

HIGHLIGHTS OF THE TRGL BOARD MEETING HELD ON 11 OCTOBER 2019

CHIEF EXECUTIVE UPDATE

The Chief Executive updated the Board on a number of significant matters relating to the state of the Group and its operating environment. These included an update on changes in regulation matters, where the Regulator had advised that transparency and self-regulation were essential in the sector, areas in which Riverside already performed well.

The Board noted the significant milestones reached in delivering the regeneration scheme at its estate in Lambeth and thanked all colleagues who had contributed to this achievement.

Riverside's partnership with two other providers to set up an Ethical Lettings service in Liverpool was reviewed, having last been considered in 2018. The Board provided its support for the venture on the basis that it provided a much needed service in neighbourhoods where there were challenges for people in accessing affordable homes of an appropriate quality.

GROUP CHAIR RECRUITMENT

The Board were delighted to approve the recommendation of a selection panel comprised of non-executive directors and senior staff, to appoint Terri Alafat as the new Chair of The Riverside Group Limited to take over from the current Chair, Max Steinberg in April 2020.

IN DEPTH ASSESSMENT

Following an in depth assessment carried out by the Regulator for Social Housing, and in which Riverside had retained the highest rating for financial viability and governance, the Board reflected on the Regulator's feedback and agreed that the themes highlighted would be built into programmes and work enhancements already planned in areas including cash management, risk management and contract management.

IMPACT HOUSING ASSOCIATION

The Board considered options available to ensure that risks to the financial viability of Impact Housing Association, a subsidiary of The Riverside Group, and to TRGL as its parent, were appropriately managed. Following substantial discussion of the risks and benefits of each option, both Group and Impact Board agreed in principle to a Transfer of Engagements from Impact to Riverside to be completed by 31 March 2020.

MERGERS & ACQUISITIONS STRATEGY STATEMENT

Drawing on work carried out in 2018 and 2019 to develop a clear Strategy for mergers and acquisitions, the Board approved a brief statement which summarised Riverside's approach and provided a high level criteria against which any proposals would initially be assessed.

ANNUAL DEVELOPMENT REPORT

The Board noted the annual update regarding Development across Riverside which should deliver circa 845 new homes this year. The quantum of development activity was welcomed however the Board asked that, in light of emerging risk such as Brexit, the programme be kept under close scrutiny to ensure that Riverside anticipates and responds to changing conditions.

INTEGRATED STRATEGIC PERFORMANCE P5 (AUGUST) 2019/20

The report on performance against corporate objectives was noted. Those areas not reaching target performance were subject to scrutiny including income collection, customer satisfaction and completion of Health & Safety actions. Assurance was provided that a range of activities were underway to recover performance and achieve targets and it was agreed that through the Board, its committees and the Executive

Team these areas would be kept under close monitoring to ensure actions taken were having the desired effect.

COMPLAINTS PERFORMANCE

The Board noted improvements made to TRGL's approach to complaints handling made since January 2019. It was pleased to see that while there was significant work to be done, Riverside were on the right track to improve complaints management and were making progress in enhancing customers' experience.

FINANCIAL PERFORMANCE P5 (AUGUST) 2019/20

It was noted that financial performance in the year to August was tracking slightly ahead of the operating margin. The Board supported action being taken to address overspend and to respond to early warning signs where performance was different to the business plan.

ANNUAL CARE SERVICES UPDATE

The Board received an update on schemes registered with the Care Quality Commission and were pleased to note that all sites currently had overall 'Good' CQC inspection reports, with a 'good' rating against each of the 5 inspection criteria (safe, effective, caring, responsive, well-led).

HR UPDATE

An update on the key employee data and insight for 2018/19 as well as an overview of performance against the key 2018-2020 People Priorities was noted. It was noted that for the first time, an Ethnicity Pay Gap report had been provided.

The Board agreed that there was inadequate BAME representation in leadership roles across the Group. It further agreed that it would explore appointing a Board Ambassador to be directly involved in the projects underway to address under-representation.

It noted and supported actions being taken to better understand and take action to reduce absence due to mental health issues and employee attrition and turnover.

RISK REGISTER REFRESH

A revised register of Riverside's risks was reviewed and the Board noted that effective risk management had become an increasing priority within the Group with a more dynamic and proactive approach adopted. It was agreed that there were additional improvements which could be made to the register to enhance risk management effectiveness even further. It made a number of proposals for changes which the Executive Team undertook to make.

SUBSIDIARY BOARD AND COMMITTEE UPDATE

The Board received and noted an update on activity at subsidiary board and committee level, summarising business dealt with and decisions taken.

GROUP APPRAISAL OUTCOMES 2019

The Board noted the outcomes of group appraisals carried out in 2019 and an action plan generated to deliver performance improvement.