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.

258th Board Meeting of Irvine Housing Association Ltd:
Thursday 1 February 2024 at 5.30 p.m.
At 44-46 Bank Street, Irvine, KA12 0LP and via MS Teams

AGENDA

		Data Class
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Previous Minutes – (Minutes of the 257th Board Meeting held on Wednesday 29 November 2023.	Public
4.	Matters Arising	
5.	Substantive Business	
5.1	Budget 2024/25	Confidential
5.2	Corporate Plan Delivery Plan Update	Public
5.3	Dumfries IWI Project Update	Confidential
5.4	Repairs and Maintenance Position	Confidential
5.5	Quarterly Performance Report – Q3 2023	Public
5.6	Financial Performance Report	Confidential
5.7	MD Report	Confidential
6.	Minutes/Updates: a) Unconfirmed Audit & Risk Committee Meeting held on 11 January 2024	Confidential
	b) Unconfirmed Group Customer Experience Committee Minutes – 30 November 2023	Confidential
	c) Group Board Core Brief – 20 November and 14 December 2023	Confidential
7.	Any Other Business	
8.	Date of Next Meeting - Thursday 21 March 2024 at 5.30 p.m. – 259th Board Meeting via MS Teams Friday 22 March 2023 at 9.30 a.m. – Board Strategy Day at 44-46 Bank Street, Irvine, Ayrshire	

DMcL / db
19/1/2024

5.2. Corporate Plan Delivery Plan Update

Title: Corporate Plan Delivery Plan Update	Date: 1 February 2024
Author: Paul Dillon	Sponsor: Diana MacLean
Action: Note	Confidential: No
Appendices: Appendix 1 – Corporate Plan Delivery Plan 2023-26	Reading Room:
Reg. Standard: Standard 4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose	ORP ref:
Strategic Risk ref: R6 Governance and Regulation	
Consultation: This report is not subject to consultation	

Purpose and Action:
This paper updates the Board on work to progress the Corporate Plan Delivery Plan. The Board is asked to NOTE the report.

Executive Summary:
The Corporate Plan takes themes from the Corporate Strategy and translates them into local delivery targets and actions. The Senior Management Team will prioritise these actions throughout 2023-26 and update the Board on progress every six months throughout the life of the Plan.

The actions identified after the Board Away Day in March 2023, and with colleagues at a team away day in May 2023, are updated in the attached action plan (Appendix 1).

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1. Introduction

Throughout 2022/23 the Riverside Scotland Board and colleagues participated in the development of the Riverside Corporate Plan. A Stakeholder Strategy Day was held in June 2022, to which all Riverside Scotland Board members were invited. Our Chair, Jim Strang, was involved in the 'Sounding Board' with the Chair and Vice Chair of the Riverside Board, providing comment on the development of the strategy; the Board was consulted at the January Board meeting and again at the Strategy Away Day in March 2023, with presentations and discussion led by Hugh Owen, Riverside's Director of Strategy and External Relations.

At the Strategy Away Day in March, significant discussion was held with the Board regarding how they would like to see the Corporate Strategy implemented in Scotland. A key theme which emerged from this was the need to use the first year of the strategy to consolidate our new structure and to lay the foundations for increased customer satisfaction. Considering this, the Plan focusses on getting the basics right in the first year.

The Riverside Scotland Corporate Plan Delivery Plan, attached at Appendix 1, has been developed with reference to the Riverside Group Plan and has been set within the overarching framework of

- Warm, Safe and Decent Homes
- Trusted Customer Service
- Support through the Cost-of-Living Crisis
- Leadership on Care and Support
- New Homes, Better Places

These have then been matched with relevant measures of success.

Discussion

There were 23 actions identified in the review, each associated with the framework topics above, all now in progress against their Due Dates.

2. Risk

Failing to implement the Corporate Plan could result in a number of risks arising including:
- reputational damage caused by not delivering the promised or expected services to our customers;
- inability to improve performance and move with our sector peers;
- financial implications by not continuing to invest in and enhance our stock; and
- an inability to make technological advances

3. Conclusion

Good progress is being made on completing the actions within our Action Plan.

Corporate Plan Objectives - YEAR 1	Ref.	Description	Target Date	Revised Date	Owner	Measures of Success	Comments & RAG - Janaury 2024
1. Warm Safe and Decent Homes	1.1	We will access funding to retrofit our homes to meet PAS2035	Mar-24		■	2 schemes funded through grant funding	1 scheme completed
	1.2	We will set out a new five year asset management strategy for our homes and estates	Mar-24		■	Appoint a Strategic Patner for our energy efficiency and climate change obligations	In progress to be appointed by end Jan 2024
	1.3	We will ensure the data we hold on all our stock is accurate and accessible.	Oct-23	Mar-24	■	All data uploaded and verified in C365 and Promaster by October 2023	In progress, to be completed March 2024
	1.4	We will strive for the highest possible levels of compliance with all building safety across our assets and estates	Mar-24		■	100% compliance across all building safety KPIS and maintain SHQS	In Progress
	1.5	We will effectively use data to ensure our stock is free from damp and mould	Dec-23		■	Monitoring of Switchee devices to act upon intelligence gathered	Devices now in place, Projects & Planning Team to gain access to system
	1.6	Improve our void standards and eliminate costs by working with our customers to ensure we have a fit for purpose process	Nov-23		■	7.5% (yr1) 10% (yr2) 12% (yr3) reduction in void costs	In progress
2. Trusted Customer Service	2.1	We will embed our service delivery model and increase our customers trust in our service	Mar-24		■	100% development plans in place for all colleagues and establish new training matrix for all roles across RS	Training matrix completed, development plans to be in place by Mar 24
	2.2	We will aim to increase customer satisfaction to 70%	Mar-24		■	Customer Satisfaction 70% (yr1) 73% (yr 2) 80% (yr 3)	In Progress
	2.3	We will roll out trauma informed practice training to our contractors	Mar-24		■	100% of all contractors trained	Safeguarding training has been rolled out, in progress.
	2.4	We will work with our contractors to increase transactional repairs satisfaciton to 80%	Apr-24		■	80 %(yr1) 85 %(yr2) 90% (yr3)	In progress
	2.5	We will work with our contractors to increase our Right First Time performance	Apr-24		■	80% (yr1) 87% (yr2) 93% (yr3)	In progress
	2.6	We will build trust with our customers by doing what we say we will do	Apr-24		■	Increase complaint satisfaction 60% (yr1) 62% (yr2) 65% (yr3)	In Progress
	2.7	We will develop the skills of our people by investing in professional training	Mar-24		■	Training colleagues, 100% completed mandatory training	In Progress
	2.8	We will contact every customer at least once a year	Mar-24		■	Phone or visit every customer recorded on Salesforce	In Progress
	2.9	Launch the My Riverside app fully to Riverside Scotland Customers	Sep-23	Mar-24	■	By September 2023	Delayed due to interface issues with new contractors, revised date Mar 24
3. Support Through the Cost of Living	3.1	We will access the Riverside Foundation to develop projects to help our customers	Mar-24		■	2 successful bids made to foundation per annum	Bid made to foundation to extend Affordability Officer role, and Handyperson project ongoing
	3.2	We will access funding opportunities to maximise support from communities and individuals	Mar-24		■	Target £50K per annum funding	In Progress
	3.3	We will ensure our customers have opportunities to engage with us and shape our services	Mar-24		■	Scrutiny Group to undertake 2 projects per ammun and report to Board	In Progress
4. Leadership in Care and Support	4.1	We will independently evaluate our Housing First service	Mar-24		■	Independently evaluate the effectiveness of our Housing First service	In Progress
	4.2	We will embed our service approach through Trauma Informed Practice	Mar-24		■	Appoint a Trauma Informed Champion	In Progress
	4.3	We will work with our local authority partners to address the crisis of homelessness	Apr-24		■	Achievement of agreed target for lets to homeless households across all common housing registers	In Progress
5. New Homes, Better Places	5.1	We will work to establish Riverside Scotland's credibilty as a landlord and factor before embarking on good conversations with tenants and owners in Pennyburn	Mar-24		■	Begin consultation on the future of Pennyburn	In Progress, Big Pennyburn clearup, engagement with Cranberry Moss Pantry and drop-in surgeries
	5.2	████████████	Mar-24		■	████████████	████████████

	KEY	Not Started
		In Progress
		Complete / not being progressed
		Overdue

5.5. Quarterly Performance Report

Title: Quarterly Performance Report – Q3 2023	Date: 1 February 2024
Author: Jonathan Hulme ▓▓▓▓▓▓▓▓▓▓▓	Sponsor: Diana MacLean
Action: Note	Confidential: No
Appendices: Appendix 1: Riverside Scotland Board KPIS Q3 2023/24	Reading Room:
Reg. Standard: Standard 4.2 The governing body challenges and holds the senior officer to account for their performance in achieving the RSL's purpose and objectives	ORP ref: Our Riverside Way: Value - Managing our resources effectively, so that we can build more homes and deliver better services
Strategic Risk ref: R6 Governance and Regulation	
Consultation: This report is not subject to consultation	

Purpose and Action:
The purpose of this report is to provide Board with an opportunity to review the Association's operational key performance indicators (KPIs) covering quarter two of 2023/24. The data is set out in Appendix 1 to this report.

Executive Summary:
The Board reviews the operational KPIs on a quarterly basis to ensure that performance is being managed effectively. The attached report at Appendix one covers performance for the period 1st October to 31st December 2023. It is recommended that Board discuss and note the contents of the Quarterly Performance Report.

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1. **Introduction**

   Progress against our operational key performance indicators (KPIs) is reported to Board on a quarterly basis. Appendix 1 to this report sets out our performance position against each of our KPIs including distance from target, and direction of travel as at the end of December 2023.

2. **Key Points**
   The key points to note from the performance analysis are:

   • After last quarter's improvement in our satisfaction indicators, there has been a dip in these scores for Q3. All satisfaction indicators have seen a drop of 6.5% or more from Q2. This is notably found in tenant satisfaction in opportunities to participate in landlord's decision making (Indicator 5) which has seen a drop of 11.6% from 72.8% in Q2 to 61.2% in Q3. Another drop of over 10% is found in tenant satisfaction with management of their neighbourhood (Indicator 13) which fell 10.4% from 69.9% in Q2 to 59.5% in Q3. However, despite this drop, it is important to note that satisfaction indicators 1,5 and 25 are within 10% of our target and indicators 2 and 7 are on target. Furthermore, indicators 1,2,5 and 7, despite the drop from Q2, are all improved from the same quarter last year.

   • The % of properties with valid EICR's is nearing our target of 100% and has been continually growing towards this over the past 3 quarters. Q1 we were sitting at 88.74%, Q2 increased to 94.35% and currently at Q3 we are sitting with 99.11%. We are improving on last year's result which saw us hit 89.5%. Within Asset and

Compliance, we continue to see 100% in both Fire Risk Assessments in place in communal areas and up to date communal asbestos surveys.

• Our average length of time taken to complete both emergency and non-emergency repairs is improving. We see a steady improvement in our non-emergency repairs (Indicator 9) where the average has now reached 7.4 days. This is 5.8 days less than where we were at Q1. The average emergency repairs (Indictor 8) is at 4.55 hours which is down from 5.34 hours in Q2. Improvements have been seen over the past few years – 21/22 result was 6.39 hours and 22/23 result was 4.65 hours.

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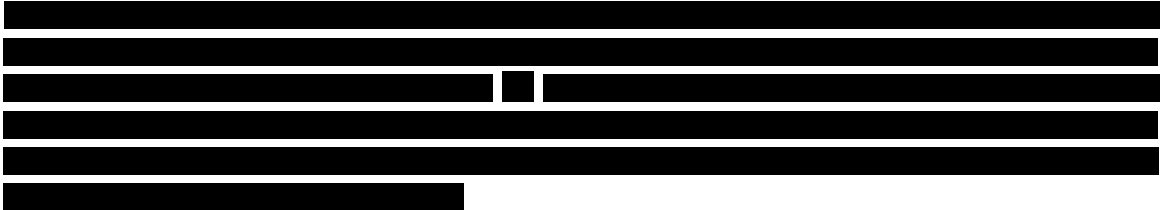
The management team will be working to implement the following actions to drive forward improvements:

• Increase customer involvement and consultation for all planned maintenance and property improvement works scheduled for 2024/25.
• Develop a communications activity planner to maximise the distribution of good news stories and repairs and maintenance information across our customer base on a more regular basis.
• Publicise widely the work of our new tenant scrutiny group to improve our voids process, and increase the use of 'you said, we did' within our newsletters and service updates.
• Implement weekly monitoring meetings with repairs contractors, ensuring complaints and dissatisfied customer feedback is discussed and reviewed.
• Implement further tenant and resident task and finish groups, focusing on addressing specific issues across our neighbourhoods.
• Carry out a customer journey mapping process of our repairs service delivery from initial reporting of repair through to completion of the work.

3. Next Steps

Board is asked to note the content of the operational performance position as at Q3 2023.

		Major difference/decline (over 5% or relative measure)
		Minimal difference/decline (within 5% or relative measure)
		Represents better performance/improvement

Sub Area	Indicator Ref	Indicator Description	Owner	2022/23 Result	2023/24 Target	Frequency	Quarter Performance Q1 2023/24	Quarter Performance Q2 2023/24	Quarter Performance Q3 2023/24	Quarter Performance Q4 2023/24	Measured Against Last Quarter (RAG see key above)	Measured Against Same Quarter from Last Year	Target ON TRACK NEARING (10%) OFF (<10%)
Organisational	Org	Stock numbers		2443	2496	Quarterly	2496	2497	2498				2496
People	C1	Staff numbers (FTE) Staff turnover		Staff Number = 33.11 Turnover = 6.04%	No target	Quarterly	Staff Number = 36.3 Turnover = 0.00%	Staff Number = 38.4 Turnover = 0.00%	Staff Number = 37.4 Turnover = 5.35%				
Satisfaction	1	Percentage of tenants satisfied with the overall service provided by their landlord.		66.8%	70%	Quarterly	64.4%	73.9%	65%				70%
Communication	2	Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions		73.6%	70%	Quarterly	65.1%	80.9%	71.10%				70%
Participation	5	Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes		60.6%	70%	Quarterly	58.9%	72.8%	61.20%				70%
Quality of Housing	7	Percentage of existing tenants satisfied with the quality of their home.		73.4%	73%	Quarterly	69.9%	87.50%	79.30%				73%
Repairs, Maintenance and Improvement	8	Average length of time taken to complete emergency repairs.		4.65 hours	4 hours (H&S) 12 hours emergency	Quarterly	4:19 Hours	5:34 Hours	4:55 Hours				4 hours (H&S) 12 hours emergency
	9	Average length of time taken to complete non-emergency repairs		13.02 days	Urgent 5 days Routine 15 days	Quarterly	13.2 Days	7.5 Days	7.4 Days				Urgent 5 days Routine 15 days
	Local	% of repairs appointments kept		78.0%	80%	Quarterly	69.1%	55.10%	59.60%				80%
	10	Percentage of reactive repairs carried out in the last year completed right first time.		80.2%	80%	Quarterly	70.9%	68.6%	68.60%				80%
	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		99.9%	0 (100%)	Quarterly	99.79%	100%	100%				0 (100%)
	Local	Safe Electrical Systems - Percentage of properties with valid EICR (Electrical Installation Condition Report) certificates		89.5%	100%	Quarterly	88.74%	94.35%	99.11%				100%
	Local	The percentage of Fire Risk Assessments in communal areas that are in place		100.0%	100%	Quarterly	100.00%	100%	100%				100%
	Local	The number of overdue Fire Risk Assessment Actions		0	0	Quarterly	23	15	Unavailable this quarter				0
	Local	The percentage of up to date communal asbestos surveys		100%	100%	Quarterly	100%	100%	100%				100%
	Local	The percentage of up to date Legionella Risk Assessments in place		100%	100%	Quarterly	Stats unavailable	Stats unavailable	Stats unavailable				100%
	12	Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service.		64.4%	80%	Quarterly	55.5%	74.3%	67.80%				80%
Estate Management and ASB	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.		96% at Stage 1 4% at Stage 2 14 days at Stage 1 20 days at Stage 2	100% at Stage 1 100% at Stage 2 5 days at Stage 1 20 days at Stage 2	Quarterly	97% at Stage 1 100% at Stage 2 7 days at Stage 1 11 days at Stage 2	89% at Stage 1 11% at Stage 2 10 days at Stage 1 9 days at Stage 2	94% at Stage 1 6% at Stage 2 9 days at Stage 1 10 days at Stage 2				100% at each stage; 5 days for Stage 1 20 days for Stage 2
	13	Percentage of tenants satisfied with the management of neighbourhood they live in		74.8%	75%	Quarterly	52.1%	69.90%	59.50%				75%
Housing Options	19	Number of households currently waiting for adaptations to home.		52	No target	Annual							

	Major difference/decline (over 5% or relative measure)
	Minimal difference/decline (within 5% or relative measure)
	Represents better performance/improvement

Sub Area	Indicator Ref	Indicator Description	Owner	2022/23 Result	2023/24 Target	Frequency	Quarter Performance Q1 2023/24	Quarter Performance Q2 2023/24	Quarter Performance Q3 2023/24	Quarter Performance Q4 2023/24	Measured Against Last Quarter (RAG see key above)	Measured Against Same Quarter from Last Year	Target ON TRACK NEARING (10%) OFF (<10%)
	20	Total cost of adaptations completed in the year (£) by source of funding		£202,989	No target	Annual							
	21	The average time to complete adaptations.		57.2 days	91 days	Annual							
	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		36.99% 100%	No target	Quarterly	50% 100%	54.5% 100%	29.16% 100%				
	30	Average length of time taken to re-let properties in the last year		37.2 days	25 days	Quarterly	31.9 Days	32.6 Days	30.7 Days				25 Days
Tenancy Sustainment	16	Percentage of new tenancies sustained for more than a year (by source of let measured annually)		87.5%	90%	Quarterly	90.0%	90.7%	89.91%				90%
Rents & Service Charges	C5	Rent Increase.		5%	No target	Annual							
	C7	Amount and percentage of former tenant rent arrears written off at the year end.		33.43%	No target	Annual							
	18	Percentage of rent due lost through properties being empty during the quarter		0.76%	0.70%	Quarterly	0.81%	0.61%	0.66%				0.70%
	26	The total amount of rent collected in the reporting year to date as a percentage of the total amount of rent due to be collected in the reporting year to date (1st April 2023 to date)		98.49%	No target	Quarterly	99.50%	100.4% Prev reported as 110.7% but this was due to error in dashboard	100.50%				
	27	Gross rent arrears (all tenants) as a percentage of rent due in the last year (12 month rolling)		5.99%	5.70%	Quarterly	5.90%	7.73% Prev reported as 6.38% but this was due to error in dashboard	6.71%				5.70%
Value For Money	25	Percentage of tenants who feel that the rent for their property represents good value for money		63.2%	75%	Quarterly	55.5%	75.00%	65.30%				75%
	29	Percentage of factored owners satisfied with the factoring service they receive.		50.0%	60% at next survey	Three Yearly	*Survey last undertaken 2020/21 - Satisfaction 50%	*Survey last undertaken 2020/21 - Satisfaction 50% Next survey will commence December 2023	Results should be available in March				60% at next survey
Health & Safety	Local	RIDDOR incidents (Reporting of Injuries, Diseases and Dangerous Occurrences)		0	No target	Quarterly	0	0	0				