

Agenda Item 4a

THE RIVERSIDE GROUP LIMITED

A Meeting of the Board of The Riverside Group Ltd (TRGL) was held on Thursday 09 June 2016 at 9.15 am at the offices of TRGL 2 Estuary Boulevard Estuary Commerce Park Liverpool L24 8RF

Chief Executive Officer's Cover Note to the Minutes

1. Riverside has been working with customers and stakeholders in reviewing how we can continue to develop our accountability and transparency.
2. As part of this work the Group Board has agreed to publish its minutes on Riverside's external website.
3. A small number of items may be 'redacted' (blacked out) where they relate to either commercially confidential or personal information which it would be inappropriate to disclose. This is in line with our 'Transparency Statement'.
4. The minutes are detailed below, however it can sometimes be difficult to get a sense of a meeting from the 'official' record. So we've decided that I should share my reflections on the key issues discussed at the meeting.
 - The Board received a number of papers which continued the reporting on performance outcomes delivered in the 2015/16 financial year.
 - The Board received a comprehensive update on the 2015/16 progress of One Riverside –The Corporate Plan 2014/17, and discussed planning and targets for 2016/17.
 - The Board considered the Annual Customer Service and STAR report covering the development of customer services in 2015/16 and priorities for 2016/17, including greater 'personalisation' of customer service through a range of new opportunities for digital customer interaction.
 - The Board noted the Group's compliance with the NHF's 2015 Governance Code and resolved that the Group's governance remains satisfactory.
 - The Board approved the appointments of Peter White as Interim Housing Services Committee Chair and TRGL Co-opted Board Member, and Pauline Davis as TRGL Board Member.

Carol Matthews, Group Chief Executive

Agenda Item 4a

THE RIVERSIDE GROUP LIMITED

A Meeting of the Board of The Riverside Group Ltd (TRGL) was held on Thursday 9 June 2016 at 10 am in the Cannon Suite at the Double Tree by Hilton Hotel 6 Sir Thomas Street Liverpool L1 6BR

MINUTES

Present

Mr M Steinberg (Chair), Mr P H Raw (Vice Chair), Mrs S Jee (Treasurer), Ms J E Baggaley, Mr J C Dale, Mr P Forster-Jones, Mr P J Han, Mr M J Little, Ms C M Matthews and Ms S E Trueman.

In attendance

Mr W Macfarlane	Tenant Board Observer
Mrs A L Bishop	Director, Customer Services and Community Engagement (minutes 768 to 775)
Mr R Clawson	Executive Director, Corporate Services
Mr J Glenton	Executive Director, Care and Support
Mrs L Hearne	Executive Director, Shared Services
Mr J Paul	Interim Director, IT (minutes 768 to 773)
Mr J R W Wood	Executive Director, Neighbourhood Services
Ms J M Vail	Senior Governance Officer (minutes).

Apologies for Absence

There were no apologies for absence.

Declarations of Interest

There were no declarations of interest.

Chair's Matters

The Chair:

- a reflected on the discussions that had taken place the previous evening at the dinner to celebrate the service and mark the retirement of Mike Little, current Chair of the Housing Services Committee (HSC) and the Cumbria Division and, on behalf of the board, proposed a vote of thanks to Mike Little for his service to the Group;
- b welcomed John Glenton, Executive Director, Care and Support to his first TRGL Board meeting;

- c advised that John Paul and Anna Bishop would be in attendance from the start of the meeting and would present for agenda items 9 'The Riverside Group Strategy for IT 2016-2020' and 10b 'Annual Customer Service and STAR Report' respectively; and
- d reported that, as part of the Group's commitment to improving transparency and the Board's agreement in 2013 to publish the open minutes of its meetings on the Group's website, from now on the Board would be made aware of the information to be redacted in advance, when approving the minutes, which would be signified by yellow highlighted text on the minutes included in the board packs.

768/16 Minutes of the Last Meetings

The minutes of the last meetings were approved and signed as follows:

- a Minutes of 21 April 2016
- b Minutes of 21 April 2016 – confidential

769/16 Matters Arising and Action Points

- a Minute 750/16 – The 2016 Rent Variation: The Board noted that, as a consequence of the changes arising from the Government's July 2015 budget, the Group was reviewing its Rent Framework document, which would be presented to the HSC for approval.
- b Action Points: The Board agreed the Action Points document which tracked the actions arising at Board meetings.

770/16 Chief Executive's Round Up - Confidential

A report was discussed by the Board and a separate minute recorded in TRGL Board Confidential Minute Book.

771/16 One Riverside The Corporate Plan 2014/2017: Review of 2015/16 and Planning for 2016/17

The Board discussed the report and noted the:

- a context within which the corporate plan is being delivered;
- b progress made in 2015/16;
- c performance measures reported; and
- d targets for 2016/17 including additional stretch targets.

The Board highlighted that the result for customer satisfaction with repairs for year 2 was 72.7%, that this was level with the result for year 2 and questioned the Group's plans for improvement in year 3. The Executive Team advised

that the newly implemented Asset Management processes and systems for repairs management should make their full impact in year 3, including on customer satisfaction. The Board noted that the Annual Customer Service and STAR Report' (agenda item 10b) confirmed an improving trend in customer satisfaction with a result of 78.7% for April 2016.

772/16

Performance Report and Review of 2015/16

The Board considered the Performance Report and received 2 presentations.

The Board highlighted the following:

Financials:

- the year end landing update for 2015/16 confirmed an overall strong performance with all major metrics met or exceeded despite significant year end challenges with additional provisions made to further de-risk future years
- the report included the Period 1, April 2016, position for 2016/17 and the basis of the budget and outturn figures was clarified
- the outturn for Evolve Facilities Services Ltd (Evolve) was below budget for 2015/16, that Evolve had grown significantly in the year whilst maintaining quality of service delivery and that the new Asset Management processes and systems would impact positively on Evolve which would include job costing. The savings being driven in Asset Management have had an impact on the work flowing through to Evolve including their income and profit
- positive feedback on how the financial information was presented.

HSC Away Day on 18/19 May 2016:

- that the HSC had discussed the recommendations of the Sounding Board and accepted the need to change housing services governance in the light of external and internal changes to the Group
- that the discussion had been very positive and the HSC had confirmed its commitment to managing and supporting the transition in housing services governance for the Group.

The Board:

- a noted the report;
- b commented on the suite of performance information;
- c was pleased with the financial performance for 2015/16;
- d agreed that the format of the financial part of the Performance Report be changed in line with the presentation given at the meeting and that it is circulated by email to Board members with highlights/commentary on a monthly basis from now on; and

Operational Performance:

- e A report was discussed by the Board and a separate minute recorded in TRGL confidential minute book.

773/16

The Riverside Group Strategy for IT 2016-2020

The Board received a presentation from John Paul, interim Director of IT and welcomed the update on the IT Strategy for the Group as a significant enabler for the delivery of the service improvements and efficiencies as part of the Target Operating Model (TOM).

The Board highlighted:

- a the decision to upgrade Academy, the core housing management application, with Open Housing;
- b that, for assurance on data quality, prerequisites for successful implementation of new systems are clear definitions of business processes and data flows from beginning to end and people in order to corroborate data inputs/outputs, find anomalies and be clear of controls;
- b the 3 immediate IT strategic priorities as: commissioning of Open Housing and move to greater customer self-service via 'Apps'; support for mobile working; and security of systems and data.

John Paul thanked the Board for its keen interest in and support for the IT Strategy.

The Board noted the update on the IT Strategy 2016-2020 and thanked John Paul for his clear report and work for the Group as interim Director of IT.

774/16

Annual Assessment of Riverside governance

The Board considered the report. The Board:

- a noted that the Group was compliant with the NHF's 2015 Governance Code and requested that the report title be amended for future years to read 'Annual Assessment of Riverside governance and measures of effectiveness';
- b resolved that the Group's governance remains satisfactory; and
- c adopted the 2015 NHF Governance Code.

775/16 Annual Customer Service and STAR Report

The Board considered the report presented by Anna Bishop, Director of Customer Service and Community Engagement, on the development of customer services in 2015/16 and priorities for 2016/17.

The Board highlighted:

- a that IT had created capacity for improved customer service by, for example, enabling customers to self-serve via the website and noted plans to extend digital customer interaction through 'Face Time' and 'Skype' so that customers can show, as well as tell, when reporting complaints; and
- b that the impact of the range of digital initiatives would be to enable a greater 'personalisation' of customer service and agreed that the Group's offer in this respect must be tailored to customers' needs.

The Board questioned a number of aspects of the Group's customer services direction to seek assurance that they are what customers wanted. The Board thanked Anna Bishop for the report.

776/16 Annual Health and Safety Report

The Board considered the update report and was pleased to note the development of the Primary Authority Partnership with London Fire Brigade which had led to the identification of improvements to the process for Fire Risk Assessments.

The Board:

- a noted the update report; and
- b reviewed and approved the Riverside Group Health and Safety Policy.

777/16 Riverside Group Board Appraisal 2016

A report was discussed by the Board and a separate minute recorded in TRGL Board Confidential Minute Book.

778/16 Proposed appointment of Peter White as New Interim Housing Services Committee Chair and Consequential Appointment

The Board:

- a approved the appointment of Peter White as new interim Chair of the HSC with effect from 17 June 2016, for an initial period of four to six months, subject to review; and

- b approved Peter White as new co-opted Board member of TRGL Board.

On behalf of the Board the Chair thanked Philip Raw, Chair of GRC and Susan Jee, member of GRC for progressing the appointment of the new interim Chair of the HSC.

779/16 Amendment to National Westminster Bank plc Global Mandate

The Board approved the amendment to the National Westminster Bank plc Global Mandate to include the following officers:

A Panel

Ian Gregg
J Glenton

B Panel

Hugh Owen
Mark Patchitt
Pam Welford.

780/16 The Riverside Group Limited Meeting Dates During 2017/18

The Board considered the report proposals which responded to the feedback from the Riverside Group Board Appraisal 2016. The Board:

- a approved TRGL meeting dates for 2017/18 - including the Annual General Meeting (AGM) date of Thursday 7 September 2017 - subject to one amendment to the proposed January 2017 TRGL Board meeting date, to be agreed; and
- b approved commitment to full days, on the dates of TRGL Board meetings.

781/16 Information Items

The Board noted the following items:

- a Human Resources and Organisational Development Report – **CONFIDENTIAL** - 1 April 2015 – 31 March 2016: A report was discussed by the Board and a separate minute recorded in TRGL Board Confidential Minute Book.
- b Governance & Remuneration Committee Minutes – **CONFIDENTIAL**– 21 April 2016
- c Group Audit Committee Minutes – 17 March 2016
- d Housing Services Committee Minutes – 14 April 2016

e & f Riverside Executive Directors' Minutes – Open & **CONFIDENTIAL** – 26 April 2016

g Riverside Care and Support Minutes – 12 May 2016

782/16

Any Other Business

a Appointment of Pauline Davis to TRGL Board: The Board considered advice from Philip Raw and Susan Jee, members of the GRC involved in the recruitment process for HSC Chair, that Pauline Davis, another excellent candidate they had interviewed for that post, be appointed to TRGL Board. The basis for their recommendation was that, in the context of the Riverside Group Board Appraisal 2016 and major challenges facing the Group over the next 4 years that Pauline Davis would bring to the Board significant depth and breadth of skills, knowledge and experience of both housing and social care strategy and policy. The Board noted her background with the HCA, New Heartlands Housing Market Renewal and Housing Investment and Renewal at Hull City Council accordingly. In addition, the Board noted that Pauline Davis already had knowledge and experience of the Group as a Board member of both Riverside Care and Support and Riverside South and Central, also as Director and Chair of Riverside Estuary Limited.

After discussion, Philip Raw proposed and Philip Han seconded the appointment of Pauline Davis as a casual vacancy to TRGL Board with effect from the date of this meeting, being 9 June 2016, for up to one 3 year term, with further terms being subject to performance and appraisal and that she would be put before the shareholders for election at TRGL's next AGM on 8 September 2016.

b Riverside Estuary Ltd: The Board confirmed that this subsidiary's minutes would be submitted to TRGL Board as an Information Item and a paragraph included in the next Chief Executive's Round Up report.

c Update on Dorset Gardens Major Incident: The Board received and noted the tabled report.

783/16

Date and Time of Next Meeting

The next meeting was fixed for Thursday 7 July 2016 at 10 am.

Papers attached to the Minutes and Minute Numbers

770 – confidential	776
771	777 - confidential
772 – part confidential + presentation	778
773	779
774	780
775	781 a – g (a, b & f confidential)