

**THE RIVERSIDE GROUP LIMITED**

**A meeting of the Board of Riverside Cumbria was held at 4:00pm on  
Thursday 31 March 2016 at English Gate Plaza, Carlisle**

Minutes

**Present** M Little (Chair), J Bainbridge, A Bishop, D Butterworth, C Carre, J Franklin, P Harkness, W Macfarlane and S Powell.


In attendance were P Hillard, S Kellock, P Taylor, S Taylor-Gage, L Gaddes (minutes).


**Apologies** G Caig and S Layden.

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| 654   | <u>Apologies for Absence</u>  |          |
| 654.1 | Apologies for absence were received from G Caig and S Layden.   |          |
| 654.2 | It was noted that Ged Caig was currently unwell, on behalf of the Board the Chair asked L Gaddes to pass on their best wishes to Ged at this difficult time.  | L Gaddes |
| 654.3 | The Chair advised he had received a letter of resignation from S Layden for his post of Council Nominee Divisional Board member. It was noted that over recent years S Layden has struggled to attend Board commitments due to personal and more recently mayoral commitments. The Chair accepted S Layden's resignation from the Cumbria Divisional Board.                             |          |
| 654.4 | Paul Hillard, Divisional Director of Mersey South was welcomed to the meeting. It was noted he would be making a presentation on the Sounding Board Governance proposal.  |          |
| 654.5 | It was noted that due to the ongoing local governance review the Cumbria Divisional Board will not be appraised as part of the 2016 Whole Board Appraisal process. The Chair added that individual Board Member appraisals across the Group will not be conducted this year, it is planned they will be reinstated in 2017, depending on the accepted outcomes from the Sounding Board. |          |
| 654.6 | The Chair advised that due to a clash with a HSC meeting it has been decided to cancel this year's Board tour scheduled for 14.04.16. If there is something which D Butterworth wishes to show to the Board the tour may be rescheduled to take place later in the year.  |          |

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| 654.7 | The Board were advised by the Chair that his nine year term as Divisional Board Chair will come to end June. He added that following a recent interview process Sue Powell was successful in being appointed to fill this vacancy. Board members agreed to recommend Sue's appointment as Chair designate of Riverside Cumbria Divisional Board, to the next Governance and Remuneration Committee (GRC). On behalf of the Board the Chair congratulated Sue on her appointment. |  |
| 655   | <u>Declarations of Interest</u>  |  |
| 655.1 | No declarations of interest were received.   |  |
| 656   | <u>Minutes of the last meeting held on 28 January 2016</u>   |  |
| 656.1 | <u>Minute 644.4 Performance Update – December 2015:</u> An amendment to the wording of the minute was discussed and agreed. L Gaddes to make amendment.  |  |
| 656.2 | The minutes of the last meeting held on 28 January 2016 were approved for signing subject to the above amendment.  |  |
| 657   | <u>Matters Arising from the Minutes</u>  |  |
| 657.1 | <u>Min 642.1 Matters Arising from the Minutes – Carlisle City Council visit to Head Office:</u> D Butterworth advised that the planned visit had been scheduled to take place on 8 April 2016. The visit will enable CCC's Chief Executive and Council Leader to see how the Careline calls have been transferred over to the CSC/Helpline and see how RHO are managing the leasehold service post transfer.   |  |
| 657.2 | <u>Min 644.2 Performance Update – Customer Satisfaction surveys:</u> A Bishop advised that the real time end of service satisfaction system had now been introduced. In addition a monthly STAR survey has been introduced which will provide Riverside with an ongoing satisfaction figure.<br><br>J Bainbridge joined the meeting.   |  |
| 657.3 | <u>Min 645.4 Management Accounts – Lovells:</u> S Kellock advised that Lovell's had contended the claim made by Riverside for the 'lost' rent due to the delay in handover, the final certificate is due in May when the settlement will be made it is expected that Riverside will receive some monies but not all of that included in the claim.   |  |
| 657.4 | <u>Min 646.2 Regulatory Standards – Neighbourhood and Community Standard- 2016/17 patch walk programme:</u> A Bishop advised the Board that the new 2016/17 patch walk   |  |

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| 657.5 | <p>programme had now been published on Riverside’s website for all to view.</p> <p><u>Min 648.3 Asset Management – First time fix performance:</u> D Butterworth advised that a full breakdown of performance including the requested information would not be available until year end. Details of the impact on overall performance of the incorrect completions within first time fix to be reported to the June Board meeting. D Butterworth agreed to check with Pam Birks and report back.</p>  | D<br>Butterworth |
| 658   | <p><u>Divisional Directors Report</u></p> <p>658.1 D Butterworth took the Board through the report and highlighted current issues of interest including; TOM updates, Careline and Attendance at work.</p> <p>658.1.1 The Board received a presentation from Paul Hillard, Divisional Director Mersey South regarding the Sounding Board Governance Review. P Hillard advised that due to the timing of the Board meeting the Cumbria Division were the last to receive the presentation. He encouraged Board members to take part in the consultation either following the presentation or via email.</p> <p>658.1.2 It was noted that the proposed national governance model had been created to support the TOM model. Following the consultation the proposal will be presented to Group Board for approval and the technical detail will be added to the proposal, such as recruitment and appraisal. It is expected that the current governance structure will be place for most of 2016.</p> <p>658.1.3 Board members expressed concerns over the potential size of the neighbourhood services committee if all elements included within the presentation are included. P Hillard advised that it was not expected that there would be any more than twelve members as some more than one element may be covered by one member.</p> <p>658.1.4 The Board discussed the importance of local accountability including the involvement of the Scrutiny Panel at a national and local level. P Hillard suggested that although scrutiny is not included in the remit of the Sounding Board, scrutiny may move to become more thematic and may also be geographic as required. D Butterworth advised that an increase grass roots engagement is being sought through the Neighbourhood Plans.</p> <p>658.1.5 Board members were concerned that only one option was being presented as a proposal it was noted that it would be useful to see what options had been discussed by the Sounding Board and why they had been disregarded. P Hillard advised that although a geographic model of governance had been</p> |                  |

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|         | <p>considered it was not felt by the Sounding Board that it fit with the TOM.</p>   |  |
| 658.1.6 | <p>It was noted that Irvine was not included in the governance proposals as different legislation applies to Scottish stock as the legal entity owned by a Scottish social registered landlord, Irvine is therefore a true subsidiary of Riverside and is a separate company registered in Scotland.</p>  |  |
| 658.1.7 | <p>P Hillard highlighted that it was recognised that in order to adopt a different model of governance within Cumbria a discussion with Carlisle City Council (CCC) regarding amending agreements made in the transfer agreement. D Butterworth added that discussions regarding introducing a deed of variation had begun with CCC.</p>  |  |
| 658.1.8 | <p>W Macfarlane expressed concerns that the federation had not been given prominence in the presentation instead the federation sub group the scrutiny panel had been highlighted. Paul Hillard advised that ensuring customer involvement was key to the proposal however it was not within the remit of the Sounding Board to discuss the remit of different customer groups.</p> <p>P Hillard left the meeting.</p>  |  |
| 658.2   | <p>D Butterworth advised that as not all members were able to attend the TOM session held on 1 March he had included the TOM update for everyone's information.</p>   |  |
| 658.3   |   |  |
| 658.3.1 | <p>D Butterworth referred to the intense media frenzy surrounding the Careline closure and the involvement of some CCC Councillors in stirring up the issues. He thanked J Bainbridge for sharing information with him and added that he had attended a full informal meeting of CCC where those who had been prominent in the anti Riverside agenda did not turn up. It is expected that there will be more media interest ahead of Eden beginning their service delivery on 1 June. In addition D Butterworth advised that the original message had included job losses in property services and community engagement the</p> |  |


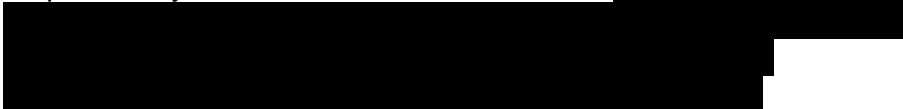
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| <p>658.3.2</p>                                    | <p>media have now picked up on this part of the story now that Careline has been ended successfully.</p> <p>Board members noted that the other response service provider in today's media had been considered by Riverside however it was felt that Eden's service would provide a better fit for our customers.</p>    |                      |
| <p>658.3.3</p>                                    | <p>Board members felt that the team had managed the change well given the difficult circumstances, Riverside customers have a continuity of service and Riverside had been successful in being able to close Careline.</p>  |                      |
| <p>658.4</p>                                      | <p>D Butterworth advised that since the downsizing announcements, there had been an increase in sickness levels within the Division. This had added to the effect of the floods on staff attendance and this performance area has dipped further from the target as a consequence.</p>  |                      |
| <p>658.5</p>                                      | <p>The Board noted the content of the report.</p>   |                      |
| <p>659</p> <p>659.1</p> <p>659.2</p> <p>659.3</p> | <p><u>Performance Update – February 2016</u></p> <p>S Taylor-Gage took the Board through the report and shared updated performance figures as of 31.03.16.</p> <p>An issue with H&amp;S compliance performance was highlighted D Butterworth advised that the H&amp;S compliance had been forecast at 100% he had been made aware today that five risks had been identified which needed to be correctly resolved. He added that he had been assured that the risks would be closed down by tomorrow night. The Board requested an email to be sent tomorrow to advise whether the H&amp;S compliance target had been met.</p> <p>A Bishop raised an issue regarding the way the stages of the void performance were being shown within the report as back to back events rather than with an overlap. S Taylor-Gage advised that the way the performance in this area was presented was a visual tool to show targets for the Allocations and Property Services / Asset Management Teams as improvements were happening. It was agreed that presenting the days taken to let a property in this way was masking issues that were being experienced using CBL as the letting process runs concurrently with the void maintenance process.</p> | <p>D Butterworth</p> |

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| 659.3.1 | D Butterworth advised that the target for relet days next year will be 24 days however this is expected to be exceeded via a continuous improvement process. A Board workshop was suggested session focusing on CBL/lettings policy and issues being experienced. L Gaddes to look at suitable dates for a workshop to be held.  | L Gaddes |
| 659.4   | D Butterworth advised that at the end of February the Division's blended score was 70% with an end of year blended score of 90% still forecast. If achieved the Division will exceed last year's performance as all cash leakage KPIs will be achieved.  |          |
| 659.5   | Board members asked for additional information regarding how rent arrears are affected by this year being a leap year. A Bishop advised that due to the timing of direct debits / standing orders payments due at the beginning of the month would have been delayed resulting in an increase in arrears. D Butterworth added that arrears performance was still improving year on year.   |          |
| 659.6   | The Board asked whether learning what the current top performers for arrears, South and Central Division, would be considered as this was not included on the PIP. It was noted that if the South and Central Division end the year as the top performers for arrears we will contact them to learn more about their approach.   |          |
| 659.7   | Board members noted the actions planned to ensure targets are met by 31 March 2016.  |          |
| 660     | <u>2016/15 Divisional Revenue Budget and Business Plan</u>   |          |
| 660.1   | S Kellock took the Board through the report and highlighted that the 2016/17 Business Plan was not comparable to previous years. The decrease in rental income has resulted in a move away from zero based budgeting. Following the rent announcements the Group started the budgeting process from year two of the five year business plan produced last October for the HCA. This has been done in order to have figures to base savings on to make the whole of the Group stack up financially. |          |
| 660.2   | Board members noted that the delivery of the TOM was not included in the budget as the costs are unknown. It is acknowledged that changes to the budget and business plan will be so significant during the TOM process that the figures cannot be focused on too much as the delivery process will be fluid.  |          |
| 660.3   | It was noted that non recoverable service costs refers to landscaping land that was not allocated to properties at the time  |          |

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|       | of transfer. If pursued to rectify these issues would entail a long drawn out legal procedure.   |  |
| 660.4 | Board members asked what the AGM scheme referred to. S Kellock advised this was the Assisted Garden Maintenance scheme, K Doran is closing down this scheme this year.   |  |
| 660.5 | Board members expressed concerns that the assumed RTB sales totalling 50 were included in the budget when there are only 18 assumed elsewhere. S Kellock advised the figure was based expected new legislation with a figures produced by the central team based on the take up during the Mersey pilot. It was noted that although based on assumptions a high number enabled the Division to be prudent and be prepared. |  |
| 660.6 | The Chair asked why the Division pays for Care and Support scheme maintenance. S Kellock advised that this arrangements had been set up consistently across all of the Divisions.  |  |
| 660.7 | In line with the Group Framework agreement the Board approved the Revenue Budget and summary Business Plan as detailed in the report. It was noted that the approval was subject to any subsequent amendments as defined by Group.   |  |
| 660.8 | Board members noted the Riverside Group (Group) central budgets being applied for the delivery of Riverside Cumbria based activities / projects.   |  |
| 660.9 | It was noted that this approval constitutes the Boards' responsibility in influencing the Group Business Plan to be approved in April 2016.  |  |
| 661   | <u>Management Accounts</u>   |  |
| 661.1 | S Kellock took the Board through the report and highlighted that there were no further amendments to note for year end.  |  |
| 661.2 | The Board noted the contents of the Management Accounts for the eleven months to 29 February 2016.   |  |
| 662   | <u>Regulatory Standards – Home Standards</u>   |  |
| 662.1 | D Butterworth took the Board through the report and highlighted the requirements and standards in relation to the regulation of home standards. It was noted that this was the final report covering every aspect of the regulatory standards.   |  |
| 662.2 | Board members noted the content of the report.   |  |
| 663   | <u>Development Programme Update</u>  |  |

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| <p>663.1</p> <p>663.2</p> <p>663.3</p>  | <p>D Butterworth took the Board through the report and highlighted progress made with two of the pipeline schemes:</p> <ul style="list-style-type: none"> <li>• Raiselands Road – a consultant has been appointed to facilitate the appeal process on behalf of Riverside. Advice has been sought which suggests that we will be successful with the appeal</li> <li>• Beverley Rise – Riverside has successfully bid and met the criteria to progress with this Carlisle City Council scheme. The Board expressed well done to the development team for the work done in achieving this.</li> </ul> <p>The Board noted the progress of the current development schemes.</p> <p>The Board approved the pipeline programme in terms of complying with the strategic priorities of both the Division and Group.</p>   |                          |
| <p>664</p> <p>664.1</p> <p>664.2</p> <p>664.2.1</p> <p>664.2.2</p> <p>664.3</p> | <p><u>Asset Management</u></p> <p>D Butterworth took the Board through the report and highlighted that although the new style of report contained a lot of information the new format had been introduced to consistently report on all aspects of asset management for both Cumbria and the North.</p> <p>Board members expressed concerns that the H&amp;S performance compliance was not at 100% and the report did not provide assurance to the Board. D Butterworth advised that the Group Board share these concern in regards to H&amp;S however the issues had only just come to light via the central compliance team. It was noted that due to the nature of this compliance area there is always a risk that performance can take a dip.</p> <p>D Butterworth added that the current five non compliances related to legionella testing at the sheltered housing schemes within our geography, Freshfield Court and York Court. Evolve are responsible for carrying out the testing, they have appointed a local contractor to do this work who had planned to complete on Monday. Following local intervention the appointment has been moved to tomorrow and is expected to be completed and removed from the system.</p> <p>However, if any further H&amp;S risks are discovered then they will be added to the system. The Board requested additional information in future to give members much needed assurance.</p> <p>The Board asked whether the introduction of property MOTs was reducing the number of responsive repairs post MOT. It</p> | <p>D<br/>Butterworth</p> |



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|         | was noted that the report referred to 52 post MOT repairs logged since January 2016 however as there was no comparable data it was unclear whether there had been a reduction in either number or value of repairs. D Butterworth agreed to seek clarification from the Asset Management Team.   | D Butterworth / K Doran |
| 664.4   | Board members asked why there had been further delays in issuing handheld devices to operatives as only one of the four reported at January's meeting had been issued. Also the Board expressed concerns at the high cost of over £2800 each to install 80 boilers. D Butterworth agreed to seek a response from K Doran on each of these issues to present to the next Board meeting.   | D Butterworth / K Doran |
| 664.5   | Board members noted the content of the report.   |                         |
| 664.6   | Board members approved the: <ul style="list-style-type: none"> <li>• Disposal of the four x three bedroom units in Carlisle, outlined above (8.1 – 8.10).</li> <li>• Disposal of the land at 42 Millriggs to the tenant, subject to consultation and a covenant restricting usage for the purposes of garden use (8.9 - 8.10).</li> <li>• Transfer of the land at Plot 31 back to Carlisle City Council (8.11-8.14) at nil consideration.</li> <li>• Entering into a new lease agreement for a commercial lease with the occupants of 131 Newlaithes Avenue (8.15 – 8.16).</li> </ul>                                      |                         |
| 664.7   | Board members approved the ratification of the Chair's Action, to transfer by way of lease the play areas to Arthuret Parish Council (8.17 – 8.19) for 15 year lease.  |                         |
| 664.7.1 | In addition D Butterworth advised of a revision to the recommendation in relation to the Longtown play areas. Following a meeting this morning it is clear that if the agreed plan is followed with Arthuret Parish Council taking over responsibility for the play areas Riverside will still have responsibility for the land as we will own it. <br><br>Board members agreed to the complete disposal of land where the play areas are located. |                         |
| 665     | <u>Board Scrutiny Of Evictions</u>   |                         |
| 665.1   | P Taylor took the Board through the report and highlighted that the number of evictions had increased this year, there had been no more since the report. He added that for the cases where arrears are in excess of £3000 they are improving with either a  |                         |

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| <p>665.2</p> <p>665.3</p> <p>665.4</p>                                      | <p>significant payment received or due in. It was noted that only one of the cases relates to a Universal Credit claim.</p> <p>The Board expressed concerns that for two of the cases the Housing Benefit had been suspended as this decreased the likelihood of any arrears being paid. P Taylor advised that the situation in relation to eligibility for Housing Benefit can change from one week to the next.</p> <p>It was highlighted that for ten of the cases court proceedings had progressed to warrant suspended meaning Riverside has done all it can it is in the hands of the court to take further action. P Taylor added that key engagements with customers are essential to avoid getting to this stage.</p> <p>The Board reviewed the report and provided the authority required to proceed with eviction.</p>  |                          |
| <p>666</p> <p>666.1</p> <p>666.2</p> <p>666.3</p> <p>666.4</p> <p>666.5</p> | <p><u>Best Companies Employee Engagement Survey Results</u></p> <p>D Butterworth took the Board through the report and highlighted that the best companies' results were a good news story set against challenges which we have faced locally and across the organisation. He added that the survey is used to benchmark Riverside against other organisations. For Cumbria the survey shows the Division as the best performing within Riverside and four points away from being a two star part of organisation.</p> <p>D Butterworth congratulated to A Bishop as her parts of the organisation, Community Engagement and the CSC have achieved two stars.</p> <p>A meeting has been arranged between our local management team and HR business partner to produce an engagement plan and discuss challenges. The target for the Division will be to achieve two stars at the next survey within the current geography. Engagement and People Plan to be presented to the next Board meeting.</p> <p>Board members asked whether the engagement plan would include plans to increase the response rate. D Butterworth advised that this will be included however the 69% response was the highest for the Division over the last three surveys, and staff are actively encouraged to participate and given time to complete the survey. S Kellock advised that she was aware of several people who are engaged but chose not to complete the survey.</p> <p>It is planned to share the survey results with staff along with the year end performance information at the next staff briefing on 28 April 2016.</p> | <p>D<br/>Butterworth</p> |

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| 666.6  | A Bishop advised that the survey includes a free text box at the end where staff can make comments or raise issues which can be dealt with and changes due to this can be reported back to staff. D Butterworth added that one of the issues raised through the previous survey related to inequality with use of pool cars this issue has been explored resulting in all pool cars being removed staff now use their own cars and claim mileage. |  |
| 666.7  | Board members asked how given the challenges of the TOM the Division hoped to maintain and even do better with the next survey. D Butterworth advised that management of TOM will be key to the process within the wider region so staff feel inclusive and part of team especially with agile working.   |  |
| 666.8  | The Board noted the contents of the report and Appendices A & B.  |  |
| 666.9  | The Board recognised the significant progress the Division has made in improving its Best Companies score to become a 'One Star' Division.  |  |
| 666.10 | It was noted that the Divisional Director will share with the Divisional Board the People and Engagement Plan when complete.  |  |
| 667    | <u>Items for Information</u>  |  |
| 667.1  | Board Members noted the following items:<br>a Housing Services Committee Minutes of 04.02.15.   |  |
| 668    | <u>Any Other Business</u>   |  |
| 668.1  | No further items were raised.   |  |
| 669    | <u>Date and Time of Next Meeting</u>  |  |
| 669.1  | The next meeting was set for 4:00pm on Thursday 16 June 2016.   |  |