

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.

268th Board Meeting of Irvine Housing Association Ltd:
Thursday 21 August 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 267 th Board Meeting held on Tuesday 1 July 2025.	Public
4.	Matters Arising	
5.	Substantive Business:	
5.1	Finance Performance Report	Confidential
5.2	Annual Treasury Update	Confidential
5.3	Chair's Action Procedure	Confidential
5.4	Corporate Plan Delivery Plan Update	Public
5.5	Quarterly Performance Report Q1	Public
5.6	Group Service Charge	Confidential
5.7	Managing Director Recruitment	Confidential
5.8	Annual Assurance Statement – Deep Dive Report	Internal
5.9	Annual Assurance Action Plan	Public
5.10	Term of Office Extensions	Confidential
5.11	Board Member Elections / Re-elections	Public
5.12	Rule 67 Statement by Secretary	Public
5.13	Riverside Group Policy Review	Public
5.14	Managing Director's Report	Confidential
6.	Minutes/Updates:	
	a) Unconfirmed Group Customer Experience Committee Minutes – 26 June 2025	Confidential
	b) Group Board Highlights – July 2025	Confidential
7.	Any Other Business	
8.	Date of Next Meetings - Tuesday 16 September 2025 at Fullarton Connexions, Community Centre, Church Street, Irvine, KA12 8PE:	

	Special General Meeting – at 5.00 p.m. Annual General Meeting – at 5.30 p.m. Special Board Meeting - at 6.30 p.m.	
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DMcL / db
5/8/2025

5. Substantive Business

5.4. Corporate Plan Delivery Plan Update

Title: Corporate Plan Delivery Plan Update	Date: 21 August 2025
Author: Paul Dillon	Sponsor: Diana MacLean
Action: Note	Confidential: No
Appendices: Appendix 1 – Corporate Plan Delivery Plan 2023-26 Year 2 Appendix 2 – Corporate Plan Delivery Plan 2023-26 Year 3	Reading Room:
Reg. Standard: Standard 4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose	ORP ref:
Strategic Risk ref: R6 Governance and Regulation	
Consultation: This report is not subject to consultation	

Purpose and Action:

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

Executive Summary:

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

1. Introduction

1.1 The Riverside Scotland Corporate Plan Delivery Plan was developed with reference to the Riverside Group Plan and was set within the overarching framework of

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

These have then been matched with relevant measures of success.

2. Discussion

2.1 The completed Year 2 update is presented in the Appendix 1 - there were 21 actions identified in the review, each associated with the framework topics above, all of which were completed.

2.2 With the recent soft relaunch of the Corporate Plan to take it through to 2026, the framework of objectives has been updated, and the current categories to which all actions now align are;

- Homes
- Customer
- People
- Financial Performance / Value for Money

2.3 Year 3 objectives are presented in Appendix 2 – there are currently 20 actions, progress of which will be monitored throughout the year by the Senior Management Team and reported to Audit & Risk Committee at every meeting.

3. Risk

3.1 Failing to implement the Corporate Plan could result in a number of risks arising including:

- reputational damage caused by not delivering the promised or expected services to our customers;
- inability to improve performance and move with our sector peers;
- financial implications by not continuing to invest in and enhance our stock; and
- an inability to make technological advances

4. Conclusion

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

5.5. Quarterly Performance Report Q1

Title: Quarterly Performance Report – Q1 2025	Date: 21/08/2025
Author: Jonathan Hulme [REDACTED]	Sponsor: Diana MacLean
Action: Note	Confidential: No
Appendices: Appendix 1: Riverside Scotland Satisfaction KPIs Q1 Appendix 2: Riverside Scotland Asset and Sustainability KPIs Q1 Appendix 3: Riverside Scotland Housing and Communities KPIs Q1	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 one of 2025/26. The data is set out in Appendix 1,2 and 3 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 April to 30th June 2025. 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. All appendices of this report set out our performance position against each of our KPIs including distance from target, and direction of travel as at the end of June 2025.

2. Key Points

There has been a lot of work going on in the past quarter and some of the key points are as follows.

Satisfaction***Research Resource Satisfaction Survey:***

Research Resource were commissioned to carry out a satisfaction survey to give a full and accurate assessment of resident's satisfaction with the Association and the services provided. This took place between February and March and was able to obtain a 40% response rate. The results included overall satisfaction – 87.1%, Keeping tenants informed about services and decisions – 98.2% and satisfaction with opportunities to participate – 97.7%.

Asset & Sustainability**Average time to complete emergency repairs:**

Average time to complete emergency repairs reporting at 1.55hours for 4-hour emergency(H&S) and 3.04 for 12-hour emergency orders within target for both measurements. Continued monitoring of performance ongoing to ensure high standards are maintained.

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:

A 100% compliance has been maintained in this area. Close working processes between the asset, business support, housing team and contractor ensure this will be maintained throughout the year

Safe Electrical Systems - Percentage of properties with valid EICR (Electrical Installation Condition Report) certificates:

Q1 reporting has maintained the same level as Q4 2024/2025 at 99.95% compliant, 0.05% short of the 100% target. One property is outstanding where the property condition does not allow for an EICR to be carried out safely, [REDACTED].

Housing & Communities**Complaints Handling Satisfaction:**

Complaints satisfaction reported at 52.10% a 4.10% drop over Q4 2024/2025 and 7.9% below the target of 60%.

Complaints satisfaction is now the highest reported in the Riverside Group for complaints. SIG completed a review of the complaints process and have fed back recommendations, this is under review and an action plan being developed to further drive an increase in the satisfaction.

Average length of time taken to re-let properties in the last year:

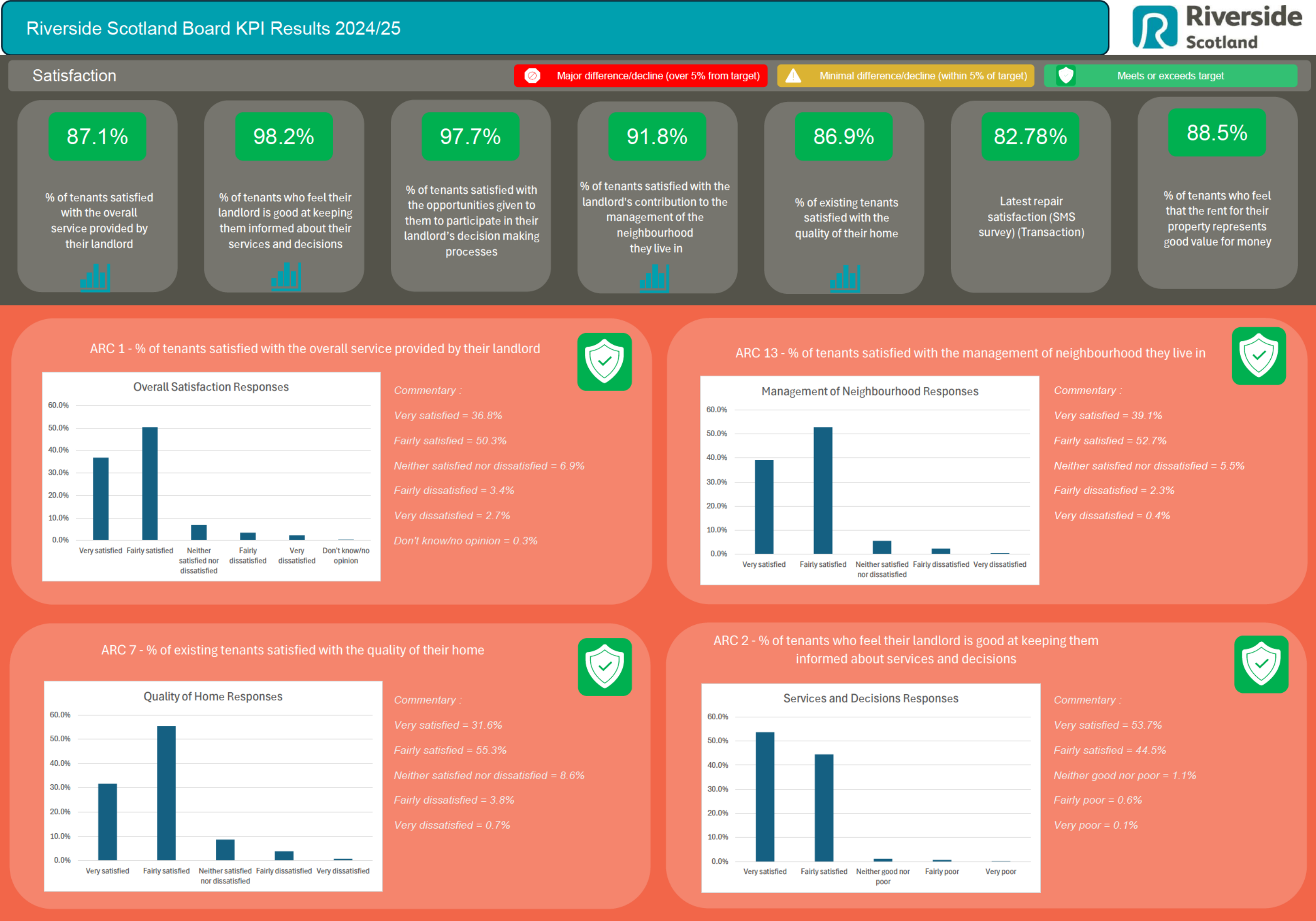
There have been 36 homes relet in Q1 – Tenant Partners will continue to carry out settling in visits and pro-active visits to try and sustain tenancies and reduce vacant homes. We have had a positive performance for relet days in Q1. The relet days may increase in Q2 due to some longer voids [REDACTED].

Percentage of anti-social behaviour cases reported in the reporting year which were resolved:

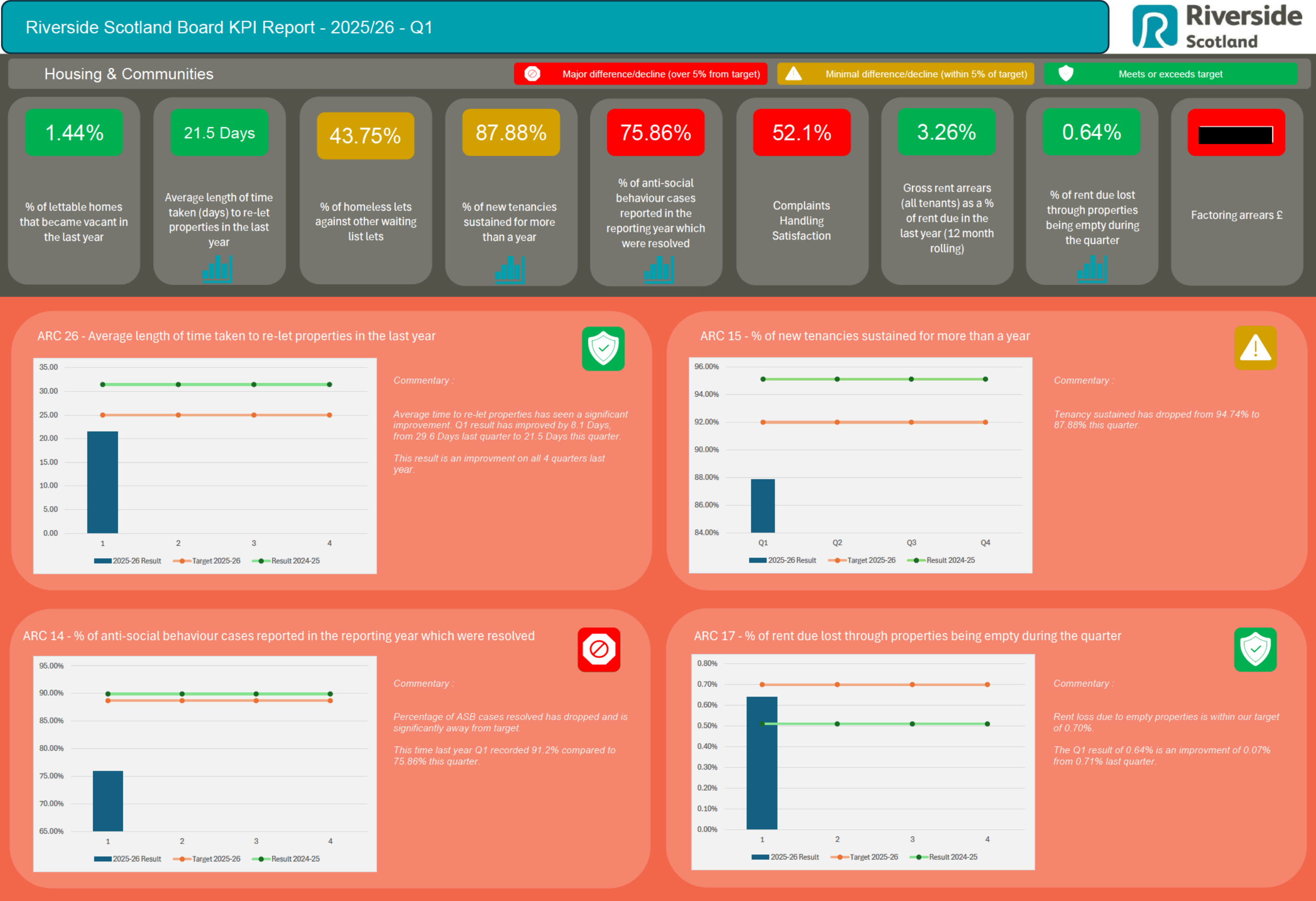
The way ASB is reported [REDACTED] has changed and this has caused an issue with closing cases on the system within the quarter. This has now been resolved so expect a more positive result in Q2.

3. Next Steps

Board is asked to note the content the of operational performance position as at Q1 2025/26.







5.9. Annual Assurance Action Plan

Title: Annual Assurance Action Plan	Date: 21 August 2025
Author: Paul Dillon	Sponsor: Diana MacLean
Action: Review	Confidential: No
Appendices: Appendix 1 – Annual Assurance Action Plan 2024-25 – August 25 Update	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: R1 - Customer Experience R2 - Governance and Regulatory	
Consultation: This report is not subject to consultation	

Purpose and Action:

This paper updates the Board on work to complete the Annual Assurance Statement Action Plan for the 2024/25 cycle. Board is asked to NOTE the report.

Executive Summary:

As part of our Annual Assurance Statement the Board and Senior Team undertook an exercise to assess Riverside Scotland's compliance against:

- all relevant standards and outcomes in the Scottish Social Housing Charter
- all relevant legislative duties
- the Standards of Governance and Financial Management.

The exercise identified areas for improvement which were captured in the attached action plan (Appendix 1), to be completed by August 2025. The new cycle will begin with the submission of the Annual Assurance Statement, scheduled for October 2025.

1. Introduction

1.1 The Scottish Housing Regulator requires Registered Social Landlords to annually assess their compliance against the Regulatory Framework. This includes:

- all relevant standards and outcomes in the Scottish Social Housing Charter
- all relevant legislative duties
- the Standards of Governance and Financial Management

1.2 Through the Annual Assurance Statement process cycle the Senior Management Team and Board undertook an exercise to assess compliance and found that we were fully compliant against the standards. However, there were some areas where we could improve, and these are set out in our action plan attached to this report.

1.3 It was agreed by the Board that this action plan would be monitored for progress at the Audit and Risk Committee with a view to ensuring that actions were progressed.

2. Discussion

2.1 There were 13 actions identified in the review cycle, 10 improvements from the Regulatory Compliance document review, and 3 Deep Dive actions (across 2 requirement references) agreed by Board in November 2024.

- 12 are green (complete / not being progressed)
- 1 is amber (in progress with a target date into the next plan, therefore will be carried forward)

3. Risk

3.1 Customer Experience

If we do not complete our actions, we will not be involving our customers effectively in our business.

3.2 Governance and Regulation

If we are not compliant with the Regulatory Framework, we will incur regulatory scrutiny.

4. Conclusion

- 4.1 All items have been completed, or a reason identified for carrying forward to the next plan, the new cycle will begin with the submission of the Annual Assurance Statement, scheduled for October 2025.
- 4.2 The SMT meet quarterly to discuss all action plans to ensure continuing visibility of actions and updates.

5.11. Board Member Elections / Re-elections

Title: Board Member Elections / Re-elections	Date: 21 August 2025
Author: Donna Boyle [REDACTED]	Sponsor: Diana MacLean
Action: For approval	Confidential: No
Appendices: Appendix 1 - Board Election Forms	Reading Room:
Reg. Standard: Standard 6 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 for Board to consider any proposed nominations for election to the Board, note the intended re-elections to the Board and to plan for the election process at the Annual General Meeting.

The Board is asked to:

- a) note that there are no proposed nominations for election to the Board to consider.
- b) Note Jane Galbraith and Sohini Petrie's intentions to stand for re-election at the Annual General Meeting.
- c) Note Gerry Darroch and Margaret Burgess's intentions to stand for re-election to the Board, subject to the agreement of the proposed Special Resolution to extend their term of office to 10 years.
- d) Note that voting on Board re-elections will not be required at the Annual General Meeting due to the numbers standing for re-election not exceeding the number of vacancies on the Board at the Annual General Meeting.

Executive Summary:

The formal election of Board Members takes place at the Annual General Meeting (AGM) in September every year. Board nominations were invited from the membership in July to allow Board consideration of any proposed nominations prior to the AGM. No nominations for election to the Board have been received this year.

A third of the Board are required to stand down at the AGM, however, can stand for re-election to the Board, subject to them being eligible to do so. The Association currently has one vacancy on its Board and, including those Board Members required to stand down (4), there will be 5 vacancies on the Board at the AGM. Four Board Members have confirmed their intentions to stand for re-election at the AGM, two of which will have their eligibility considered at a Special General Meeting to be held immediately prior to the AGM.

1. Introduction

- 1.1 In accordance with the Association's Rules, the formal election of Board Members takes place at the Annual General Meeting in September every year.
- 1.2 A third of our Board and any Board Member who has been co-opted or has filled a casual vacancy, require to retire at the Annual General Meeting.
- 1.3 Provided retiring Board Members have not been in office for more than 9 years or had their appointment extended by Board resolution, they are eligible for re-election without nomination.

2. Discussion

- 2.1 There is currently one vacancy on the Association's Board.
- 2.2 A letter was issued to all members of the Association during July advising on the process for standing for election to the Board and the associated deadlines for the submission of paperwork to allow Board consideration prior to the AGM.
- 2.3 No nomination forms for proposed election to the Board have been received this year.
- 2.5 As advised at the previous Board Meeting, a third of the Board are required to stand down at the AGM. Sohini Petrie and Jane Galbraith will stand down at the AGM, and intend to stand for re-election to the Board.
- 2.6 Margaret Burgess and Gerry Darroch will also be required to stand down at the AGM as they will have reached the end of their 9 year terms of office.
- 2.6 It is intended that an extension of the terms of office to 10 years, for Margaret Burgess and Gerry Darroch, will be proposed at the Special General Meeting to be held immediately before the Annual General Meeting in September.
- 2.7 The number of vacancies at the AGM will therefore be as follows:

Current vacancies:	1
Vacancies created by those standing down:	4
Total vacancies:	5

- 2.7 Due to there being no proposed nominations to the Board, the number of persons standing for election / re-election are as follows:

Board members standing for re-election:	4 (2 are subject to the agreement to extend their terms of office)
Members standing for election:	0
Total candidates for election / re-election:	4

3. Conclusion

- 4.1 Given the total number of candidates standing for re-election will not exceed the number vacancies at the AGM, a vote on the election / re-election of Board Members will not be required on this matter at the meeting.

4. Next Steps

- 5.1 The formal notice for the Special General Meeting and the Annual General Meeting will be issued to all Members by the end of the month.

- 5.2 Information included with the formal notice will provide details on the individuals standing for re-election at the AGM and also confirm that, given the numbers standing do not exceed the number of vacancies at the AGM, a vote on this matter will not be required at the meeting.

5.12. Rule 67 Statement by Secretary

Title: Rule 67 Statement by the Secretary	Date: 21 August 2025
Author: Donna Boyle [REDACTED]	Sponsor: Diana MacLean
Action: For noting	Confidential: No
Appendices: Appendix 1 - Extract Rules (62-67)	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 purpose of this paper is for the Board to receive assurance from the Company Secretary, by way of the Company Secretary's formal statement that, in accordance with Rule 67, Rules 62 to 66 are being complied with.

It is recommended that the Board note the Company Secretary's formal statement in relation to Rule 67.

Executive Summary:

In accordance with Rule 67, the Company Secretary requires to confirm in writing to the Board on an annual basis, prior to the annual general meeting, that the requirements of Rules 62 to 66 have been complied with. This paper contains the Secretary's formal statement in this regard.

1. Introduction

1.1 Rule 67 of the Association states:

"At the last meeting of the Board before the annual general meeting the Secretary shall to the extent within his / her knowledge confirm in writing to the Board that all the requirements of Rules 62 to 66 have been complied with or if they have not been complied with the Secretary shall report in writing to the Board the reasons for such non-compliance. The confirmation or report required by this rule shall be recorded in the minutes of the meeting."

1.2 A copy of Rules 62 to 67 is attached at Appendix 1 for information.

2. Statement by the Secretary

2.1 I, Diana MacLean, being the Secretary of Riverside Scotland, hereby confirm, under the terms of the Association's Rule 67 that, to the best of my knowledge, the requirements of Rules 62 to 66 have been complied with.

Signed: [REDACTED] 40 GMT+1)

Date: 05/08/2025

Extract from the Rules of Irvine Housing Association Ltd

MINUTES, SEAL, REGISTERS AND BOOKS

62. Minutes of every general meeting and of every meeting of the Board and any committee of the Board shall be kept and such minutes shall be read at the next of such meetings respectively and signed by the chair of the meeting at which they are so read and all minutes so signed shall be conclusive evidence that the minutes are a true record of the proceedings at the relevant meeting.
63. The Association shall execute deeds and documents in accordance with the provisions of the Requirements of Writing (Scotland) Act 1995 and record the execution in the register. The use of a common seal is not required. The Association may have a seal which the Secretary must keep in a secure place unless the Board decides that someone else should look after it. The seal must only be used if the Board decides this. When the seal is used, the deed or document must be signed by the Secretary or a Board Member or another person duly authorised to subscribe the deed or document on the Association's behalf and recorded in the register.
64. The Association shall keep as its registered office:
- (a) a register of members in which shall be entered the following particulars:
 - (i) the names and addresses of the ordinary members and Parent Member;
 - (ii) a statement of the Ordinary Shares and Parent Share held by members and the amount paid therefor;
 - (iii) a statement of other property in the Association whether in loans or loan stock held by each member;
 - (iv) the date when each person was entered into the register as a member and the date at which any person ceased to be a member; and
 - (v) the names and addresses of the officers of the Association with the offices held by them respectively, and the dates on which they assumed and vacated once;
 - (b) a duplicate register of members in which shall be entered all the particulars in the original register of members other than those mentioned in rules 64(a)(ii) and 64(a)(iii); and the inclusion or omission of the name of any person from the original register of members shall, in the absence of evidence to the contrary, be conclusive that such person is or is not a member of the Association;
 - (c) a register of loan stock and of the holders thereof; and

- (d) a register in which shall be entered particulars of all loans and charges on land of the Association.
65. The registered name of the Association shall be kept painted or affixed in a conspicuous position in letters easily legible on the outside of every office or place in which the business of the Association is carried on, and the registered name of the Association shall be engraved in legible characters on its seal (if any) and shall be mentioned in legible characters in all business letters of the Association, notices, advertisements and other official publications of the Association and in all bills of exchange, promissory notes, endorsements, cheques and orders for money or goods, purporting to be signed by or on behalf of the Association and in all bills, invoices, receipts and letters of credit of the Association.
66. All books of account, registers, securities and documents of the Association shall be kept at the registered office or such other place and in such manner and with such provision for their security as the Board shall from time to time determines to be secure.
67. At the last meeting of the Board before the annual general meeting the Secretary shall to the extent within his / her knowledge confirm in writing to the Board that all the requirements of rules 62 to 66 have been complied with or if they have not been complied with the Secretary shall report in writing to the Board the reasons for such non-compliance. The confirmation or report required by this rule shall be recorded in the minutes of the meeting.

5.13. Riverside Group Policy Review

Title: Riverside Group Policy Review	Date: 21 August 2025
Authors: Paul Dillon	Sponsor: Diana MacLean
Action: To 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 approves the following updated Riverside Group policies, which are published on Convene for review:

To Approve:

- Investment Policy
- Tax Strategy
- Infectious Disease Policy
- Office Safety Policy
- Customer Care Policy
- Income Collection Policy
- Neighbourhood and Estate Management Policy

Board are asked to:

- Review and approve the requested policies

1. Background

- 1.1 Group wide policies/strategies which are developed by Group and cover all subsidiaries, and which do not need to be changed or amended for Riverside Scotland should be taken to RS Board for discussion and noting/approval, after Group Board approval. Relevant Riverside Scotland subject matter experts and customers where required should essentially be consultees to the development of Group wide policy.

2. Context

- 2.1 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 by Riverside Scotland Board.

- Investment Policy
- Tax Strategy
- Infectious Disease Policy
- Office Safety Policy
- Customer Care Policy

- Income Collection Policy
- Neighbourhood and Estate Management Policy

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

3. Risk

3.1 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

4.1 As part of the Riverside Scotland's review of Delegated Authority, we will incorporate a policy review process, and proposals will be presented to Board in November 2025.

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

4.3 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.

8. Date of Next Meetings - Tuesday 16 September 2025 at Fullarton Connexions, Community Centre, Church Street, Irvine, KA12 8PE (5.00pm Special General Meeting, 5.30pm Annual General Meeting, 6.30 pm Special Board Meeting)