

Environmental, Social and Governance

Sustainability Reporting Standard 2022



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This report covers Riverside’s approach to the sustainability reporting standards. It covers three key themes – **Social, Environmental** and **Governance**, to provide a consistent, comparable and transparent approach to assess the ESG performance as a housing provider.

Introduction

We are pleased to introduce our second report on our Environmental, Social and Governance (ESG) performance. We produced our first report last year and found the process not only to be enlightening about our current performance, but it also provided a framework for further improvement. We were already very focused on our work around improving environmental sustainability and social investment at Riverside, but the ESG report helped to crystallise some of our thinking around our priorities and provided an additional catalyst for making change.

We have seen a number of exciting developments over the past 12 months, most notably the approval of our Climate Sustainability Strategy. We know this will drive forward our performance and innovation in this area, helping us to achieve the target of net-zero carbon.

We have also recently re-launched our Riverside Foundation, with a commitment of spending £2.5m a year on community projects, and services that support our customers around a number of issues including those related to tenancy sustainment, employment and affordable warmth. We hope we can report in more detail on these essential projects and services next year.

In December of this year, we merged with One Housing Group. There will be a two-year integration process, and during this time many operational services will remain separate. It is for this reason, we will continue to produce a report that focuses on Riverside activity only. However, we do plan to report on all Group activity in future years.

As we did last year, we have used the Sustainability Reporting Standard as a framework, as we know it does allow comparability across the sector. Whilst we haven't yet formally signed up to the Standard, we hope that we will be able to next year.

We very much hope you enjoy reading this report and can see the progress we have made in our important journey of improving our ESG performance.



Cris McGuinness
Chief Financial Officer



Patrick New
Executive Director,
Customer Service





01. Social

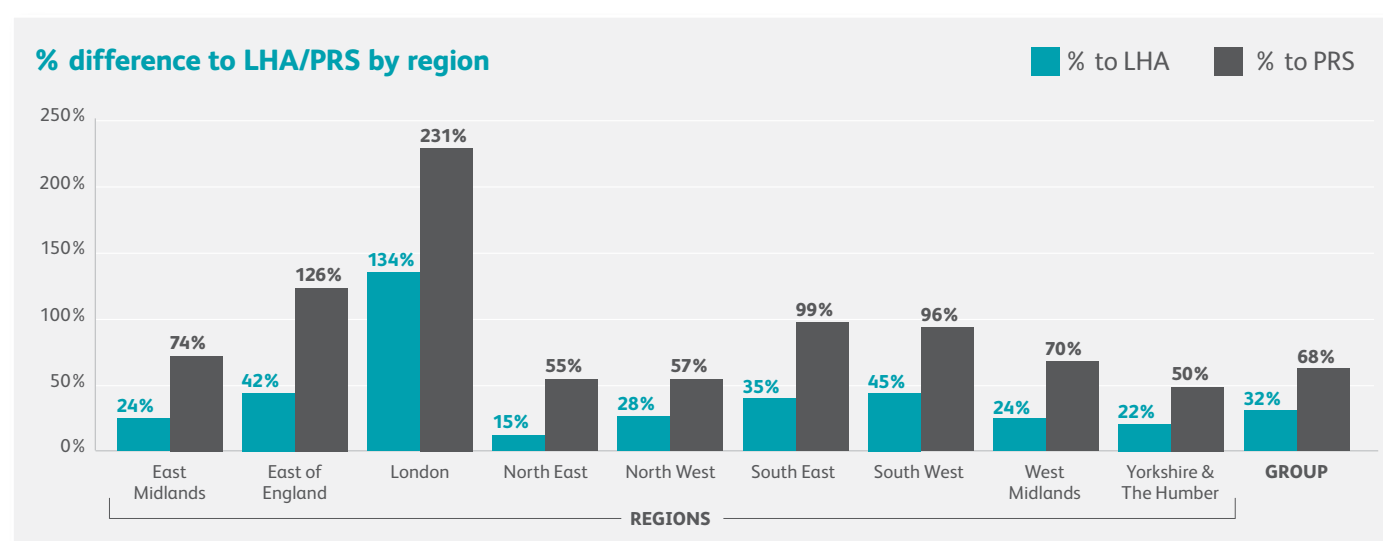
Affordability and security

This theme seeks to assess the extent to which Riverside provides long-term homes that are genuinely affordable to those on low incomes.

C1. Affordability Indicator:

Rent compared to Local Housing Allowance and Private Rented Sector rents

On average, our rents are 32% lower than Local Housing Allowance (LHA) rates and 68% lower than Private Rented Sector (PRS) rents. It is important to note that we operate nationally in several local authority areas. The chart below shows how our rents compare by region with LHA and PRS rents.



C2. Tenure of existing homes

Tenure of existing homes	Number of homes	Percentage
General Needs	30591	57.67%
Intermediate Rent	266	0.50%
Affordable Rent	8457	15.94%
Supported Housing	3690	6.96%
Housing for Older People	4869	9.18%
Low-cost Home Ownership*	3659	6.90%
Care Homes	88	0.17%
Private Rented Sector*	1429	2.69%

C3. Tenure of new homes

Tenure of new homes	Number of homes	Percentage
Newly-built for Rent		0.00%
General Needs	11	1.28%
Supported / Housing for Older People	6	0.70%
Intermediate Rent	34	3.96%
Affordable Rent	592	68.92%
Newly-built for Sale		0.00%
Low Cost Home Ownership	216	25.15%

C4. How is the housing provider trying to reduce the effect of fuel poverty on its residents?

We provide our customers with an Affordable Warmth service for those experiencing fuel poverty. Although we are no longer able to help them to save money by switching supplies to a cheaper tariff, we can still offer advice on making changes within the home that would save them money and reduce carbon emissions.

We have also teamed up with Switcher and have started to install their devices in our properties to enable us to gather data on energy use and help us to reach customers who may not be using their heating efficiently or who are highlighted as being at risk from fuel poverty.

The Affordable Warmth service is now accessible via telephone and online. In 2021/22 674 customers received advice and support. The team managed to gain £99,258 for customers, mainly through the Warm Home Discount Scheme and Trust Fund applications, whilst also assisting to reconnect gas supplies, changing energy behaviour plans and helping with registration onto the Priority Service Register.

The team continues to work closely with our Assets team, identifying and assisting customers who are experiencing damp and mould at their properties and have plans to work with customers and communities to raise awareness of what can be done to reduce the effect of the huge rise in energy costs.

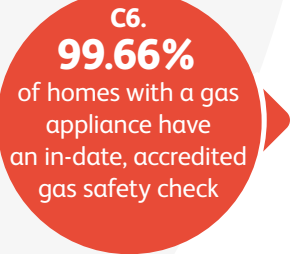
C5. What % of rental homes have a 3 year fixed tenancy agreement (or longer)

Security of tenancies	Percentage
	0.06%



Building safety and quality

This theme seeks to assess how effective Riverside is at meeting its legal responsibilities to protect residents and keep buildings safe.

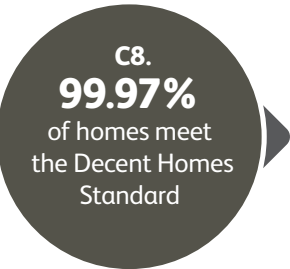


Any properties with gas safety checks outstanding are at the correct stage of the no-access procedure. This is monitored on a monthly basis and reported to Executive Directors and Safety First Group for assurance purposes.



As part of the Primary Authority Partnership with the London Fire Brigade, Riverside has risk rated its properties ranging from Level 1 to Level 5. Fire Risk Assessment reviews are undertaken based upon the risk rating of the property. Level 1 properties have the highest risk, and reviews are undertaken on an annual basis. Level 5 properties have the lowest risk, and reviews are undertaken on a 5 yearly basis.

All Fire Risk Assessments are available on our website.



In 2021/22 we reported 15 non-Decent Homes. These 15 fails were due to damp and mould and identified by Savills in the latest Stock Condition Surveys. The issues in these properties are in the process of being resolved.

Resident voice

This theme seeks to assess how effective Riverside is at listening to and empowering residents.

C9. What arrangements are in place to enable the residents to hold management to account for provision of services?

The main consultative customer body for Riverside is the Riverside Customer Voice Executive (RCVE). The RCVE is consulted on all customer facing policies, and also significant service developments or changes, such as the movement to digital services and the improvement plan for customer services.

Currently, three customers from the RCVE are members of working groups, which are enabling the organisation to prepare for the implementation of the proposals within the Social Housing White Paper.

The RCVE also manages scrutiny activities and this year has been working on a scrutiny project on Riverside's performance on anti-social behaviour. RCVE members are undertaking an assessment of how we meet the principles outlined in the National Housing Federation's Together with Tenants Charter. This assessment is feeding into an action plan to improve customer engagement across the organisation.

Riverside's Care and Support services offer local and scheme-based opportunities to customers such as becoming a scheme representative or customer inspector. These opportunities support improvements to service delivery and communal areas. Care and Support have launched a co-production policy and are working on a co-production staff toolkit and customer engagement survey.

Consultation with customers on policies and changes to services is supported by the iCommunity, which is an online panel with more than 1,000 members. The iCommunity have been sent surveys on a range of issues, including on the areas which make up the principles in the Together with Tenants Charter. This will assist the RCVE in its annual assessment of how we are performing against the charter.

We also have customer representation on a number of our governance boards and committees, including a customer Group Board member and observer. In addition, there are customers on the Customer Experience Committee, Care and Support Committee, Riverside Foundation and Group Development Committee.

RCVE members are invited to the Group's Stakeholder Strategy Day, which is an annual event for our governance community focusing on the key strategic issues facing the organisation, and allows discussion and debate. The RCVE are also represented on the Equality and Diversity Best Practice Group, Safety First Group and Customer Journey Mapping workshops.

Customer Inspectors have resumed inspections of Care and Support services following a break during the Covid pandemic.

Customer
Voice



Your opinions count

The RCVE is consulted on all customer facing policies, and also significant service developments or changes.



C10. Resident satisfaction

Our resident satisfaction rates for the past three years are detailed below.

We were disappointed to see that our overall satisfaction level had decreased this year. However, we remain committed to improving customer service through our ambitious Customer Plan and Customer Experience Action Plan. We have focused on our digital offer and some of the improvements we have made in the last 12 months are listed below:

- Input from customers helped to create the first release of our My Riverside App which was successfully launched in early 2022.
- 28,000 customers are now registered on our self-service digital services, with 55,000 individual logons to the portal and app each month, with over 30,000 rent statement views and more than 4,000 repairs booked each month. Freeing up valuable agent time to deal with complex queries and customers who need to speak to us.
- Live chat was launched in December, supporting customers queries digitally and providing information on how to use our online services.
- Customers can now see and update their personal details including equality and diversity details through the portal and App.
- Our continued focus on our dedicated Customer Service Centre and use of new technologies has meant that we have answered calls more quickly, thereby reducing wait times for our customers.

Satisfied (Weighted)	Percentage
20/21	76.5%
19/20	73.7%
18/19	75.3%

70.70%
2021/22 Resident
Satisfaction

C11. In the last 12 months, how many complaints have been upheld by the Ombudsman.

How have these complaints (or others) resulted in change of practice within the housing provider?

In 2021/22 there were seven determinations where there was a finding of service failure. As a result:

- We launched a new Complaints Policy in September 2021 which included changes to inform customers how they may receive a complaint response from complaint handlers across the business including from our repairs and maintenance partners, Evolve and Riverside Direct
- We have held additional refresher training on complaints handling after recommendations from the Housing Ombudsman
- Operational reporting has been developed to improve visibility around gas servicing performance
- The Housing Ombudsman also made a recommendation to review how we process rent refunds and communicate timescales to customers. A performance report was developed in December which allows team leaders to monitor the processing of rent refunds. Including the time of processing a refund and an officer audit trail of the refund.

Resident support

This theme seeks to assess the effectiveness of the initiatives that Riverside runs to support individual residents.

C12. What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?

Riverside provides a number of services to its general needs housing customers that support them to sustain their tenancy as detailed below:

- **Employment and Training:** This service engages with customers to identify goals and develop plans to reduce barriers, build personal development and increase employability. This is supported by the innovative Ladders of Aspiration fund, which helps fund training and vocational courses. In the last year, we have registered 251 people for employment and training advice and 132 customers have moved into employment. We have also helped 67 people into formal training or volunteering and 6 into apprenticeships. The Ladders of Aspiration fund provided 26 people with professional training to help them achieve their ambitions.
- **Money Advice:** This service primarily provides advice and assistance on welfare benefits, and signposts customers to other support including foodbanks and local charities. In 2021/22, this service delivered £2,918,480 in cash gains/savings to people through welfare benefits advice.
- **Affordable Warmth:** As mentioned on p.12, this service supports customers to reduce their energy consumption and costs, through a variety of methods including applying for discounts and for Priority Services Register. The service delivered £99,258 in cash/gains savings in 2021/22.
- **Intensive Intervention:** This service engages with customers with complex needs or vulnerabilities to develop tailored supported plans, which can include budgeting advice, signposting to agencies, accessing grants and liaison with specialist organisations. In 2021/22, the service supported 149 customers to sustain their tenancies.
- **Helping Hands:** In 2021/22, our Helping Hands hardship fund has assisted 53 customers to buy new clothes or pay for travel costs for job interviews. While a further 87 customers benefited by getting essential furniture like a bed, fridge or sofa. We have also helped 66 customers to get emergency energy top ups.

Riverside Care and Support provides 346 units of accommodation, support and outreach services across England. In 2021/22, we supported more than 15,000 people in supported housing, floating support and retirement living. We provide specific services to the following groups:

- Homeless people
- Veterans
- People with an offending history
- People fleeing domestic abuse
- People with mental health illness
- Older people
- Young people, including teenage families
- People experiencing substance misuse or rehab.

Detailed below are just some ways how our Care and Support services supported customers in 2021/22:

- 2,539 homeless people supported on any one night. This figure is smaller than last year, as Covid measures in place during 2020/21 that were not in place in 2021/22 had a huge impact. This years' figure is much more in line with the usual yearly figures. This figure is always taken as a snapshot figure from the last day of the financial year.
- 2,629 people maximised their income as a result of us referring them to the correct benefits and offering money advice.
- 1,928 people improved their mental health.
- 2,086 people obtained sustainable accommodation and 1,758 people maintained their accommodation and avoided eviction.
- 284 people were supported into paid work and a further 288 participated in work-like activities and 394 people engaged in work training or further education.
- Over 800 people improved their relationships with friends and family. This figure has remained consistent since last year.

The Money Advice service delivered £2,918,480 in cash gains/savings to people through welfare benefits advice.

Placemaking

This theme seeks to highlight the wider set of activities Riverside undertakes to create well-designed homes and places that meet local needs and provide great places for people to live and enjoy.

C13. Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

Our regional plans direct the delivery of initiatives and partnership approaches to support the investment and delivery of actions locally. As part of our regional planning approach, we have a programme of smaller more targeted community plans for large estate areas, neighbourhoods, and focused patch plans.

These support the alignment of activity across our teams to work together to solve issues whilst building local capacity. The development of the plans arises from the result of customer, stakeholder, and colleague consultation exercises and ensuring we use all available insight to form our action plans. Community plans have been developed spanning England, from Margate on the South coast to Carlisle in the North West.

We continue with a significant commitment to delivering large-scale transformation change within a number of our neighbourhoods and will be delivering regeneration programmes in London and Runcorn.

We will deliver residential led neighbourhood and economic regeneration to create sustainable, mixed tenure, and inter-generational neighbourhoods providing high quality new homes underpinned by community facilities, upgraded open spaces and improved connectivity. Energy sustainability is at the heart of the programmes via energy strategies including retro-fitting, net zero carbon homes and energy centre opportunities.

These placemaking initiatives are being developed and delivered through a partnership approach with local, regional and national partners ensuring sustainability by maximising investment through various funding streams.

We are still in the early stages of our regeneration programmes and hope to be able to report on transformation in upcoming reports.

We continue with a significant commitment to delivering large-scale transformation change within a number of our neighbourhoods.



02. Environmental

Riverside has acknowledged the increasing importance of sustainability and understands the key contribution we need to make if the UK is to achieve its target to reach net zero greenhouse gas emissions by 2050.

Indeed, 'Climate Responsibility' is set out within our current three-year Corporate Plan ('Our Riverside Plan 2020-23') as a cross-cutting theme that underpins activity under all of our strategic objectives and we have recently published our four year Climate Responsibility Strategy 2022-26. This sets out the steps we will take over the next four years as part of a long-term commitment to play our role in tackling climate change through reducing carbon emissions associated with our housing stock and operations. Much of the activity in the period to 2026 will be focused on improving the energy efficiency of our homes.

Riverside has committed to investing £70m in bringing properties up from EPC D to EPC C by 2030 by adopting a fabric first approach. Future retrofit plans will also be developed in this time as we grow capacity and secure funding to deliver a much larger, accelerated programme to bring the remaining properties up to EPC C by 2030.

We commissioned Savills to undertake a group wide assessment of our stock and as a result of this have now purchased and are mobilising energy modelling software that will allow us to identify energy efficiency measures and target and plan our spend. Next steps are to calculate the NPV and determine any stock rationality required.

We have also recruited a Head of Sustainability to move forward with delivery and implementation of our Climate Strategy. Our Executive Director-led 'Climate Responsibility' (CR) Steering Group will support the Head of Sustainability with this work.

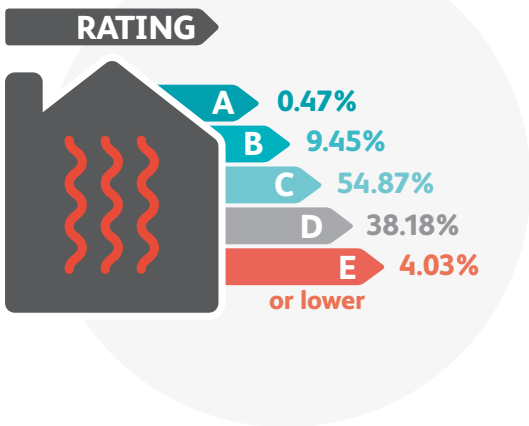
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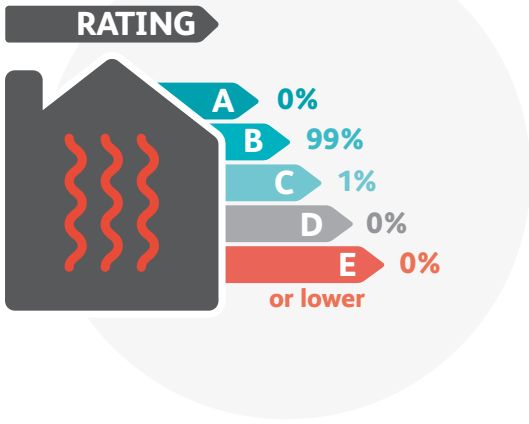
Climate change

This theme seeks to assess how the activities of Riverside is impacting on climate change, and how they are mitigating the physical risks of climate change. This theme considers current practice, as well as the changes being made to improve performance in the future.

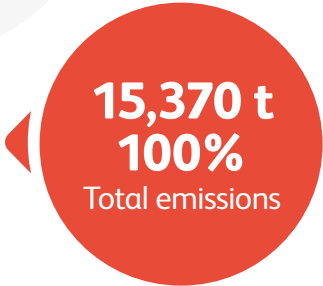
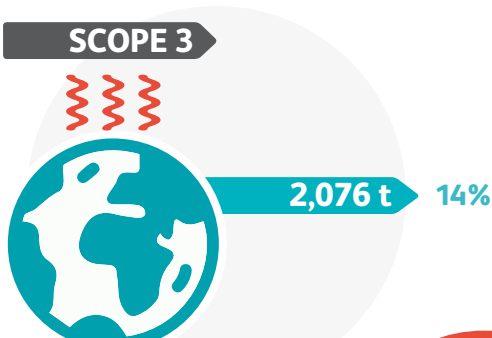
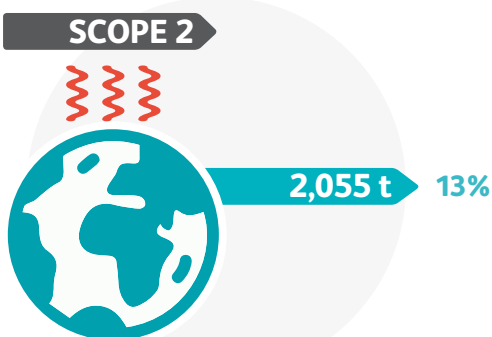
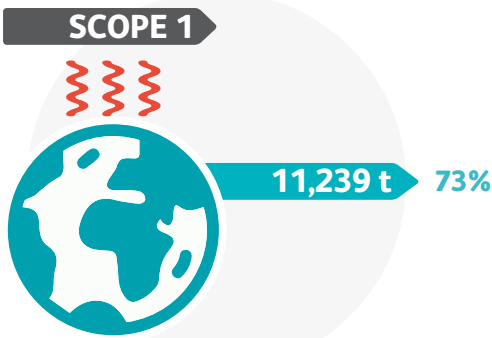
C14. Distribution of EPC ratings of existing homes (those completed before the last financial year)



C15. Distribution of EPC ratings of new homes (those completed in the last financial year)



C16. Scope 1, Scope 2 and Scope 3 greenhouse gas emissions



C17. What energy efficiency actions has the housing provider undertaken in the last 12 months

During the 2021/22 reporting period we have undertaken a range of actions across our offices and working practices, within our homes and for our customers to help improve energy efficiency.

Offices and working practices

In the past year we have switched to a 100% renewable electricity tariff in our offices, supported by Renewable Energy Guarantees of Origin (REGO) certification, we have also amended colleague contracts to enable “hybrid working” significantly reducing the need to commute to work and updated our procurement scoring system to ensure our supply chain is focused on sustainability.

We have introduced our first four-year climate strategy, including commitments to improve electric vehicles (EV) infrastructure, acquire ISO14001 accreditation, review the estate strategy and reduce then offset business travel.

Where possible, we have increased the sustainability of our technology, including through:

- Use of Ecosia search engine which has now planted a total of 1,335 trees amounting from 82,218 searches – and we continue to keep searching and planting
- Office 365 has been implemented, transforming our ways of working and in particular making it easier to work without travel
- Environmental Responsible Equipment Recycling (laptop, desktop, keyboards etc) continues via our partner Green IT <https://www.greenitdisposal.co.uk/>
- E- signature / Adobe Sign implemented since January 2021 is now used across the group and integrated now into Salesforce for tenant agreements – this requires less printing improves efficiency for customers and makes us easier to do business with
- We have reduced printing by 50% – our aim for 2022 is to “rightsize” our fleet of printers reducing numbers of printers across the group and reducing printing further
- We have removed our data centres and moved our physical infrastructure into the cloud, this is a huge step forward for us. Physical data centres require a lot of energy and moving to a cloud-based service can cut power usage and emissions by up to 30%.

Away from our offices, our facilities service, Evolve have made important progress with their manager fleet. 36 vehicles within this fleet were 4x4s – this number has since been reduced to 1, resulting in a reduction of almost 30 tonnes of Co2.

Our Environmental Services team are also moving over from battery operated to more sustainable electrical equipment which will be more sustainable and require less maintenance, use of this equipment will also produce fewer carbon emissions.



Homes

As part of our development plan, we will deliver innovative schemes through our commitments as Homes England strategic partner, ensuring that 25% of our Affordable Homes programme comprises modular new build homes (manufactured offsite).

This will see properties developed using methods that produce lower emissions than traditional techniques, with less waste, material, traffic and disruption.

We are already on site at Dundonald (South Ayrshire) delivering 63 units in this way, with opportunities being progressed to develop up to 400 modular homes in Kent. These properties will be designed to the highest EPC rating of A, ensuring that they drive down energy costs for residents and are net-zero ready for the future.

In our existing homes, we have installed 450 Switchee devices as part of the boiler replacement programme. We've decided to install Switchee devices in Empty Homes and in homes that may be more likely to develop damp and mould in certain conditions such as very wet weather, cold weather, as a result of leaks or because of a build-up of condensation. As a result of the success of this pilot, we will bring those numbers up to 2000 in 2022/23.

We've been data led, selecting addresses that will help us to build up a fuller understanding of what sort of factors put homes at greater risk, which may mean we need to install extra ventilation, insulation or provide customers with more advice.

Customers

The Switchee devices we have installed in our homes are not only helpful to Riverside as a business, but also to our customers. These thermostats allow us to have meaningful and proactive conversations with customers about how they heat and ventilate their homes as well as identifying customers who may be at risk of fuel poverty.

We also provide our customers with text messages outlining tips for energy efficiency, an example of the text message is below:

💡💡 Money Saving Tips 💡💡
🏠 Apply for £140 Warm Home Discount from your supplier 🏠
💡 Use Energy Efficient lightbulbs
🔌 turn off plugs and sockets when not in use
🕒 use timers for your heating and use max temp 21 degrees
🍲 boil the kettle to what you need not to the top
🚿 use a water efficient shower head, shower rather than bath
🧺 wash clothes at 30 degrees and only use the machine for a full load.

**25% of our
Affordable Homes
programme
comprises modular
new build homes.**



C18. How is Riverside mitigating the following climate risks:

- Increased flood risk
- Increased risk of homes overheating

Our Head of Health, Safety & Environment is actively engaged with our insurers to identify areas of risk across the portfolio in relation to changing climate. This includes evaluating flood risk and developing an appropriate mitigation and response plan.

We commissioned a report from Marsh McLennan on flood risk and climate change exposure for Riverside properties. The report sets out property exposure hot spots and identifies units at very high flood risk as well as making recommendations on how to act. Following on from this report, we will be meeting with colleagues at Marsh McLennan to put in place the next steps for us to address the flood risk to our properties.

Flood risk is also assessed as part of our due diligence on all our new build homes. As part of our contractual documents in London we require that contractors ensure all drainage installation complies with the Flood and Water Management Act and that where required by the Local Authority, contractors implement Sustainable Urban Drainage Solutions within the drainage design and obtain necessary approvals.

Overheating is a particular risk in dense, over-populated urban areas. For our new homes in London we require dynamic thermal modelling and will not accept any designs that fail the overheating design criteria.

Residents living in Extra Care schemes are also particularly vulnerable to the risks of overheating and we therefore also carry out dynamic thermal modelling on any new developments of these schemes.

C19. Does the housing provider give residents information about correct ventilation, heating and recycling

As described above, Riverside has a team of Affordable Warmth Officers who support customers to use their heating systems most effectively and efficiently.

We have recently updated our website to include a page on energy and heating, within this we provide guidance on condensation and damp, heating your home hints and tips, cost of living help and support and information on our affordable warmth team.

We are training front line staff to give advice on managing damp and mould through behaviour and ventilation strategies. We are also upskilling our repairs operatives on the treatment of damp and mould and as part of this we will include further advice to provide to residents whilst on site.

**For our new homes
in London we
require dynamic
thermal modelling.**



Ecology

This theme seeks to assess how Riverside is protecting the local environment and ecology.

C20. How is the housing provider increasing Green Space and promoting Biodiversity on or near homes

We encourage biodiversity on all of our development sites, and enhance current landscape by features such as street trees, proximity to local woodland, public gardens and open spaces. Any site based green infrastructure exists within a wider landscape context and we seek to reinforce and enhance local landscape character.

Work with our development partners is ongoing to address the environmental and habitat enhancement aspirations of the Local Authority Planning Departments. This includes extensive landscaping, mitigating damage to local habitats and increasing biodiversity through measures such as butterfly habitat schemes and bat and bird boxes.

Through our regeneration work in Runcorn we are working with the community to turn unused green space into attractive areas that can be used for a variety of activities. This could include allotments, getting in touch with nature, supporting wildlife, improving natural habitats and ensuring green space is sustainable. Our work in this area to enhance a moat, planting and seeding a variety of species of trees, shrubs and plants, and ensuring a housing delivery strategy that protects and enhances the tree population all works towards increasing our biodiversity in this area.

C21. Does the housing provider have a strategy to actively manage and reduce all pollutants?

No, but planning to develop a strategy in future years.

Resource management

This theme seeks to identify the extent to which Riverside has a sustainable approach to materials in both the construction and management of properties.

C22. Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works?

We do not currently have a strategy in place, however we work to requirements that ensure that all materials for new builds are sourced from responsible and traceable suppliers.

C23. Does the housing provider have a strategy for waste management incorporating building materials?

We are in the process of finalising and implementing procedures on waste management.

C24. Does the housing provider have a strategy for good water management?

We are in the process of finalising and implementing procedures on water management.



03. Governance

Structure and governance

This theme seeks to assess Riverside's overall structure and approach to Governance.

C25. Is the housing provider registered with a regulator of social housing?

Yes, Riverside is registered with the Regulator of Social Housing.

Registration number L4552.

C26. What is the most recent viability and governance regulatory grading?

Our viability and governance rating was reduced to an interim G2/ V2 grading following the merger with One Housing Group in December 2021.

C27. Which Code of Governance does the housing provider follow, if any?

The National Housing Federation's Code of Governance 2020.

C28. Is the housing provider not for profit?

Yes.

C29. Explain how the housing provider's board manages organisational risks.

We take a robust approach to managing risk with risk management embedded into all activities undertaken. The Board and Executive Directors own and dynamically manage risk across the organisation. They are supported by a Director of Risk and Audit. The risk register was overhauled in 2021 and is a standing item at every Board meeting. The risk register gives a clear line of sight between risk, mitigation and assurance. Group Audit Committee has deep dived into some of the most significant elements of the risk register including building safety and joint ventures. There are also a number of operational risk registers across the business including in Social Housing, Customer Services and Riverside Home Ownership. A series of policies set out strategies for managing individual risks including Treasury Strategy, Health and Safety Policy and the Investment Policy. However, Group Risk Management Policy provides the overarching policy for the business.

A separate risk map has been developed for the integration of One Housing Group.

C30. Has the housing provider been subject to any adverse regulatory findings in the last 12 months that resulted in enforcement or other equivalent action?

No.



Board and trustees

This theme seeks to assess the quality, suitability and performance of the board and trustees.

C31. What are the demographics of the Board?

Protected Characteristic	Board
BAME	18%
Female	64%
Disability	0%
LGB	0%
Religion (not Christian)	27%
Age (under 35)	0%

C32. Turnover of Board and Executive Team over last 2 years

Protected Characteristic	Year
1 resignation and 6 appointments	2020/21
4 resignations and 5 appointments	2021/22

Executive Team	Year
no turnover	2020/21
1 resignation and 2 appointments	2021/22

(The Chief Executive Officer of One Housing Group joined the Executive Team after One Housing Group joined The Riverside Group in December 2021).

C33. Is there a maximum tenure for a board member? If so, what is it?

6 years, with an option to extend where there is a business case to do so.

C34. Registered charity

Riverside is an Exempt Charity registered under the Co-operative and Community Benefit Societies Act 2014 (C&CBSA) (Registration number: 30938R) and with the Financial Conduct Authority as a Society. Housing associations which are charitable Registered Societies under the C&CBSA are exempt from registration with the Charity Commission.

C35. What % of the board are non-executive directors?

10 out of 12 – (83%) The Chief Executive Officer is co-optee and 1 Board Member is a customer representative.

C36. Number of board members on the Audit Committee with recent and relevant financial experience

Three.

C37. Are there any current executives on the Remuneration Committee?

No.

C38. Has a succession plan been provided to the board in the last 12 months?

Yes.

C39. For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

New auditors (BDO) were appointed at the AGM in Sept 2021.

C40. When was the last independently-run, board-effectiveness review?

This was run by Campbell Tickell in May 2021.

C41. Are the roles of the chair of the board and CEO held by two different people?

Yes. Terrie Alafat is the Group Board Chair and Carol Matthews is the Group Chief Executive.

C42. How does the housing provider handle conflicts of interest at the board?

The Governance Policy includes a statement on conflicts of interest that Board members must always put the interests of the organisation before their own personal interests. This is also captured in the Code of Conduct and Agreement for Services that each member must adhere to. There is a standing item of Declaration of Interests on all agendas. A comprehensive report on interests is submitted annually to the Group Board as well as a reminder of obligations which is also submitted to all committees and subsidiary boards.

Staff wellbeing

This theme seeks to assess how staff are supported and how their wellbeing is considered.

C43. Does the housing provider pay the Real Living Wage?

Yes.

C44. What is the gender pay gap?

Our Gender Pay Gap is 11.63% (mean) and shows a median rate of 4.4%.

C45. What is the CEO-worker pay ratio?

CEO-worker pay ratio

- Median ratio (50th quartile): 10:1
- 25th quartile: 12:1
- 75th quartile: 8:1

C46. How does the housing provider support the physical and mental health of their staff?

We have a number of policies which support our colleagues physical and mental health. Generally these outline how we can support colleagues – paid leave, training, SMART working, EAP, Digital EAP app, mental health champions and reasonable adjustments, the responsibilities of colleagues and managers and how we will monitor this i.e. annual risk assessments and reporting of sickness absence.

- Workplace Stress Policy and Guidance
- Health Surveillance Policy
- Personal Safety Policy
- Hand Arm Vibration
- Night Working Policy
- Noise at Work Policy
- Display Screen Equipment Policy
- Menopause Guidance
- Fertility Treatment Guidance

- Reasonable adjustments policy – applicable to all colleague not just those with disabilities.

In addition to policy, Riverside has a wide range of initiatives, programmes and support networks.

- ‘Ways to Wellbeing’ is a hub for mental and physical health including FAQs, PPE guidance, staying safe mentally and physically.
- 240 Mental Health Champions (MHC) located nationally across the organisation. The majority of these are trained in Mental Health First Aid.
- A virtual MHC Toolkit held on our Intranet.
- ‘My Stories’ from colleagues who may be suffering from mental health related conditions.
- Colleague peer support groups including those focusing on bereavement, menopause, cancer, and Crohns Disease.
- Encourage regular 1:1’s between line managers and their staff highlighting health and wellbeing and built into performance management using People Hub.
- Two days volunteering a year to support environmental, community or any other causes.
- Enable is Riverside’s staff group which supports colleagues who have a disability or illness. It also promotes wellbeing across the organisation. It drives forward many of the initiatives to ensure an inclusive workplace. It also supports the MHC by providing training and guidance.

C47. Average number of sick days taken per employee

8.5 days.



Supply chain

This theme seeks to assess if Riverside procures responsibly.

C48. Social value – Procurement

In December last year, Riverside adopted the Impact social value reporting tool. This tool will help teams across the business to both manage social value asks from procurement activity and monitor outcomes from successfully awarded contracts.

Riverside has taken a proactive approach to securing social value from procurement activity by outlining 12 priority areas that organisations can contribute to through their social value commitment, including employment, volunteering and supporting digital inclusion.

We hope that in next year's ESG report, we will be able to provide a full breakdown of what social value has been secured and how it has contributed to the priority areas.

C.49 Environmental impact – Procurement

Before we sign up a new supplier they have to complete an eligibility questionnaire with one of the questions being as follows:

“Has your organisation been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority)”?

Within our tenders, depending on what is being procured, a question will be asked around what they are doing to reduce carbon emissions and any other initiatives they may have. This will carry a weighting of at least 5%.

Finally, depending on what is being procured, the specification will be aimed at environmental improvements, for example, fleet procurement.

Riverside has taken a proactive approach to securing social value from procurement activity by outlining 12 priority areas.







Get in touch or find out more

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 **Customer Service Centre**
24 hours, 365 days a year. So you can call
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 Speak to a member of our team

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