



Meeting Minutes

Board/Committee:	The Riverside Group Ltd Board (the "Board")		
Date and time:	11am, 7 th October 2020		
Location:	Via video-conference		
Present:	• Terrie Alafat	(TA)	Chair
	• Pauline Davis	(PD)	Vice Chair (for part of the meeting)
	• Ingrid Fife	(IF)	Board Member
	• Lisa Tennant	(LT)	Board Member
	• Sally Trueman	(ST)	Board Member
	• Peter White	(PW)	Board Member
	• Goi Ashmore	(GA)	Board Member
	• Erfana Mahmood	(EM)	Co-opted Board Member
	• Carol Matthews	(CMM)	Co-opted Board Member
	• Sandy Murray	(SM)	Co-opted Board Member
	• Clarine Stenfert	(CS)	Co-opted Board Member
In attendance:	• Richard Nichols	(RN)	Tenant Observer
	• John Glenton	(JG)	Executive Director of Care and Support
	• Ian Gregg	(IG)	Executive Director of Asset Services
	• Jo Lucy	(JL)	Executive Director Business Support
	• Cris McGuinness	(CAM)	Chief Financial Officer
	• Patrick New	(PN)	Executive Director of Customer Service
	• Sara Shanab	(SS)	Director of Governance and General Counsel
	• Anne-Marie Owens	(AMO)	Governance Manager (Secretary)
Apologies:	• None		


Min Ref:	Agenda Item	Action
166/20	<p><u>Apologies for Absence (Item 1.1)</u> VERBAL</p> <ul style="list-style-type: none"> • There were no apologies for absence. • The Chair welcomed everyone to the meeting and noted that PD would be joining the meeting for 1 hour and the agenda had been reordered to allow her participation in key items of business. 	
167/20	<p><u>Declarations of Interest (Item 1.2)</u> VERBAL</p> <ul style="list-style-type: none"> • PN and IG declared an interest in item 5.2, Committee Restructure - Evolve Proposals. • ST and RN declared an interest in item 5.3, RCVE Proposals. 	
168/20	<p><u>Chair's Matters (Item 1.3)</u> VERBAL</p> <ul style="list-style-type: none"> • The Chair noted that should her connection to the meeting fail, IF would take over as Chair. • The Chair summarised the outcomes of the recent survey of Board Members on the topic of meeting arrangements. It was noted that while there was a clear wish to meet in person and an acknowledgement that current arrangements compromised, particularly for new members, developing knowledge of the business through site visits and other in person interaction, Members appreciated that options were limited due to a need to comply with Government rules and guidance and to protect colleague safety. • The Board discussed ways in which interaction could be increased while ensuring safety without creating an onerous amount of work. It was agreed that the Board Masterclass programme should be reviewed to identify opportunities to strengthen this resource. The Chair reminded colleagues that they were free to explore smaller, regional meetings with colleagues should guidelines permit. It was further agreed that the use of technology would be explored as a means to better engage with Members and reduce feelings of remoteness and disengagement arising from the current, necessary ways of working. The Chair asked that any further ideas were shared with AMO and SS. • It was noted that the Chair had attended the National Employee Forum and the Enable staff group and found both very interesting, demonstrating the commitment of Riverside staff to inclusivity and a safe working environment for all. The Chair noted that Board engagement with staff particularly at such a challenging time was important. • On behalf of the Board and Executive colleagues, the Chair thanked RN for his service as Board Observer in the previous 12 month period and the valuable contribution he had made to the Board's discussions. RN noted that he had found the role very interesting and was leaving with a respect and appreciation for the work of the Board. • The Chair identified the COVID Debrief, Building Safety, Annual Development and Treasury reports as key items of business on the agenda. 	<p>SS JL</p>

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169/20	<p data-bbox="280 219 1018 253"><u>Minutes of Previous Meeting (Item 1.4) CONFIDENTIAL</u></p> <ul data-bbox="280 286 1158 320" style="list-style-type: none"> <li data-bbox="280 286 1158 320">• Minutes of the meeting on 10 September 2020 were approved. 	
170/20	<p data-bbox="280 353 995 387"><u>Written Resolution Energy Contract Strategy (Item 1.5)</u></p> <ul data-bbox="280 421 1356 566" style="list-style-type: none"> <li data-bbox="280 421 1356 566">▪ The Board NOTED the resolution passed in writing on 30 September 2020, approving a new contract for a duration of two years from 01/10/2021 to 30/09/2023 for the supply of Gas and Electricity with Inenco at an estimated value of £10.2m. 	
171/20	<p data-bbox="280 600 1158 633"><u>Matters Arising from Previous Meetings (Item 1.6) CONFIDENTIAL</u></p> <ul data-bbox="280 667 1292 701" style="list-style-type: none"> <li data-bbox="280 667 1292 701">• The update on Matters Arising from the previous meetings were NOTED. 	
172/20	<p data-bbox="280 734 850 768"><u>Customer Story (Item 1.7) CONFIDENTIAL</u></p> <ul data-bbox="280 801 1356 2000" style="list-style-type: none"> <li data-bbox="280 801 1356 947">• The Board watched a video filmed by a Riverside customer, which showed her journey as a new social housing tenant. PN advised that he had spoken with the customer recently to obtain more details of her experience and was very disappointed that it had not been positive. <li data-bbox="280 981 1356 1149">• It was noted that state of repair of the property had not been appropriate to let and that communication had been inadequate to resolve the issues and a lack of compassion and empathy displayed to the customer. While repairs were now complete, the process to reach that point had been painful and frustrating for the customer who would not recommend Riverside as a landlord. <li data-bbox="280 1182 1356 1350">• PN confirmed that the case had been looked at in detail and service and process failings identified, with action taken to prevent recurrence. IG and PN would hold a session with leadership teams using the customer's story as a case study, scrutinising service failings and particularly focussing on the importance of having a culture of ownership and responsibility across all staff. <li data-bbox="280 1384 1356 1485">• The Board concurred that it was valuable to have visibility of both success and failure at Board level and queried how the property had reached the point of letting in a state of disrepair. <li data-bbox="280 1518 1356 1865">• PW noted that this was an area within the scope of the NSC, and highlighted that there were numerous factors to be considered such as the challenges faced with some older stock, the impact of COVID-19 on the repairs service and backlogs created due to the pandemic, and the drive to meet performance targets such as Voids. He commented that there was also excellent work being carried out within the service and a committed drive to improve the complaints process and other plans in flight to improve customer experience which the NSC were tracking. IG added that the Empty Homes Standard in the new Corporate Plan delivered a more customer-centric checklist to be worked through before a property was let. <li data-bbox="280 1899 1356 2000">• In response to a query, PN confirmed that disrepair claims were high with solicitors actively pursuing individuals to make claims and this was being treated as a priority matter for the business. 	

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	<ul style="list-style-type: none"> It was proposed that the Customer Journey and Experience might be a useful topic for a future Masterclass. PD joined the meeting. 	SS
173/20	<p><u>Annual Development Report (Item 2.5)</u></p> <ul style="list-style-type: none"> The Board NOTED the report on current and future development activity which should deliver 3,464 new homes across the next three years. CAM introduced the report and highlighted to the Board the risks and opportunities of the Affordable Homes Programme. It was noted that Riverside's approach to its development programme was balanced, controlled and subject to close oversight and reporting and assurance. The role of the Investment Appraisal Committee and the London Development Committee (LDC) was identified as key in the governance of development. CAM noted that Homes England had been surprised that Riverside were not a strategic partner, and while there were challenges with the Affordable Homes Programme, there was confidence that these could be met. It was noted that work continued in this area, and recommendations would be submitted to January's Board meeting. In response to a query, it was confirmed that a Masterclass on development was scheduled in the programme. The Board queried how development was balanced with stock improvement. CAM advised that Riverside had historically delivered less development than its peers but was required to play its part in solving the national housing crisis. The Executive Team worked to ensure a balance between contributing to the delivery of new homes while ensuring that there was sufficient investment in existing stock and funds for repairs. The Board was assured that the development programme would not be such that stock improvement and repairs were compromised. The Board discussed the governance around development and were satisfied that it was fit for purpose. PD noted that the Government White Paper would have an impact on development activity however there were numerous opportunities in London and the South East which had been discussed at the LDC Strategy event. PD commented that Riverside needed to position itself strongly as a viable strategic partner while mitigating the risk exposure and understanding the expectations of Homes England. She noted the good work carried out with neighbourhood regeneration in Runcorn and Carlisle which were now in a strong position to move forward. PD asked that a virtual tour of a London Regeneration site be explored and invited colleagues to contact her should they wish to discuss development, the London Regeneration Programme or the work of LDC. 	CAM
174/20	<p><u>Committee and Subsidiary Board Update (Item 2.4)</u></p> <ul style="list-style-type: none"> The Board NOTED the update on Committee and Subsidiary Board activity. PD reported that the LDC had held a successful strategy event earlier in the week and outputs would be considered further at a meeting in November. She 	

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	<p>advised that the Committee were motivated to move forward with growth and development in London and the South East.</p> <ul style="list-style-type: none"> • IF reported that the Riverside Care & Support Committee had received a Masterclass on Voids and were focussed on this area of performance and using benchmarking to enhance oversight. • GA assured the Board that the Group Treasury Committee had held a detailed discussion on the issue of Private Placement and the appointment of HSBC as advisors and were satisfied with the decisions taken. • SM advised that the Group Audit Committee had held a good meeting with a high level of independent scrutiny and assurance demonstrated. SM noted that internal audit activity for the year had been reprioritised in light of COVID-19 and the changing operating environment. • PW noted that the NSC meeting pack had contained good quality papers particularly where reporting on risk. He identified performance challenges under the scrutiny of the Committee as income collection, customer service centre and call abandonment rates, COVID-19 impacts and new IT systems, and were satisfied that appropriate action was being taken in these areas. PW noted that the Committee was keen to understand where customer satisfaction data directly related to COVID-19 and that the Customer Plan would be discussed at the forthcoming away day. • IG noted that the Evolve Board were closely monitoring service delivery and commercial performance which was improving. 	
175/20	<p><u>COVID -19 Response Debrief Report (Item 2.1)</u></p> <ul style="list-style-type: none"> • The Board NOTED the report which detailed Riverside's response to date to the COVID-19 pandemic and analysed what had gone well, what could have been better, what lessons had been learned and how Riverside could improve. • The Board welcomed the analysis completed and the commitment to improving through lessons learned. • PW highlighted staff wellbeing and resilience as particular area of risk moving into the winter period and noted that this would be an area under NSC scrutiny. 	
176/20	<p><u>COVID-19 Update (Item 2.2)</u></p> <ul style="list-style-type: none"> • The Board NOTED the update report on Riverside's ongoing response to the COVID-19 pandemic. • The increase in staff absence was noted as the North West, where the majority of staff were based, had become a COVID hotspot. It was confirmed that there was no proposal to restrict services however this would be kept under review as localised restrictions emerged. • IG advised that due to a lack of flu jab availability at Riverside's second provider, the process had been adjusted, so that staff could now pay for a flu jab where available and reclaim the cost from Riverside as an expense. The Board queried 	

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	<p>if this risk was captured in the risk register and it was confirmed that it was reflected in staff absence risk.</p> <ul style="list-style-type: none"> The Board received an update on progress made in reducing the gas servicing backlog, and noted that of the outstanding actions, the majority were in the Liverpool City Region and moving through the court process for gaining access. PD left the meeting. 	
177/20	<p><u>Group Risk Register (Item 2.3) CONFIDENTIAL</u></p> <ul style="list-style-type: none"> The Board NOTED the Strategic Risk Register for the Group, which had been subject to further refinement by the Executive Team since the Board met in September. Members acknowledged the work done to further evolve the Register and to bring areas of high risk to the forefront of the report and noted the two remaining red-rated risks and mitigating actions relating to each. It was noted that there would be increased narrative around staff absence risk in December's update. PW queried the point at which actions would be considered to reduce the risk of arrears due to rent increases. CMM advised that Government-mandated rent reductions over the past 4 years had benefited Riverside's more economically challenged customers and Riverside needed to balance its rent setting carefully to protect its provision of affordable housing but also to ensure it was financially strong enough to contribute to solving the housing crisis as expected by the Regulator. It was noted that there was an Affordability Framework in place to inform decision making with respect to rents and this had been seen by NSC. It was agreed that the risk rating would be reviewed. The Board welcomed the reduction in risk rating for safeguarding based on the substantial improvement work undertaken in this area. IF queried how additional responsibilities around Building Safety would be funded and if there would be an impact on affordability. CMM noted that the Affordability Framework was based on regional and Local Authority considerations. She confirmed that the improvements to Building Safety were already underway sustaining a cost which would increase, and savings had been identified for reinvestment into the compliance framework. The Board noted that as it undertook business and budget planning activity in the coming period, these thematics would be the subject of further discussion. The Board discussed the stopping of discretionary housing payments and CMM noted this was captured in the Risk Register under the financial pressures on Local Authorities which included the impact of bedroom tax which TRGL was required to comply with. TRGL's mitigations were the provision to customers of money advice, employment and training support and affordable warmth initiatives. It was noted that the ability of Local Authorities to meet their financial obligations was a risk however the Department of Work and Pensions had managed Universal Credit better than anticipated although funding remained a point of contention between Local and Central Government particularly in the context of COVID-19. 	CMM

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178/20	<p data-bbox="280 226 967 255"><u>Chief Executive's Report (Item 3.1)</u> CONFIDENTIAL</p> <ul data-bbox="280 293 1342 1070" style="list-style-type: none"> <li data-bbox="280 293 1046 322">• The Board NOTED the Chief Executive's update report. <li data-bbox="280 360 1342 568">  <li data-bbox="280 607 1342 936">• CMM reported that there was substantial engagement underway between the Government and Regulator as the White Paper emerging from the Grenfell tragedy took shape. The expectation was that the Housing Sector would be subject to a high degree of criticism in the White Paper and would be encouraged by the sector commentator to take a measured response to this. CMM noted that Riverside would be focussing on understanding the changes in consumer regulation and ensuring that customer involvement and engagement arrangements were meaningful and compliant. ST added that this was an emotive topic and the expectations on providers to engage and involve customers effectively would increase. <li data-bbox="280 974 1342 1070">• CMM noted that she, SS and CAM would be meeting with the new regulatory team in November regarding the annual stability check between In Depth Assessments and would provide an update to Board in December. 	
179/20	<p data-bbox="280 1111 719 1140"><u>Building Safety Update (Item 3.2)</u></p> <ul data-bbox="280 1178 1342 1619" style="list-style-type: none"> <li data-bbox="280 1178 1342 1312">• An update was received and NOTED on Riverside's response to the Ministry of Housing Communities & Local Government introduced "A reformed building safety regulatory system, Government response to the 'Building a Safer Future' consultation " dated April 2020, and the Fire safety Bill 2020. <li data-bbox="280 1350 1342 1514">• The Board was satisfied that appropriate progress was being made in delivering the plan to improve building safety and this view was shared by the NSC which had received the report at its recent meeting. It was agreed that this was a key business priority and required strong visibility at Committee and Board level. <li data-bbox="280 1552 1342 1619">• IG noted that by December there would be three months' data available on customer perception of safety to be reported. 	
180/20	<p data-bbox="280 1655 730 1684"><u>Roofing Works Contract (Item 3.3)</u></p> <ul data-bbox="280 1722 1342 2054" style="list-style-type: none"> <li data-bbox="280 1722 1342 1818">• The Board received the report which detailed the outcome of a group wide procurement exercise for Roofing works and proposed the awarding of contracts for a 5 year Regional Roofing programme. <li data-bbox="280 1856 1342 1953">• IG summarised the tender exercise completed under OJEU rules and the results and benefits included within the proposal which recommended a regional delivery approach. <li data-bbox="280 1991 1342 2054">• The Board queried how the risk arising from DLP winning 2 lots was being managed. IG advised that Dun and Bradstreet reports had been obtained and 	

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	<p>contracts would be subject to robust contract management. He added that risks were reduced where the contracts were broader in scope and efforts had been made to spread the work regionally where possible. He assured the Board that should any provider go into default, TRGL would be able to source an alternative supplier.</p> <ul style="list-style-type: none"> CS queried if work in the Liverpool City Region was more expensive. IG confirmed that this was not the case as the Lot Value represented work on a much higher volume of units and in an area with a higher volume of old stock: Cumbria 785, North 742, LCR 2,014 and South & Midlands 660. Following due and careful consideration, the Board APPROVED the awarding of 5 year Regional Roofing contracts as follows: <table border="1" data-bbox="280 730 1254 943"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>																					
181/20	<p><u>(a) Ethnicity Pay Report (b) Gender Pay Gap Report (Item 4.1)</u></p> <ul style="list-style-type: none"> The Board received and NOTED the report on variations in pay between staff of a specific gender and staff of a specific ethnicity. It was noted that while the data identified an ethnicity pay gap within the Group, particularly in the upper middle and upper quartile positions within the organisation, the representation of BAME colleagues had increased across all quartiles. The Board noted that there was work to do to address the ethnicity pay gap, and the BAME Action Plan underway was anticipated to have a positive impact. It was further noted that there was a gender pay gap within the organisation with an under-representation of female workers in the upper quartile positions when compared to female overall representation, which was impacted by the higher number of females employed in the Care & Support business. It was also noted that the percentage of female colleagues working part time was much higher when compared to male colleagues. The Board noted that the Our Riverside People Plan set strategic objectives for diversity and equality and that there were a range of actions being taken to improve gender equality. The Board agreed that the varying impacts on staff of COVID-19, based on gender and ethnicity needed be taken into account when providing support and it was confirmed that this was an ongoing consideration in Riverside's response. The Board requested that for future reports, regional benchmarking be included. 	<p>JL</p>																				

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182/20	<p data-bbox="284 226 858 259"><u>Operational Performance Reports (Item 4.2)</u></p> <ul data-bbox="284 293 1358 1037" style="list-style-type: none"> <li data-bbox="284 293 1358 360">• The Board NOTED the Executive Key Performance Indicator report for the period ending 31 August 2020. <li data-bbox="284 394 1358 495">• Having reviewed the report, the Board asked that the Former Tenant Arrears Graph be clarified in future reporting to track trends and a key included for line graphs. <li data-bbox="284 528 1358 797">• The Board discussed the rate of safeguarding referrals and queried if the Executive was comfortable with the referral levels. IG summarised all actions taken to improve awareness and understanding of safeguarding across the business and noted that data was now being collated and analysed to confirm the impact of this work and identify rates in different business areas to inform any further actions required. The Board requested additional commentary on the direction of travel, TRGL's expectations and objectives and where performance was considered satisfactory or of concern. <li data-bbox="284 831 1358 1037">• PW noted that NSC had requested information on referral outcomes and CMM advised that TRGL did not have access to this information following the referral, due to GDPR requirements, and it depended on the relationship and engagement of other agencies. It was noted that there was no benchmarking data which could be used as a comparison, therefore TRGL would be collating information over a period to assess the run rate and performance. 	<p data-bbox="1390 421 1477 454">IG/PN</p> <p data-bbox="1390 757 1477 790">IG/JG</p>
183/20	<p data-bbox="284 1077 810 1111"><u>Financial Performance Report (Item 4.3)</u></p> <ul data-bbox="284 1144 1358 1648" style="list-style-type: none"> <li data-bbox="284 1144 1358 1267">• The Board NOTED the Financial Performance Report (FPR) Summary for August (Period Five), compared to Quarter One Forecast (Q1F). The Board further noted the three amber early warning signs and the risks and opportunities detailed in the report. <li data-bbox="284 1312 1358 1480">• CAM highlighted that financial performance was tracking ahead of Q1 forecast and Q2 forecast was in development. It was noted that the Investment Appraisal Committee reviewed unsold units at every meeting and the position was currently strong. It was agreed that unreserved units would be included in future reports. <li data-bbox="284 1514 1358 1648">• The Board asked if it was expected for the current operating margin to remain stable. CAM gave assurance that all actions were being taken to support the margin and to feed any upside into the Q2 forecast however there was a need to be cognisant of the potential costs of a second COVID-19 wave. 	
184/20	<p data-bbox="284 1688 762 1722"><u>Quarterly Treasury Report (Item 4.4)</u></p> <ul data-bbox="284 1756 1358 1991" style="list-style-type: none"> <li data-bbox="284 1756 1358 1800">• The Quarterly Treasury report was received and NOTED. <li data-bbox="284 1823 1358 1991">• The Board was pleased to note that the deal signed in September with Nationwide had addressed a number of longstanding issues and avoided breakage costs and reduced the covenant burden. It was noted that Nationwide had a new account team in place and the loan was now operating in line with other lenders. 	

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	<ul style="list-style-type: none"> The Board congratulated the Treasury Team on being identified in a Bank of England webinar as an example of an organisation taking the transition from LIBOR seriously. The Bank of England representative had highlighted in the webinar “The Riverside Group, a Housing Association, who entered a new SONIA rate facility at the height of the pandemic”. GA noted that the Bank of England was consulting on negative interest rates and requested a meeting to be arranged to work through any implications for TRGL of rates moving into negative territory. GA welcomed the work underway to diversify the portfolio between Public and Private Debt and noted that all action was being taken to restart discussions with Natwest for SONIA facilities as soon as possible. 	CAM
185/20	<p><u>Annual Care Services Update (CQC) (Item 4.5)</u></p> <ul style="list-style-type: none"> The Board received and noted an update on Riverside’s three care services, registered and regulated by the Care Quality Commission (CQC). The Board welcomed the news that all the services were currently rated as “Good” by CQC and there were no concerns or outstanding actions from current inspections. It was also noted that progress was being made in moving from a good rating to an outstanding rating. The risks presented by the COVID-19 pandemic were discussed, and the mitigations noted. It was highlighted that while maintaining staffing throughout the pandemic posed a risk to the services, this had been mitigated through regular testing and robust staff management plans including a suitably resourced bank of relief workers. JG left the meeting. 	
186/20	<p><u>Board Appraisal Outcomes for Groups and Committees (Item 5.1)</u></p> <ul style="list-style-type: none"> The Board REVIEWED the outcomes of appraisal activity in 2020 across the governance structure and noted the actions agreed to drive improvement by each of the subsidiary boards and committees appraised. The Board discussed how the appraisal process might be improved to deliver more valuable outputs. SS advised that this was under review by the Governance Team and proposals to enhance the process would be developed and considered in the first instance by the GRC. 	
188/20	<p><u>Committee Restructure –Evolve (Item 5.2)</u></p> <ul style="list-style-type: none"> The Board received a report setting out a number of options to restructure the governance arrangements for Evolve Facility Services Limited (Evolve) following its agreement in March 2020 that the Evolve Board in its current form would be dissolved following a review of governance effectiveness. Following due and careful consideration of the options, the Board APPROVED the recommended Option (Option 1 – that the Evolve Board moves to an Executive-only Board carrying out the statutory role, overseeing Riverside 	

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	Direct Performance and Commercial Performance) with effect from 1 December 2020.	
189/20	<p data-bbox="284 365 1145 398"><u>Riverside Customer Voice Executive (RCVE) Proposals (Item 5.3)</u></p> <ul data-bbox="284 432 1353 2054" style="list-style-type: none"> <li data-bbox="284 432 1353 566">• The Board received a report presenting the findings of a review undertaken by the Governance Team of the relationship between RCVE and the formal Riverside governance structure particularly with respect to information sharing and Customer Board and Committee Membership arrangements. <li data-bbox="284 600 1353 768">• It was noted that based on the review findings, a number of enhancements to arrangements were presented for the Board's consideration, and designed to deliver greater clarity in how RCVE interacted with formal organisational governance, strengthen this interaction and ensure meaningful and effective customer involvement at the highest level of Riverside's governance. <li data-bbox="284 801 1353 902">• The Board noted the process which had been applied in the review and that both the Chair of RCVE and the members had been consulted and were supportive of the endeavour to bring clarity and to enhance the relationship. <li data-bbox="284 936 1353 1014">• SS took the Board through each of the recommendations and noted the views of RCVE with respect to each. <li data-bbox="284 1048 1353 1541">• It was noted that RCVE agreed with the status of Customer Board and Committee Members as clarified in the report and were supportive of the proposed actions to strengthen reporting and information sharing. There was also agreement on the proposed recruitment process for new Customer Board and Committee Members however RCVE had raised concerns about the proposal to seek candidates from outside of RCVE where there were specific role requirements or no suitable candidates within the RCVE membership at that time. It was the view of RCVE, that as the senior customer involvement body at Riverside, it should be the pool from which Board and Committee candidates are drawn and if the RCVE pool were not wide enough then Riverside should support the development of the membership rather than seek candidates through other means. Post-meeting note: RCVE Chair confirmed that the view of RCVE was that candidates should be sought from the Riverisde Customer Voice which comprised all Riverside customers. <li data-bbox="284 1574 1353 1910">• The Board considered the matter and concurred that Riverside needed to ensure opportunities were made available to customers as widely as possible and candidates drawn from a pool of people that represented its diverse customer base and brought specific experience to its governance structure as required. This was in line with the expected provisions in the revised NHF Code of Governance and Riverside's commitment to diversity, customer involvement and good governance. It was agreed that SS and PN would further discuss this matter with RCVE and agree actions to be taken to improve and broaden the pipeline of candidates from RCVE to Board and Committee positions. <li data-bbox="284 1944 1353 2054">• SS noted that at the request of the RCVE Chair, the governance team were exploring providing access to Learning Zone for RCVE to support training and development. 	

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	<ul style="list-style-type: none"> • SS advised that references to the role of the RCVE Chair within governance processes would be carried out with appropriate consultation with the wider RCVE membership. • Following due and careful consideration, the Board: <ul style="list-style-type: none"> i) NOTED the proposed enhancements to governance arrangements set out in Section 6-9 of the report and APPROVED the required updates to the Governance Framework to effect the proposals; and ii) DELEGATED to the Executive Director Customer Service and the Director of Governance and General Counsel resolution of the matter set out in point 7.3 in the report. 	
190/20	<p><u>Power of Attorney (Item 5.4)</u></p> <ul style="list-style-type: none"> • The Board received and considered a report proposing the extension of amended arrangements for the Execution of Deeds under Power of Attorney, first approved in April 2020 as part of Riverside's operational response to the COVID-19 lockdown. • It was noted that the decision of the Board in April 2020, granted power of attorney authorising the following categories of employees to execute deeds (in relation to matters within the delegated authority of the employee carrying out the execution, or for which the Board has delegated authority) on behalf of The Riverside Group Limited: <p>Category 1 Chief Executive Directors (Executive, Regional, Assistant, Service) Managing Director of Impact Managing Director of Compendium Living Heads of Service</p> <p>Category 2 Departmental and functional managers with the approval of the relevant Executive Director</p> <p>And</p> • That all Deeds executed under Power of Attorney will be executed with one attorney signing in the presence of a witness with a further attorney providing approval of the execution via email. • Following due and careful consideration, the Board APPROVED the proposal to extend the temporary COVID-19 arrangements for the execution of Deeds until January 2021. 	
191/20	<p><u>Appointment of Riverside Foundation Chair (Item 5.5)</u></p> <ul style="list-style-type: none"> • The Board received a report proposing the appointment of Mark Cullinan as Chair of Riverside Foundation. It was noted that Mark had been carrying out the role on an interim basis since the retirement of Michelle Dovey. 	

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	<ul style="list-style-type: none"> It was further noted that the GRC had considered the composition of the Foundation Board earlier in the year and were supportive of the recommendation to appoint Mark. Following due and careful consideration, the Board APPROVED the appointment of Mark Cullinan as Chair of Riverside Foundation with effect from 3 November 2020. 	
192/20	<u>Any Other Business (Item 6)</u> <ul style="list-style-type: none"> No additional business was raised. 	
193/20	<u>Date of Next Meeting (Item 7)</u> <ul style="list-style-type: none"> To be held on 22 October 2020 via videoconference. <p>There being no further business the meeting was closed.</p>	

Signed:

Terrie Alafat, TRGL Board (Chair)

Date