

The Riverside Group Limited - Report of Committees and Subsidiary Boards (October – November 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 (07/10/19)

Key Business and Decisions Taken	
Board meeting called to formally record and agree decisions relating to: <ul style="list-style-type: none"> ▪ Transfer of Engagements ▪ [REDACTED] ▪ [REDACTED] 	
Matters for Noting	
<ul style="list-style-type: none"> • Board considered the financial options and subsidiary status for Impact post March 2020 and approved in principle the recommendation to undertake a transfer of engagements from Impact to TRGL by no later than 31st March • Delegated Authority was given to Managing Director and key staff to inform the regulator, commence consultation, and undertake Due Diligence etc. • [REDACTED] • [REDACTED] 	

Governance and Remuneration Committee (11/10/19)

Key business and decisions taken	
<ul style="list-style-type: none"> • Noted an update on Board/Committee Membership • Noted an update from the Director of Governance and General Counsel • Approved an amendment to the Articles of Association for Compendium and JV Agreement • Noted a report on improvements made to JV governance arrangements 	<ul style="list-style-type: none"> • Noted an update of Governance Projects • Reviewed proposed revisions to the Governance Framework Document • [REDACTED] • Approved Richard Nichols as the new Group Board Tenant Observer
Matters for noting	
The Committee considered an update on membership across the governance structure and agreed that the minimum number of Trustees on Riverside Foundation should be reduced to streamline the charity's governance.	

The Director of Governance and General Counsel shared her experience at Riverside following 6 months in the role and the Committee was assured that there was a clear view of what was required in each area and across Governance & Legal as a whole to enhance and expand services to the business and plans were underway to deliver this.

It was agreed that a review of Compendium Board membership will take place at the January 2020 GRC meeting.

The Committee received and noted an update on current JV governance arrangements and actions taken and planned to strengthen TRGL's oversight and control in this area. It agreed to receive a model JV governance structure and operating protocol at its meeting in December.

A number of documents were presented for review which would comprise the new, modernised Governance Framework Document. These included a governance policy, standing orders, code of conduct and guidance on dealing with poor performance/conduct. The Committee provided substantial feedback on the content and it was agreed that the Governance Manager would present further iterations reflecting the Committee comments at a forthcoming meeting.

Recommendations

There were no recommendations for Group Board.

Riverside Foundation (22/10/19)

Key Business and Decisions Taken

- Noted performance updates for management, operations, finance and treasury and investment
- Approved post-2020 Business Plan
- Noted Internal Audit Report
- Approved Small Bids Application for Thanet Community Games
- Approved Trust Deed Amendments
- Noted annual update on Trustees' Duties
- Approved Risk Management Policy and Risk Register
- Approved meeting dates

Matters for Noting

The Board discussed the Ladders of Aspiration initiative which was currently not meeting the target for 75% of applicants to be employed within 6 months. It was noted that the position was expected to improve. It was agreed that a review would be undertaken to determine the impact of the initiative alongside the business plan.

Other projects supported by the Foundation were reviewed and Trustees challenged TRGL's approach to supporting people at threat of eviction. The Chair as a Group Board Member, assured fellow Trustees that Group Board were fully committed to working with partners to end homelessness and continually seeking improvement to processes to prevent eviction.

The Board discussed its requirements and timescales for accessing funds to ensure that Foundation's goals were supported. Board feedback was captured to be reflected in the Treasury Policy due for consideration in January 2020.

There was significant discussion of the review being carried out of how Foundation's core projects and services added value to the services provided by TRGL and assisted in supporting tenants to sustain their tenancy. This review would inform the business plan for the period 2020-22. The Board approved the business planning approach proposed.

The Board was pleased with the outcome of the internal audit of Foundation and that there were no material matters identified. Plans were in place to address the recommendation arising from the audit.

An amendment to the Trust Deed was approved to allow a lower minimum Trustee Board membership.

Recommendations

There were no recommendations to Group Board.

Prospect (GB) Ltd Board (23/10/19)

Key business and decisions taken

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| <ul style="list-style-type: none">• [REDACTED]• Noted the Management Accounts for the Period ending 30 September• Noted the Managing Directors' Report | <ul style="list-style-type: none">• Noted the Risk Register• Noted the Market Update |
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Matters for noting

The Board was pleased to note that TRGL had approved the implementation of a Development Appraisal Tool and the work was currently being scoped.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

<p>While plot sales / net profit remained broadly in line with forecast, it was the acquisition of new sites that remained the priority. The Board were therefore pleased that bids were being submitted in respect of an increasing number of sites with prospects for securing 2 / 3 new sites in the first half of 2020 looking more promising.</p> <p>The Board noted that a full audit of Prospect's Health & Safety had been carried out with findings to be reported at December's meeting.</p> <p>There were no material concerns raised by the Managing Director and the Board was pleased to note that a review had been conducted of the customer journey to ensure that customers were fully supported throughout the sales process. It was noted that the new partnership with Evolve would further improve customer care and timely resolution of issues.</p> <p>The Board noted the progress made in removing Prospect Management Companies from the TRGL group structure.</p>
Recommendations
There were no recommendations to Group Board.

London Development Committee (11/11/19)

Key business and decisions taken	
<ul style="list-style-type: none"> • Noted a Market Update • Received a sustainability review report • Noted Housing Management Update and approved Right to Return and Void Management Procedures 	<ul style="list-style-type: none"> • Noted Programme Overview • Received updates on Lambeth and Bromley JVs
Matters for noting	
<p>The Committee noted the London Market Update, in particular that vendors' risk aversion had led to a drop in supply and in turn a surge in rental prices, with double digit rent inflation in seven key London boroughs and the uncertain position in relation to price increases, with these being influenced by supply and demand rather than investor confidence.</p>	

The Committee discussed in detail the approach to sustainability within the London Development Programme and noted that Riverside was considering its approach to sustainability and would be a key feature in creating the 2020-23 Corporate Plan. The Committee agreed that they should be involved in recommending and advising the Group on relevant issues in relation to sustainability of developments. The Committee requested options for sustainability improvements be submitted to a future LDC meeting.

The Committee approved the implementation of both the Right to Return and Void Management procedures, subject to confirmation of the costs of management of voids and its effect on overall programme viability.

The Committee received a new financial report, provided to improve strategic oversight and governance of the programme, including Programme-wide Development Appraisal and update on progress with the Programme-wide Business Plan.

The Committee also received a new format risk map and register, including pre-mitigation risk assessments and inclusion of specific risks relating to the implementation of the Hackitt Review recommendations. Key changes to the overall programme-wide risk position since the last meeting were noted. The Committee agreed that further thought should be given to managing health and safety risk ahead of the next LDC meeting.

[REDACTED]

Recommendations

Sustainability Review to be reported to Group Board in December 2019.

Riverside Care and Support Committee (14/11/19)

Key business and decisions taken

- Noted a presentation on Corporate Plan 2020-2023
- Noted performance updates from the Executive Director, Business Development, Hull Extra Care, Operational Support, Operational Housing and Finance

- Noted the annual summary of CQC services
- Noted reports on risk, compliance and internal audit
- Received and fed back on the draft Asset Management Strategy

Matters for noting

The Committee received a presentation on the Corporate Plan 2020-2023 and provided feedback to be taken into account as the document continued to develop.

[REDACTED]

The Committee received an update on the successful initiative in Lewisham, London to provide affordable move on accommodation for working customers in supported housing who had difficulty gaining access to social housing. This was identified by the committee as an excellent initiative, directly supporting TRGL's commitment to tackling homeless. There was a substantial discussion around TRGL's aspiration to be the leading provider of homeless services and it was agreed that this would require careful articulation in the new Corporate Plan in order to capture this ambition and balance it with supporting the TRGL business plan. There was a significant discussion of the C&S approach to pricing for contracts and a detailed explanation of the strategic view and scoring methodology applied to bids which are deemed to be financially viable.

It was noted that the Engage Hackney Mobilisation Project had been completed and the service went live on 31st October. The Committee received and noted a breakdown of the services which would be provided, key milestones for the project and an update on the development and delivery of a new one year Assistive Technology Pilot which was a key aspect of the service.

The Committee welcomed the update on CQC services which were all rated good and supported the plan in place to move services to outstanding.

An update report on the outcomes of the Grenfell Inquiry was received and the Committee endorsed TRGL's position to closely monitor sector responses to determine TRGL's optimal position. It was noted that Riverside's approach to building safety had been evolving over recent years and was much improved with a new dedicated and skilled team in place.

Recommendations

There were no recommendations to Group Board.

Irvine Housing Association (19/11/19)

Key business and decisions taken

- Agreed the approach to the proposed rent consultation and increase, agreed to the funding of disabled adaptations and agreed the preferred option for achieving EESSH Standard to factored into

- Approved the revised Terms of Reference for the Audit & Risk Committee.

- [REDACTED]

<p>the budget and business plan to be considered at the January 2020 Board Meeting.</p> <ul style="list-style-type: none"> Approved the proposal to change the current Sheltered Housing Service to Retirement Living Housing and agreed to the implementation of the new service by April 2020. 	<ul style="list-style-type: none"> Approved the Annual Return to OSCR. Approved the adoption of Group’s Environmental and Sustainability Policy. [REDACTED].
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Matters for noting

The Board noted the content of the Year 3 Corporate Plan Implementation Plan 2019/20 and the Corporate Risk Register.

The Board noted the contents of the 2018/19 EDI Action Plan Monitoring Sheet and EDI Action Plan for 2020.

The Board noted the actions contained in the Irvine Customer Plan the work ongoing over the year to improve customer satisfaction levels.

[REDACTED]

[REDACTED]

[REDACTED]

The Board noted that the Association’s Assurance Statement had been submitted to the Scottish Housing Regulator and was available on the website.

The Board noted that the Association now had a dedicated area of its website for Freedom of Information which had been developed by the Marketing and Communications Team.

The Board noted that proposals for setting up a Working Group to deal with Chair Succession Planning would be presented to the January 2020 Board Meeting for consideration.

Recommendations

There were no recommendations for Group Board consideration.

Evolve Board (20/11/19)

Key business and decisions taken

<ul style="list-style-type: none"> Reviewed the MD Report including Evolve Service Offer for Impact and Customer Business Plan Noted schedule of Board Member Duties and Responsibilities Noted Key Highlights from TRGL Board, GAC and NSC Meetings 	<ul style="list-style-type: none"> Noted Evolve and Riverside Direct Dashboard Performance Reports including Risk Maps
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Matters for noting

A key topic for discussion was Evolve’s Service offer for Impact, challenges highlighted included diverse geography, system issues and management of deployment and maintenance of service levels. The Board noted next steps including site visits, mapping and relationship building.

The Board noted customer satisfaction target of 87% across Responsive Repairs had been met, however, further work was required in reducing the high level of stage 2 complaints. The Board requested further detail around the overall Repairs and Maintenance satisfaction scores to allow further trend analysis. Customer satisfaction levels in Riverside Direct were still below target and further training around the customer journey and ways to improve the overall position were being progressed.

[REDACTED]

The Board noted the positive downward trend in the number of service failures and complaints against repairs. The importance of ensuring SLAs were aligned to customer expectations was also highlighted. [REDACTED]

[REDACTED]

The Board noted the HR update and was pleased to note the 26 apprentices as at October 2019 [REDACTED]

The Board noted progress with recruitment of a tenant to act as an observer on the Board, with nominations from the RCVE to be submitted to the next meeting.

Recommendations

There were no recommendations for Group Board consideration.

Neighbourhood Services Committee (21/11/19)

Key business and decisions taken

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| <ul style="list-style-type: none">• Noted Executive Director of Asset Services’ Update• Noted Updates from Impact and RCVE | <ul style="list-style-type: none">• Noted Responsive Repairs 6 Monthly Performance Update• Noted HR People MI Performance Update• Noted spotlight topic - Ethical Lettings Joint Venture |
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- Noted Risk and Audit including Customer Service and RHO Risk registers and updates on Defects and Lone Working
- Reviewed Integrated Strategic Performance Report (ISPR)
- Noted Customer Service Financial Performance
- Noted Customer Experience Squad Update
 - Noted Group Asset Management Strategy for 2020-2025

- Reviewed Neighbourhood Services Customer Services and Operational Performance Reports
- Noted Statutory Compliance Dashboard
- Reviewed NSC Terms of Reference
- Noted Riverside Foundation Update
- Noted Building Safety Update

Matters for noting

The Committee noted ongoing work with analysis of properties not recorded in Riverside’s Housing Management system and requested a formal report to March meeting once work had concluded.

The Committee reviewed Customer Service and RHO Risk Registers, noting a new approach had been approved, and the new format would be provided to the next meeting. The Committee also noted progress with Defects and Lone Working and requested a regular performance report on defects, including a trajectory for a step change in performance.

[REDACTED]

A six monthly report on Responsive Repairs performance was noted and the Committee was pleased to see improving performance in the South and Central Region, noting consideration of re-introduction of urgent repairs category, aimed to reduce time taken to complete repairs, and challenges with sub-contractor performance.

[REDACTED]

An update on key considerations for Riverside following the Independent Review of Building Regulation for Fire Safety and Grenfell Enquiry recommendations was noted, with the Committee highlighting the importance of customer engagement and communications, with RCVE acting as a critical friend. The Committee requested a further report to provide assurance around timeframes and key themes to the next meeting.

The Committee received a report setting out proposals for an Ethical Lettings Agency covering the profile and challenges of the Private Rented Sector across LCR, associated costs, risks and opportunities. The Committee requested a further report to cover timescales and a worked example to enable better understanding of the Joint Venture.

Recommendations

The following reports were recommended for Board approval subject to amendments agreed at the meeting:

- Asset Management Strategy 2020-2025
- Gender Pay Gap
- NSC Terms of Reference