Riverside Scotland

Special Board Meeting of Irvine Housing Association Ltd:
Tuesday 28 April 2026 at 5.30 p.m. via MS Teams

AGENDA

		Data Class
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Substantive Business	
3.1	Corporate Strategy 2026-2031	Public
3.2	Constitutional Partnership Agreement Review	Internal
3.3	Virgin Money Mandate	Internal
4.	Any Other Business	
5.	Date of Next Meeting - 272nd Board Meeting - 5.30 p.m. on Thursday 21 May 2026 at 44-46 Bank Street, Irvine, KA12 0LP and via MS Teams	

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3. Substantive Business

3.1. Corporate Strategy 2026-2031

Title: Corporate Strategy 2026-31	**Date:** April 2026
Author: Gary Naylor Managing Director [redacted]	**Sponsor:** Liz Fairburn Chief Customer Officer [redacted]
Action: Review and Approval	**Confidential:** No
Appendices: Appendix 1: Brighter Future Together 2026-31 Strategy. Appendix 2: Customer Strategy Appendix 3: Care & Support Strategy Appendix 4: Homes Strategy Appendix 5: People Strategy	**Reading Room:**
Reg. Standard: Standards 1, 2 and 4	**ORP ref:**
Strategic Risk ref: All risks addressed, however particular links to risk 4 (Political and Regulatory Uncertainty) and risk 6 (Governance and Regulation)	
Consultation: In depth consultation has been carried out across the business, with customers and with relevant stakeholders.	
Scope: TRGL (inc Riverside Scotland)	

Purpose and Action:

This paper provides a final sight of Riversides Brighter Future Together Strategy following previous insights and review of the storyboard.

The Board is asked to provide their approval of the revised documents to enable to roll out to Riverside Scotland colleagues in line with the rest of the Group. A further paper will be brought to the Board outlining how the overarching ambitions of the strategies translate to the vision we have in Scotland.

Executive Summary:

Riverside's "Brighter Future Together 2026–31" strategy outlines a comprehensive plan to enhance customer and community outcomes through quality homes, reliable services, sector-leading care, a positive workplace culture, and financial resilience. The strategy is supported by detailed plans focusing on customers, care and support, homes, and people.

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1 - Our 'Brighter Future Together 2026-31' Strategy

Riverside's overarching "Brighter Future Together 2026–31" strategy, developed through extensive stakeholder engagement, addresses external challenges and sets clear goals to improve customer and community outcomes. The strategy sets out our five key ambition statements:

1. Every customer has a quality, safe, affordable, and healthy home that they can be proud of.
2. Services are reliable and easy to use, customers have a voice and trust Riverside.
3. We lead the sector in advancing care, support, stigma reduction and promoting inclusion.
4. Our people thrive in an inclusive, high-performing culture and are proud to put the customer first.
5. We deliver as many homes as we can with a commitment to remain financially resilient.

Below is a summary of the key elements covered in the new strategy:

- **Vision and mission focus:** Riverside aims to provide homes that support the life customers want to live, building trust through excellent services, safe homes, and engaged colleagues creating places of pride.

- **Strategic themes and ambitions:** The plan centers on five themes—quality homes, reliable services, sector-leading care, a positive workplace culture, and financial resilience—underpinned by commitments to equality, diversity, inclusion, and sustainability.

- **Key strategic goals:** These include improving home energy efficiency and safety, enhancing customer service journeys with digital tools, expanding care services for vulnerable populations, fostering an inclusive workplace, and maintaining financial health to support growth and service improvements.

- **Implementation and oversight:** The strategy will be delivered through detailed supporting plans with regular reviews and a risk register to manage challenges, ensuring progress aligns with long-term goals for customers and communities.

There are 4 supporting strategies to the main Brighter Future Together Strategy, these are:

- Customer Strategy
- Care & Support
- Homes
- People

2 - Our Customer Strategy

The Customer Strategy focusses on 4 key themes which are set out below alongside the desired outcomes we wish to achieve over the course of the strategy:

- **A Voice That Counts** – stronger customer influence/accountability, real-time feedback, visible change, and sector-leading complaints handling.
- **Services That Work** – simpler, faster journeys; more first-time fixes and kept appointments; fewer handoffs; better updates; more digital/self-serve choice and automation/AI.

- **Seeing the Person** – embedded trauma-informed practice; better understanding of needs/preferences; tailored support without repeat storytelling; earlier resolution and outcome focus.
- **Pride in Our Places** – locally rooted, visible teams; insight-led targeting of resources; stronger partnerships; improved safety, cohesion, resilience, and neighbourhood pride.

3 - Our Care & Support Strategy

The vision for Care & Support is expressed through **four long-term strategic themes**, each with a clear five-year ambition.

- **Innovation and Sector Leading Services -** The focus is on delivering and embedding the best model of Psychologically and Trauma Informed support, underpinned by co-production, high-quality data, and effective use of technology, including assistive technology and artificial intelligence. Over five years, this model will become a recognised USP for Riverside and be evidenced, evaluated and shared across the sector.

- **Influencing to Drive Change and End Homelessness -** Riverside aims to strengthen its national, regional and local influence to address homelessness, shape government policy, and advocate for sustainable funding of care and support services. The strategy places increased emphasis on place- based influencing and clearer articulation of the value and impact of supported housing.

- **Spotlighting Our Offer and Models for Older People -** Recognising the scale and growth of older people's services, the strategy commits to a full review of the Retirement Living offer, development of future operating models, greater use of technology, and a refreshed influencing approach for older people's housing and care. Extra Care provision will continue to evolve to meet future needs.

- **A Viable and Vibrant Business -** The strategy balances ambition with financial realism, committing to measured growth, reshaping or exiting unviable services, securing sustainable income, and preparing fully for new regulatory requirements. Partnerships, new investment models and redevelopment will underpin long-term vibrancy and resilience.

4 - Our Homes Strategy

The strategy is built around **four core themes,** these are as follows:

- **Quality, Safe and Healthy Homes -** Riverside will adopt a whole home, data-led approach to investment, prioritising safety, quality and long-term sustainability across all tenures. This includes completing all cladding remediation on buildings over 11 metres, embedding proactive compliance assurance, improving indoor environmental quality, and achieving EPC C for as many homes as possible to reduce fuel poverty and improve affordability.

- **Repairs We Are Proud Of -** A back-to-basics, customer informed repairs service will be delivered through a clear national operating model. The focus is on transparency, clear accountability, first-time fix and improved communication, with a target of achieving 80% customer satisfaction with repairs by the end of the strategy period.

- **Regeneration and New Housing Supply -** Riverside will play a full role in tackling the housing crisis by delivering its current regeneration and new build pipeline and growing future opportunities through partnerships and public funding. The ambition is to deliver around 5,000 new homes over five years, focused on social and affordable rent and shared ownership, while strengthening neighbourhoods and customer outcomes.

- **Refocusing Our Presence -** The organisation will rebalance its geographic footprint to improve service quality, efficiency and long-term resilience. This includes ethical and transparent disposals, reducing low-density outliers, and strengthening engagement with local authorities and stakeholders where change affects communities.

5 - Our People Strategy

The strategy will be delivered through four priorities:

- **Empowering our colleagues to do amazing things** – developing leadership and performance capability.
- **Aligning everything we do to achieve our vision** – refreshing values, behaviours and direction.
- **Simplifying the way we work** – clear roles, modern tools and one team ways of working.
- **Our colleagues matter** – creating a safe, inclusive workplace that reflects the communities we serve.

The key themes of the People Strategy are:

Culture

- Maintain a caring, inclusive environment while strengthening accountability and high-performance behaviours.
- Shift more consistently to a customer first mindset.
- Address wellbeing and sickness absence through targeted, root cause approaches.

Leadership and Performance

- Build visible, empowered and strategic leaders.
- Strengthen performance management, goal setting and quality conversations.
- Support managers to lead effectively in a hybrid environment.

Customer Focus & Ways of Working

- Simplify roles, processes and systems that currently limit customer delivery.
- Strengthen professional capability to meet rising regulatory and customer expectations.

Talent & Capability

- Close critical capability gaps in areas such as asset management, compliance, digital and care.
- Improve attraction, retention and future ready skills.
- Increase diversity, particularly at senior levels, through more inclusive talent practices.

One Team

- Improve collaboration across teams and reduce barriers created by structures, legacy arrangements and competing priorities.
- Embed change effectively and improve internal customer service.

This strategy is about getting the basics right first, then embedding and accelerating change - so that by 2031 Riverside is recognised for strong leadership, simpler ways of working, a diverse and capable workforce, and a culture where colleagues feel valued and empowered to deliver great customer outcomes.

Risk

A clear strategy helps us manage these risks. We've set out focused goals and clear measures of success, therefore avoiding stretching our resources and enabling us to stay committed to what matters most for customers. The strategy is built on a thorough understanding of our operating environment, giving us a strong and flexible foundation to respond to whatever challenges the next five years bring.

Recommendation

The Board is asked to review and provide final approval for the overarching Brighter Future Together 2026-31 strategy and the 4 supporting strategies prior to roll out to colleagues.

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