

270th Board Meeting of Irvine Housing Association Ltd:
Thursday 22 January 2026 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 269 th Board Meeting held on Thursday 20 November 2025	Public
4.	Matters Arising	
5.	Substantive Business:	
5.1	Finance Performance Report	Confidential
5.2	Financial Plan	Confidential
5.3	Rent Increase Consultation	Confidential
5.4	Corporate Plan 2023/26 Update	Public
5.5	Corporate Plan 2026/31: Progress and ‘Storyboard’	Internal
5.6	Board of Management Recruitment and Succession	Internal
5.7	Asset Management Strategy Update	Confidential
5.8	Reactive Repair Spend	Confidential
5.9	Quarterly Performance Report Q3 2025/26	Public
5.10	Riverside Group Policy Review	Public
5.11	Riverside Scotland Policy Review	Public
5.12	Board Training Plan	Internal
5.13	Formal Registers	Public
5.14	Managing Director’s Report	Confidential
6.	Minutes/Updates:	
	a) Unconfirmed Group Customer Experience Committee Minutes – 27 November 2025	Confidential
	b) Group Board Highlights – 11 December 2025	Confidential
7.	Any Other Business	
8.	Date of Next Meeting: 271 st Board Meeting - 5.30 p.m., on Thursday 5 March 2026 and Board Strategy Day at 10.00 a.m. on Friday 6 March 2026 (location to be confirmed)	



5.4. Corporate Plan 2023/26 Update

Title: Corporate Plan Delivery Plan Update	Date: 22 January 2026
Author: Paul Dillon	Sponsor: Gary Naylor
Action: Note	Confidential: No
Appendices: Appendix 1 - Corporate Plan Delivery Plan 2023-26 - January 2026 Update	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

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.

Discussion

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

The Year 3 objectives are presented in Appendix 1 – there are currently 20 actions;

- 19 Amber – In Progress
- 1 Green - Completed

Further progress of these items will be monitored throughout the year by the Senior Management Team and reported to Board twice yearly.

2. Risk

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

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

3. Conclusion

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



5.9. Quarterly Performance Report Q3 2025/26

Title: Quarterly Performance Report – Q3 2025	Date: 22/1/2026
Author: Jonathan Hulme [REDACTED]	Sponsor: Gary Naylor
Action: Note	Confidential: No
Appendices: Appendix 1: Riverside Scotland Satisfaction KPIs Q2 Appendix 2: Riverside Scotland Asset and Sustainability KPIs Q2 Appendix 3: Riverside Scotland Housing and Communities KPIs Q2	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:

This report presents the Association's operational key performance indicators (KPIs) for quarter three of 2025/26, enabling the Board to assess progress against strategic objectives. Detailed performance data is provided in Appendices 1, 2, and 3 for reference.

Executive Summary:

Operational KPIs are provided quarterly to monitor and manage performance effectively. This report summarises results for the period 1 October to 31 December 2025, as outlined in Appendix 1. The Board is asked to consider the findings and note the contents of the Quarterly Performance Report.

1. Key Points

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

Research Resource Satisfaction Survey:

We will be reporting on the research resources information at the annual return on the charter with the previously reported figures below.

Overall satisfaction – 87.1%

Keeping tenants informed about services and decisions – 98.2%

Satisfaction with opportunities to participate – 97.7%.

- 1.2 We use monthly satisfaction surveys via The Riverside Group to monitor performance, trends and allow us to identify any areas of non performance promptly, below are some key performance indicators from the last quarter:

Average time to complete emergency repairs	3.00 hours (4 hour)	↓
	4.64 hours (12 hour)	↓
Gas safety compliance	100%	→
Electrical safety compliance	99.87%	→
Relet days	19.1 days	↑

ASB cases resolved	93.5%	↑
Rent loss through voids	0.62%	↑

Average time to complete emergency repairs:

Average time to complete emergency repairs reporting at 3.00 hours for 4-hour emergency (H&S) and 4.65 for 12-hour emergency orders. Increase from 4.22 hours in Q2 for 12 hour emergencies but still within the expected timeframes. Continued monitoring of performance is ongoing to ensure 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. We have completed on the purchase of 3 properties this year. 2 of these properties initially flagged as non compliant when they were registered prior to gas safety checks completing at purchase. This was due to an error on the way they were added to ██████████ which is being investigated by the Riverside Group as these should not automatically have been marked non-compliant.

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

Q2 reporting has dropped from Q1 to 99.87% compliant, 0.13% short of the 100% target. There are currently two remaining outstanding EICRs to complete. ██████████

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Damp & mould

	Q2	Q3
Open cases	9	21
Resolved cases	16	41
Average time to complete	29	36

We currently have 21 open cases of damp and mould in our properties in Q3 that are being managed by the asset officers which is an increase on the end of Q2 reporting. 41 cases were resolved in this period with an average time from reporting to completion of works at 36 days. The increase in cases aligns with the temperature drops in winter leading to an increase in condensational damp cases. There were several longer standing complex damp cases resolved in this quarter resulting in an increase in the total average days to complete.

Total mobile functionality is currently being worked on by the Riverside group with this expected to be completed in late January/early February. Once confirmed working, training is being arranged with asset officers to make full use of the software. This will

streamline the process for survey and raising works and will improve audit trails for damp and mould works.

Relet Days

There have been 91 homes relet up until the end of Q3 – 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 Q3, with relet days reducing to 19.1 days.

ASB Cases

Of the 77 ASB cases reported since the start of the reporting year, 93.5% have been resolved, with the average days to resolve within target at 27.75 days.

Void Rent Loss

Rent loss is sitting at 0.62% for properties being empty.

3. Next Steps

- 3.1 Board is asked to note the content the of Operational Performance position as at Q3 2025/26.



5.10. Riverside Group Policy Review

Title: Riverside Group Policy Review	Date: 22 January 2026
Authors: Paul Dillon	Sponsor: Gary Naylor
Action: To Note/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/approves the following updated Riverside Group policies, which are published on Convene for review:

To Note:

- Building Safety Policy

To Approve:

- Tenancy Fraud Policy (new policy)

Board are asked to:

- Review and note/approve the requested policies

1. Background

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 noting/approval by Riverside Scotland Board.

To Note:

- Building Safety Policy

To Approve:

- Tenancy Fraud Policy (new policy)

The Policies above are published in the document folder on Convene - Document Library > Riverside Scotland Board Paperwork > January 26 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

- 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 due course.
- 4.2 Approved and noted 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.

5.11. Riverside Scotland Policy Review

Title: Riverside Scotland Policy Review	Date: 22 January 2026
Authors: Paul Dillon	Sponsor: Gary Naylor
Action: Approve	Confidential: No
Appendices: Appendix 1 - Policy Extension Request	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:

- Void Management Policy

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

- Freedom of Information and Environmental Information Policy

Board are asked to:

- Review and approve the requested policy.
- 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.

Void Management Policy

The Void Management Policy has been reviewed in tandem with the Continuous Improvement exercise on Voids being carried out across the teams.

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

- Appendix 1 - Policy Extension Request
 - Freedom of Information and Environmental Information Policy (An extension request has previously been granted from March 2025 to December 2025, however this further request has an update on the circumstances of the review)

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.

5.13. Formal Registers

Title: Formal Registers	Date: 22 January 2026
Author: Donna Boyle ([REDACTED])	Sponsor: Gary Naylor
Action: For Noting	Confidential: No
Appendices:	Reading Room:
Reg. Standard: Standard 5 The RSL conducts its affairs with honesty and integrity.	ORP ref: People at our heart
Strategic Risk ref: R6 Governance and Regulation	
Consultation: This report is not subject to consultation	

Purpose and Action:

It is recommended that:

a. the Board notes the entries in the following Registers which will be uploaded to the January 26 Board Meeting Reference Papers folder of the document library on Convene:

- Declaration of Interests
- Fraud and Loss
- Gifts and Hospitality
- Grant of Benefits

b. notes that the Board Members' Declaration of Interests Register is published on the Association's website.

Executive Summary:

In line with governance procedures, the Board are required to annually note the entries in the Association's Formal Registers.

1. Introduction

- 1.1 The Association's governance procedures require that its formal registers are presented annually to the Board.
- 1.2 The Association's Registers are held electronically in line with Group's approach.
- 1.3 The Association's Code of Conduct for Board and Committee Members states that the Board's Register of Interests will be published on the website.

2. DiscussionDeclaration of Interests Register

2.1 Board Members were asked to either complete or review and update their previously completed Board Members' Declaration of Interests Form last year and all information returned was updated in the Board Declarations of Interests Register.

2.2 Staff are asked annually to complete a Declaration of Interest form. All information from the forms recently completed has been added to the Staff Declaration of Interests Register.

Fraud and Loss Register

2.3 The Audit and Risk Committee reviews any Fraud and Loss entries in the Register at its Meetings. There have been no entries in the Fraud and Loss Register for 2025/26 to date.

Gifts and Hospitality Register and Grant of Benefits Register

2.4 The Gifts and Hospitality Register is updated to reflect gifts / hospitality received or given, reported by Staff or Board Members during the year in line with the Entitlement, Payments and Benefits Policy and Code of Conducts.

2.5 The Grant of Benefits Register is updated to reflect any benefits approved and recorded during the year in accordance with the Entitlement, Payments and Benefits Policy. There were no grant of benefits during the year, therefore a nil return has been recorded in the Register.

3. Risk

3.1 The Association could be left open to the suggestion of Board or Staff improperly using their positions to attain benefits / advantage for themselves or persons related closely to them.

3.2 Any suspected Fraud or Loss is not properly investigated leaving the Association open to fraud and theft.

3.3 All interests, benefits, gifts / hospitality etc. are therefore declared and recorded in the appropriate Registers. The Registers are reviewed by the Senior Management Team and are presented annually to the Board for noting. Following review of the entries in the Registers, the Senior Management Team manage any interests declared by colleagues.

3.4 There are clear processes in place for investigating actual or suspected fraud. Any actual or suspected Fraud or Loss is recorded in the Fraud and Loss Register. This is also reported to Group via an on-line return. The Audit and Risk Committee receive a report at its Meetings, advising if any fraud or losses have been investigated during the period reported. The Fraud and Loss Register is presented annually to the Board for inspection.

8. Date of Next Meeting - 271st Board Meeting: 5.30 p.m. on Thursday 5 March 2026 and Board Strategy Day: 10.00 am on Friday 6 March 2026 at the Riverside Lodge Hotel, 46 Annick Road, Irvine, KA11 4LD