

## GROUP BOARD MEETING 7 OCTOBER 2020

### COVID-19 Update

The Board received a debrief on Riverside's response to COVID-19 to date. The report analysed in detail what had gone well, where the response could have been better, lessons learned and how we can improve. The Board welcomed this opportunity to reflect on the past 8 months, and fully supported Riverside's commitment to learning from experiences to inform and evolve its response to the ongoing crisis and any future pandemic emergencies. The key outcome of discussions noted that the business had responded in an agile and effective way, utilising technology and quickly adapting to new ways or working to protect customers and staff and maintain services. Riverside had been able to interpret and translate Government advice quickly enabling leaders to form robust plans, ensuring that the response was structured and organised. In considering the lessons identified, the Board agreed that Communication, Collaboration, Community and Connections would form the basis of any future response which would further strengthen Riverside's capability and make it a more resilient organisation.

The Board also received its monthly COVID-19 response report and were pleased to note the ongoing work to support staff and customer safety and wellbeing as restrictions increased. The significant improvement in voids performance and the work carried out to substantially reduce the backlog of gas safety actions arising from lockdown were also welcomed. The Board noted that no services to customers had been paused as a result of the raising of the COVID-19 Alert level and the repairs and maintenance service was being maintained.

### Customer Story

A video was shown at the meeting, which followed the experience of a new Riverside customer. The Board appreciated the opportunity to gain insight into a customer's story and noted that there were some service failings demonstrated. While this was disappointing the Board appreciated that lessons had been learned and were being actively used to improve systems.

### Annual Development Update

The Board received a report on the current and future development activity at Riverside and how the organisation was responding to the need to build more homes while effectively managing risk. It was noted that Riverside would ensure that appropriate investment was made to care for existing stock and provide decent homes for customers, but also needed to play its part in solving the national housing crisis.

### Risk Register

The Board received the risk register and noted that the document had been further refined to better draw out areas of high risk which supported the Board in its scrutiny of risk management and mitigation across Riverside.

### Chief Executive's Update

The Chief Executive updated the Board on a number of significant matters relating to the state of the Group and its operating environment.

There was significant discussion of the potential changes to the Consumer Regulation Standards in light of the anticipated social housing White Paper arising from the Grenfell Inquiry. The Board agreed

that it was more important than ever for Riverside to ensure that it had strong and robust arrangements in place to engage with and to empower customers, placing them at the heart of the business and involving them in a meaningful way with decision making.

### Building Safety Progress Report

An update was received 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. The Board was satisfied that appropriate progress was being made in delivering the plan to improve building safety.

### Care Services Annual Report

An update was received 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.

### Ethnicity and Gender Pay Gaps

The Board received a report on variations in pay between staff of a specific gender and staff of a specific ethnicity. 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. It was also noted that the percentage of female colleagues working part time was much higher when compared to men. The Board noted that the Our Riverside People Plan set strategic objectives for diversity and equality and noted the range of actions to be taken focussing on gender equality.

### Operational Performance

An update was received on performance in the key business areas of Colleagues, Compliance, Customers and Cask Leakage. There were no material performance concerns which had not been discussed elsewhere in the meeting.

### Financial Performance

The Board reviewed financial performance in the period. It was noted that total income and expenditure were favourable to the previous period. It was noted that work continued across the business to improve the operating margin.

### Governance

The board received and considered a number of governance related reports. It reviewed the outcomes of appraisals across the governance structure and noted the actions agreed to drive improvement. A range of recommendations were considered and approved to strengthen and clarify the relationships between the Riverside Customer Voice Executive (Riverside's senior customer involvement body) and the formal governance structure.