

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

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

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

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

HIGHLIGHTS OF IHA'S BOARD MEETING HELD ON 30 JUNE 2021

BUSINESS INSIGHT AND INFORMATION PRESENTATION

The Board received a presentation on the Annual Customer Satisfaction Summary, and noted:

- The key drivers for the low customer satisfaction
- That customer perception had improved, however, main concerns continued to relate to repairs and maintenance services
- The ongoing work to improve complaints handling satisfaction and the recommendations to drive further improvements.

DRAFT FINANCIAL STATEMENTS

The Board approved the Financial Statements for Irvine Housing Association and Thistle Housing Services Ltd for the year to 31 March 2021, the Management Representation Letter and the submission of IHA's covenant position to funders.

CHAIR'S ACTION PROCEDURE

The Board noted the Five Year Financial Projections Return which had been approved by the Chair under Chair's Action Procedure.

ANNUAL LOAN PORTFOLIO RETURN

The Board approved the Annual Loan Portfolio Return for submission to the Scottish Housing Regulator.

MANAGING DIRECTOR RECRUITMENT

The Board agreed the process for the recruitment of the Managing Director position and the appointment of McGregor Bond as external recruitment consultant, the rewards package for the post and also delegated authority for the appointment of the new MD to the agreed Recruitment Panel.

BOARD MEMBER RECRUITMENT AND MEMBERSHIP APPLICATIONS

The recommendation of the Board Recruitment Panel to invite 4 successful candidates to join the Board at the next AGM and also agree the co-option of a successful candidate immediately following the AGM was accepted. The Membership Applications of the 5 applicants were thereafter approved.

RETIREMENTS AND ELECTIONS AT THE AGM

The Board noted the 4 Board Members who were due to stand down at the AGM in line with the Rules and their retirement / re-election intentions.

LANDLORD COMPLIANCE POLICIES REVIEW

The Board approved the revised Asset Compliance Management, Electrical Safety, Asbestos Management, Fire Safety, Water Hygiene and Heating & Ventilation Policies.

MD APPRAISAL

The Board noted the MD's appraisal report and agreed performance objectives.

WHOLE BOARD APPRAISAL SURVEY RESULTS

The Board noted the appraisal results and agreed the development of a Board Learning and Development Plan to support the Board in place after the AGM.

PROGRESS REPORT ON DEVELOPMENT PROJECTS

The Board noted the current progress report on the proposed developments.

PERFORMANCE REPORTS

The Board considered the operational and financial performance reports, noting in particular:

- The improvement in overall customer satisfaction.
- The arrears levels had stabilised albeit, continued on an upward trend.
- The favourable variances to date against budget.
- The risk of price increases due to the shortage of building materials.

EQUALITY, DIVERSITY AND INCLUSION ACTION PLAN

The Board noted the progress on the Association's ED&I Action Plan 2021.

MD'S REPORT

The Board noted the MD's Report which contained updates in relation to current matters which required no formal decisions..

THE RIVERSIDE GROUP LIMITED

IRVINE HOUSING ASSOCIATION

Two Hundred and Forty Third Meeting of the Board held at 5.30 p.m. on
Wednesday 30 June 2021 by MS Teams video-conference.

Minutes

Present:

Mr D. McEachran (In the Chair), Mrs M. Burgess, Mrs M. Crearie,
Mrs J. Galbraith, Mr R. Hill, Ms C. McGuinness, and Mr J. Strang

In attendance were: Mr P. Hillard, Miss H. Rees, Mrs M.
Hutchinson, Mrs H. Anderson, Mr C. Nove, Mr T. Quinlan

Apologies for Absence

Mrs J Murray and Mr G. Darroch

Declarations of Interests

No Declarations were made.

1. **Apologies for Absence**

Apologies for absence were received from Mrs J Murray and Mr G.
Darroch.

2. **Declarations of Interest**

There were no declarations of interest

3. **Minutes of Previous Meeting – 242nd Board Meeting held on 20 May
2021**

The minutes of the 242nd Board Meeting held on 20 May 2021 were
APPROVED as an accurate record.

4. **Matters Arising from the Previous Minutes**

242nd Board Meeting - Minute 17 – Managing Director’s Report



5. **Business Insight & Information Presentation**

The Board received a presentation from Mr T. Quinlan, detailing the Annual Customer Satisfaction Summary, covering overall satisfaction and customer perceptions, responsive repairs, resolving queries and complaints satisfaction and recommendations to drive further improvements.

The Board noted the customer satisfaction benchmarking figures provided for both the Riverside Group and local peer groups, in particular, the caveat around the unknown methodology other providers used to collect feedback. The Board also noted methods such as telephone and face to face often provided more favourable feedback. The Board highlighted the importance of benchmarking against and learning from other Scottish Housing Associations, noting that contact would be made with similar sized organisations in the G8 Benchmarking Group, and requested an update on outcomes to a future meeting.

The key drivers of overall low satisfaction were cited as Repairs and Maintenance, listening to views and acting upon them and ease of getting inquiries resolved. The Board noted customer perception was improving, however, main concerns with repairs and maintenance satisfaction were focussed around time taken, quality of works and communication. Responsive Repairs satisfaction had shown the most notable decline in the first quarter of the financial year, with results between 9 and 10% lower than peer groups, acknowledging the increased challenges posed by Covid restrictions in Scotland.

The Board noted the ongoing work to improve satisfaction with complaints handling, which had declined and remained low, highlighting the importance of focusing on clear signposting, training and capability, clear processes to resolve and engaging with customers for their views on measures being taken to improve satisfaction.

6. **Draft Financial Statements**

Mrs M. Hutchinson reported that the Audit and Risk Committee had considered the draft Financial Statements in detail at its meeting on 14 June 2021.

Mrs M. Hutchinson highlighted that the Association had made an Operating Surplus of £5m, [REDACTED] demonstrating the excellent financial performance during the year.

The Board also noted this would be the last year of KPMG as auditors, the tender for future external auditor services was underway and that the draft KPMG Year End Report 2021/22 was expected to be issued unmodified and was subject to finalisation of work relating to payroll.

On this basis, the Board AGREED to:

- a) APPROVE Financial Statements for Irvine Housing Association for the year to 31 March 2021.
- b) APPROVE submission of the covenant position to funders.
- c) APPROVE Financial Statements for Thistle Housing Services Ltd for the year to 31 March 2021.
- d) APPROVE the Management Representation Letter

7. **Chair's Action Procedure**

The Board noted the decision taken in line with the Chair's Action Procedure in relation to approval of the Five Year Financial Projections Return to the Scottish Housing Regulator in order to meet the deadline for submission of 30 June 2021.

8. **Annual Loan Portfolio Return**

Mrs M. Hutchinson reported the net decrease of £2.9m on the TRGL Intra-Group Loan and that the charge holder (Prudential) missing from the facilities section of the return had been included within the Regulator Portal.

On this basis, the Board AGREED to:

- a) APPROVE the 2021 Loan Portfolio Return
- b) AUTHORISE Head of Finance & Planning to submit the return to the Scottish Housing Regulator

9. **Managing Director Recruitment**

The Chair reported progress with recruitment of the new MD following an informal meeting of the Board. The Board discussed the proposals for a recruitment panel to oversee and MacGregor Bond to be appointed as external recruitment consultants to manage the process, with assistance provided from Riverside's People Services Team.

The Board also noted the rewards package had been reviewed and was considered appropriately competitive for this level of post in the Scottish market.

The Board was assured that any business continuity, knowledge transfer and staff engagement risks had been identified and plans to mitigate put in place.

On this basis, the Board:

- a) AGREED the recruitment process outlined with the Report, including the appointment of McGregor Bond
- b) AGREED the rewards package for the MD's post set out within the Report
- c) AGREED to delegate authority for the appointment of the new MD to the Recruitment Panel identified within the Report.

10. **Board Member Recruitment & Membership Applications**

The Chair reported the outcomes of the successful board member recruitment exercise, highlighting in particular, the strong field of candidates, with 20 expressions of interest/applications having been received. Following screening interviews, eight applicants were interviewed.

The Board noted the recommendations of the Recruitment Panel to appoint four new board members to fill the vacancies on the Board, and to appoint a further co-opted board member with specific skills and knowledge, allowed under Rule 38(a). The provision to co-opt board members where an individual has particular skills and knowledge which are considered to be particularly relevant to its aims was fulfilled by Steven Easton's particular skills and knowledge around energy efficient homes and zero carbon strategies.

On this basis, the Board:

- a) ACCEPTED the recommendation of the Recruitment Panel that, Steven Easton, Fiona Fox, Tony McInnes, Sohini Petrie and Scott Stewart are invited to join the Board at the next AGM. Steven Easton being co-opted immediately following the AGM.
- b) APPROVED Membership Applications of Steven Easton, Fiona Fox, Tony McInnes, Sohini Petrie and Scott Stewart
- c) AUTHORISED the Managing Director / Secretary to enter their details in the Membership Register and issue them with a share certificate and a copy of the Rules of the Association.

It was AGREED that, in view of the change in dynamics of the Board, to hold an event in August to develop relationships with new Board Members.

11. **Retirements and Elections at AGM**

Mr P. Hillard reported that in line with the change in the IHA's Rules, a third of the Board were required to stand down at the AGM, with Duncan McEachran retiring and not standing for re-election, Janice Murray and Robin Hill retiring and standing for re-election and Jim Strang, having been appointed as a casual vacancy, seeking re-election.

12. **Landlord Compliance Policies Review**

The Board considered revised up to date versions of the Association's suite of Asset Compliance Management Policies, last reviewed in 2019, and setting out how the Association manages Asset Compliance Management, Electrical Safety, Asbestos Management, Fire Safety, Legionella and Gas Safety, to ensure adherence to legislative and regulatory guidance and the safety of staff and customers.

The Board noted there had been no fundamental changes made to policies, however, updates included those that reflect changes to the Association and TRG staffing structures, 'Gas Safety' policy renamed to 'Heating and Ventilation' policy and Legionella' Management policy renamed to 'Water Hygiene'. There was also a stronger emphasis on risk based Compliance Management and updated targets and timescales for addressing assessed risks.



The Board APPROVED the six revised Asset Compliance Management Policies set out within the report.

13. **MD Appraisal**


The Chair reported on the Managing Director's Appraisal meeting and the Board NOTED the objectives proposed for the 2021/22 performance year.

14. **Whole Board Appraisal Survey Results**

The Board reflected on the outcomes of the whole board appraisal exercise, highlighting the positive results and agreeing that the collective Board Learning and Development plan for 2021/22 should be developed following appointment of the five new board members following the AGM to consider induction needs of the new members and 'team building' for the whole Board.

15. **Progress Reports on Development Projects**

The Board received the progress report on development projects and highlighting the following main points:

- 12 month defects inspections had taken place on phase 1 Tarryholme development, with the number of defects not significant
- Tarryholme phase 2 had started on site and was progressing well
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- The Association was working with Veteran First Point to identify Veteran housing needs in the area, with the intention for up to 10 units on both Dundonald and Tarryholme 2 developments to be offered to Veterans and their families

16. **Operational Performance Report**

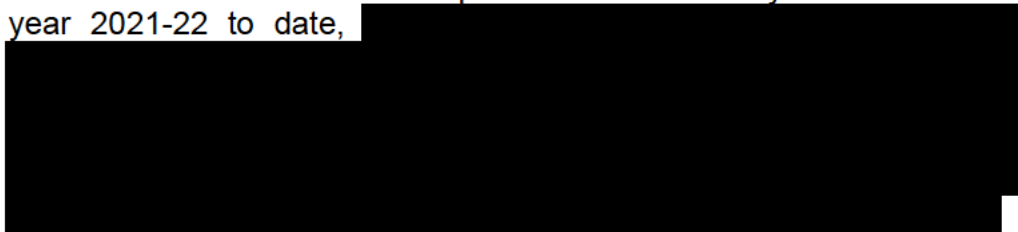
Mrs H. Anderson reported on performance across operational KPIs at the end of Period 2 of 2021, highlighting, in particular, the positive improvement in overall customer satisfaction, which was currently at a of 86%, and that further improvements were expected as part of the repairs and maintenance tender process and the introduction of KPIs in relation to follow on works.

The Board noted the Arrears had stabilised, however, were on an upward trend and that Housing Officers remained focused on arrears recovery work. All steps had been taken to mitigate the nine potential evictions that would be sought once the ban on evictions had been lifted, with support having been provided from the early intervention and tenancy sustainability teams.



17. **Financial Performance Report**

The Board noted the financial performance summary for the financial year 2021-22 to date,



Mrs M. Hutchinson reported that the most significant risk related to the shortage of building materials and the potential for price increases and increase in void turnaround times, however, the Board noted these matters were being monitored closely to ensure mitigating actions were be taken if required.

18. **Equality, Diversity and Inclusion Action Plan**

Mrs M. Hutchinson reported good progress with the Associations' Equality, Diversity & Inclusion Action Plan 2021, with the exception of one red rated action which would be removed from the action due to the final development of dashboard reporting being put on hold.

19. **Lloyds Banking Signatories**

The Board:

- a) APPROVED the use of the Group's standard Authorised Signatory list for facilities where Irvine is the borrower with immediate effect; or, where this is not possible for Scottish Regulatory purposes

- b) APPROVED the inclusion of additional Authorised Signatories to be added to the list [REDACTED]
- c) NOTED that for an interim period, [REDACTED] there would be no Irvine staff on the list of authorised signatories, however, this did not present an issue and that the new MD would be added as a signatory once appointed.

20. **MD Report**

[REDACTED]

[REDACTED]

[REDACTED]

The Board noted progress with the rebranding of the Association as Riverside Scotland, with a detailed timeline and draft communications for key stakeholders, including customers and colleagues, prepared and engagement with the Association's tenants to get their views on proposals carried out. The branding change would be ready for implementation on 27 July 2021.

The Board also noted that the Scottish Housing Regulator would be notified that this was not a name change, but a rebranding, and requested a further update on the project timeline and actions being taken be circulated to Board members following the meeting.

The Board received an update on the repairs and maintenance tender and congratulated all involved with what was a thorough process that had been well supported by the Procurement Team.

The Board discussed recent Riverside announcement relating to Partnership discussions with the London based Registered Provider, One Housing Group and the briefing session held for the Governance community earlier in the week.



21. **Minutes/Updates**

The Board noted the:

- a) Unconfirmed Group Customer Experience Committee Meeting Minutes – 29 April 2021
- b) Group Board Core Brief – May 2021.

22. **Any Other Business**

There was no other business to be discussed.

23. **Date of Next Meeting**

5.30 p.m. on Thursday 19 August 2021 – Board Meeting via MS Teams video conference

P. Hillard
Secretary
June 2021
PH/HER

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