

The Riverside Group Limited - Report of Committees and Subsidiary Boards (January 2020 – February 2020)

The Board is asked to **NOTE** this summary of activity at Group committee and subsidiary board level in the period since the Board last met. Full sets of minutes for all subsidiary board and committee meetings are made available on REX as soon as available, or can be requested from the Governance Team.

Governance & Remuneration (16/01/20)

Business dealt with Noted update on Board and Committee Membership
 Considered and Approved a revised Governance Framework Document and appendices
 Considered and Approved proposals to revised the Group Committee structure
 Approved a Joint Venture Model Governance and Operating Protocol

[REDACTED]

Key matters arising The Committee, considered a number of proposals relating to work ongoing to enhance and modernise Group governance. These included a revised Governance Framework Document and appendices, which subject to a small number of further changes, it approved for recommendation to Board and is on the agenda at item 4.3.

A proposal to streamline and better utilise the Group committee structure was also considered and a report is on the Board agenda at item 4.4.

[REDACTED]

The Committee received a further update on the ongoing development of Joint Venture Governance and an Operating Protocol. It was content that work was progressing well and oversight and governance with respect to Joint Ventures continued to improve.

Recommendations To APPROVE the revised Governance Framework Document and Appendices
 To APPROVE the committee restructure proposals

Irvine Board Meeting (30/01/20)

Business dealt with

18/1/2020

- Approved a 2% increase to rents and service charges for 2020/21.

30/1/2020

- Approved the 2020/21 budget and long term financial plan subject to Group Board approval.
 - Approved the revised Scheme of Delegation – Financial Authorisation Limits.
 - Approved new Unacceptable Behaviour Policy and Domestic Abuse Policy.
 - Approved the Group Health, Safety and Environment Policy.
 - Agreed the proposed Board Training Session programme for 2020.
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Key matters arising

The Board noted that the market research exercise regarding a potential name change was being progressed and the results would be reported to the May 2020 Board Meeting.

The Board noted that no Freedom of Information (FOI) requests had been made to date and the first quarterly update to the FOI section of the website was due in February.

The Board noted that consultation on the Sheltered Housing Review had begun with customers and staff and this had resulted in some negative coverage in the local press.

The new Customer Plan was being progressed and there had been an increase in satisfaction during the month, however, it was unlikely that targets would be met by year end. End of year campaigns would be carried out to seek to achieve year end arrears targets.

The Board noted the Financial Performance Report, in particular the operating surplus showed a favourable variance when compared to budget and also that the risk of increased void costs was being closely monitored.

[REDACTED]

The Board noted the details of a recent data issue which had been deemed not reportable to the Information Commissioner.

[REDACTED]

Recommendations

To APPROVE Irvine's 2020/21 budget and long term financial plan.

Riverside Care & Support (13/02/20)

Business dealt with Discussed outcomes of the Committee Development Event
Took part in a workshop to discuss the Committee's 'Coat of Arms'
Noted performance updates from the Executive Director, Business Development, Hull Extra Care, Operational Support, Operational Housing and Finance
Reviewed the Group Budget 2020/21
Noted the Annual Compliance Report
Noted reports on Risk, Compliance and Internal Audit

Key matters arising The outcomes of the Committee's Development Event in January were noted and used to inform a subsequent workshop on the Committee's 'Coat of Arms' which articulated the Committee's purpose, functions, values, behaviours and renewal approach.

The Committee received an update on the Riverside Impact Fund projects, including assurances that the schemes have sufficient oversight, noting that an evidence base to present to local authorities is being developed to expand the project.

The Committee discussed in the detail the content and format of the reporting it received and agreed a number of enhancements to better support its oversight. This included adding people-centric factors to the risk maps as well as a risk profile tracking methodology.

[REDACTED]

[REDACTED]

A report on a serious fire at a Riverside hostel in Manchester was received. The Committee noted the impact on customers and staff and the action taken to support them. Assurance was provided that the Fire Service had confirmed their satisfaction with Riverside's response.

The Group Budget 2020/21 was reviewed and discussed and the committee was comfortable with the assumptions made and supported the budget being presented to the Group Board.

Recommendations There were no recommendations to Group Board.

Neighbourhood Services Committee (27/02/20)

Business dealt with [REDACTED]
Reviewed Social Housing Risk Register and noted the high level priorities for the 2020/21 Internal Audit programme

Reviewed Operational, Financial, Customer Services and Building Safety performance updates including a comprehensive report root causes negatively impacting high rates of customer abandonment and remedial actions being taken to address
Noted update report on RHO Customer Satisfaction and Transition
Noted analysis of Responsive Repairs spend within Social Housing
Noted Defects Update report and that performance would be measured against a benchmark from April 2020

[REDACTED]

[REDACTED]

Key matters arising Agreed that the scoping of audit on the new frontline housing services delivery model was to be developed and further thought to be given to the capturing of lessons learnt and good practice across the organisation.

The Committee congratulated all involved for the good and consistent performance in cash leakage measures, noting there was still work to do in improving customer satisfaction, and consistent performance in relation to Building Safety.

Noted RHOs diverse customer base and range of tenure types and the impact of change to survey methodology on overall customer satisfaction levels. In response to findings a Customer Satisfaction Improvement Plan had been developed covering Home Ownership, Asset and Evolve services.

The Committee noted the increased demand for repairs and monitoring of overspend providing some assurance, however, agreed that close monitoring of risks and effects on customer satisfaction remained of great importance.

Recommendations There were no recommendations to Group Board

Evolve Board Meeting (27/02/20)

Business dealt with Approved Evolve Business Plan 2020/21
Reviewed Managing Director's Highlight Report
Reviewed Evolve and Riverside Direct Performance Dashboards
Noted Risk Register Update

Key matters arising Noted a presentation on Health and Safety would be given the next Evolve meeting.

Key headlines from Evolve Business Plan included focus on planned works in LCR, additional budget for enhanced void standard,

[REDACTED]

The Board was pleased to note improvements in Lone Working usage, which was now at 98.7% and continued to be monitored closely. The Board also noted an evaluation of responsive planning teams and back office functions was being carried out, supported by ARK consultants.

The Board the downward trend in relation to number of complaints against repairs and the further focus being given to training CSC staff in dealing with the raising of recalls, with the vast majority of those being raised, new jobs.

The Board received information around MCM Live and its capabilities in relation to enhancing the appointment journey, noting in particular, the potential for on route operative/customer interaction.

The Board noted Riverside Direct Performance and requested further report include data around Lone Worker device usage and further detail around complaints received and upheld.

Recommendations There were no recommendations to Group Board.

Prospect Board Meeting (26/02/20)

- Business dealt with
- Noted the Management Accounts for the Period ending 29 January 2020
 - Noted the Managing Directors' Report
 - Approved the 2020-21 Budget and the Five Year Business Plan
 - Noted the Risk Register
 - Noted the Market Update

Key matters arising The Board noted the current financial forecast, [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

The Managing Director's report was noted, in particular the post-election upturn in footfall with 7 new reservations secured. Having been in sales mode for an extended period, the Board were pleased to note that the acquisition of a new site [REDACTED] [REDACTED] is now imminent and that there are a number of prospective sites in the pipeline.

Attention was also drawn to an issue in January with the collapse of part of a gable wall on a property due to storm damage. The Board praised the swift and efficient response of Prospect operatives, with both construction management and site operatives on site the following morning. The Board noted the positive reports from recent Considerate Construction visits to sites at

Longridge and Alsager. The continued upward trend in NHBC New Homes Survey results performance was also noted, with all 27 surveys this financial year scoring 100% for 'recommend to a friend'.

Moreover, Prospect is now working closely with TRG on several fronts. Evolve are now rectifying any snagging / repair issues and Prospect are assisting with the development of 3 TRG sites (in planning for 136 residential units in total).

Following detailed review and discussion, the Board approved the 2020/21 Budget and Five Year Business Plan mindful that Prospect will now be entering an investment phase, acquiring new sites / funding work-in-progress ahead of enhanced profitability flowing through from Year 2 onwards.

Recommendations	There were no recommendations to Group Board.
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Foundation Board Meeting (18/02/20)

Business dealt with	Noted the resignations of Jane Harris, Michelle Dovey and Jacky Vince, and Appointed Sarah Paton (Regional Director – North) as an interim trustee for a 6 month term Received a presentation on the Ladders of Aspiration programme and discussed the interim evaluation Approved a revised reserves policy Approved the Business Plan for 2020/21 Approved the allocation of funding for independent research to assist the Foundation in ensuring it is investing its resources in the most effective way
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Key matters arising	The Board requested measures on sustainability of employment and upskilling those in low-paid work or on zero hours contracts to be created for Ladders of Aspiration as these are within the scope of the programme but not well served by the current metrics. Three apprentices have expressed an interest in attending a future Foundation Board meeting, with potential for a young trustee to join the Board. The Board were keen to discuss the TRGL business plan and the Foundation's place within it, specifically future funding expectations and the Foundation's business plan, with Carol Matthews at their next meeting.
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Recommendations	There were no recommendations to Group Board
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