

The Board is asked to **NOTE** the update on Committee and Subsidiary Board Activity for the period 14 June 2022 to date. Minutes of all meetings in the period can be found on Convene or are available upon request.

Pension Trustees 14/06/22 Attendance 100% Length 3 hours Mode: Hybrid

Assurance and RiskCovenant Assessor

It was agreed that PwC would be asked for a proposal for the Trustees to consider at the September meeting.

R&M/Mobius transition plan

Recommendation to appoint R&M as the Scheme's LDI provider via the Mobius platform, dated 8 April 2022.

Statement of Investment Principles

A summary of the current situation, including an understanding of the Trustees' beliefs and an updated draft SIP would be submitted to the September meeting.

TPR single code of practice: effective system of governance (ESOG)

The new single code of practice was scheduled to arrive around October, and from this point, schemes would have 12 months to comply and carry out their first Own Risk Assessment (ORA). The single code of practice focused on the internal controls of a scheme. The RGPS had many of these in place already, but work will be needed to ensure that these all fit together and that the new requirements are reflected in them. An ESOG section would be added to the Governance area of the FA Hub in the near future. This will be a place where all the Scheme's policies can be collated, and any gaps can be easily identified.

Items to note

UPDATES:

Employer covenant – Quarterly
Aviva annuities
GMP equalisation: timetable and project plan
GMP equalisation: past transfers
Quarterly investment monitoring
R&M/Mobius transition plan
Administrative matters
RGPTL accounts
Risk register: Investment risks and governance risks
Trustee whole-board appraisal/board effectiveness
Annual review of conflicts and hospitality registers
Business plan.
Annual funding update as at 31 March 2022
Administration Report to 30 April 2022

Foundation Trustee Away Day 29/06/2022 Attendance 71% Length: 4 hours Mode: In Person

Assurance & Risk

Directives and Updates on Progress

The Foundation Away Day considered and discussed in depth the first four Directions given by the Group, and agreed to by the Foundation on 31 March 2022, covering Evidence, Spread, Strategy and Involvement.

Approval of Proposals

The Board approved proposals to 'scale up' the Intensive Intervention service; extending the Tutors United scheme to Liverpool and Cumbria and expand its capacity in London; to extend the Street Doctors scheme into Camden, Newham and Halton; to expand the One Academy programme to target customers of both TRGL and OHG in London.

Additional proposals will be considered by the Trustees at their July meeting.

Items to Note

Riverside Scotland 30/06/2022 Attendance: 82% Length: 1 hour Mode: MS Teams

Assurance and Risk

The Board approved the accounts and associated covenant position for Irvine Housing Association and the accounts for Thistle Housing Services Ltd, noted the content of the ISA 260 letter and approved the Letter of Representation.

The Board adopted Group's Equality, Diversity & Inclusions Policy and approved Riverside Scotland's Child Protection Policy and also Riverside Scotland's Adult Support and Protection Policy.

Items to note

The Board noted those Board Members due to stand down at the AGM and also the hope that a potential Tenant Board Member could be identified during the Big Conversation focus group meetings taking place during the Summer.

The Board noted progress on the staff recruitment process and the current sector wide issue, noting that Riverside Scotland was currently on a journey and change process in order to address customer satisfaction levels.

Board appraisal meetings with the Chair had been arranged throughout July.

Riverside Care and Support Committee 07/07/2022 Attendance 100% Length 5 hrs Mode: In person

Assurance and Risk

Internal Audit Highlights Report

The Committee noted that audits had been undertaken into C&S business development and C&S cash handling which found good controls were in place. There were no grade 1 recommendations made or outstanding from previous audits.

Quality and Compliance Report

[REDACTED]
[REDACTED]
[REDACTED] Lone working monitoring had been consistently above target and stable. Colleagues with outstanding DBS checks were reducing.

Risk Register Update

The Committee received an update on the Care & Support Risk Register, no major changes were made.

Building Safety Compliance Dashboard

The Committee noted that there had been a slight dip in Fire Risk Assessment actions due to supply chain issues; there was a focus on higher risk schemes to ensure there are no overdue actions.

Executive Director of Care & Support Report

The committee noted that OFSTED regulation of supported accommodation for young people is coming in April 2023; a project has

Items to note

The Committee visited the STAGES academy in Middlesbrough and reflected on the activity of the service.

The Committee received an update from RCVE activity including visits to a number of Care & Support schemes.

The Committee received a presentation on the results of the Supported Services Customer Satisfaction Survey. There was a high level of satisfaction, although the response rate was low.

An Equality, Diversity and Inclusion Update on activities in the previous 12 months was received.

The Committee received the People Services Annual Update providing an update on key people metrics.

The Committee received the annual mortality report.

The Committee received a presentation on the Care & Support elements of the Asset Strategy.

The Committee received highlight reports from Group Board, GAC, CEC and noted the Group Business Plan.

begun to update to the helpline with digital telephony; improved scores were seen within the colleague engagement survey in May 2022; and received a report on the Southlands Court investigation.

C&S Business Development Update

The Committee noted a summary of activity and impact of C&S Business Development Team between May and July 2022. Successful bids were made for the GM Housing Service and a new Rough Sleeping Accommodation Programme Support Service. The existing Street Buddies Service bid was unsuccessful.

C&S Financial Performance

The Committee received an update on financial performance for the period to 31 May 2022, which was overall slightly favourable budget. Void loss continues to be subject to operational challenges. Concerns were raised around the potential impact of high levels of CPI on rent-setting and affordability for customers.

C&S Scheme Profitability Report

The Committee received a report examining the previous year's income and expenditure at scheme level and income-stream level to identify trends. Comparisons with previous years is affected by lower levels of activity during COVID.

Operational Performance Report

An update on operational performance for Period 2 was received and highlighted that 50% of the KPIs were RAG rated as green, and 80% were improving.

Assurance and Risk

Group Development Strategy

Work was progressing to develop the Corporate Plan, alongside the development of a series of supporting strategies – covering key areas including asset management, sustainability and care and support, as well as a Development, Regeneration and Growth strategy. The presented draft acknowledged the key development and regeneration commitments already within current corporate plans, with the strategy ensuring that the two approaches were brought together, whilst some important geographical differences would remain. Other such commitments, such as those relating to Care and Support developments, would need to be considered in the broader corporate plan context.

The Committee welcomed the key themes emerging from the draft strategy, focusing on the historical context of both organisations and the combined key values and objectives from a development perspective as the organisation moved forward. The emphasis upon the Operating Environment and the wider market context in which development decisions would be made was welcomed, alongside a clear understanding of the delivery mechanisms and the financial parameters.

Development Risk Register

The development risks were presented for consideration, and assurance was provided that they were reviewed as part of the full Group risk register by Executive Directors at their formal monthly meeting and was also a standing item at each meeting of TRGL Board and Group Audit Committee. It was confirmed that compliance related development risks, such as building safety compliance, were captured in other areas of the Group register. Following feedback from the Committee at the last meeting the register had been updated to capture the risks relating to the planning approval process and regeneration activities.

Items to note

Headroom Statement

Market Update and Unsold Units

Abortive Costs Update

Joint Venture Update,
Board Core Brief May 2022

Update Development Reports across current
development activities

Investment Proposals

[REDACTED]

Foundation Trustee Board Meeting 07/07/2022 Attendance 100% Length: 2.5 hours Mode: Virtual

Assurance & Risk

Management and Operational Update

The Trustees received updates on KPIs and detailed on Funded Projects in Q1 of 2022/23. Trustees also received proposals for monitoring the development milestones new projects. The Trustees also noted the risk profile of the Foundation will change as the Funding Programme expands and requested a full report on risk at its next meeting.

Riverside Foundation Finance Report

The Board received a report on income, movements in reserves and financial update on activities performed by the Foundation. Trustees received updated statements on the Foundation's investments. It was noted that the period of the report was to the end of June and so did not include the additional funds agreed following the merger with OHG which were due to be paid in July.

Internal Audit Report

A report from Internal Audit on the annual validation of the various activity KPIs which found that the KPIs are a fair reflection of the outcomes delivered.

Financial Statements and Management Representation Letter & appointment of auditors

The Board approved the 2021/22 Financial Statements and Management Representation Letter, and appointed auditors.

Items to Note

The Trustees reviewed the Board Programme of Work.

The Board received a presentation on the Can Cook scheme and approved funding the programme.

The Board reviewed a proposal for cost of living research and approved match funding for a customer survey to support this.

The Board provided feedback on proposed approaches on funding services in Scotland, a solid proposal will be returned to the Board for approval.

The Board discussed proposed KPIs for the Affordable Warmth scheme. A revised proposal was approved following the meeting.

The Board approved funding affordability officers to the lettings team.

Trustees reviewed a report of the skills and experience of the Board and agreed an approach to strengthen the Board.

The Board noted the Malware Attack Report.

The Board approved funding for additional staff resource.

Governance Remuneration Committee 27/07/2022 Attendance 100% Length 2hrs Mode: Via Teams

Assurance and Risk

Succession Planning Update

The Committee considered the Succession Planning Update that provided an update on succession matters and identified forthcoming succession priorities and actions. A more all-encompassing overview of succession matters would be submitted to the next meeting to provide a more detailed context for how each succession decision impacted the wider Group structure.

Common linked member of GAC/CEC

The Committee approved the proposal for a common linked member of Group Audit Committee and the Customer Experience Committee. Despite having differing remits, it was acknowledged that there were areas of crossover within the Terms of Reference of both the Customer Experience Committee and the Group Audit Committee, as there were between the Care and Support Committee and GAC. It was proposed that a process be started to identify a current member of CEC or GAC to attend both Committees, and thereby further strengthen the lines of communication and increase transparency and visibility. It was agreed to engage in conversations with both Chairs to identify the required skill sets to assume a role on both Committees, measured against the skills matrix for both CEC and GAC. Expressions of interest would then be sought from interested candidates, across both Committees.

Appointment of Sally Nicholson to The Whitehaven Foyer Board JV

Items to note

Governance Team Plan & Projects Update

The appointment of Barbara Houghton as new Member Nominated Director of Riverside Group Pension Trustees Ltd

The extension of the term of office for Jackie Grannell as a Customer Experience Committee member for a period of a further 12 months

The signing of the required documentation enabling One Housing Group to join the TRGL Group Excepted Group Life Scheme as a participating employer.

The Committee noted the resignation of Lee Buss Blair and approved the nomination of Sally Nicholson as the Group nominee Director from the Whitehaven Foyer Board, subject to approval at the next Whitehaven Foyer Board meeting on 29 September 2022.

Equality & Diversity Key Performance Indicators for the Governance Community

As part of the ongoing commitment to ensure equality and diversity across the Group the importance of achieving appropriate levels of diversity in relation to the membership of TRGL Boards and Committees was noted. As part of this process a series of Key Performance Indicators had been identified, based on the key protected characteristics of Riverside's customer base. The introduction of these KPIs would help to ensure that diversity could be reviewed, monitored, and acted upon as required. Whilst minded to support the KPIs as presented, it was requested that a comparison against the staff EDI statistics, alongside the customer base, would provide a more robust and detailed point of analysis from which to determine the final KPIs, prior to further consideration at the next meeting.

RCVE 11/08/2022 Attendance: 81% Length: 5 hours Mode: In Person

Assurance and Risk

One new RCVE member welcomed to the group, plus a warm welcome to two observers.

The pet policy is being worked on by Riverside and there were questions whether the Riverside App could incorporate complaints. To be discussed further.

A presentation was given by Kate Henderson on Together With Tenants, with a discussion following, further discussions with RCVE to follow, and other supporting actions.

Items to note

RN to complete forward view of RCVE & Officer group meetings.

Riverside to continue working on the Pet Policy.

Presentation from Patrick New on the Riverside Climate Strategy, and a question posed on how this should best be presented to customers. Feedback and suggestions followed, Patrick thanked the meeting for the input.

Riverside have requested a forward view of RCVE meeting dates – RN (Secretary) to complete and report this back to RCVE before sending on to FS.

Sam Scott (CEC) gave a presentation on how the CEC links with RCVE and Riverside, further discussion is required around reports, and co-operation required on Scrutiny subjects to ensure the teams are working in a joined-up way.

The Riverside Foundation (Charity) are looking to the RCVE for support in quality assurance on some of the bids for funding, the ones up to £10,000. There were five volunteers to form a sub-group for any three from five to complete any exercise.

Meeting was closed at 15:20

Riverside Scotland 18/08/2022 Attendance: 100% Length: 2 hours Mode: In Person

Assurance and Risk

The Board noted the updated version on the Corporate Delivery Plan Highlight Report which reflected the actions achievable by March 2023.

The Board agreed the proposed new approach for the regulatory compliance assessment which involved moving to a Board-led cyclical approach for the assessment process.

The Board noted the required correction of the ARC Return which related to SHQS compliance data, [REDACTED]

Items to note

The Board noted the Secretary's formal statement required by the Association's Rule 67.

The Board noted the Quarter 1, Quarterly Performance Report, noting a decline in overall customer satisfaction and overall repairs and maintenance satisfaction and agreed that the results of the Big Conversation would provide valuable insight on areas to be improved which would be

██████████. The Board noted the plans in place in order to address this issue and that the Scottish Housing Regulator would be advised in line with the Notifiable Events Procedure. The Board agreed that a lessons learned exercise be carried out to identify service improvements and that ARC data quality be subject to a future internal audit.

The Board adopted the Group Income Collection Policy, the Health, Safety and Environment Policy, the Health, Safety and Environment Statement and approved the Riverside Scotland Rechargeable Repairs Policy.

The Board agreed the proposed nomination of Steven Easton to stand for election to the Board at the AGM.

discussed in detail at the Board Strategy Day in October.

The Board noted the Health and Safety update for Quarter 1, noting that covid-related incidents and threatening and challenging behaviour towards staff being the highest areas of incidents / accidents reported.

The Board noted the Quarter 1 Forecast and Financial Information for 2022-23, which highlighted an increase in bad debts and poor quality of voids as areas of concern to be closely monitored.

The Board received progress updates on the Tarryholme 2, Monkton and Dundonald new build developments and noted that East Ayrshire Council and the Scottish Government had been notified of the decision to withdraw from the proposed developments in Kilmarnock.

The Board noted the report on the Managing Director's appraisal and proposed objectives for 2022/23.

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Assurance and Risk

Risk Register

The Board discussed the Risk Register. [REDACTED]

[REDACTED]

[REDACTED]

Items to note

Market Update

Modern Slavery Statement 2021/22

Board Masterclass Schedule 22/23

Annual Plan of Work

[REDACTED]

[REDACTED]

The Senior Management Team had successfully completed a CITB accredited Health and Safety for Directors course in July, whilst the NHBC customer satisfaction surveys had continued to be positive over recent months. [REDACTED]

Following Board approval for the Deposit Unlock scheme, confirmation had been received that we have been successful, and the scheme would be launched in due course, whilst in preparation for the New Homes Ombudsman, registration with the New Homes Quality Board had been completed and it was proposed to go live in the first quarter of 2023 [REDACTED]

[REDACTED]

Evolve 07/09/2022 Attendance: 100% Length: 2 hours Mode: VC

Assurance and Risk
Riverside Direct – Technical Inspectors – Damp and Mould

Items to note
Work Programme

The Board approved the recruitment of 2 Technical Inspectors to deliver the additional inspections required to support the new damp & mould policy. Further consideration would be given at the next meeting as to whether a further 2 posts could be financed/were needed. It was noted that the cost was not included in the current budget as the policy had come into operation after the budget had been set. However, it may be possible to fund some of the costs initially through current savings from vacant roles. The aim of the Damp and Mould policy was to proactively manage the potential risks arising from damp and mould in Riverside properties. The new policy would require a dedicated and specialised resource to carry out these damp and mould inspections to ensure that they meet their legal, contractual, and statutory obligations. Due to the high volume of repairs the current repairs team did not have the capacity to support the policy requirements.

Spotlight session -The CEC

Visit – 22 September 2022

Gender Pay Gap update

Evolve Risk Map

The Risk map was considered and updated to reflect changes to the Net Risk Rating due to internal / external factors occurring since the last review. The changes included reference to:- Reviewing and updating the Gross and Net Impact Risk Rating; Perception satisfaction scores; Post C-19 fatigue; Void turnover rate; Cost pressures / market conditions. A few minor changes were made to the scores to reflect the current economic outlook.

Riverside Direct Performance Report and Improvement Plan

The update on safety, people, performance, commercial, quality, and legal and governance was welcomed. As was an updated Improvement Plan. In particular the recruitment challenges in London and the southeast were noted and discussed. [REDACTED]

Evolve Performance Report

The Board welcomed the report which covered updates on:- Customer satisfaction, Abandoned works, First time fix, Operative on the Way,

Appointments made and kept, WIP, Vacancies, Banding, Repairs. Suggestions were made on additional information which could be included in future reports.

Finance Update/Banding

The Board agreed, that following the earlier pause of the banding scheme to protect the business, the process of re introducing it should now commence and a report on the costs and how it could be rolled out be considered at the next meeting, with a formal decision to proceed taken at that meeting.

Group Development Committee 14/09/2022 Attendance 72% Length 2.5 hrs Mode: Via Microsoft Teams

Assurance and Risk

Written Resolution – Accommodation for ex homeless people

The Committee noted the decision approved via written resolution since the last meeting for OHGL to purchase 20x1b units to provide move on accommodation for ex homeless people, working with LB Camden providing the support service.

[REDACTED]

Items to note

- Headroom Statement
- Market Update and Unsold Units
- Abortive Costs Update
- Joint Venture Update,
- Board Core Brief July 2022
- Update Development Reports across current development activities

Development Risk Register

The Committee reviewed the development risk register to ensure that it captured all pertinent and relevant development risks, that they were appropriately mitigated. [REDACTED]

Group Development Strategy

A revised strategy would be submitted to the November meeting of the Committee, following its consideration at the Group Board Strategy Day on 28 September and would be also updated in the light of recent developments.

Runcorn Regeneration Update

The vision for the project was to deliver residential led neighbourhood and economic regeneration to create sustainable, mixed tenure and inter-generational neighbourhoods by providing high quality new homes; these would be underpinned by a Neighbourhood Centre, strong placemaking and improved connectivity. The project was progressing well and the importance of ongoing consultation with residents was highlighted.

Committee Effectiveness Review

The Committee considered a report outlining the outcomes of individual member appraisals. The report also included a number of recommendations to be incorporated into an action plan to be implemented

over the coming year and agreed that progress would be continually monitored.

Group Audit Committee 15/09/2022 Attendance 100% Length 2.5hrs Mode: VC

Assurance and Risk

Group Risk Register

The register was comprehensively reviewed at the meeting. Discussions had started around the risks associated with the recent change in government, however it was too soon for these to be reflected in the register. Pressures on the cost of living have been included.

Combined Organisation Cyber Security Defence Update

A report on improvements made to cyber security was presented including a review on perimeter security and governance of cyber security issues. No significant weaknesses were found during testing.

Merger Due Diligence update report

An update on the items identified at Gateway 4 was provided, those which are able to move to green were highlighted and it was noted that some items will require longer to resolve.

Internal Audit Highlights Report

The Committee received a report on key findings from nine audits completed since the previous meeting. There were no overdue grade 1 recommendations.

FY 2022 Financial Statements

The Group Financial Statements were returned to the Committee following a number of adjustments. There was a robust discussion of the adjustments

Items to note

An update on the Asset & Liability Register was provided, all items were up to date.

An updated report on compliance assurance and breaches. There were no areas of major concern or non-compliance identified since the annual review. ■

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The Committee reviewed the outcomes and recommendations from its member appraisal programme.

The Committee received highlight reports from the Customer Experience Committee, Care & Support Committee and Riverside Scotland Audit & Risk Committee.

An update on the Merger Integration Plan was noted.

and the audit process was conducted. The Committee recommended the financial statements to the Board for approval.

Recommendations to Group Board

- To approve the TRGL Financial Statements for the year ended 31 March 2022 subject to the final reviews being undertaken by BDO

Riverside Scotland Special Meeting 21/09/2022 Attendance 82% Length 1.5 hours Mode: In person

Assurance and Risk

The Board elected Jim Strang as Chair until the AGM in 2023.

The Board agreed the Scottish Addendum to Group's Governance Framework approved the Code of Code for Board and Committee Members, the Protocol for Managing Performance and Conduct Issues and the Board Member Agreement for Services and the Riverside Scotland Entitlements, Payments and Benefits Policy.

The Board approved the Annual Financial Statement Return for submission to the Scottish Housing Regulator.

Items to note

The Board noted the results of the Big Conversation which highlighted the repairs experience, accessibility of services and staff, neighbourhood issues, participation and value for money being the key themes in dissatisfaction and agreed that the implications and next steps would be discussed in detail at the Board Strategy Day in October.

The Board noted Chair's decision under Chair's Action Procedure to approve required changes to the Financial Statements.

Customer Experience Committee Strategy Day Event 22&23/9/22 Attendance 100% Mode: In Person

The Committee received a presentation from Neil O'Halloran, Managing Director of Evolve, and several Evolve staff members, focused on Customer Satisfaction and Performance Improvement Plans. Key highlights of the presentation included, Evolve's history and development since 2010, the Evolve fleet, support provided to customers and the business through the QHSE Team, challenges and improvements, Planned Works and Gas Performance Improvement Plans and Compliance activity. The Committee also reviewed Evolve's performance against KPIs at overall and Social Housing level and by each of the three regions. The Committee was pleased to note both the commitment to growing talent and recruiting, nurturing and developing colleagues to progress their careers, including the apprenticeship programme, professional qualifications and weekly staff awards, and the support provided to a number of local initiatives to make a difference in communities. The Committee invited Neil O'Halloran to the December CEC meeting to allow for further follow up questions.

The Committee welcomed a session with Terrie Alafat, Group Chair, on Group Board's expectations of the CEC. The Chair highlighted the assurance the Committee provided to Board through its focus on key issues, including repairs, damp and mould, deep dives, improvement plans and drilling down into KPIs.

The Chair also highlighted the upcoming In-Depth Assessment (IDA) by the Regulator the importance of demonstrating a robust approach to complaints management/prevention and putting things right for the customer, and that drilling down into what was beneath the numbers was crucial. In view of TSMs, the Committee should continue to focus on what customers want and expect from Riverside's services and take customers on the journey together, ensuring the focus on KPIs does not drive the wrong behaviours.

The Committee received a presentation on Regulatory changes and the changing expectation of Housing Associations' Governance Communities in context of social housing regulation following Grenfell, tenant roadshows, Green Paper and the 7 key themes set out within the White Paper, and more widely the strengthened Ombudsman powers, building safety changes, review of Decent Homes Standard and new NHF Code of Governance 2020 and Code of Conduct 2022. The Committee noted the changing governance expectations in relation to hearing the tenant voice, information and transparency, including the TSM standard, understanding of when the operational becomes strategic, horizon scanning, interaction with a wider network of regulators and reputational impact. Linked to all these expectations were the requirements to promoting and obtaining assurance on culture to enable Riverside to deliver its mission and values and the shift to customer first approach. The Committee highlighted that in order to be assured they were fulfilling this role it was important to challenge and scrutinise, understand legislation and regulation changes and seek assurance from reports submitted to the Committee.

The Committee considered the themes from individual appraisals and agreed a number of actions to improve effectiveness, including increased focus on listening to the customer voice/ensuring consideration is given to the difference customer feedback makes, cross-referencing to themes from the White Paper and ensuring the Committee workplan reflected both regulation requirements and themes highlighted by the Group Chair's presentation.

The Committee received a comprehensive spotlight presentation on Customer Engagement Strategy and TWT and TPAS assessments, including the delivery timetable for the Customer Involvement and Engagement Strategy, the collaborative approach to what was a successful summer engagement tour, on-going collation of digital survey feedback, customer engagement events, RCVE activities and events, feedback from customers in relation to involvement and engagement. The Committee was pleased to note the targeted engagement work being carried out, including ethnic minority research and focus groups, RCVE visit to LGBTQ+ scheme, LGBTQ+ online event and work with Enable group to target customers with disabilities. The Committee also noted progress with TWT charter and was pleased to note the progress made with the overall TPAS assessment since April 2022. The

Committee noted next steps in relation to the Strategy which would be submitted to December meeting and was impressed with the continued focus on customer engagement and involvement.

The Committee visited the Hallwood Park and Palacefields Regeneration scheme in Runcorn and received a presentation on the regeneration strategy in partnership with Halton BC and LCR Combined Authority. The Committee noted the key project principles of neighbourhood regeneration, provision of new homes, placemaking and connectivity and closing the gap and was pleased to note both the collaborative approach being taken across the business and consultation with customers. The Committee noted the great work being carried out as part of the Community Chest Fund, affordable warmth and sustainability projects and the next steps with the project, including, finalising the Masterplan, securing of Public Sector Funding and scaling up of Economic Regeneration and Social Value projects and that start on site was scheduled for Autumn 2023.

Customer Experience Committee 22/9/22 Attendance 100%, Length 3 hrs, Mode: In Person and Via Teams

Assurance and Risk

The Committee welcomed the Executive Director of Customer Service' report focused on progress made against all current issues affecting customer service across the business and their RAG status. The Committee also received an update on actions being taken to address recruitment challenges and improve retention and colleague experience within the CSC.

The Committee highlighted, in particular, the positive progress made with the reduction in abandonment rates and average call wait times, however, noted the risks associated with CSC staff training to enable delivery of the cloud-based contact centre solution.

Concerns were also raised in relation to the number of days per month lost to IT outage and the Committee agreed this issue should be highlighted to Group Board and requested a report be submitted to the December meeting to include productivity lost per month, mitigations and plans in place to resolve.

The CEC also reviewed Repairs KPIs and was pleased to note the positive direction of travel, in particular, the increase in perception satisfaction

Items to note

The Committee received updates from RCVE and Riverside Scotland Board and requested a future spotlight session on Riverside Scotland.

The Committee noted the update on expenditure year to date on the Helping Hand Fund, including a breakdown of the amount spent in each region, the criteria for the fund as agreed by customers and the Foundation, and the support Riverside was providing to customers to sustain their tenancies by using the fund. The Committee was assured by the work to support customers with the cost of living crisis and requested future updates include number of homes in each region and spend per home.

The Committee reviewed the insight gained through a deep dive analysis into South & Central's Net Easy Score, noting the feedback from the customer experience perception survey had been triangulated

scores, however, agreed that the RAG status for Repairs should be red and the Committee would continue to monitor closely.

The Committee also noted the update on outstanding PFI EICR's, in particular, the position with non-compliant properties at Derby and Sandwell, with a position being taken in November to take formal legal action in relation to properties at Derby and Housing Management colleagues working with Sandwell BC to gain access via the legal route for residents not engaging. The Committee acknowledged that current performance was now above that of the Group position and it was anticipated that full compliance would be achieved by December 2022.

The Committee reviewed the Home Ownership improvement Plan and progress with the eight key themes to drive service improvement for customers and highlighted, in particular, the negative trend in satisfaction levels despite the completion of a large number of improvement plan actions. In view of this, Committee requested the next update include further Improvement Plan proposals. The Committee acknowledged customer dissatisfaction in relation to grounds maintenance and the plans in place to resolve. Attention was drawn to a recent Advisory Standards Agency (ASA) judgement in relation to NHF shared ownership campaign and the Committee noted that communications were being reviewed as a result and requested further information from the sector, including the NHF response.

The Committee reviewed the updated Home Ownership Risk Register, noting revisions since the March update included removal of references to Covid and a reduction in residual risk relating to equity share product. The Committee raised concern in relation to the impact of the current economic challenges, including inflation, rising interest rates and mortgage availability and acknowledged the potential for a change in customer profile. The Committee also requested inclusion of recent legislation on carbon monoxide detectors and confirmation of scale of RHO's liability in

with other customer experience metrics to identify causes of difficulty in getting customer's queries resolved. The Committee was assured that whilst there were significant improvements required to enhance the customer experience in this Region, existing improvement plans were underway and further tailored action planning approaches were being considered and the approach to develop a targeted local action plan would be submitted in December. The Committee noted the significant project in relation to the long-term strategy for delivery of the repairs service in South and Central Region following the merger with OHG.

The Committee noted the Customer Satisfaction Improvement Plan, noting the positive progress with increased usage of Salesforce and that projects and initiatives were being monitored at monthly steering group meetings.

The Committee noted the Customer Safety Team update, setting out progress over year one of the national service as part of the Homes and Communities directorate. The Committee noted complexities of cases and that, collaborative working, reflective sessions with staff and the adoption of a trauma-based approach to remedying cases in-house were all working well. The Committee expressed their thanks to the staff supporting Dovecot residents following the tragic shooting.

The Committee noted the Service Charge update on progress with strategic service charge improvements to achieve compliant and accurate service charges

this respect. The importance of compliance obligations being built into leases was highlighted.

The Committee reviewed the Group Audit Committee Internal Audit Highlights and summary of the meeting held on 15 September 2022. The Committee noted the customer experience audit in relation to property handovers had been added to the 2022/23 Audit Plan and would be carried out in January/February 2023, with the scope for this audit being submitted to the December meeting.

The Committee reviewed KPI dashboards and, highlighted concern in relation to the domestic gas safety check case that was 7 months overdue, however, assurance was received that legal action to gain access was being taken in a timely manner and collaboration work, alongside the formal escalation process, to ensure every opportunity to engage with the customer. The Committee requested that the magnitude of the risks associated with overdue high-risk actions to be set out within all future Dashboard commentaries.

The Committee approved the new Damp and Mould Policy, noting this would complement the Repairs Policy and that plans were in place to embed across the organisation. The Committee was pleased to note the allocation of an additional budget, spread over 3 years, to tackle all areas of the business to improve groupwide services in relation to damp and mould was being tracked and monitored, with committed expenditure of more than £600k already. The Committee agreed that the associated Action Plan would be monitored by CEC through 6 monthly update reports.

The Committee received assurance from the Housing Ombudsman's Complaint Handling Code Self-Assessment, noting Riverside was compliant against all the 'should' and 'must' criteria within the code. The Committee also approved the minor changes to the Complaints Policy and requested further thought be given to how best to provide additional independent assurance in relation to the implementation of

and ultimately improve customer satisfaction. VFM with service charges is one of the main drivers for customer dissatisfaction, and Project Loki and Customer Journey improvements were essential in delivering sustainable accurate service charges and rebuilding trust with Customers.

The Committee noted significant progress and activity being undertaken on the Asset Strategy, with over 70% of outputs completed or on programme, and that the only item delayed was the PLACE programme and that this would remain on red due to budgets being diverted to support the Climate Strategy. Improving customer satisfaction to 90% remained a key aim but required significant work and investment and aims for the current year had been tailored to address implementation of a new job management system in Evolve, linking jobs, reviewing high volume of abandoned jobs and implementing changes to reduce and implementation of the new Shared Services model. The Committee was pleased to note that the 15 homes requiring works to bring back to Decent Homes standard had been completed and highlighted the importance of quality of homes. The Committee also acknowledged the impact cost of living crisis would have on Asset Strategy and that it was important to factor in customers' priorities.

changes/improvements to complaints management. The Committee noted that the new TSMs will require some slight amendments to our complaints process and therefore requested a further update be brought to the December meeting to confirm that those changes are being made.

One Housing Group 28/09/2022 Attendance 90% Length 3 hours Mode: MS Teams

Assurance and Risk

Board received an update on the economic environment; there was a focus on the rent cap, inflation costs and their effect on the budget of 2023/2024. A suite of actions was presented and discussed at length. Members noted an update on the rent cap will be provided at the next meeting.

Board were informed that budget setting within the organisation had commenced. Work is currently being undertaken to ensure the external environment changes such as the abolishing of the increased national insurance is reflected in the 2023/2024 budget. It was noted that increased costs in repairs and maintenance is inevitable for this time of the year and the organisation has a winter plan in place.

Building safety was discussed at length especially the performance and progress of waking watch and intrusive surveys. Members were notified of the robust risk and safety systems in place, including the use of external partners to provide advice, guidance and assurance that the programme is effective and value for money; whilst delivering on safety.

The 4Cs performance report was presented to Members. Feedback was provided on how some data should be presented more clearly. Members will be invited to attend a masterclass on the new data dashboard.

Board **APPROVED** the strategic risk register and commended all the work that has been undertaken on the insurance tender.

Items to note

An EDI update was presented at Board, with Members commending the work and activities that have been done during the past 12 months. Members were pleased with OHGL winning 'Brand of the Year' at the Diva Awards 2022.

Board **APPROVED** the addition of electronic signing as another way of executing documents. This change will be included in the Standing Orders.

The Board noted the continual work on disposals of non-strategic assets and were provided oversight of the disposal pipeline.

GENERAL - EXTERNAL