

## The Riverside Group Limited - Report of Committees and Subsidiary Board

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.

Please note that we have introduced an update from the Riverside Customer Voice Executive (RCVE) to this report. Currently the format is not in line with other updates however we will work with RCVE to align the reporting style for future meetings.

### Governance and Remuneration Committee 8 October 2020

Business dealt with	<ul style="list-style-type: none"> <li>• Noted an update on Board and Committee Membership</li> <li>• Agreed to recommend proposals to Board on future governance arrangements for Evolve and RCVE</li> <li>• Approved a series of appointments across the Governance structure</li> </ul>	<ul style="list-style-type: none"> <li>• Noted an update on Governance Team Projects</li> <li>• Approved a membership package from the Chartered Institute of Housing</li> <li>• Reviewed the outcomes of the 360° appraisal of the London Development Committee</li> </ul>
Key matters arising	<p>The Committee noted a summary of the outcomes of a consultation meeting held on 3 September 2020 at which the proposals for changes to governance for Evolve, Neighbourhood Services Committee, Riverside Customer Voice Executive (RCVE) and the Whistleblowing Policy were discussed. It was noted that the Committee's feedback on the Neighbourhood Services Committee terms of reference had informed a further iteration which would be considered at the NSC Away Day in October and then at a meeting of Chairs in November. It was further noted that the whistleblowing policy had been updated incorporating the Committee's feedback and subsequently was approved by the Group Audit Committee. The Committee's input into the RCVE proposals was noted and the Committee agreed to recommend these for approval to Group Board at its October meeting. The Committee also reviewed the proposal to amend Governance arrangements for Evolve Facility Services Limited and agreed to recommend these to Group Board.</p> <p>An update on Board and Committee Membership was received and succession activity noted. The Committee agreed that there would be a further discussion at its December meeting around membership of Boards and Committee to take into account the forthcoming revisions to the NHF Code of Governance, the White Paper publication and Together with Tenants to ensure that Riverside's governance arrangements were fit for purpose and compliant.</p> <p>The Committee received and approved for recommendation to Group Board a series of proposals to amend the Governance Framework to reflect the review of the Scheme of Delegated Authority, to clarify the Board's role with respect to staff disciplinary matters and to include advice for non-executives with respect to providing references.</p>	

	<p>The Committee approved a proposal to offer a range of Chartered Institute of Housing (CiH) resources to the Board and those senior members of staff without current CiH membership.</p> <p>The Committee approved a range of appointments including; Clarine Stenfert as a Foundation Trustee, Dean Butterworth and Paul Cleminson as Group Nominee Directors of the Ethical Lettings Joint Venture Board, Cameron Dougherty as the Group Board Tenant Observer and Karein Davies as Chair of the Defined Benefit Pension Committee, a Committee of the Executive Team.</p>
Recommendations	<p>The Committee recommended the changes to governance arrangements with RCVE and to the Board of Evolve which were discussed at the Board meeting in October.</p> <p>The Committee recommends that the Board approve the proposed changes to the Governance Framework set out in item 5.1 on the agenda.</p>

### Group Treasury Committee 19 October 2020

Business dealt with	<ul style="list-style-type: none"> <li>• Received overview from HSBC on Private Placement shortlisted bids.</li> <li>• Received overview Devonshires Solicitors on legal aspects for consideration</li> <li>• Approved recommendation to proceed with Pricoa Bid</li> <li>• Approved the signing of consent papers for Natwest in relation to small joint venture in Liverpool City Region</li> </ul>
Key matters arising	<p>The Committee were given an overview from HSBC of the most competitive bid which had been submitted by Pricoa and acknowledged the various commercial aspects that had contributed to it being chosen for recommendation to the Committee. Members agreed that the Pricoa pricing was very competitive.</p> <p>The Committee were also given an overview from Devonshires Solicitors of the legal points raised by Pricoa which were mainly in relation to US provisions that would need to be included from a regulatory perspective.</p> <p>The Committee agreed that although several document points had been raised, it was a deal that could be maximised to the benefit of TRGL and approved the recommendation to proceed with the Pricoa bid.</p> <p>The Committee noted that consent was required for a joint venture relating to ethical lettings in Liverpool and gave approval for the signing of the consent papers for Natwest.</p>
Recommendations	<p>The Committee agreed to recommend to Board approval to proceed with the Pricoa bid.</p>

## London Development Committee 11 November 2020

Business dealt with	<ul style="list-style-type: none"> <li>• Noted the Market Update</li> <li>• Noted the Neighbourhood Management Update</li> <li>• Received a Programme Overview</li> </ul>	<ul style="list-style-type: none"> <li>• Noted the Lambeth Estate Update</li> <li>• Noted the Pike Close and Calverley Close Updates</li> <li>• Approved the Vision, Values and Strategic Objectives for the London Regeneration Programme.</li> </ul>
Key matters arising	<p>Members noted the Market update as at October 2020. Excessive supply was prompting risk of a severe market correction, with new listings rising. Confidence in the market appeared to be struggling, with the impacts of the Covid 19 pandemic keenly felt, particularly given the potential risk of job losses and reduced mortgage availability given the excessive supply, as well as the ongoing uncertainty caused by Brexit. The ongoing impacts across the sector would continue to be monitored and the risk register would be updated accordingly.</p> <p>Members noted the Housing Management Update and in particular that Housing Teams continued to adapt working practices to fit the current pandemic. The current default position was working from home, although a number of activities were taking place in site, such as lettings, ASB, fraud and estate inspections. The compliance team had outlined the new delivery model for building safety which would include a tenant engagement strategy. There would be a two building safety managers recruited for the London region.</p> <p>The Committee noted the Programme Overview. In respect of Friars Close the design team were continuing to develop outline design proposals, which would be discussed at a pre-application meeting, scheduled for 12<sup>th</sup> November and the intention was to present the principles of the redevelopment option to residents.</p> <p>With regard to the Moorings and Anchor House, the intention was to undertake housing needs surveys during November 2020. Given the current lockdown restrictions these surveys would be undertaken by telephone and results would help to identify any tenants who wished to move from their current home and form future development proposals.</p> <p>The Gillian Court site had received planning permission to deliver nine homes for outright sale. The Team were currently reviewing delivery desktop options, which may include a change of tenure. Work was also ongoing to seek to obtain grant at a higher rate from the GLA if possible.</p> <p>The Planning Application for the Lambeth development had been submitted and confirmation of validation received on 29 October. A number of possible scenarios had been reviewed, largely based on the assumption that the percentage of Affordable Homes may have to increase, pending further clarification from planners.</p> <p>During the last customer engagement exercise the scheme submitted for planning was shared at an event with tenants. The planning application process, including the consultation element, was explained and the feedback had been generally positive.</p>	

	<p>In respect of Calverley Close work was ongoing with Countryside to review design options, and to seek to set up a further pre-application meeting with the local Planning Team once a preferred choice was agreed. Prior to any pre-application meeting, residents would be consulted on the proposal.</p> <p>Work was ongoing with Countryside in respect of Pike Close, and a successful first pre-application meeting on 13th October was highlighted. Following this meeting Countryside, with a new local Team to be based in Bromley, were now leading the project.</p> <p>The Committee approved the proposed Vision, Values and Strategic Objectives for the London Regeneration Programme, which had been updated following a strategy day on 5 October 2020.</p>
Recommendations	There were no recommendations to the TRGL Board.

### Care and Support Committee 12 November 2020

Business dealt with	<ul style="list-style-type: none"> <li>Received an update from the CEO</li> <li>Noted the report from the Executive Director</li> <li>Noted the Business Development Update</li> <li>Noted an Equality &amp; Diversity Report</li> <li>Noted reports on C&amp;S Financial, Operational Support and Housing Management Operational Performance</li> <li>Discussed compliance in Specialist Supported Housing</li> </ul>	<ul style="list-style-type: none"> <li>Noted a report on Hull Extra Care performance</li> <li>Noted an internal audit highlights report, quality and compliance report and risk register update</li> <li>Received highlights from TRGL Board, RCVE and NSC</li> <li>Received the Care and Support Annual Update</li> <li>Received a People Services MI update</li> </ul>
Key matters arising	<p>The Committee:</p> <ul style="list-style-type: none"> <li>considered the ongoing response to the COVID-19 pandemic and the second wave in our care and support business area. They considered the changes made in light of the current national lockdown and the potential impact of increased restrictions on customer and colleague wellbeing and resilience. The measures put in place to protect and support customers and colleagues were welcomed. The Committee noted that an exponential rise in infections had not been seen however there had been a small increase in COVID-related staff absence. The Committee also received a report on the findings of the COVID 19 debrief survey completed by managers and senior leaders across the group setting out what the organisation as a whole has done, both what went well and where improvements could be made, and what it plans to do further. It was noted that in particular communications to colleagues had received strong positive feedback. The Committee were content that all appropriate action was being taken to protect the safety of customers and staff and ensure that services were maintained.</li> <li>scrutinised performance in business development noting that fewer business opportunities were being seen than last year which was itself a reduction on the previous year. The margin expected &amp; aspirations for future business was noted. The Committee also discussed the risk arising from Local Authorities experiencing significant budget challenges due to the unprecedented costs of dealing with the COVID 19 Pandemic and were indicating significant cuts to services. Assurance was provided that future business planning had been conservative and did not include new business. It was anticipated that targets this year would be met.</li> </ul>	

	<ul style="list-style-type: none"> <li>scrutinised financial performance noting that the Q2 forecast was yet to be finalised with some savings required across the Group to achieve the desired margin. Income was favourable through additional contracted income offset by a more realistic void loss assumption. Expenditure was adverse due to increased salaries, service charge spend, increased depreciation, and COVID-related spend, offset by further assumed savings in overheads.</li> <li>considered a report providing evidence of compliance in respect of Specialised Supported Housing rents, and the way in which Riverside was seeking to improve the standard of evidence held. The Committee assures the Board that it has reviewed the evidence and is satisfied that compliance is being achieved.</li> <li>were pleased to note that there were no outstanding Grade 1 audit recommendations, and acknowledged the substantial progress this demonstrated from the position in previous years. The Committee particularly welcomed the closure of two outstanding Grade 1 audit actions relating to safeguarding completed in August which reflected the improvement work carried out in this area.</li> <li>discussed the overall C&amp;S risk map and post mitigation position for financial risk, the Committee received assurance that the void &amp; relet work ongoing reduced the risk rating to amber.</li> </ul>
Recommendations	There were no recommendations to Group Board

### Evolve Board Meeting 20 November 2020

Business dealt with	<ul style="list-style-type: none"> <li>Received an update on Evolve performance</li> <li>Received an update on Riverside Direct performance</li> <li>Received the Evolve Annual EDI Report</li> </ul>	<ul style="list-style-type: none"> <li>Approved changes to the governance of Evolve Facility Services Limited</li> <li>Received highlights from Group Board, GAC and NSC meetings</li> </ul>
Key matters arising	<p>The Board noted that planned works had fully remobilised following the initial COVID-19 lockdown and were being completed with high rates of satisfaction.</p> <p>Responsive repairs remain ahead of target but some slippage is anticipated due to sickness/isolation of staff and this is being kept under review.</p> <p>Repairs satisfaction had fallen slightly below target with a new approach to accountability showing mixed results. Missed appointments in both LCR and North regions has slipped below target. An issue with customer understanding of some parts of the satisfaction survey has been highlighted and is being raised with the business information team.</p> <p>Adaption to the new Empty Homes Standard alongside COVID working restrictions was proving challenging however pressure was being maintained to reduce voids and resulting rent loss.</p> <p>Outstanding gas compliance inspections are returning to normal levels following build-ups during lockdown and those outstanding related to access not being granted and are being followed up.</p>	

	<p>Health and Safety training was continuing and being adapted for online delivery with all mandatory training to be completed by the end of February.</p> <p>The Responsive Maintenance Asbestos Approach had been delayed to January to overcome training difficulties in the current environment and to clear any backlog in repairs. All staff are asbestos trained so there are no safety concerns in this area. Financial performance has improved with October showing a return to profit of 280k reducing the year to date losses to £670k.</p> <p>Riverside Direct are completing emergency, urgent and routine repairs at a rate of 93.4% and it was noted that work undertaken by Riverside Direct has been compressed into a shorter timescale due to COVID. Satisfaction is 9.4% under target with first time fix providing the greatest impact to this figure.</p> <p>Progress against the Evolve Equality and Diversity Action Plan is progressing. It was noted that the gender pay gap has increased, the relatively small number of female colleagues in Evolve produces large swings in this figure from small changes.</p>
Recommendations	There were no recommendations to Group Board

### Neighbourhood Services Committee Away Day 12 October 2020

Business dealt with	<ul style="list-style-type: none"> <li>Received presentation from the CEO on reflections and overview of wider landscape</li> <li>Virtual stock tour and overview of the North East region</li> <li>Received a presentation on Customer Satisfaction</li> <li>Reviewed Committee Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Equality, Diversity and Inclusion including EIAs</li> <li>Reviewed Terms of Reference.</li> </ul>
Key matters arising	<p>The Committee:</p> <p>Received a virtual stock tour and were given an overview of the North East region including Clarion Newcastle and South Shields Portfolio.</p> <p>Reviewed the outcomes of the whole board appraisal exercise and agreed objectives for the forthcoming year to improve the Committee's performance.</p> <p>Reviewed and agreed the revised Terms of Reference designed to refocus the Committee's role on the customer and customer experience.</p>	
Recommendations	There were no recommendations to Group Board	

## Neighbourhood Services Committee 26 November 2020

<p>Business dealt with</p>	<ul style="list-style-type: none"> <li>• Received Executive Director of Asset Services' Update</li> <li>• Reviewed the Social Housing Risk Register</li> <li>• Noted Mapping of the Group Risk Register to NSC Oversight</li> <li>• Received and noted a Warning Marker and Social Housing Lone Worker Update</li> <li>• Reviewed Operational and Financial Performance Updates</li> <li>• Received and noted Income Collection Update</li> <li>• Reviewed Building Safety Performance Report</li> <li>• Noted People Services Half Year 2020/21 Update</li> </ul>	<ul style="list-style-type: none"> <li>• Approved Rent Affordability: Introducing Local Affordability Limits</li> <li>• Approved Revised Tenancy Policy</li> <li>• Received RCVE and Future Scrutiny Updates</li> <li>• Received and noted outcomes of the RCVE Scrutiny of Planned Maintenance</li> <li>• Noted Together with Tenants Assessment</li> <li>• Noted Ombudsman's Complaint Handling Code Self-Assessment</li> </ul>
<p>Key matters arising</p>	<p>The Committee reviewed the Social Housing Risk Register, highlighting that work was continuing to mitigate Failure to Collect Income risks, including, early intervention and the 'Let's Talk Rent' campaign. The Committee requested further focus on communication and building relationships with customers to mitigate risks relating to Disrepair.</p> <p>The Committee received assurance from the Warning Marker and Social Housing Lone Worker report highlighting the work undertaken to fully comply with the recommendations set out in both audit reports, and requested that the follow up audits in Spring 2021 incorporate White Paper recommendations.</p> <p>The Committee scrutinised the Operational and Financial Performance Updates, highlighting, in particular, Arrears were increasing at a lower rate, positive outcomes of continuing focus on customer contacts including a number of new payment plans, Direct Debits, Alternative Payment Arrangements and referrals to Income Maximisation. Complaints satisfaction remained an area of concern and Void Loss was currently at target. The Committee also highlighted concern in relation to Service Charges, noting work in this area was continuing, and requested a spotlight, including progress with Action Plan, at a future NSC meeting.</p> <p>The Committee noted the update on Income Collection performance and activity, highlighting, in particular, that improvements continued to be delivered, with Income Collected (as a percentage of rent roll) now top quartile, support provided to colleagues to support customers through challenging times and the assurance provided as to Income Collection processes.</p> <p>The Committee noted the improvement in Customer Services performance, in particular, in relation to Abandonment rates, and that a targeted 'My Riverside' email campaign had resulted in an increase in the number of repairs booked online and reduction in call volumes. The Committee noted the Customer Experience Strategy &amp; Action Plan and Digital Strategy would be submitted to the next meeting.</p>	

	<p>An update on Building Safety Compliance was noted, with significant improvement in Domestic Gas Safety and Electrical performance and focus on managing and monitoring the programme of overdue Fire Risk Assessments (FRA) high risk actions highlighted.</p> <p>The Committee received key highlights of RCVE work/activities from July to October 2020 and noted plans for future scrutiny activity. The Committee were also pleased to receive a comprehensive report on the outcomes of RCVE scrutiny of Planned Maintenance and highlighted the relationship with the customer and customer journey was pivotal to the new approach.</p> <p>The Committee noted the self-assessment against the Together With Tenants Charter, now validated by RCVE, and agreed the Committees vital role in monitoring of the action plan. The Committee also received assurance from the Ombudsman’s Complaint Handling Code Self-Assessment and noted the top 10 areas of focus would be included in the Customer Satisfaction Report to January NSC.</p>
Recommendations	The Committee agreed to recommend to Group Board the introduction of Local Affordability Limits from April 2021 for all general needs homes in England, as part of the Riverside rent setting/variation framework

**Prospect 21 October and 23 November 2020**

Business dealt with	<ul style="list-style-type: none"> <li>• Noted the Management Accounts</li> <li>• Noted the Managing Director’s Report</li> <li>• Noted the Risk Register</li> </ul>	<ul style="list-style-type: none"> <li>• Noted a funding update</li> <li>• Noted the market update</li> <li>• Approved progression of the Congleton Land development</li> </ul>
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<p>Key matters arising</p>	<p><u>21 October 2020</u></p> <p>The Board received the Management Accounts for five months ending 30<sup>th</sup> September 2020. Trading performance had been adversely impacted by the Covid 19 pandemic, with a year to date loss of £408k, due to additional cost of sales due to reductions in gross profit margins. The Quarter One Forecast was £64k higher than budget for net profit due to accelerated Riverside site income, offset by the additional cost of sales due to reductions in gross profit margins.</p> <p>The current challenging position was noted, with delays caused by the COVID 19 pandemic, particularly in relation to communication with external parties, such as solicitors, caused by the lockdown restrictions. In addition, it was currently taking longer to finalise mortgage offers, exacerbated by the current upturn in sales, meaning that mortgage providers were adopting a more selective approach, which in turn was problematic for buyers whose employment position had been altered as a result of the pandemic and the ending of the Furlough scheme. The priority was to seek to secure existing reservations, with 39 currently in place, and 23 had already completed, against a budget of 30 expected to complete this month. It was anticipated that the overall financial position would break even by the end of the financial year. The Board commented on the importance of stabilising the financial position, allied to intended future land purchases to increase revenue streams.</p> <p>The Board noted the Managing Director’s report. To date there had been no instances of staff members testing positive for COVID-19, although there had been some instances of operatives having to self-isolate due to family members testing positive. Reservation levels during August and September had remained strong, although this had started to slow in the latter weeks of September. 23 net reservations had been taken over the two month period, meaning only a further 5 reservations were required to achieve the forecast of 107. The focus for the sales team was to move these reservations to exchange as soon as possible.</p> <p>A recent HSE site visit had prompted very positive feedback regarding the rigorous nature of the social distancing measures which had been put in place.</p> <p>Good progress had been made with Bettison Avenue, with the Local Authority confirming that they would take formal adoption of the unregistered area by the end of October. Early Bird offers had been taken on two plots. This development was underway with construction on site.</p> <p>The Board received a funding update. The due diligence regarding the proposed capital reduction had been completed and no significant issues had arisen. As a result of the restrictions imposed by the COVID 19 pandemic, it was recommended that an amended timetable for the initial steps of the Prospect funding plan be adopted, although it was stressed that the renewal of the intra-group lending facility, would still be completed ahead of the end of this financial year. It was anticipated that the proposed intergroup facility amount would be sufficient to meet the current and future needs of Prospect. Any quantum and timing of all aspects of the proposed funding plan, including the capital reduction and the terms of the new intra-group loan, would be subject to approval by TRGL Board.</p>
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[REDACTED]

Recommendations

The Board recommended progression of the proposed Congleton land development opportunity.

### Impact Committee Meeting 20 November 2020

Business dealt with	<ul style="list-style-type: none"> <li>• Adoption of:</li> <li>• Group Scheme of Delegated Authority (SoDA)</li> <li>• Group Financial Crime Policy</li> <li>• Group Health, Safety and Environmental Policy</li> <li>• Internal Audits on Legionella and Lone Working and noted these were excellent audits and all recommendations complete prior to reporting to Committee</li> <li>• Covid update - going forward will now be integrated into the standard performance reports as business as usual</li> <li>• Update on the Growth Strategy and approval of the IAC process setting out the role of for Impact Committee and Senior Management Team</li> </ul>	<ul style="list-style-type: none"> <li>• Decision made on the future of the furniture service based on financial viability and discussion around the approach to enabling social enterprise activities</li> <li>• Positive feedback on the individual and whole appraisal feedback with an excellent 4.7 score and agreed actions for areas of future development such as ED&amp;I</li> <li>• Management Accounts and Savings tracker</li> <li>• Performance and Corporate Dashboards; Risk Register and Assurance Map updates</li> </ul>
Key matters arising	<p>The committee valued the customer journey story and the value of reviewing the journey to embed the lessons learnt and understand the root cause</p> <p>The launch and updates on the White Paper, Code of Governance and Together with Tenants and the need to ensure we are accountable to our customers. Committee were encouraged to note that ED's are already reviewing meaningful metrics around customer satisfaction</p> <p>Scoping of the Strategy Day in January 2021 to cover governance integration and the wider integration project; Riverside Corporate Plan and IFS planning</p> <p>Committee asked for update prior to the next meeting on the 6 outstanding LGSR certificates given the length of time they have been out of date and the importance of having valid certificates in place.</p>	
Recommendations	None	

### Riverside Foundation 3 November 2020

Business dealt with	<ul style="list-style-type: none"> <li>• Appointed a Group Board Trustee and permanent Chair</li> <li>• Received an update on the Money Advice and Helping Hands services</li> <li>• Received a presentation of the findings of an external review into funded services</li> <li>• Noted a report from the Internal Audit</li> </ul>	<ul style="list-style-type: none"> <li>• Noted the Management and Operational Update</li> <li>• Noted the Financial Report</li> <li>• Reviewed the Risk Register</li> <li>• Noted the Directors Duties document</li> <li>• Agreed process to complete Board Performance Review at the next meeting.</li> </ul>
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Key matters arising	<p>The Board appointed Clarine Stenfert as a Trustee for a three-year term following approval of the appointment by GRC. It noted the retirement of Sarah Paton as an interim Trustee. It also confirmed Mark Cullinan as Chair following the approval of the appointment by Group Board.</p> <p>The Board noted that demand on the services funded by the Foundation has been manageable during COVID as the furlough scheme and Universal Credit increase have been able to soften the impact. It was noted however that there has been greater increase in demand in LCR and North regions than in South &amp; Central. It was anticipated that an increase could be seen in early 2021 as these schemes close</p> <p>The Good Practice Research into Foundation Services has now been completed, and Riverside is using the findings from this research in conjunction with the findings from its internal review to make recommendations for future service delivery. A further report will be brought to Foundation Trustees in January, outlining the outcome of this process and proposing a revised set of funding applications to the Foundation. Trustees welcomed the findings, particularly the positive feedback from customers generally, and specifically in relation to the move away from face to face services necessitated by the Pandemic.</p> <p>The internal audit revealed no material issues.</p> <p>The management and operational update showed that while activity had slowed during Q1 as a result of the lockdown, activity has increased in Q2 and Q3 with performance indicators moving back towards target.</p> <p>The financial report showed that investment sums had not yet recovered to the level of 2019/20 and that funds committed exceeded the cash in bank. The Trustees were careful to manage liquidation of investments while market performance remains poor and advice is being taken on this point.</p> <p>The Board reviewed the Foundation risk register with some small adjustments. It was noted that the register reflects the risks to the Foundation, not to the services provided.</p> <p>The Board noted that Board performance reviews had not been held for some time however the Foundation requires a more tailored review than the rest of the Group due to its status. The requirements will be considered and the review will recommence in April.</p>
Recommendations	There were no recommendations to Group Board

### **Joint Meeting of Neighbourhood Services Committee and Riverside Care & Support Committee 9 November 2020**

Business dealt with	<ul style="list-style-type: none"> <li>• 2019/20 Committee Overview and Highlights</li> <li>• Regional Plan Updates – LCR, North and South and Central</li> </ul>
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Key matters arising	<p>Peter White highlighted the focus on Cash, Customer and Compliance and continuing challenges around Cash collection, impacted by the Covid-19 pandemic and Universal Credit. The Committees also noted that Customer Satisfaction performance was still not at the levels expected, Safeguarding remained a key priority and focus for the Committee and the positive progress made with complaints, in particular, performance of first contact resolution, and with compliance post Grenfell.</p> <p>Ingrid Fife highlighted the C&amp;SC Annual Summary, positive progress made with embedding safeguarding and the challenges around voids including high number of disposals and fewer referrals. The Committees also noted Business Development Team had been successful in the growth of new business, particularly in London, and the support provided to the vulnerable throughout the Covid-19 pandemic.</p> <p>Committees received each of the three Our Regional Plan 2020-23 plans on a page and presentations from each of the Regional Planning Managers and noted common themes within each of the plans, People at our heart, Homes for the future and Places to thrive in, and the bespoke regional projects. Committees highlighted the importance of stakeholder engagement and building strategic relations and partnerships, in particular with the NHS, and noted the links between health, equality, deprivation and housing. The Committee noted the difficulties in developing a combined approach with Registered Providers, however, a local Housing Strategic Forum was developing in Greater Manchester.</p> <p>The committee were encouraged by the focus on homelessness and the joint working being carried out between Social Housing and Care and Support business streams.</p> <p>Final Regional Plans to be submitted to both Committees in February 2021.</p>
Recommendations	There were no recommendations to Group Board.

### Irvine Board Meetings 16 September and 19 November 2020

Business dealt with	<p>16 September 2020 – The Board</p> <ul style="list-style-type: none"> <li>Agreed to appoint Mr D. McEachran as Chair, to hold office up to and including the next Annual General Meeting.</li> <li>Agreed the Audit &amp; Risk Committee membership, the nominee to Group’s Neighbourhood Services Committee and the appointment of Directors to the Association’s subsidiary, Thistle Housing Services.</li> <li>Approved the overall project cost for the Kilmarnock, Dundonald project and delegated authority to the</li> </ul>	<p>19 November 2020 – The Board</p> <ul style="list-style-type: none"> <li>Agreed the Association’s proposed rent consultation with customers should be on the options of 1.5% and 2% increases and also agreed the presented assumptions to be used when compiling the revised 30 year financial plan.</li> <li>Approved the Annual Assurance Statement for submission to the Scottish Housing Regulator.</li> <li>Approved the adoption of the Growth Strategy Statement and also agreed to recommend the mergers and acquisitions section</li> </ul>
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	<p>Managing Director to enter into the works contract with The Wee House Company for the value of £8,448,829.00 (subject to Scottish Government Funding),</p> <ul style="list-style-type: none"> <li>• Approved the 2020 Audit Financial Statements Return for submission to the Scottish Housing Regulator.</li> <li>• Approved the 2020 Five Year Financial Projections Return for submission to the Scottish Housing Regulator.</li> </ul>	<p>of the Statement to Group Board as the basis of the Scotland element of the Group Mergers and Acquisitions Strategy.</p> <ul style="list-style-type: none"> <li>• Agreed to adopt the revised Group Procurement Policy.</li> <li>• Approved the Annual Return for submission to OSCR.</li> <li>• Agreed to remove 11 members from the Register of Members in line with the Association’s Rules.</li> </ul>
<p>Key matters arising at 19/11/20 Meeting</p>	<p>The Board noted that the Financial Crime and Donations Policies would be presented to Board for further consideration at a late date. It was noted that following confirmation on the applicability of the CCTV and Data Protection and Privacy Policies, these had been adopted as Irvine policies.</p> <p>The Board noted the ongoing Repairs and Maintenance Options Appraisal process and the contents of the first phase report.</p> <p>The Board noted the contents of the Covid-19 Pandemic Report which included updates on the services currently being provided in line with the Tiers system, use of the office, the colleague welfare, regulatory updates and key risks.</p> <p>The Board noted the project progress for the Tarryholme Phase 2 development and confirmed their continued support for the project proceeding to the next stage.</p> <p>The Board noted the contents of the 2019-20 EDI Action Plan Monitoring Sheet and also the Equality, Diversity &amp; Inclusion Action Plan for 2021.</p> <p>The Board noted progress report on the Association’s current development projects.</p> <p>The Board noted the Operational and Financial performance reports, in particular, updates on the arrears position and the mitigation actions and changes to arrears recovery process which were being put in place in order to maximise communications with customers, that gas safety compliance and the lettings service had returned to normal, albeit, average relet times had increased to allow for the deep clean of properties. Board were pleased to note that customer satisfaction was showing signs of improvement due to changes to the complaints process which allowed greater communication. The Board also noted that there had been an adverse variation in other income against budget which had been due to a timing issue of contractor invoices which had an impact on the application for grant funding.</p> <p>The Board noted the Managing Director’s Report which included updates on Board Succession Planning, Irvine Office Options Appraisal, Branding of Irvine HA, Homelessness Funding, Pennyburn Lock Ups and Data Incident</p>	
<p>Recommendations</p>	<p>None.</p>	