered, albeit that they are being delivered very differently, minimising direct face to face contact with customers, or between colleagues and without a useable office. The key elements of the service are set out below:

2.1.1   Repairs – A full service is now being offered with safe methods of working being adopted by contractors where repairs are being carried out.

2.1.2   Safety checks – Landlord compliance safety checks are being carried out. This included gas safety inspections and enforcement action is now being undertaken. The processes for enforcement are taking account of cases where Covid-19 self-isolation or shielding by customers is in place.

2.1.3   Void Properties –are being inspected and works carried out to make them available to let. Safe working practices and additional cleaning means that there is a notable increase in void turn round times to c.25 days.

2.1.4   Lettings – are being carried out in accordance with normal policies. Mutual exchanges are not currently being processed.

2.1.5   Estate Inspections – are being carried out by the Estate Caretakers, where possible from within their cars.

2.1.6   Landscape Maintenance – a full service is in place.

2.1.7   Arrears Recovery– the First Minister has announced that the no evictions element of the Coronavirus legislation will be extended to the end of March 2021. Arrears are currently c.£80K to £100K higher than at the same point as a year ago, and the current trend is still rising, although the rate of increase has slowed in current weeks. To address this issue procedures have been introduced that deploy more Housing Officers' time in pursuit of rent arrears to supplement the activity of the Income Collection Team.

2.1.8   Tenancy Sustainability - the team is prioritising work assisting new universal credit claimants through the process. Their workload is considerable and is likely to increase once the 'furlough' system comes to an end. We are currently investigating options to increase the resources in the team.

2.1.9   Responding to Anti-Social Behaviour – We have sought to continue to respond to this through telephone contact with tenants.

3   Use of the Office

3.1   In anticipation of an earlier easing of restrictions, the office has now been prepared for use in a way that would allow social-distancing and safe working. However, the Scottish Government's announcement on lockdown easing has consistently set back the target timeline for the re-opening of offices. It is currently not included on the list of lockdown measures proposed for easing from 14th September 2020 and is awaiting a further review. It is therefore not expected that the office will be available in the short term.

4   Colleague Welfare

4.1   The Management Team are continuing to give priority to support colleague well-being during the pandemic. We are taking an approach of continuing with much more frequent team meetings, usually weekly, and ensuring that there is regular contact

between colleagues. We have also actively sought to encourage colleagues to take annual leave during this period.

4.2   This has been supported by a range of Riverside-wide initiatives and resources to support wellbeing, including on-line activities and national workshops and events.

4.3   ███

5   Scottish Housing Regulator

5.1   In April, the SHR announced that it would require a special monthly return from all social landlords. The Association return for July 2020 is attached as Appendix 1.

6   Risks

6.1   A COVID-19 specific Risk Schedule has been developed and shared with the Audit and Risk Committee. It is available for Board members on the REX site.

7   Recommendation

6.1   It is recommended that the Board members note and comment on this Report.

Scottish Housing Regulator

COVID 19 - Monthly Return (RSL)

Please follow the steps below to submit this form to SHR

1:     Save a blank copy of the form to your own system (documents saved in the portal cannot be amended).

2:     On your saved version of the form press the 'Go to form' link or select the form tab at the bottom of the screen.

3:     Select your RSL's name from the drop down list

4:     Please complete all questions on the form

5:     Fields on the form can be navigated by using the tab key, or by selecting the relevant cell

6:     Once all questions have been completed and saved, upload the form to your documents area in the Social Landlord Portal. (Instructions on uploading documents can be found on the Help & Guidance page of the portal).

7:     Further definition on each indicator can be found on the definitions tab at the bottom of the screen (also accessible via a button on the forms screen).

Go to form

Landlord: Irvine Housing Association Ltd

Month: July 2020

Please submit this return within one week of the end of the calendar month

Please tell us your staff absence level on the last day of the month:

Total number of staff (FTE)	34.33	Comments:	
Total number absent (FTE)	1	Comments:	
Percentage of staff absent	2.9%		
Number of staff placed on furlough (FTE)	0	Comments:	
Gross rent arrears	▮	Comments:	
Total rent due	▮	Comments:	
Gross rent arrears (%)	▮		
Empty Homes (last day of previous reporting month)	8		
Empty homes (arose during the reporting month)	8	Comments:	
Empty homes (last day of reporting month)	6	Comments:	
Number of lets to homeless (SST)	10	Comments:	
Number of lets to homeless (short SST)	0	Comments:	
Number leased to relevant local authority	0	Comments:	
Number of lets to others	0	Comments:	
Total lets and leased (during reporting month)	10		
Balance	0	Comments:	
Cash balances as at last day of the month	▮	Comments:	▮

Number of court actions initiated and properties recovered during the reporting month:

Total number of court actions initiated	0	Comments:	
The number of properties recovered having obtained decree for non-payment of rent	0	Comments:	
The number of properties recovered having obtained decree for anti-social behaviour	0	Comments:	
The number of properties recovered having obtained decree for other reasons	0	Comments:	

Number of Notice of Proceedings issued during the reporting month for:

Rent arrears	4	Comments:	
Antisocial behaviour / criminal activity	1	Comments:	
Other reasons	0	Comments:	

Definitions

Total number of staff (FTE)	Permanent or temporary staff employed by the RSL or by any of its subsidiaries as at 31 March each year which carry out duties for the RSL. The number of staff should be reported in terms of full-time equivalents (FTE). For example, if the hours of two people working part-time are added together that might be the same as one full-time job.
Total number absent (FTE)	Number of staff (FTE) not available to work, because of ill-health, care responsibilites, compassionate leave, other reasons (excluding those placed on furlough)
Percentage of staff absent	To calculate the percentage we will divide the total number absent (FTE) by the total number of staff (FTE) and multiply by 100.
Number of staff placed on furlough (FTE)	Number of staff place on furlough in accordance with the UK Government's furlough scheme
Gross rent arrears	Gross rent arrears consists of the value (to the nearest £) of current and former tenant rent arrears as at the end of each month or the closest end of debit period prior to any arrears write-off. Rent paid in advance should not be used to offset the overall value. Do not include as arrears • The value of any outstanding payments from people who have an agreement to pay their rent slightly later than the landlord's normal monthly rent cycle i.e. agreements to make payments in the next rental cycle; and • The value of any outstanding housing benefit/universal credit payments due for that month but not received until after the start of the next month.
Total rent due	Total rent due is the value (to the nearest £) of the total annual charges levied by the landlord in respect of rent and service charges for dwellings.
Gross rent arrears (%)	To calculate the percentage we will divide the total value of gross rent arrears by the total rent due for the year and multiply by 100.
Empty Homes (last day of previous reporting month)	The total number of empty dwellings on the last day of the previous reporting month. An empty home is a property owned by a landlord which has no tenant. We will pre populate this field using the figure submitted in the previous month's return.
Empty homes (arose during the reporting month)	The number of empty dwellings that arose during the reporting month in self-contained lettable stock.
Empty homes (last day of reporting month)	The total number of dwellings in self-contained lettable stock that were empty on the last day of the reporting month.
Number of lets to homeless (SST)	Total number of lets commenced during the reporting month to households assessed as statutory homeless by the local authority and to whom the local authority has a duty to provide permanent housing (not the cumulative total since April).
Number of lets to homeless (short SST)	Total number of lets commenced during the reporting month to households assessed as statutory homeless by the local authority and to whom the local authority has a duty to provide permanent housing (not the cumulative total since April).
Number leased to relevant local authority	The number of properties leased during the reporting month to the local authority, including those for use as temporary accommodation for people who are homeless. Include only those properties that were first leased to the local authority during the reporting month (not the cumulative total since April).
Number of lets to others	The number of lets commenced during the reporting month to households other than to those who are statutory homeless i.e. to existing tenants, housing list applicants and others. (Not the cumulative total since April).
Total lets and leased (during reporting month)	Total number of new tenancies commenced and properties first leased to the local authority for use as temporary accommodation during the reporting month (not the cumulative total since April).
Balance	Please click here to see a working example of how the balance is calculated
Cash balances as at last day of the month	Cash balances per general ledger, including cash investments.
Court actions initiated and properties recovered in the reporting month	**Recovery of Possession (Eviction)** Section 16 of the Housing (Scotland) Act 2001 as amended by Section 153 of the Housing (Scotland) Act 2010, sets out the grounds on which a court can issue an order to terminate a SST and gives the landlord the right to recover possession of the property. Where landlords seek possession on the grounds of non-payment of rent, they must confirm to the court that they have met the pre-action requirements, as set out in the Housing (Scotland) Act 2010. **Court actions initiated** Following the issue of a notice of proceedings and raising a court order a landlord may initiate court action. **Reasons for eviction** When an action has been taken based on both rent arrears and anti-social behaviour, record the main reason. **Include:** · tenants that you have actively evicted; and · tenants that abandoned their home after you had obtained decree.
Notice of proceedings issued during the reporting month	**Notice of proceedings (NOP)** As defined by Section 14 of the Housing (Scotland) Act 2001 as amended by Section 155 of the Housing (Scotland) Act 2010, a NOP is a legal document issued at the first stage in the legal process for a landlord to evict a tenant.

Balance Calculation Example

Empty Homes (last day of previous reporting month)	17
Empty homes (arose during the reporting month)	14
Empty homes at the end of the month	17
Number of lets to homeless (SST)	6
Number of lets to homeless (short SST)	6
Number of lets to others (e.g. waiting list applicants)	1
Number leased to relevant local authorty	1
Total lets and leased (during reporting month)	**14**
Balance (this figure should be 0 to reconcile the voids and lets)	0

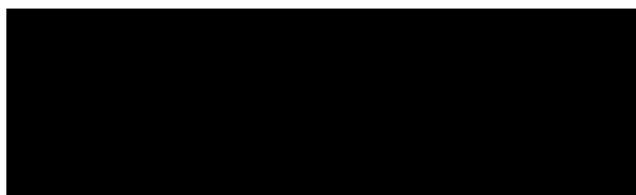| Date:	18 August 2020
Subject:	Rule 67 Statement by the Secretary
Author:	Paul Hillard
Sponsor:	N/A
Appendices:	Appendix 1: Rules 62 to 67
Action:	For Information
Data Class:	Public

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 Irvine Housing Association, 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: 18 August 2020

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 shall be kept and such minutes shall be read at the next of such meetings respectively and signed by the Chairman of the meeting at which they are so read and all minutes so signed shall be conclusive evidence of any fact stated therein as between the Association and every ordinary member.

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 paragraphs (a) (ii) and (iii) above; 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;

    (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 determine.

67.   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 62-66 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:	19th August 2020
Subject:	Asset Management Strategy
Author:	Heather Anderson
Sponsor:	John Watson
Appendices:	Yes
Action:	Approval
Data Class:	Public

EXECUTIVE SUMMARY

The Association should have in place an Asset Management Strategy to ensure our homes are affordable and attractive to tenants, and are financially viable in the medium to long term. It is about investing in, maintaining and upgrading properties, and understanding the needs and aspirations of our customers.

An Asset Management Strategy should set out the Association's approach to managing and maintaining our housing stock and the factors that influence and inform investment decisions and priorities. The Association's last Asset Management Strategy was completed in 2015 but focused heavily on the system used to gather data on lifecycle component replacement information to inform future planning.

A new Asset Management Strategy has been developed based on more recent Good Practice guidance and is attached to this report as Appendix 1. This strategy takes a wider more strategic approach to managing our housing stock, the factors which should determine the value and viability of our properties both now and in the future, and the specific challenges the Association faces in relation to the type and structure of our homes. An action plan to support implementation of the strategy in 2020/21 is included at Appendix 4 to the document.

RECOMMENDATION

The Board is asked to approve the revised Asset Management Strategy.

Irvine Housing Association

Asset Management Strategy 2020-2024

What is Asset Management?

Asset management is about ensuring that our homes are affordable and attractive to tenants, and are financially viable in the medium to long term. It is partly about investing in, maintaining and upgrading properties, and partly about understanding the needs and aspirations of our customers.

This Asset Management Strategy sets out the approach the Association will adopt to ensure that our assets are managed and maintained effectively, provide value for money, support our development ambitions, and are viable in the future while taking account of customer feedback.

Strategic context

Vision

Our vision is: *Transforming Lives, Revitalising Neighbourhoods*

Aims

Our aims are:

People at our heart	We will improve the quality of service provided to our customers, delivered by engaged and fulfilled colleagues. We will do more to sustain tenancies and provide secure homes to those who do not have one.
Homes for the Future	We will raise the standard of our homes and consider every option for those that may not be fit for the future. We will continue to build and grow to help address the housing crisis.
Places to thrive in	We will align our investment in homes and services to have a positive impact on the places in which we work, with a particular focus on helping those customers who face the greatest challenges.

Values
Our values are:

- **We Care**
- **We are Courageous**
- **We are Trusted**

Everything that we do as an organisation must relate back to our vision, aims and values. These are the fundamental building blocks of our Asset Management Strategy.

Long term strategic objectives
Our Corporate Plan 2020/23 sets out three long term strategic objectives:

- **Improve the quality of service provided to our customers** by accelerating the shift to a more preventative approach, improving satisfaction with our repairs service, and offering new online options for customers wishing to self-serve.
- **Support the transition to rapid rehousing** working with local authorities to maximise our contribution.
- **Sustain tenancies more effectively**, seeking creative sources of funding or working in partnership with others to deliver services that enable people to live for longer within their own home.
- **Become the workplace 'to be',** where talented colleagues choose to join, stay and recommend us. A place where our people feel trusted and empowered to give their best for our customers, each other and themselves.

Within these high level objectives, specific key objectives that relate to asset management are as follows:

High quality, reliable repairs service	Increase the number of repairs appointments kept, provide customers with more continually updated information about repairs and investment and increase customer satisfaction with our repairs and maintenance service.
A minimum spend of £7m on our investment programme over three years	Maintain the Scottish Housing Quality Standard and work towards the achievement of the Energy Efficiency Standard for Social Housing (EESSH) as required by the Scottish Housing Regulator. Provide clear, information about our plans and programmes to customers in advance.

Improved baseline data to create 'retrofit' pathway	Develop a comprehensive understanding of the performance and sustainability of all of our homes, including their energy ratings.
	Complete fully funded programmes to ensure all homes have a minimum band C (Energy Performance Certificate - EPC) by 2024.
	Develop a strategy for the decarbonisation of the heating in our existing homes, to help Scotland attain its vision for all social housing to be carbon neutral by 2040.
New lettings standard	Introduce a higher 'Homes Standard' to improve the quality of the homes we let.
Oversight of building safety	Ensure we maintain home safety and compliance, that we have up to date fire safety information and a regular regime of fire risk assessments.
	Respond to any changes in the regulatory regime implemented following any reviews of building regulations or fire safety, and the second phase of the Grenfell Inquiry.
Neighbourhood Renewal	Identify key localities for regeneration and renewal and develop neighbourhood plans to engage with owners and improve the quality of these environments.

As well as the above objectives, the Association is required to:

- Ensure compliance with the Energy Efficiency Standard for Social Housing (EESSH) by 2020, and plan and deliver EESSH 2 by 2025;
- Continue to comply with Scottish Quality Housing Standards (SHQS);
- Ensure compliance with relevant regulatory inspection, monitoring and service regimes (including gas safety, water hygiene, fire, lift safety, asbestos electrical testing and asbestos management); and
- Meet the relevant outcomes and standards of the Scottish Social Housing Charter – outcomes and standards 2, 3, 4, 5, 6, 13.

Long Term Financial Business Planning
This Strategy has been developed in conjunction with our Business Plan. The Business Plan demonstrates that we have resources in place to deliver the 4 year Investment Plan and replace all components as they become life expired over the next thirty years, whilst keeping rents affordable.

Regulatory guidance on asset management
The development of this Strategy has been developed in line with the Scottish Housing Regulator Recommended Good Practice (2012).

Why we have an Asset Management Strategy

An effective asset management strategy and asset management processes provides the following benefits for the Association:

- Helps us identify long term capital investment requirements.
- Helps us achieve value for money in the procurement of contracts and services.
- Minimises the proportion of our expenditure on day to day repairs and maximises that spend on planned maintenance.
- Helps us maximise our approach to financial planning through maximising external funding sources.
- Helps us to plan for the provision of affordable homes for our tenants that meet government targets in relation to housing quality and energy efficiency.
- Establish those priorities identified by tenants and ensure that investment priorities take account of these, and
- Assess the long term viability of stock which poses a challenge or risk to the Association and take the appropriate action.

Where are we now?

Our Stock Profile and Type

As at August 2020, the Association currently owns 2306 properties which are located across North Ayrshire (Irvine and Kilwinning), East Ayrshire (Drongon), and Dumfries.

The Association spends approximately £1.4m a year on reactive repairs, cyclical maintenance, health and safety checks and works to refurbish empty properties.

The table below sets out the Association's housing stock by age and property type:

	House	Bungalow	Maisonette	4 in a block	Flat	Bedsit	Tenement
Pre 1919	0	0	0	0	0	0	0
1919-1944	13	0	0	287	0	0	31
1945-1964	169	0	0	0	0	0	0
1965-1982	625	138	0	0	0	0	0
Post 1982	637	225	28	3	33	11	106

Key Asset Management Challenges
The following key issues and challenges that are facing the Association in relation to asset management and our approach to addressing these is explained throughout this document:

- **Multi-tenure stock** – The unwillingness of some owners to fund improvement works to communal areas has meant that some investment work has not been progressed which impacts negatively on the environment in which tenants live and their satisfaction with the immediate local area.

- **Sandstone 4 in a block properties in Dumfries –** The construction of these buildings makes it increasingly difficult to achieve required Energy Efficiency ratings to be compliant with EESSH standards.

- **Reactive repairs contract.** Our repairs and maintenance services are delivered through external contracts with a range of providers which have become more vulnerable in recent years due to changing economic factors.

- **Balancing investment with affordability –** we face an ongoing challenge to balance the required improvement and investment in our housing stock with the need to keep rents at an affordable level.

- **Imbalance in supply and demand for property types and sizes –** in some of our localities there is a decreasing demand for the property sizes and types we have available such as three bed upper flats in Dumfries.

- **Adaptation Restrictions –** a number of our properties cannot be adapted to meet the changing needs of our tenants, for example properties with curved stairwells cannot have a stairlift installed which means tenants are required to consider alternative housing options.

Where do we want to be?
The aim of our Asset Management Strategy is to guide investment that delivers better homes and developing neighbourhoods to feel proud of – investment that ensures our homes are affordable and attractive to tenants, and which are financially viable in the medium to long term, addressing some of the challenges identified in the stock.

Key Themes:
Our vision for each of the asset management challenges identified above is as follows:

- **Multi tenure issues.** We want to adopt a more flexible and consultative approach with owners to address the communal repair, environmental, and maintenance issues across our estates and neighbourhoods.

- **Sandstone 4 in a block units.** We want to explore all options for improving the energy efficiency of our sandstone blocks in partnership with private owners, and have in place a specific maintenance plan for these buildings.

- **Delivery of repairs and maintenance services.** We want to adopt a model of service delivery which will improve customer satisfaction, achieve best value, and ensure greater control over repairs and maintenance functions.

- **Balancing Investment with Affordability.** We want to ensure repairs and maintenance services are procured and delivered effectively and efficiently so we can maximise quality and minimise rental increases.

- **Imbalance in supply and demand for our property types.** We want to develop a clear understanding of the properties we have which will continue to be viable and provide value for money in the longer term, and those where we should seek to disinvest.

- **Adaptation restrictions.** We want to better understand our properties that cannot be adapted to meet the changing needs of tenants, and those which can and have been adapted, to inform all future allocations and consideration of refurbishment options.

How will we get there?
Our approach to Asset Management is summarised in the diagram below. Each of these areas are explained in more detail in the sections below.
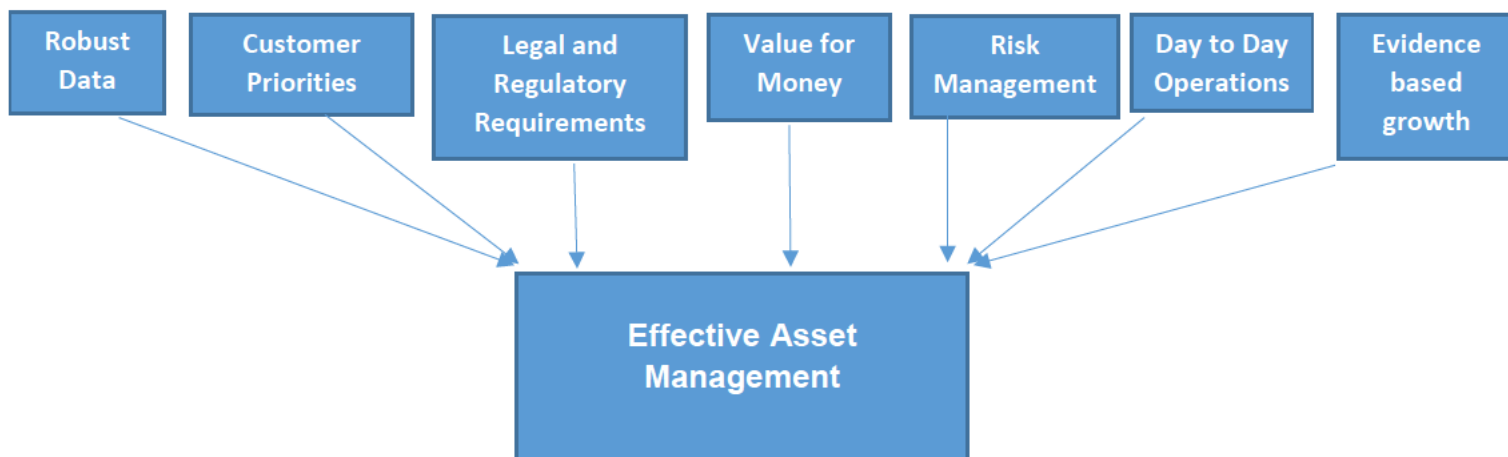
We have taken a whole organisation approach to the development of this strategy. The key factors and functions which have informed this strategy are:

- Corporate Plan 2020/23 which sets out our strategic priorities and allocates resources.
- Updated Lifecycle Database based on our most recent Stock Condition Survey, which will inform our capital programmes for maintaining SHQS and achieving EESSH.
- Key Performance Indicators which identify areas for improvement in the delivery of our repairs and maintenance services, including customer satisfaction and re-let times.
- Legal and regulatory requirements which inform our work programmes in relation to Compliance and Health and Safety, including the installation of LD2 fire safety systems.
- Business Planning process which ensures the delivery of repairs and maintenance programmes can be achieved within budget parameters on an annual basis and over the lifespan of the Business Plan.
- Operational staff knowledge and understanding of our housing stock, which has identified day to day challenges and issues and underpinned priorities for future works.
- Analysis of costs and sustainability of contracts which will inform our approach to the procurement of services and our future service model.

Robust data

The Association proactively uses data on the condition of our stock to inform effective investment decisions. In 2017 JMP carried out a stock condition survey on 20% of our housing stock. The data collated has built a base profile of our stock from which our capital works programmes are developed.

We plan to survey a minimum of 20% of our properties every four years, focusing on those properties where investment works are scheduled according to our stock lifecycle database. This approach will ensure that investment works are carried out where they are actually necessary, rather than appearing to need done simply because an anniversary in a database has been reached.

We routinely analyse and interrogate data to see what it is telling us about our properties; for example, reviewing high value spend items to see if there are patterns or underlying issues; monitoring the reasons for reactive repairs; and using repairs data to feed into our procurement exercises to help us get better value for money from our contracts and services.

Customer priorities

The Association carries out regular customer satisfaction surveys to capture customer feedback on the quality of our properties and the delivery of the repairs and maintenance service. Customer feedback identifies the following as key drivers of dissatisfaction:

- The overall quality of the home and environment.
- The length of time to wait for a responsive repair.
- The inability to fix a repair first time.
- Perceived lack of investment against rising rent levels.
- Lack of communication regarding repairs progress and planned maintenance works.

Legal and Regulatory Compliance

Health and Safety

The Association is compliant across all key areas of landlord health and safety. In recent years programmes have been put in place to increase the robustness of our approach to electrical testing, Fire Safety risk assessments and recommended works, and the installation of LD2 fire safety systems across all our housing stock.

The Association has a bespoke suite of landlord Health and Safety compliance policies, processes and performance indicators including:

- Fire safety
- Gas safety
- Asbestos Management
- Legionella Management
- Lift Safety
- Electrical Safety

Compliance against landlord health and safety requirements is assessed by our Health and Safety Manager in conjunction with the wider Riverside Health and Safety Directorate, and reported to our Board via the Audit and Risk Committee.

Regulatory Requirements: Scottish Social Housing Charter, EESSH and EESSH 2

Under the Scottish Social Housing Charter the Association must ensure that:

- 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 (EESSH) by December 2020.
- Tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.
- Tenants and other customers live in well-maintained neighbourhoods where they feel safe.
- EESSH 2 sets out a vision for 2040 for social housing's contribution to realising fuel poverty, energy efficiency and climate change ambitions; and sets an interim milestone for all social rented properties to achieve an EPC of band B or above as far as possible by 2032.

The Association has put in place a specific works programme which will ensure compliance with EESSH for all applicable properties by 2023/24. As at August 2020 98.7% of our housing stock meets SHQS and 79.6% meets EESSH. Our EESSH programme has been developed to maximise efficiency and cost savings by integrating component replacement works with External Wall Insulation so that properties undergo these improvements simultaneously, thereby maximising efficiency and minimising disruption for customers. The four year EESSH programme is set out in Appendix 1.

The Association's four year Capital programme is primarily based on the prioritisation of our lifecycle and stock condition database information, to ensure all properties are maintained on an annual basis to the Scottish Housing Quality Standard. The programme has been developed to maximise efficiency by 'packaging' multiple work streams into single projects as far as possible, and to dovetail with our EESSH programme. The programme also takes account of specific locality based projects arising from customer feedback, analysis of complaints and satisfaction trends and local neighbourhood issues and is attached as Appendix 2.

Risk Management

The Association has a specific Asset Management Risk Register which is managed on a day to day basis by the Asset Services Manager. This feeds into the Association's overall strategic Risk Register which is monitored by the Board's Audit and Risk Committee.

Risks are scored in terms of impact and likelihood. Prevention and mitigation actions are identified and residual risk is identified as a result of these actions. The Association has identified the following key risks in relation to asset management:

- EESSH compliance by Dec 2020.
- Vulnerability of current contracts and suppliers.
- The Covid-19 impact on the delivery and viability of services.
- The impact of Brexit on suppliers and services.
- Decreasing demand for property types and sizes due to demographic change.

A key aspect of the Options Appraisal process will be to identify the type of service model that will; improve customer satisfaction levels, achieve value for money, maximise the use of online and IT solutions in the delivery of repairs services for staff, contractors and customers.

It is crucial that our approach to Asset Management supports the Association's other strategic priorities, including preventing homelessness and sustaining tenancies. We understand that the standard and condition of a property at the point of let can impact considerably on a new tenant's ability or desire to sustain their accommodation. Therefore we are planning a review of our Letting Standard to ensure our properties are of good quality and exceed customer expectations when they are allocated to promote tenancy sustainment.

Evidence based growth
The Association has set out its strategic aspirations for new build growth and regeneration in its Corporate Plan 2020/23.

We will build affordable housing that contributes to meeting our strategic objectives, which is viable, aligned with the priorities set out in the Local Housing Strategies and Strategic Housing Investment Plans of our Local Authority partners.

The creation of place will be at the heart of all design decisions to ensure that, in addition to the new homes, the surrounding environment represents a great place to live with a feeling of community belonging. The key priorities identified for development are:

- Energy efficient properties which achieve EESSH 2 standards.
- New properties which meet Housing for Varying Needs standards and can meet the changing needs of tenants over their lifetime.
- 'Tenure Blind' developments where social rented units are not identified as different or substandard in any way.
- New housing which meets place making objectives and promotes community cohesion.
- Housing for which there is continued and sustainable demand.
- Low density family housing.

Value for Money

The Association actively benchmarks our repairs and maintenance performance and costs with other RSLs through our G8 Benchmarking group. Our performance across key performance indicators against our G8 members is attached as Appendix 3. Our performance is average across the group for the length of time taken to complete emergency and routine repairs, and we are currently the strongest performer in terms of repairs that are fixed right first time at 98.1% in 2018/19.

Based on 2018/19 data, across the ten key Registered Social Landlords operating in the same Local Authority areas, the Association had the 6th highest average rent level. Over the last three years the Association has implemented a new staffing structure and ways of working which enabled efficiency savings to be achieved. Efficiency savings exercises are carried out on a routine basis which has allowed the Association to minimise rent increases to 2% over the past year. Our long term aim is to align future rent increases with CPI inflation, our current Business Plan assumes CPI plus 0.5%.

To achieve greater efficiency savings we must manage and maintain our properties in such a way that maximises quality and minimises cost. Therefore a key element of this strategy is the need to adopt effective procurement processes to ensure the right service providers are in place, and the correct governance structure to monitor both quality and cost of service over time, both of which we aim to achieve from our Options Appraisal and review process.

Working with common owners

The Association provides factoring services to approximately 800 common owners, largely across the Pennyburn estate in Kilwinning. The mixed tenure nature of some of our neighbourhoods has restricted the Association in implementing improvement and renewal works covering common areas, such as proactive tree management, landscaping, and lock up garage demolition. A key element of our Asset Management strategy is to develop neighbourhood renewal and improvement plans for priority areas which are based on the following:

- The need for early engagement with owners so that owners can shape the design of proposed improvements.
- The need for a more flexible, outcomes based approach when addressing individual concerns and challenges involving owners.
- The need for a phased, area based approach within the wider estate which prioritises particular blocks or groups of streets with significant issues.
- The need to consider offering longer repayment plans for owners to contribute to the costs of works.
- The need to consider acquisitions and stock rationalisation to facilitate the delivery of improvement works.

How we will know we are achieving the objectives?
An Action Plan has been developed to support the delivery of this strategy and is attached as Appendix 4. Progress against this plan will be monitored on a day to day basis by the Asset Services Manager and Head of Service Delivery, and reported to our Board on a quarterly basis.

Review
This strategy will be reviewed every three years, or sooner if considered necessary in response to changing regulation or legislation. We also intend to review the strategy at the end of 2020/21 when the Scottish Housing Regulator issues revised guidance on asset management. Although set out as 4 year plans, our Capital and EESSH programmes will be reviewed annually to ensure that the priorities identified are correct and to reflect any budgetary changes required by changing circumstances throughout each year.

IHA Capital Programme 2020-2024

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
	£'000	£'000	£'000	£'000	£'000	£'000

Capital Programme						
Bathroom Replacements	£					
Kitchen Replacement	£					
Window Replacement	£					
Door Replacement	£					
Boiler Replacements	£					
Roof Repalcements	£					
One-Off Heating Replacements	£					
LD2	£					
Render	£					
Total Capital Costs	£					
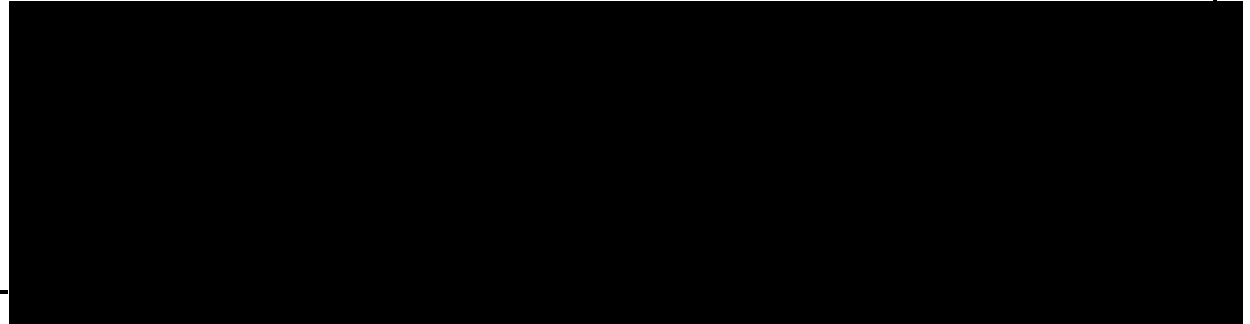
IHA EESSH Programme 2018-2024

	2018/19 Year 0 £'000	2019/20 Year 1 £'000	2020/21 Year 2 £'000	2021/22 Year 3 £'000	2022/23 Year 4 £'000	2023/24 Year 5 £'000
EESSH Programme Revenue						
EESSH Programme Capital						
Total Budget	£					
EESSH %						

Asset Management Strategy - Appendix 3

Indicator Description	Almond			Clyde Valley			Fife			Glen Oaks			Irvine			Maryhill			Thenue		
Average length of time taken to complete emergency repairs (Hours)																					
Average length of time taken to complete non-emergency repairs (Days)																					
Percentage of reactive repairs carried out in the last year completed right first time (%)																					

Asset Management Strategy Action Plan

2020/21

Key Theme	Action	Timescale	Lead Officer
Customer Priorities/Tenancy Sustainment	Review the Letting Standard in conjunction with customers.	March 2021	Head of Service Delivery Customer Involvement Officer
Value for Money/Customer Satisfaction	Implement an Options Appraisal process to review model of service delivery	March 2022	Asset Services Manager Head of Service Delivery
Neighbourhood Renewal/Mixed Tenure Issues	Develop an initial Neighbour Renewal plan and owner engagement strategy for our key priority estate.	March 2021	Head of Service Delivery
Investment/Affordability	Deliver the Capital Programme for 2020/21	March 2021	Asset Services Manager Head of Service Delivery
Energy Efficiency	Deliver the EESSH Programme for 2020/21	March 2021	Asset Services Manager Head of Service Delivery
Supply and Demand	Identify properties likely to become increasing difficult to let within the next 5 years using a consistent methodology.	March 2021	Head of Service Delivery Policy and Performance Team
Investment/Affordability	Develop Capital and EESSH Programme for 2021/22.	December 2020	Asset Services Manager Head of Service Delivery

Date:	11 August 2020
Subject:	Tree and Woodland Management Policy
Author:	Heather Anderson
Sponsor:	John Watson – Asset Services Manager
Appendices:	Yes
Action:	Approval
Data Class:	Public

EXECUTIVE SUMMARY

The Association has a wide number of trees and woodland areas across our estates. Whilst we carry out tree maintenance on a cyclical basis, there is no policy in place setting out our approach to dealing with the increasing numbers of concerns and issues raised by residents regarding the impact of trees on their properties and surrounding areas.

A Tree and Woodland Management Policy has been developed and is attached to this report as Appendix 1. This policy sets out the approach that the Association will take to issues raised by residents regarding trees, the factors that will be taken into account when determining the level of any remedial works, and the approach that will be taken to planned and cyclical maintenance.

The aim of this policy is to ensure that trees across our estates continue to enhance and contribute to the quality of our neighbourhoods, and the fundamental value of trees to the local environment is maintained, whilst also addressing resident concerns in a consistent way.

1   Background

As above.

2.   Next Steps

Following approval by Board the policy will be placed on the Association's website and implemented with immediate effect. A separate budget to support delivery of the policy will also be agreed to be made available from 2021/22.

3.   Recommendations

It is recommended that Board approves the Tree and Woodland Management Policy attached to this report as Appendix 1.

Irvine Housing Association
Tree and Woodland Management Policy

1.   INTRODUCTION

1.1   Irvine Housing Association is responsible for the management and maintenance of a significant number of mature trees and woodland strips throughout its schemes and estates.

1.2   People often live in close proximity to these trees, particularly in urban areas, which can create varying degrees of inconvenience. Conflict or disputes can arise   where a tree or group of trees makes an important contribution to the local   environment, yet creates inconvenience to residents.

1.3   There are a number of legal obligations in both Common Law and in Statute upon the Association in the management of trees and woodlands for which it is responsible.

1.4   This policy will set out the Association's approach to the ongoing management and maintenance of trees and woodland areas in our ownership, which will ensure that trees continue to enhance our estates.

2.   POLICY OBJECTIVES

2.1   The objective of this Policy is to set out the Association's approach   to   the management of trees on Association owned land.

        The aim of the policy is to:

- set out how the Association will effectively manage its trees and woodlands ensuring that they positively contribute to the area and achievement of the corporate priorities of the Association whilst meeting legal obligations and customer expectations. The policy does not consider trees within private ownership;

- act as a source of information and reference regarding tree issues on Association owned land;

- provide a framework for decisions that will affect trees;

3.   PLANNED TREE AND WOODLAND MANAGEMENT

3.1.1   The Association seeks to manage its trees and woodlands on an ongoing basis in an effective manner in the following ways:-

- Providing and maintaining healthy and safe trees.
- Maintaining and encouraging bio-diversity.

- Maintaining and improving landscape quality via the care of existing trees and the inclusion of future plantings.
- Compliance with legal responsibilities in both Common Law and through Statute.
- Providing clear channels of advice and information to the stakeholders regarding arboriculture.
- Tree inspections and assessments are carried out annually on a cyclical basis ensuring that all areas are inspected and assessed on a 5 yearly cycle.

4.   RESPONSIVE TREE AND WOODLAND WORKS

4.1   Issues regarding trees are often raised by customers and requests made to the Association to remove or prune trees which are causing a nuisance or concern.

4.2   The Association's primary objective is to ensure that all its woodlands are enhanced and sustained on a long term basis. The Association will always respond to such requests primarily with the aim of maintaining healthy trees across our estates as far as possible given the fundamental importance of trees to wildlife and bio-diversity.

4.3   However, we do recognise that the height and size of some trees can cause concern for residents and can potentially impact negatively on the enjoyment of their home and the fabric of our properties.

4.4   The Association will consider each concern and tree on an individual basis. Any trees which pose a health or safety issue will be given priority for remedial works. Health and Safety concerns include the following:

- The tree is unstable, uprooted and is leaning in the direction of property or areas of public access. The level of risk and the degree of urgency required to address the problem will be dependent on the target type (the public, vehicles, buildings, footpaths and roads, as examples) and frequency of use, size of the tree, extent of root-lift and current and forecasted weather conditions.
- The tree has hung up limbs that if were to become detached would cause harm or damage to public or property.
- The tree is blocking a part of the highway network.
- The tree has fallen and is preventing the natural flow of pedestrian/vehicular traffic or a watercourse.
- The tree has fallen and is blocking access to property.
- The tree has fallen onto property or vehicles.

Other Health and Safety concerns may include:

- Tree canopy die-back
- Deadwood
- Fungal and/or fruiting body associations
- Root-plate heave
- Stem cavities or decay
- Included bark unions
- Previous branch failure points

- Tree canopy touching adjoining buildings, obscuring signage/street lights/CCTV.
- Low branches or tree canopy obstruction over roads and footpaths
- Trees with thorns.

Tree Surveys commissioned by the Association will be carried out in accordance with the guidance provided in BS 5837: 2012 Trees in relation to design, demolition and construction – Recommendations.

4.5   Where the tree does not pose a Health and Safety concern, we will take account of the following to determine if and what remedial works should progress:

- Size and spread of tree canopy
- Branches overhanging into gardens and the highway
- Low branches over footpaths
- Trees blocking significant natural light, street lights and road signs
- Leaf and fruit fall
- Sticky deposits
- Physical damage to structures
- Interference with utilities
- Affecting TV and satellite reception
- Affecting CCTV and security systems
- Obscuring a view (where this is impacting on the health and well-being of residents).
- Highway safety issues
- Fear of tree safety
- Birds and wildlife
- Subsidence and drains (supporting evidence required to confirm, i.e through property insurers or structural engineers report).
- Vandalism and Anti-social behaviour, (where work to a tree is likely to reduce ASB issues or escalating neighbour disputes).

4.6   Where it has been decided that works are required to trees consideration will always be given to maintain the value and health of the tree as far as possible. Remedial works may include pruning, felling/tree removal.

4.7   Any works undertaken in respect of poisonous trees will be based on the level of risk relating to each individual case. Factors for consideration will include the level, nature and frequency of site usage, level of toxicity, position of berries and seeds, etc on the tree and any alternative means of addressing/managing the problem, such as regular uplift of fruit fall.

4.8   Trees will not be pruned or felled to remove any animal protected under the Wildlife and Countryside Act, 1981, other appropriate Protected Species legislation, or to remove insects such as aphids, wasps, bees or midges. In the case of pests advice should be sought from the Association and /or the Local Authority Environmental Health service.

4.9   Where birds are found to be nesting, tree work will be postponed until the end of the nesting season, other than where there is an immediate risk to safety. Please be aware that the bird nesting season is generally accepted as being between 1st March and 30th July

4.10   Where trees have been identified as a roosting site for bats, work will not be carried out until an assessment has been undertaken by an appropriately qualified practitioner or Scottish Natural Heritage, other than where there is an immediate risk to safety.

4.11   Any unauthorised work undertaken to an Association owned tree, unless it is overhanging or encroaching upon a private property, will be considered as vandalism and will be reported to the Police accordingly.

4.12   All works to Association owned trees will be carried by competent contractors in line with:

- BS 4428: 1989 Code of practice for general landscape operations (excluding hard surfaces)
- BS 3998: 2010 Tree Work - Recommendations
- BS 5837: 2012 Trees in relation to design, demolition and construction - Recommendations

5.   RESOURCES

An annual budget of £35,000 will be made available from 2021/22 to support implementation of this policy. Works identified to trees will be prioritised and dependent on availability of this budget.

6.   MONITORING AND REVIEW

This policy will be reviewed as a minimum every three years and in response to relevant legislative changes.

Date:	19th August 2020
Subject:	Operational Performance
Author:	Heather Anderson
Sponsor:	Paul Hillard
Appendices:	Yes
Action:	Information
Data Class:	Public

EXECUTIVE SUMMARY
This paper and appendices sets out performance across the operational KPIs as at the end of July 2020.

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 newly developed performance reporting system, Tableau. The revised performance dashboards as at July 2020 are attached to this report as Appendix 1. As a result of the Covid-19 pandemic no customer satisfaction surveys have been distributed since 23rd March 2020, therefore an up to date performance dashboard for customer satisfaction is not yet available.

2   Performance Context

2.1   The agreed KPIs for 2020/21 for Irvine are:

- ➢ Total unadjusted arrears (4 weekly average)
- ➢ Arrears movement per unit.
- ➢ Void rent loss.
- ➢ Rent Evictions
- ➢ Repairs timescales.
- ➢ Gas 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   Following the Covid-19 crisis, rent arrears have started to increase sharply since the beginning of June 2020, and currently stand at a 4 week average of 4.18%. The following are key points from recent analysis:

  ➢ Of 717 UC tenants there are currently 579 in arrears 138 are not, (81% of our UC tenants are in arrears), with an average arrear of £468.
  ➢ The overall UC tenant arrears are £270,988, which is a decrease on the previous week's total of £277,592.
  ➢ There are 52 rent arrears cases which are currently Sisted or Continued at Court pending monitoring of repayment arrangements, or where we have Decree for Eviction but cannot currently use it due to Covid-19 restrictions.

Following the recent announcement to extend non evictions legislation in Scotland until March 2021, we have taken some specific steps in Irvine to try and minimise arrears increases:

  ➢ All staff will be encouraged to discuss rent account with customers at every interaction as far as possible and appropriate.
  ➢ Four Housing Officers have been tasked with focusing solely on arrears recovery and playing a bigger role in terms of day to day case management to support the Income Collection service.
  ➢ The arrears cases already at Court, (and which will likely increase sharply due no evictions legislation over the coming months), will be targeted specifically through phone calls, text messages, bespoke letters and visits.
  ➢ The Tenancy Sustainability Team will be focusing on assisting all at risk households in arrears to maximise household income through UC and Benefit claims.

3.2   Gas safety check compliance has increase to almost 100% following the resumption of normal processes. One case is non-compliance due to the fact that the tenant physically refused access, the tenant's support needs are now being addressed by the Housing Services Manager.

Void rent loss remains relatively stable since resuming mainstream lets. There is still a deep clean included at the start and the end of the process which adds on average 5 days to re-let time, and which will have a resultant effect on the position.

Complaints handling has fallen since April. A detailed analysis was carried out of dissatisfied complaints and some key issues identified primarily lack of communication with the customer during the complaints process. The Asset Services Support Officer has now been tasked with contacting every customer who raises a repairs complaint or service enquiry to act as a single point of contact until the issues are resolved to the customer's satisfaction.

4   Next steps
4.1   Teams will be working over the coming weeks to target arrears recovery action and to resume actions set out in our Customer Plan.

5   Recommendations

5.1   As described in the Executive Summary.

Social Housing Cash Leakage - NSC Paper...

Currently Showing: **Irvine A**

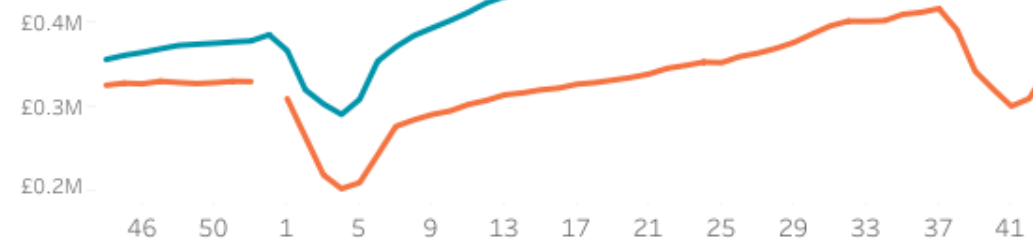## Current Arrears

£0.44M

£10.61M **(4.18%)**

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

Year Movement Per Unit

+£66

Moved to Former: **£0.05M**

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

Void Rent Loss

0.31%

£10,344 / £3.32M

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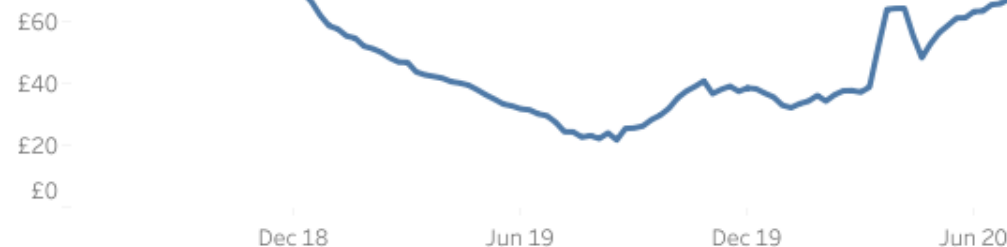*The Rent Loss for each individual week*

Commentary

- Arrears have increased due to the impact of Covid, the current non eviction legislation and the increase in UC claims.
- Housing Officers in Irvine have been asked to focus on arrears recovery to support the Income Collection team, and a local arrangement has been put in place which clearly separates cases out between the two service areas.
- High risk cases have been identified and are being targeted through visits, letters and text messaging service.

Commentary

- The Tenancy Sustainability Team deals with all claims for UC and supports customers through this process, referrals to the team have increased considerably in recent weeks.
- The HSM is carrying out a weekly audit of more than 30 cases to identify gaps and areas for improvement.
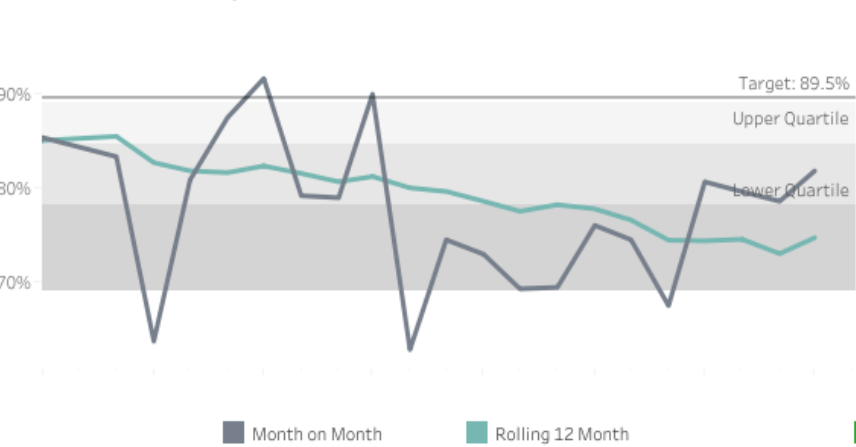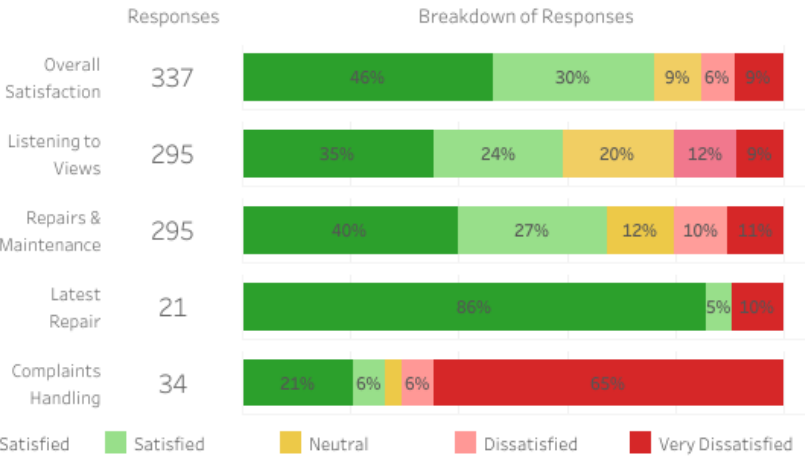
Commentary

- Void rent loss remains relatively stable since resuming mainstream lets. There is still a deep clean included at the start and the end of the process which adds on average 5 days to re-let time, and which will have a resultant effect on the position.
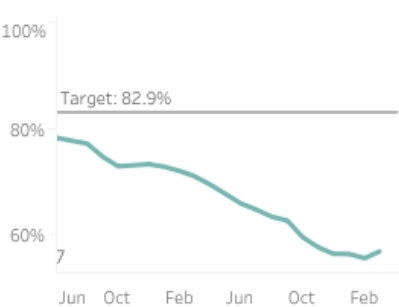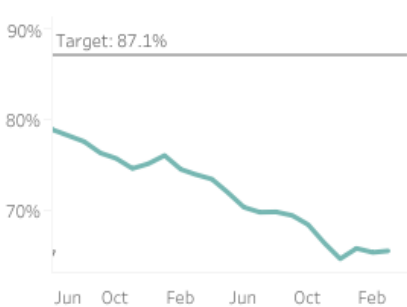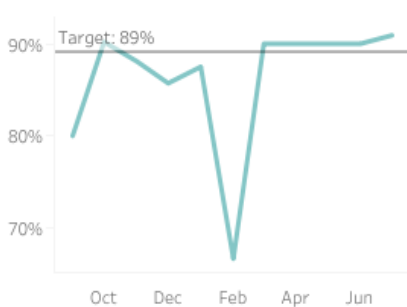
Irvine Customer Satisfaction - NSC Dashboard (Beta)

Overall Satisfaction	Listening to Views	Repairs and Maintenance	Latest Repair	Complaints Handling	Complaints Resolved First Stage
76.6%	**59.3%**	**67.5%**	**90.5%**	**26.5%**	**100.0%**
Target: 89.5%	Target: 82.9%	Target: 87.1%	Target: 89%	Target: 80%	Target: 92%

Overall Satisfaction by Month

- 90%
- 80%
- 70%

Target: 89.5%
Upper Quartile
Lower Quartile

Month on Month — Rolling 12 Month

Responses / Breakdown of Responses

	Responses	Breakdown of Responses
Overall Satisfaction	337	46% / 30% / 9% / 6% / 9%
Listening to Views	295	35% / 24% / 20% / 12% / 9%
Repairs & Maintenance	295	40% / 27% / 12% / 10% / 11%
Latest Repair	21	86% / 5% / 10%
Complaints Handling	34	21% / 6% / 6% / 68%

Very Satisfied — Satisfied — Neutral — Dissatisfied — Very Dissatisfied

Listening to Views

100% / 80% / 60%
Target: 82.9%
Jun Oct Feb Jun Oct Feb

Repairs & Maintenance

90% / 80% / 70%
Target: 87.1%
Jun Oct Feb Jun Oct Feb

Latest Repair

90% / 80% / 70%
Target: 89%
Oct Dec Feb Apr Jun

Complaints Handling

80% / 60% / 40%
Target: 80%
Sep Dec Mar Jun

Commentary:
- Head of Service is involved in the new Customer Action Group for neighbourhood services which will focus on repairs and maintenance satisfaction initially.
- Asset Services Manager has been tasked with looking at each dissatisfied complaint to identify areas for improvement.
- New process is being put in place whereby the Asset Services Support Officer acts a single point of customer contact for every repair complaint and service enquiry.
- New Tree Maintenance policy is being developed to address customer dissatisfaction across one of our key estates.
- The role of the Estate Caretaker has been well received and is helping to mitigate a number of estate management issues and complaints on a day to day basis.

Irvine Operational KPIs - Board...

Rent Evictions	Repairs Completed in Ti..	Gas Compliance	Tenancy Turnover	Tenancy Sustainability	Refusals
0	**98.6%**	**99.6%**	**1.1%**	**1**	**3.8%**
	Total Repairs: **958**	Expired: **8**	Tenancies Ended: **26**		26 Lets with 1 refusal

Average Relet Days Week by Week

All Ended Tenancies

Deceased	7
Lodging Family/Friends	6
Moved to Local Authority	5
Private Rented Sector Only	2
Not Known At Conversion	2
Transfer	1
Temporary Decant	1
Hosp/Residential/Care/Supp	1
Abandoned	1

Commentary:

- Gas safety compliance has increased to almost 100% following the resumption of processes following Covid. One case remains non compliant due to serious tenant support needs which is being addressed by the HSM.
- Tenancy turnover is very low due to the non eviction legislation and restrictions on house moves. Re-lets have increased in the past two weeks following the resumption of services. Initial priority will still be given to homeless households.
- All repairs services have resumed as normal.

Repairs Completed in Time vs Volume of Repairs

Values shown: 27, 43, 44, 44, 52, 44, 54, 58, 29, 39, 47, 61, 64, 76, 97, 69, 72, 38

Repairs Completed in Time by Priority

Emergency Health & Safety	100.0%
Emergency	98.5%
Appointable	99.4%

Date:	27th August 2020
Subject:	Managing Director's Report
Author:	Paul Hillard (paul.hillard@irvineha.co.uk)
Sponsor:	N/A
Appendices:	None
Action:	Noting
Data Class:	Public

EXECUTIVE SUMMARY

This Report is provided to Board to give an update on the following matters where no formal decisions are required at this time:

- AGM/SGM Arrangements

- Board Succession Planning

- Annual Assurance Statement

- Riverside Scotland Growth

- Data Incident Claim

- Homelessness Funding

- Repairs and Maintenance Option Appraisal

RECOMMENDATION

- It is recommended that Board Members note and comment on the contents of this Report.

1   Annual and Special General Meetings

1.1   As previously advised to Board the Annual General Meeting (AGM) will be held on Wednesday 16th September 2020. It had previously been hoped to take the proposed Rule change as an item at the AGM. However, the Association's Rules state that a separate Special General Meeting must be convened to consider any changes to the Rules. It is therefore proposed to have an SGM back to back with the AGM.

1.2   At the current time the restrictions associated with the control of the coronavirus pandemic would not permit the calling of a physical meeting of shareholders and it is not clear that these provisions will be lifted by mid-September. After discussion with the Chair it has therefore been decided to use the provisions of the Corporate Insolvency and Governance Act 2020 to convene a 'virtual' General Meetings. The Act allows companies to convene meetings by video and telephone conference where it is not permitted in their rules. The provisions of the Act allow for shareholders to view and hear the meeting but with participation limited to voting where required.

1.3   More information regarding the practicalities of these arrangements will be provided and the Board meeting.

2   Board Succession Planning

2.1   As previously discussed the first stage in future Board succession plan is the consideration of remuneration for Board membership and/or officers of the Board. North Star consulting have been scheduled to do a session with the Board on 15th October 2020 facilitating discussion of the issue. Currently, it is hoped that this will be a physical meeting of the Board. Once a position has been agreed on remuneration plans, the recruitment process of new Board members, and to the Chair's position, will be developed.

3   Annual Assurance Statement

3.1   The Scottish Housing Regulator (SHR) has confirmed that the deadline for the return of an Annual Assurance Statement by Registered Social Landlords will remain as 31st October 2020, and specific guidance on the treatment of issues regarding non-compliance because of the covid-19 pandemic, will be issued prior to that.

3.2   A process similar to that followed last year is being followed, with an evidence bank being collated against each of the standards and requirements. This will be audited by the Group Internal Audit Function, and a report produced, before consideration by the Audit and Risk Committee, and ultimate approval by the Board.

4   Riverside Scotland Growth

4.1   The revised Terms of Reference adopted by Board earlier this year, gave responsibility to Board to make recommendations to The Riverside Group Board about the Riverside growth strategy, and consequent activity, in Scotland.

4.2   The key theme of the Riverside Scotland Growth Strategy remains the pursuit of further merger and group structure activity. The covid-19 pandemic has constrained the availability, and pursuit of, those type of opportunities. Nevertheless, work has

continued on the identification of potential partners and some preliminary discussions. A verbal report on this activity will be given to the meeting, prior to a more formal report later in the year.

5   Data Incident ████

5.1   ██

6   Homelessness Funding

6.1   The Scottish Government has announced availability of £1.5m of funding to RSLs to support homelessness prevention initiatives, which will be delivered via the SFHA. Bids for this funding are to be submitted by 4th September 2020, and initiatives should focus specifically on preventing homelessness for households with children, alleviating child poverty, and supporting women fleeing Domestic Abuse. The Association will be submitting a bid to develop a 'Housing First for Families' project, which will involve two Link Workers with responsibility for co-ordinating and delivering wrap-around intensive support for tenant families with children who are at risk of homelessness. The Link Workers will act as a single point of contact for all agencies needed to assist the household to sustain their tenancy, including Health and Addiction services, Council Homelessness services, Schools, befriending services, and IHA's own Tenancy Sustainment service. The total amount of funding that will be applied for is £60k.

7   Repairs and Maintenance Options Appraisal

7.1   ██
██
██

██
██
██
██

██
██

8   Recommendation

8.1   It is recommended that Board Members note and comment on the contents of this Report.