THE RIVERSIDE GROUP LIMITED

RIVERSIDE SCOTLAND

Two-hundred and Seventy First Meeting of the Board held at 5.30 p.m. on Thursday 5 March 2026 at the Riverside Hotel, 46 Annick Road, Irvine, KA11 4LD.

Minutes

Present:
Mr J. Strang (In the Chair), Mrs J. Deans-Regan, Mrs J. Galbraith, Miss. S. Greene, Mr P. Mason, Mr J. Miller and Mrs S. Petrie.

In attendance were: Mr G. Naylor, Mrs D. Boyle, Ms H. Duff, Mrs P. Forrest, Ms P. McEvoy and Mr R. Wilson (Items 1-7).

Apologies for Absence
Mrs M. Burgess, Mr G. Darroch, Mr B. Sadler and Mrs A. Lockwood

Declarations of Interests
No declarations

1. Apologies for Absence

Apologies were received from Mrs M. Burgess, Mr G. Darroch, Mr B. Sadler and Mrs A. Lockwood.

2. Declarations of Interest

There were no declarations of interest.

3. Chair's Remarks

The Chair welcomed all attendees and acknowledged the volume of business to be covered, noting thanks for the preparation of reports.

4. Minutes of Previous Meetings – 270th Board Meeting held on 22 January 2026

The minutes of the 270th Board Meeting held on 22 January 2026 were APPROVED as an accurate record.

5. **Matters Arising from Previous Minutes**

Mr G. Naylor presented updates on the actions arising from previous meetings. The following points were particularly highlighted:

a) Contact Centre Strategy

[redacted]

b) Group Service Charge

A process for agreeing future Group Services Charges had been incorporated within the revised Constitutional Partnership Agreement which provided opportunity for early notification and discussion. The draft Constitutional Partnership Agreement would be presented for detailed discussion at the Board Strategy Day the next day.

c) Corporate Strategy

The new draft Corporate Strategy was not as yet available to present to the Board for consideration and would be shared as soon as it was available, in advance of the planned launch of the Strategy to colleagues on 29 April 2026. Mr Naylor confirmed that Board's comments from the Storyboard presentation in January had been communicated and were being incorporated in the drafting of the new Strategy. Following a query from the Chair, Mr Naylor confirmed that the Board would have opportunity to comment on the Strategy prior to its final approval.

The Board thereafter NOTED the updates provided in the Matters Arising Action Plan.

6. **Finance Performance Report**

Mr R. Wilson presented the financial performance report, highlighting the favourable operating surplus and explanations for variances across expenditure categories as follows:

- [redacted]

- [redacted]
- [redacted]

[redacted]

The Board NOTED the financial performance position at Period 10.

7. **Financial Plan**

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

Following discussion, the Board APPROVED the 30 Year Financial Plan, subject to presentation to the Riverside Group Ltd (TRGL) Board for final approval as part of the TRGL Financial Plan approval process.

Mr R. Wilson left the Meeting after this item.

8. **Strategic Risk Register**

Mr G. Naylor highlighted the changes to the Strategic Risk Register which had been agreed at the previous Audit & Risk Committee Meeting which related to:

- [redacted]

[redacted]

The Board acknowledged the increasingly volatile external environment and agreed that maintaining flexibility and regular monitoring was essential. The Board expressed confidence that the current risk framework provided appropriate assurance, subject to continued active monitoring.

The Board thereafter NOTED the current Strategic Risk Register and the updates provided in the report.

9. Scheme of Delegation

Ms McEvoy advised that the review of the Scheme of Delegation for financial authorisation limits had been carried out as part of the Group Schedule of Delegated Authority project, in preparation for the implementation of [redacted] to ensure alignment with the redesigned financial workflows and Group delegated authority requirements.

The Board noted the proposed specific changes, [redacted]

Following consideration, the Board APPROVED the updated scheme of delegation for financial authorisation limits.

10. Capital Investment Programme 2026/27

Ms H. Duff outlined the continued focus of the programme on essential investment, including energy efficiency measures, windows, doors and compliance-related works, with the lowest scoring EPC properties being prioritised. [redacted]

Ms Duff highlighted the use of stock condition data which included desktop-based survey information and on-site intelligence from the Asset Team and Tenant Partners. The Board noted the additional validation work currently underway and the use of repairs history, complaints and tenant feedback data to inform the prioritisation of work plans.

Following a query from the Chair regarding tenant engagement and communication, Ms Duff advised on the importance of transparency in explaining the Association's investment decisions and the rationale for prioritising energy efficiency and fabric improvements. Feedback from Tenant Partners had indicated a strong support for the Association's approach, given reducing energy costs was a key priority of customers to assist with the cost of living crisis.

The Board thereafter reviewed the proposed investment programme for 2026/27 and NOTED the focus on essential works and the alignment with stock condition survey and customer intelligence.

11. **Annual Assurance Statement Questionnaire**

Ms P. McEvoy advised that the questionnaire had previously been issued to Board in December 2025 to check confidence in the Association's assurance process and identify any training / resource requirements ahead of the 2026 assurance process.

Board considered the results of the Annual Assurance Statement questionnaire, noting a strong level of confidence among respondents in relation to regulatory understanding, risk management and assurance processes. Recommendations on providing refresher training on the annual assurance process to time with new Board Members induction plans for were noted and agreed.

[redacted]

Following consideration of the results, Board NOTED the findings, including the positive confidence levels and the planned refresher training for the Board.

12. **Performance Targets for 2026/27**

Mrs P. Forrest reported on the proposed performance targets for 2026/27, explaining that targets had been developed using historic performance, year-to-date results, sector benchmarking and known service pressures.

[redacted]

Mrs Forrest highlighted the proposed improvements in void turnaround times, rent arrears recovery and complaint handling, to reflect the strengthened and sustained performance in these areas. The Board were pleased to note the tenancy sustainment performance and the positive impact the Housing First for Families team were making.

Mrs Forrest stated that safety-related targets remained at 100% and the Board concurred with the zero tolerance for underperformance in these compliance areas.

Referring to performance targets in relation to factoring arrears and damp and mould performance, Mrs Forrest advised that officers hoped to be in a position to accurately set targets in these areas following a full year of monitoring performance, [redacted] and when benchmarking and government guidance was issued later in the year. Following queries from the Board, Mrs Forrest advised it was currently anticipated that a factoring target would be set in the summer months and damp and mould targets in towards the end of the year. The Board were pleased to note Officers' plans to set achievable, but challenging performance targets for damp and mould, in order to strive for continuous improvement in this area.

Following review of the proposed performance framework for 2026/27. The Board APPROVED the targets and noted the areas requiring further refinement once 2026/27 data became available.

13. **<u>Riverside Group Policy Review</u>**

Ms P. McEvoy reported that minor revisions had been made to the 7 existing Group-wide policies presented and confirmed that no local amendments were required. The Board noted that the Data Classification Policy was a new policy.

The Board therefore NOTED the review of the following Group-wide policies:

- Anti-Bribery and Corruption
- Anti-Money Laundering
- Finance
- Financial Crime
- Intangible Asset and Amortisation
- Tangible Fixed Asset and Depreciation
- Whistleblowing

The Board thereafter considered and APPROVED the Group-wide Data Classification Policy.

14. **<u>Riverside Scotland Policy Review</u>**

Ms P. McEvoy confirmed that the Financial Regulations had been reviewed as part of the overall governance review action which had been identified in the Annual Assurance Action Plan. The updated Financial Regulations incorporated all organisational changes, aligned with Scottish legislative requirements and also the Group Finance Policy, ensuring consistent financial governance standards and risk management methodologies were applied across Group, whilst also incorporating Scotland-specific requirements.

The Board queried if the Financial Regulations aligned with the revised Constitutional Partnership Agreement. Ms McEvoy confirmed that the document fully aligned with the updated Agreement and also a larger project which was being undertaken to define the services provided as part of the

Group service charge and where the authority levels within each service provided lay. Board noted this was due to be presented as part of the overall governance review project in the coming months and were pleased to note the integrated approach.

The Board thereafter APPROVED the revised Financial Regulations for Riverside Scotland.

15. **Board and Committee Member Duties & Responsibilities**

Mrs D. Boyle reported that the Board Member Duties and Responsibilities had been updated by Group and the Association's lawyers, TC Young, in order to take account of changes in charity regulation, which included the publication of trustee information on OSCR's website.

The Chair welcomed the information provided to Board and highlighted the importance of continued awareness of individual and collective responsibilities.

The Board thereafter NOTED the updated Board Member Duties and Responsibilities Schedule.

16. **Equality, Diversity and Inclusion Update**

Mr G. Naylor provided an update on progress against the EDI Action Plan, highlighting actions completed since the previous report and the additional actions added to the plan, which included the provision of trauma-informed practice training to staff and contractors and proposals to appoint a frontline EDI Champion. Mr Naylor advised that Officers were confident that the remaining outstanding actions would be completed prior to the launch of a new Equality, Diversity and Inclusion Strategy later in the year.

Following queries from the Board, the value of frontline representation in EDI leadership was discussed and the development opportunity this presented for a member of the Team, given the links and access to Group's expertise in this area. [redacted]

[redacted]

The Board thereafter NOTED the six-monthly progress update on the EDI Action Plan and the ongoing development of the new EDI Strategy for 2026 onwards.

17. **Managing Director's Report**

Mr G. Naylor presented the report and particularly highlighted:

a) <u>100% Compliance Achievement</u>

The achievement of 100% compliance across all building safety areas, including domestic electric safety. This had been the result of excellent collaboration across the Teams and working closely and empathically with a customer to build a level of trust which ultimately led to all essential works being carried out their home and potentially the provision of additional support for sustaining the tenancy. This excellent achievement had been promoted within Group in order to share best practice across the Group. The Board commended staff for the team effort which led to achieving 100% compliance across all safety areas and praised the handling of this complex case by the Tenant Partner involved.

[redacted]

The Board noted the importance of the collaboration across teams and contractors and the continuous refinement of policy and procedures to provide staff with the tools to deal with these complex issues and assist with support needs, where required, to ensure customers continued to thrive in safe homes.

b) <u>Repairs Appointing Issue</u>

The system issues which had recently affected the repair appointment scheduling were discussed in detail. Officers explained the nature of the issue, the actions taken to resolve it and future plans to improve this service area through enhanced system developments. The Asset Team were currently liaising with the IT Team to take this project forward. The Board were keen that this project was taken forward in a timely fashion, given the impact this could have on customer satisfaction levels and also to see a demonstration of the enhanced reporting system on implementation.

Following a query from Board, the importance of close monitoring of the systems moving forward and proactive communication with tenants, where service disruption occurs, was discussed and order to quickly identify any future issues and effectively manage customers' expectations.

c) <u>Engagement Opportunity for Customers</u>

The potential for Association customers to be involved in the Group Tenant & Resident Influence Partnership (TRIP) and the opportunities this could provide. The Board welcomed the opportunity for the Association's customers' future involvement in the TRIP and the wider benefits this could provide.

d) Group Nominee

The appointment of Mrs A. Lockwood as Group's Board Nominee. Mrs Lockwood was a Group Board Member and Chair of Group's Customer Experience Committee, whose wealth of housing sector knowledge would be an asset to the Association's Board. The Board noted the appointment and looked forward to working with Mrs Lockwood in the future.

The Board noted that Ms C. McGuinnes has resigned from the Board, thanked for her contribution to the work of the Board and wished her well for the future.

e) AICO Community Awards

The Board noted following the Housing First for Families winning a Chartered Institute of Housing Award last year for the service, that the Team had also been nominated and had been shortlisted for an award at the AICO Community Awards 2026. The Board were pleased to note this recognition on a national level which was a tribute to the positive work of the Team and the difference they were making to customers lives.

f) Performance Reports

The proposal to move to quarterly performance reporting to match Group practices and provide clearer trends over the 3 month periods. Officers would continue to closely monitor operational performance monthly, address issues as required and highlight any areas of concern to Board. The Board thereafter confirmed its comfort with the proposed change to future performance reporting.

g) Questions Prior to Board Meetings

The opportunity to contact Officers in advance of meetings with any questions on the papers or to request further information to be provided at the Board Meetings for discussion.

The Board thereafter NOTED the Managing Director's Report.

18. **Minutes / Updates**

The Board noted [redacted] at the recent Audit & Risk Committee Meeting and were pleased to note the compassionate, cross-team working and early intervention in place [redacted] Mr G. Naylor advised that the great team effort had been publicised across Group, highlighting the rapid response from the Teams and Mrs L. Fairburn, Group Chief Customer Officer [redacted]

[redacted]

A discussion followed on the Association's promotion of its good news stories and Board were keen to hear more about the great work of the Teams and to see the Association's profile raised across Group.

The Board then NOTED the following minutes and updates:

a) Unconfirmed 61st Audit & Risk Committee Minutes – 12 February 2026.
b) Unconfirmed Customer Experience Committee Minutes – 15 January 2026.
c) Group Board Meeting Highlights – 29 January 2026.

19. **Any Other Business**

No additional items were raised.

20. **Date of Next Meeting**

272nd Board Meeting – 5.30 p.m. on Thursday 21 May 2026 at Riverside Scotland's Office, 44-46 Bank Street, Irvine, KA12 0LP

G Naylor
Secretary
7 March 2026
GN/db

Signed ……………………………………………………….

Dated ……………………………………………………….