

**The Riverside Group Limited - Report of Committees and Subsidiary Board (July 2020 – August 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.

**Irvine 02/07/2020**

<p>Business dealt with</p>	<ul style="list-style-type: none"> <li>• Approved the Corporate Plan 2020/23 subject to the consideration of the outstanding outcome targets at the August Board Meeting.</li> <li>• Approved the Financial Statements for Irvine Housing Association for the year to March 2020, the submission of the covenant position to the funders, the Management Representation Letter and the Financial Statements for Thistle Housing Services for the year to March 2020.</li> <li>• Approved the revised Financial Regulations and the Scheme of Delegation – Financial Authorisation Limits.</li> </ul>	<ul style="list-style-type: none"> <li>• Approved the extension of the North Ayrshire Women’s Aid leasing scheme beyond the previously agreed ten properties to reflect increasing demand.</li> <li>• Agreed the content of the proposed MD objectives for the year.</li> <li>• Approved the remuneration package set out in the MD Remuneration Report.</li> </ul>
<p>Key matters arising at 2/7/2020 Meeting</p>	<p>The Board noted that Thistle Housing Services’ amended Articles of Association had now been registered with Companies House and that proposals for Directorships of Thistle would be presented for consideration at the September Special Board Meeting.</p> <p>The Board noted and agreed the intention to present the proposed Rule Changes to the Annual General Meeting in September given that, whilst new legislation made it possible to hold a virtual Special General Meeting, it did not allow for any discussion / debate take place - only voting for or against a resolution. The Board further noted that officers would monitor government guidance and plan the format of the Annual General Meeting accordingly.</p> <p>The Board noted the Covid-19 Update Report which detailed the approach being taken for the re-instatement of services and changes to ways of working as the lockdown measures were eased, the approach to supporting staff, the consequence risks, and reporting to the Scottish Housing Regulator.</p> <p>The Board noted the contents of the External Auditors Report to Audit Committee.</p> <p>The Board discussed and noted the proposed capital works programme for 2020/21, the key areas of potential slippage and the plans to re-profile and maximise spend and completion of works by March 2021.</p>	

The Board noted the operational report, discussing in particular, arrears levels, the sharp increase in Universal Credit claims and the planned targeted approach to income collection, gas safety compliance and the proposed reintroduction of enforcement measures in order to gain access to homes.

The Board noted the financial performance report, in particular, that a reforecast was currently being carried out and would be incorporated in the next financial performance report being presented to the August Board Meeting. The Board also noted that work would be carried out on the long term financial plan during the summer in order to factor in the implications of Covid-19.

The Board noted the MD's Report which included updates in relation to the timing of Board Succession Planning to follow Board's consideration of potential Board Remuneration, the recent Salary Review [REDACTED]

[REDACTED] The Board noted the update on the MD's Appraisal Meeting.

Recommendations	None.
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### Irvine Board Meeting 27/08/2020

Business dealt with	<ul style="list-style-type: none"> <li>• Approved the parameters against which development projects will be considered for 2020/21</li> <li>• Overview of the Development Appraisal Model</li> <li>• Noted the measures which had been implemented in response to the COVID-19 pandemic</li> <li>• Noted the update on current development projects</li> <li>• Noted the Operational Performance Report</li> <li>• Noted the Finance Performance Report</li> <li>• Noted the Managing Director's Report</li> </ul>	<ul style="list-style-type: none"> <li>• Noted the update to the 2020-2023 Corporate Plan (Year 1 delivery)</li> <li>• Approved the 2020/21 revised forecast</li> <li>• Approved the revised 30 year Financial Plan.</li> <li>• Approved the Asset Management Strategy</li> <li>• Approved the Tree &amp; Woodland Management Policy</li> <li>• Deferred approval of the Donations Policy and the CCTV policy and Data Protection and Privacy Policy pending clarification that they complied with the specific requirements of Scottish law</li> </ul>
Key matters arising	<p>The Board received an overview of the process for the consideration and approval of investment proposals, and the role played by the Investment Appraisal Committee (IAC). The robust and rigorous nature of the monthly meetings of the IAC was highlighted. The various required stages of approval required for an investment to proceed were noted and it was agreed that in order for the Board to have earlier oversight and input into a potential scheme, proposals would also be submitted for consideration at the Gate 2 (detailed design) stage.</p> <p>The Board discussed the impact of the COVID-19 pandemic and stressed that the prime focus remained the continued health and well-being of staff. Work was being conducted in a safe and secure manner to ensure adherence to social distancing guidelines, and ongoing day to day work continued to be carried out effectively.</p>	

The Board considered the Association’s Delivery Plan for the first year of the Corporate Plan 2020 to 2023, which outlined the specific actions, initiatives and targets for year one delivery, with accompanying timescales and allocated officer responsibilities. The revised plan had taken account of the current Covid-19 pandemic and the impact on the Association’s business. The key priority for the remainder of the year would be to continue to provide services within the constraints of socially-distanced working, improving customer satisfaction, maximising income and arrears control, and controlling expenditure.

The Board approved both the 2020/21 revised forecast and the revised 30 year Financial Plan, which had been updated given the widespread impact of the Covid-19 pandemic, allied to the fact that the potential future impacts remained uncertain as the risk of a second spike, increased unemployment and the removal of the Furlough scheme, remained prevalent.

The Board deferred approval of the Donations Policy and the CCTV policy and Data Protection and Privacy Policy pending clarification that they complied with the specific requirements of Scottish law.

The Board approved the Asset Management Strategy and the Tree & Woodland Management Policy.

The Board noted the Operational Performance Report. Particular attention was drawn to the fact that complaint numbers had fallen since April. A deep dive analysis had been carried out of dissatisfied complaints and key issues identified. A lack of communication with the customer during the complaints process had emerged as a theme. Consequently the Asset Services Support Officer had been tasked with contacting every customer who had raised a repairs complaint or service enquiry.

The Board noted the preparations in place for the Annual General Meeting (AGM), scheduled to be held on Wednesday 16th September 2020.

### London Development Committee 08/07/2020

Business dealt with	<ul style="list-style-type: none"><li>• Noted the Housing Management Update</li><li>• Noted the Market Update</li><li>• Noted the London Regeneration Programme update</li><li>• Approved revised project management/governance arrangements for the LRP.</li></ul>	<ul style="list-style-type: none"><li>• [REDACTED]</li><li>• Approved the financial reforecast as a basis for a recommendation to the TRGL Board on the future financial envelope for the LRP</li><li>• [REDACTED]</li></ul>
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Key matters arising

The Committee noted the market update. The supply of new sales instructions had increased across the UK in May, evidencing that vendors were pricing much higher, given that supply remained low. Availability of mortgages remained an issue, as concerns remained regarding a possible second spike of COVID-19, as well as likely increase in unemployment figures. The full implications of the COVID-19 pandemic were unlikely to be felt until quarter 3 2020/21, although this would continue to be monitored.

The Committee noted the Housing Management update. In accordance with government guidance, lock down measures had been eased and business activities reintroduced. Following on from well-being calls to households with over 70's, all households had now been called/texted/written to. Covid-19 had witnessed a spike of over 30% in ASB calls, although the majority of these were able to be handled in a robust and swift manner. Throughout June the repairs service had started to tackle the backlog of outstanding repairs covering electrical, roofing and external repairs. Each customer had been personally contacted and an appointment made. This approach has been received well. The current suspension of all legal action associated with rent arrears had continued, alongside work to target income vulnerable households.

The Committee noted the London Regeneration Programme update. Following consultation with tenants the next engagement event in the Friars Close courtyard was scheduled for 14th July. The event would follow social distancing guidelines and PPE would be provided for all Riverside staff, partners and tenants.

The Committee approved a proposal for revised project management/governance arrangements for the LRP. The revised arrangements were proposed in response to the recent Local Partnerships gateway review recommendations and in preparation for the ramping up of development activity.

[Redacted]

[Redacted]

Recommendations	<ul style="list-style-type: none"> <li>█ [REDACTED]</li> <li>█ [REDACTED]</li> </ul>
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**Governance and Remuneration Committee 09/07/2020**

Business dealt with	<ul style="list-style-type: none"> <li>• Noted an update on Board and Committee Membership</li> <li>• Appointed Goi Ashmore as a Director of Riverside Finance Plc</li> </ul>	<ul style="list-style-type: none"> <li>• Appointed a Customer Trustee to Riverside Foundation</li> <li>• Appointed Jo Lucy to Impact Committee</li> <li>• Reviewed the Group Appraisal Outcomes</li> <li>Noted an update on Governance Team Project work</li> </ul>
Key matters arising	<p>The Committee received a revised Board and Committee membership report which now included a longer term picture of membership movements which would better support the Committee’ strategic view. It was agreed to consider in October a number of membership matters with a view to identifying further areas in which talent within the governance community could be best employed.</p> <p>The Committee reviewed the outcomes of Group appraisals and asked that the use of colour-coding and the reliance on self assessment of the appraisal process be reviewed. Assurance was provided that the Governance Team were reviewing approaches to appraisal against current best practice and would provide proposals for improvement in due course.</p> <p>Progress made in delivering the suite of Governance projects underway was welcomed and the Committee gave its views on the potential suppliers who had submitted offers to support Riverside’s mock IDA.</p> <p>[REDACTED]</p>	
Recommendations	No recommendations were made for Group Board to consider	

## Riverside Care and Support Committee 22/07/2020

Business dealt with	<ul style="list-style-type: none"> <li>• Noted a report from the Executive Director</li> <li>• Noted a Business Development Update</li> <li>• Noted the Annual Summary of Care &amp; Support</li> <li>• Noted reports on C&amp;S Financial, Operational Support and Housing Management Operational Performance</li> </ul>	<ul style="list-style-type: none"> <li>• Noted a report on Hull Extra Care performance</li> <li>• Received an update from People Services</li> <li>• Noted an internal audit highlights report, quality and compliance report and risk register update</li> <li>• Discussed the Committee Effectiveness Review</li> </ul>
Key matters arising	<p>The Committee received an update on the response to the COVID-19 pandemic and noted that Care and Support is now in Stage 3 of a 5-stage COVID-19 recovery plan. This will involve limited reopening of offices; Floating Support services making home visits where necessary and risk assessed; Dispersed accommodation services and Outreach services reintroducing aspects of their service; the completion of partially complete Retirement Living Investment Program projects; limited reopening of communal spaces, and reintroduction of H&amp;S room checks in Supported Housing and Retirement Living.</p> <p>Initial findings for a report on the Manchester Emergency Accommodation ('Everybody In') project show the transformational impact on people's health, behaviour, family relationships and hopes for the future. This will be followed up to understand people's experiences longer term. Opportunities to bid for funding to provide interim housing for rough sleepers who were accommodated in hotels will be explored with Local Authority partners.</p> <p>The Care &amp; Support Corporate Plan Year 1 Delivery Plan has been accepted. Some elements of business development have been paused due to COVID, the development of c.400 bedrooms will proceed from January with a programme beyond April for the remainder.</p> <p>The impact of COVID on voids has lifted the percentage of voids above the target of 3.7% peaking at 5.2% reducing to 4.7% by mid-July. Regional operational managers are meeting every week. Voids were predominantly ready to let with the increase attributed to the difficulty of moving house during lockdown conditions.</p> <p>Hull Extra Care is performing well despite COVID – 4 performance standards around customer activities are seeing an impact; how to deliver these safely is being investigated. Repairs which are an emergency or can be conducted safely are continuing.</p>	
Recommendations	There were no recommendations to Group Board	

## Riverside Foundation 04/08/2020

Business dealt with	<ul style="list-style-type: none"><li>• Appointed Trustee drawn from RCVE</li><li>• Received an update into an ongoing review into Income Maximisation Services</li><li>• Discussed the medium-to-long term plan for the Foundation</li></ul>	<ul style="list-style-type: none"><li>• Noted a financial update report</li><li>• Approved Financial Statements, Management Representation Letter and re-appointed the auditor for a further year.</li><li>• Approve an updated Investment Policy</li></ul>
Key matters arising	<p>The Committee appointed Cameron Dougherty (an RCVE member) as a Trustee for a three-year term following approval of the appointment by GRC.</p> <p>Both internal and external research is being conducted into Income Maximisation Services, the methodology and key questions were presented to trustees. The outcomes are due to be reported to the Foundation Board in November and will inform business planning.</p> <p>There was a significant discussion on Business Planning. The Foundation's investments have seen an impact from the general market downturn as a result of COVID-19 whilst external funding sources, such as local authority grants, are also likely to fade. With the benefit of the IMAX research piece the Board will be in a position to focus on the Foundation's purpose.</p> <p>The update providing a general overview of projects' performance and activity showed lower levels of performance, largely due to the lack of face-to-face activity and postponing activity due to COVID-19, however services adapted well to remote working and activity to proactively contact customers has shown a positive impact.</p> <p>The Board approved the Financial Statements and Management Representation Letter. The Board also approved negotiating a one-year extension with KPMG as the Foundation's auditors.</p> <p>The Board approved a new Investments policy and delegated authority to the Riverside Treasury Team to identify accounts in which to invest cash sums.</p>	
Recommendations	There were no recommendations to Group Board	

## Prospect Board Meeting 19/08/2020

Business dealt with	<ul style="list-style-type: none"><li>• Noted the Management Accounts for the four month period ending 31 July 2020</li><li>• Noted the measures which had been implemented in response to the COVID-19 pandemic</li></ul>	<ul style="list-style-type: none"><li>• Noted the Risk Register</li><li>• Noted the Managing Directors' Report</li><li>• Approved the updated 2020/21 forecast for Prospect (GB) Limited and the five year Prospect Business Plan 2020/21 – 2024/25.</li><li>• Noted the Modern Slavery Statement 2020</li></ul>
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Key matters arising

The Board discussed the impact of the COVID-19 pandemic and stressed that the prime focus remained the continued health and well-being of staff. Morale continues to remain high, evidenced by the recent positive results from the second staff engagement survey.

Both the Head Office and operational sites had been reopened in a safe and secure manner to ensure adherence to social distancing guidelines, and ongoing day to day work continued to be carried out effectively.

[Redacted]

Reservation levels during June and July had been extremely encouraging. As with other housebuilders, there has been clear evidence of a post lockdown bounce with a record 36 net reservations having been taken over the two month period. The excellent work of the sales team was highlighted, with the impact of the ongoing marketing campaign and incentivising sales initiatives being particularly successful.

Two NHBC customer surveys had been received in the period, both scoring 100% for recommend a friend.

[Redacted]

The Board approved the Prospect Business Plan 2020/21 - 24/25, which had been updated due to the ongoing impact of the pandemic. While the overall build programme in this financial year has been extended due to COVID 19, increased reservations on existing sites / ongoing projected sales are forecast [Redacted]

[Redacted]

Recommendations

There were no recommendations to Group Board.



## Impact Committee Meeting 17/8/20

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Business dealt with

- [REDACTED]
  - Covid recovery update along with outcomes of both the colleague and customer surveys which have been completed; stages of recovery and metrics.
  - Update on the Asset Disposal list and approval to utilise some of the properties previously approved for disposal to work with local authority partners on the Next Steps Accommodation Programme (approved at IAC).
  - Financial update, including approval of the savings required in the budgets and the requirement to implement a tracker to ensure we meet the targets.
  - Approved the last separate Annual report to customers which will be shared with Customer Voice prior to publishing.
  - [REDACTED]
  - Received the report on Compliance with the Regulatory Standards
  - Received the Internal Audit report with the favourable audit on stock investment contracts
  - Noted the annual report on ED&I and Health and Safety
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Key matters arising

- The committee noted the updated on the foundation work completed to support full business integration, including the project governance structure with the updated terms of reference with clearer links to the Impact Committee; operating model; concept brief and design principals and draft comms and marketing approach. [REDACTED]
  - [REDACTED]
  - Sustainability Modelling that has been commissioned for all Riverside properties, including Impact.
  - [REDACTED]
  - Committee were impressed by the speed of recovering of some of our services and support to customers which has minimised the overall increase in rent arrears which has started to reduce at the end of July
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Recommendations

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