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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.

263rd Board Meeting of Irvine Housing Association Ltd:
Thursday 21 November 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.	Housing First for Families – Care Inspectorate Report	Public
4.	Previous Minutes – Minutes of the 262 nd Board Meeting held on 21 August 2024 and the Special Board Meetings held on 18 September and 26 October 2024.	Public
5.	Matters Arising	
6.	Substantive Business:	
6.1	Financial Plan	Confidential
6.2	Asset Management Strategy	Public
6.3	Chair's Action Procedure	Public
6.4	Board Appraisal Review	Confidential
6.5	Disposal of 140 Glasgow Street and 4 Goldie Avenue	Confidential
6.6	Policy Framework	Public
6.7	OSCR Return	Public
6.8	Lloyds Loan Update	Confidential
6.9	Complaints Performance (April – September 2024)	Confidential
6.10	Quarterly Performance Report – Q2	Public
6.11	Financial Performance Report	Confidential
6.12	Equality, Diversity and Inclusion Strategy 2023-26	Public
6.13	Senior Management Team Report	Confidential
7.	Minutes/Updates: a) Unconfirmed Minutes of the Audit & Risk Committee Meeting – 3 October 2024 b) Group Board Highlights – July and October 2024	Confidential Confidential
8.	Any Other Business	
9.	Date of Next Meeting:	

	264 th Board Meeting - 5.30 p.m. on Tuesday 21 January 2025 at 44-46 Bank Street, Irvine, KA12 0LP via MS Teams	
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DMcL / db
14/11/2024

3. Housing First for Families - Care Inspectorate Report

Title: Riverside Scotland Housing First for Families Care Inspectorate Report	Date: November 2024
Author: Pamela Forrest, Head of Housing and Communities	Sponsor: Diana McLean, Managing Director
Action: Noting	Confidential: No
Appendices: Appendix 1 – Care Inspectorate Report Appendix 2 – Case study	Document Library: N/A
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.	
Strategic Risk ref: R1 Customer experience R3 Safety First	
Consultation : N/A	
Scope: Riverside Scotland	
Frequency of Report: Standalone	

Purpose and Recommendation:

This paper provides information to the Board on our first care inspectorate inspection and subsequent report relating to our Housing first for families' service.

Executive Summary:

Housing first for families support service has been in place since 2021 supporting vulnerable families who have experienced homelessness or are at risk of homelessness.

Families can often have multiple and complex needs with a duplication of service between Social Work, Health and Housing.

The project had its first care inspection in September 2024 and we are delighted with the results which shows the service to be performing 'very good' across all levels of assessment.

We are very proud of the staff team delivering this service and the outcomes achieved for the families supported.

1. Context/Background

- 1.1 In 2021 we were awarded £105K from the Scottish Government to support our own 'Housing First for Families' project.
- 1.2 The project focusses on existing tenant households with children who are at risk of homelessness, and new households with children who we are re-housing from the Homeless system.

- 1.3 Two 'Housing First Worker' posts were created with responsibility for managing and coordinating the support needs of each household with emphasis on reducing and alleviating child poverty, and improving the health and well-being of children within vulnerable households.
- 1.4 The project was successful in supporting vulnerable families and stopping the cycle of homelessness as well as improving health, well-being, education and capacity building opportunities for the families supported.
- 1.5 When funding ending the project continued and is now funded by Riverside Scotland.
- 1.6 The project continues to be successful in supporting families to sustain their tenancy and improve life chances and capacity.
- 1.7 At our first inspection we were grading on the following objectives:
 - How well do we support people's wellbeing? 5 - Very Good
 - How good is our leadership? 5 - Very Good
 - How good is our staff team? 5 - Very Good
 - How well is our care and support planned? 5 - Very Good
- 1.8 Board member can read the full report in appendix 1.
- 1.9 A case study is also provided in appendix 2 to show the journey of one of our housing first families.

2 Risk

- 2.1 There are no current risks to the service. Staff members delivering this service are happy in their post and although challenging at times they have great job satisfaction from seeing families thrive.
- 2.1 Staff are well supported in the challenges of their role with a very hands-on Housing Manager and as well as structured 1-2-1 meetings, support is available daily as required to off load and sense check next actions and decisions.
- 2.2 Clear health and safety procedures are in place with regards to lone working, safeguarding of adults and children, domestic abuse, SAW-IT reporting system for any health & safety incidents and we have a safeguarding lead in our team.
- 2.2 Personal Support is also available from AXA healthcare support services if staff want to access any professional counselling services.

3 Conclusion/Next Steps

- 3.1 The board are asked to note the inspection report and note our plans to consider extending the service by investigating demand, capacity within the existing team and exploring funding opportunities.



Housing First for Families Housing Support Service

44-46 Bank Street
Irvine
KA12 0LP

Telephone: 03451126600

Type of inspection:
Unannounced

Completed on:
26 September 2024

Service provided by:
Irvine Housing Association

Service provider number:
SP2022000001

Service no:
CS2022000001

About the service

Housing First for Families was registered with the Care Inspectorate on 5 January 2022, as a housing support service.

The service provides support to families with children in the community who need assistance in maintaining tenancies and improving their lifestyles.

About the inspection

This was an unannounced inspection which took place on 24,25 and 26, Sept. The inspection was carried out by one inspector from the Care Inspectorate. To prepare for the inspection we reviewed information about this service. This included previous inspection findings, registration information, information submitted by the service and intelligence gathered since the last inspection.

In making our evaluations of the service we:

- Spoke with two people using the service
- Spoke with four staff and management
- Observed practice and daily life
- Reviewed documents
- Spoke with other professionals

Key messages

- Consistent management and staff team
- Experienced and skilled support staff
- Very positive outcomes for the people this service supports
- Valuable and needed service in the community helping to change lives
- Strong person focused ethos and culture evident in practice

From this inspection we evaluated this service as:

In evaluating quality, we use a six point scale where 1 is unsatisfactory and 6 is excellent

How well do we support people's wellbeing?	5 - Very Good
How good is our leadership?	5 - Very Good
How good is our staff team?	5 - Very Good
How well is our care and support planned?	5 - Very Good

Further details on the particular areas inspected are provided at the end of this report.

How well do we support people's wellbeing?

5 - Very Good

We found significant strengths in aspects of the care provided, and how these supported positive outcomes for people, therefore, we evaluated this key question as very good.

During our inspection visits, we observed genuine warmth, kind and compassionate interactions between staff and the individuals they support. We heard they felt very supported and were appreciative of the service and in particular, of their individual support staff. They said they were fully involved and participated in relation to their individual support plans.

We were able to see clear protocols in place to guide and inform staff on how to support each person and their specific needs. Staff helped to support people to attend appointments and access other professionals. There were clear records kept of when concerns were raised or any updates provided to health professionals and any advice or changes that had been made.

The personal support plans were person focused which demonstrated that the staff had very good in-depth knowledge of the person they supported. Including as risk assessments and if necessary other health needs. We were able to see clear records of people's support packages being monitored and the responsiveness of staff if there were any concerns.

We received some comments from other community based professionals about the service,

"This service is key to supporting young people and their children with positive health outcomes both short and longer term due to the holistic support/intervention they are able to provide working intensively with their families as and when required."

"It has been an amazing service in supporting clients through stressful times and helping them transition into own tenancy and with other things too."

How good is our leadership?

5 - Very Good

We found significant strengths in aspects of the care provided, and how these supported positive outcomes for people, therefore, we evaluated this key question as very good.

It is important that care services have effective systems in place to assess, monitor and evaluate the quality of service provided. This is done by gathering evidence using quality assurance audit tools. This is achieved by seeking feedback from people who use the service, and other professionals. This information helps to drive service development and improve outcomes for people they support.

The service actively sought feedback from people supported about their visits and the benefits this support has achieved for them, This also included some very positive feedback from partner professionals in the community supporting vulnerable families. One professional commented that: "I have worked closely with staff members from the service and found them really helpful, good at communicating and attend all meetings. The support they offer families is beneficial and families have commented on this."

There has been a consistent manager in place since the service started, including the same support staff. This has helped the service to develop and generate some very good practices in terms of maintaining a consistent presence in the lives of the people they support. This has also helped maintain evaluations of the standard and satisfaction with the service provided.

We found the manager and the staff team to be committed and motivated in their approach and demonstrated a passion for providing a high quality consistent standard of service to the people they support. The team have developed some valuable skills and experience of supporting this group of people and has demonstrated the value of the benefits of this type of support service.

How good is our staff team?

5 - Very Good

We found significant strengths in aspects of the care provided, and how these supported positive outcomes for people, therefore, we evaluated this key question as very good

We reviewed the provider's recruitment procedures and found they had all the necessary and appropriate safer recruitment procedures and checks in place including; references, police checks, registration requirements, including interview notes and evaluations. These procedures ensured that any potential employees were suitably vetted prior to working with vulnerable people in the community.

People should be confident that they are being supported by trained, competent and skilled staff. The service manager had an overview of staff training. We could see that current staff training was up-to-date.

The service benefitted from a strong consistent team of staff who had built up positive supporting relationships with the people they provide support to in the community. Staff had access to a range of mandatory training as well as additional person-specific training. This ensured staff were trained appropriately to meet the needs of those they provided support to.

Staff we spoke to said they were well supported by the manager of the service and as a small team worked very well together. Staff were able to access additional training if required. This ensures that people are kept safe and their needs will be effectively managed.

We received very positive feedback from the people the service supports and other related community based childcare professionals about the quality of the support staff and the value of this service in the community.

We visited people being supported and saw the value and difference this service offers to the people they support. One statement we received summed up the level of appreciation and satisfaction with the service:

"I would just like to add I get on so well with my support worker. They give me the best support, advice and help, they are the best!! They really listen to me as well which is the best feeling. I'm so grateful for their help and support always."

How well is our care and support planned?

5 - Very Good

We found significant strengths in aspects of the care provided, and how these supported positive outcomes for people, therefore, we evaluated this key question as very good.

We found the individual support plans were person focused and demonstrated positive outcomes for the people the service supports. The plans contained good detail, giving staff clear instruction on how people wanted to be supported for each outcome. There was a good breakdown of individual's support needs, whilst also maintaining elements of confidentiality and sensitivity.

The personal support plans in place provided some background information and also their personal support needs assessments. This was also sensitively recorded and discussed with the individual's agreement and involvement. This helped to create some level of trust and commitment that helped to develop into good supporting relationships.

People should be protected from risk of harm. We found that risk assessments were in place and these gave staff good information on how to protect people from risk of harm. The details in the support documentation contained good risk assessments,

The manager and support staff ensured that people who use the service were fully involved in the development and implementation of their own individual support plans and agreements. This also included the evaluation and assessment of their overall satisfaction with the quality of service provided. This helped to create good relationships and foster mutual respect and ensure that the very good standard of service is maintained.

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

Detailed evaluations

How well do we support people's wellbeing?	5 - Very Good
1.1 People experience compassion, dignity and respect	5 - Very Good
1.3 People's health and wellbeing benefits from their care and support	5 - Very Good
How good is our leadership?	5 - Very Good
2.2 Quality assurance and improvement is led well	5 - Very Good
How good is our staff team?	5 - Very Good
3.2 Staff have the right knowledge, competence and development to care for and support people	5 - Very Good
How well is our care and support planned?	5 - Very Good
5.1 Assessment and personal planning reflects people's outcomes and wishes	5 - Very Good

To find out more

This inspection report is published by the Care Inspectorate. You can download this report and others from our website.

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and help services to improve. We also investigate complaints about care services and can take action when things aren't good enough.

Please get in touch with us if you would like more information or have any concerns about a care service.

You can also read more about our work online at www.careinspectorate.com

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অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

هذه الوثيقة متوفرة بلغات ونماذج أخرى عند الطلب

本出版品有其他格式和其他語言備索。

Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.

6.2. Asset Management Strategy

Title: Riverside Scotland Asset Management Strategy	Date: 13 th November 2024
Author: Heather Duff, Head of Asset & Sustainability	Sponsor: Diana MacLean
Action: Decision	Confidential: No
Appendices: Appendix 1 - Asset Management Strategy	Reading Room: N/A
Reg. Standard: 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.	ORP ref: People at our heart
Strategic Risk ref: R7 Customer Experience R5 – Quality of Home – The Association is cautious in relation to risks associated with quality of home.	

Purpose and Action:

This strategy sets out the ways in which we plan to meet our corporate plan commitments to deliver integrated asset management as per the Scottish Housing Regulators guidance published in February 2023. Focussing on 4 main objectives on how we will deliver our asset management function and improve the lives of our customers and maintain our stock whilst meeting legislative requirements and targets.

The Board is asked to review the Riverside Scotland Asset Management Strategy and confirm that it is assured that the objectives outlined within this strategy will enable us to deliver on our commitments.

Customer feedback has been taken into consideration in the production of this strategy.

Board is recommended to consider the content of and approve the Riverside Scotland Asset Management Strategy.

Executive Summary:

In October the Board were presented the key objectives set out in this strategy for consideration and discussion. We are now able to present the finalised Asset Management Strategy for consideration, attached at appendix 1.

By implementing the Riverside Scotland Asset Management Strategy, we can outline how we plan to support our customers, engage with our customers and deliver our asset management service in a strategic and forward-thinking way. The main theme throughout this strategy is to plan and deliver on plans. To develop this strategy we considered our goals, our customer feedback and the current economic position along with local heat and energy efficiency strategy's. The strategy has been developed in line with our corporate plan and the wider Group's Asset Management Strategy.

1. Introduction

Following feedback from our customers some of the key areas highlighted were:

- Communication
- Energy Efficiency

- Repairs & Maintenance Service
- Value for Money
- Landscaping

This strategy sets out:

- our aim to invest in our stock in a whole house retrofit approach
- our commitment to prioritising tenant and resident safety in all that we do
- our commitment to ensuring our stock is as sustainable as possible and that we understand our stock's value
- our plans on how to support our customers by encouraging customers to get involved in consultations and to provide feedback to shape our service that we deliver.
- how we plan to work collaboratively with our strategic energy efficiency and contractor partners to deliver the best possible services and utilise both funding and community benefits where possible
- how we plan to improve our neighbourhoods along with our stock
- our plans to consider the financial impact of our services on our customers and ensure these are sustainable through consultation
- our plans to maximise our repairs service

2. Risk

The risk of not implementing the strategy is that the organisation does not have a clear framework in place for how it aims to deliver a strategic approach to asset management.

The risk of implementing this strategy is not delivering on the promises we make to customers within this strategy. This has the potential to cause reputational damage and affect customers trust in us to do what we say we will do. However, to overcome this, we will carry out annual reviews against the commitments we have made. We will provide regular updates to customers on progress through communications and an annual report to board on progress of meeting the commitments we have made. If we fail to meet any of the commitments, we will be transparent about this, and provide reasoning for not being able to meet our commitment.

3. Next Steps

Share the finalised strategy document with customers and colleagues, along with our Year 1 commitments & action plan included in the strategy. Start work on how we will deliver on these commitments over the next 12 months, including looking at each role colleagues will play in the delivery of the strategy objectives.



Riverside
Scotland

**ASSET
MANAGEMENT
STRATEGY
2024-2027**

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introduction

Riverside Scotland was established in 1993 as Irvine Housing Association, Riverside Scotland has been housing and supporting people in local communities across South West Scotland for over 30 years. We have more than 2,400 properties housing thousands of people across North Ayrshire, East Ayrshire, Dumfries and Galloway and most recently expanding into South Ayrshire.

In 2011, we became part of The Riverside Group, one of the UK's oldest and largest housing associations with 75,000 properties across 175 local authorities.

Our vision is to **transform lives and revitalise neighbourhoods**. In order to do this well we need to maintain our assets—our stock—in a strategic and forward thinking way. This strategy will set out the way in which we will do this. By first understanding our stock & our customers current and future needs and their expectations.

As part of the Riverside Group, we have adopted the **Forward Together Corporate Plan 2023-26**.

Included in this is a high level objective: **Warm and Safe Decent Homes**.

In order to provide warm and safe decent homes, we first need to understand our stock's condition and adopt a **Strategic Management of our Assets**.



Our focus is on our existing customers, putting them first in our decision-making and service development. We want to concentrate on improving their experience of Riverside Scotland as their landlord. We surveyed customers post-Covid and have redesigned our service offer for the future based on what our customers told us

This document has been developed in conjunction with the Riverside Group Asset Management Strategy and The Scottish Housing Regulators advisor guidance “Integrated Asset Management” published in February 2023.

As part of the development of this strategy we have considered our customers feedback from our **Big Conversation** in 2022, our **rent consultation feedback** from 2023 and our local authority **LHEES** (Local Heat & Energy Efficiency Strategy’s).

Feedback from our customers noted some key themes that we have incorporated into our Asset Management Strategy:

- Energy efficiency
- Repairs & maintenance service
- Value for money
- Landscaping

context

The last few years have been challenging for both the sector and our customers. Facing post pandemic cost of living crisis, therefore it is imperative that our approach to asset management has a key focus on value for money for our customers and ensuring rent affordability through this period.

One of the main factors putting pressure on our households has been the increase in fuel costs. The conflict in Ukraine saw gas prices rise by 67% and electricity prices soar by 130%. We have since seen these decrease, however they remain higher than pre pandemic and present an increase in household expenditure for our customers. Highlighting the need to focus on lowering energy consumption and usage within our homes for our customers through investment in our properties is key over the coming years.

Our Board agreed to pause development until 2028 to allow us to focus resources on improving our current stock condition and sustainability and buy backs within our operating areas.

The Scottish Housing Regulator (SHR) issued advisory guidance during February 2023 relating to “Integrated Asset Management” with the aim of supporting RSLs in their approach to ensuring that the assets are sustainable and fit for purpose in the short to longer term. This guidance is the follow-on from the original guidance published in 2012. The SHR makes it clear that it is for each RSL to determine their own approach to asset management.

Within the recently published advisory guidance, the SHR notes 5 main principles that RSLs should implement into their Asset Management Strategy, those are:

Principle 1; Governing bodies and committees lead the strategic response to asset management and should be assured that assets are managed effectively

Principle 2; Social landlords should develop an approach to understanding of their assets

Principle 3; Social landlords should develop an approach to understanding the value of their assets

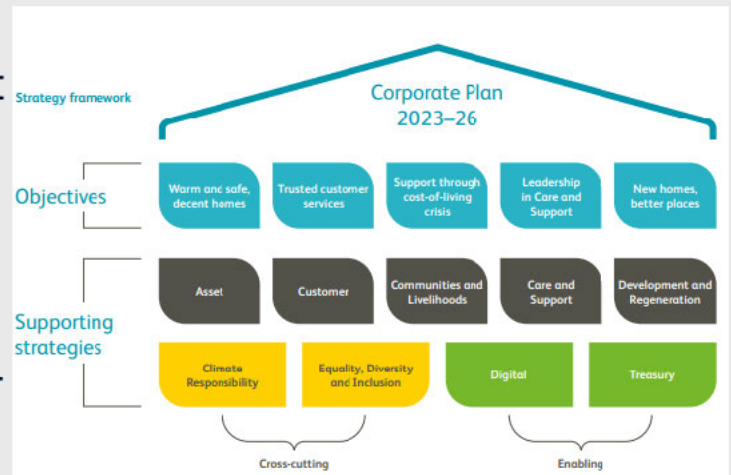
Principle 4; Integrated asset management outcomes should be understood and used as evidence to inform future investment outcomes

Principle 5; Social landlords should use the integrated asset management outcomes to inform their asset management strategies

strategic alignment

This strategy is one of 9 corporate plans which underpin the Group Corporate Plan, Forward Together 2023-26 which highlights three key areas of focus:

- Warm and safe, decent homes
- Trusted Customer Services
- Support through the cost-of-living crisis

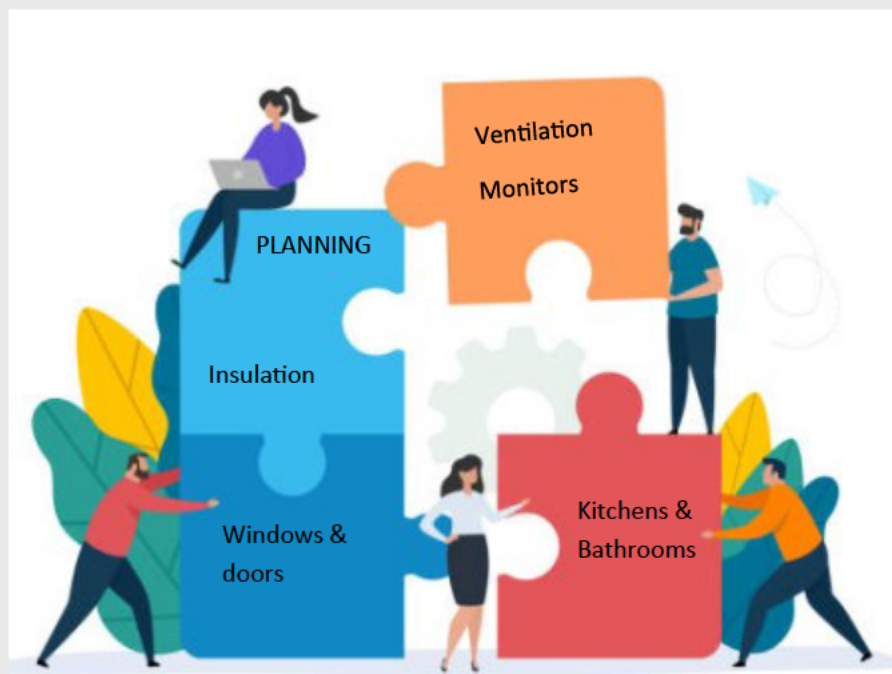


The plan is also underpinned by the following ‘cross-cutting themes’:

- Value for money/efficiency – driving down costs to achieve our objectives, more streamlined working practices and effective procurement.
- Equality, diversity and inclusion – promoting a culture in which both customers and colleagues are treated fairly, with dignity and respect.
- Data and information - improving the definition, capture, quality, integration and analysis of the data we hold through well-governed processes

Our Asset Management Strategy is aligned with the wider Group Asset Management Strategy and is aimed at integrating a strategic approach to Asset Management across the whole staff team.

The Strategy will set our aim to invest in our stock in a whole house retrofit approach. It's devised with the aim of ensuring that a property operates in as energy-efficient a manner as possible, with all aspects of the building complementing each other. When carried out correctly, the end result will be a home that's not only in excellent condition but which also incorporates cutting-edge 21st Century technology in order to be as close to carbon-neutral as possible.



A whole house retrofit ensures that improvements are carried out in an organised, sensible order, with installations and refits complementing each other rather than working against each other. A retrofit also enables key issues such as air quality, damp management and ventilation to be managed appropriately.

Following the completion of energy efficiency upgrades we will then, where required, upgrade both bathroom and kitchens within our stock to ensure we leave the property as complete as possible, with a “near new build” end result.

development

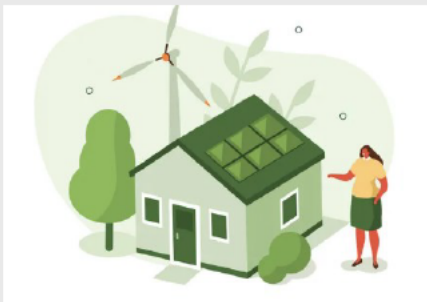
The Scottish Housing Regulator (SHR) advises that it is essential that social landlords regularly assess and fully understand the risks arising from the external operating environment. This will allow them to update, refine and future proof asset management frameworks, whilst integrating the outcomes in their business plans and wider risk management processes. To develop our Asset Management strategy, we have considered the various challenges that we are currently facing and may present themselves over the coming years.

- **Energy Efficiency and Climate Change;** We need to monitor and be fluid to changes year on year to available funding and the criteria required to successfully obtain funding. We need to be aware of any changes to net zero targets and how we will meet them through our investment plans, developing investment plans with this in mind.
- **Customer needs and expectations;** We need to understand our current and future customers. Household compositions and how this may change in the coming years, who our current customers are and who they will be in the future. We need to understand customers expectations of us as their landlord and how this may change & ensure we consult with our customers.
- **Construction industry & rising costs;** We need to be aware of challenges across the construction sector, the current skills gap within energy efficiency and rising costs of materials and labour driving prices higher for works.
- **Cost of living and rent affordability;** We must consider how any investment works impact our customers rent and maintain them as affordable for our customers utilising external funding where possible & robust procurement process' to ensure best value for money through contracted work.
- **Tenant & resident safety standards & compliance;** We need to ensure we focus on tenant & resident safety with a focus on mould & damp within when considering investment works and ensuring compliance with building safety standards.

objectives

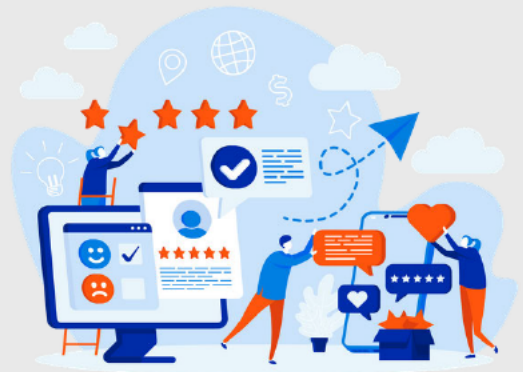
Over the next 4 years we will:

Ensure our homes are safe



Ensure our homes are as sustainable as possible

Ensure our customers are included



Ensure we obtain value for money & affordability

objective 1

Ensure our homes are safe; Ensure all tenant and resident safety and compliance requirements are met in line with current building safety legislation and the Scottish Housing Regulator

To do this we will;

- Create and implement a strategic building safety plan in conjunction with the Riverside Group Building Safety Team
- Create & recruit to Asset & Building Safety Officer role within Asset team
- Work with our customers to ensure access to carry out required safety checks
- Communicate to customers to raise awareness of building safety, in order to build confidence in our approach to building safety and to give customers assurance that their homes are safe, we will provide the right level of information, at the right time, addressing concerns and making it easy for customers to understand what they can expect from us.
- Develop and implement a damp & mould action plan.
- Carry out regular “horizon scanning” to ensure all policies/procedures are as up to date as possible in relation to Tenant & Resident safety.
- Report quarterly to audit & risk committee on progress and compliance with Tenant & Resident Safety
- Completion of our RAAC surveys and if required develop a management plan to provide assurance to both our customers, board and regulator.
- Regularly publish our performance in relation to Tenant & Resident Safety
- Work with our contractors and local emergency services to hold annual safety events for our customers
- Ensure our staff are trained in all areas of compliance and regularly attend refresher training

objective 2

Ensure our homes are as sustainable as possible;

To do this we will;

- Work with our strategic energy efficiency partner to develop investment plans
- Develop and implement an Energy Efficiency Education plan to ensure all energy efficiency upgrades are used correctly and our customers and staff understand how to best use them and obtain the best cost savings
- Carry out feasibility assessments of our stock, considering disposals where required
- Consider buy back schemes to support regeneration of our areas
- Utilise stock condition survey information & carry out in house stock condition validation inspections in house
- Stay up to date with legislation and net zero targets
- Research and utilise new technologies
- Invest in our greenspaces by utilising social benefits and community benefits on investment contracts
- Review our EPC data & ensure it is accurate
- Look at long term investment plans, what type of housing do our customers need currently & what will they need in the future
- Review parking areas and availability, incorporating development of these areas in investment works
- Consider the installation of electric car chargers
- Install switchee devices pre works to ensure accurate data is gained to feed into future investment plans
- Monitor & maintain our data accurately and utilise this to feed into future investment plans

objective 3

Ensure our customers are included;

Driving forward customer satisfaction is at the heart of our Asset Management Strategy and starts with understanding our customers & including our customers on our journey.

To do this we will;

- Carry out tenant profiling across both tenants and factored owners, via proactive visits to understand our customers and future customers household composition along with their needs and expectation
- In line with our communities and livelihoods strategy we will carry out comprehensive customer consultations on all planned investment works
- Work with our Strategic Energy Efficiency partner to develop and implement an Energy Efficiency Education plan
- Utilise our sounding board & scrutiny group for customer feedback on our plans
- Develop and implement our neighbourhood plans
- Hold neighbourhood events alongside our contractors to support and build our customer trust
- Utilise our listening to you page on our website actively to ensure up to date feedback to customers

objective 4

Ensure we obtain value for money and affordability; “A key consideration for all social landlords is the need to balance investment in assets with the impact on tenants' rents”

To do this we will;

- Carry out robust procurement in line with The Riverside Group's procurement strategy and Riverside Scotland's procurement policy
- Utilise pre agreed frameworks and mini competitions to obtain best price and support rent affordability
- Maximise our repairs service
- Carry out 20% stock condition surveys annually to understand our stock and its viability and improve accuracy in investment planning
- Maximise the use of external funding for investment works where possible
- Implement a strategic approach to investing in our stock, considering energy efficiency upgrades alongside component replacements
- Monitor and maintain our data to support well thought out investment plans ensuring we capture all works required
- Install energy efficiency upgrades within our stock in a retrofit approach to provide as much cost savings for customers as possible
- Install smart meter monitoring devices into all stock pre retrofit and monitor data to ensure upgrades to properties are as affordable as possible for our customers
- Assess all ad hoc component replacements with a whole house approach, considering if we can carry out additional works whilst on site to save money
- Utilise our community benefits clause of our contracts to invest in local community areas and provide support through cost of living through our bed poverty fund.
- Carry out proactive visits to our customers annually to identify vulnerable customers who we can support

am strategy action plan

Our Asset Management Strategy Action Plan below details measurable outputs for year 1 of our AM Strategy:

Objective	Year	Action
Ensure our homes are safe	1	<ul style="list-style-type: none">• Create and implement a strategic building safety plan• recruit to Asset & Building Safety Officer role• Carry out regular “horizon scanning”• Work with our customers to ensure access to carry out required safety checks• Communicate to customers to raise awareness of building safety
Ensure our homes are as sustainable as possible	1	<ul style="list-style-type: none">• Develop and implement an Energy Efficiency Education plan• Consider buy back schemes• Install switchee devices pre works• Work with our strategic energy efficiency partner to develop investment plans• Stay up to date with legislation and net zero targets• Research and utilise new technologies• Invest in our greenspaces
Ensure our customers are included	1	<ul style="list-style-type: none">• Develop and implement our neighbourhood plans• Carry out comprehensive customer consultations• Utilise our sounding board & scrutiny group
Ensure we obtain value for money & affordability	1	<ul style="list-style-type: none">• Carry out robust procurement• Maximise our repairs service• Carry out 20% stock condition surveys• Carry out proactive visits• Utilise community benefits to invest in our local areas

6.3. Chair's Action Procedure

Title: Chair's Action Procedure	Date: 21 November 2024
Author: Donna Boyle, Governance & Company Secretarial Assistant Donna.boyle@riversidescotland.org.uk	Sponsor: Diana MacLean, Managing Director Diana.maclean@riversidescotland.org.uk
Action: Decision	Confidential: Yes
Appendices: Appendix 1: Record of Decisions of the Chair under Chair's Action Procedure	Reading Room:
Reg. Standard: <u>Standard 6</u> The governing body and senior officers have the skills and knowledge they need to be effective.	ORP ref: People at our heart
Strategic Risk ref: R6 – Governance and Regulation	
Consultation: This report is not subject to consultation	

Purpose and Action:

The purpose of this paper is to report the Chair's recent decisions under Chair's Action Procedure given the attached report required formal consideration prior to the November 24 Board Meeting:

The Board is asked to note the Chair's decisions as follows:

- a) **NOTED** the resignation of Patrick New as the Parent Nominee Board Member of Irvine Housing Association with effect from 31 October 2024.
- b) **APPROVED** the appointment of Cris McGuinness as the Parent Nominee Board Member of Irvine Housing Association with effect from 1 November 2024.

Executive Summary:

- 1.1 The Board was advised at its Special Board meeting in October 24 of Patrick New's plans to retire from his position as Group's Executive Director, Customer Service which consequently meant that he would vacate his position as Group's Parent Nominee Board Member to the Association's Board.
- 1.2 The Chair advised at the meeting that Group's Chief Financial Officer, Cris McGuinness had been proposed as the new Parent Nominee Board Member to the Association's Board and this was in the process of being formally considered by Group's Governance and Remuneration Committee.
- 1.3 At this meeting, the Board agreed in principle to the proposed appointment and delegated authority to the Chair to formally approve the appointment under Chair's Action Procedure prior to the November 24 Board Meeting.
- 1.4 The attached Record of Decisions of the Chair under Chair's Action Procedure, at Appendix 1, formally reports the Chair's decisions on this matter.

Irvine Housing Association Board (“the Association”)

RECORD OF DECISIONS OF THE CHAIR UNDER

CHAIR'S ACTION PROCEDURE

Appointment of Board Member

1 BACKGROUND

- 1.1 The Association's Standing Orders provide, at paragraph 5.5 that where urgent decisions which do not permit delay are necessary between meetings, the Chair is authorised to take decisions with the advice of the Managing Director, or Executive Team (as the case may be) and following as wide a consultation with Board or Committee members as time permits.
- 1.2 A record of those consulted and of their views should be made.
- 1.3 Such decisions must be subsequently put before the next meeting of the Board or Committee for noting, and recorded in the minutes.

2 CURRENT CIRCUMSTANCES

- 2.1 The upcoming retirement of Patrick New has created a vacancy for Group's representative on the Association's Board. Following Group Executive Director Team discussions, Group have recommended Cris McGuinness as Group's representative on the Association's Board.
- 2.2 The proposal was discussed in principle with the Board at its Special Board Meeting on 26 October 2024.
- 2.3 Group's Governance and Remuneration Committee have approved this recommendation and it is now presented to Board for consideration and approval in the attached Board report.

3 DECISION

- 3.1 The Chair has therefore decided, following consideration of the attached report, to:
- **NOTE** the resignation of Patrick New as the Parent Nominee Board Member of Irvine Housing Association with effect from 31 October 2024
 - **APPROVE** the appointment of Cris McGuinness as the Parent Nominee Board Member of Irvine Housing Association with effect from 1 November 2024.

32 This decision will be put to the Board for noting at the next Board meeting.

SIGNED:

CHAIR

DATE:

6.6. Policy Framework

Title: Policy Framework	Date: 21 November 2024
Author: Paul Dillon	Sponsor: Morag Hutchinson
Action: To Note / Decision	Confidential: No
Appendices: Appendix 1 - Policy Extension Requests	Convene Document Library: N/A
Reg. Standard 5:	ORP ref:
Strategic Risk ref: R6 - Governance & Regulation	
Consultation: No consultation was required for this report	

Purpose and Action:

This paper provides an update to the Policy Framework & process which was presented in November 2023, to ensure the timely and accurate review of all policies in relation to Riverside Scotland, with the aim that wherever possible, Riverside Scotland can adopt Group policies. Where not possible, the intention is that any separate policies Riverside Scotland require (due to legislative or regulatory requirements) utilise the same framework as the Riverside Group to ensure visibility and standardisation of process.

Our recent review has determined that the process is not working quite how we envisaged and therefore some remedial action needs to be taken to bring Policy approvals up to date and ensure a satisfactory complaint process going forward.

The update for the policy review and the ongoing actions are detailed below.

Board are asked to:

- Note the contents of this update.
- Note/Approve the published Policies where applicable
- Consider the submitted Policy Extension requests and provide a decision.

1 Background

- 1.1 After the Board update of November 2023, the Riverside Scotland policy information was uploaded to the Policy Management System as planned. This was to ensure that the information was available across the business and the review cycle managed effectively.

At each TRG policy review, the stakeholders should link in with the relevant subject matter experts from Riverside Scotland and they will determine together whether the Group policy can accurately and adequately incorporate RS policy legislatively, or whether the differences are too great and a Scotland-only policy will still be required – with the intention that the majority of policies will be able to be incorporated, whether by use of Scotland-specific appendices or action plans or operational processes which sit beneath the policies.

This process has been happening moderately successfully – particularly within the Asset teams - but not fully successfully, and we are seeing newly reviewed Policies being published without Riverside Scotland management team or Board having the opportunity to review and input.

To keep an overview of the system and to advise the RS team locally when policy reviews are approaching, the Project & Planning Analysts planned to - and will continue to - attend the quarterly Policy Forum, to ensure that the Riverside Scotland consultation part of the process is being followed and that we have an input to any future updates or process changes, however it seems that this has not been robust enough, and we need to proactively manage the details from the Policy Management System by putting other measures in place.

- 1.2 Riverside Scotland Policies overdue for review. Due to ongoing projects and individual circumstances, 7 Riverside Scotland Policies remain overdue for review. We have implemented a Policy Review Extension process whereby each case can be considered by the relevant approvers on an individual basis. These are;

Association Membership Policy
Freedom of Information and Environmental Information Policy
Property Factoring Policy
Standing Orders Policy
Tree and Woodland Management Policy
Void Management Policy
Rent Setting Policy

There are a further 5 TRG Policies which have been reviewed and published, however the Riverside Scotland version of these has NOT been incorporated therefore the RS versions need to be reviewed (with the intention of being combined at next TRG review). These are;

Complaints Policy
Customer Involvement and Engagement Policy
Electrical Safety Policy
Finance Policy
Gas Safety, Heating and Ventilation Systems Policy

2 Action Plan

- 2.1 Backdated Policy noting/approval. The Policies which require noting/approval by Board were published in the document folder on Convene - Document Library > Riverside Scotland Board Paperwork > November 24 Board Meeting Reference Papers - they were;

To be Approved by Board;

Aids and Adaptations Policy

To be Noted by Board;

Anti-Money Laundering Policy
Audit and Logging Policy
Data Protection and Privacy Policy
Financial Crime Policy
First Aid Policy
Hate Crime and Harassment Policy
Hazard & Incident Management Policy
Hazardous Substances (COSHH) Policy
Infectious Disease Policy
Intangible Asset and Amortisation Policy
Investment Policy
Lettings and Allocations Policy
Manual Handling Policy
Personal Protective Equipment (inc. Respiratory Protective Equipment) Policy
Probity Policy
Radon Gas Policy
Risk Management Policy
Safe Use of Work Equipment Policy
Shareholding Policy
Tangible Fixed Asset and Depreciation Policy
Tax Strategy
Treasury Policy
Working at Height Policy

- 2.2 The Riverside Scotland Policies overdue for review are detailed in section 1.2, and attached as Appendix 1 are the Policy Review Extension forms for review and decision by Board.

3 Future Actions

- 3.1 There are a further 10 TRG Policies currently with the Senior Management Team for review, to determine whether the latest review incorporated Scotland sufficiently, or whether Riverside Scotland will need a standalone Policy going forward (or until the next TRG review). Once reviewed, these will be presented to Board for noting/approval if required.
- 3.2 Improved Policy Framework Process. On a monthly basis, the following process will be followed;
- The Projects & Planning Team will interrogate the data from the Policy Management System.
 - P&P Team will advise the Riverside Scotland Policy owner of the Policies due for review within the next 6 months, including the TRG Policy owners/reviewers' details.
 - RS Policy owner will pro-actively contact TRG reviewers to ensure inclusion in review.
 - At the end of the consulting period – which may include customer consultation – the TRG reviewer should provide a draft copy of the Policy, which can go to RS SMT/Board if necessary, for any feedback.
 - RS Policy owner can confirm feedback to TRG and publication will proceed.

- Once published, Policy can go to SMT/Board for noting/approval.
- If a TRG Policy is published without Riverside Scotland consultation, it will be taken to SMT/Board and if there are any issues with adoption/approval, a separate Riverside Scotland version can be developed and implemented until the next TRG review.

4 Next Steps

Approved policies will be updated on the Riverside Scotland policy schedule Policy Management System and communicated to all colleagues.

6.7. OSCR Return

Title: OSCR Return	Date: 21 November 2024
Author: Paul Dillon	Sponsor: Diana MacLean
Action: Decision	Confidential: No
Appendices: OSCR Return	Reading Room:
Reg. Standard: Standard 1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.	ORP ref: People at our heart
Strategic Risk ref: R6 Governance and Regulation	
Consultation: This report is not subject to consultation	

Purpose and Action:

The Board is asked to approve the submission of the on-line Annual Return to the Office of the Scottish Charity Regulator (OSCR).

Executive Summary:

The Association is a Scottish charitable organisation and is required to submit an Annual Return to OSCR. The attached Annual Return has been prepared and is presented for approval in order to submit the on-line Annual Return to OSCR within the deadline.

1. Introduction

1.1 The Association is a Scottish charitable organisation registered with OSCR. By reporting to OSCR and meeting legal requirements, the Association demonstrates to the public that its assets are properly accounted for and that it's being run properly.

2. Discussion

2.1 It is a requirement of OSCR that the Association submits an Annual Return within 9 months of the financial year end. The Association's Annual Return has been prepared and is attached at Appendix 1 for information.

2.2 Subject to approval, the Annual Return will be submitted via OSCR's on-line portal prior to the 31 December 2024 deadline.

3. Risk

3.1 If the Return is not completed on time, or were to contain incorrect information, adverse attention may be focused on the Association from OSCR and the public.

3.2 The Return has been prepared by the Projects & Planning Analyst and has been reviewed by the Senior Management Team. Subject to Board approval, the Return will be submitted to OSCR by 6th December 2024.

4. Next Steps

4.1 Following Board approval, the Annual Return will be submitted to OSCR via the on-line portal.

OSCR
ONLINE

DASHBOARD

MANAGE CHARITY
USERS

ANNUAL
RETURN

MAKING CHANGES
TO YOUR CHARITY

in

JS

BACK

CANCEL

ANNUAL RETURN (SC042251.2024.1)

If you would like further guidance on an individual question, please click on the corresponding button. Full guidance on completing an online annual return can be found [here](#).

ANNUAL RETURN DETAILS

1. Charity Type

☐ Standard

☐ Cross Border

☒ Registered Social Landlord

CHARITY PRINCIPAL CONTACT DETAILS

1. Title

Mr

2. Forename

James

3. Surname

Strang

4. Suffix

5. Position in the Organisation

Chair

6. Address Line 1

45-46 Bank Street

7. Address Line 2

Inver

8. Address Line 3

Ayrshire

9. Address Line 4

10. Address Line 5

11. Post Code

KM2 0LP

12. Country

Scotland

13. Telephone Number

14. Mobile Number

15. Fax Number

16. Email

17. Principal Office Or Trustee Address

principal

18. Website Address

www.riversidescotland.org.uk

19. Alternative Contact Email

SECTION - A

1) Financial Year End Date

30/09/2024

2) Gross Income *

£ 10380000

2) Gross expenditure *

£ 10680000

4a) Does your charity publish its annual reports and accounts on its website? *

☒ Yes

☐ No

4b. Copy & paste the link to your published accounts here *

<https://www.riversidescotland.org.uk/about-us/how-we-are-doing-scotland/financial-statements/>

5. Total number of Charity Trustees at the financial year end *

9

6. Total number of paid employees at the financial year end *

41

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SAVE AND NEXT

GENERAL - EXTERNAL

OSCR
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[DASHBOARD](#)[MANAGE CHARITY
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RETURN](#)[MAKING CHANGES
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JS

[in](#)[v](#)[f](#)[y](#)

BACK

CANCEL

ANNUAL RETURN (SC042251.2024.1)

If you would like further guidance on an individual question, please click on the corresponding [i](#) button. [Full guidance on completing an online annual return can be found here.](#)

DECLARATION INFORMATION

☐ I certify that the information entered in this form is correct to the best of my knowledge

☐ I confirm the information entered has been approved by the charity trustees and I am authorised to submit this information

Name of person submitting *

Paul Dillon

Role of person submitting *

Project & Planning Analyst

Declaration Date *

Select Date

SAVE AND GO BACK

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SAVE AND CONTINUE LATER

SUBMIT

6.10. Quarterly Performance Report

Title: Quarterly Performance Report – Q2 2024	Date: 12/11/2024
Author: Jonathan Hulme [REDACTED]	Sponsor: Diana MacLean
Action: Note	Confidential: No
Appendices: Appendix 1: Riverside Scotland Board KPIs Q2 2024/25 Appendix 2: Riverside Scotland Board 12 month rolling KPIs Q2 2024/25	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 2024/25. The data is set out in Appendix 1 of 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 1 covers performance for the period 1st July to 30th September 2024. It is recommended that Board discuss and note the contents of the Quarterly Performance Report.

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 September 2024.

2. Key Points

The key points to note from the performance analysis are:

Almost all the satisfaction scores for Q2 have seen a decline in performance.

- Overall Satisfaction has dropped from 67.9% to 66.5%.
- Satisfaction with Opportunities to Participate has seen a decrease of 11.9%, from 65.9% in Q1 to 54% in Q2.
- Satisfaction with Management of Neighbourhood also saw a large drop of 9.9% this quarter – 62.4% to 52.5%. This is also significantly far from our target of 75%.
- We see stable performance with transactional repairs in Q2 with satisfaction remaining at 73.7% as in Q1.

- Value for Money is an area of satisfaction where we see an improvement from the previous quarter. Q2 scored 62.6% for this indicator compared to 61.2% in Q1.

When we compare satisfaction with 12 months ago (appendix 2), there has been a decline in all satisfaction indicators, however it should be noted that our Q2 23/24 performance was our highest performing quarter for satisfaction that year.

The areas that have seen a sharp decline in satisfaction this quarter are opportunities to participate and management of the neighbourhood. Despite the reduction in satisfaction, we have increased our service in both areas with tenants personally invited via e mail or text to join their Tenant Partner and other agencies to complete estate walkabouts and contribute to actions required. Our sounding board have engaged in our ARC consultation questionnaire and on our application process for charities/local groups to apply for a small community fund, and our scrutiny in action group have started to look at complaints handling and communication. We have also been posting regular 'you said, we did' updates on social media and our website so hopefully as we continue to action and promote this work we will see an improvement in our satisfaction figures.

We have seen improvements in our complaints response.

- The number of Stage 1 complaints responded to in full was 86% in Q2, up 11% from Q1.
- The average time taken for a full response to Stage 2 complaints has improved from 23.1 days to 22 days in Q2. This edges us closer to our target of 20 days.

Local indicators regarding fire, asbestos and EICR's continue to perform well.

- The percentage of Fire Risk Assessments in place, up to date Asbestos surveys and Legionella Risk Assessments in place all remain at 100%.
- We have 0 overdue Fire Risk Assessments Actions and the percentage of valid EICR certificates is 99.07%.

Further points to note – changes made to spreadsheet:

- Through the continuous collection of repairs data and creation of the Contractor Interactive Dashboard, we are now in a position to split the emergency and non-emergency repairs data. Emergency repairs for both Q1 and Q2 are now split into the 4 Hours emergency and 12 Hours emergency repairs. Both of which meet our 4 hours and 12 hours targets as noted below:

Response	Target	Current Performance
Emergency	4 hour	1.49 hours
Emergency	12 hour	10.31 hours
Urgent	5 days	5.13 days
Routine	15 days	15.48 days

- Our number of days to re-let are still out of target at 40.05 days in Q2. Our new monitoring spreadsheet is now operational, and weekly checks in place to identify delays/late voids with remedial actions being put in place to improve.
- Tenancies sustained for over 12 months continue to be stable and higher than our 90% target with 95.7% in Q2
- Gross rent arrears as a % of rent due continues to be within target 4.61% against a target of 5.03%

In response to the drop in satisfaction measures we are developing a customer satisfaction improvement plan.

The Senior Management Team will implement the below actions:

- Development of a happy customer strategy
- Work through customer satisfaction action plan
- Continue to focus on customer satisfaction and performance with whole staff team to promote accountability
- Revisit training with the staff team on customer service excellence
- Creation of customer satisfaction working group & champions
- Implementation of customer satisfaction improvement plan across all departments
- Work closely with both income management and CSC to drive satisfaction up
- Monthly operational management meetings to discuss shared service delivery responsibilities to improve customer service and performance
- Development of the Kilwinning neighbourhood plan will start in Q3 working alongside contractors and the asset team
- Work closely with colleagues within the Group to ensure satisfaction figures are available and accurate
- Develop and carry out our own in house satisfaction survey.

3. Next Steps

Board is asked to note the content the of operational performance position as at Q2 2024/25.

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

Sub Area	Board	Audit & Risk	SMT	Leadership Team	Indicator Ref	Indicator Description	Owner	2023/24 Result	2024/25 Target	Frequency	Quarter Performance Q1 2024/25	Quarter Performance Q2 2024/25	Quarter Performance Q3 2024/25	Quarter Performance Q4 2024/25	Measured Against Last Quarter (RAG see key above)	Measured Against Same Quarter from Last Year	Target ON TRACK WITHIN 5% OVER 5%
Organisational	x				Org	Stock numbers	Managing Director	2498	2500	Quarterly	2498	2498					2500
People	x		x		C1	Staff numbers (FTE) Staff turnover	Head Of Finance & Business Support Services	Staff Number = 35.81 Turnover = 12.84%	No target	Quarterly	Staff Number = 34.81 Turnover = 11.49%	Staff Number = 35.1 Turnover = 5.70%					
Satisfaction	x		x	x	1	Percentage of tenants satisfied with the overall service provided by their landlord.	Head of Housing and Communities	68.4%	73%	Quarterly	67.9%	66.5%					73%
Communication	x		x	x	2	Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions	Head of Housing and Communities	74.1%	75%	Quarterly	76.5%	65.2%					75%
Participation	x		x	x	5	Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes	Head of Housing and Communities	64.6%	70%	Quarterly	65.9%	54.0%					70%
Quality of Housing	x		x	x	7	Percentage of existing tenants satisfied with the quality of their home.	Asset Operations Manager	79.4%	80%	Quarterly	77.6%	74.70%					80%
Repairs, Maintenance and Improvement	x		x	x	8	Average length of time taken to complete emergency repairs.	Asset Operations Manager	4.74 hours	4 hours (H&S) 12 hours emergency	Quarterly	1.19 Hours 3.11 Hours	1.49 Hours 10.31 Hours					4 hours (H&S) 12 hours emergency
	x		x	x	9	Average length of time taken to complete non-emergency repairs	Asset Operations Manager	13.08 days	Urgent 5 days Routine 15 days	Quarterly	4.87 Days 19.5 Days	5.13 Days 15.48 Days					Urgent 5 days Routine 15 days
	x		x	x	Local	% of repairs appointments kept	Asset Operations Manager	65.3%	80%	Quarterly	61.27%	55.82%					80%
	x		x	x	10	Percentage of reactive repairs carried out in the last year completed right first time.	Asset Operations Manager	83.3%	87%	Quarterly	86.22%	85.48%					87%
	x		x	x	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	Asset Operations Manager	100.0%	0 (100%)	Quarterly	100.00%	100%					0 (100%)
	x		x	x	Local	Safe Electrical Systems - Percentage of properties with valid EICR (Electrical Installation Condition Report) certificates	Asset Operations Manager	99.4%	100%	Quarterly	99.71%	99.07%					100%
	x				Local	The percentage of Fire Risk Assessments in communal areas that are in place	Asset Operations Manager	100.0%	100%	Quarterly	100.00%	100%					100%
	x				Local	The number of overdue Fire Risk Assessment Actions	Asset Operations Manager	0	0	Quarterly	0	0					0
	x				Local	The percentage of up to date communal asbestos surveys	Asset Operations Manager	100%	100%	Quarterly	100%	100%					100%
	x				Local	The percentage of up to date Legionella Risk Assessments in place	Asset Operations Manager	100%	100%	Quarterly	100%	100%					100%
	x		x	x	12	Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service. (Perception)	Asset Operations Manager	75.0%	85%	Quarterly	64.7%	57.6%					85%
	x		x	x	Local	Latest repair satisfaction (SMS survey) (Transaction)	Asset Operations Manager	73.5%	85%	Quarterly	73.7%	73.7%					85%
Estate Management and ASB	x				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.	Asset Operations Manager	94.76% at Stage 1 95.24% at Stage 2 8.63 days at Stage 1 13.22 days at Stage 2	100% at Stage 1 100% at Stage 2 5 days at Stage 1 20 days at Stage 2	Quarterly	75% at Stage 1 100% at Stage 2 4.63 days at Stage 1 23.10 days at Stage 2	86% at Stage 1 100% at Stage 2 7 days at Stage 1 22 days at Stage 2					100% at Stage 1 100% at Stage 2 5 Days at Stage 1 20 Days at Stage 2
	x		x	x													
	x		x	x													
	x		x	x													
Housing Options	x		x	x	13	Percentage of tenants satisfied with the management of neighbourhood they live in	Head of Housing and Communities	60.7%	75%	Quarterly	62.4%	52.50%					75%
	x		x	x	19	Number of households currently waiting for adaptations to home.	Asset Operations Manager	36	No target	Quarterly	Unavailable	Unavailable					

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

Sub Area	Board	Audit & Risk	SMT	Leadership Team	Indicator Ref	Indicator Description	Owner	2023/24 Result	2024/25 Target	Frequency	Quarter Performance Q1 2024/25	Quarter Performance Q2 2024/25	Quarter Performance Q3 2024/25	Quarter Performance Q4 2024/25	Measured Against Last Quarter (RAG see key above)	Measured Against Same Quarter from Last Year	Target ON TRACK WITHIN 5% OVER 5%
	x		x	x	20	Total cost of adaptations completed in the year (£) by source of funding	Asset Operations Manager	£117,717	No target	Annual							
	x		x	x	21	The average time to complete adaptations.	Asset Operations Manager	36.17 days	90 Days	Quarterly	Unavailable	Unavailable					90 Days
	x		x	x	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	Housing Services Manager	38.92% 98.46%	No target	Quarterly	39.13% 77.77%	17.52% 94.11%					
	x		x	x	30	Average length of time taken to re-let properties in the last year	Asset And Compliance Manager / Housing Services Manager / Voids & Lettings Co-ordinator	32.3 days	25 days	Quarterly	38.3 days	40.05 days					25 Days
Tenancy Sustainment	x		x	x	16	Percentage of new tenancies sustained for more than a year (by source of let measured annually)	Housing Services Manager	91.3%	90%	Quarterly	95.8%	95.7%					90%
Rents & Service Charges	x		x	x	C5	Rent Increase.	Managing Director	7%	No target	Annual							
	x		x	x	C7	Amount and percentage of former tenant rent arrears written off at the year end.	Head of Housing and Communities	13.78%	No target	Annual							
	x		x	x	18	Percentage of rent due lost through properties being empty during the quarter	Head of Housing and Communities	0.62%	0.70%	Quarterly	0.59%	0.55%					0.70%
	x		x	x	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)	Head of Housing and Communities	99.72%	No target	Quarterly	101.70%	101.37%					
	x		x	x	27	Gross rent arrears (all tenants) as a percentage of rent due in the last year (12 month rolling)	Head of Housing and Communities	4.88%	5.03%	Quarterly	4.39%	4.61%					5.03%
Value For Money	x		x	x	25	Percentage of tenants who feel that the rent for their property represents good value for money	Head of Housing and Communities	65.6%	75%	Quarterly	61.2%	62.60%					75%
	x		x	x	29	Percentage of factored owners satisfied with the factoring service they receive.	Head of Housing and Communities	39.5%	60% at next survey	Three Yearly	N/A	N/A	N/A	N/A			60% at next survey
Health & Safety	x	x	x	x	Local	RIDDOR incidents (Reporting of Injuries, Diseases and Dangerous Occurrences)	Head of Housing and Communities	0	No target	Quarterly	0	0					

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

Sub Area	Board	Audit & Risk	SMT	Leadership Team	Indicator Ref	Indicator Description	Owner	2023/24 Result	2024/25 Target	Frequency	12 month rolling - Quarter Performance Q1 2024/25	12 month rolling - Quarter Performance Q2 2024/25	12 month rolling - Quarter Performance Q3 2024/25	12 month rolling - Quarter Performance Q4 2024/25	Measured Against Last Quarter (RAG see key above)	Measured Against Same Quarter from Last Year	Target ON TRACK WITHIN 5% OVER 5%
Satisfaction	x		x	x	1	Percentage of tenants satisfied with the overall service provided by their landlord.	Head of Housing and Communities	68.4%	73%	Quarterly	69.7%	67.3%					73%
Communication	x		x	x	2	Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions	Head of Housing and Communities	74.1%	75%	Quarterly	77.6%	71.7%					75%
Participation	x		x	x	5	Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes	Head of Housing and Communities	64.6%	70%	Quarterly	66.8%	60.0%					70%
Quality of Housing	x		x	x	7	Percentage of existing tenants satisfied with the quality of their home.	Asset Operations Manager	79.4%	80%	Quarterly	82.4%	77.90%					80%
	x		x	x	12	Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service.	Asset Operations Manager	75.0%	85%	Quarterly	69.2%	63.1%					85%
	x		x	x	13	Percentage of tenants satisfied with the management of neighbourhood they live in	Head of Housing and Communities	60.7%	75%	Quarterly	64.0%	57.80%					75%
Value For Money	x		x	x	25	Percentage of tenants who feel that the rent for their property represents good value for money	Head of Housing and Communities	65.6%	75%	Quarterly	68.2%	64.10%					75%
	x		x	x	29	Percentage of factored owners satisfied with the factoring service they receive.	Head of Housing and Communities	39.5%	60% at next survey	Three Yearly	N/A	N/A	N/A	N/A			60% at next survey

6.12. Equality, Diversity and Inclusion Strategy 2023-26

Title: Equality, Diversity & Inclusion Strategy 2023-26	Date: 21 November 2024
Author: Paul Dillon	Sponsor: Morag Hutchinson
Action: To Note	Confidential: No
Appendices: Appendix 1 - Riverside Scotland E,D&I Action Plan Appendix 2 - Year 1 objectives performance - Group	Convene Document Library: N/A
Reg. Standard 5: The RSL conducts its affairs with honesty and integrity	ORP ref: People at our heart
Strategic Risk ref: R1: Customer Experience & R6 Governance and Regulation	
Consultation: This report was written in consultation with action plan activity owners	

Purpose and Action:

This paper provides an update to the Riverside Group Equality, Diversity and Inclusion Strategy 2023-26, Riverside Scotland supplementary action plan.

Recommendation:

The Board is asked:

- To note the contents of the Riverside Scotland supplementary action plan and Riverside Group Year 1 objectives performance.

1 Background

- 1.1 In September 2023, The Riverside Group published the new Equality, Diversity & Inclusion Strategy, one of the strategies that underpins the delivery of the Corporate Plan for 2023-26. This document sets out specific objectives and measurable actions (with targets) which will drive the Group approach to ED&I over the next three years.

Board agreed to follow the Riverside Group strategy action plan and monitor progress against the plan on a 6-monthly basis.

Further to this, any Riverside Scotland-specific actions suggested by SMT or Board will be logged and updated on a supplementary action plan.

- 1.2 In its *Regulation of Social Housing in Scotland, Our Regulatory Framework*, the SHR has underlined the importance it places on equalities and human rights, by introducing a requirement for social landlords to:

- *Have assurance and evidence that it considers equality and human rights issues properly when making all of its decisions, in the design and review of internal and external policies, and in its day-to-day service delivery.*

2 Update

2.1 The action plan currently details 12 actions – 6 are NEW - added by the Senior Management Team in November 2024.

- 5 are green – completed
- 2 are amber (are within initial date and are in progress)
- 5 are blue (not started – due by end-March 24)
- 0 are red (overdue)

2.2 In November 2023, Board was presented with the Riverside Group E,D&I Strategy 2023-2026 and it was agreed that the Riverside Scotland action plan would be supplementary to the main actions across Group. The Riverside Group Year 1 update was presented to the Executive Directors in April 2024 and is included here in Appendix 2 for information. The E,D&I Champion continues to work within the Champions network, attending quarterly forums and will implement any local actions needed from the main corporate plan.

3 Risk

3.1 Failing to implement the EDI Policy could result in a number of significant risks arising including:

- reputational damage caused by not providing services equally to all parts of the community;
- exposure to legal claims for unfair treatment;
- not providing the right support to those who need it; and
- not harnessing the skills of employees and the governance community.

E,D & I Action Plan 2023-26
Riverside Scotland Supplementary Actions

KEY	Not Started
	In Progress
	Complete / not being progressed
	Overdue

Actions	Ref.	Description	Target Date	Revised Date	Owner	Comments & RAG
Website	1.1	Review the Equality, Diversity & Inclusion page on the Riverside website and replicate content on the Riverside Scotland website, taking account of local variations to legislation and regulation	Mar-24	Mar-25	P&P Team Marketing Team	The initial plan was for a new Riverside website where the current Group page would also apply to Riverside Scotland, therefore no need for a separate Scotland-specific page, however the website merge did not take place - any future updates will be reported. The current E,D&I Policy was adopted by Riverside Scotland Board in June 2022. Gender Identity and Trans Inclusion Policy adopted at November 2023 SMT as per the guidelines for People Policies. Riverside Scotland page links directly to Group page with full information.
Colleagues	2.1	We aim to introduce quarterly training sessions for all staff around the protected characteristics and how to engage with people who identify as having a protected characteristic	Mar-24		EDI Champion	Q1 - [REDACTED] - Equality & Diversity Manager - will run an introductory session to EDI and the current strategy in June 2024 (over 1 or 2 sessions) Q2 - Update from [REDACTED] to staff on EDI Issues Q3 - Mandatory People Hub EDI training in October Q4 - Update from [REDACTED] to staff on EDI issues
	2.2	Recruit volunteer to serve as Equality, Diversity & Inclusion Champion, representing Riverside Scotland at the national forum and link in with the strategy implementation plan 2023-26	Mar-24		EDI Champion	[REDACTED] recruited as EDI Champion, induction session attended in Feb 2024. To discuss with EDI lead on how best to report the national updates and identify any Scotland-specific issues or actions - [REDACTED] has provided the report to the Executive Directors, this will be incorporated into annual update to Riverside Scotland Board
	2.3	Increase personal data collection from staff and tenants	Mar-25		EDI Champion Leadership Team	Training session for staff had section on the importance of gathering diversity data and asked all attendees to access People Hub to input their data. Managers should also include this as a topic at team meetings. Added to agenda for Breakfast Meeting. EDI Champion to request report from People Services on the current status of data, to measure any increase.
	New	Riverside Scotland new deal to update the offering to colleagues, with equality at the heart of the improvements.	Dec-24		Leadership Team	Riverside Scotland deal introduced which further expands benefits across all diverse groups; enhanced parental leave, some public holidays non-date tied.
	New	People managers to be equipped to provide support to their team.	Mar-25		Leadership Team	To be added to Leadership Team agenda for discussion
	New	Customer facing colleagues are aware of disabilities and the religious and cultural needs of our customers	Mar-25		Leadership Team	Identify and develop Training requirements
Networking / Group	3.1	Contact made with the Housing Diversity Network to make use of HDN membership	Mar-24		EDI Champion	[REDACTED] and [REDACTED] had a introductory meeting with [REDACTED] HDN, who discussed the topic of an EDI network for Scottish Housing providers; this will be progressed over the next few months; [REDACTED] attended the HDN Diversity in Board recruitment conference in April 2024, will look at any further events or training via HDN that we may be able to utilise
	3.2	P&P Team attended introductory training session on EDI Model for use across the business	Mar-24	Dec-24	EDI Champion	To cascade to Riverside Scotland managers for use going forward. Delay due to waiting for the stats to be updated; will cascade out by year-end.
Customers	New	Update EIAs for all policies and processes			Leadership Team	Ongoing exercise as Policies come up for review.
	New	Review the data we hold, to develop Tenant Profiling exercise, to then agree on actions	Mar-25		Leadership Team	To be discussed at Leadership Team
	New	Aids & Adaptations - Implement new policy and procedures, with appropriate budgets established.	Mar-25		Leadership Team	Policy to be reviewed

9. Date of Next Meeting - Tuesday 21
January 2024 at 5.30 pm: 264th Board
Meeting at 44-46 Bank Street, Irvine,
KA12 0LP and via MS Teams