

The Board is asked to **NOTE** the update on Committee and Subsidiary Board Activity for the period 30 November 2022 to date. Minutes of all meetings in the period can be found on Convene or are available upon request.

Riverside Scotland 30/11/22 Attendance 100%, Length 2.5 hrs, Mode: In person and via Teams

Assurance and Risk

The Board agreed the draft budget for 2023/24, noting that no rent increase had been applied, pending the Scottish Government's announcement on a proposed rent freeze / rent cap in January 2023.

The Board approved the co-option of the Peter Lynn as a Tenant Board Member until the AGM in 2023.

The Board approved the OSCR Annual Return for submission.

The Board noted the interim findings and initial actions put in place, relating to the migration of asset data to Group's data systems, compliance issues identified in the recent stock condition survey and the requirement of a further stock condition survey to inform SHQS data, following the review of the asset compliance function.

The Board noted that good progress was being made against the Electrical Safety Action Plan with the with remainder of actions targeted for completion by January 2023.

The Board agreed to adopt Group's Asset Compliance Policies and also the new Damp and Mould Policy.

Items to note

The Board noted the Q2 Forecast Summary and the Financial Performance report for P7.

The Board approved the removal of 8 members from the membership register.

The Board noted a decline in overall customer satisfaction and repairs and maintenance satisfaction. It was hoped that improvements would be seen in the New Year as the transitional phase of the staff restructure progressed and the new structure was embedded and close liaison with the contractor regarding service improvements and the resolution of IT issues were progressed.

The Board expressed concerns with the continued increase in arrears levels and noted the improvement actions being taken to reduce arrears and mitigate further increases. It was hoped that process changes, the implementation of the new staffing structure and access to Riverside Foundation's "helping hands" fund would see positive results.

The Board noted that staff morale was low during this transitional phase of the staff restructure.

The Board noted the content of discussions with the SFHA regarding their representations to the Scottish Government on the sector impact of proposed rent freeze / rent cap legislation. Proposed rent increase consultation with customers had progressed on the advice of the SHR.

The Board noted that at all properties at the Dundonald new build development had been handed over.

The Board noted the annual report detailing the content of the Association's formal registers.

Governance and Remuneration Committee 5/12/22 Attendance 100%, Length 2 hrs, Mode: Teams

Assurance and Risk

Succession Planning update

Given the forward planning and number of appointments and/or reappointments at the previous GRC there were no imminent decisions required at this meeting. The Committee did agree the route for the next round of Board recruitment which was to take place early in 2023 for October 2023 appointments. The Committee also decided to pause any additional recruitment to the Prospect Board to be revisited in March 2023. The Committee also agreed a process to strengthen links between the GAC and CEC in the absence of any having a Committee member volunteering to sit on both Committees. The Committee also noted the appointment of Brian Chiyama as Board Observer

Governance Team Plan and Projects update

Items to note

Merger Update

The Committee received a verbal update from CMM on progress with the merger noting in particular the progress on system integration and plans on integration of core services

Appraisal Outcomes

The Committee noted that this was a "light" year for appraisals. The Committee noted the appraisals carried out and the effectiveness reviews, noting the next steps as set out in the report

Directors Duties

The Committee received an update on progress against the Group Structure Rationalisation plan, noting good progress against 7 of the entities which were included in the plan. The Committee received an update on Compliance Assurance, an update on progress against the Governance Team Plan and also on Integration. The Committee also noted the commencement of the Transfer of Engagement plan and that they would be receiving an update at all future meetings on this until it was complete.

NHF Code of Conduct 2022

The Committee received a paper on adopting the revised Code of Conduct 2022. The Committee noted the gap analysis that had been completed and agreed to recommend the Code to the Board for a decision to adopt it

CiH and NHF Membership

The Committee agreed to renew Board membership to both organisations and to agree an approach that the Governance Team would try to encourage greater use of the memberships by Board members

Executive Director and Director Pay

The Committee considered the proposals put forward in the paper regarding a number of senior roles and salaries resulting from the restructure and approved the proposals as set out in the report, resulting in cost savings for the Group

Death in Service Report

The Committee received a short verbal report in relation to two ongoing cases, noting that it was expected further information would be available on both at the March meeting

Stakeholder Strategy Day

A paper was presented on planning for the next Stakeholder Strategy Day and the Committee agreed the importance of continuing with the event but

The Committee noted the annual review into Directors duties and that there had been no material changes in the last year

ToE Update

The Committee noted a short verbal update on the Transfer of Engagements and was informed good progress was being made and that the decision to bring the ToE forward had been a good one.

OHG – Performance Related Pay Scheme

The Committee received a paper on PRP noting the intention to discontinue the scheme for eligible senior colleagues within OHG

Other for Noting Items

The Committee agreed the minutes from the previous meeting held on 3 October 2022, matters arising, action points and the Chairs Actions and Written Resolutions report

in order to reduce the costs it was agreed to hold the next event as a “virtual”, on-line event.

Prospect Board 12/12/22 Attendance 80%, Length 2 hrs, Mode: Teams

[REDACTED]

[REDACTED]

Managing Director’s Report - An audit on the ISO 140001 environmental standard took place on 7th and 8th December, the outcome of which will be reported at our next meeting.

[REDACTED]

Items to note

Director’s Duties - The responsibilities and duties of Board Members were presented annually to the Board for information. Panel Solicitors had undertaken a review of the schedule of duties and liabilities to ensure that the advice remained accurate.

The Board noted the Annual Plan of Work

[REDACTED] RCS New Homes gave a presentation on current market and mortgage conditions. Despite the ongoing uncertainty within the sector there was mortgage availability with reductions in place to attempt to boost consumer confidence. 90% Mortgages were available, with more lenders now releasing products for new build at 90%. Variable Rates and tracker Rates, with 4.1% at 90% LTV on new build and most lenders prepared to accept up to 5% Incentives, although delays are being experienced in lender turnaround times. The presentation was concluded with an acknowledgement that, whilst there were obvious challenges with a changing sector, the mortgage market remained strong with positives for the future.

[REDACTED]

It was noted as encouraging that Brook View had been shortlisted for Housing Development of the Year at the Insider NW awards.

Risk Register - The register had been updated since the last meeting, with the likelihood for Risk 6 - The impact of cost of living, increased energy prices & interest rate rises – amended from a 3 (possible) to a 5 (almost certain) as it had in effect already happened given the impact on interest rates. It was noted that this risk mirrored to a large extent Risk 15 – ‘The ongoing impact and recovery from Covid-19 and cost of living pressures’ and as such this risk could be removed.

RCVE AGM 07/12/2022 Attendance: 61.53% Length: 1h 30m Mode: Mixed, Face to Face & Online (Teams)

Assurance and Risk

Vic Andrews welcomed all present. Apologies given and accepted.

Previous AGM minutes agreed.

Margi Kelly gave an overview of the RCVE highlights and achievements for the year, including new RCVE members, the merger with One Housing and the JCAP work to assist this. Also an update on visits to various schemes etc.

Cameron Dougherty updated on the financial situation for the RCVE and also explained why budgeting for the next year was proving difficult. Charlene Little advised that a request for £25,000 had been made based on the previous years' spend.

Items to note

Vic Andrews gave an update on the vision for the future of both RCVE and Riverside, this included thoughts and information on the One Housing merger. He also gave an insight into the National Engagement Framework, with a 3 year strategy plan being developed. This reiterated the Riverside view is that customer engagement is everybody's responsibility, so customers in all areas should see changes to customer engagement. This new framework should provide the opportunity for customers to become involved if they chose to.

No AOB, Vic Andrews closed the meeting thanking all for their time and contributions

Customer Experience Committee 12/1/2023 Attendance 100%, Length 3.5 hrs Mode: Via Microsoft 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 remains concerned about CSC performance and undertook a detailed review of a recovery plan (see below). However, it noted the generally positive performance of the CSC over the Christmas period despite an increase in sickness absence counteracting on some days. Overall, from 21 December to 2 January the average waiting time remained below 10 minutes (on some days sub-1 minute) with the exception of one day when it was 16 mins. However, the weeks immediately prior to Christmas were particularly challenging with a significant increase in calls relating to damp and mould following the public news coverage of the coroners' verdict of the tragic case in Rochdale, followed by high levels of calls due to unprecedented sub-zero weather conditions.

Items to note

The Committee received updates from RCVE and Riverside Scotland Board, highlighting, in particular, that RCVE had provided feedback on the Customer Involvement and Engagement Strategy and approved subject to one amendment to the plan in relation to the creation of the Disabled Customer Voice Steering Group being brought forward from Year 2 to Year 1.

A positive Customer story relating to the help a customer with disabilities and his family had received from an Aids and Adaptations Officer and Housing Officer, was shared. The Committee was encouraged by the work to transform the customers' life through adaptations to his home and expressed their thanks to the staff involved. The Committee cited this as a great example of professional bodies working

The Committee also noted the impact of the weather on Repairs and the significant increase in emergencies, resulting in some appointable repairs being suspended on a temporary basis which would impact on WIP and Customer Satisfaction scores. The downward trend in the average number of days to complete repairs was highlighted as positive, however, the Committee noted performance was some way off the target of 8 days and would be difficult to achieve due to current constraints. The Committee was pleased to note that customers communications were in place in relation to delays to planned works programmes.

The Committee reviewed the detailed CSC Performance Recovery report setting out current position in relation to performance and service delivery at the CSC and overview of challenges faced, along with actions being taken to recover service and ensure customers were able to access services easily.

The Committee noted that the root causes as to the dip in performance, resulting in abandonment rates of 40 to 50% and excessive wait times, had been identified and a plan was in place to address. The focus on the 4 A's of Attrition and attraction, Absence, Adherence and Average handling time which when delivered and sustained would see an immediate impact on performance. The Committee acknowledged both the progress with recruitment (ie all vacancies had now been filled whereas 3 months ago there were 20 vacancies in the CSC) and positive feedback from changes to shorten onboarding periods and expressed their thanks to the team for providing additional assurance through the comprehensive report. The Committee requested this report continue to be submitted to each CEC meeting and that the next report include further context around OHG CSC performance and staffing/pay/structures in other Housing Association call centres. The Committee acknowledged the continued separation of customer service operations between OHG and TRGL and that the Committee needed to reflect this in their work.

together and effective relationships being developed with the Local Authority and highlighted the importance of celebrating and sharing these positive stories both internally and externally.

The Committee noted the features of the new model of shared ownership, which must be offered on all homes delivered under the 2021-26 AHP and homes acquired via Section 106 agreements on developments given planning consent after 1 April 2021. The new 'product' differences and benefits for customers in comparison with the established product was noted, in addition to the key risks for TRGL. The Committee was assured that the Home Ownership Team had a well-developed Action Plan to assist in delivery of the new model of shared ownership and were on target to start taking reservations on new homes this month.

The Committee noted an overview of support provided by Riverside to customers during the cost of living crisis, cost of living research recently undertaken and update on the role of the enhanced Riverside Foundation. The Committee welcomed the research carried out and suggested further external campaigning/PR in relation to the additional £2.5m per year to as part of merger pledges.

The Committee noted the 3Cs Dashboard and Customer Service Financial Performance updates.

The Committee noted continued progress with both digital participation and cases logged via digital channels and the resulting change to the overall Digital RAG rating from red to amber.

The Committee reviewed the progress update on the key activities included within the Customer Satisfaction Improvement Plan 2022/23 and noted a significant number of actions were complete or making good progress and that focus was being given to the 3 red RAG rated actions which were implementation of a new job management system for repairs, amendment of standard appointment times for repairs and the development of a performance management framework for enquiry resolution. The Committee raised concerns in relation to the delays in finalising the contract to implement the new job management system which was fundamental to improving customer satisfaction. The Committee was pleased to note the sustained increase in net easy score, particularly within social housing, which had increased to 4.4 in November 2022. This was linked to the improvements made on the use of Salesforce, with full visibility of all customer interactions and the significant reduction in customer queries with service charges over the last 18 months due to Project Thor/Loki and Customer Journey Mapping activity. In addition, a comparison of the results of the DLUHC customer satisfaction research across the sector, to the results reported from Riverside customer satisfaction surveys for each of the 4 key areas of focus in our customer satisfaction improvement plan had been carried out. The Committee noted Riverside results compared favourably to the wider sector results, with positive trends in most areas linked to the outcomes of the projects/initiatives that had been delivered through the improvement plan.

The Committee reviewed the updated Customer Services Risk Register, noting the new risks added, including those relating to Helpline - power cuts and ambulance strikes. The potential risk to Helpline of power outages was

The Committee noted Annual Building Safety and Annual HSE and Business Continuity updates, highlighting both as excellent assurance reports.

The Committee noted the RCVE Scrutiny Plan update and that the RCVE would be reviewing their scrutiny matrix to select the next topic next month. The Committee discussed potential topics for future scrutiny exercises and suggested damp and mould process and building safety communications.

The Committee noted the update on the development of the new Corporate Plan 2023-26 and outline 'Storyboard' setting out the structure and high-level content of the plan.

The Committee received a comprehensive spotlight presentation on the Liverpool City Region (LCR) Regional Plan, including an overview of the region, Riverside's Sustainability Index (RSI), the regions Index Multiple Deprivation (IMD) and stock, development and the growth of homelessness services and projects. The Committee was pleased to note the case studies in relation to the projects in the region and development, with an update on the Runcorn Regeneration programme and progress with regeneration of John Bagot Close.

The Committee also noted the ongoing work being carried out in the region in response to the tragic shooting of Olivia Pratt-Korbel including a dedicated Customer Safety Officer for the neighbourhood,

highlighted and the Committee requested further follow up. The Committee also requested the risk definition in relation to CSC performance dips below stated tolerances be revisited to incorporate the general and overall impact on delivery of good customer service standards and not just responding to urgent issues.

The Committee reviewed the internal audit highlights report from the Group Audit Committee on 2 December 2022 and raised concern in relation to the Gas compliance dashboard audit and the data quality issues in relation to anomalies in the duty of care status for over 3,000 properties. The Committee was assured as to the robust checks in place and that data had been sent externally to a third party to validate, however, expressed concern in relation to the risks associated with merger and requested a further follow up check in 12 months' time.

The Committee reviewed the Quarterly Complaints Report setting out complaint performance trends, Ombudsman communications and lessons learned, along with proposed remedial actions, from July 2022 -October 2022. The Committee noted all three complaint satisfaction measures had improved between March and August; however, scores had dropped in September which was likely to have been as a result of the pausing of the Golden 48hr pilot at the end of August. The Committee welcomed the progress made with the report, including the focus on lessons learnt and inclusion of benchmarking, and requested the report be further developed to include further performance data in relation to health and safety complaints, a tracker to highlight drivers of dissatisfaction, actions or projects to address, owners and timescales and lessons learnt. The Committee also requested further visibility of the financial impacts of complaints on TRGL.

specific youth and street doctors project and a Prevent programme in partnership with Merseyside Police. The Committee was inspired by the stories of the work going on in the LCR Region and thanked Margi Kelly and other engaged customers for their support.