

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.

**248<sup>th</sup> Board Meeting of Irvine Housing Association Ltd:**  
**Thursday 26 May 2022 at 5.30 p.m. 44-46 Bank Street, Irvine, KA12 0LP**  
**and via MS Teams video conference**

**AGENDA**

		<b>Data Class</b>
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Previous Minutes – Minutes of the 247 <sup>th</sup> Board Meeting held on Thursday 31 March 2022	Public
4.	Matters Arising	
5.	Substantive Business	
5.1	Corporate Plan Update	Confidential
5.2	Annual Return on the Charter	Public
5.3	Five Year Financial Projections Return	Confidential
5.4	Annual Loan Portfolio Return	Confidential
5.5	Procurement Update – End of Financial Year FY2021/22	Public
5.6	Development Report	Confidential
5.7	Annual Write Off	Public
5.8	Operational Performance Report	Public
5.9	Income Collection Performance Report	Confidential
5.10	Financial Performance Report	Confidential
5.11	MD Report	Confidential
5.12	Dumfries & Galloway Housing Allocations Policy Review	Public
6.	Minutes/Updates:	
	a) Unconfirmed Group Customer Experience Committee Meeting Minutes – 3 March 2022	Confidential
	b) Group Board Core Brief – February / March 2022	Confidential

7.	Any Other Business	
8.	Date of Next Meeting – Thursday 30 June 2022 at 5.30 p.m. – 249 <sup>th</sup> Board Meeting via MS Teams	

DMcL / db  
16/5/2022

## 5. Substantive Business

## 5.2. Annual Return on the Charter

<b>Title:</b> Annual Return on the Charter	<b>Date:</b> 26 May 2022
<b>Author:</b> Caroline Cameron-Russell [REDACTED]	<b>Sponsor:</b> Diana MacLean
<b>Action:</b> Review	<b>Confidential:</b> No
<b>Appendices:</b> Appendix 1: Draft ARC Appendix 2: Global Validation Report Appendix 3: ARC Performance Comparisons 2018-22 Appendix 4: Changes to ARC Indicators on EESSH	<b>Reading Room:</b>
<b>Reg. Standard:</b> Standard 4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose	<b>ORP ref:</b>
<b>Strategic Risk ref:</b> R6 Governance and Regulation	
<b>Consultation:</b> This report is not subject to consultation	

**Purpose and Action:**

The Board is asked:

- To review the content of the ARC
- To review the content of the Global Validation Report
- To approve the ARC for submission to the SHR
- To authorise the Managing Director to approve and submit the return on behalf of Riverside Scotland

**Executive Summary:**

All registered social landlords are required to complete the Annual Return on the Charter (ARC) and return it to the Scottish Housing Regulator (SHR) by the 31<sup>st</sup> May. Before the ARC is submitted, the Regulator requires the full governing body to review and approve the information contained within the ARC.

Officers use the regulator's technical guidance to complete the questions. We rely on a combination of automated reports and manual records in order to complete the return. Internal checks are carried out on the figures provided to minimise the risk of any errors. If the return is erroneous or the figures appear atypical, we could be subject to a data integrity check or a data accuracy visit from the regulator.

To make reviewing the ARC easier for Board members, results from the last three years have been included as an additional appendix, appendix 3.

**1. Introduction**

The Housing (Scotland) Act 2010 required Scottish Ministers to set standards and outcomes which social landlords should aim to achieve, and publish these in the Scottish Social Housing Charter.

The Scottish Social Housing Charter was first published in 2012 and updated in 2017 when only minor amendments were made to the Charter. However, as detailed to the Board in the 2019/20 return, a full consultation was undertaken during 2019 which resulted in a number of changes being made to the information we are required to return. Since that date there has been only one further change, in February 2022 the Regulator removed indicators C12 (Energy Performance Certificates) and C13 (Investment in the EESSH) from the ARC, the reasons for this are outlined in Appendix four, Changes to ARC Indicators on EESSH. There are no more changes to highlight to the Board.

## 2. Discussion

### Implications/Risks

The ARC provides the Regulator with a full set of information from all social landlords which can be used to benchmark between organisations and highlight areas of strong performance, as well as areas that are in need of improvement.

The deadline for returns is 31 May 2022, a full programme of activities and timetable was put in place by the Planning Team in March to mitigate the risk (Regulatory/Reputational) of missing the Regulator's deadline.

Local and centrally generated data sets are gathered within Riverside Scotland throughout the year in order to provide an accurate return. All electronic back-up reports are stored in one, central file for ease of access.

A number of staff assist with the completion of indicators within the ARC, taking responsibility for their own area of expertise with support from the Planning Team where needed. Full validation of the indicator answers against the associated data sets is undertaken by the Planning Team who then input the validated data into the Regulator's portal for Riverside Scotland. The portal automatically cross-checks many of the figures and highlights any validation errors which can then be corrected.

The Global Validation Report showed no issues with the return and can be found at appendix two.

After validation, the Planning Team undertakes a sense-check to confirm any fluctuations in the figures against previous years and to ensure that the technical guidance has been followed. Any out of kilter indicators receive full comments, to reduce the likelihood of the Regulator needing to ask any questions or request evidence.

### Indicators – Performance

The key areas where we have seen a decline in our performance are:

- a Satisfaction – Unfortunately we have seen a decline across all areas (Overall Service, Keeping customers informed, Opportunities to participate, Quality of Home, Management of neighbourhood, and Rent representing good value for money), we were already aware that this would be the case due to our stringent monthly monitoring in the area and the Regulatory engagement plan we have in place. We welcome the opportunity to improve not only our services, but also our customers' perception of us as a landlord. The programme of work that is being put in place over the coming year (and beyond) should ensure that we do.
- b Repairs average times – Emergency repairs have increased by just under 3 hours and non-emergency by 2 days. As highlighted in the comments on the ARC return this can be attributed to a number of issues related to contract closure and the transition to new contracts. There were also the additional issues related to Health & Safety precautions being undertaken by the contractor when attending customer's properties during the Covid pandemic.
- c Tenancy refusals – We had seen what could be viewed as an improvement in offer refusals during 2020/21. This was due to the overall reduction in lettings as a result of Covid, and only letting to homeless households or those with acute housing need during lockdown periods. Now that letting is returning more to the norm in 2021/22, this was reflected in a return to pre-covid levels of refusals.
- d Rent arrears – Covid has impacted severely on our rent arrears, as has the increase in UC claimants. There was also a period of settling in and knowledge

sharing when arrears responsibility was passed to a centralised Income Collection Team within Riverside part way through the year. We continue to work with that team and also the DWP and Tenancy Sustainment Team to ensure that we can recover as much of these arrears as possible, whilst prioritising early intervention and customer care.

There are a number of areas where performance has remained steady, despite the challenges faced by Covid, the severe IT disruption in late 2021 and the difficulties faced whilst embedding new repairs contracts:

- e Gas safety compliance – In 2020/21 we were unable to carry out 78 gas safety checks within the required timescales due to Covid self-isolation, in 2021/22 we were able to reduce this to 22. We are still not back to our pre-Covid level of 100% but we are pleased that the improvement shows our ongoing efforts to reach customers and ensure their safety, despite the impact restrictions have had.
- f Complaints - it is encouraging to see that although the volume of complaints doubled in the past year (Stage 1, 86 to 176 and Stage 2, 2 to 8), response times improved. We plan to look in detail at complaints during the coming year to assess the causes of increase and add value to the outcome for our customers.
- g Average re-let times and void loss – Despite relet times not yet returning to pre-covid performance, it is encouraging to see a slight improvement in relet times between last year and this (22.63 to 21.05). Void properties received an additional intensive Covid clean prior to any void works commencing and again pre-let, on average this has added 5 days to relet times over the past two years. An improvement of over one day matters in this process as it has also helped in keeping the void loss steady.

### **3. Next Steps**

The Board is asked to review the contents of the ARC and the Global Validation Report.





**Landlord name:** Irvine Housing Association Ltd

**RSL Reg. No.:** 280

**Report generated date:** 28/04/2022 11:27:29

**Approval**

A1.1	Date approved	
A1.2	Approver	
A1.3	Approver job title	
A1.4	Comments (Approval)	



Comments (Submission)

[Empty submission box]



**Social landlord contextual information**

**Staff**

Staff information, staff turnover and sickness rates (Indicator C1)

C1.1	the name of Chief Executive	Mrs. Diana MacLean
C1.2.1	C1.2 Staff employed by the RSL: the number of senior staff	3.00
C1.2.2	the number of office based staff	32.00
C1.2.3	the number of care / support staff	0.00
C1.2.4	the number of concierge staff	0.00
C1.2.5	the number of direct labour staff	0.00
C1.2.6	the total number of staff	
C1.3.1	Staff turnover and sickness absence: the percentage of senior staff turnover in the year to the end of the reporting year	33.33%
C1.3.2	the percentage of total staff turnover in the year to the end of the reporting year	5.71%
C1.3.3	the percentage of days lost through staff sickness absence in the reporting year	3.18%



**Social landlord contextual information**

**Lets**

Number of lets during the reporting year, split between 'general needs' and 'supported housing' (Indicator C3)	
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C3.1	The number of 'general needs' lets during the reporting year	106
C3.2	The number of 'supported housing' lets during the reporting year	25
Indicator C3		131



The number of lets during the reporting year by source of let (Indicator C2)

C2.1	The number of lets to existing tenants	16
C2.2	The number of lets to housing list applicants	52
C2.3	The number of mutual exchanges	22
C2.4	The number of lets from other sources	9
C2.5.1	C2.5 The number of applicants who have been assessed as statutorily homeless by the local authority as:  section 5 referrals	44
C2.5.2	nominations from the local authority	10
C2.5.3	other	0
C2.6	the number of other nominations from local authorities	0
C2.7	Total number of lets excluding exchanges	131

Comments (Social landlord contextual information)

C1 (people) - The rate of sickness has increased compared to last year primarily due to three long term absences. Staff turnover, which has increased from 0% last year to 5.71% this year is as a result of two employees voluntarily moving to new employers.



## Overall satisfaction

### All outcomes

Percentage of tenants satisfied with the overall service provided by their landlord (Indicator 1)

1.1.1	1.1 In relation to the overall tenant satisfaction survey carried out, please state: the number of tenants who were surveyed	2,162
1.1.2	the fieldwork dates of the survey	03/2022
1.1.3	The method(s) of administering the survey:	
	Post	<input type="checkbox"/>
1.1.4	Telephone	<input checked="" type="checkbox"/>
1.1.5	Face-to-face	<input type="checkbox"/>
1.1.6	Online	<input checked="" type="checkbox"/>
1.2.1	1.2 In relation to the tenant satisfaction question on overall services, please state the number of tenants who responded:	219
	very satisfied	
1.2.2	fairly satisfied	210
1.2.3	neither satisfied nor dissatisfied	47
1.2.4	fairly dissatisfied	37
1.2.5	very dissatisfied	54
1.2.6	no opinion	9
1.2.7	Total	576

Indicator 1	74.48%
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## Comments (Overall satisfaction)

Indicator 1 (Overall Satisfaction) - Riverside Scotland accepts that we need to improve on our customer satisfaction and in the year ahead will engage with the Regulator on this. We are putting in place a number of measures, including "The Big Conversation" a targeted customer engagement project that aims to reach every tenant in order to discuss the range of services we offer and where they see the potential to improve. The aim is to make the changes we need to and as a result increase our customers' levels of satisfaction across all areas. We also have a new Customer Satisfaction Improvement Plan in place, which sets out actions to improve our customer experience including: introduction of new repairs and maintenance services, proactive annual tenancy welfare visits, roll out of Trauma Informed Practice throughout the organisation, and the development of user friendly digital self service options.





## The customer / landlord relationship

### Communication

Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions (Indicator 2)

2.1	How many tenants answered the question "How good or poor do you feel your landlord is at keeping you informed about their services and decisions?"	576
2.2.1	2.2 Of the tenants who answered, how many said that their landlord was: very good at keeping them informed	252
2.2.2	fairly good at keeping them informed	184
2.2.3	neither good nor poor at keeping them informed	95
2.2.4	fairly poor at keeping them informed	23
2.2.5	very poor at keeping them informed	22
2.2.6	Total	576

	Indicator 2	75.69%
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**Participation**

Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes (Indicator 5)

5.1	How many tenants answered the question "How satisfied or dissatisfied are you with opportunities given to you to participate in your landlord's decision making processes?"	576
5.2.1	5.2 Of the tenants who answered, how many said that they were: very satisfied	171
5.2.2	fairly satisfied	201
5.2.3	neither satisfied nor dissatisfied	148
5.2.4	fairly dissatisfied	25
5.2.5	very dissatisfied	31
5.2.6	Total	576

Indicator 5	64.58%
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## Comments (The customer / landlord relationship)

Indicator 2 (Satisfaction in keeping tenants informed about services and decisions) - We have seen a decline in satisfaction with our customer/landlord relationship over the past year. The main drivers of this has been the impact the pandemic has had on the willingness of customers to engage with us on a regular or meaningful basis, and a significant IT service disruption which resulted in customers being unable to contact our Customer Service Centre and delays to the delivery of services. Our 'Big Conversation' project will be rolled out over the summer months, which will consist of face to face discussions with as many customers as possible to talk about our services and how they can be improved. Following this we will be reviewing our Customer Involvement Strategy to introduce a greater level of community engagement and visibility at a local level.

Indicator 5 (Satisfaction in opportunities to participate in decision making process) - We are very aware that our current structures and processes for engaging with our customers are insufficient. We achieved a high level of engagement during periods of lockdown, however have found it very challenging to get customers to become involved following this. Our Big Conversation project should give us some valuable information on how best to engage with our customers going forward and how best to involve them in decision making. Following this, we will review our Customer Involvement Strategy, including the role and remits of our local Tenants and Residents Associations, and how we can increase our engagement with customers more positively at a local and neighbourhood level.



## Housing quality and maintenance

### Quality of housing

Scottish Housing Quality Standard (SHQS) – Stock condition survey information (Indicator C8)
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C8.1	The date your organisation's stock was last surveyed or assessed for compliance with the SHQS	03/2022
C8.2	What percentage of stock did your organisation fully assess for compliance in the last five years?	20.00
C8.3	The date of your next scheduled stock condition survey or assessment	03/2027
C8.4	What percentage of your organisation's stock will be fully assessed in the next survey for SHQS compliance	20.00
C8.5	Comments on method of assessing SHQS compliance.	

Riverside Scotland have previously used John Martin Partnership (JMP) to carry out the stock condition surveys over the past 14 years, in March 2022 Riverside Scotland commissioned Savills Consultancy Services to carry out a further Stock Condition Survey and RDSAP Survey to an additional 20% of the stock. The Asset Management & Investment Strategy and results from the recent stock condition and RDAP surveys will provide Riverside Scotland with the relevant information required to provide a clear plan of works that require to be carried out including energy performance improvements to their housing stock which will address these failings and work towards a net zero target. The Asset Management & Investment Strategy determines when each capital component is due to be replaced. The Association will be spending approx. £2.1 million a year over the next five years improving the energy efficiency and renewing the capital components of their properties when they are due.



Scottish Housing Quality Standard (SHQS) – Stock summary (Indicator C9)

		End of the reporting year	End of the next reporting year
C9.1	Total self-contained stock	2,326	2,474
C9.2	Self-contained stock exempt from SHQS	5	5
C9.3	Self-contained stock in abeyance from SHQS	180	122
C9.4.1	Self-contained stock failing SHQS for one criterion	0	0
C9.4.2	Self-contained stock failing SHQS for two or more criteria	0	0
C9.4.3	Total self-contained stock failing SHQS	0	0
C9.5	Stock meeting the SHQS	2,141	2,347



C9.6	Total self-contained stock meeting the SHQS by local authority
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	End of the reporting year	End of the next reporting year
Aberdeen City	0	0
Aberdeenshire	0	0
Angus	0	0
Argyll & Bute	0	0
City of Edinburgh	0	0
Clackmannanshire	0	0
Dumfries & Galloway	378	378
Dundee City	0	0
East Ayrshire	209	209
East Dunbartonshire	0	0
East Lothian	0	0
East Renfrewshire	0	0
Eilean Siar	0	0
Falkirk	0	0
Fife	0	0
Glasgow City	0	0
Highland	0	0
Inverclyde	0	0
Midlothian	0	0
Moray	0	0
North Ayrshire	1,534	1,669



North Lanarkshire	0	0
Orkney Islands	0	0
Perth & Kinross	0	0
Renfrewshire	0	0
Scottish Borders	0	0
Shetland Islands	0	0
South Ayrshire	20	91
South Lanarkshire	0	0
Stirling	0	0
West Dunbartonshire	0	0
West Lothian	0	0
Totals	2,141	2,347



Percentage of stock meeting the Scottish Housing Quality Standard (SHQS) (Indicator 6)
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6.1.1	The total number of properties within scope of the SHQS: at the end of the reporting year	2,326
6.1.2	projected to the end of the next reporting year	2,474
6.2.1	The number of properties meeting the SHQS: at the end of the reporting year	2,141
6.2.2	projected to the end of the next reporting year	2,347

Indicator 6 - Percentage of stock meeting the SHQS at the end of the reporting year	92.05%
Indicator 6 - Percentage of stock meeting the SHQS projected to the end of the next reporting year	94.87%





Percentage of tenants satisfied with the quality of their home (Indicator 7)

7.1	How many tenants answered the question "Overall, how satisfied or dissatisfied are you with the quality of your home?"	576
7.2.1	7.2 Of the tenants who answered, how many said that they were: very satisfied	190
7.2.2	fairly satisfied	225
7.2.3	neither satisfied nor dissatisfied	56
7.2.4	fairly dissatisfied	65
7.2.5	very dissatisfied	40
7.3	Total	576

Indicator 7	72.05%
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**Repairs, maintenance & improvements**

Average length of time taken to complete emergency repairs (Indicator 8)		
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8.1	The number of emergency repairs completed in the reporting year	1,559
8.2	The total number of hours taken to complete emergency repairs	9,958

Indicator 8		6.39
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Average length of time taken to complete non-emergency repairs (Indicator 9)

9.1	The total number of non-emergency repairs completed in the reporting year	4,090
9.2	The total number of working days taken to complete non-emergency repairs	37,006

	Indicator 9	9.05
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Percentage of reactive repairs carried out in the last year completed right first time (Indicator 10)		
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10.1	The number of reactive repairs completed right first time during the reporting year	3,300
10.2	The total number of reactive repairs completed during the reporting year	3,469

Indicator 10		95.13%
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How many times in the reporting year did not meet your statutory duty to complete a gas safety check (Indicator 11).

11.1	The number of times you did not meet your statutory duty to complete a gas safety check.	22
11.2	if you did not meet your statutory duty to complete a gas safety check add a note in the comments field	
20 x Covid related - households isolating 1 x communication error due to a systems failure 1 x forced entry on abandoned property on day of expiry; various tenancy issues with customer which caused contractor to make decision to cancel		

Indicator 11	22
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Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service (Indicator 12)

12.1	Of the tenants who had repairs carried out in the last year, how many answered the question "Thinking about the LAST time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by your landlord?"	277
12.2	Of the tenants who answered, how many said that they were:	177
12.2.1	very satisfied	
12.2.2	fairly satisfied	29
12.2.3	neither satisfied nor dissatisfied	13
12.2.4	fairly dissatisfied	10
12.2.5	very dissatisfied	48
12.2.6	Total	277

	Indicator 12	74.37%
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**EESSH**

Percentage of properties meeting the EESSH (Indicator C10)

C10.1 Number of self contained properties				
	Gas	Electric	Other fuels	Total
Flats	188	2	19	209
Four-in-a-block	288	2	0	290
Houses (other than detached)	1,793	2	31	1,826
Detached houses	1	0	0	1
<b>Total</b>	<b>2,270</b>	<b>6</b>	<b>50</b>	<b>2,326</b>

C10.2 Number of self contained properties not in scope of the EESSH				
	Gas	Electric	Other fuels	Total
Flats	0	0	0	0
Four-in-a-block	0	0	0	0
Houses (other than detached)	0	0	0	0
Detached houses	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

C10.3 Number of self contained properties in scope of the EESSH				
	Gas	Electric	Other fuels	Total
Flats	188	2	19	209
Four-in-a-block	288	2	0	290
Houses (other than detached)	1,793	2	31	1,826
Detached houses	1	0	0	1
<b>Total</b>	<b>2,270</b>	<b>6</b>	<b>50</b>	<b>2,326</b>

C10.4 Number of properties in scope of the EESSH where compliance is unknown				
	Gas	Electric	Other fuels	Total
Flats	0	0	0	0
Four-in-a-block	0	0	0	0
Houses (other than detached)	0	0	0	0
Detached houses	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



C10.4.21	Where EESSH compliance is unknown for any properties, please explain why	N/A
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C10.5	Number of properties in scope of the EESSH that do not meet the standard			
	Gas	Electric	Other fuels	Total
Flats	3	1	0	4
Four-in-a-block	1	2	0	3
Houses (other than detached)	173	0	0	173
Detached houses	0	0	0	0
<b>Total</b>	<b>177</b>	<b>3</b>	<b>0</b>	<b>180</b>

C10.6	Number of properties in scope of the EESSH that are exempt the standard			
	Gas	Electric	Other fuels	Total
Flats	0	0	0	0
Four-in-a-block	0	0	0	0
Houses (other than detached)	0	0	0	0
Detached houses	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

C10.7	Number of properties in scope of the EESSH that meet the standard			
	Gas	Electric	Other fuels	Total
Flats	185	1	19	205
Four-in-a-block	287	0	0	287
Houses (other than detached)	1,620	2	31	1,653
Detached houses	1	0	0	1
<b>Total</b>	<b>2,093</b>	<b>3</b>	<b>50</b>	<b>2,146</b>

	C10	92.3%
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Anticipated exemptions from the EESSH (Indicator C11)

C11.1	Number of properties anticipated to require an exemption from the first EESSH milestone in the next reporting year			
	Gas	Electric	Other fuels	Total
Flats	3	1	0	4
Four-in-a-block	1	2	0	3
Houses (other than detached)	173	0	0	173
Detached houses	0	0	0	0
<b>Total</b>	<b>177</b>	<b>3</b>	<b>0</b>	<b>180</b>

C11.2	The reasons properties anticipated to require an exemption	
		Number of Properties
Technical		0
Social		0
Excessive cost		0
New technology		0
Legal		0
Disposal		0
Long term voids		0
Unable to secure funding		0
Other reason / unknown		180
<b>Total</b>		<b>180</b>

C11.3	If other reason or unknown, please explain
	On-going programme to complete EESSH works over a further 2 year programme

## Comments (Housing quality and maintenance)

Indicator 7 (Satisfaction with quality of home) - We are aware that the performance of our repairs and maintenance services over the past year has declined. The main driver for this was the challenge of managing the transition to new repairs and maintenance contractors for all aspects of our Asset Services. Our new contractors are now in place, with a more robust performance monitoring framework focusing on customer care, communication, and reducing timescales for follow on works. Our planned maintenance programmes were impacted by the Covid pandemic, but are now back on track and our 5 year property investment plan is progressing. We delivered LD2 fire safety systems across all properties ahead of the deadline, and an updated stock condition survey is underway, which will inform our future investment priorities and carbon zero aims for all our properties.

Indicator 8 (Average time emergency repairs) - We recognise that our repairs performance for emergency repairs has dipped over the past year. We have had a number of contractual issues that we have taken account of in tendering our new contract which commenced in April 2022.

Indicator 9 (Average time non-emergency repairs) - We recognise that our repairs performance for non-emergency repairs has dipped over the past year, the total number of repairs completed has also increased which in turn has increased our average days to complete. We have had a number of contractual issues that we have taken account of in tendering our new contract which commenced in April 2022.

Indicator 12 (Satisfaction with repairs or maintenance in last 12 months) - As highlighted in the comments for emergency and non-emergency repairs, there were a number of contractual issues that we saw not just play out in performance, but also satisfaction. We are working hard on ensuring we provide our customers with an improved service and listen to concerns (as highlighted in the comments against our other satisfaction measures).



## Neighbourhood & community

### Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes

Percentage of all complaints responded to in full at Stage 1 and percentage of all complaints responded to in full at Stage 2. (Indicators 3 & 4)

	1st stage	2nd stage
Complaints received in the reporting year	176	8
Complaints carried forward from previous reporting year	2	0
All complaints received and carried forward	178	8
Number of complaints responded to in full by the landlord in the reporting year	173	8
Time taken in working days to provide a full response	1,215	38

Indicators 3 & 4 - The percentage of all complaints responded to in full at Stage 1	97.19%
Indicators 3 & 4 - The percentage of all complaints responded to in full at Stage 2	100.00%
Indicators 3 & 4 - The average time in working days for a full response at Stage 1	7.02
Indicators 3 & 4 - The average time in working days for a full response at Stage 2	4.75



Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in (Indicator 13)

13.1	How many tenants answered the question "Overall, how satisfied or dissatisfied are you with your landlord's contribution to the management of the neighbourhood you live in?"	576
13.2.1	13.2 Of the tenants who answered, how many said that they were: very satisfied	152
13.2.2	fairly satisfied	221
13.2.3	neither satisfied nor dissatisfied	111
13.2.4	fairly dissatisfied	56
13.2.5	very dissatisfied	36
13.2.6	Total	576

Indicator 13	64.76%
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Percentage of tenancy offers refused during the year (Indicator 14)		
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14.1	The number of tenancy offers made during the reporting year	145
14.2	The number of tenancy offers that were refused	16

		Indicator 14	11.03%
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Percentage of anti-social behaviour cases reported in the last year which were resolved (Indicator 15)

15.1	The number of cases of anti-social behaviour reported in the last year	105
15.2	Of those at 15.1, the number of cases resolved in the last year	86

Indicator 15		81.90%
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Abandoned homes (Indicator C4)
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C4.1	The number of properties abandoned during the reporting year	7
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Percentage of the court actions initiated which resulted in eviction and the reasons for eviction (Indicator 22)

22.1	The total number of court actions initiated during the reporting year	5
22.2.1	22.2 The number of properties recovered: because rent had not been paid	1
22.2.2	because of anti-social behaviour	0
22.2.3	for other reasons	0

Indicator 22 - Percentage of the court actions initiated which resulted in eviction because rent had not been paid	20.00%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction because of anti-social behaviour	0.00%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction for other reasons	0.00%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction	20.00%



## Comments (Neighbourhood & community)

Indicators 3 & 4 (Complaints) - The volume of complaints has increased throughout the year. The main driver for this was the transition throughout the year to new repairs and maintenance contractors and services, as well as a significant IT service disruption which affected all computer systems and the ability to deliver key services to customers for a number of weeks. We have introduced a new Complaints Policy and will be rolling out complaint handling training to all staff during May 2022. Trauma Informed training has also been delivered to staff to promote a culture of customer care, empathy, compassion, understanding and kindness throughout the complaints process.

Indicator 13 (Satisfaction with landlord's contribution to management of neighbourhood) - We have seen a decline in neighbourhood satisfaction over the past year. Our Estate Caretaker remains in post and has been a constant presence out and about across our neighbourhoods dealing with estate management issues. We have prioritised our largest mixed tenure housing estate at Pennyburn in Kilwinning for regeneration and renewal works over the next 4-5 years. This will involve development of a masterplan in partnership with local residents, to redesign the area, strong partnership working with the Local Authority, and potentially a degree of demolition and new build.

Indicator 14 (Tenancy offers refused) - We had seen a decline in 2020/21 in offer refusals due to the overall reduction in lettings as a result of Covid, and the fact that we continued only to let properties to homeless households and those in acute housing need during lockdown periods. With letting returning more to the norm in 2021/22 this was reflected in a return to pre-covid level refusals.



## Access to housing and support

### Housing options and access to social housing

Percentage of lettable houses that became vacant in the last year (Indicator 17)

17.1	The total number of lettable self-contained stock	2,326
17.2	The number of empty dwellings that arose during the reporting year in self-contained lettable stock	118

	Indicator 17	5.07%
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Number of households currently waiting for adaptations to their home (Indicator 19)

19.1	The total number of approved applications on the list for adaptations as at the start of the reporting year, plus any new approved applications during the reporting year.	108
19.2	The number of approved applications completed between the start and end of the reporting year	94
19.3	The total number of households waiting for applications to be completed at the end of the reporting year.	8
19.4	if 19(iii) does not equal 19(i) minus 19(ii) add a note in the comments field.	
6 Referrals were cancelled by the customer or family members due to various reasons – long-time hospitalisation, customer deceased.		

Indicator 19	14
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Total cost of adaptations completed in the year by source of funding (£) (Indicator 20)		
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20.1	The cost (£) that was landlord funded;	£11,342
20.2	The cost (£) that was grant funded	£223,500
20.3	The cost (£) that was funded by other sources.	£0

Indicator 20		£234,842
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The average time to complete adaptations (Indicator 21)

21.1	The total number of working days taken to complete all adaptations.	3,560
21.2	The total number of adaptations completed during the reporting year.	94

Indicator 21		37.87
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Homelessness – the percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that result in an offer, and the percentage of those offers that result in a let (Indicator 23)

23.1	The total number of individual homeless households referrals received under section 5.	240
23.2	The total number of individual homeless households referrals received under other referral routes.	0
23.3	The total number of individual homeless households referrals received under section 5 and other referral routes.	240
23.4	The total number of individual homeless households referrals received under section 5 that result in an offer of a permanent home.	44
23.5	The total number of individual homeless households referrals received under other referral routes that result in an offer of a permanent home.	0
23.6	The total number of individual homeless households referrals received under section 5 and other referral routes that result in an offer of a permanent home.	44
23.7	The total number of accepted offers.	44

Indicator 23 - The percentage of referrals under section 5, and other referrals for homeless households made by a local authority, that result in an offer	18.33%
Indicator 23 - The percentage of those offers that result in a let	100.00%



Average length of time to re-let properties in the last year (Indicator 30)		
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30.1	The total number of properties re-let in the reporting year	109
30.2	The total number of calendar days properties were empty	2,294

Indicator 30		21.05
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**Tenancy sustainment**

Percentage of new tenancies sustained for more than a year, by source of let (Indicator 16)

16.1.1	The number of tenancies which began in the previous reporting year by: existing tenants	12
16.1.2	applicants who were assessed as statutory homeless by the local authority	58
16.1.3	applicants from your organisation's housing list	41
16.1.4	nominations from local authority	0
16.1.5	other	5
16.2.1	The number of tenants at 16.1 who remained in their tenancy for more than a year by: existing tenants	12
16.2.2	applicants who were assessed as statutory homeless by the local authority	53
16.2.3	applicants from your organisation's housing list	41
16.2.4	nominations from local authority	0
16.2.5	other	3

Indicator 16 - Percentage of new tenancies to existing tenants sustained for more than a year	100.00%
Indicator 16 - Percentage of new tenancies to applicants who were assessed as statutory homeless by the local authority sustained for more than a year	91.38%
Indicator 16 - Percentage of new tenancies to applicants from the landlord's housing list sustained for more than a year	100.00%
Indicator 16 - Percentage of new tenancies through nominations from local authority sustained for more than a year	N/A
Indicator 16 - Percentage of new tenancies to others sustained for more than a year	60.00%



## Comments (Access to housing and support)

Indicator 23 (Homeless referrals) - Riverside Scotland operates in 4 LA areas and is part of a CHR in 3. 23.1 includes homeless applicants referred on a property shortlist from the top to the housed referral (i.e. includes bypassed applicants), it counts households that appear on multiple shortlists only once. The difference between 23.1 and 23.7 relates to referrals that could not proceed due to a refusal; advice from, or in agreement with the relevant LA.

Indicator 30 (Average time to re-let properties) - Void properties continue to receive an additional works to bring these up to the tolerable standard, in addition we carried out Void Covid cleans to all properties which increased the relet times by 5 days, this has now been removed and we are looking at improvement on the time.

Indicator 16 (Tenancies sustained for more than a year) - We have seen an overall improvement in new tenancy sustainability over the year. This is due partly to the change in eviction legislation, as well as our proactive approach to tenancy welfare contact calls which we have carried out on all tenants throughout Covid, and the focus of our Tenancy Sustainability Team support on 'high risk' and vulnerable households. A process is in place for every household accommodated by us via the Homeless route, that a discussion of support needs takes place with the Local Authority prior to the let and the household is transitioned to our Tenancy Sustainability Team.



**Getting good value from rents and service charges**

**Rents and service charges**

Rent collected as percentage of total rent due in the reporting year (Indicator 26)	
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26.1	The total amount of rent collected in the reporting year	£10,562,164
26.2	The total amount of rent due to be collected in the reporting year (annual rent debit)	£10,687,828

Indicator 26		98.82%
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Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (Indicator 27)

27.1	The total value (£) of gross rent arrears as at the end of the reporting year	£545,527
27.2	The total rent due for the reporting year	£10,723,624

Indicator 27		5.09%
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Average annual management fee per factored property (Indicator 28)		
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28.1	The number of residential properties factored	1,040
28.2	The total value of management fees invoiced to factored owners in the reporting year	£6,496

Indicator 28		£6.25
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Percentage of rent due lost through properties being empty during the last year (Indicator 18)	
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18.1	The total amount of rent due for the reporting year	
18.2	The total amount of rent lost through properties being empty during the reporting year	£35,679

Indicator 18		0.33%
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Rent increase (Indicator C5)
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C5.1	The percentage average weekly rent increase to be applied in the next reporting year	3.10%
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The number of households for which landlords are paid housing costs directly and the total value of payments received in the reporting year (Indicator C6)

C6.1	The number of households the landlord received housing costs directly for during the reporting year	1,577
C6.2	The value of direct housing cost payments received during the reporting year	£5,870,254



Amount and percentage of former tenant rent arrears written off at the year end (Indicator C7)

C7.1	The total value of former tenant arrears at year end	£161,169
C7.2	The total value of former tenant arrears written off at year end	£3,019
Indicator C7		1.87%





**Value for money**

Percentage of tenants who feel that the rent for their property represents good value for money (Indicator 25)

25.1	How many tenants answered the question "Taking into account the accommodation and the services your landlord provides, do you think the rent for your property represents good or poor value for money?"	576
25.2.1	25.2 Of the tenants who answered, how many said that their rent represented: very good value for money	152
25.2.2	fairly good value for money	225
25.2.3	neither good nor poor value for money	93
25.2.4	fairly poor value for money	62
25.2.5	very poor value for money	44
25.3	Total	576

Indicator 25	65.45%
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Percentage of factored owners satisfied with the factoring service they receive (Indicator 29)

29.1	How many factored owners answered the question "Taking everything into account, how satisfied or dissatisfied are you with the factoring services provided by your landlord?"	92
29.2.1	29.2 Of the factored owners who answered, how many said that they were: very satisfied	17
29.2.2	fairly satisfied	29
29.2.3	neither satisfied nor dissatisfied	15
29.2.4	fairly dissatisfied	16
29.2.5	very dissatisfied	15
29.3	Total	92

Indicator 29	50.00%
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## Comments (Getting good value from rents and service charges)

C5 (Rent Increase - In a customer consultation, setting out options of either 3.5% or 4%, customers favoured the lower increase. After consideration of this and the future financial impact, the Riverside Scotland Board were pleased to be able to reduce the final agreed figure to 3.1%

C7 (Former tenant arrears written off) - The Association has access to a dedicated Former Tenant Arrears team as part of Riverside. Periodically, the FTA team write off all debts greater than 12 months old. Although written off in the ledger, former debts will continue to be chased where there is reasonable belief the debt is collectable.

Indicator 25 (Tenants who feel that rent represents good value for money) - Following some previous delays to our capital investment programme due to Covid, the programme is now progressing well. We have a five year investment plan in place which is based on stock condition survey information and which will ensure SHQS is maintained for all applicable properties, and EESSH is achieved. We are currently undergoing an updated stock condition survey, the results of which will then inform development of a carbon zero strategy for all our housing stock. Our property investment plans are shared with our customers on our website at the earliest opportunity. We now have new repairs and maintenance services in place which are more focused on customer care, communication, quality assurance, with enhanced digital and online repair diagnosis and operative updates. We have introduced annual tenancy welfare checks and property checks, which should begin to increase proactive repairs and maintenance and reduce reactive responses. We are also considering how to incorporate customer views on value for money as part of our 'Big Conversation' which will help us to plan how best to deliver meaningful services that meet our customers' needs in the future.

Indicator 27 (Gross rent arrears) - The impact of Covid on our arrears position has been significant, as well as the no eviction legislation. Over the year we have seen the number of tenants claiming UC to continue increasing to over 900. We also changed midway through the year from having a dedicated Housing Officer Team focusing on arrears recovery to full use of a shared Income Collection Team within Riverside. We are working closely with the team to ensure standards remain high and also have worked with DWP to develop our landlord portal, which in the long term should shorten the length of time taken for us to receive UC payments. We are working closely with our Income Collection service to ensure that early intervention is prioritised and tenants who are beginning to struggle are referred into our dedicated Tenancy Sustainment Team.



**Other customers**

**Gypsies / Travellers**

For those who provide Gypsies/Travellers sites - Average weekly rent per pitch (Indicator 31)

31.1	The total number of pitches	
31.2	The total amount of rent set for all pitches during the reporting year	

	Indicator 31	
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For those who provide sites – percentage of Gypsy/Travellers satisfied with the landlord’s management of the site (Indicator 32)

32.1	How many Gypsies/Travellers answered the question "How satisfied or dissatisfied are you with your landlord's management of your site?"	
32.2.1	32.2 Of the Gypsies/Travellers who answered, how many said that they were: very satisfied	
32.2.2	fairly satisfied	
32.2.3	neither satisfied nor dissatisfied	
32.2.4	fairly dissatisfied	
32.2.5	very dissatisfied	
32.2.6	Total	

Indicator 32	
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Comments (Other customers)

[Empty comment box]

The screenshot displays a web form for the Irvine Housing Association Ltd - 2021/2022. The page is titled "Introduction" and features a navigation menu on the left with a "Quick Navigation" section. A red circle highlights the "No Validation Errors" status. The form fields are as follows:

F1.2 Financial year	2021/22
F1.3 Landlord name	Irvine Housing Association
F1.4 RSL Registration Number	280

The "Welcome" section contains the following text:

From April 2013 all social landlords must collect key information to show us how they are achieving the outcomes and standards in the Charter. By the end of August each year we will publish each landlord's ARC on our website so that tenants and other service users can see what progress the landlord is making. The ARC will also inform our regulatory assessments.

You must complete your ARC by 31 May each year. Please make sure that the senior officer in your organisation signs the ARC off.

We will publish a report for each landlord using key information from its ARC. We will do this by the end of August each year and will make the report available for tenants and other service users through our website. You must also make the report available to all of your tenants. It is up to you how you do this – it could be through a newsletter or an article on your website for instance – but all of your tenants should be able to access it.

Footer information: Last saved by: admin at 28/03/2022 08:56:26 | Design: chartersrl (3.1) | Environment: AzureProduction | PFO Version: 1.1.18.27

**KEY:**

	Major decline (over 5% or relative measure)
	Minimal decline (within 5% or relative measure)
	Represents improvement

Area	Sub Area	Indicator Ref	Indicator Description	Result Year on Year			
				18/19	19/20	20/21	21/22
Contextual Information	Organisational	Org	Stock split by region, age, size and type	2201	2306	2306	2326
	Lets	C2	The number of lets during the reporting year by source of let.	174	238	116	131
		C3	Number of lets during the reporting year, split between 'general needs' and 'supported housing' (but scale back to new build and not new build)	131/16	199/39	100/16	106/25
	People	C1	Staff information, staff turnover and sickness rates.(RSLs only)	9.76/3.74	4.5/3.70	0.0/1.2	5.71/3.18
Overall Satisfaction	Satisfaction	1	Percentage of tenants satisfied with the overall service provided by their landlord.	81.21	73.53	78.57	74.48
The Customer Landlord Relationship	Communication	2	Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions	82.25	71.83	78.19	75.69
	Participation	5	Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes	68.4	59.36	66.8	64.58
Housing Quality and Maintenance	EESSH	C10	Percentage of properties meeting the EESSH	73.8	79.6	86.3	92.3
		C11	Anticipated exemptions from the EESSH	0	277	317	180
		C12	Energy Performance Certificates (EPCs) - REMOVED by SHR 2021/22	52.7	57.5	61.7	N/A
		C13	Investment in the EESSH - REMOVED BY SHR 2021/22	£640k	£410k	£522.7K	N/A
	Quality of Housing	C8	Scottish Housing Quality Standard (SHQS) – Stock condition survey information.	20	20	20	20
		C9	Scottish Housing Quality Standard (SHQS) – Stock summary.	2164/2164	2273/2277	2278/2305	2141/2347
		6	Percentage of homes meeting the Scottish Housing Quality Standard (SHQS) at the reporting year end.	98.32 / 98.32	98.57 / 98.74	98.79/98.80	92.05/94.87
		7	Percentage of existing tenants satisfied with the quality of their home.	80.94	75.43	74.52	72.05
	Repairs, Maintenance and Improvement	8	Average length of time taken to complete emergency repairs.	2.83 hrs	3 hours	3.77 hrs	6.39 hrs
		9	Average length of time taken to complete non-emergency repairs	6.67 days	8.37 days	7.19 days	9.05 days
		10	Percentage of reactive repairs carried out in the last year completed right first time.	98.18	97.26	95.55	95.13
		11	The number of times in the reporting year that you did not meet your statutory obligation to complete a gas safety check within 12 months of a gas appliance being fitted or its last check	NEW Return previously % (100%)	5	78	22
12	Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service.	80	84.83	82.4	74.37		
Neighbourhood and Community	Estate Management and ASB	C4	Abandoned Properties	9	9	5	7
		3 & 4	The % of all complaints responded to in full at Stage 1 and the % of all complaints responded to in full at Stage 2. The average time in working days for a full response at Stage 1 and the average time in working days for a full response at Stage 2.	NEW	100/100 1.74/21days	97.7/100 7.05/18 days	97.19/100 7.02/4.75 days
		13	Percentage of tenants satisfied with the management of neighbourhood they live in	79.21	61.44	67.57	64.76
		14	Percentage of tenancy offers refused during the year.	15.03	11.19	4.31	11.03
		15	Percentage of anti-social behaviour cases reported in the last year which were resolved.	71.28	81.43	82.43	81.9
		22	Percentage of the court actions initiated which resulted in eviction and the reasons for eviction.	3.23	15.79	0	20
Access to Housing and Support	Housing Options	17	Percentage of lettable houses that became vacant in the last year.	7	6.07	4.99	5.07
		19	Number of households currently waiting for adaptations to home.	NEW	4	19	14
		20	Total cost of adaptations completed in the year (£) by source of funding	NEW	£304,203	£218,487	£ 234,842
		21	The average time to complete adaptations.	35.59	41.98	44.31	37.87
		23	Homelessness (RSLs only) – the percentage of referrals under Section 5 that result in an offer, and the percentage of those offers that result in a let	NEW	18.18/96.3	22.48/100	18.33/100
		30	Average length of time taken to re-let properties in the last year	9.3	10.07	22.63	21.05
	Tenancy Sustainment	16	Percentage of new tenancies sustained for more than a year, by source of let.	exist 87.5 Hmless 84.62 WList 82.95	exist 44.44 Hmless 87.8 WList 93.81	exist 85.71 Hmless 86.54 WList 97.58	ex 12 (100) s5 53 (91.38) List 41 (100) Other 3 (60)
Getting Good Value from Rents and Service Charges	Rents & Service Charges	C5	Rent Increase.	3.5	2	1.5	3.1
		C6	The number of households for which landlords are paid housing costs directly and the total value of payments received in the reporting year.	1482	1539	1541	1577
		C7	Amount and percentage of former tenant rent arrears written off at the year end.	3.26	2.07	36.5	1.87
		18	Percentage of rent due lost through properties being empty during the last year	0.18	0.17	0.3	0.33
		26	Rent collected as percentage of total rent due in the reporting year.	96.29	99.68	97.86	98.82
		27	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	1.98	3.46	3.68	5.09
		28	Average annual management fee per factored property	£6.67	£6.31	£6.14	£6.25
	Value For Money	25	Percentage of tenants who feel that the rent for their property represents good value for money	71.15	63.33	69.11	65.45
		29	Percentage of factored owners satisfied with the factoring service they receive.	46.55	46.55	50	50





**To:** Chief Executives/ Directors of Registered Social Landlords  
and Chief Housing Officers/ Directors of Housing of Local Authorities

22 February 2022

Dear colleague,

### **Changes to Annual Return on the Charter indicators on EESSH**

In this letter we provide an update on the information that we will collect from social landlords on the Energy Efficiency Standard in Social Housing (EESH).

We have been monitoring and reporting on landlords' progress with the first EESH milestone since its introduction in 2014. Landlords were expected to reach the first EESH milestone by 31 December 2020.

The Scottish Government confirmed a second milestone in June 2019, for social rented houses to meet by December 2032 (referred to as EESH2). In March 2021, Scottish Government published guidance, [The Energy Efficiency Standard for Social Housing post 2020 \(EESH2\)](#), and we concluded a consultation exercise on EESH2 indicators in January 2021 and published the [outcome from this](#) in March 2021.

Since then, the Scottish Government convened the Zero Emissions in Social Housing Taskforce (ZEST) to consider and provide practical recommendations on what is required of social landlords to contribute to the Scottish Government's climate change targets. The [final report from ZEST](#) included a recommendation to bring forward the review of EESH2 to begin as soon as possible.

In anticipation of the Scottish Government's review of EESH, we will now collect through the 2022 Annual Return on the Charter (ARC) a more limited number of indicators on EESH.

We will collect:

- Indicator C10 - Percentage of properties meeting the EESH; and
- Indicator C11 - Anticipated exemptions from the EESH



We will no longer collect:

- Indicator C12 - Energy Performance Certificates (EPCs); and
- Indicator C13 - Investment in the EESSH

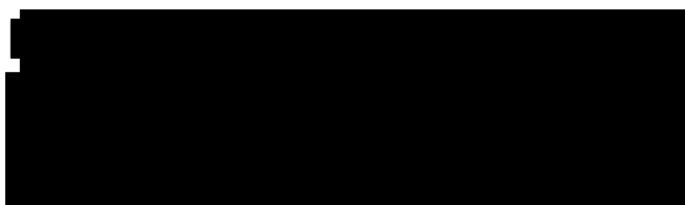
We have update the [Technical Guidance](#) to reflect this change.

The principal purpose in collecting the indicator C10 and C11 this year is to inform the Scottish Government's EESSH review through the provision of key baseline information as at 31 March 2022.

We will then pause the collection of data on EESSH until after the conclusion of the Scottish Government's review when we will consult on ARC indicators that are appropriate to the outcome of the review. For now, our focus will be on the quality of landlords' stock condition information and the effectiveness of asset management strategies.

If you have any questions on any of these matters please contact the lead regulator for your organisation.

Yours Sincerely



Helen Shaw  
Director of Regulation



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## 5.5. Procurement Update - end of financial year FY21/22

<b>Title:</b> Riverside Scotland Procurement Update – end of financial year FY21/22	<b>Date:</b> 27/04/2022
<b>Author:</b> Hannah Mapp	<b>Sponsor:</b> Heather Anderson
<b>Action:</b> For Information	<b>Confidential:</b> No
<b>Appendices:</b> Appendix 1, 2 and 3 as part of this document	<b>Reading Room:</b>
<b>Regulatory Standard 3:</b> The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.	<b>ORP ref:</b>
<b>Strategic Risk ref:</b> R5 Quality of Homes	
<b>Consultation:</b> This report is not subject to consultation	

### **Purpose and Action:**

This paper sets out the journey Riverside Scotland and TRG procurement have embarked over the past 3 years. Evidencing collaboration between both parties to provide compliant procurement process and contracts, achieving savings, evidencing VFM and social Value.

For Riverside Scotland to review and note for information the procurement activity across the Group.

### **Executive Summary:**

This report is to provide an update on how TRG procurement have worked collaboratively with Riverside Scotland over the last 3 years from March 2019 – March 22 to evidence the progress, efficiencies, and savings we have made.

Key topics:

- 14 no. contracts reduced
- £1,463,330 Savings achieved
- 17 compliant tenders undertaken
- 15 TRG group contracts being utilised

## **1. Introduction**

The Riverside Group (TRG)'s aim is to enable the effective use of procurement throughout TRG to support the delivery of cost reduction and efficiencies whilst harnessing innovative solutions which balance commerciality, social purpose, probity and legislative compliance.

TRG's procurement team actively started working with Riverside Scotland's Asset management team (formally Irvine Housing Association) in March 2019 and have been working closely ever since on ensuring compliance with contracts and re-procurement of expiring/new contracts.

This report provides an overview of the work undertaken from March 2019 to March 2022 for Riverside Scotland to give the Riverside Scotland SMT assurance that in delivering the Business Plan, the strategic procurement risks are being appropriately managed and contracts awarded in line with the Procurement Policy, Scheme of Delegation and Public Contracts Regulations Scotland.

## 2. Discussion

### **Contracts reduced from 2019-2022**

In March 2019 Riverside Scotland had:

- 38 contracts for Asset Services
  - 13 for Responsive
  - 15 for Compliance
  - 10 for Capital works

TRG procurement have worked with Riverside Scotland to reduce the number of contracts by either consolidating services or utilising group contracts. In March 2022 they now have:

- 24 contracts for Asset Services
  - 6 for Responsive
  - 13 for Compliance
  - 4 for Capital works
  - 1 for cyclical

### **Number of procurements undertaken**

Since March 2019 to date TRG procurement have undertaken 17 tenders (compliant re - procurements/ new requirements/ group tenders) for and on behalf of Riverside Scotland.

- Grounds Maintenance
- Cyclical Decorations
- Energy Performance Certificates
- Responsive repairs & Voids
- Gas Service, Maintenance and Repair Ayrshire
- Gas Service, Maintenance and Repair Dumfries
- Windows and Doors FY21-22
- Windows and Doors FY 22-23
- Aids and Adaptations
- Garage Surveyor
- Domestic Lifts
- Domestic Boiler Installations
- Envirovent fans supply and install
- Kitchen installations
- Fire Alarms/AOVs/Emergency Lighting
- LD2 upgrades
- Options Appraisal

A number of contract extensions were also issued to ensure compliance whilst tendering.

There were 4 no. of waivers approved for direct awards.

The waivers are broken down in Appendix 1 below ensuring transparency of spend.

### **Savings achieved from procurements**

From the 17 tenders undertaken above, we have achieved **£1,463,330 savings** for Riverside Scotland.

### **Spend under contract**

In March 2022 Riverside Scotland have **£3,913,910 / 87.5%** of spend under compliant contracts. The remaining **£561,797 / 12.5%** spend are low value requirements where Purchase Order Terms and conditions are used.

These are broken down in Appendix 2 below. The supplier, contract value, contract length and route to market have all been identified.

### **Number of TRG Group contracts used**

In March 2019 Riverside Scotland were using 3 TRG group contracts.

- Gas & Electric Audits
- Asbestos Surveys
- Fire Risk Assessments

In March 2022 Riverside Scotland have increased use of TRG group contracts dramatically, therefore standardising to group specifications and consistent contract management across the group. They are now using group for 15 contracts:

- D&G Council Pest Control
- EPC Surveys
- Domestic Laundry Equipment
- Window & Doors Replacements
- Grounds Maintenance/ Landscape
- Cyclical Painting\Pre Paint
- Electrical Testing\Upgrades EICRs
- Gas & Electrical Audits
- Asbestos Surveys
- Asbestos Remedials Licensed
- Fire Risk Assessments
- Door Entry Systems
- Domestic Lifts SMR
- Commercial Laundry
- Fire Risk Remedials

## **3. Risk**

### **Industry update**

Market conditions have been very challenging since Brexit and the COVID pandemic.

Contractors are picking opportunities which has resulted in the number of tender responses being submitted reducing. Contractors are wanting to work with “intelligent” clients and are willing to walk away from contracts. Furthermore, at tender stage, contractors are also rejecting any onerous terms within contracts.

The skills shortage has resulted in an increase in pay of up to 14% in London with pay increases happening across the country. In House Contractors such as Platform and Livin have also given pay increases.

Supply costs have increased due to demand, exacerbated by factory closures and slowdown due to COVID and lack of haulage drivers. Container costs have also increased exponentially from \$1500 to \$20000 at the peak which has also impacted on costs. Material costs for “All works” has reportedly increased by 23.5% in the last 12 months.

The impact of this has resulted in an increase in tender prices. Contractors are also asking for price increases on current schemes with peers reporting a 10% increase on some of their new build projects.

Visuals showing increases are shown in Appendix 3.

#### **4. Conclusion**

This report evidences the strong collaboration between TRG and Riverside Scotland and the achievements we have made in the last 3 years. The report is noted for information to Riverside Scotland Board.

#### **5. Next Steps**

Riverside Scotland and TRG procurement to work on renaming 12.5% off contract spend to identify areas which need tendering. To continue collaborating with group and ensuring compliant contracts are in place and achieving savings.

### Appendix 1 – Waivers

<b>Title</b>	<b>Term</b>	<b>Value PA</b>	<b>Supplier</b>	<b>Reason</b>
Ventilation Installation Envirovent	■	■	Envirovent	Wish to direct award to Envirovent for continuity of supply
Compliance contract consolidation	■	■	CSS	consolidation of 5 small compliance contracts into 1. Direct award to CSS due to limited resource as large R&M tender also taking place
Specialist Works	■	■	D Clancy & Sons	To provides a compliant contract whilst work is undertaken to re procure this service which aligns with the groups future procurements.
Communal block cleaning	■	■	Regency Cleaning	To ensure continuity of service a waiver is requested in the interim whilst a group procurement is conducted for this service to cover all geographical locations.



**Appendix 2 – Spend under contract**

<b>Contract title</b>	<b>Supplier</b>	<b>Term</b>	<b>Value PA</b>	<b>Route</b>
Grounds Maintenance	ID Verde	█	█	FTS Restricted
Cyclical Decorations	Trident	█	█	FTS Restricted
Responsive repairs & Voids	Bell Group	█	█	Competitive Dialogue
Gas Servicing & Maintenance – Ayrshire	James Frew	█	█	FTS Restricted
Gas Servicing & Maintenance – Dumfries	James Frew	█	█	FTS Restricted
Fire Alarms/AOVs/Emergency lighting	CSS	█	█	Direct award – Waiver
Windows & Doors FY21/23	Sidey	█	█	TRG FW call off
Envirovent fans	Envirovent	█	█	Direct award – Waiver
Energy Performance Certificates	Pennington Choices	█	█	FTS Open
Domestic Laundry Equipment	AO	█	█	Framework
Gas & Electrical Audits	Morgan Lambert	█	█	FTS Open
Asbestos Surveys	Environmental Essentials	█	█	Framework Mini comp
Asbestos Remedials Licensed/Removal	Aspect	█	█	Framework Mini comp
Fire Risk Assessments	Savills	█	█	Framework direct award
Domestic Lifts SMR	Stannah	█	█	FTS Open
Fire Risk Remedials	Frank Rogers	█	█	Framework Mini comp
Roof and Render	A C Whyte	█	█	Framework Direct award
Door Entry	Maintec	█	█	FTS Open
Warden Call	Tunstall	█	█	Framework Mini comp
Specialist works	D Clancy	█	█	Direct award – Waiver
Pest control	Terminix	█	█	Framework Mini comp

█  
█

### APPENDIX 3

The chart below shows the significant increases in construction materials in comparison to recent years. The measurement uses January 2022 to show an overall increase of 17.6% against the previous year.

#### Performance of selected BCIS cost indices, growth rate (year on year) 2018-2023

Jan-2018 Jan-2019 Jan-2020 Jan-2021 Jan-2022(f) Jan-2023(f)

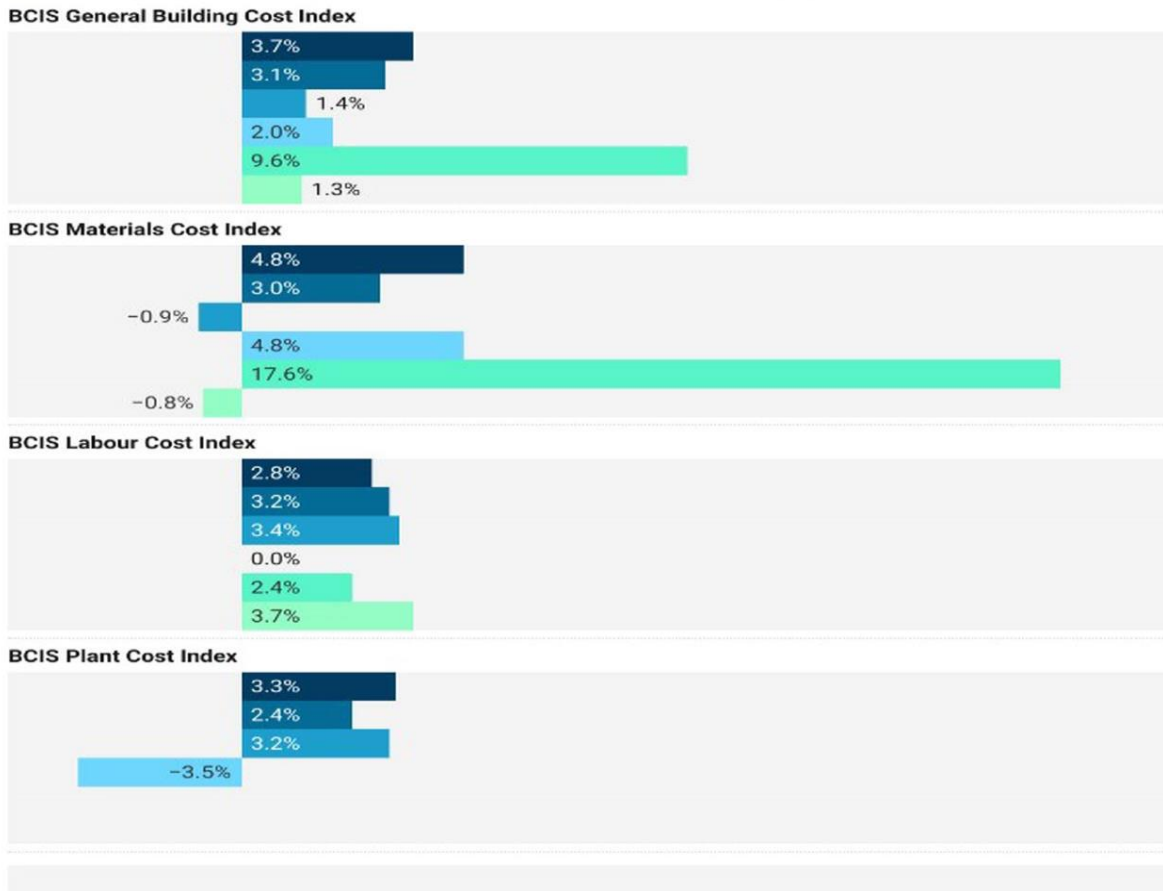


Chart: BCIS - Source: BCIS - Created with Datawrapper

The graph below shows the BCIS Materials Index Graph in quarter 3 of 2021 and underlines the significant increase in products in with a timber or steel content.

#### BCIS Materials Index Graph

#### Construction Materials: Price Movement 2021 Q1 to Q3

Range of movement of ONS PPIs in the following general building material categories.



### Commodity Charts - 5 Year View

Crude Oil | Copper | Lumber | Reliance Steel & Aluminum (UTC+1)



source: tradingeconomics.com

## 5.7. Annual Write Off

<b>Title:</b> Annual Write Off	<b>Date:</b> 26 May 2022
<b>Author:</b> Morag Hutchinson Head of Finance & Planning [REDACTED]	<b>Sponsor:</b> N/A
<b>Action:</b> For information	<b>Confidential:</b> No
<b>Appendices:</b> Appendix 1: Schedule of Write Offs	<b>Reading Room:</b>
<b>Reg. Standard:</b> Standard 3 The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.	<b>ORP ref:</b>
<b>Strategic Risk ref:</b> R2 – Income Maximisation & Cost Control	
<b>Consultation:</b> This report is not subject to consultation	

**Purpose and Action:**

This report provides Board with information on all debts written off or written on during the 2021/22 financial year.

The Board is asked to note and comment on the report.

**Executive Summary:**

The Board are asked to note the contents of the report presented detailing information on all debts written off or on during the financial year ending 31 March 2022.

**1. Introduction**

The Financial Regulations state:

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

*“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. Formers debts older than one year will be chased where there is a reasonable belief that the debt is collectable”.*

**2. Discussion**

Appendix one provides information on all debts that were written off or written on during the financial year 2021/22.

All transactions have been administered in line with relevant regulations.

A total of 19 debts valuing £7,061.59 were written off in the year.

The split between debts written off for tenants and for owners is shown in the following table:

	Tenants		Owners	
	Value	Volume	Value	Volume
Former	2,600.37	12	418.57	2
Current	4,042.65	5	0.00	0
Total	6,643.02	17	418.57	2

Reasons for the debts being written off are summarised below:

<i>Reason for Write Off</i>	<i>Value</i>	<i>Volume</i>
Bankruptcy	1,189.16	1
Deceased	3,017.50	11
Incentive	83.37	1
Sequestration	728.67	1
Trust Deed	2,124.82	3
Uneconomical to pursue	16.52	1
Write On	-98.45	1
	7,061.59	19

There is no need to seek further approval for these transactions as they all fall within officer limits in the scheme of delegation.

	<u>Value</u>	<u>Tenant / Owner</u>	<u>Date of Write Off</u>	<u>Status @ date of write off</u>	<u>Reason for Write Off</u>
	98.45	Tenant	6/9/2021	Former	Deceased
	111.32	Tenant	6/9/2021	Former	Deceased
	233.81	Tenant	6/9/2021	Former	Deceased
	16.52	Tenant	6/9/2021	Former	Uneconomical to pursue
	221.5	Tenant	6/9/2021	Former	Deceased
	83.37	Tenant	6/9/2021	Former	Incentive
	728.67	Tenant	6/15/2021	Current	Sequestration
	1189.16	Tenant	6/15/2021	Current	Bankruptcy
	-98.45	Tenant	7/16/2021	Former	Write On
	229.28	Tenant	7/16/2021	Former	Deceased
	321.67	Tenant	7/16/2021	Current	Trust Deed
	318.84	Owner	8/9/2021	Former	Deceased
	233.81	Tenant	8/17/2021	Former	Deceased
	99.73	Owner	8/23/2021	Former	Deceased
	233.81	Tenant	8/25/2021	Former	Deceased
	709.99	Tenant	8/26/2021	Former	Deceased
	526.96	Tenant	8/26/2021	Former	Deceased
	158.3	Tenant	1/13/2022	Current	Trust Deed
	1644.85	Tenant	1/26/2022	Current	Trust Deed

7061.59

## 5.8. Operational Performance



<b>Title:</b> Operational Performance	<b>Date:</b> 26 May 2022
<b>Author:</b> Heather Anderson [REDACTED]	<b>Sponsor:</b> N/A
<b>Action:</b> For information	<b>Confidential:</b> No
<b>Appendices:</b> Appendix 1 Operational Dashboards	<b>Reading Room:</b>
<b>Reg. Standard:</b> Standard 2 The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.	<b>ORP ref:</b>
<b>Strategic Risk ref:</b> R1 Customer Experience and R3 Safety First	
<b>Consultation:</b> This report is not subject to consultation	

**Purpose and Action:**

This paper and appendix set out operational performance against our current KPIs as at the end of Period 1 2022. The performance dashboards are attached to this report as Appendix 1.

The Board is asked to note the position against the operational KPIs as at Period 1 2022 including the key risk areas and identified improvement actions.

**Executive Summary:****1. Introduction**

Performance against the current KPIs is reported to each Board meeting using the performance reporting system, Tableau. The dashboards for operational performance as at the end of Period 1 2022 are attached to this report as Appendix 1.

Board agreed a new suite of KPIs and performance targets for 2022/23 at the Board meeting in March 2022. Work is underway to develop new performance dashboards for 2022/23 which incorporate the newly agreed performance framework. This work requires changes to the reporting system as well as the adoption of some new manual recording processes. The new dashboards should be in place for June 2022.

**2. Discussion**Performance Context

The current KPIs and targets for 2022/23 for Riverside Scotland are:

KPI	2022/23 Target
Total Unadjusted Arrears	4.7%
Void Rent Loss	0.6%
Average re-let days	15
Repairs Completed within Timescales	100%
Tenancy Failures (Abandonments and Evictions)	<7
Gas Safety Check Compliance	100%
Void Rent Loss	0.35%

Overall Satisfaction	80%
Listening to Views of Customers	75%
Overall Repairs and Maintenance Satisfaction	80%
Satisfaction with Latest Repair	90%
Complaints Handling Satisfaction	60%

### Performance Update and Analysis

#### *Customer Satisfaction*

Overall satisfaction has improved slightly over the period, however, there has been a steady decline over the past 6 months. We will be carrying out a 'Big Conversation' with a large proportion of our customers throughout June and July. The purpose of this is to gather as much information about the wants, needs, and aspirations of our customers as possible, so we can identify the areas of customer service we need to improve and develop clear actions to shape our future services. This exercise will also inform how we involve customers in our decision making more effectively and ensure that we are actively listening to their views and responding to them going forward.

A key driver of dissatisfaction is the delivery of repairs and maintenance services. Over the past year we have managed the transition to new repairs and maintenance contractors, which has impacted negatively on service quality. Our new contractors have been in place from 1<sup>st</sup> April 2022, however, there has been initial problems with the IT systems that record completed jobs and prompt satisfaction surveys, work to correct this issue is ongoing. It is worth noting that the repairs satisfaction figures are a three-month rolling position and will therefore largely relate to works completed by our previous contractors until June 2022.

The malware attack experienced at the start of the year caused significant disruption to the CSC telephony systems. This has caused a backlog of work for the CSC and enduring issues which are still resulting in call waiting times for customers which are longer than usual. This will continue to impact negatively on customer experience. The CSC is working towards full staff complement and introducing a new performance management framework to improve the quality of calls and increase first point resolution.

Complaints handling satisfaction has increased over the reporting period but remains a key area for improvement. Trauma Informed Practice training has been rolled out to all staff to promote a culture of empathy, understanding, and compassion when investigating and responding to customer complaints. A refresher training session on complaints handling has been arranged with the central complaints team and will take place in early June.

#### *Compliance*

A new Gas Safety check procedure has been put in place which is 'Trauma Informed'. This new process is aimed at increasing the number of customers providing access for the service at an earlier point and reducing the need to make forced access arrangements. The process has been embedded well and safety check compliance is at 100% for the period.

#### *Cash Leakage*

The Housing and Tenancy Sustainment teams continue to work very positively with the Income Collection service on arrears recovery work. Comprehensive training on the Scottish arrear's recovery process has been delivered to all Income Collection team members working on Scottish cases, and the end-to-end process is being reviewed to incorporate a higher level of intervention from the Riverside Scotland Housing and Tenancy management teams. Discussions are also ongoing to develop an improved digital offer for customers to support them to manage and monitor their rent accounts online more effectively.

### **3. Next Steps**

A key priority for the Senior Management Team for 2022/23 is to improve levels of customer satisfaction, and ensure that our new repairs and maintenance contracts are fully embedded. We will be working to implement all actions set out in the Customer Services Improvement Plan throughout 2022.

# Riverside Scotland: Operational KPIs (Board)

Period 1 – 4 April to 1 May 2022

# Riverside Scotland: Operational KPIs - Board...

Report Date  
01/05/2022

Riverside Scotland 21st Board Meeting

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0

98.3%

100.00%

0.5%

1

18.18%

Total Repairs: 119

Expired: 0

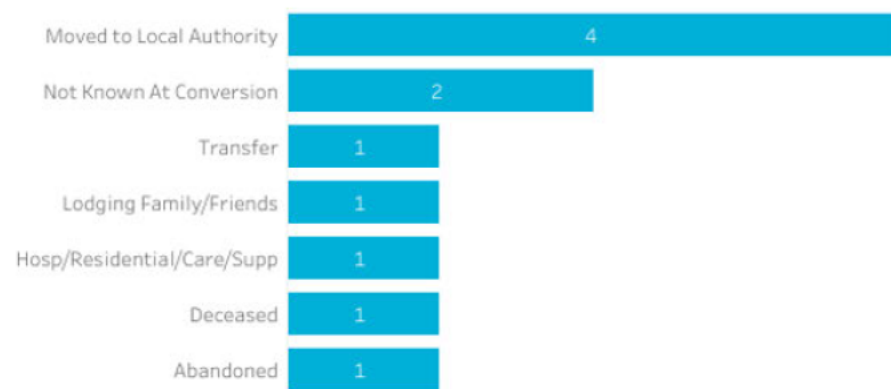
Tenancies Ended: 11

11 Lets with 2  
refusals

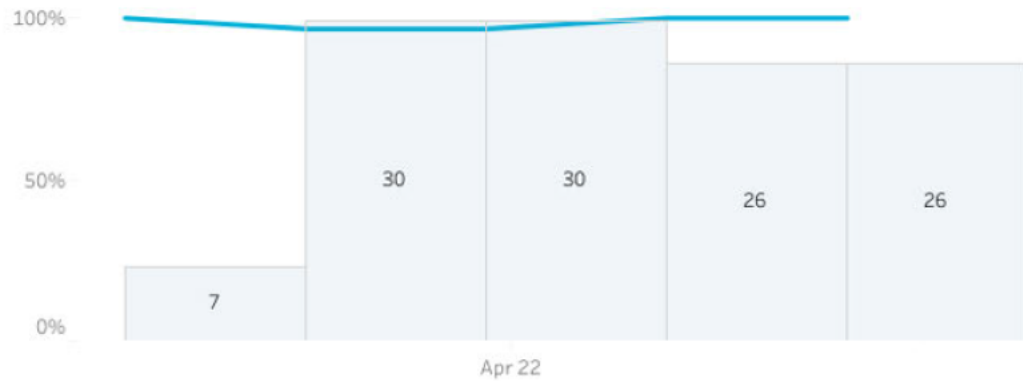
Average Relet Days Week by Week



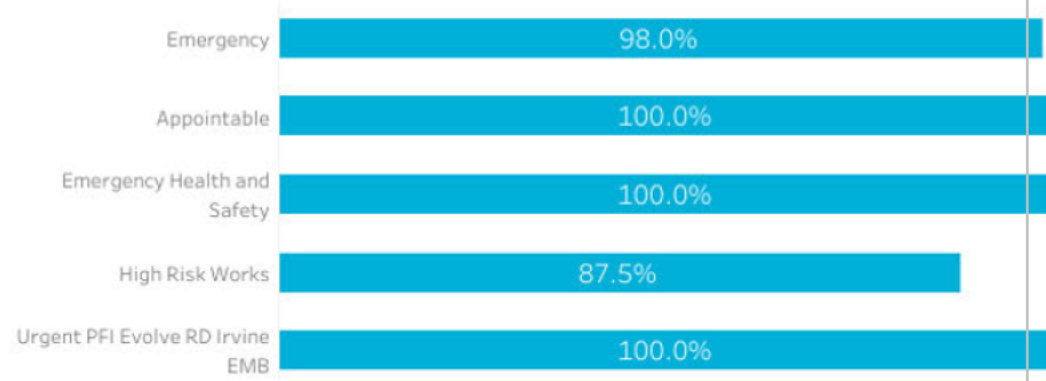
All Ended Tenancies



Repairs Completed in Time vs Volume of Repairs



Repairs Completed in Time by Priority

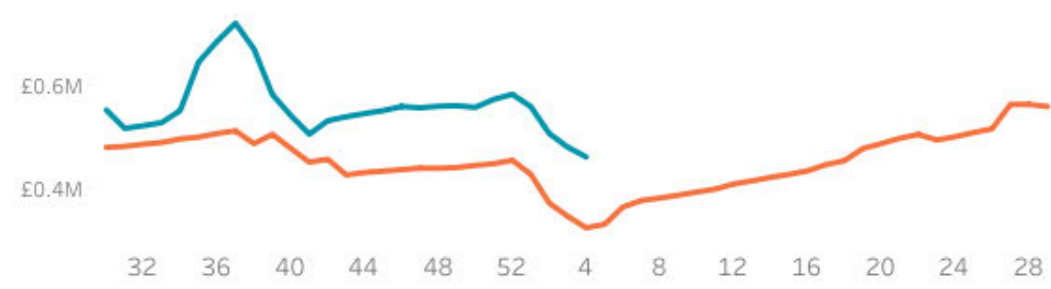


**Commentary**

- One bedsit at Caley House has been very difficult to let in the past month which has resulted in a disproportionate impact on re-let days. The property has now been allocated, however SMT recognise that we need to consider a strategic response to the demand and mixed tenure issues related to Caley House
- One emergency repair was out-with timescales due to no access provided by tenant, and there were 8 high risk repairs completed with 1 out with timescales.

Current Arrears  
**£0.46M**  
£11.13M (4.14%)

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



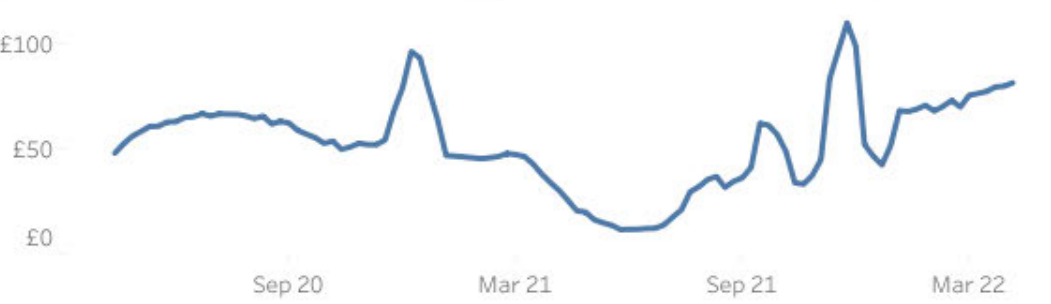
Commentary

- Arrears have reduced over the reporting period due to the impact of the non charging fortnights. Regular meetings are taking place between Housing and Income Collection to manage arrears cases and there is an ongoing review of the end to end arrears recovery process for Scotland.
- Cases continue to be referred from the IC team to the Housing teams for customer visits and tenancy sustainment advice and intervention.
- Void rent loss has increased over the period, due largely to a single bedsit which has been difficult to let, and the generally high cost of void repairs works. SMT is considering options for the delivery of more cost effective decoration works through community and tenancy support projects, and ensuring the proactive annual tenancy welfare visits are being rolled out to support early intervention where there are property condition issues within a tenancy.

Year Movement Per Unit

**+£82**

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



Commentary

Moved to Former: **£0.04M**

Void Rent Loss

**0.60%**

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



Commentary

£2,762 / £0.46M

# Social Housing Customer Satisfaction - NSC Paper...

Riverside Scotland 248th Board Meeting  
Currently Showing: IRV  
Rolling 3 Month Measures

## Overall Satisfaction

# 71.6%

Responses: 162



Commentary

## Listening to Views

# 53.4%

Responses: 163



Commentary

## Repairs and Maintenance

# 55.2%

Responses: 163



Commentary

## Latest Repair

# 66.7%

Responses: 93



Commentary

## Complaints Handling

# 21.4%

Responses: 14



Commentary

- Overall satisfaction has increased slightly over the reporting period. Work is underway to roll out our 'Big Conversation' with customers throughout June. This will then inform future service delivery. A customer satisfaction action plan is in place and progressing, with progress discussed at monthly performance meetings.
- New repairs contractors started on 1<sup>st</sup> April 2022, however there has been initial problems with the IT systems that record completed jobs and prompt surveys, these issues have been corrected in the past few days. These figures are a 3 month rolling, therefore will also incorporate works carried out by previous contractors.
- Complaints handling satisfaction has increased over the period. Refresher training has been arranged with the central complaints team to clarify the process, definition of a complaint, and the points of escalation to a Stage 2.

## 5.12. Dumfries and Galloway Housing Allocations Policy Review



<b>Title:</b> Dumfries and Galloway Housing Allocations Policy Review	<b>Date:</b> 26 May 2022
<b>Author:</b> Pam Adrain, Housing Services Manager [REDACTED]	<b>Sponsor:</b> Heather Anderson, Head of Service Delivery [REDACTED]
<b>Action:</b> For information	<b>Confidential:</b> No
<b>Appendices:</b> N/A	<b>Reading Room:</b>
<b>Reg. Standard:</b> Standard 4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose	<b>ORP ref:</b>
<b>Strategic Risk ref:</b> R7 Customer Experience	
<b>Consultation:</b> This report is not subject to consultation	

**Purpose and Action:**

The purpose of the report is to provide information on the planned review of the Homes4D&G Common Housing Register (CHR) housing allocations policy.

The Board is asked to note the purpose, remit, aims, and timescales for the planned review of the Homes4D&G CHR housing allocations policy.

**Executive Summary:**

This paper provides information to Board on the planned review of the Homes4D&G CHR housing allocations policy. Homes4D&G consists of the following partners;

- Dumfries and Galloway Council
- Dumfries and Galloway Housing Partnership (part of Wheatley Housing Group)
- Home Group
- Riverside Scotland
- Cunningham Housing Association.

**1. Introduction**

In September 2021 the CHR Board agreed that a thorough evaluation of Homes4D&G should be undertaken. This evaluation was to inform the next steps in the development of allocations across the area. In particular, there was a need to consider the following aspects of the housing allocations policy and process:

- Ease of use and benefit to customers.
- Ability for customers to “self-serve” digitally (where they can easily obtain the information, make decisions, apply, and decide on a home entirely through the system if that is the way they choose).
- Ensuring those who cannot or do not use digital methodologies are not disadvantaged.
- Ensuring the policy and processes are cost effective and efficient.
- Ensuring that the IT system gathers the information needed to assess local needs for housing to inform operational processes and policy development.
- Ensuring the policy and systems can be easily operated by all organisations within the partnership.
- Ensuring that the allocations policy supports the effective discharge of homelessness duty.

**2. Discussion**

A comprehensive research study was implemented by DGHP from February-March 2022. This involved consultation with colleagues across all partner organisations, housing applicants, new and

existing tenants, D&G Council, and the D&G Health and Social Care partnership, as well as an analysis of current housing policy and legislation. The key findings of the review are as follows:

- The system is complex, and points based making it dated and difficult to understand.
- Legislative changes are required in relation to how the housing needs of owner occupiers are assessed and how tenancy successions and assignments are treated.
- Suitability rules differ across DGHP, Wheatley Group, and CHR Local Authorities.
- The system does not make best use of housing stock (e.g. single people can only access 1 bed / studio flat).
- Governance arrangements are overly bureaucratic, (Extenuating Circumstances cases, management transfers, and Local Letting Initiatives must be approved by Homes 4D&G Board).

Following this research and analysis, the Homes4D&G Board agreed that the policy, systems and processes needed to be reviewed to achieve the following aims:

- Complete modernisation of the Policy to recognise the importance of customer control and participation.
- A blended approach to allocating homes – matching in the most vulnerable customers and offering choice based letting to applicants in other housing need priorities.
- A focus on balanced, sustainable communities.
- Housing options to underpin all aspects of the Policy.
- Review the age a child should have their own room – NSPCC recommends age 10.
- Policy ensures best use of stock – improved access for customers and increased demand for Partners stock.
- Flexibility for local letting initiatives driven by the differing demands across the region.
- Introduction of a new, more user friendly, and cost-effective allocations IT system.

### **3. Next Steps**

A further phase of consultation on the proposals for the new policy will take place throughout June and July 2022. The Head of Service Delivery has been involved in all consultations to date and will continue to represent Riverside Scotland on the Homes4D&G Board throughout the full process. It is intended that the new policy, procedures, and IT systems will be in place by April 2023. A further paper will be brought to the Riverside Scotland Board requesting approval of the new policy in early 2023.

8. Date of the Next Meeting - 5.30 p.m. on  
Thursday 30 June 2022 via MS Teams