

July 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.

Date:	2-7-2020
Subject:	COVID-19 Pandemic
Author:	Paul Hillard
Sponsor:	
Appendices:	Appendix 1 – Returns to the Scottish Housing Regulator Appendix 2 - COVID-19
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 announced a move to Phase 1 from 29th May 2020, and Phase 2 from 19th June 2020. This has been supplemented by industry / functional guidance which has eased restrictions on specific matters, e.g. guidance allowing more home moves to take effect from 29th June 2020.

2 Recovery of Services

- 2.1 As reported to the May Board meeting, the lockdown measures that were introduced in March 2020 severely impacted the Association's ability to provide its usual services. During the 'full' lockdown period services were limited to:
 - 2.1.1 Repairs – An emergency repairs only service.
 - 2.1.2 Safety checks – Landlord compliance safety checks were carried out where possible. It should be noted that this included gas safety inspections where access was granted by the tenant. Enforcement action is not being taken.
 - 2.1.3 Void Properties –are being inspected and works carried out to bring them to a lettable condition, where this can be achieved with a safe method of working.
 - 2.1.4 Lettings –are being carried out to homeless households. Where there are appropriate properties, they are also being made available to North Ayrshire Women's Aid.
 - 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 was resumed at the beginning of May.
 - 2.1.7 Arrears recovery and welfare advice – the Association has adopted the no evictions for three months policy required by legislation and has consequently not been serving notices. Income collection activity has been concentrated on assisting new universal credit claimants which has been done as a telephone service.
 - 2.1.8 Responding to Anti-Social Behaviour – We have sought to continue to respond to this through telephone contact with tenants.
 - 2.1.9 Welfare Calls to Tenants – A prioritised system of welfare calls to tenants has been introduced.
- 2.2 As lockdown measures are eased we are adopting an approach of aligning the recommencement of services with each of the Scottish Government stages identified in the route map. Services may also be recommenced as other announcements are made by the Scottish Government.
- 2.3 The detailed Recovery Plan for asset services, based on this approach, is attached as Appendix 1. It will be noted that the approach has been to address the backlog of non-essential repairs, external works followed by internal works, before starting to take new repairs from customers. The Plan also allows for the commencement of planned works, again prioritising according to the ability to carry out works while remaining socially distant. There will also be an increased emphasis on gaining entry to undertake gas safety inspections and similar works, without taking full enforcement entry until we are at Phase 4.
- 2.4 The Association has, on the whole, continued to let the majority of empty homes during lockdown to homeless households and through the partnership with North Ayrshire Women's Aid. Low turnover has meant that there has not been a high number of voids, however, Scottish Government guidance easing most restrictions to home moves is effective from 29th June 2020. It is therefore intended to work with common housing register partners to recommence a full lettings service from that date.
- 2.5 Services on income recovery and tenancy sustainability are also being increased with a recovery plan that takes account of the need to make rent payment part of

conversations with customers while also balancing the need to provide support and assistance to those facing hardship.

- 2.6 Stage 3 of the route map will allow the opening of the office as a place of work. The Association is developing plans for the office to be available from mid-July. These plans will take account of the need to maintain 2 meters social distance, which will be maintained even if government guidelines change, and will include provision for additional cleaning.
- 2.7 Although Stage 3 will allow the opening of offices, guidance still suggests that working from home should continue where possible. It is therefore intended that most of the Association's staff will continue to work from home for a prolonged period with only occasional use of the office. It is likely that shared services colleagues, the CSC and Income Collection teams, will return to more regular office based working during July.
- 2.8 It is not intended to open the office to customers until Stage 4. It should also be noted that the office will not be available for Board meetings until the requirement for social distancing is removed, although alternative, larger, venues will be booked as required.

3 Colleague Welfare

- 3.1 In addition to ensuring services to customers are, as far as possible, being maintained, our equal priority has been the welfare of our colleagues. During the period of lockdown some colleagues have had to self-isolate at different times, and there has been some sick leave, although not above the norm. At the time of writing, there have been no diagnosed cases of COVID-19 amongst the staff team.
- 3.2 The Management Team have continued to maintain regular and frequent contact with all colleagues during the lockdown. This has primarily be based on using the Blue Jeans video conference system for functional team meetings and a fortnightly 'all IHA Staff Meeting'. These have been supplemented by Irvine Hub meetings including all Riverside colleagues based in Scotland. These larger meeting have included an inspirational speaker and a performance by a stand-up comic to help raise morale.
- 3.3 During w/c 21st June a second colleague welfare survey was initiated by Riverside, including Irvine HA staff. If available, the results of the survey will be shared at the Board Meeting.
- 3.4 Where colleagues are carrying out functions outside of their homes, i.e. void inspections, lettings etc., these tasks have been risk-assessed and safe working practices developed including the issuing of any required PPE. PPE is being obtained through Riverside's procurement function which has, to date, been able to source any necessary equipment.

4 Scottish Housing Regulator

- 4.1 In April, the SHR announced that it would require a special monthly return from all social landlords. The Association's return for May 2020 is attached as Appendix 2.

5 Risks

- 5.1 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.

6 Recommendation

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

Task / Issue	Responsibility	Pre-lockdown	Phase 1 – 8th June	Phase 2 – 22nd June	Phase 3 – 13th July	Phase 4 – 3rd August	Permanent
Responsive Repairs	Asset Services	Full Service Delivery	Continue with Emergencies and introduce phased Non-essential outdoor Works Phased approach of raising orders from the 22nd June (Backlog of outdoor Appointable Repairs only) with social distancing measures and relevant guidance in place, including in agreement with customers.	Phase 1 plus introduce phased Non-essential indoor Works Phased approach of raising orders from the 29th June (Backlog of outdoor Appointable Repairs only) with social distancing measures and relevant guidance in place, including in agreement with customers.	Phase 1&2 plus introduce phased return to Appointable repair requests from customers via CSC, with social distancing measures and relevant guidance in place, including in agreement with customers.	Full Service Delivery with social distancing measures and relevant guidance in place, including in agreement with customers.	Full Service Delivery
Void Repairs	Asset Services	Full Service Delivery	Reduced Service (Homeless/Women's Aid lets only) with social distancing measures and relevant guidance in place.	Phase 1 plus introduce phased Non-essential void works (Backlog of Voids) from 22nd June with social distancing measures and relevant guidance in place.	Phase 1&2 plus introduce phased return to full service delivery with social distancing measures and relevant guidance in place.	Full Service Delivery with social distancing measures and relevant guidance in place.	Full Service Delivery
Capital Works	Asset Services	Full Service Delivery	Internal works on hold with the exception of emergency related component replacements, prepare and introduce a phased approach as of 15th June to Outdoor works With social distancing measures and relevant guidance in place, including in agreement with customers. <ul style="list-style-type: none"> • Roofs • Render 	Phase 1 plus prepare and introduce a phased approach as of 6th July to Internal works with social distancing measures and relevant guidance in place, including in agreement with customers. <ul style="list-style-type: none"> • Boilers • LD2 	Phase 1&2 plus prepare and introduce a phased approach to full service delivery with social distancing measures and relevant guidance in place, including in agreement with customers. <ul style="list-style-type: none"> • Bathrooms 	Phase 1&2&3 plus prepare and introduce a phased approach August/September to full service delivery with social distancing measures and relevant guidance in place, including in agreement with customers. <ul style="list-style-type: none"> • Kitchens • Doors • Windows 	Full Service Delivery
Gas Servicing	Asset Services	Full Service Delivery	Reduced Access agreements	Access arrangements reviewed to include capping of meters where customers are not engaging with the Association as of 22nd June.	Review Access arrangements to possibly include Forced Access/capping of meters where customers are not engaging with the Association	Full Service Delivery	Full service Delivery
Cyclical Works	Asset Services	Full Service Delivery	Prepare and introduce as of 29th June Non-			Full Service Delivery with social distancing	

Irvine Housing Association – COVID-19 Business Recovery Plan – Timeline Actions

Board Meeting Item 5.1 – Appendix 1

			<p>essential outdoor works, with social distancing measures and relevant guidance in place, including in agreement with customers.</p> <ul style="list-style-type: none"> External Painting 	<p>Phase 1 plus prepare and introduce as of 6th July Non-essential indoor works, with social distancing measures and relevant guidance in place, including in agreement with customers.</p> <ul style="list-style-type: none"> Electrical Testing 	<p>Phase 1&2 with social distancing measures and relevant guidance in place, including in agreement with customers.</p>	<p>measures and relevant guidance in place, including in agreement with customers.</p>	<p>Full Service Delivery</p>
Medical Adaptations	Asset Services	Full Service Delivery	<p>Reduced Service - minor adaptations at O/T's request, Phased approach of raising orders from the 22nd June for Non-essential outdoor work backlog with social distancing measures, and relevant guidance in place, including in agreement with customers.</p> <ul style="list-style-type: none"> Handrails Grab Rails Ramps 	<p>Phase 1 plus introduce a phased approach of raising orders from the 29th June of Non-essential indoor works (backlog requests) With social distancing measures and relevant guidance in place, including in agreement with customers.</p> <ul style="list-style-type: none"> Handrails Grab Rails Ramps Showers Stairlifts 	<p>Phase 1&2 plus introduce All new requests with social distancing measures and relevant guidance in place, including in agreement with customers.</p> <ul style="list-style-type: none"> Handrails Grab Rails Ramps Showers Stairlifts 	<p>Full Service Delivery with social distancing measures and relevant guidance in place, including in agreement with customers.</p>	<p>Full Service Delivery</p>
Compliance Inspections\Works	Asset Services	Full Service Delivery	<p>Reduced service to outdoor compliance works\inspections\ emergency repairs with social distancing measures and relevant guidance in place, including in agreement with customers.</p>	<p>Reduced service to outdoor compliance works\inspections\ emergency repairs with social distancing measures and relevant guidance in place, including in agreement with customers.</p>	<p>Full Service Delivery outdoor\indoor compliance works\inspections\ emergency repairs with social distancing measures and relevant guidance in place, including in agreement with customers.</p>	<p>Full Service Delivery with social distancing measures and relevant guidance in place, including in agreement with customers.</p>	<p>Full Service Delivery</p>
Landscape Works	Asset Services	Full Service Delivery	<p>Non-essential outdoor</p>	<p>Phased approach to Full Service Delivery with social distancing</p>	<p>Full Service Delivery with social distancing measures and relevant</p>	<p>Full Service Delivery with social distancing measures and relevant</p>	<p>Full Service Delivery</p>

Irvine Housing Association – COVID-19 Business Recovery Plan – Timeline Actions

Board Meeting Item 5.1 – Appendix 1

			Works with social distancing measures and relevant guidance in place, including in agreement with customers.	measures and relevant guidance in place, including in agreement with customers.	guidance in place, including in agreement with customers.	guidance in place, including in agreement with customers.	
Asset Caretaker Service\Asset Officer	Asset Services	Full Service Delivery	Reduced outdoor service - (Review backlog on inspection sheet and instruct external works orders), with social distancing measures and relevant guidance in place.	Full Service Delivery - (Review backlog on inspection sheet and instruct external/internal works orders with social distancing measures and relevant guidance in place, including in agreement with customers.	Full Service Delivery with social distancing measures and relevant guidance in place, including in agreement with customers.	Full Service Delivery with social distancing measures and relevant guidance in place, including in agreement with customers.	Full Service Delivery



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:

[Definitions](#)

Month:

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)	<input type="text" value="34.33"/>	Comments:	<input type="text"/>
Total number absent (FTE)	<input type="text" value="1"/>	Comments:	<input type="text"/>
Percentage of staff absent	<input type="text" value="2.9%"/>		
Number of staff placed on furlough (FTE)	<input type="text" value="0"/>	Comments:	<input type="text"/>
Gross rent arrears	<input type="text" value=""/>	Comments:	<input type="text"/>
Total rent due	<input type="text" value=""/>	Comments:	<input type="text"/>
Gross rent arrears (%)	<input type="text" value=""/>		
Empty homes	<input type="text" value="3"/>	Comments:	<input type="text"/>
Empty homes (last day of month)	<input type="text" value="6"/>	Comments:	<input type="text"/>
Total lets	<input type="text" value="5"/>	Comments:	<input type="text"/>
Lets to homeless (SST)	<input type="text" value="5"/>	Comments:	<input type="text"/>
Lets to homeless (short SST)	<input type="text" value="0"/>	Comments:	<input type="text"/>
Leased to relevant local authority	<input type="text" value="0"/>	Comments:	<input type="text"/>
Cash balances as at last day of the month	<input type="text" value=""/>	Comments:	<input type="text"/>

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 responsibilities, 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	<p>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.</p> <p>Do not include as arrears</p> <ul style="list-style-type: none"> • 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	<p>The number of empty dwellings that arose during the last month in self-contained lettable stock.</p> <p>A void is a property owned by a landlord which has no tenant and it is held on the Income and Expenditure Account.</p>
Empty homes (last day of month)	The total number of empty dwellings in self-contained lettable stock on the last day of the reporting month.
Total lets	Total number of new tenancies commenced during the reporting month.
Lets to homeless (SST)	Number of lets during the reporting month to statutory homeless households (either by section 5 or other routes)
Lets to homeless (short SST)	Number of lets during the reporting month to statutory homeless households (either by section 5 or other routes)
Leased to relevant local authority	Number of properties leased during the reporting month to the local authority
Cash balances as at last day of the month	Cash balances per general ledger, including cash investments.

Date:	2 nd July 2020
Subject:	Corporate Plan 2020 to 2023
Author:	Paul Hillard (paul.hillard@irvineha.co.uk)
Sponsor:	N/A
Appendices:	Draft Corporate Plan 2020 to 2023
Action:	Approval
Data Class:	Public

EXECUTIVE SUMMARY

This Report provides Board with the draft Corporate Plan 2020/23 for approval.

The Corporate Plan summarises our internal operating context and our external operating environment, highlighting the key issues from both that will impact our activity over the coming three years.

It sets out our key Corporate objectives in three themes:

- People
- Homes
- Place

Within these themes more specific objectives and outcomes are defined.

This Report also sets out the future governance and management arrangements for the oversight and delivery of the objectives established in the Corporate Plan.

The Report considers the issues of communication of the Corporate Plan and key risks.

RECOMMENDATION

- It is recommended that Board Members approve the adoption of the Corporate Plan 2020/2023

1 Background

- 1.1 The Corporate Plan is the Association's main strategic plan. It determines our aspirations for the coming three year period and forms the basis for 'Delivery Plans' that then establish objectives and targets for all teams and colleagues in the Association. It sits at the heart of the Association's 'golden thread' of decision making and activity. It determines what the Association will do for the next three years.
- 1.2 The Association aligns its Corporate Plan with that of Riverside, applying the same themes to our operating environment. The Association's Board Members and staff also help shape the Riverside Plan.
- 1.3 The Corporate Plan is produced every three years. The approval of this Plan has been delayed slightly by the COVID-19 pandemic. This delay, however, will allow us to take more account of the impact of the pandemic on our customers, business and ways of working.

2 Development of the Plan

- 2.1 The strategic analysis and key issues that influence the Corporate Plan come from the on-going environmental scanning and updates provided to Board on a regular basis. The formal processes of the development of the Plan, however, commenced in January 2020 with the Board Strategy Event. At the Strategy Event Board identified broad priorities for activity by the Association against these themes. An initial first round of consultation followed.
- 2.2 The consultation was targeted with three groups:
 - Customers – the customer panel were surveyed with questions relating to the themes, asking if they were the right ones and if anything had been missed.
 - Colleagues – a strategy day was held for all the Association's staff. This included workshops on each of the themes where colleagues were able to give their ideas about the Association's priorities.
 - Stakeholders – the Managing Director has met with senior officials from all three of the Ayrshire Councils, Dumfries and Galloway Council and the Scottish Housing Regulator to outline the Association's priorities and see if they are aligned with those organisations.
- 2.3 During the first phase of consultation there was broad and strong support for the themes and priorities identified. Additionally, the feedback from all three groups was that greater emphasis needed to be placed on investment in our existing homes. Our local authority partners specifically indicated a willingness to working in partnership to support any regeneration activity we undertake in the future.
- 2.4 The draft Corporate Plan was amended to reflect this feedback and a second round of consultation undertaken with customers and colleagues. The second round consultation took place during the height of the pandemic lockdown which seemed to cause a reduction in feedback. However, that received was supportive of the revised Plan.

3 Corporate Plan Outcomes

- 3.1 It should be noted that the targets for some of the specific 'Outcomes' identified in the Corporate Plan are not finalised. This is because the impact of the COVID-19 pandemic remains uncertain and it is felt that specific outcomes will be more realistically forecast as lockdown measures are eased and the position begins to stabilise. The outcomes will, therefore, be proposed to Board for final approval in September when the Delivery Plan is also reported.

4 Delivery Plan

- 4.1 The Corporate Plan will be supported by an annual Delivery Plan. This will identify key specific initiatives, key performance indicators and targets to deliver the Corporate Plan objectives. The Delivery Plan will be an executive document to ensure internal management of the effective delivery of Corporate Plan objectives. It will be reported to Board every six-months and be available on the REX. The first report of the Delivery Plan to support the 2020/23 Corporate Plan will be made in September 2020.

5 Communications

- 5.1 It is proposed to formally launch the Plan at the Annual General Meeting in September. It will be branded as the Irvine Housing Association Corporate Plan 2020 to 2023, while using the same design themes as the "Our Riverside Plan". The full document will be made available electronically and will be accessible on the Association's website. A summarised version will also be developed for use with customers and other stakeholders. These will be promoted through the Association's communication channels to customers, i.e. the service update, social media and texts, and shared by direct communication to key stakeholders.

6 Risk

- 6.1 The Corporate Plan has a critical position in the Association's risk strategy. The strategic risks to the business are those that impact the Association's ability to deliver the objectives of the Corporate Plan. This will therefore include risks to the Association's long term viability.
- 6.2 A risk which arises from this Corporate Plan is that the assumptions, and outputs, from the Association's current 30-year Business Plan do not entirely reflect the aspirations and the delivery of the objectives in the Corporate Plan. This issue does not affect the current year's activities or forecast outcomes. It will be worked through as part of the process for the development of the 2021/22 Business Plan.

7 Recommendation

- 7.1 It is recommended that Board Members approve the adoption of the Corporate Plan 2020/2023.

Date:	02/07/2020
Subject:	Financial Regulations
Author:	Morag Hutchinson
Sponsor:	Paul Hillard
Appendices:	Appendix 1: Financial Regulations Appendix 2: Scheme of Delegation – Financial Authorisation Limits – <i>existing</i> Appendix 3: Scheme of Delegation – Financial Authorisation Limits - <i>proposed</i>
Action:	Decision
Data Class:	Public

EXECUTIVE SUMMARY

The Financial Regulations were last approved by Board in May 2018. The Association is committed to sound financial management in all aspects of its business and this report seeks approval of updated Financial Regulations.

RECOMMENDATION

The Board is asked to

- approve the updated Financial Regulations.
- approve the revised Scheme of delegation – Financial Authorisation Limits

1 Background

- 1.1 The Financial Regulations were last approved by Irvine Housing Association (IHA) Board in May 2018.
- 1.2 As a customer of The Riverside Group Ltd (TRGL) shared service model, it is essential that our Financial Regulations mirror TRGL Finance Policy as far as possible.
- 1.3 TRGL Finance Policy was reviewed in February 2020 and has recently been made available to us.

2 Review Process

- 2.1 The TGL Finance Policy was approved in February 2020 following a “light touch” review.
- 2.2 The Financial Regulations have been updated to reflect changes in TRGL Finance Policy.
- 2.3 The changes to the Financial Regulations are minor and are shown as tracked changes on appendix one.

- 2.4 The Scheme of Delegation – Financial Authorisation Limits which is an appendix to the Financial Regulations was approved by Board in March 2020 and is attached at appendix 2.
- 2.5 Subsequently, a review of our Sheltered Housing provision resulted in the removal of Sheltered Wardens and the introduction of a Retirement Living Assistant.
- 2.6 The proposed Scheme of Delegation – Financial Authorisation Limits which is attached at appendix 3 reflects these changes.

3 Recommendations

- 3.1 It is recommended that Board:
 - a) Approved the revised Financial Regulations
 - b) Approve the revised Scheme of Delegation – Financial Authorisation limits.



Financial Regulations

Policy: Financial Regulations

Date approved: June 2018

Approved by: IHA Audit & Risk Committee

Policy owner: Head of Finance and Planning

Applicable to: All staff and members of the Association

In consultation with: Group Finance

Review date: July 2019

Associated Documents: Scheme of Delegation – Authorisation Limits

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1 INTRODUCTION

The Rules of the Association together with the Standing Orders outline how the Association will be run.

The Association is committed to sound financial management in all aspects of its business. This includes conducting its affairs in a prudent manner and safeguarding its assets through the effective management of risk, ensuring robust internal controls operate, proactive treasury management and that a strong business planning and analysis capability is maintained, all under an appropriate governance framework including internal and external audit.

All of the above contribute to the overarching Finance goal of ensuring the Association has the “financial strength for business choices” and are drawn together in two policies Finance Regulations and the Treasury Policy. The Treasury Policy is in effect one of the many components of the Finance Regulations and as such this document contains references to the Treasury Policy and treasury matters. Rather than reproduce the considerable detail contained in the Treasury Policy in “Financial Directive 12: Treasury”, FD12 acts to direct the reader to the Treasury Policy and Directives.

The Financial Regulations has the following elements:

- **Finance Fundamentals and Enablers** which set out the overarching principles by which finances are managed.
- **Financial Directives** (FDs) which describe the high level processes and controls.

The management of any business includes an element of risk. The Risk Management Policy sets out how the overall risk framework will operate. The Policies and Directives set out how financial risks will be managed and are an important element of the overall control framework.

The Board has ultimate control and is therefore responsible for ensuring the Association’s financial and legal responsibilities are met and that the Association operates as economically and efficiently as possible within its overall objectives.

Although the Board is ultimately responsible for the regulation and control of the Associations finances, this is largely exercised through the Association’s officers. Overall responsibility for the day to day financial management of the Association lies with the Head of Finance & Planning through the Managing Director.

In managing its finances, the Association has regard to the Scottish Housing Regulator regulatory standards and in particular those on financial well-being and decision making.

All staff and members of the Association are bound to adhere to the Regulations and to comply with all statutory obligations attached to them. The Managing Director must be informed in all cases of non-compliance. Breaches may be investigated under the internal disciplinary procedures.

As part of The Riverside Group Ltd, the Association will make best use of expertise and resources within Group. This includes, but may not be limited to, treasury management & banking arrangements, corporate audit including internal audit and appointment of external auditor, finance systems, insurance, former tenant arrears collection, payroll processing and transaction processing.

A separate Treasury Management Policy will be maintained. This will be subject to regular review with any amendments requiring Board approval.

The Association delegates responsibility for the implementation and monitoring of its Finance Policies and Directives to the Managing Director. Other roles and responsibilities are set out below:

- The Board is ultimately accountable for the proper use of resources.
- The Audit & Risk Committee advises the Board on risk management and internal control. In addition, the Audit & Risk Committee monitors the performance of the internal and external auditors and the implementation of their recommendations.
- The Group Audit Committee oversees the process for selecting the external auditors. It makes recommendations on their ongoing re-appointment through the Board to the members/shareholders to consider at the AGM. The Group Audit Committee sets and monitors a policy on the engagement of the external auditors for non-audit assignments.
- Independent, objective assurance on the systems of internal control is provided by The Riverside Group Corporate Audit. Written reports are presented to the Audit & Risk Committee.

2 FINANCE FUNDAMENTALS AND ENABLERS

Finance's range of responsibilities can be explained by reference to the four finance fundamentals and two finance enablers:

2.1 Finance Fundamental 1 – Compliance

- 2.1.1 Group will, on behalf of the Association, comply with all statutory, regulatory and tax obligations and will not undertake ultra vires transactions.
- 2.1.2 The Group will, on behalf of the Association, maintain statutory accounting records in accordance with recognised accounting standards.
- 2.1.3 The Group Treasury function will manage loan funding and relationships with lenders on behalf of the Association. The Association will comply with all requirements imposed by specific loan agreements and treasury instruments.
- 2.1.4 The Group will provide access to all information and papers supporting the activities of the finance function to its auditors and those charged with regulatory reviews.

2.2 Finance Fundamental 2 – Liquidity

- 2.2.1 All monies in the hands of the Association will be under the control of the Managing Director.
- 2.2.2 The Group Treasury function will ensure the Association has adequate, though not excessive cash resources and borrowing arrangements to enable it at all times to have a level of funds available to it which are necessary for the achievement of its business objectives.
- 2.2.3 The Association will ensure that its liabilities will always be met when due and will ensure adequate liquidity is available at all times to meet unexpected expenditure requirements.

2.2.4 Cash flow projections will be prepared by the Group Treasury function on a regular and timely basis and the Head of Finance & Planning will ensure that these are adequate for the purpose of monitoring compliance with the Treasury Policy.

2.3 Finance Fundamental 3 – Safe Assets

2.3.1 The Association will direct its affairs in a prudent manner.

2.3.2 The Association will maintain a robust framework of internal financial controls.

2.3.3 The Group will maintain a Finance Manual setting out how controls and processes within the central services teams are operated.

2.3.4 The Association will appraise the risks and financial viability of all major investment opportunities.

2.3.5 The Association will maintain an effective internal audit function. The internal audit function will be provided by TRGL Corporate Audit.

2.3.6 The Association will maintain robust arrangements to prevent, detect and investigate fraud.

2.3.7 The Association will maintain whistleblowing arrangements for staff to raise legitimate concerns.

2.3.8 The Group will ensure that adequate insurances are in place on behalf of the Association.

2.3.9 The Association will preserve the capital value of its resources and minimise the risks associated with Treasury Management using only those instruments, methods and techniques approved in the Treasury Strategy and permitted by the rules.

2.4 Finance Fundamental 4 – Business Insight

- 2.4.1 The Association will prepare an annual budget and thirty year business plan for Board approval. The plan will be prepared in line with TRGL timetable and will require subsequent approval by TRGL Board.
- 2.4.2 The business planning process will take full account of the external landscape to identify risks and opportunities including stress testing and scenario planning.
- 2.4.3 The Association will prepare regular management reporting on financial and treasury performance which will be scrutinised by senior management and the Board.
- 2.4.4 A programme of training and updates on financial matters will be maintained for Board members.

2.5 Finance Enablers 1 - People

- 2.5.1 The Association will maintain a commitment to the highest standards of integrity.
- 2.5.2 Staff with authority to commit the Association's resources or who have responsibility for finance and treasury processes will have the necessary skills and knowledge. This will be achieved through suitable recruitment, training and development and appraisal.
- 2.5.3 The Association will ensure clarity of staff responsibilities at all times.

2.6 Finance Enablers 2 – Technology

- 2.6.1 The Association will make use of Group finance systems.
- 2.6.2 The Group will review and enhance its systems on an ongoing basis.
- 2.6.3 The Group finance systems will be efficient and robust. Processes will be consistent in all parts of the Group unless there are clear business reasons for exceptions.

3 FINANCE DIRECTIVES

3.1 Financial Directive 1: Planning

- 3.1.1 The Association will produce, each year, a thirty year business plan and a detailed annual budget. These will consist of a statement of comprehensive income, a statement of financial position and a statement of cash flows together with narrative and key performance indicators.
- 3.1.2 Business plans will where appropriate, be prepared in line with assumptions approved by the Group Finance Committee.
- 3.1.3 The planning process usually takes place between September and March of each year and the timetable must be strictly adhered to.
- 3.1.4 As soon as any circumstances come to light that significantly impact on previously agreed business plans, these must be immediately notified to the Managing Director or Head of Finance & Planning.

3.2 Financial Directive 2: Accounting Policies

- 3.2.1 Accounting policies are approved by Board. The main accounting policies can be found in the latest Financial Statements, although these are not exhaustive.
- 3.2.2 Any proposed accounting treatment not specified in accounting policies should be discussed with the Managing Director or Head of Finance & Planning.

3.3 Financial Directive 3: Financial Accounting

- 3.3.1 Group will, on behalf of the Association maintain accounting records sufficient at all times to:
- a. Identify assets and liabilities [and hold on a register](#);
 - b. Ensure debts are paid when due;
 - c. Recognise and collect all income that is due, and
 - d. Provide regular reports on the financial position to senior managers, the Board and Statutory or Regulatory bodies.
- 3.3.2 These allow for the preparation, at any time, of financial statements, which give a true and fair view of both the results for the period prescribed and the net assets.
- 3.3.3 The financial statements must be prepared in compliance with all the relevant statutory and regulatory requirements, and in accordance with the approved accounting policies. These include:
- UK Generally Accepted Accounting Practice, including FRS102
 - Co-operative and Community Benefit Societies Act 2014
 - Housing (Scotland) Act 2014
 - Registered Social Landlords Determination of Accounting Requirements [2014-2019](#)

- 3.3.4 The Association will respond to the information requirements of the regulator and ensure that all deadlines are met.
- 3.3.5 Group will, on behalf of the Association archive and retain financial information in accordance with legal and regulatory requirements.
- 3.3.6 Approval of the annual financial statements by Board follows a recommendation by the Audit & Risk Committee.

3.4 Financial Directive 4: Management Accounting

- 3.4.1 The Group Finance Business Partnering team together with Head of Finance & Planning will produce a detailed monthly performance report (MPR). This will consist of a statement of comprehensive income, a statement of financial position, capital expenditure, covenant compliance report, key performance indicators and explanation of variances and corrective actions.

[3.4.2 All management accounts will comply with accounting policies.](#)

3.5 Financial Directive 5: Responsibility through Delegation

- 3.5.1 The Association will maintain a Scheme of Delegation which will set out roles and responsibilities as well as agreed authorisation levels.
- 3.5.2 In all cases, delegated authority levels are subject to the necessary budget approval.
- 3.5.3 Authority to approve or make payments should not be granted to temporary members of staff without close supervision.

3.6 Financial Directive 6: Salaries, Wages and Pensions

- 3.6.1 The payroll function is wholly provided by Group Central Services.
- 3.6.2 No permanent staff appointments shall be made at Executive Team level or above without the prior approval of the [Governance & Staffing CommitteeBoard](#).
- 3.6.3 Any permanent amendments made to the staff structure below Executive Team level will be reported to [the Governance and Staffing CommitteeBoard](#).
- 3.6.4 Delegated authority sets out financial authority levels for employees who can authorise salary payments.

3.7 Financial Directive 7: Payments for Goods and Services

- 3.7.1 Delegated authority sets out financial authority levels for employees who can commit to expenditure and authorise payments.

3.7.2 The ~~Group procurement~~ [Procurement policy](#) ~~Policy~~ sets out how value for money will be achieved e.g. use of corporate contracts. It sets out how goods and services will be procured both to secure best value and also so that the procurement process is fair and transparent.

3.7.3 The Group ~~Finance Manual~~ [Procurement Policy also](#) sets out the necessary checks which must take place before new suppliers are approved. E.g. validation of bank details and subsequent amendments.

3.8 Financial Directive 8: Income

3.8.1 The Association will ensure that suitable controls are in place for the proper recording and accounting of all income receivable and its collection and banking.

3.8.2 Wherever practicable, cash handling must be minimised. Cash payments should only be taken in exceptional circumstances e.g. prior to court action.

3.8.3 Current tenant debt will only be written off where there are legislative reasons for doing so e.g. sequestration, protection via trust deed.

3.8.4 The central Former Tenant Arrears team will manage all former tenant debts on behalf of the Association.

3.8.5 Former tenant debt will be written off after one year. During the year a range of tracing techniques for all debt which are economic to recover will be utilised. Former debts older than one year will be chased where there is a reasonable belief that the debt is collectable.

3.8.6 All debts written off will be reported to [Operations Committee](#) ~~Board~~ on an annual basis.

3.9 Financial Directive 9: Banking Arrangements

3.9.1 For day to day banking purposes, the Association will use bankers appointed by Group.

3.9.2 It may be necessary to open an account where the banker has not been appointed by Group. Where this is the case, officers will work with Treasury colleagues in Group. Approval from both the Association's Board and TRGL Board is required prior to the opening of any such bank account.

3.9.3 Day to day control of the banking arrangements will rest with Head of Finance & Planning through the Managing Director.

3.9.4 No payment is to be made from any bank account unless in accordance with the system of delegated authority.

3.9.5 The central Treasury function will ensure effective management of cash and loan resources on behalf of the Association.

3.10 Financial Directive 10: Insurance

3.10.1 The Association will be included within the Group insurance policies.

3.10.2 The Group ~~Director of Governance & Legal Services~~Corporate Services Director, overseen by Group Board, is responsible for the appointment of insurers.

3.10.3 The Group ~~Director of Governance & Legal Services~~Corporate Services Director will take appropriate advice to ensure that appropriate cover is secured.

3.11 Financial Directive 11: Assets

3.11.1 All assets must be acquired in accordance with the procurement policy, the development scheme appraisal procedure and the system of delegated authority. This is subject to budgetary provision.

3.11.2 An appropriate register of all properties owned by the Association will be kept by Group Central Services recording relevant property details.

3.11.3 Central Finance will maintain a register of other capital items such as office property, computer equipment etc. on behalf of the Association

3.11.4 Assets capitalised in the Statement of Financial Position are to be depreciated in line with policy. Social housing and other grant will be amortised in line with policy. An annual impairment review will be carried out.

3.11.5 All disposal of assets must be the best sale value, in accordance with delegated authority and the asset management strategy.

3.11.6 The rechargeable repairs policy sets out the arrangements to minimise the cost of damage to properties by tenants.

3.12 Financial Directive 12: Treasury

3.12.1 The Treasury function will be managed on behalf of the Association by the Group Treasury function.

3.12.2 The Treasury function will be managed in accordance with the Treasury Policy and Directives.

3.13 Finance Directive 13: Tax

3.13.1 Tax matters are managed in accordance with the Tax Statement of Principles. Tax matters are managed in accordance with the Group Tax strategy and Tax Policy.

3.13.14 Financial Directive 13.14: Audit

Internal Audit

3.13.14.1 The Group Corporate Audit function will provide independent, objective assurance on the system of internal controls. This will help bring a systematic, disciplined approach to evaluate the effectiveness of risk management, control and governance.

3.13.14.2 An annual risk-based audit strategy will be approved by the Audit & Risk Committee.

3.14.3 Issues raised as a result of an audit will be reported to management. Regular follow up will take place until agreed management actions are completed. The main findings are reported to the Audit & Risk Committee.

3.14.4 Corporate Audit are authorised to:

- Have unrestricted access to all functions, records, property and personnel;
- Have full and free access to the Audit & Risk Committee;
- Obtain the necessary assistance of staff within the Association where they perform audits, as well as specialised services from within or outside Group.

3.14.5 Corporate Audit will maintain professional audit staff with sufficient knowledge and skills. Corporate Audit will undertake its work in accordance with appropriate professional standards, such as those laid out by the Institute of Internal Auditors.

External Audit

3.14.6 The Group Audit Committee will appoint and monitor the performance of the external auditors.

~~3.14.7 The Chief Financial Officer will liaise with the external auditors and draw up an audit timetable to satisfy Group reporting requirements.~~

3.15 Financial Directive 15: Company Secretarial

3.15.1 The Board, together with senior management will ensure that the company is operating within its permitted boundaries as laid down in the Rules, or memorandum and articles of association.

3.16 Financial Directive 16: Anti-Fraud

~~3.1.16.1~~ The Association is committed to the prevention of fraud.

~~3.1.23.16.2~~ The Managing Director is responsible for the establishment and promotion of an anti-fraud culture and is further responsible for the establishment of systems of control that assist in the prevention of fraud. Day to day operation and management of these systems is the responsibility of Managers.

~~3.1.33.16.3~~ Managers must make themselves aware of the risks involved in the operations for which they are responsible, ensuring that these are regularly reviewed to satisfy themselves that their systems continue to operate effectively.

~~3.1.43.16.4~~ Through the Managing Director, the Director of Internal Audit and Risk must be

informed of all suspected frauds and will be responsible for investigating major frauds.

3.1.53.16.5 Managers are required to report all actual or attempted fraud in the quarterly fraud and loss return submitted to Corporate Audit.

3.1.63.16.6 All staff will act honestly with integrity and safeguard the resources for which they are responsible.

3.1.73.16.7 All staff, particularly those with specifically delegated responsibilities, are responsible for ensuring that the established systems of control are operated in practice. It is the duty of all staff to protect the Association's assets, this includes information and goodwill as well as property.

3.1.83.16.8 Staff will play a key part in the prevention of fraud, especially through reporting of suspected fraud. A whistleblowing procedure is in place in the interests of staff raising legitimate concerns.

3.1.93.16.9 Any report of suspected fraud will be treated seriously and investigated to establish whether there is any substance to their claims. The Fraud Response Plan sets out how any cases of actual or suspected irregularity will be investigated.

3.1.103.16.10 Consideration will also be given to the requirements of the UK's Anti-Money Laundering regime. Whilst as a Housing Association, the Association falls outside the financial services sector regulation and therefore outside the scope of the anti-money laundering regime, all businesses should be aware of the money laundering provisions of the Proceeds of Crime Act.

Scheme of Delegation - Financial Authorisation Limits

Existing

1. All delegations are subject to implementation of relevant policy and procedures.
2. The delegation below is the lowest level to which authority is delegated.
3. Officers can authorise costs only up to the limits stated within the annual budget.
4. Individuals must not authorise any matter directly relating to themselves or in which they have a conflict of interest.
5. Where authorisations exceed limits below authorisation will be required by Group Executive Director or Group Chief Executive.
6. Other than in exceptional circumstances, officers should only authorise transactions within their remit.

<u>Post</u>	<u>Contract Approval</u>	<u>Kontrolla Cheque Authorisation</u>	<u>Order Approval</u>	<u>Invoice Approval</u>	<u>Rent Adjustment</u>	<u>Write Off</u>	<u>Over the Counter Payments</u>	<u>Petty Cash</u>
Board	> £200,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Committees	£200,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Managing Director	100,000	100,000	100,000	100,000	5,000	5,000	10,000	200
Head of Finance & Planning	25,000	25,000	50,000	50,000	1,000	1,000	10,000	200
Head of Services	25,000	25,000	50,000	50,000	1,000	1,000	10,000	200
Asset Services Manager	10,000	10,000	10,000	10,000	500	500	2,500	200
Housing Services Manager	10,000	10,000	10,000	10,000	500	500	2,500	200
Policy & Performance Manager	10,000	10,000	10,000	10,000	500	500	2,500	200
Administrative Team Leader	-	-	5,000	5,000	-	-	2,500	-
Asset Services Team Leader	-	-	5,000	5,000	-	-	2,500	-
Development Officer	-	-	5,000	5,000	-	-	2,500	-
Governance & Company Secretarial Assistant	-	-	5,000	5,000	-	-	2,500	-
Tenancy Sustainability Team Leader	-	-	5,000	5,000	-	-	2,500	-
Asset Officer	-	-	2,000	2,000	-	-	2,500	-
Asset Support Officer	-	-	2,000	2,000	-	-	2,500	-
Customer Involvement Officer	-	-	2,000	2,000	500	-	2,500	-
Housing Officer	-	-	2,000	2,000	500	-	2,500	-
Housing Options Officer	-	-	2,000	2,000	-	-	2,500	-
Marketing and Communications Business Partner	-	-	2,000	2,000	-	-	2,500	-
Project & Planning Officer	-	-	2,000	2,000	-	-	2,500	-
Tenancy Sustainment Officer	-	-	2,000	2,000	500	-	2,500	-
Compliance & Property Assistant	-	-	-	-	-	-	2,500	-
Office Administrator	-	-	-	-	-	-	2,500	-
Sheltered Housing Warden	-	-	-	-	-	-	2,500	-

Scheme of Delegation - Financial Authorisation Limits

Proposed

1. All delegations are subject to implementation of relevant policy and procedures.
2. The delegation below is the lowest level to which authority is delegated.
3. Officers can authorise costs only up to the limits stated within the annual budget.
4. Individuals must not authorise any matter directly relating to themselves or in which they have a conflict of interest.
5. Where authorisations exceed limits below authorisation will be required by Group Executive Director or Group Chief Executive.
6. Other than in exceptional circumstances, officers should only authorise transactions within their remit.

<u>Post</u>	<u>Contract Approval</u>	<u>Kontrolla Cheque Authorisation</u>	<u>Order Approval</u>	<u>Invoice Approval</u>	<u>Rent Adjustment</u>	<u>Write Off</u>	<u>Over the Counter Payments</u>	<u>Petty Cash</u>
Board	> £200,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Committees	£200,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Managing Director	100,000	100,000	100,000	100,000	5,000	5,000	10,000	200
Head of Finance & Planning	25,000	25,000	50,000	50,000	1,000	1,000	10,000	200
Head of Services	25,000	25,000	50,000	50,000	1,000	1,000	10,000	200
Asset Services Manager	10,000	10,000	10,000	10,000	500	500	2,500	200
Housing Services Manager	10,000	10,000	10,000	10,000	500	500	2,500	200
Policy & Performance Manager	10,000	10,000	10,000	10,000	500	500	2,500	200
Administrative Team Leader	-	-	5,000	5,000	-	-	2,500	-
Asset Services Team Leader	-	-	5,000	5,000	-	-	2,500	-
Development Officer	-	-	5,000	5,000	-	-	2,500	-
Governance & Company Secretarial Assistant	-	-	5,000	5,000	-	-	2,500	-
Tenancy Sustainability Team Leader	-	-	5,000	5,000	-	-	2,500	-
Asset Officer	-	-	2,000	2,000	-	-	2,500	-
Asset Support Officer	-	-	2,000	2,000	-	-	2,500	-
Customer Involvement Officer	-	-	2,000	2,000	500	-	2,500	-
Housing Officer	-	-	2,000	2,000	500	-	2,500	-
Housing Options Officer	-	-	2,000	2,000	-	-	2,500	-
Marketing and Communications Business Partner	-	-	2,000	2,000	-	-	2,500	-
Project & Planning Officer	-	-	2,000	2,000	-	-	2,500	-
Tenancy Sustainment Officer	-	-	2,000	2,000	500	-	2,500	-
Compliance & Property Assistant	-	-	-	-	-	-	2,500	-
Office Administrator	-	-	-	-	-	-	2,500	-
Retirement Living Assistant	-	-	-	-	-	-	2,500	-

Date:	22 nd June 2020
Subject:	Women's Aid Leasing Scheme
Author:	Heather Anderson
Sponsor:	Paul Hillard
Appendices:	No
Action:	Decision
Data Class:	Public

EXECUTIVE SUMMARY

This report requests Board approval to extend the current property leasing scheme that is in place with North Ayrshire Women's Aid beyond the current maximum of ten properties to reflect increasing demand.

RECOMMENDATION

The Board is asked to approve an extension to the North Ayrshire Women's Aid leasing scheme beyond ten properties to reflect increasing demand.

1 Background

- 1.1 The Association currently has an arrangement in place with North Ayrshire Women's Aid (NAWA), to lease them up to ten properties to be used as interim supported accommodation for women fleeing Domestic Abuse. NAWA guarantee the rent to the Association, provide support to the tenant, and deal with day to day tenancy management.

As a result of the Covid-19 pandemic NAWA have experienced a significant increase in demand for interim accommodation and have approached the Association to request additional properties. There are currently ten properties on the leasing scheme.

2 Proposals

- 2.1 It is proposed that the scheme is extended beyond the ten property limit to reflect the increase in demand and to ensure the Association can assist this vulnerable group. Each potential property for the scheme is discussed between the Housing Services Manager and the North Ayrshire Women's Aid Manager to ensure suitability. The Association also assists NAWA with furnishing of properties and the purchase of household items as needed. The scheme has been a success with no concerns or issues, and a strong partnership has been established between both organisations.

3 Next steps

- 3.1 If approved the Association's Housing Options team will continue to identify suitable properties and progress allocations with NAWA.

5 Recommendations

5.1 As described in the Executive Summary.

Date:	22 nd June 2020
Subject:	Capital Investment Programme 2020/21
Author:	Heather Anderson
Sponsor:	Paul Hillard
Appendices:	No
Action:	Information
Data Class:	Public

EXECUTIVE SUMMARY

This paper provides an outline of the key areas of potential slippage in the Capital Investment Programme for 2020/21 as a result of the Covid-19 pandemic, and the proposed steps the Association will take to maximise spend and completion of works over the remainder of the financial year.

RECOMMENDATION

The Board is asked to note the key areas of potential slippage and the plans to re-profile and maximise spend and completion of works by March 2021.

1 Background

- 1.1 Board approved the proposed Capital Programme for 2020/21 in January 2020. This programme was based on maintaining the Scottish Housing Quality Standard for all properties and working towards achievement of the Energy Efficiency Standard for Social Housing by 2023/24.

As a result of the Covid-19 pandemic the Association suspended the Capital Programme on the 24th March 2020 pending the lifting of lockdown restrictions. Over the past week discussions have been taking place with Contractors and Group Asset colleagues to develop and agree safe methods of working to enable the capital programme to resume safely and effectively from July 2020.

However, there are some elements of the programme which will be more difficult to carry out under a safe method of working, namely kitchen, bathroom, and window and door replacements. The Association will work on the premise that if the contractor is willing to adopt a safe method of working, and the customer is willing and able to adhere to social distancing requirements, works should be progressed and completed as far as possible over the remainder of the year.

2 Proposals

- 2.1 The Capital Programme has been revised and re-forecasted, and all customers due to be included in kitchen, bathroom, and window and door replacement programmes are being contacted to confirm their willingness to proceed. As it stands, the majority of spend has been re-profiled over the remainder of the financial year and works should be completed by year end as originally planned. Key works elements will be progressed as follows:

- Roofs & Render – Site activity has started and works to 21 IHA properties will be phased from 15th June.
- Boiler Replacement – Site surveys began on 29th June with the intention of works being phased from July.
- Kitchen Replacements – customers are being contacted to confirm agreement with site surveys beginning in August and works phased from September\October.
- Doors & Windows – Site surveys will begin August\September with the intention of works being phased from October.
- Bathroom – Ad Hoc as required.
- EESSH render – render programme to approximately 40 IHA properties will follow on from capital render works.
- EESSH (Cavity Wall Insulation\Loft top Ups) – spend will be re-profiled over the following 3 years to achieve EESSH as agreed by 2023/24.

3 Next steps

- 3.1 The work programmes will be progressed with contractors and in agreement with customers as detailed above. Any significant elements which are unlikely to be completed by March 2020, and which will therefore impact on maintenance and achievement of SHQS and EESSH standards and timescales will be reported to Board at the earliest opportunity over the coming months.

5 Recommendations

- 5.1 As described in the Executive Summary.

Date:	22 nd June 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 22nd June 2020, and provides specific detail on the rent arrears position and priorities for income recovery as we emerge from the Covid-19 crisis.

RECOMMENDATION

The Board is asked to consider and note the performance position with specific reference to rent arrears recovery.

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 June 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 3.87%. The following are key points from recent analysis:

- A total of 698 current tenants are claiming Universal Credit, with an additional 70 new UC claims since the start of lockdown, 412 of these households were in arrears as at 14th June 2020.
- There have been 155 new (non HB or UC related) arrears cases since the start of lockdown, totalling [REDACTED] of debt.
- Prior to lockdown there were 27 households who had not paid rent for 6 weeks or more, as at 14th June this had increased to 62 households.
- 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. The value of the total debt for these cases is [REDACTED]

An Income Recovery Plan has been developed focusing on how we manage the transition back to 'normal' arrears recovery processes and procedures in line with legislation and Government guidance. Key elements of the approach that will be taken in Irvine are:

- All staff will be encouraged to discuss rent account with customers at every interaction as far as possible and appropriate.
- Reports will be developed categorising arrears cases into: UC claimants, New Covid-19 related arrears, Court Order Breached during lockdown and Static arrears, to enable a different approach to be taken in each case.
- The 52 arrears cases already at Court, (and which will potentially increase sharply due to current court restrictions and no evictions legislation over the coming months), will be targeted specifically through phone calls, text messages and bespoke letters.
- The Association's next Web Chat will be focused on providing help and advice to tenants struggling to pay their rent.
- Four of the Association's Housing Officers have been tasked with focusing on income recovery in partnership with the Income Collection service, with initial emphasis on early intervention for new Covid related arrears cases.

3.2 Gas safety check compliance has fallen to 98% due to difficulties accessing properties as a result of the Covid pandemic. A process has been put in place from 22nd June 2020 which includes additional phone calls and letters to try and engage with customers, and a conversation will take place with every customer to explain the process and how a safe method of working will be adopted by contractors. A video can also be issued to customers who remain uncomfortable with contractors accessing their home, showing them exactly how the safety check will be carried out. Capping of gas supplies will be considered on a case by case basis by the Head of Service taking into account tenancy history, risk, residence and vulnerabilities within the household.

Void rent loss has increased due to some properties being held for applicants prior to lockdown, one significantly fire damaged property, and a further property which cannot currently be allocated due to the severity of Anti-Social Behaviour in the surrounding area. The Association has started to resume general lets under a safe method of working.

4 Next steps

- 4.1 Teams will be working over the coming weeks to fully implement the Income Recovery Plan and resume operational duties which were restricted as a result of Covid-19.

5 Recommendations

- 5.1 As described in the Executive Summary.

Rent Evictions

0

Repairs Timescales

97.8%

Gas Compliance

98.4%

Tenancy Turnover

0.7%

Tenancies Ended: 15

Tenancy Sustainability

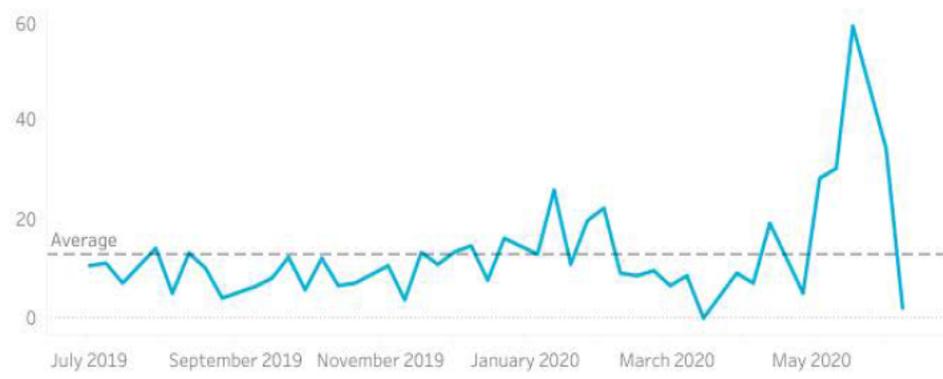
0

Refusals

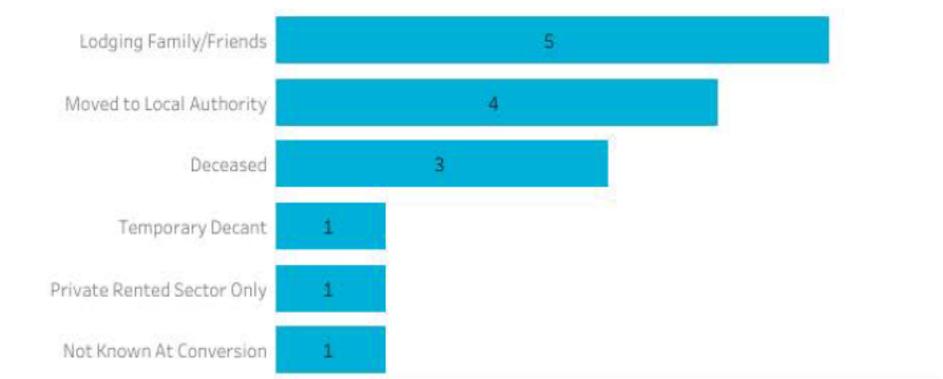
5.9%

17 Lets with 1 refusal

Average Relet Days Week by Week



All Ended Tenancies



Repairs Timescales vs Volume of Repairs



Repairs Timescales by Priority



Social Housing Cash Leakage - NSC Paper...

Currently Showing: **Irvine A**

Stock
Riverside

Report Date
22/06/2020

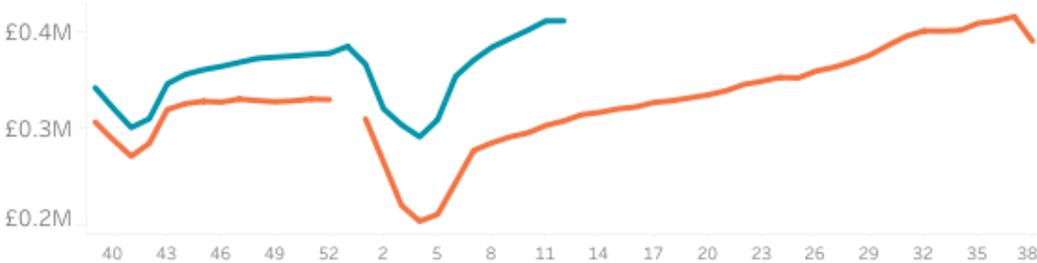


[Hide Movement](#)

Current Arrears
£0.41M
£10.61M (3.87%)

Arrears 4 Week Average **This Year** vs **Last Year**

The latest week is fixed at the centre of the chart



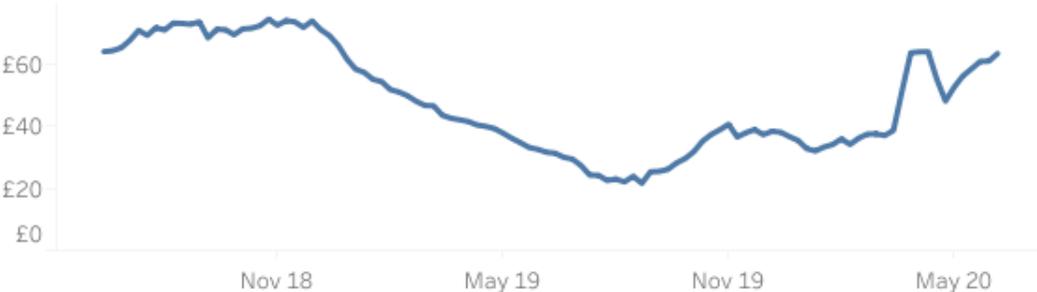
[Commentary](#)

Year Movement Per Unit
+£63

Moved to Former: **£0.06M**

Yearly Movement Per Unit

Arrears Per Unit - Arrears Per Unit 1 Year Ago + Arrears Moved to Former in Year



[Commentary](#)

Void Rent Loss
0.32%
£6,471

Void Rent Loss Weekly

The Rent Loss for each individual week



[Commentary](#)

Date:	2 nd July 2020
Subject:	Managing Director's Report
Author:	Paul Hillard (paul.hillard@irvineha.co.uk)
Sponsor:	N/A
Appendices:	None
Action:	Information
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:

- Board Succession Planning
- Salary Review
- Data Incident Claim

RECOMMENDATION

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

1 Board Succession Planning

- 1.1 As previously advised to Board the first stage of the Association's Board succession planning strategy is for Board to consider again the position on remuneration. A proposal to assist the Board with this process has been received from North Star consulting. It is intended to complete this process once Board members are able to physically meet again.
- 1.2 Following the AGM it is likely that we will have 'vacancies' on the Board, however, it is proposed to delay any recruitment exercise until after the remuneration discussions and a reconsideration of the Board skills assessment.

2 Salary Review and uplift

- 2.1 Irvine Housing Association's Salary Policy is based on a market assessment of salaries, with an incremental structure for each post. Each post has a four point scale, with the top of the scale being aligned to a point in the external pay market that is between the median and upper quartile.
- 2.2 The Salary Policy requires that salaries are benchmarked against the market on a triennial basis. The majority of the Association's posts have been market tested within the previous three years at the time when operational and functional reviews have taken place. However, to bring the timescale back into line for all posts it was decided to undertake a benchmarking exercise for all posts. The review took place during May and used comparative data sets from three organisations; XpertHR; Inbucon and Croner. The data used included source information from two of the data sets were housing sector specific and Scottish organisations were appropriately factored into the results.
- 2.3 The results of the review were that all salaries were set at levels consistent with the Salary policy requirements and no changes to salary levels were required as a result. The results of the exercise have been discussed with Unison representatives and will be communicated to staff at the next team meeting.
- 2.4 The Managing Director's remuneration package has also been benchmarked in accordance with the Policy and a separate Report is made to Board on this matter.
- 2.5 It should be noted that a 2% increase pay award has been agreed for all staff and will be effective from 1st July 2020. The annual pay award is a matter delegated to the Managing Director.

3 Data Incident [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4 Recommendation

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