

**The Riverside Group Limited - Committee and Subsidiary Board Update**

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 can be requested from the Governance Team.

**Governance and Remuneration Committee 14 January 2021 and 8 March 21**

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| Business dealt with | <ul style="list-style-type: none"> <li>• Noted an update on Merger &amp; Acquisition activity in Scotland</li> <li>• Considered and agreed a proposal for appraisal activity in 2021</li> </ul>  | <ul style="list-style-type: none"> <li>• Considered and approved Group Life Insurance Scheme payments</li> <li>• Approved two appointments</li> <li>• Reviewed its performance in 2021 and set objectives for 2021/22</li> </ul> |
| Key matters arising | <p>The Committee received a presentation from Hugh Owen and Paul Hillard on Merger and Acquisition Strategy and activity in Scotland and agreed that Group Board should receive the same at a future meeting. This has been added to the Board workplan for May 2021.</p> <p>The Committee agreed an enhanced group appraisal process for 2021 and that an external specialist be engaged to support the formal Group Board appraisal and to review the individual appraisal methodology to identify where this can be made more efficient and effective.</p> <p>The appointment of Emma Turner and Victor Andrews to Riverside Group Pension Trustees Limited and Riverside Care &amp; Support Committee respectively were approved.</p> <p>The Committee approved payments to be made under the Group Life Insurance Scheme relating to three Death in Service cases.</p> <p>At its meeting in March, the Committee reflected on its performance in 2020 and considered how it had performance against its Terms of Reference and objectives set following the previous performance appraisal. No material areas of concern were raised and the Committee was satisfied that it had performed well and successfully managed its business and met its responsibilities. A number of objectives for the coming year were agreed.</p> |  |
| Recommendations     | There were no recommendations for Group Board.   |  |

**London Development Committee 20 January 2021**

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| Business dealt with | <ul style="list-style-type: none"> <li>• Noted the Market Update</li> </ul> | <ul style="list-style-type: none"> <li>• Noted the Pike Close Update</li> <li>• Noted the Calverley Close Update</li> </ul> |
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|                            | <ul style="list-style-type: none"> <li>• Noted the Neighbourhood Management Update</li> <li>• Received a Programme Overview</li> </ul>  | <ul style="list-style-type: none"> <li>• Considered the delivery options for Friar’s Close</li> </ul> |
| <p>Key matters arising</p> | <p>Following a presentation from Arcadis, the Committee considered the proposed delivery options for Friar’s Close. Three delivery options were examined – a land sale, a Joint Venture with an identified partner, or direct delivery. All presented options incorporated the key objectives for the scheme from a Riverside perspective, including ensuring appropriate financial returns and residual land value, consideration to existing tenants, social benefits, effective management of the development risk and sustainability considerations.</p> <p>There was agreement amongst all members that a Joint Venture delivery, represented the most suitable option. This was on the basis that it managed the risks effectively, offered an appropriate rate of return, safeguarded the interests of existing tenants, and harnessed the commercial and development expertise of the chosen development partner.</p> <p>The Committee noted the Neighbourhood Management Update, and in particular that the new Housing Services Manager was now in post and was already making a positive impact. The COVID pandemic had impacted on service delivery, although there were no significant sickness absence issues within the team, although this would be continue to be monitored to ensure no adverse impact on repairs delivery.</p> <p>The programme overview provided members with an update on the latest developments in respect of Geoffrey Close, Gillian Court and Moorings &amp; Anchor House.</p> <p>The Committee received an update on progress for the Pike Close development. Following a meeting with London Borough of Bromley Planning Team, positive feedback had been received around the changes proposed to address the impact on neighbouring properties. Tenant engagement had been re-engaged for the revised proposal, via an online event and feedback received was largely positive.</p> <p>The Committee received an update on the London Development Strategy. TRGL’s commitment to take forward a London New Homes bid was welcomed, with an anticipated commitment for 750 mixed tenure homes over a 10 year period, or 350 homes for 5 year to match the bidding cycle. The Committee welcomed the progress made to date.</p> |   |
| <p>Recommendations</p>     | <p>There were no recommendations to Group Board.</p>  |   |

## Foundation Meeting 26 January 2021

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| Business dealt with | <ul style="list-style-type: none"> <li>Received a presentation on the Intensive Intervention service</li> <li>Approved a budget for 2021/22 and funding of services</li> <li>Noted a Management and Operational Update</li> </ul>   | <ul style="list-style-type: none"> <li>Noted the Riverside Foundation Finance Report</li> <li>Approved updated Investment Directives</li> <li>Approved funding the dedicated resource role for a further twelve months</li> </ul> |
| Key matters arising | <p>The Board:</p> <ul style="list-style-type: none"> <li>Noted that the Intensive Intervention Service had seen a reduction in referrals in Q1 2020 following which support has been delivered remotely and adapted to this mode with little disruption. The service is on target to achieve annual targets in all regions. An increase in demand is expected upon removal of the Universal Credit ‘top-up’ and with increasing job losses with all services offered by the Foundation becoming more important.</li> <li>Approved the budget for 2021/22 which brings together the findings of the external review into services conducted in the last calendar year and is based on all current activities continuing with revised operational targets to be approved at the next meeting.</li> <li>Noted that Operational performance in Q3 was strong despite adapting to remote working. The Ladders of Aspiration service is focussing on areas of employment which are seeing increased need such as those around vaccination, driving and construction.</li> <li>Noted that financial performance has improved slightly and the investments position has largely recovered since the low position seen at the end of the 2019/20 financial year. The Board approved the liquidation of investments to meet budgeted outgoing for the coming financial year.</li> <li>Approved updated Investment Directives and a Policy Exception to the requirement to hold 12 months liquid funds and allow funds to be held in investments for a longer period.</li> </ul> |   |
| Recommendations     | There were no recommendations to Group Board  |   |

## Irvine Meeting 28 January 2021

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| Business dealt with | <ul style="list-style-type: none"> <li>Noted a COVID-19 Pandemic Update</li> <li>Agreed the 2021/22 Financial Plan</li> <li>Agreed costs and instruction of work on the Tarryholme Phase 2, Irvine - Development Project.</li> <li>Authorised initiating the break clause on the Irvine office lease.</li> </ul> | <ul style="list-style-type: none"> <li>Noted the progress and financial position on the Monkton Development, South Ayrshire</li> <li>Noted the progress report on the Association’s development projects</li> <li>Noted the operational performance report</li> <li>Noted the financial update report</li> </ul> |
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|                     | <ul style="list-style-type: none"> <li>Discussed IHA Branding options</li> </ul>  | <ul style="list-style-type: none"> <li>Noted the Managing Director's report</li> </ul> |
| Key matters arising | <p>The Board:</p> <ul style="list-style-type: none"> <li>noted that staff morale is enduring through lockdown and there were no absences at present. There have been a significant number of new Universal Credit claimants seen which has produced a knock-on effect in arrears with the majority of arrears seen linked to late UC payments. Asset Management were on-track to deliver 75% of planned works from a mix of capital and revenue funding streams, requests had been made from contractors for certificates to permit the outstanding capital works to be accrued but this would not be possible for the outstanding revenue works.</li> <li>Agreed an increase to rents and service charges of 1.5% which placed IHA at the mid-point of comparator associations. The consultation with customers resulted in a majority supporting this level of increases. The Board also approved revised assumptions for interest as these were expected to be lower than those presented to the Board in December. The Board noted the risks which were set out in extensive stress-testing and approved a budget for the 2021/22 Financial Year subject to approval by the Group Board.</li> <li>Agreed the overall project costs and authorised the Managing Director to sign contracts relating to the Tarryholme Phase 2 Development Project. The Board noted that the cost of Phase 2 has increased however the overall cost has decreased due to phasing. An application for a grant from the Scottish Government has been made.</li> <li>Authorised serving notice to initiate a break clause on the lease for the Association's occupancy of its offices at 44/46 Bank Street, Irvine. The Board noted that office space is currently unused and will be underutilised once COVID-19 restrictions are lifted. It was further noted there was no firm plan in place for the Association's office space however alternative office space within Irvine will be sought with a possibility of leasing a smaller portion of 44/46 Bank Street remaining an option. The Board was assured that the Association would retain a presence in Irvine.</li> <li>Discussed options for re-branding the Association, the Board's feedback will be taken into account with a further report brought to the Board.</li> <li></li> </ul> |  |
| Recommendations     | The Board is recommended to approve the 2021/22 Irvine Housing Association Budget   |  |

### RCVE Meeting 4 February 2021

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| Business dealt with | <ul style="list-style-type: none"> <li>Received a verbal update from Andrea Thorn re Customer Journey Mapping</li> <li>Consultation on Comms – Joe Robinson</li> </ul> | <ul style="list-style-type: none"> <li>Our Planned Standards – update on progress of scrutiny recommendations</li> <li>Scrutiny</li> </ul> |
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|                     | <ul style="list-style-type: none"> <li>• C&amp;S co-production steering group update</li> <li>• London Regeneration and RCVE involvement in selection of ITA</li> </ul>  | <ul style="list-style-type: none"> <li>• Noted the update on the Complaints referred to the Tenants' Panel</li> <li>• Noted the update from RCVE Chair regarding RCVE and the Governance pathway. Further dialogue to commence in April</li> </ul> |
| Key matters arising | <ul style="list-style-type: none"> <li>• Scrutiny matrix improvements to be completed by March in order to begin the selection of the next topic. NSC and C&amp;S committees have both forwarded some topics to be considered.</li> <li>• In the meantime, the CEP manager will speak to Tpas regarding support of the next project</li> <li>• Further dialogue with C&amp;S on the role of RCVE members on the steering group and the Steering Group scope</li> <li>• ICommunity and Together With Tenants - RCVE will continue to assist in shaping the surveys around the 6 standards. Vic was involved in January in working on Voice and Influence. The analysis will be discussed in April's meeting and will help to inform RCVE's work. A RCVE member will be selected to support the shaping of the next survey that is due to be out in April</li> <li>• RCVE members receiving support from Governance in providing updates as per the Proposal by Governance. <b>Patrick New to follow up</b></li> </ul> <p>Customer Letter relating to gas servicing – Riverside to consider the tone of these letters even though the content is fine. <b>Patrick New to follow up</b></p> |  |
| Recommendations     | <p>For any Riverside customer journey or work that impacts our customers that the RCVE is seen as the credible and formal customer body that can have real influence early on in Riverside discussions to avoid being a tick-box exercise and not have meaningful influence. The Board is recommended to note the RCVE Appendix.</p>   |  |

### Riverside Care and Support Committee 18/02/2021

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| Business dealt with | <ul style="list-style-type: none"> <li>• Noted the appointment of V Andrews as a customer Committee Member</li> <li>• Noted a report on the Care and Support Customer Satisfaction Survey</li> <li>• Noted the report from the Executive Director</li> <li>• Noted the Business Development Update</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>• Noted the Retirement Living Annual Summary</li> <li>• Noted an internal audit highlights report, quality and compliance report and risk register update</li> <li>• Noted the Safeguarding Annual Summary</li> <li>• Noted the Annual Building Safety Report</li> <li>• Received highlights from TRGL Board, GAC and NSC</li> </ul> |
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|                     | <ul style="list-style-type: none"> <li>Approved the 2021/22 budget</li> </ul>   |  |
| Key matters arising | <p>The Committee:</p> <ul style="list-style-type: none"> <li>Received the results of the Customer Satisfaction Survey which was undertaken in autumn 2020. This survey was conducted under a new methodology than previous satisfaction surveys and as a result, despite COVID restrictions affecting the ability to undertake peer supported surveying, the response rate was 29.4% which was an improvement from 7% of customers surveyed in 2019/20 using the STAR methodology. The Committee noted that 89.4% of respondents were satisfied with the overall service provided. The Committee questioned in detail the outcome of the survey and how the results will be acted upon.</li> <li>Noted the latest update on the response to the COVID-19 pandemic, colleague wellbeing, an update on changes made in the Engage Hackney floating support service, repairs tracking and Together with Tenants.</li> <li>Noted business development opportunities. An unsuccessful bid was scrutinised as commissioners felt it was too expensive; this was a decision made to bid for a quality service however some accounting practices are being reassessed. That there has been difficulty acquiring properties for Next Steps Accommodation Programme due to the surging property market and poor communications from government; there has been a small reduction in units but targets have been met.</li> <li>Noted that financial performance has been favourable with positive variance in Care and Support providing a £2m surplus with a 2.1% margin. The Committee queried the cost of Fire Safety works and service charges.</li> <li>Approved a budget for 2021/22 subject to possible changes in service charge. The Committee discussed delivery of a sustainable margin and the risks and potential variances.</li> <li>Asked whether any appreciable impact from Brexit could yet be seen and noted this was now a less severe concern than COVID however previous potential staffing concerns have not been realised.</li> <li>Noted that a high level of voids is not being seen in Retirement Living and concerns around attractiveness of this model in light of the pandemic is not being seen although some arrears were reported due to COVID issues in specific regions.</li> <li>Noted that repairs operatives continue to work under lockdown and as such an emergency event has not been south for the Hull Extra Care scheme however excusing events could apply in the cases of customer isolations.</li> <li>Noted an internal audit report and that grade 1 recommendations were raised in respect of the customer tracking process in assistive technology and the list of roles held in relation to DBS checks. The follow-up audit into safeguarding confirmed that improvements made previously were continuing following the migration to Salesforce with no recommendations from the follow-up audit.</li> <li>Queried what mitigating factors could be considered for staff who choose not to receive a COVID vaccine; the NHS and other providers' approaches are being monitored however a high percentage have taken up the vaccine when offered.</li> <li>Noted an increase in safeguarding reports in the previous nine months which was largely attributed to a campaign to raise awareness of safeguarding issues. The process of reporting, closing cases and monitoring outcomes was discussed.</li> <li>Noted that building safety performance has been maintained over the past year despite of the pandemic. The Committee questioned whether cladding replacement and insurance issues were a concern, it was not believed this to be a concern within the Care and Support portfolio.</li> </ul> |  |

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| Recommendations | There were no recommendations to Group Board |
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### Impact 23 February 2021

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| Business dealt with | <p>Noted :</p> <ul style="list-style-type: none"> <li>• Updated Directors Duties and Responsibilities</li> <li>• Performance Dashboards along with sector benchmarking and report</li> <li>• The Impact budget for 2021/22</li> <li>• Noted that all the actions from the compliance against the regulatory standards have been completed</li> <li>• Committee training and development plan for 2021 which also meets all the outcomes from the individual and Committee appraisal</li> <li>• Covid 19 Update which covered health and wellbeing as a key focus along with performance metrics</li> <li>• Stock Investment update including the upcoming customer comms plan</li> <li>• Integration Programme update</li> </ul>   | <p>Approved:</p> <ul style="list-style-type: none"> <li>• Management Accounts and Savings tracker which are on target</li> <li>• KPI targets for 2021</li> <li>• Strategic Risk Register and assessments</li> </ul> |
| Key matters arising | <ul style="list-style-type: none"> <li>• Terrie Alafat, Group Chair attended to observe and also set the scene on the work of Group Board and their priorities for 2021.</li> <li>• The committee valued the positive customer journey and how the Foyers can change the life of young people. It was agreed to share this for inclusion in the Customer Service Newsletter for Riverside.</li> <li>• Integration: <ul style="list-style-type: none"> <li>○ Committee noted the committee forward plan for the remainder of 2021 with a strong focus on integration with ED's attending to give committee an outline of their service areas</li> <li>○ Patrick New attended to give committee assurance on how colleagues will be supported through the organisational change</li> </ul> </li> <li>• Committee still have some concern over the number of outstanding LGSR certificates. This now stands at 8 and a weekly meeting is in place with the MD and Housing and Assets Team to ensure a joined-up approach is taken.</li> <li>• Performance: <ul style="list-style-type: none"> <li>○ Committee were delighted to see the increase in performance for customer satisfaction to 93% and repair satisfaction at 95%. This would be an achievement in itself without the added complexity of Covid.</li> </ul> </li> </ul> <p>Committee were really pleased to note that the initial results due out from the Hive survey showing a high response rate and figures in the "9's" around putting the customer first and being supported at work.</p> |   |

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| Recommendations | There were no recommendations to Group Board |
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## Evolve 24 February 2021

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| Business dealt with | <ul style="list-style-type: none"> <li>Noted a performance update for the North and LCR Regions</li> <li>Noted a Riverside Direct Performance update</li> <li>Noted a report on Evolve financial performance</li> <li>Noted the Evolve Gender Pay Gap report</li> </ul>   | <ul style="list-style-type: none"> <li>Approved the Evolve 2021-22 Business Plan</li> <li>Noted a Risk Register Update</li> <li>Approved the matters reserved to the Evolve Board, programme of work and meeting dates for the coming two years.</li> <li>Noted the Best Practice Directors Duties</li> </ul> |
| Key matters arising | <p>This was the first meeting of the new restructured Evolve Board.<br/>The Board:</p> <ul style="list-style-type: none"> <li>Noted a report on Evolve performance in the North and LCR regions. COVID continues to impact works undertaken through the stages of lockdown. Communication with customers has been an area of focus and this has been shown to pay off in levels of satisfaction as customer expectations have been managed where normal service cannot be delivered.</li> <li>Noted a report on Riverside Direct performance and an update on the Riverside Direct realignment process to align the service delivery model to ensure consistency across all regions and adjust the ratio of direct labour to back-office staff. This is expected to be completed by 1 April.</li> <li>Noted that the Gender Pay Gap in Evolve has increased from a mean of 7.5% to 9.9%. This is due to fluctuations in starters and leavers, the nature of bonuses being paid and movement of payment from weekly to monthly. This is expected to settle.</li> <li>Approved the Business Plan for 2021-22 which was developed on the Asset Services budget and target commercial performance. The board noted that the plan retains current levels of operation but some areas of the plan were highlighted to be at risk due to COVID restrictions and would be reforecast after Q1.</li> </ul> |   |
| Recommendations     | There were no recommendations to Group Board  |   |

## Neighbourhood Services Committee Meeting 25 February 2021

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| Business dealt with | <ul style="list-style-type: none"> <li>Received the Executive Director of Asset Services' Update</li> <li>Reviewed the Home Ownership Risk Register</li> <li>Noted the Group Risk Register Summary</li> <li>Reviewed Operational and Financial Performance Updates</li> <li>Reviewed Customer Services Performance Report</li> <li>Noted the Housing Condition Claims Report</li> </ul> | <ul style="list-style-type: none"> <li>Received the Asset Services Compliance Update</li> <li>Noted the Annual Building Safety Report</li> <li>Approved the Customer Experience Committee Work Plan</li> <li>Approved Neighbourhood &amp; Estate Management Policy</li> <li>Noted the Community Safety Update</li> <li>Noted the Service Charge Policy</li> </ul> |
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| Key matters arising | <p>The Committee reviewed the Home Ownership Risk Register, highlighting the positive change to the level of risk, in particular the reduction in risk of unsold units and improvements in adverse customer experience trends and complaint handling.</p> <p>The Committee scrutinised the Operational and Financial Performance Updates and was encouraged to see sustained improvements in most Operational Performance metrics, in particular, complaints handling satisfaction. The Committee also noted Current Arrears was at its lowest level since August and RHO had achieved its best performance this financial year. The ‘Let’s Talk Rent’ campaign was having a measurable impact, and that post Covid it was hoped to continue a gradual shift in the approach to Income Collection, building pre-emptive rent management into the business model.</p> <p>The Committee also noted the challenging Operating Margin position and that risks relating to the Group’s Budget Challenge would be brought back to the Committee in due course.</p> <p>The Committee noted Customer Services performance report, highlighting, in particular, CSC performance challenges and received a comprehensive update on measures implemented to drive improvements, with shift patterns introduced in February now closely aligned to customer demand and that , following a period of embedment, an improvement in performance was expected. The Committee requested further assurance to be provided to its next meeting if performance against targets remained at a similar level.</p> <p>An update on Building Safety Compliance was received, with the Committee noted the strong overall compliance position and continued monitoring of the impact on Gas Safety checks of COVID-19, which would be scrutinised in detail at its next meeting. An in-depth discussion was held in relation to the deferral of the recommencement of the FRA programme from April to July 2021 and as customer safety was a key concern to the Committee, requested a further report on the risks associated with the deferral.</p> <p>The Committee received assurance from the Annual Building Safety Report highlighting the work carried out to maintain and improve performance during the COVID-19 pandemic, changes to the operational model, improvements made to governance reporting through governance structures, oversight and independent assurance testing, risk reduction through completion of inspections and independent audits on Riverside’s approach to Building Safety, with recommendations and management actions introduced to improve controls.</p> <p>The Committee approved the workplan for the Customer Experience Committee, developed to ensure the Committee meets its responsibilities through a concise and focused agenda, refined reporting and focus on areas of risk</p> <p>The Committee discussed the revised Service Charge Policy and was pleased to see the clear separation between policy and procedures and agreed this provided a foundation for the spotlight on the journey with broader service charge issues to be presented to the next meeting.</p> <p>The Committee approved the Neighbourhood &amp; Estate Management Policy, subject to the focus on management of estate safety (as opposed to building safety) being enhanced within the policy.</p> |
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|                 | <p>The Committee noted the six monthly update of Community Safety performance, service development, risk management and future challenges, and highlighted, in particular, the 65% increase in C&amp;S users following launch of the national ASB service in 2020 and HUB training and that quarterly analysis of all ASB data, including C&amp;S, would be undertaken to identify trends and remedial actions. The Committee noted efforts being made to raise the profile and encourage reporting of domestic abuse and building of local relationships with statutory and voluntary domestic abuse services to ensure signposting and partnership working to assist Riverside customers who are victims of domestic abuse. A similar approach would be adopted for Hate Crime, which also suffers from significant under reporting at a national and local level.</p> <p>The Committee discussed the challenges presented by Housing Condition Claims, a key strategic risk to the organisation, and that levels were particularly high in Merseyside. The Committee was provided with an overview of performance, financial and reputational risk associated with ongoing claims, the approach by customers and their legal teams and future plans for the Group to mitigate costs and claims, with efforts being to change the legal and operating context through influencing and a proactive and preventative approach. The Committee agreed that RCVE should be involved in shaping the communication to customers around Disrepair and Claims Management Companies and to highlight issues in LCR through the live Facebook Hub.</p> |
| Recommendations | There were no recommendations to Group Board  |

### Prospect 26 February 2021

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| Business dealt with | <ul style="list-style-type: none"> <li>• Ratification of the appointments of the Prospect Chair and two Non-Executive Directors</li> <li>• Noted the Management Accounts</li> <li>• Approved the Prospect Business Plan 2021/22-2025/26</li> </ul>   | <ul style="list-style-type: none"> <li>• Noted the Managing Director’s Report</li> <li>• Approved the revised funding proposals, subject to TRGL Board approval</li> <li>• Noted the Market Update</li> </ul> |
| Key matters arising | <p>Following an extensive recruitment exercise to fill the vacancies on the Prospect Board, Members ratified the appointments of a new Chair and two Non-Executive Directors. There was unanimous agreement that the candidates fully met the requirements set out in the role specifications and would bring valuable skills and experience to the work of the Prospect Board.</p> <p>The Board noted the Management Accounts for the period ending 31 January 2021.</p> <p>The Board approved the 2021/22 Budget for Prospect (GB) Limited and the draft five year Business Plan. The targets were considered challenging within the current climate but achievable and, given the level of headroom in the plan, and subject to achieving sales targets, there remained scope to deliver further increases in volume.</p> |   |

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|                 | <p>The Board noted the Managing Director’s Report, in particular that there had been a further twelve reservations during December and January, with eighteen forward sales for 2021/22. A further seven contract exchanges were required to complete the year-end target of 107 units, which was considered achievable.</p> <p>Work had commenced on both Finch Dene and Prescott, the first two contracting schemes for Riverside. [REDACTED]</p> <p>The Board noted that the consultation period had concluded on the interim steps towards the Future Homes Standard, and a number of options were being considered to comply with this standard, with an acknowledgment that the proposals were plot specific and work was underway to evaluate each site in order to be fully mindful of the impact.</p> <p>The Board considered the revised funding proposal, with the long-term aim being for Prospect to achieve a mix of intra-group and external funding to give the management of Prospect financial flexibility and to leverage the balance sheet of Prospect to its full potential. The Board welcomed the proposed funding arrangements as appropriate and required to meet the future ambitions of the organisation.</p> |
| Recommendations | The Board approved the revised funding arrangements, subject to TRGL approval.   |