

TRGL BOARD MEETING

ITEM: 4.1

The Board is asked to **NOTE** the update on Committee and Subsidiary Board Activity for the period July 2021 to date. Minutes of all meetings in the period can be found on Convene or are available upon request.

Riverside Care and Support Committee 08/07/21 Attendance 100%, Length 2.5 hrs, Mode: VC

Assurance and Risk

The Committee were informed of plans to enter into a partnership with One Housing Group from December 2021 pending approval. It was noted that OHG has a strong C&S business with more CQC regulated services than TRGL.

The Committee noted that the next steps in exiting lockdown had been decided in response to government guidance. Colleagues would be encouraged to continue to wear face coverings in poorly ventilated or crowded areas and screens, enhanced cleaning regimes and PPE for personal care would remain in place. Floating support visits will resume at 100% and health and wellbeing visits will resume from July.

The Committee were updated on maintenance issues affecting the lift and heating system at Weetslade Court. The Committee noted that the heating system and lift had been repaired however a new lift was due to be installed. [REDACTED] n retained for the time being. [REDACTED]

The Committee were advised that Local Authority tendering activity was beginning to return to normal but had been below target to the end of May. There was some confidence this would recover by year end. There was discussion around specific bids and complications arising from the changing and varying expectations of Local Authorities.

The C&S Financial Performance to 31 May 2021 was presented. It was noted that there were losses posted as a result of void loss but these were not of concern due to the size of the figures involved. It was further noted that void loss continues to be a challenge although the issue is understood.

Items to note

A positive Customer story was shared, highlighting the extra difficulties faced by homeless people with dogs and in particular the challenges in moving these customers on into private rented accommodation.

The Committee received the Marketing and Communication Annual Update and noted that there is a planned campaign to raise awareness of the benefits of Extra Care schemes and discussed measuring brand awareness and impact of marketing.

The Committee received the People Services Annual Summary and noted that work is being done to understand the impact of COVID on colleagues and flexible working.

An update on Operational Performance was provided.

The Committee received an update on operational voids.

The Committee received an update on the Hull Extra Care Scheme and noted that procurement of a Facilities Management Provider was underway.

Received the Quality and Compliance Report.

The Committee received the Annual Mortality Report

The Committee received a Scheme Profitability Report and noted that contracted income is performing at the level expected by Commissioners and are mostly at target despite the impact of COVID, those which are not have remedial plans in place.

The Internal Audit Highlights were presented, the Committee noted that there was one new audit in respect of forecasting and there were no outstanding Grade 1 audits.

The Care and Support Risk Register was received and noted that the format had been changed with an individual register for C&S relating to Hull Extra Care.

The Committee received the Building Safety Compliance Dashboard.

Governance and Remuneration Committee 15/07/21 & 23/09/21 Attendance 100%, Length 2 hrs, Mode: VC

**Assurance and Risk
15/07/21**

The Committee noted the outcomes of Phase 3 of the work to achieve compliance against the National Housing Federation's Code of Governance 2020 and approved the action plan to deliver compliance by April 2022.

The Committee reviewed actions agreed arising from Group Appraisals and the outcome of the CEO appraisal. No matters of concern were identified.

A Succession Strategy for Riverside's governance community was approved and a draft recruitment plan noted. It was agreed that the recruitment plan would be further developed to capture Project Neo impacts and presented at December's meeting.

The Committee noted the first iteration of a matrix setting out responsibilities across the governance structure with respect to Group Board and its Committees. It was noted that further work was required to refine the document and fully capture the roles and responsibilities as well as relationships between governance bodies. The Committee was content with the work carried out to date and noted that the document facilitated

**Items to note
15/07/21**

Appointments to the Board of Riverside Scotland were approved.

[REDACTED]

[REDACTED]

The Committee approved the process and timetable for the recruitment of a new Customer Board Member.

[REDACTED]

oversight of responsibilities and levels of delegation which would support identification of opportunities for greater governance efficiency and would be further developed for review in December 21.

[REDACTED]

[REDACTED]

8/09/21

The Committee discussed the governance plan including Board and Committee Member recruitment for Project Neo and agreed that it would receive, at least for the next 6 months, a standard report on governance risk to TRGL arising as an organisation arising from the merger to supplement the risk oversight arrangements already in place.

The Board noted actions being taken to communicate and promote the Customer Board Member opportunity to as wide and diverse a customer base as possible.

[REDACTED]

[REDACTED]

[REDACTED]

The Committee agreed to recommend for approval to Board, the action plan arising from the Group Board Appraisal carried out by Campbell Tickell.

8/09/21

The Committee noted an update on Governance Projects and reviewed a consolidated Governance Team workplan which brought all workstreams together. It noted that it was an ambitious plan of work and suggested that a prioritisation level be applied to each action to support the effective allocation of resource and a pause or delay on appropriate tasks if required by business need.

[REDACTED]

The Committee agreed to recommend for approval to the Board, the proposed arrangements for future meetings.

London Development Committee 14/07/21 Attendance 80%, Length 2.5 hrs, Mode: VC & 08/09/21 Attendance 92%, Length 2.5 hrs, Mode: VC

14 July 2021

[Redacted]

[Redacted]

[Redacted]

Items to note

Tom Rose from Potter Raper gave a presentation outlining Riverside's Employer's Requirements for the London Regeneration Project. The key objectives underpinning Potter Raper's appointment was to clarify TRGL's Employer's Requirements, to consider adaptations to suit the London market, advise on any onerous clauses or sensible changes, and to work with TRGL staff through a series of workshops to ensure that any required actions were effectively implemented and monitored.

OHG Merger Update - It was acknowledged that, given the likely increased development activity in the London area, it was anticipated that the structure, composition and strategic aims of the LDC would change moving forward.

Market Update - Monthly supply remained significantly below normal expectations in all regions, whilst Greater London showed the first month where supply had fallen below expectations, down 7% compared to May 2019. However, there was a belief within the sector that there remained sufficient capacity for the market to remain buoyant.

Neighbourhood Management Update - The Committee noted the report and progress being made across all London sites in

[Redacted]

addressing customers concerns and in demonstrating good neighbourhood management.

Group Board Highlights Report

8 September 2021

Assurance and Risk

[Redacted]

Items to note

Market Update - There was clear evidence of rising rents in the Greater London lettings market, with annualised growth in asking rents moving into positive territory following the COVID exodus. The greatest rises in asking rents over the last six months were in the City, particularly Wandsworth, Hackney and Islington, indicating a return to city living.

[Redacted]

Merger Update - Work continued to refine a revised governance structure in light of the merger, with a review of all required Terms of Reference. This would also incorporate a Committee to oversee joint development activity.

Calverley Close, Bromley – Following the successful a
wing suitable options, [Redacted]

Group Board Highlights Report

Moorings and [Redacted]

Neighbourhood Management Update - Following an update given at the last meeting, confirmation was provided that the heating and hot water were now fully restored to all of Burnt Ash Heights. The excellent result in securing the positive customer ballot for the proposed regeneration project at Calverley Close was highlighted and it was noted that there had been increased interest from residents wishing to move off the estate prior to the redevelopment.

[Redacted]



Evolve Board Meeting 16/07/21 Attendance 100%, Length 2hrs Mode: VC

Assurance and Risk

The Board noted changes to Covid restrictions made by government and were advised that Evolve would not be changing their safe system of working to provide reassurance to customers. Vaccination status has been requested from Riverside Direct colleagues, with some refusals, there is a potential impact in C&S schemes and vaccinated operatives are being mapped to areas with C&S schemes.

The Board received a performance update from Riverside Direct, there was concern that a large number of emergency works had not been completed due to capacity constraints; repairs satisfaction has dropped and there is some difficulty in securing operatives for training sessions. Voids in North London C&S was identified as a problem area and is hoped that new staffing will be able to resolve this. Gas Compliance works will be assisted by new engineers in place. The Riverside Direct Improvement Plan has a short-term focus on communication and clarity on roles and in the medium term on accountability and performance.

Staffing levels in Evolve continue to be affected by COVID and annual leave placing a strain on the time needed to complete works and on complaints and satisfaction. The focus on communicating with customers continues to soften this impact with complaints satisfaction increasing in P3.

Items to note

Approved the Financial Statements and Management Representation Letter for the year ended 31 March 2021

Approved the list of Evolve contractors following an annual review

Approved the Delegated Authority Schedule

Adopted the NHF Code of Governance and Riverside Governance Framework Document.

Foundation Trustee Meeting 27/07/21 Attendance 100%, Length, Mode: VC

[REDACTED]

[REDACTED] appointed, with the Board able to operate with a quorum of three. While the current composition of the Board permitted the transaction of business, a member of TRGL staff would be appointed as an interim trustee to ensure compliance with the Trust Deed and reduce the risk of the Board meeting without a quorum. Recruitment of a permanent replacement trustee would be undertaken and the Board informed of developments.

The Board adopted the NHF Code of Governance 2020 and the revised Riverside Governance Framework Document where they were applicable to the charity based on its activities and constitution.

The Governance Team would do an assessment of the application of the Code to the Riverside Foundation to identify where there would be exceptions and confirm the business rationale in each case over the coming months with a view to reporting back to the Foundation Board in autumn.

Items to note

Management and Operational Update
Small Bids Progress Report – Thanet Community Games
Riverside Foundation Finance Report
Validation of Activity KPIs

The Financial Statements and Management Letter were approved.

The Board approved an adjustment to the apportionment of Foundation funding across the range of tenancy sustainment services which would take effect from September.

Prospect Board Meeting 18/08/21 Attendance 86%, Length 2 hours, Mode: VC

Assurance and Risk

The NHBC customer surveys for completions had marginally improved over the last two months, with the Recommend a Friend score now standing 75%, although the recent surveys at both The Ridings and Brook Vie

[REDACTED]

[REDACTED]

Items to note

Management Accounts for Period ending 31 July 2021 - [REDACTED]

[REDACTED]

Market Update

[Redacted]

[Redacted]

It was acknowledged that there were longer lead in time for materials and rationing of deliveries which was affecting the ability to obtain lightweight blocks. This would continue to be monitored and alternative options, such as dense concrete blocks, were being considered should this be deemed necessary. The main issue related, not specifically to the availability of such resources, largely to transport issues due to a lack of available drivers. an extensive exercise had been undertaken to reflect a

[Redacted]

[Redacted]

Group's Modern Slavery Statement

The Board agreed to adopt the NHF Code of Governance 2020 and the revised Riverside Governance Framework Document.

[Redacted]

Riverside Scotland 19/08/21 Attendance 100%, Length, Mode: VC

Assurance and Risk

Lift Safety Management Policy

The Board noted that, although the Association did not currently have any lifts in its housing stock, it was considered appropriate to have a policy to ensure an understanding of the required safety management, given the Association's growth appetite and the

Items to note

Corporate Plan 2020 / 23

The Board noted the contents of the Corporate Delivery Plan Highlight and Milestone Reports.

potential to own flatted accommodation in the future. The Board approved the revised Lift Safety Management Policy.

Progress Reports on Development Projects

The Board discussed the significant risk around the increased cost of new build development. The Board concurred that caution would be required when determining commitments in times when there was so much uncertainty around build costs. The Board thereafter noted the update report on the Association's current development projects.

[REDACTED]

it would be prudent to start to put in place a contingency plan to ensure there would be no risk of being unable to provide a repairs and maintenance service to customers prior to the new contract beginning. The Board also agreed the importance of ensuring that the new repairs and maintenance service contract which commenced in April 2022 delivered real service improvements to the Association's customers.

The Board noted that the new Income Collection service would be in place from September. This would mean that the Housing Officers could transition back to providing the front line service, rather than being purely devoted to arrears recovery. The Scottish Government were currently in the process of setting up a Covid Arrears Fund. It was unclear at this stage whether the tenant or the landlord applied for the funding.

Managing Director Recruitment and Interim Arrangements

The Board approved the appointment of Morag Hutchinson as Interim Managing with effect from 13 September 2021.

Nominations to the Board

The Board agreed the proposed nominations to the Board at the Annual General Meeting.

Rule 67 Statement by Secretary

The Board noted the Company Secretary's formal statement in relation to Rule 67.

Financial Performance Report

The Board noted the favourable variance in the operating surplus and margin ahead of forecast in the year to date and also the most significant risk which continued to be the shortage of building materials and the potential for price increases and increase in void turnaround times.

MD Report

Key points noted were: - the replacement the current flexi-time system with

[REDACTED]

isk Committee to make a decision on appointment of external auditors.

[REDACTED]

Riverside Customer Voice Executive 19/08/21 Attendance 100%, Length, Mode: VC

Assurance and Risk

There were no matters for escalation to Group Board.

Items to note

Sally Nicholson from C&S gave the RCVE an overview of Care and Support response to customers during COVID

TRGB Observer role announced

6 year term proposal (rejected). The executive agreed to remain with the current 9 year term and will review once their wider framework is running

One Housing update - customer consultations to take place from September. Tenant Observer and Tenant board member to attend JCAP meeting on 23/9/21. CEOs from both Riverside and One Housing to attend one of the meeting in October

RCVE workplan to end of year - Complete Scrutiny - Anti-social behaviour delayed by a month (proposed start October).

Relaunch x 2 RCV hubs by spring – agreed Southeast and LCR.

AGM December

Policy consultations

Repairs

Customer Involvement and Engagement

Tenant Panel Update – 3 outstanding complaints to complete by tenant panel.

Customer engagement changes from 20th September. RCVE to consider a formal response to Riverside.



Increase in repairs costs which is continuing due to increase in customer demand, increase in material costs, delays to planned maintenance causing more repairs to be submitted, fire damage related costs and some other specifics linked to major works. Performance dashboards were reviewed which identified a risk on electrical testing which is outlined above and a request to present more information on the stock investment programme against the total programme and updated plans for catch up.

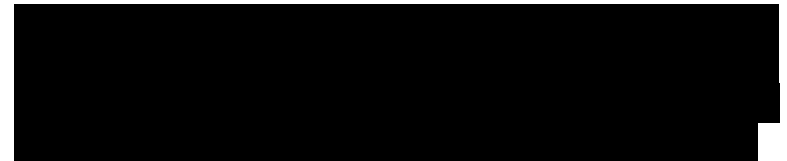
Governance integration to ensure committee members are confident they have discharged their duties before the final meeting. A further report will be presented on meeting the pledges and some internal audit assurance against the pledges at the final meeting in October.

The final risk register was presented and a final report will be presented in October to identify where the strategic risks have been mapped across into Riverside and mitigations in place.

Update from Patrick New, Director of Customer Services on the Customer Service directorate and the services Impact customers will receive from Riverside post integration to give committee assurance.

Items to note

Noted update on full integration including communication plans, colleague changes including 51 moving into Riverside, PPM contingency plans from Evolve and success criteria for business integration. The outcome of integration against the success criteria will be presented to the October meeting.



Group Risk Register

The risk register had been updated by the Executive Directors and the Committee's attention was drawn to the changes highlighted in the report, and in particular, the increased likelihood and impact of supply chain interruption for building materials and sub-contractors. The register was comprehensively reviewed at the meeting.

Risk Management Policy Review

The Risk Management Policy had undergone its triennial review. There had been no major changes of substance to the Policy. The updates had been mainly to more clearly articulate what happened in practice. A Risk Management Procedure had been prepared which focussed particularly on risk reporting, risk register scrutiny and risk escalation. The Committee RECOMMENDED the approval of the Risk Management Policy to the Group Board.

Internal Audit Highlights Report

The key findings from audits since June 2021 were comprehensively discussed and an update on the 2021/22 Audit Plan was noted. Despite the pandemic, the Internal Audit team had tried to maintain a business as usual service and had continued to innovate, particularly through some shorter and sharper audits. The quarterly review of the audit plan had worked well and the importance of Committees clearly articulating their assurance priorities was acknowledged. The Committee welcomed the annual review and suggested future reports could also reflect on VFM and the level of assurance delivered.

Appointment of the External Auditor

The Committee noted the process undertaken for the



Scheme of Delegated Authority - Annual Review

The Committee noted that the revised scheme had been approved a year ago and was working well with positive feedback. There had been a small number of non-material operational changes. Riverside were in discussion with OHG regarding the adoption of the scheme. After the completion of discussions and final agreement it would be appropriate to consider a further review.

Updated Whistleblowing Policy

The Committee approved a change to the policy to include a route to raise concerns directly with a Non-Executive Director.



Review of External Auditors

The Committee were assured of the independence, objectivity and performance of the current external auditor KPMG. It was considered that the potential threats to KPMG's independence were appropriately mitigated in 2020/21.

Data Protection Policy Review

The Committee noted a review of the Data Protection Policy, highlighting that the activity associated with data breach identification and reporting had increased; Data Protection Impact Assessments were more routinely being carried out for new policies and new systems; Data subject requests were actioned promptly in most instances.

Consolidated Breaches Update and Compliance Assurance

The Committee welcomed the greater visibility around compliance reporting and the assurance it provided. The report noted that:

- [REDACTED] d been recorded.

Updated Whistleblowing Policy

The Committee approved a change to the policy to include a route to raise concerns directly with a Non-Executive Director.

Customer Experience Committee 23/09/21 Attendance 73%, Length 2.5 hrs, Mode: VC

Assurance and Risk

The Committee reviewed the Home Ownership Risk Register and was assured as to the action plan and process mapping in place for the new Shared Ownership lease.

The Committee noted a report on the revised SLA for routine repairs from 28 days to 56 days and that challenges from the 20% increase in repair demand, increasing vacancies in the trades team and absences through leave and sickness meant that it was unlikely that the Group would be able to return to the 28-day routine repair service standard before the end

Items to note

A positive Customer story relating to community chest funding to support the community in Halton Lea was shared, highlighting how Riverside had transformed the life of a customer though Sew Halton, rebuilding her working and social life, and emphasizing the importance of community investment.

of the current financial year. The current [REDACTED] jobs falling outside the 28-day routine priority and the impact on transactional satisfaction was noted, as was the opportunities being explored to address resources and mitigate any risks arising from the service. The Committee highlighted the importance of open and transparent communications with customers to manage expectations and requested regular updates on the backlog.

The Committee reviewed the Group Risk Register and requested that the issues highlighted in the SLA report, namely supply chain, recruitment and materials be adequately reflected in the Group Risk Register.

The Committee scrutinised [REDACTED] of the UC top up, Furlough ending, rising energy costs on arrears and the importance of supporting customers. In view of this, the Committee requested a spotlight on Tenancy Sustainability, including an update on Evictions, at the next meeting.

The Committee reviewed the Asset Strategy and Business Plan and commented that this could be more customer focused. The Committee discussed the current focus on damp / mould and disrepair highlighted by the recent Surviving Squalor TV documentary and requested a further report to the next Committee meeting to provide assurance that Riverside customers weren't living in similar squalid conditions.

The Committee reviewed the Asset Services Compliance update, highlighted the number of overdue high-risk actions, and requested further detail to understand the scale of the risks per compliance workstream and actions taken to mitigate in the meantime. The Committee also received an update on the suspension of the Impact EICR Programme, noting that Evolve were due to pick up works in October, with a view to completion before Christmas.

The Committee received a report on Customer Feedback highlighting varied performance in relation to overall customer satisfaction, with declines in shorter form satisfaction but a positive longer-term trend and declines in RHO satisfaction driven by significant levels of dissatisfaction with VFM of service charges and declines across all value questions. The Committee noted the key drivers of overall satisfaction continued to be repairs and maintenance and listening to views and acting upon them and that focus was being given to resource and improvement plans.

The Committee received the Customer Services report, noting performance was still not moving in the right direction and the challenges from increased call volumes, attributed to responsive repairs calls, vacancies, and IT issues. The Committee was pleased to see the innovative initiatives within the CSC such as digital tenancy sign ups and trialling of remote video conference.

The Committee was pleased to note the six-monthly Community Safety Update and the assurance it provided.

The Committee was pleased to note the progress made with the Social Housing White Paper Action Plan and welcomed the useful report on 'How it all fits together' which would be the subject of an upcoming Board Masterclass.

The Committee reviewed and approved Customer Care, Complaints, Aids and Adaptations and Responsive Repairs policies, highlighting, in particular, the lack of reference to RCVE and wider consultation having taken place for the Customer Care Policy review.

The Committee received a RCVE update and agreed there was further scope to improve the assurance provided to the Committee that proposals that had a direct impact on customers were submitted to CEC with the support of RCVE (and the wider customer base as appropriate).

The Committee welcomed the PFI update, [REDACTED]
[REDACTED]
and requested a separate more detailed report detailing the extent of the issue and the risk to residents and Riverside.
