



Recruitment Pack

CUSTOMER BOARD MEMBER



Contents

Your application.....	4
Welcome letter from the Chair	5
About Riverside.....	7
Group Structure.....	13
Governance Structure	14
Role profile.....	15
Person specification.....	16
Key dates and the selection process.....	17



Your application

Thank you for your interest in Riverside. This pack explains who we are, what we need from our new Board member and what you need to do to apply.

For your application to be considered you need to provide by 15 October 2021:

- An up-to-date CV
- A supporting statement explaining why you are interested and qualified for the role
- An Equality and Diversity Form

Please note that applications can only be considered if all the documentation is complete.

Completion of the equalities form is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity.

Riverside is passionate about equality, diversity and inclusion. We are looking for someone who is as equally committed as we are to achieving a truly diverse and inclusive organisation at all levels.

Our culture is welcoming and inclusive and we are committed to diversifying our leadership and governance structures and to building a Board that understands the different communities we serve and represents people from a wide range of backgrounds and with different life experiences to share.

We want to hear from applicants who represent a diverse cross section of society and our customer base. Applications from Black, Asian and minority ethnic candidates, members of the LGBTQI community, people with a disability or impairment and younger people are particularly welcomed.

Please contact me if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards
Anne Marie Owens
Governance Manager
anne-marie.owens@riverside.org.uk

Welcome to Riverside Group

I am so pleased that you are interested in a role on our Board.

As Chair I have been getting to know the organisation since I joined in April 2020. Over the years that I have worked in social housing, I have met many housing providers across the rich landscape that makes up our sector. It is clear to me that Riverside is special. As a national provider it plays a significant role in addressing the housing problems of this country. It operates in multiple regions in both England and Scotland, delivering high quality homes, neighbourhoods and care & support services. But what I also see, is an organisation that has retained a strong local feel to *what* it does, and at Riverside *how* we do things is as important as what we do. This is an organisation that takes its core aim (transforming lives, revitalising neighbourhoods) and values (we care, we are courageous and we are trusted) and uses them to drive and define all of its activities.

Given my social policy background, I know how influential delivery agents and

service providers can be in informing policy debate and direction. I am keen to showcase how Riverside influences the wider social housing landscape. This is a Board where we need to make complex strategic and business decisions, but the impact on people, families and communities is always central to our debate and decision-making.

One of our key responsibilities, as a Board and Executive leadership team, is to protect Riverside's future. The sector faces yet more challenges in a climate of continued economic, political and social uncertainty. Riverside's profile and reputation means that we are well-positioned to respond with confidence. Some of the infrastructure changes that we are delivering are about further strengthening organisational resilience and flexibility, as well as modernising and streamlining our key systems and processes. There is lots going on and of course more to do. It feels like an energetic place, where people are thoughtful and happy to work at pace. Colleagues are open to new perspectives and greatly value diversity.

I feel fortunate, as a relatively new Chair, to help choose a new member for our Board team. So, we will be new colleagues together, getting to know each other and our fellow Board members; as well as building those all-important relationships with the Executive team and stakeholders. I imagine, like me, you will also be thinking about how you connect with people as much as about the application of your professional skills and experience.

I hope I have been able to give you a sense of who we are at Riverside, and if that has appeal and you have a strong offer for us, I am looking forward to receiving your application.

With very best wishes

Terrie Alafat,
CBE CIHCM





We provide:

- affordable homes to rent for singles, couples and families
- care and support for older people, those at risk of homelessness and other

people facing significant challenges in life

- affordable homes for sale to shared owners and leaseholders
- market homes for sale to generate profits to reinvest in

our core social business (through commercial subsidiaries and joint ventures)

- extra services to help sustain tenancies including money advice, employment support and affordable warmth advice.

About the Riverside Group

Riverside is a group of complementary businesses driven by a clear social purpose, with a charitable housing association at our core.

Established over 90 years ago we remain driven by a deep sense of

social purpose, providing a range of homes and wider support services for a diverse community of people across England and Scotland.

Our aim is to transform lives and revitalise neighbourhoods.

Some facts.....

Over 100,000 customers

Almost 60,000 homes under management

Operating in over 150 local authorities

Rated G1:V1 by the Regulator for Social Housing and A1 by Moody's



People at our heart

We will improve the quality of service provided to our customers, delivered by engaged and fulfilled colleagues. We will do more to end homelessness.



Homes for the Future

We will raise the standard of our homes and deal with those that aren't fit for the future. We will build and acquire to grow Riverside and help address the housing crisis.



Places to thrive in

We will align our investment in homes and services to have a positive impact on the places in which we work, with a particular focus on those that have become 'left-behind'.



We Care

We put our customers first every time and care passionately about people.



We are Courageous

We stand up for what we believe in, owning our actions and challenging ourselves and others to be the best we can be.

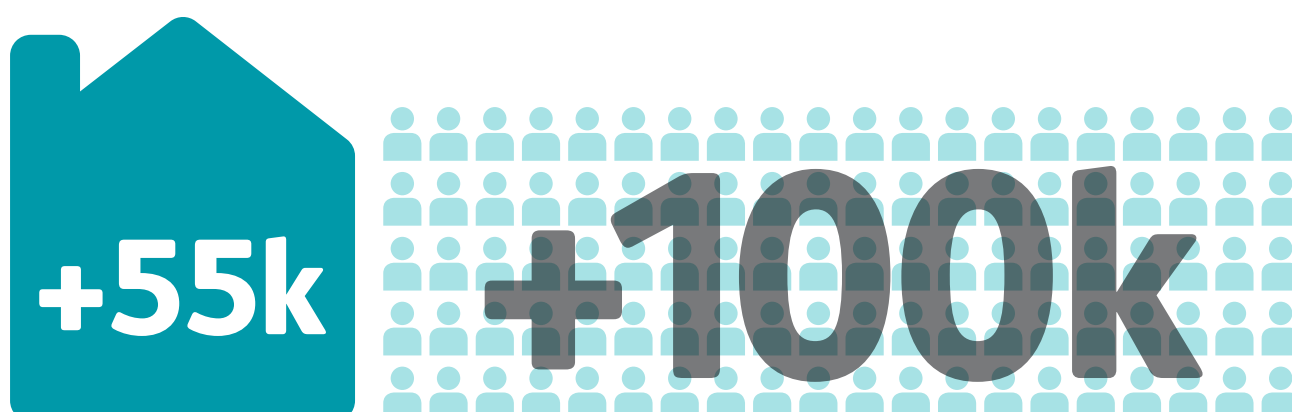


We are Trusted

We work together to build positive relationships, protecting our customers and our Riverside.

The Riverside Group Limited is a charitable Registered Society under the Co-operative and Community Benefit Societies Act 2014 managed by Executive Directors and governed by a Group Board.

State of the Group About Riverside

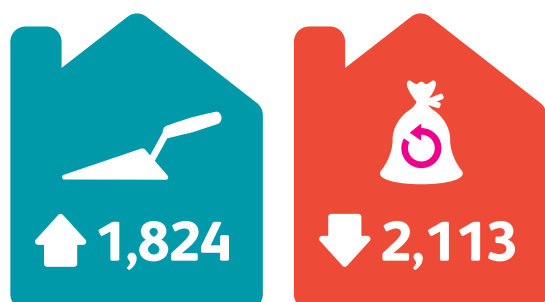


Homes owned and managed by Riverside (including Impact).

Customers living in our homes.



The split of our homes by business stream: general needs housing, housing for older people, supported housing and low cost home ownership and leasehold.



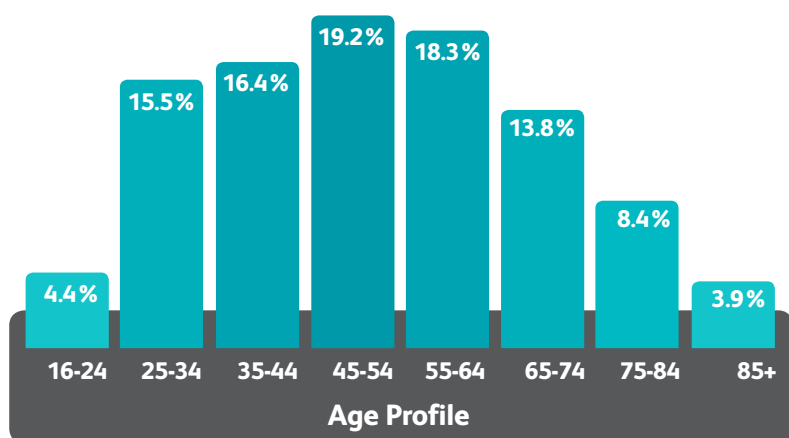
The number of Riverside properties built or acquired and disposed of in the past three years. The main driver of net growth has been merger.



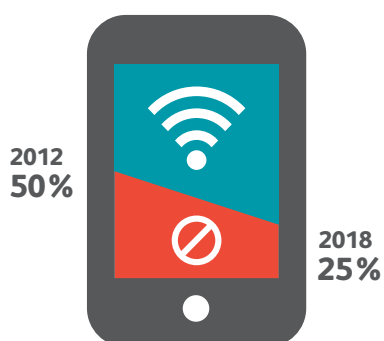
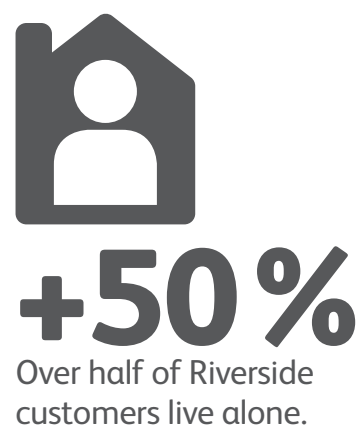
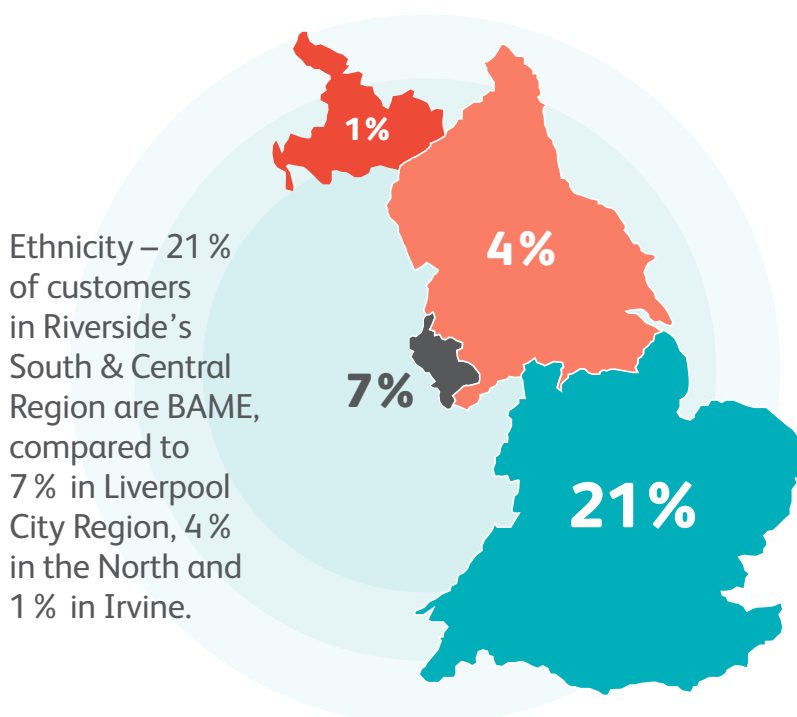
Riverside's ranking by size of development programme.

Position	Private Registered Provider
	Ranking by stock owned and/or managed
1	Places for People Group Limited
2	Clarion Housing Group Limited
3	Sanctuary Housing Association
4	London & Quadrant Housing Trust
5	The Guinness Partnership Limited
6	The Riverside Group Limited (inc. Impact)
7	Sovereign Housing Association Limited
8	Peabody Trust
9	Home Group Limited
10	Hyde Housing Association Limited

State of the Group Customers



Our customer profile is ageing – the number of customers aged over 55 has risen by 4% since 2010. 18% of our customers aged over 55 are living in specialist housing for older people.



In 2012 almost half of Riverside customers had no access to the internet. In 2018, this has dropped to only a quarter of customers with no access to the internet.



State of the Group Prosperity



Almost half of working age Riverside customers are in employment. The proportion of our customers in work has increased by 4% since 2016.



The proportion of Riverside customers receiving benefits to support their housing costs. This has fallen by 8% since 2016.



Average Riverside rents. Our General Needs rents are significantly lower than the national average for other Housing Associations.

Rents higher than the Local Housing Allowance are charged in over 1,000 of Riverside's properties.



In the 2019 UC survey, over 80% of respondents said the wait for their first UC payment had caused them financial hardship.

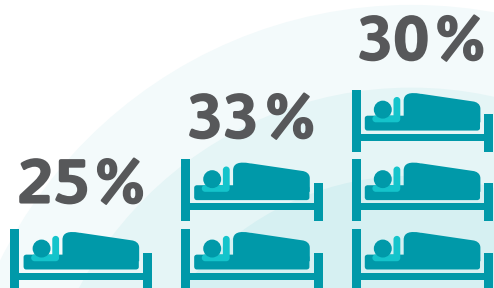


of respondents had to rely on help from charitable or voluntary organisations and foodbanks.

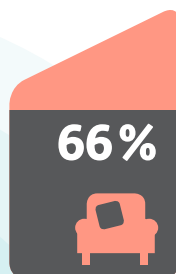


Nearly 80% of respondents had to rely on help from family / friends or loan companies.

State of the Group Properties



Proportion of Riverside homes by bedroom sizes.



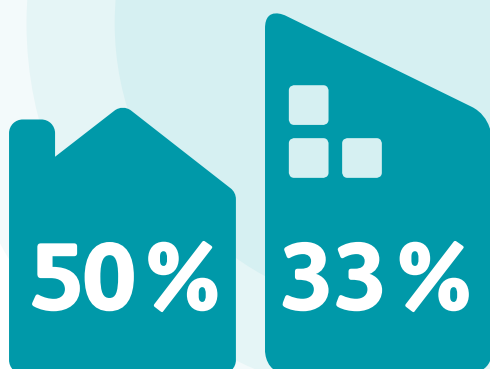
In supported housing, almost two thirds of properties are single rooms or bedsits.



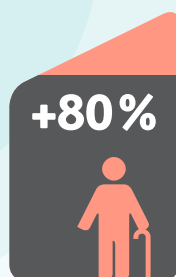
42 years

Average age of all Riverside properties.

15% of properties are **over 70** years old.



Half of Riverside properties are houses and a further one third of properties are flats.

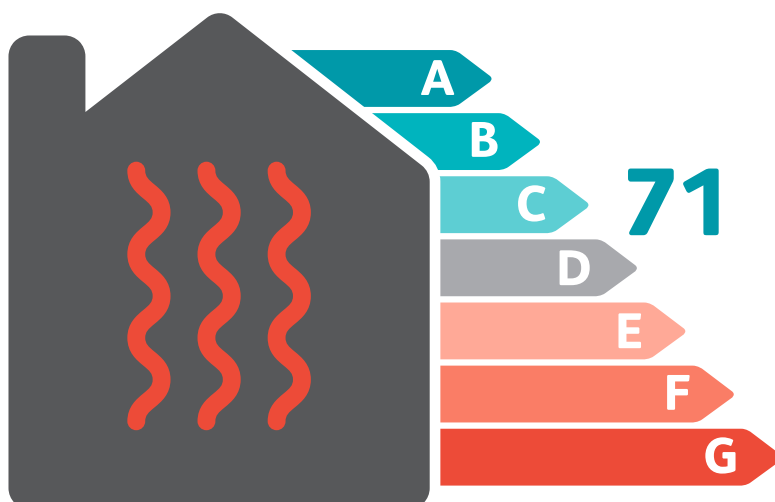


Flats account for over 80% of housing for older people.



£400m

Over the next **5 years**, Riverside is planning to invest over £400m in its properties.



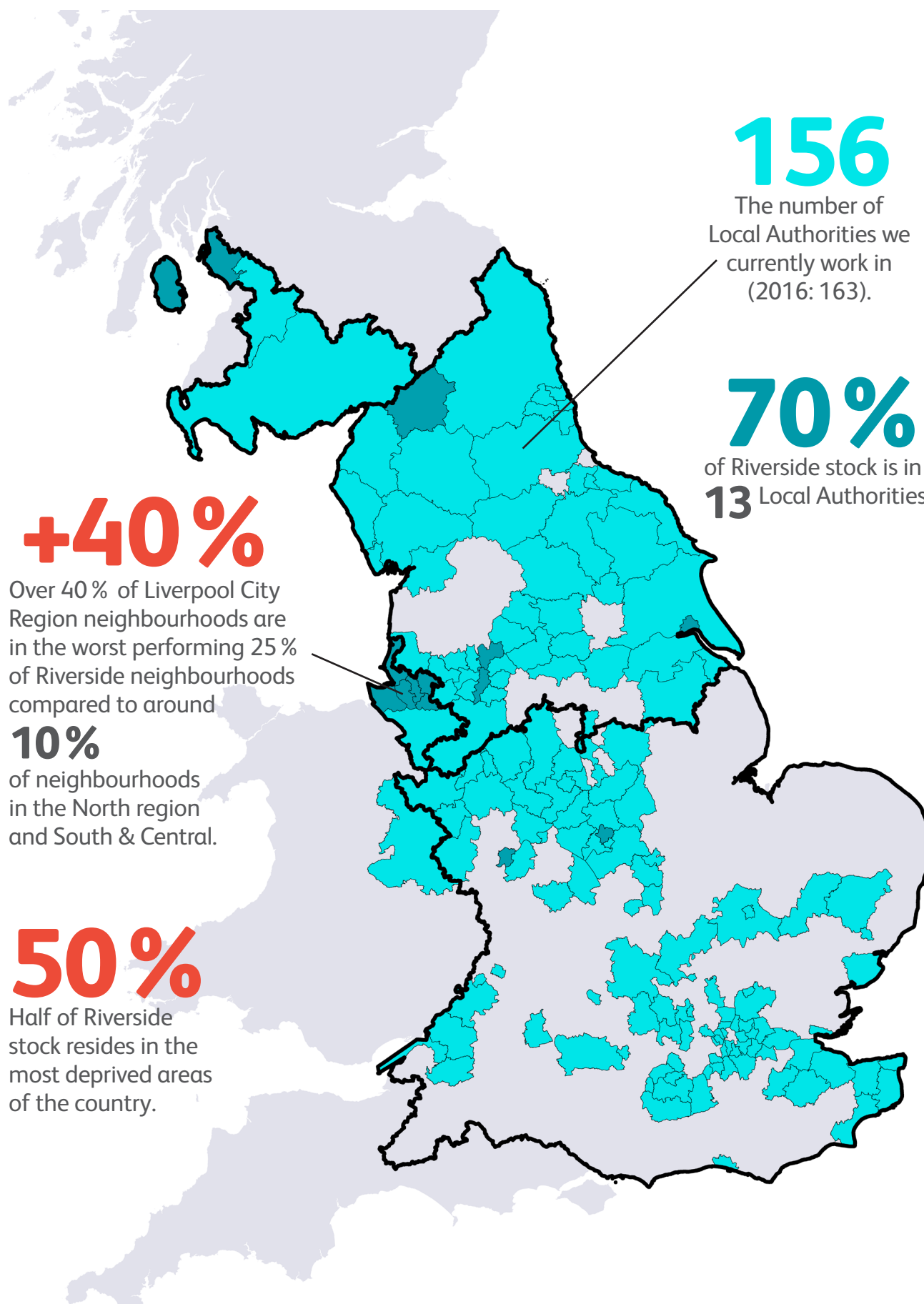
Energy efficiency – the overall Group average SAP rating is 71. This is a band C on an Energy Performance Certificate (EPC). Most English dwellings have an energy efficiency rating of D or C.



£2.5m

The amount spent by Riverside in 2018/19 on disrepair related activities.

State of the Group Geography



Group Structure

**The Riverside
Group Limited**

Other

Riverside Finance Ltd
Riverside Estuary Ltd
Administrative Subsidiaries

Commercial Subsidiaries

Prospect (GB) Ltd
Evolve Facility Services Ltd

Charities

St Michael's Housing Trust
Eleanor Godfrey Crittall
Donald Bates
Eventide Homes

Joint Ventures

The Compendium Group Ltd
Lambeth Regeneration LLP
Stanton Cross Development LLP

Housing Associations

Riverside Scotland HA

Riverside Foundation

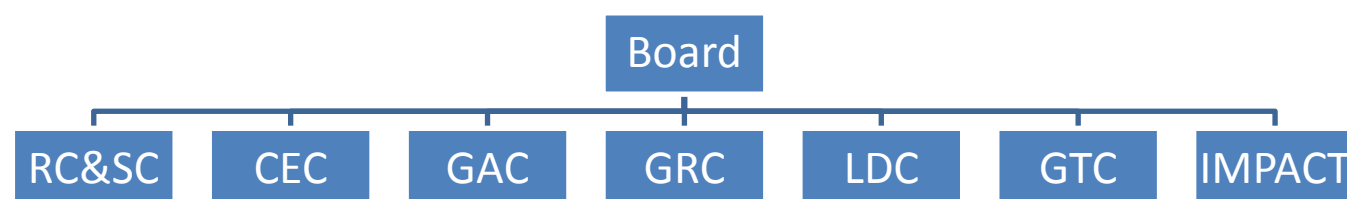
Property Management

Various Limited companies

About Riverside Governance

The Riverside Group Board is the senior governance body within Riverside and sets the mission, strategy, corporate and business plans and policy for the Group as well as overseeing performance against these. It has established a number of committees to support its work by taking responsibility for scrutinising and monitoring specific areas of the business, reporting back to Board as required.

The powers of committees are delegated by the Board and set out in the Terms of Reference of the committees.



- Riverside Care and Support Committee (RC&SC) – responsible for overseeing services provided by the Care & Support business, to ensure that they are well managed, deliver value for money, and appropriately manage risk. Also to consider the customers’ experience of these services.
- Customer Experience Committee (CEC) – responsible for overseeing services provided by the social housing business and Riverside Home Ownership, to ensure that they are well managed, deliver value for money, and appropriately manage risk. Also to consider the customers’ experience of these services.
- Group Audit Committee (GAC) - responsible for audit matters and financial reporting for the Group.
- Governance and Remuneration Committee (GRC) – responsibilities include remuneration of Board Members, and of the Group Chief Executive and Executive Directors, selection and appraisal of Board Members and arranging the appraisal of the Group Chief Executive.
- London Development Committee (LDC) – responsible for the shaping, design, costing and delivery of estate renewal in London on Group Board’s behalf.
- Group Treasury Committee (GTC) – responsibilities include considering interest rate risk management instruments, overseeing the raising of finance by the Group and reviewing significant matters, in particular those with technical or complex treasury issues.
- Impact Committee – responsible for operational business oversight and assurance for the business area formerly known as Impact Housing Association Ltd. - this committee will be dissolved in October 2021

Role profile

Role Description:

- Provide strategic leadership to the Group, establishing and ensuring compliance with its vision, values, strategic direction and objectives.
- Ensure that appropriate plans and policies are in place to deliver the Group's strategic objectives and achieve value for money.
- Support and constructively challenge, as necessary, the Group's executive team.
- Promote good governance and ensure that the Group acts in accordance with its constitution, governance framework and relevant legal and regulatory framework.
- Obtain satisfaction with regards to the integrity of financial information, scrutinising and approving each year's budget, business plan and annual accounts.
- Monitor the Group's performance in relation to its objectives, plans, budgets, controls and decisions.
- Ensure that the organisation has in place, and oversee, a robust and effective risk management framework.
- Establish and oversee an appropriate framework of delegation and control.
- Promote the Group through contact with communities and other stakeholders.
- Regularly attend, prepare for and participate in board and relevant committee meetings.
- Attend functions, training sessions, away days and other meetings as required from time to time.
- Comply with the Group's Code of Conduct and the Board Member Agreement for Services.
- Is a strong leader with personal and professional credibility.
- Possesses a high degree of probity and integrity.
- Works in a collaborative, open and engaging style.
- Is committed to accountability, transparency and equality of opportunity.
- Is self-aware and open to feedback and personal development.
- Can commit the time necessary to the role.

Personal behaviour and style:

- Displays passion, energy and enthusiasm for the role and for Riverside's vision and values.
- Is committed to working in the best interests of current and future residents.

Person Specification

KNOWLEDGE AND EXPERIENCE

Essential

- Are an existing Riverside customer and able to bring the customer experience and perspective to the work of the Board.
- Previous experience of serving on a Board or committee as a member.

Desirable

- Strategic leadership and business planning experience.
- Experience of risk-based decision making.
- Experience of business change, growth and development.
- Experience of regulated industry sector.

Desirable Areas of Knowledge or a willingness to devote the necessary time to developing this knowledge

- Law and regulation as they relate to Social Housing providers.
- Political and economic environment for Social Housing.
- Probity.
- Social investment.

Skills, Knowledge & Experience

- Able to apply their own specialist knowledge appropriately.
- Familiarity with the external landscape and the threats and opportunities presented to the Group.
- Able to analyse significant amounts of complex information and pull out the fundamental issues and maintain a strategic focus.
- Confident in making independent and critical judgments and in facilitating debate to ensure risks and alternative courses of action are properly considered.
- Experience of acting as a Non-Executive. Understands the distinction between governing and managing.
- Able to develop and maintain strong and effective relationships with others.

TERMS AND CONDITIONS

- Remuneration - Members are remunerated at a rate of £10,000 per annum. We will review with any affected customer the benefit impact of any remuneration.
- Expenses - Members will be reimbursed for out of pocket expenses such as travel, in accordance with the Riverside Group's Expenses Policy.
- Time commitment - total approximate time commitment a maximum of 12 days per annum comprising:
 - Annual Strategy Day and scheduled Board meetings
 - Induction, appraisal and training/development activities
 - Occasional ad hoc meetings for urgent matters

Key dates and the selection process

Closing date: Friday 15th October 2021.

Interviews:

Shortlisted candidates will be invited to interview week commencing 25th October 2021.

Covid 19 Restrictions:

Due to the restrictions imposed by the Covid-19 pandemic interviews will be conducted via Microsoft Teams.

It is intended to appoint the successful candidate in November 2021. A full onboarding and induction process will follow with the successful applicant being invited to observe the Board meeting in December, with the first formal meeting as a new Board Member being in January 2022.

Riverside Meeting Dates for Group Board

Group Board

- 20 January 2022
 - 17 March 2022
 - 12 May 2022
 - 14 July 2022
 - 8 September 2022
 - 13 October 2022
-

Riverside Governance Team
Anne-Marie Owens
Governance Manager
anne-marie.owens@riverside.org.uk
