

The Riverside Group Limited - Report of Committees and Subsidiary Boards (July-September 2019)

The Board is asked to **NOTE** this a 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.

Impact Housing Association (04/07/19) & (22/08/19)

Key Business and Decisions Taken	
<ul style="list-style-type: none">• Approved the Financial Statements for 2018/19 and the Letter of Rep.• Board agreed to approve the going concern basis for the preparation of the accounts [REDACTED]• Board requested further discussions on the future options and forecasts for a strategy day on 7th October.	<ul style="list-style-type: none">• Approved the Adoption of Group H&S and Treasury Policies• Approved the Annual Report to tenants which is aligned with the Riverside’s approach where possible• [REDACTED]
Matters for Noting	
<ul style="list-style-type: none">• Board members all complete a mini appraisal with the Chair’s coming up with the Vice Chair of the Group Board.• Electronic resolution confirmed for the appointed of PPM as a contractor on the framework for West Cumbria.• Board agreed a refreshed approach to the Performance Dashboards which will be aligned with Riverside’s approach and gave headline health with more operational performance available on SharePoint.• Board noted compliance reports giving assurance on compliance against the standards and code of governance with a small number of actions to improve compliance.• Board noted a new training plan for 2019/2020 which also addressed any training request from the mini appraisals.• Board asked for further assurance on the cost savings and efficiencies so they can monitor them at Board.• [REDACTED]	
Key Business and Decisions Taken	
<ul style="list-style-type: none">• Approved New Asset Strategy, including new disposals approach. Approved Social Value Strategy that supports our VFM Policy.• Adopted Group Equality & Diversity Policy.	

- Agreed a historical list of disposals which have followed new process and been agreed at IAC.
- Approved moving to Group Insurance (stand alone for flood and storm damage).
- Approved additional performance dashboard targets.
- Board asked for thanks to be passed to staff for the achievements and progress over the last 12 months.

Matters for Noting

- Board were assured by annual reports on Health & Safety and Equality and Diversity. Both reports gave assurance, progress reports, performance information and highlighted forward plans. Board were impressed that we are complying with good practice regarding E&D and that staff safety is paramount.

[REDACTED]

[REDACTED]

- Stock investment plan is progressing with good feedback and good news stories. Board noted that 43% of the stock will have works in Year 1 and life-spans have been brought into line with Riverside's.
- Noted progress on the savings & efficiencies tracker which will continue to be reported to Board.
- Board were given assurance that work is underway with regard to risks around Brexit at IHA and Group level.
- A number of risks were removed from the risk register due to mitigation actions being completed and the low residual score.

Riverside Foundation Group (16/7/19)

Key Business and Decisions Taken

- | | |
|--|---|
| <ul style="list-style-type: none"> Key items from the agenda and their decision, for example <ul style="list-style-type: none"> ▪ Noted the Riverside Foundation Programme of Work 2019 ▪ Noted the Equality, Diversity and Inclusion ▪ Noted the Management and Operational Update ▪ Noted the Financial Update | <ul style="list-style-type: none"> ▪ Approved the Management Representation Letter and Financial Statements for Year Ended 31 March 2019 ▪ Noted the Post-2020 Business Plan ▪ Approved Small Bids Application for a Holiday Kitchen ▪ Approved the Appointment of Sara Shanab as Company Secretary and Charity Contact |
|--|---|

Matters for Noting

The Board considered and agreed implementing a framework with regard to the Riverside Foundation Programme of Work that would make regular, formal requests across the business for small bids that aligned with Foundation’s values and would improve communication that the funding was available.

[Redacted text block]

[Redacted text block]

[Redacted text block]

Recommendations

There were no recommendations for Group Board consideration.

Riverside Care and Support Committee (24/7/19)

Key business and decisions taken

- Presentation from Church Homeless Trust
- Noted Executive Director’s Update Report
- Noted Annual Care and Support Summary
- Noted Care and Support Business Development Update
- Received an Equality and Diversity Update
- Noted reports on Hull Extra Care Management and Governance and Performance

- Received a Care and Support Income Overview
- Noted Risk Register and Audit Updates

- Reviewed Operational Support and Housing Management Operational Performance Reports and Finance Reports

Matters for noting

The Committee received a presentation from Anne Parker, a member of Church Homeless Trust (CHT), highlighting the ways in which the trust helps the homeless and the focus on raising its profile. The Committee noted that further thought was to be given to alignment of CHT with Riverside Foundation at the CHT strategy day.

The Committee noted the overview of C&S activities for 2018/19 and highlighted a particularly successful year for the Business Development Team, in particular the retention and growth of homelessness services as a result of improvements in the quality of bids, strengthened partnership working and local intelligence.

The Committee noted the recommendations in response to the external review carried out by Altair on the delivery and contract management of the Hull PFI Extra Care Services, that roles in relation to the SPV had been reviewed and additional governance arrangements put in place in the form of a Hull PFI Performance Monitoring Working Group.

The Committee reviewed operational and housing management performance, highlighting in particular the decline in NPS, focus on customer involvement and co-production with working groups across all services, work around reviewing Move on Procedure to drive improvements with Planned Moves performance and concern around complaints and voids performance, requesting a in depth voids report to the next meeting.

The Committee noted the 2018/19 income overview and highlighted in particular, Care and Support 5 year income trends and detail around fluctuations in income streams and operating margins, management, oversight and scrutiny of performance affecting income stream margins, including audit of contract viability, Care and Support's strategy around growth, including consideration of acquisition and mergers, older person units and additional contracts and requested further detail around scheme operating margin targets.

The Committee noted a new audit in relation to SP provider and progress made in training and more rigorous monitoring of non-compliance. It was also noted that the Grade 1 issues in relation to lone working has been closed and arrangements strengthened to ensure lessons learnt reviews are carried out.

Recommendations

There were no recommendations for Group Board consideration.

Scotland Committee (9 August 2019)

Key business and decisions taken

- Considered the draft Scotland Growth Strategy and suggested some minor amendment prior to it being recommended to Group Board for approval.

Matters for noting

Noted the update on Group's current activity and the wider operating context in Scotland.

Recommendations

There were no recommendations for Group Board consideration.

Prospect (GB) Ltd Board (21 August 2019)

Key business and decisions taken

- Noted Annual Plan of Work
- Noted Management Accounts for the Period Ending 31 July 2019
- Noted Managing Director's Report
- Noted the Risk Register
- Noted Market Update from the Investment Appraisal Committee
- Noted Internal Audit on the Cost to Complete Process
- Noted Group's Modern Slavery Statement
- Approved Prospect Meeting Dates
- Noted Market Update from the Investment Appraisal Committee

Having reviewed the management accounts, the Board noted that the year to date [REDACTED]

The Board noted the latest performance figures of 23 reservations, 23 exchanges and 47 completions. This was a total of 93 against a budget of 154 sales completions. It was satisfied with Prospect Staff workshop outputs and the Bond schedule for July – August. [REDACTED]

The Board noted and were pleased that customer satisfaction levels were increasing in the NHBC New Home surveys. This indicated that progress was being made. NY agreed to investigate what other companies forming part of the Benchmark Group, that Prospect were being compared against.

The Board agreed that the need to acquire land remained a priority. Increased reporting on red risks was requested for future meetings. The Board welcomed the move of Risk 6 (unable to attract the right staff) to the green zone (low risk). The Board and NY agreed that this should remain a risk with the wording changed to 'retention of staff', this should remain in the same position on the risk map until another employee notice was received.

The Board asked that the Governance Manager to advise on mandatory training modules on Learning Zone to support Board Member development.

Recommendations

There were no recommendations for Group Board consideration.

Irvine Housing Association (21/8/19) and (19/9/19)

Key business and decisions taken

21/8/19

- Agreed to appoint Duncan McEachran as Chair until the AGM in 2020.
- Approved the revised Code of Conduct for Board and Committee Members
- Agreed to adopt the Scottish Information Commissioner's Model Publication Scheme
- Approved the new Customer Care and Complaints Policy, the Repairs and Maintenance Policy and the Void Management Policy
- Agreed to adopt Group's Anti-Bribery and Corruption Policy
- Approved the recommendations in the Investigation Report relating to a Board Member Code of Conduct issue

19/9/19

- Approved the Board's Assurance Statement for submission to the Scottish Housing Regulator
- Approved the revised Governance Framework
- Approved the draft Code of Conduct for Employees and the Redundancy and Redeployment Policy subject to no non-material changes being proposed by the Union
- Approved the Association's Guide to Information which complied with the adopted Model Publication Scheme
- Agreed the Association's continued benchmarking approach through participation in Housemark and by In-House methods
- Delegated authority to the MD and Cris McGuinness to enter the Deed of Participation in the L&G Worksave Mastertrust Pension Scheme

Matters for noting

21/8/19

The Board noted the current process of gathering evidence to support the Assurance Statement in relation to compliance with the Scottish Housing Regulator’s Regulatory Framework, the internal audit of this compliance assessment and evidence bank and the plan to present this report and evidence to Board in September prior to them agreeing their Assurance Statement for submission to the SHR by the end of October.

[REDACTED]

[REDACTED]

19/9/19

The Board noted the Association’s plans to carry out a market research exercise to establish customer views on a proposed name change. The results of this market research would be presented to Board and factored into any consideration of a proposed name change which would mean a Rule Change.

The Board noted the Performance Management report discussing in particular, the reasons for the increase in arrears and the continued mitigation actions, the current customer satisfaction results and continued focus on improving these figures.

[REDACTED]

The Board noted the contents of the Tenant Scrutiny Report on “Satisfaction with the Quality of their Home” the action plan and management response.

Recommendations

There were no recommendations for Group Board consideration.

Evolve Board (06/09/19)

Key business and decisions taken

- Noted MD Report
- Noted Evolve 360 Appraisal Summary Report
- Noted outcome of Non-Executive Remuneration Review
- Noted Key Highlights from TRGL Board, GAC and NSC Meetings
- Noted Internal Audit Report: Riverside Direct, Health & Safety June 2019
- Approved Evolve and Riverside Direct Dashboard Reports
- Approved Evolve Meeting Dates 2020/21
- Approved Annual Equality, Diversity and Inclusion (EDI) Report

Matters for noting

A presentation was received on complaints performance monitoring which the Board found very enlightening. The members asked that additional detail be provided at the next meeting and suggested that Riverside's complaints process was over-complicated and Evolve should work with Justine Lennon, Riverside Complaints Manager, to simplify.

A key topic for discussion was Riverside Direct performance. [REDACTED]

[REDACTED] A trajectory of the year-end figures at the next meeting in November was requested. The Board concluded the winter period would be a real test on resource for Riverside Direct but are optimistic the introduction of the new Leadership team will enhance performance.

The Board discussed services provided to Impact and noted that it was challenging area where Evolve needed to adopt a more strategic and open approach. There was discussion around how performance would best be monitored to support visibility of any issues. It was agreed that while Impact would sit in the North division with the same KPI targets and customer expectation as other divisions, performance would be initially monitored separately.

The Board approved its meeting dates for 2020/21, noted the outcome of the recent review of [REDACTED]

Recommendations

There were no recommendations for Group Board consideration.

Group Audit Committee (19/9/19)

Key business and decisions taken

- Noted the Group Risk Register update, Hull PFI Risk Register and Joint Venture Risk Mapping
- Reviewed performance of External Auditors
- Noted an update on the adjustment to the Financial Statements for the year ended 31 March 2019
- Noted the internal audit highlights report
- Noted the IT Audit Plan

Matters for noting

The Committee noted the report setting out the nine new Groupwide risks and welcomed the assessment by Executive Directors on the effectiveness of each risk mitigation. Assurance was sought, and received on three actions rated as red (i) IT enabled efficiencies; (ii) Universal Credit; and (iii) Lone Working. Following discussion of a number of risks, the Committee felt that the register captured the right risks and was clear and dynamic.

The risk register for Hull PFI was reviewed and the Committee challenged the executive on how it would identify those contracts posing the highest risk. It was noted that a review of the Scheme of Delegated Authority was underway and would include guidance on identifying novel or high risk contracts. These would be subject to a higher level of scrutiny including by the Investment Appraisal Committee. It was noted that Hull PFI had been added to the audit plan.

The Committee reviewed the work carried out and planned to develop risk registers for the London Development Programme JVs and Stanton Cross. The notable increase in Riverside's capacity to deal with these JVs including the work of the Director of Governance & General Counsel and the interim Development Director for London was welcomed. The Committee requested and received further detail of how Group Board obtained assurance on the Stanton Cross development.

The review of the External Auditors we received and the committee was content with the findings that performance was satisfactory.

The adjustment in the Financial Statements was discussed and the committee expressed its concerns with the size of the error and the failure to capture it through routine budget monitoring or during year end processes. It noted the actions taken in response to improve financial controls.

Recommendations

There were no recommendations to Group Board.

London Development Committee (10/9/19)

Key business and decisions taken

- Programme Wide Risk Review
- Neighbourhood Management
- Programme Overview
- Lambeth Estate Update
- Bromley JV Update
- Newham Risk Assessment
- Presentation on Hackitt Review

Matters for noting

The Committee received a presentation outlining proposals for the reform of the building safety regulatory system including proposals to introduce a 'safety case' approach and Gateways and agreed that safety gateway review should be developed for all schemes. The Committee also agreed that Group Board consider further in view of the major changes to company law and proposals for an accountable person at Board level.

The Committee considered key changes to the programme-wide risk register, approved its revised format and risk scoring methodology and agreed this should also include pre-mitigation risk scores and consideration of proposals for the new Regulatory Regime.

The Committee noted the on-going intensive management across the London sites, with no significant risks reported and business as usual on estates. A refresh of local governance arrangements to strengthen relationships between the local housing and development teams had been welcomed [REDACTED]

The Committee received a programme overview, highlighting in particular that a planning application for Gillan Court had been submitted and a grant agreement for Lambeth and Bromley schemes signed. [REDACTED]

The Committee agreed that consideration of the remobilisation of the Newham developments should be deferred until JVs were entered into, planning applications submitted and proposed additional team members were in post and that a reassessment of the development appraisal be carried out in 6 months' time.

Recommendations

There were no recommendations to Group Board.

Governance and Remuneration Committee (11/7/19)

Key business and decisions taken

- Reviewed Board and Committee Membership Update Report
- Noted Update from Director of Governance and General Counsel
- Reviewed Group Appraisal Outcomes 2019
- Approved Proposed Appointment of Directors to Subsidiary Boards
- Approved Proposed Appointment of Margaret Kelly to the NSC
- Noted Group Chair Recruitment Update

Matters for noting

Board and committee membership across the group was reviewed and it was noted that there was group-wide compliance with constitutions with the exception of Compendium, where a Lovell Director was required to step down to attain equal seats on the board for the partners. The Committee discussed the current Compendium Board Membership and noted Lovell's view that the Company retained potential to deliver further regeneration and development and on this basis, the respective Chief Executives should remain as directors for the time being. A further review would be carried out in January 2020.

The Committee noted a verbal update from Sara Shanab reflecting on her first 3 months at Riverside and asked for a further update to be brought in October.

The outcomes of group appraisals in 2019 and the action plan arising was noted. The Committee discussed how at Group Board Strategy dinner held the previous evening skills to be enhanced on the Board as a priority were identified as development, commercial, housing and regeneration. This was based on Riverside's risk profile, corporate ambitions and the forthcoming loss of skills arising from the Board Chair's departure. Potential areas for strengthening in the future were identified as customer service and digital solutions. The potential for utilising co-optees to build Board expertise in these target areas had been explored as a possible approach. SS would take this forward.

An update on Group Chair recruitment was noted. A number of appointments were approved to the NSC, Riverside Estuary and Evolve Board.

Recommendations

There were no recommendations to Group Board.

Neighbourhood Services Committee (26/9/19)

Key business and decisions taken

- Noted Executive Director of Asset Services' Update
- Noted Updates from Irvine
- Noted Risk and Audit
- Reviewed Integrated Strategic Performance Report (ISPR)
- Noted Customer Service Financial Performance
- Noted Customer Services Update and approved LCC Helpline Tender
- Noted Riverside Direct Performance Update
- Noted Meeting Dates During 2020/21
- Noted spotlight topic, Helpline – The Future
- Noted Neighbourhood Services Operational Performance Report
- Noted Statutory Compliance Dashboard

Matters for noting

The Committee reviewed the new Social Housing Risk Register. While this development in active risk management and assurance was welcomed and the committee offered its full support, a number of actions were requested to further develop the document. This included adjusting the format to support a clear read across of risk, mitigation/control measures and assurances. The Committee asked for a final version, which took into account all feedback, to be submitted to the next meeting.

Lone Working audit actions were subject to substantial discussion and the Committee noted the challenges faced in enforcing usage of devices and compliance with processes. A lone working action plan, providing assurance around compliance monitoring of device usage, was requested for the next NSC meeting.

The improved performance achieved through the Helpline Operational Improvement and Helpline Technology Restart Projects was noted. The Committee agreed to continue to monitor Helpline performance against SLAs through Customer Services update reports.

While the reduction in the overall number of overdue high risk actions was welcomed, [REDACTED]

A report on 'Riverside Direct - One Year On' was noted and the Committee were pleased to see improving performance and the work being undertaken to continue this trend.

NSC received a report setting out a proposed strategy for Riverside's Helpline service covering the external telecare market, commercial assessment of Helpline's contribution to the Group, competitors, demand and benefits of maintaining the Helpline service, including the value of continuing with the LCC/CCL (Clinical Commissioning Group) contract.

Recommendations

There were no recommendations to Group Board.

Joint Meeting - Neighbourhood Services Committee and Care and Support Committee (26/9/19)

Key business and decisions taken

- Noted 2018-19 Overview
- Noted Customer Plan update and Salesforce Demonstration
- Noted RCVE Scrutiny Panel Topics Report
- Noted Customer Engagement Plan
- Noted Complaints Handling

Matters for noting

Committees received an overview and highlights of the work of both the C&SC and NSC from respective Chairs.

Committees noted an overview of progress with the Customer Plan noting the high level plan linked with a more detailed one with a series of actions. A demonstration of Salesforce (online portal) capability as compared with the current system was received and its flexibility, adaptability and tracking benefits highlighted.

Committees received an overview of the purpose and current RCVE scrutiny activity taking place from Victor Andrews, Chair of the RCVE. Committees noted a streamlined process was now in place, a robust training programme had been carried out and RCVE had completed their first scrutiny exercise on Customer Satisfaction with Complaints Handling in July 2019. A scrutiny working group also existed and a 12 month programme of scrutiny exercises was currently being planned. Committees requested that RCVE submit quarterly update reports on customer engagement work to contribute to effective co-regulation.

Committees receive an update on the new Customer Engagement Plan to address the challenges and concerns raised at the co-regulation event in June and highlighted the need to better capture tenant involvement and evidence of its impact. The drive to increase representatives on the scrutiny panel, in particular from homelessness groups, was also noted.

Committees received an update on progress with complaints and improvements made to address complaints satisfaction included training in line with Riverside values and regional and functional action plans. Committees also noted findings from the recent RCVE scrutiny review exercise and that recommendations and issues would be addressed as part of the Complaints Improvement Project, with many recommendations already implemented.

Committees suggested further focus on upskilling and culture at meetings and progress and impact of Our Riverside Way and new ways of working, highlighting the interaction between business areas was much improved, as was the coordination of regional plans. Committees agreed further regional cross working in relation to homelessness would be beneficial.

Recommendations

There were no recommendations to Group Board.

