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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.

THE RIVERSIDE GROUP LIMITED
IRVINE HOUSING ASSOCIATION LIMITED

Two Hundred and Sixty-Fifth Meeting of the Board held at 5.30 p.m. on
Wednesday 19 March 2025 at the Riverside Lodge Hotel, 46 Annick Road,
Irvine, KA11 4LD and via MS Teams.

Minutes

Present:

Mr J. Strang (Chair), Mrs M. Burgess, Mr G. Darroch, Mrs J. Deans-Regan Mrs. J Galbraith (from item 6), Miss S. Greene, Ms C. McGuinness, Mr P. Mason, Mr J. Miller, Mrs S. Petrie and Mr B. Sadler.

In attendance were: Mrs D. MacLean, Mrs D. Boyle (Items 1-19), Mr C. Dillon (T)(Items 1-8), Ms H. Duff (Items 1-19), Ms P. Forrest (Items 1-19), Ms C. Havenhand (Items 1-6), Ms P. McEvoy (Items 1-19), Ms S. Tait (Items 1-6).

T – attended the meeting via MS Teams

Apologies for Absence

Nil.

Declarations of Interests

Nil.

1. **Apologies for Absence**

No apologies were received.

2. **Declarations of Interest**

There were no interests to declare.

3. **Chair's Remarks**

The Chair welcomed Ms P. McEvoy, new Head of Business Support and also Ms C. Havenhand and Ms S. Tait who were both attending the meeting to present the Contact Centre Integration report. Introductions to the Board Members and Senior Management Team were then made.

4. **Minutes of Previous Meetings – 264th Board Meeting held on 21 January 2025**

The minutes of the 264th Board Meeting held on 21 January 2025 were APPROVED as an accurate record.

5. **Matters Arising from Previous Minutes**

The Board NOTED the updates provided in the Matters Arising report.

6. **Contact Centre Integration**

Mrs J. Galbraith joined the meeting.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Board thereafter NOTED the proposed changes to the contact centre service delivery and requested that updates on the progression of the proposals were provided to them.

Ms C. Havenhand and Ms S. Tait then left the meeting.

7. **Financial Plan**

Mr C. Dillon advised that the first year of the Financial Plan was the budget approved by the Board at its January 2025 meeting and included rental income from the agreed 3.2% rental increase.

[REDACTED]

[REDACTED]

[REDACTED]

Mr Dillon highlighted that the Plan assumptions table in the report had been updated in March using the latest Centrus data available.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Mr Dillon confirmed that loan covenants remained compliant throughout the life of the Plan.

[REDACTED]

Mr B. Sadler enquired if there would be a review of the Association's position on development in the future. Mrs MacLean advised that the Board had previously agreed to pause its plan to develop to focus its resources in the next few years on improving the Association's current stock which required investment and this would be discussed further at the Strategy Day.

[REDACTED]

The Chair commented that development would be considered when the time was right for the Association or if the operating environment were to change.

Ms C. McGuinness commented that the Association's approach to scale back development and focus on regeneration works was fairly consistent with Group's and the wider sector.

The Board thereafter APPROVED the 30 Year Financial Plan, which would be subject to subsequent approval by The Riverside Group's Board.

8. **Financial Performance Report**

Mr C. Dillon highlighted that the Quarter 3 forecast was reported for information. Due to the timing of Board Meetings, this had not previously been reported to Board, despite performance being reported against it for 2 months. Mr Dillon highlighted that the Q3 forecast had mainly been a roll through of Q2 variances and minor tweaks [REDACTED]

Mrs D. MacLean advised of the intention to review financial reporting processes when the new Finance Business Partner was in post.

The Board thereafter NOTED the:

- a) Summarised Quarter 3 Forecast.
- b) Financial Performance Report for the first 11 months of the 2024/25 financial year.

Mr Dillon then left the meeting.

9. **Strategic Risk Register**

[REDACTED]

The Board noted that a Risk Management training session would also be delivered as part of the Board Strategy Day the next day.

The Board thereafter NOTED the recent update to the Association's Strategic Risk Register approved by the Audit & Risk Committee at its meeting in February 2025.

10. **Capital Investment Programme 2025/26**

Ms H. Duff advised that the Association continued to move ahead with planned works in line with the current Asset Management Strategy, with the majority of the capital investment budget being allocated to carry out retrofit and fabric first works in the Pennyburn area. Ms Duff also

highlighted that with the remainder of the budget, kitchen and bathroom, roof, render and window replacements had been provided for on an ad hoc basis.

Ms Duff highlighted the works to be carried out as part of the planned energy efficiency works and the intention that other component replacements would be carried out at the same time in order to future proof properties over the next 5-10 years.

Ms Duff confirmed that any additional funding received would be used to increase the works programme, however, this was not guaranteed at this stage.

Mr G. Darroch queried if the ad hoc works planned would be in areas other than Pennyburn. Ms Duff advised the ad hoc works would be carried out in all areas including Pennyburn. Some revenue works such as fencing and external painting would also be carried out in other areas to ensure works were being carried out in all operating areas.

In response to a query from Mr Darroch, Ms Duff advised that there would be less of a balance of works being carried throughout the different communities, as focus was directed to the properties requiring the highest level of investment. Mrs MacLean stated that future required investment levels would be an area for discussion at the Board Strategy Day the next day.

Mrs S. Petrie was pleased to note that consultation and choice was being offered to those customers having works carried out as part of the engagement process.

Mr B. Sadler queried if any unforeseen issues had been highlighted during the recent of stock condition survey. Ms Duff confirmed that the results of the survey had been in line with Officers expectations.

The Board thereafter NOTED the Capital Investment Programme for 2025/26.

11. **Annual Assurance Statement – Board Questionnaire**



Mrs MacLean reported on the positive response results from the recent questionnaire.

The Board NOTED the results of the Board Questionnaire regarding the Association's Annual Assurance Process.

12. **Policy Review**

Following review and consideration, the Board:

a) APPROVED the updates the following Riverside Scotland policies:

- Complaints Policy
- Tackling Anti-Social Behaviour
- Membership Policy

b) AGREED the extension request for the review of the Domestic Abuse (Customers) Policy.

13. **Membership Register**

Mrs D. Boyle confirmed that legal advice had been sought regarding implications to be aware of as part of the consideration of member removal. The Association's solicitors, TC Young, had confirmed that the Association's Rules were quite clear that Members were deemed to have withdrawn from membership, if they do not attend or submit apologies for 5 consecutive Annual General Meetings. Mrs Boyle stated that any Member removed, did have the option of re-applying for Membership of the Association, should they wish to.

A discussion followed on the future consideration of membership promotion to the Association's customers. It was, however, agreed that encouraging active participation on the Association's scrutiny group and contributing to customer consultations provided the customers with more opportunities to share their views and shape service delivery. Mrs D. MacLean undertook to consider this matter further.

The Board thereafter passed a resolution that:

"The 4 members identified in the Appendix to the report shall be deemed to have withdrawn from membership of the Association and his / her ordinary share shall be cancelled and the amount paid thereon shall become the property of the Association."

14. **Board Duties & Responsibilities**

The Board NOTED the Schedule of Duties and Responsibilities of Board Members of Irvine Housing Association Ltd.

15. **Performance Targets 2025/26**

Mrs P. Forrest advised that previous year's performance, the Scottish average, Quarter 3 performance and discussions with operational staff on the year ahead had been considered when determining the proposed performance targets for the year. The proposed performance targets were considered challenging, but achievable, with improvements on the past year's performance planned in several areas.

Mrs Forrest advised that the performance targets presented were high level targets for Board to monitor, however, beneath this a further suite of operational performance targets were regularly monitored by the Senior Management and Leadership Teams.

Mr B. Sadler queried if the Association had previously been recording damp and mould information in order to be able to identify trends. Ms H. Duff confirmed that this information had been gathered and the Association would now begin reporting this within the suite of targets. Mrs D. MacLean advised on the use of the Switchee devices in the Dumfries properties which allowed monitoring via dashboards and future plans to provide these devices in other areas as part of the planned eco works.

Mr G. Darroch queried if the homeless target aligned with the Common Housing Register partner targets. Mrs Forrest advised that there were differing targets for all 3 areas, therefore the target proposed reflected the overall position reported in the ARC. The Association would however, adhere to targets set in each area. Mr Darroch queried having a target, given homeless allocations were led by demand and this had the potential to cap the amount of allocations made to homeless applicants. Mrs Forrest confirmed that the Association would continue to allocate and assist homeless applicants beyond the 40% target. The target had been set in line with current performance and across the sector, however, the Association would continue to exceed this target if and where possible. The Board then discussed the inclusion of the homeless target within the future Board report and agreed that the target should be included to provide oversight in this priority area.

Following review of the targets against past and current performance, the Board thereafter APPROVED the proposed Performance Targets for 2025/26.

16. **Operational Performance Report**

Ms H. Duff stated that the performance reported was based on the 12 monthly rolling period. The overall satisfaction figure was currently 69.5% which had remained steady and was an improvement on the

previous year's position. There had been a slight decrease in listening to views from the previous period and Tenant Partners were currently working to address any issues identified. The repairs completed right first-time performance had increased to 90.1%, however, Officers would continue to work with the contractor to improve this performance further.

The Board thereafter NOTED the performance position as at the end of Period 11.

17. **Equality & Diversity Strategy 2023-26**

Mrs D. MacLean advised that the Association's action plan was regularly monitored by the Senior Management Team and good progress being made on the plan to date.

The Board NOTED the update to Group's Equality, Diversity and Inclusion Strategy 2023/26 and the Association's supplementary action plan.

18. **Managing Director's Report**

a) **RAAC**

Mrs D. MacLean was pleased to report that no evidence of RAAC had been found in the Association's properties, following the recent survey works.

b) **Colleague Engagement Survey**

Mrs MacLean reported on the results of the recent colleague engagement survey, highlighting that the Teams thought that the Association was customer and client focused, was always looking to improve, colleagues had a healthy work life balance and was caring and supportive which summed up the culture of the organisation. The Board were pleased to note the year on year improvement to the Employee Net Promoter Score to +24.

c) **Head of Business Support**

The Board were pleased to note that Ms P. McEvoy had commenced employment with the Association that week.

d) **Asset Management Planning**

Mrs MacLean highlighted that the Association's future asset management planning would be discussed at the Board Strategy Day.

e) Customer Survey

Mrs MacLean reported that the Association had received top line results of the recent customer survey carried out by Research Resource that day. The survey had been planned to follow-up on the Association's Big Conversation survey carried out 3 years previously, and involved significant face to face discussions with customers. Mrs MacLean was pleased to report an overall satisfaction result of 87.5%. Factoring satisfaction was reported at 76.1%. It was highlighted that when the Association carried out its satisfaction survey in the same way as its Scottish peers, its satisfaction levels were 20% higher, than when it utilised the Group customer survey service, which was a 3 month rolling and did not include face to face surveys. The Board noted that a Teams meeting would be arranged during April to present the full results of the survey.

Mrs MacLean proposed that the Research Resource survey results were used to report on customer satisfaction levels in the next ARC submission due and that a face to face survey was carried out every 3 years, given the Association was being benchmarked with its Scottish peers who were using the same satisfaction survey methodology. Mrs M. Burgess suggested that some context information should be included in the ARC submission to explain the significant movement in satisfaction levels. Mrs MacLean advised that an explanation would be included within the ARC submission and she would also advise the Association's Regulation Manager directly in this regard.

Mrs MacLean stated that she was also pleased to report that the Regulator was no longer engaging with the Association about its customer satisfaction levels and the Association had been assessed as compliant in its recent Engagement Report.

Following a query from Mrs S. Petrie, Mrs MacLean confirmed that the Association would also continue to use the information provided by Group on the 3 monthly rolling survey for operational improvement. The information from the Research Resource survey provided a good level of in-depth contextual information which would allow officers to further develop improvement plans.

Following discussion, the Board agreed that the results of the Research Resource customer survey results should be provided in the ARC submission. The Board thanked staff for their involvement in achieving the positive results from the survey. Following a query from Mr P. Mason, Mrs MacLean advised that the Research Resource survey results would be reported in the next 3 ARC submissions in line with Regulatory guidance. The Board agreed that face to face surveys should be carried out every 3 year period.

The Board thereafter NOTED the contents of the Managing Director's Report.

19. **Minutes / Updates**

The Board NOTED the following minutes and updates:


- a) Unconfirmed Audit & Risk Committee Minutes – 13 February 2025.
- b) Confirmed Group Customer Experience Committee Minutes – 16 January 2024.
- c) Group Board Meeting Highlights – January 2025.

Mrs D. Boyle, Ms H. Duff, Ms P. Forrest and Ms P. McEvoy then left the Meeting.

20. **Any Other Business**

Managing Director

The Board were advised by the Managing Director of her decision to take a career break and outlined her reasons. The Board accepted and fully understood her reasoning and wished her every happiness for the future. They highlighted her inspirational leadership of Riverside Scotland, praised her for the team she had developed over her stewardship and the huge difference she had made to Riverside Scotland and for her significant impact on the wider Riverside Group. The Board noted the 6 months' notice period and agreed to embark the search for a replacement.



21. **Date of Next Meeting**

266th Board Meeting - 5.30 p.m. on Thursday 22 May 2025 at the Riverside Scotland's offices, 44-46 Bank Street, Irvine, KA12 0LP and via MS Teams

D MacLean
Secretary
21 March 2025
DMcL/db

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Date: