

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

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

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

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

267th Board Meeting of Irvine Housing Association Ltd:
Tuesday 1 July 2025 at 5.30 p.m.
At 44-46 Bank Street, Irvine, KA12 0LP and via MS Teams

AGENDA

		Data Class
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Previous Minutes – Minutes of the 266 th Board Meeting held on Thursday 22 May 2025.	Public
4.	Matters Arising	
5.	Substantive Business:	
5.1	Draft Financial Statements 2024/25 (Grp Fin)	Confidential
5.2	Financial Performance Report (RW)	Confidential
5.3	Succession Planning - AGM Retirements and Elections (DB)	Confidential
5.4	Chair's Action Procedure (DB)	Confidential
5.5	Managing Director Recruitment (Verbal update) (Chair)	Confidential
5.6	Policy Review – Group Policies (PD)	Public
5.7	Policy Review – Riverside Scotland Policies (PD)	Public
5.8	Financial Redress and Compensation Policy Update (PF)	Internal
5.9	Customer Satisfaction Improvement Plan (PF)	Internal
5.10	Neighbourhood Plans (PF)	Internal
5.11	Factoring Action Plan (PF)	Internal
5.12	Service Improvement Review - Complaints Performance (PF)	Public
5.13	Operational Performance (JH)	Public
5.14	MD Report (DMcL)	Confidential
6.	Minutes/Updates: a) Unconfirmed Audit & Risk Committee Minutes – 17 June 2025 b) Unconfirmed Group Customer Experience Committee Minutes – 1 May 2025 c) Group Board Highlights – May 2025	Confidential Confidential

7.	Any Other Business	
8.	Date of Next Meeting: 268 th Board Meeting - Thursday 21 August 2025 at 5.30 p.m. at 44-46 Bank Street, Irvine, KA12 0LP and via MS Teams	

DMcL / db
16/6/2025

5.6. Policy Review - Group Policies

Title: Riverside Group Policy Review	Date: 01 July 2025
Authors: Paul Dillon	Sponsor: Diana MacLean
Action: Approve	Confidential: No
Appendices: n/a	Reading Room:
Reg. Requirement: AN3: Each landlord must have assurance and evidence that it is meeting all its legal obligations associated with housing and homelessness services, equality and human rights, and tenant and resident safety.	ORP ref: People at our heart
Strategic Risk ref:	
Consultation: N/A	

Purpose and Action:

The purpose of this paper is to request that Board reviews and notes the following updated Riverside Group policy, which is published on Convene for review:

To Approve:

- Fire Safety Management Policy

Board are asked to:

- Review and approve the requested policy

1. Background

Group wide policies which need to be amended specifically for Riverside Scotland (Scottish versions) should be taken to RS Board for discussion and approval, where Scottish legislation or Regulatory Guidance is different (we should be aligning to Group policy as far as possible unless there is specific Scottish legislation or Regulatory Guidance preventing us from doing so).

2. Context

As part of the Policy Framework Update process being undertaken by the Projects and Planning Team, the following policies have been identified as requiring approval/noting by Riverside Scotland Board.

To Approve:

- Fire Safety Management Policy

The Policies which require noting/approval by Board are published in the document folder on Convene - Document Library > Riverside Scotland Board Paperwork > July 25 Board Meeting Reference Papers

3. Risk

Adoption and update of all policies will help to mitigate the following Riverside Scotland strategic risk:

- **Risk 1: Safety First:** The Association has no appetite for a risk of harm to customers, colleagues, or others coming from the provision of its services, and no appetite for a breach of health and safety legislation and regulation in its role as a landlord and employer.
- **Risk 2: Customer Experience:** There are many factors which affect our customers' experience of the services we provide and where these are within our control we will not tolerate the risks which they pose and will react quickly to put in place plans and interventions to improve the service. Where a negative experience for our customers is out with our immediate control we will work with partners to find solutions to mitigate any negative impact.

4. Next Steps

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

The Project & Planning Analysts will continue to attend the quarterly Policy Forum and follow the monthly checking process in place.

- 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.

5.7. Policy Review - Riverside Scotland Policies

Title: Policy Review	Date: 1 July 2025
Authors: Paul Dillon	Sponsor: Diana MacLean
Action: Approve	Confidential: No
Appendices: Appendix 1 - Policy Extension Request – Void Management Policy	Reading Room:
Reg. Requirement: AN3: Each landlord must have assurance and evidence that it is meeting all its legal obligations associated with housing and homelessness services, equality and human rights, and tenant and resident safety.	ORP ref: People at our heart
Strategic Risk ref:	
Consultation: N/A	

Purpose and Action:

The purpose of this paper is to request that Board reviews and approves the following updated Riverside Scotland policies, which are published on Convene for review:

- Adult Support & Protection Policy
- Child Protection Policy
- Domestic Abuse (Customers) Policy
- Entitlements, Payments & Benefits Policy
- Riverside Scotland Rent Setting Policy
- Riverside Scotland Salary Policy

Furthermore, Board is asked to consider an extension request for the following policy, details of which are attached as Appendix 1:

- Void Management Policy

Board are asked to:

- Review and approve the requested policies
- Consider the submitted policy extension request and provide a decision.

1. Background

Group wide policies which need to be amended specifically for Riverside Scotland (Scottish versions) should be taken to RS Board for discussion and approval, where Scottish legislation or Regulatory Guidance is different (we should be aligning to Group policy as far as possible unless there is specific Scottish legislation or Regulatory Guidance preventing us from doing so).

2. Context

- 2.1 As part of the Policy Framework Update being undertaken by the Projects and Planning Team, the attached updated policies have been identified as requiring approval by Riverside Scotland Board.

Adult Support & Protection PolicyChild Protection PolicyDomestic Abuse (Customers) Policy

For these policies, there are no significant changes or new statutory or regulatory requirements to comply with. The SIG held an engagement session on all policies to provide an overview and ensure readability. Additionally, an advertisement was placed in our WOTS newsletter regarding the review of these policies, inviting interested tenants to contact our Customer Engagement Officer for participation; however, no one has reached out.

Entitlements, Payments & Benefits Policy

The updated Entitlements, Payments, and Benefits Policy has been approved by the Senior Management Team (SMT) and requires Board review. A minor change has been highlighted on page 19 of the Policy, and in Appendix B where a static list of suppliers and contractors has been replaced with a link to the quarterly published data on the Riverside Scotland website, under our Freedom of Information pages.

Riverside Scotland Rent Setting Policy

There is currently an external audit of rent setting across the Group taking place. If any areas for improvement are identified they will be incorporated into an overall Group policy review. As a subsidiary, Riverside Scotland has its own Rent Setting Policy which complies with the principles set out in the Group Rent Setting Policy. This is therefore a light-touch review to update the names and responsible officers, there are no significant changes or new statutory or regulatory requirements to comply with.

Riverside Scotland Salary Policy

The Riverside Group Pay Policy was approved by Riverside Scotland Board in November 2024. The Senior Management Team undertook to review the Scotland-specific Salary Policy as part of the Annual Assurance Action Plan; this is a light-touch review to update the names, there are no significant changes or new statutory or regulatory requirements to comply with. [REDACTED]

[REDACTED]

[REDACTED]

- 2.2 The Riverside Scotland-specific Policy Review extension request is attached as an appendix to this paper.

- Appendix 1 - Policy Extension Request – Void Management Policy

3. Risk

Adoption and update of all policies will help to mitigate the following Riverside Scotland strategic risk:

- **Risk 1: Safety First:** The Association has no appetite for a risk of harm to customers, colleagues, or others coming from the provision of its services, and no appetite for a breach of health and safety legislation and regulation in its role as a landlord and employer.
- **Risk 2: Customer Experience:** There are many factors which affect our customers' experience of the services we provide and where these are within our control we will not tolerate the risks which they pose and will react quickly to put in place plans and interventions to improve the service. Where a negative experience for our customers is out with our immediate control we will work with partners to find solutions to mitigate any negative impact.

4. Next Steps

Approved policies will be updated on the Riverside Scotland policy schedule Policy Management System and communicated to all colleagues. Approved Policy Review extension requests will be updated to the Policy Master List and managed by the monthly process.

- 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.

5.12. Service Improvement Review - Complaints Performance

Title: Riverside Scotland Complaints Handling Scrutiny Exercise – Service Improvement Group Report	Date: 1/7/2025
Author: Gavin Wiffen, Customer and Communities Engagement Officer	Sponsor: Pamela Forrest, Head of Housing and Communities
Action: Approval	Confidential: No
Appendices: Appendix 1 - Service Improvement Group Report	Reading Room: N/A
Reg. Standard: 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.	
Strategic Risk ref: R7 Customer Experience	
Consultation: Yes	
Frequency of Report: Standalone	

Purpose and Action:

This paper sets out the report and recommendations of the Service Improvement Group following their review of the Complaints Handling Policy and Procedures. Our tenant-led Service Improvement Group have carried out a thorough review of our approach to complaints, including a desktop review of our policy and procedures, feedback from staff and customers, and complaint case studies. They have now produced this report, highlighting their recommendations on how we could improve our service when it comes to Complaints Handling.

The SIG have found this scrutiny exercise to be invaluable in understanding Riverside Scotland's Complaints Policies and Procedures. The SIG would like Riverside Scotland to consider their findings and recommendations.

Executive Summary:

Over the last 9 months, the SIG have been working on their review of our approach to complaints handling. This has involved reviewing our policy and procedures as well as seeking feedback from customers and colleagues. Following this review, they have developed a comprehensive list of findings and recommendations for consideration.

A report has been prepared for approval by the Board, to produce and implement the corresponding action plan based on the findings and recommendations outlined by the SIG. Once approved, an operational manager's meeting will be held to turn the recommendations into an action plan.

A summary of the findings and recommendations can be found in Section 5 of the report.

1. Introduction

1.1 The SIG is a group of tenant and customer representatives who meet independently to work collectively to review Riverside Scotland's services. This is known as "Scrutiny". Our overall aims are to:

- Learn more about Riverside Scotland's policies, procedures, and service delivery
- Understand how services are provided to customers
- Understand customers views on the services provided

- Consider what works well and what could be improved, and
- Make recommendations for changes or improvements to Riverside Scotland's Senior Management Team and Board. We work to a set of agreed core standards and follow a determined Terms of Reference and Code of Conduct.

- 1.2 We undertake our work through case studies, interviewing staff, reviewing information about Riverside Scotland's services and performance, gathering feedback from other customers, comparing, and benchmarking against other landlords and reviewing housing and service standards set by the Scottish Government within the Scottish Social Housing Charter (the Charter) and expectations of the Scottish Housing Regulator (SHR).

2. Risk

- 2.1 The risk links to R1 in our risk register Customer Experience.
- 2.2 In particular the risk of not acting on the recommendations in this report to improve customer service and complaints handling satisfaction could cause reputational damage and affect tenant's trust in the scrutiny process. However, to mitigate this, I have offered assurances that where we can, we will implement their recommendations, and where we cannot, we will provide reasoning for this (for example, due to legislative constraints, budgetary constraints etc). The SIG are understanding of this.
- 2.2 The risk of not carrying forward the action plan based on SIG recommendations could see an increase in complaints, reduced customer satisfaction or impact on performance KPIs.

3. Conclusion

- 3.1 This report outlines the process in which the SIG carried out their review of our Complaints Handling policy and procedures. Based on this, the SIG have made 13 recommendations relating to how we could improve our service in this area, within this report.
- 3.2 The SIG would like to thank all staff who assisted our members to carry out this scrutiny exercise. This has been invaluable to the SIG, and staff are to be commended for their commitment to the process. We trust our recommendations will deliver improvements in the complaints handling process for Riverside Scotland and its customers.

4. Next Steps

- 4.1 The Board are asked to consider this report and approve the recommendations to be discussed with operational managers and for an action plan to be produced.
- 4.2 Thereafter meetings will take place to allow:
- Action plan to be prepared
 - Operational Managers to meet with the SIG to discuss the recommendations and completed action plan discussing any areas that are not possible to be taken forward and explaining the reasons why
 - The SIG to agree the action plan and confirm frequency of updates on progress and the SIG will publicise their work of the scrutiny project and attempt to attract new members to the group.

5.13. Operational Performance

Title: Operational Performance Report – P2 2026	Date: 1/7/2025
Author: Heather Duff, Head of Asset & Sustainability	Sponsor: Diana MacLean, Managing Director
Action: Note	Confidential: Yes
Appendices: Appendix 1 – P2 Operational Dashboard	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: R1 – Customer Experience – There are many factors which affect a customer's experience of the services we provide. Where these are within our control, we will not tolerate the risks which they pose and will act quickly to put in place plans and interventions to improve.	
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 performance position as at the end of P2 2026

Executive Summary:

The Board reviews operational performance at every meeting to ensure that services are being delivered effectively.

1. Introduction

Operational performance information is presented to Board at every meeting to provide an up-to-date position on service delivery. Board is asked to note and discuss current levels of performance.

2. Discussion

The key points to note from the performance analysis are:

- Our rolling 12 month satisfaction figure is sitting at 69.7% which is a slight increase on last months figure. It is also slightly higher than the figure of 69.5% from this time last year. We have seen a number of dissatisfied customers in relation to fence repairs following the storm. Our complaints officer continues to contact any customers who note they are not satisfied to fully understand and resolve any issues
- Listening to Views has seen a decrease in performance from P1. A drop of 0.2% to 59.8% is being tackled with our Neighbourhood Plans. Estate walkabouts remain regular and feedback acted on. Neighbourhood Plans are ready for print and will be sent to all customer in Pennyburn & Drongan. These have started in Pennyburn and Drongan with a steady response rate. WOTS and increase of social media posts, with links to surveys have also gone out.
- Current Arrears is currently sitting at £0.43M. The number of cases over £2250.00 not on a formal arrangement has decreased from 20 as of 30th April 2025, to 19 as of 3rd June 2025. Of the 19 there are 7 accounts currently in the court process with upcoming dates from June onwards. There are also 3 accounts where we have had decree awarded which may result in evictions. [REDACTED]

- Re-lets average for May was 25 days. YTD re-lets at end of May was 25 days which is a decrease from our year end for 24/25 at 30 days. 3 Abandoned / 2 Evictions (1 rent, 1 ASB) – 2 refusal in May – one didn't want area and other because too many children in area.
- Satisfaction with time taken to complete repair, quality of home and repairs satisfaction have all seen an increase from April to May. This has been increasing incrementally each month due to the continued work of colleagues in partnership with our contractors.

3. Next Steps

Board is asked to note the operational performance position as at P2 2026, attached to this report as Appendix 1.

8. Date of Next Meeting: 268th Board Meeting - Thursday 21 August 2025 at 5.30 pm at 44-46 Bank Street , Irvine, KA12 0LP and via MS Teams