

TRGL BOARD MEETING

ITEM: 4.1

The Board is asked to **NOTE** the update on Committee and Subsidiary Board Activity for the period March 2023 to date. Minutes of all meetings in the period can be found on Convene or are available upon request.

Group Development Committee 24/2/23 Attendance 100%, Length 1 hrs, Mode: Remote

Assurance and Risk

The Committee recommended approval to the Group Board for the build and purchase of 74 new homes at Denford Road, Liverpool [REDACTED]
[REDACTED]

The scheme was subsequently approved by Group Board.

Items to note

No additional items were noted as these were specific one item meetings to discuss individual investment proposals

Governance & Remuneration Committee 6/3/23 Attendance 100%, Length 2 hrs, Mode: Via Microsoft Teams

Assurance and Risk

Succession Planning Update

The Committee received an update on succession planning, noting there were no imminent appointments to be made but that a recruitment process was being started for the recruitment of Board and Committee members for later in 2023. The Committee highlighted the need for a diverse shortlist and that skills in sustainability, development and regeneration and asset management were all important. The Committee also agreed there was no need to recruit, at this moment in time to the Prospect Board.

IDA Planning timeline

A timeline was presented for the upcoming IDA later in 2023. The Committee noted the involvement of Campbell Tickell for a mock IDA.

Governance Team Plan & Projects update

Items to note

The Riverside Group Expected Group Life Scheme

The Committee received an update on two further deaths in service and an update on one which was ongoing.

Whistleblowing 6 monthly update

A 6 monthly update was provided, with the Committee reviewing the update on cases and noting the closure of several matters.

General Governance

The Committee noted the minutes from the meetings held on 5th December and 6th February and noted the matters arising and action points along with the Chairs actions and Written Resolutions.

An update on group rationalisation was presented with the Committee noting the progress made. They also noted the position on compliance assurance. The Governance Team plan was discussed and an update on integration was provided with an update on the merger transition plan.

Merger update

Carol provided a verbal update on the merger. The Committee noted the progress being made against the ToE and discussed the plans around people changes and the specific change projects delivering integration.

NHF Chairs Challenge

The Committee were provided with a report on the Chairs Challenge, which was an initiative from the NHF to deliver greater diversity on Boards. The Committee noted how the project was going to be taken forward and noted the next steps

NED Training and Development

A paper was discussed by the Committee on how some of the in-house training undertaken by colleagues would be made available to NED's starting with the module on ED&I

Retention Payments

The Committee discussed an approach to retention of business critical colleagues during the integration with OHG. The Committee noted the independent advice received from PwC before approving the criteria, proposed process and governance around the new retentions process.

Executive Director and Director Pay

The paper presented to the Committee provided details of proposed pay for 2 positions within the Group structure. The Committee noted the independent benchmarking exercise completed to support the proposal before approving the recommendations contained in the report

Group Development Committee 8/3/23 Attendance 100%, Length 1 hrs, Mode: Remote

Assurance and Risk

Assured by the rationale underpinning the proposal, the Committee recommended approval to the Group Board for the build and purchase of 51 new homes at Middlemass Hey, Liverpool [REDACTED]
[REDACTED]
[REDACTED]

Items to note

The scheme was subsequently approved by Group Board.

Governance & Remuneration Committee 15/3/23 Attendance 66.6%, Length 0.5 hrs, Mode: Via Microsoft Teams

Assurance and Risk

Redundancy Termination Terms of senior OHG officer.

The Committee received a confidential report on the above matter and after a discussion on the content of the report approved the recommendations it contained.

Items to note

Pension Trustees 22/3/23 Attendance 100%, Length 2 hrs, Mode: In Person

Assurance and Risk

Employee covenant – Trustees discussed the reasons for the slight deterioration in the Q3F for TRGL, which had been caused as a result of higher operational costs along with higher interest costs. In respect of OHG depreciation remained a factor, although work remained ongoing to align their depreciation approach with that of TRGL. [REDACTED]
[REDACTED]

Items to note

Trustees received a presentation relating to Management of LDI leverage and liquidity.

Subject to some minor grammatical alterations Trustees approved the Statement of Investment Principles and the Chair was authorised to sign the same.

Quarterly update report – Trustees discussed ongoing cost pressures in the 2023/24 budget, predominantly caused by the rent cap, higher energy

Trustees noted the update from the Communications working group.

prices, inflation on service costs, the challenges of completing strategic disposals and fire safety costs.

[REDACTED]

[REDACTED]

[REDACTED]

Investment matters - markets had been calmer in Q1 2023 than in Q4 2022 and against this backdrop the Scheme remained in a strong position

Trustees noted the Administration Report to 31 January 2023. Attention was drawn to the new member feedback service for retirements, which had elicited some very positive comments

Assurance and Risk

Chairs and CEO Reports

The Board received reports from both the Chair and the CEO, discussing in detail the recent matter which had been aired on File on Four and dealt with a sewage related issues which had been experienced by a tenant. Executive colleagues responded to queries from the Board and considered the lessons learned. The CEO reported the tough operating environment for colleagues as the merger progressed and addressed the opportunities presented by the office move to Arlington. An update on Baycroft was also presented.

Integration Update

The Board received an update on Integration from Richard Hill, noting the progress on the ToE, merger integration and the various change projects ongoing.

Financial Performance Report

The Board discussed the information presented in the Financial Performance update, discussing the position on the adverse variance on operating surplus YTD of £21.8m. the Board noted the key risks and opportunities presented in the paper

COO Report

The COO presented her report providing the Board with an update on customer services activity and the focus on damp and mould. The Board discussed the position on fire safety and building management before spending time discussing the complaints performance and the performance of the Customer Service Centre

Items to note

General Governance

The Board noted the minutes of the meeting on 16 February and the matters arising

Development Reporting

Board noted the update on development matters, including current and emerging risks

Governing Body lead report on complaints

Updating the Board on performance under the new Housing Ombudsman Complaint handling code

Change and Transformation update

Updating the Board on the various Change and Transformation Board projects. Board noted there were 22 live projects

Additional papers for noting

Committee minutes, Board Training Plan and the Board Forward Plan

Care and Support Update

A report on care and support was presented, giving an update on activities, financial performance, Baycroft and the KPI dashboards.

Joint Venture Reporting

The Board received a report that provided assurance as to the oversight and governance around the JV's. the Board noted the JV progress and performance.

Strategic Risk Register

The Board considered the strategic risk register, in light of the merger and this formed the basis of a more detailed discussion in a separate risk strategic session after the Board meeting

Company Secretary Update

The report provided the Board with an update on senior colleague departures, on the ToE, the execution of Deeds post ToE the Code of Conduct and on the legal entity restructure project

Group Audit Committee 23/3/23 Attendance 86%, Length 2.5 hrs, Mode: Via Microsoft Teams

Assurance and Risk

Group Risk Register

The latest risk register was reviewed by the Committee with changes since the previous Committee and Group Board meetings highlighted. Key matters impacting the risk register were discussed; a change to the risk appetite statement on damp and mould, an update to the External, Economic and Political environment risk to reflect the Social Housing Bill. Culture, Retention and Integration was discussed and the Housing Solutions disposal was noted.

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Items to note

Internal Audit Strategy 2023/24

The Committee reviewed the strategy for the coming year and noted that audits would begin to be managed jointly with OHG.

Compliance Assurance and Consolidated Breaches Update

The quarterly report was received. There were no areas of major concern or non-compliance identified. The new Group Compliance Team were now in place

[REDACTED]

Internal Audit Highlights Report

The Committee discussed the DBS, Payroll, Damp and Mould, Maintaining Fire Safety Equipment, Service Charge Setting on New Homes, Salesforce, Helping Hands audits.

External Audit Plan

The Committee noted the plan noting changes reflecting the new ISA315 auditing standard. It was anticipated that fewer difficulties would be seen in the second year of the audit. The Transfer of Engagements was considered relatively straightforward from an audit perspective as it was an intragroup transfer.

Advance Report from the Finance Team on Potential Year-End Issues

It was believed that the timetable presented was achievable and no changes were proposed however should the Transfer of Engagements be delayed beyond 31 March it would not be possible to meet the schedule. Two potential year-end adjustments and one intangible asset adjustment had been identified due to classification rather than errors. The impairment review was ongoing and the SHPS exit was on track however would not be completed within the 2022/23 financial year.

[REDACTED]

and a thorough review of the legislation register had been conducted.

Asset & Liability Register

An update on the Asset & Liability Register was provided with integration activity across both companies resulting in intense engagement across teams.

Health, Safety, Environmental and Business Continuity Annual Report 2022

The Committee received the report and noted the Board had adopted a new Health & Safety policy in response to the merger, building and housing risks from London and becoming a larger group.

Annual Building Safety Report 2022

The Committee received a report from the accountable risk lead for Building Safety.

Group Policy Framework

The Committee reviewed the Policy Framework noting that integration of policies is proceeding on a part risk-based and part renewal basis.

Whistleblowing Policy

The Committee approved a combined Whistleblowing Policy for TRG and OHG.

Committee Minute Extracts

The Committee received extracts from the Customer Experience Committee held on 1 December 2022, 12

January 2023 and 2 March 2023, the Care & Support Committee held on 23 February 2023 and the Riverside Scotland Audit & Risk Committee held on 9 January 2023.

Committee Workplan

The Committee reviewed its plan of business for the coming year.

Governance & Remuneration Committee 29/3/23 Attendance 100%, Length 1 hr, Mode: Via Microsoft Teams

Assurance and Risk

Interim Director of Development

The Committee received a paper setting out the interim arrangements for the Group Development Director. Following discussion the Committee approved the resolution as set out in the paper.

Appointments Paper

A paper was put to the Committee which dealt with the replacement of Richard Hill as a member on various OHG Boards and Committees, the Committee approved the various appointments recommended in the paper.

Items to note

Riverside Scotland 30/3/23 Attendance: 82% Length: 2 hours Mode: In person

Assurance and Risk

Corporate Plan 2023-26

The Board adopted Group's Corporate Plan "Forward Together 2023-26". It was noted that work on the development of Riverside Scotland's Corporate Delivery Plan would commence the next day at the Board Members Strategy Day.

Financial Plan

Items to note

Chair's Action Procedure

The Board noted the Chair's approval of the new legal services contract award to TC Young.

Asset Services Update

[REDACTED]

hoped that this would develop into a trend as new teams and new ways of working were embedded.

Slight improvements were starting to be seen in some repairs indicators, however, IT interfacing issues were still impacting the ability to be able to extract certain data from the system which was key to driving service delivery improvements.

Finance Performance Report

The Board noted a favourable surplus to Q3 forecast and that all covenants were fully compliant.

RCVE 13/4/23 Attendance: 89% Length: 4.25 hours Mode: Face to Face

Assurance and Risk

Vic Andrews opened the meeting and gave the appropriate apologies. RN then explained the outcome of the recent vote of members and subsequent co-option was covered by VA.

Previous meeting minutes were agreed, and a number of action points discussed.

Pet Policy, waiting on Riverside to bring amendments to the table, some concern over a blanket allowance of pets was given to warrant this intervention.

IT issues and emails – ongoing, RN & CC to meet again with IT bods of Riverside to discuss Convene further.

RN advised RCVE to trial sending out of minutes within a couple of weeks to enable distribution to Riverside for Governance and web-site inclusion.

Items to note

Void item retention, previously owned by Patrick New, has been taken up by Andrea Thorn & Sarah Wall as part of an ongoing project.

Damp & Mould (& Repairs Policy) presentation of current status given by Michelle Wood and Lindsay Parker.

Scrutiny update – this is to be a standing item going forwards.

AT outlined that Salesforce implementation in ASB management would be added into the system by the end of April, giving a much better view of Housing Officers workloads and amount of ASB around the business.

Committee and other updates

AT added that there had been a recruitment drive, and a different training policy on Customer Service Centre staff, this was starting to pay dividends. No update on complaints as this meeting fell before the 3 monthly complaints review & report.

Regulator for Social Housing Consumer Standards.

Edward Carpenter gave a short presentation of this, followed by a short discussion. RCVE agreed to postpone any TWT survey work until the following year.

Scrutiny Matrix

A short discussion of what this is and the subjects which will be considered. It was agreed that the officers will start the process and report back at the next meeting for auditing purposes.

AOB & Equality & Diversity.

A couple of items around the Facebook hubs were agreed to defer to Officers meeting.

Margi Kelly provided a ED&I quotation. Meeting closed 1

Assurance and Risk

Evolve Board Report – The Cumbria mobilisation continued to make progress, [REDACTED]

[REDACTED]

[REDACTED]

Recruitment into various roles had been successful to provide resource for the increase in repairs volumes over the last 3 months [REDACTED]

[REDACTED] The Damp, Mould and Condensation team were currently mobilising which would help to take the large-scale damp works away from the day-to-day team delivering an improved service to customers.

Assurance was provided that Improvement plans were in place for all customer satisfaction workstreams and delivery teams. This would continue into the new year and be monitored by Heads of Service. The plans would also feed into the business objectives from the overarching Business Plan to ensure that delivery was more consistent across all teams

Items to note

Riverside Direct Performance Report - Good progress continued to be made with the mobilisation programme for transition to One Housing Group, Evolve and Riverside. Weekly meetings were in place with Mears and Riverside project leads to manage the transition and communication.

[REDACTED]

Work had been undertaken to familiarise the teams regarding the new categories moving forward for abandoned works. The highest volumes of abandoned repairs remained no access and no work required. Assurance was provided that work remained ongoing with the housing teams to secure access. [REDACTED]

[REDACTED]

[REDACTED]

The Board noted the Financial Performance Report.

Due to time constraints an additional meeting would be arranged to discuss the risk item.

Governance & Remuneration Committee 26/4/23 Attendance 100%, Length 2 hrs, Mode: Via Microsoft Teams

Assurance and Risk

OHG Retentions Payment Arrangements

The Committee received a paper setting out details around a number of retention payments to be made. The Committee discussed them at length and noted the recommendations were set having worked through all the protocol and procedures agreed by the Committee at an earlier GRC and approved the recommendations as set out in the report.

Items to note

IDA Update

The Committee noted a verbal update on the timings around an IDA for later in 2023 and the preparation in advance of the IDA

Senior Staff update

A verbal update was provided to the Committee addressing developments with senior staff within the Group.

NED Update

The Committee received a verbal update noting the resignation of Mark Cullinan and Rommel Pereira.

Group Treasury Committee 26/4/23 Attendance 100%, Length 32 minutes hrs, Mode: Via Microsoft Teams

Assurance and Risk

Annual Review of Group Treasury Policy

Items to note

General Governance

The Committee undertook its annual review of the Group Treasury Policy, discussing the suggested amendments within the report and the additional independent third party review undertaken by Centrus and recommended the revised policy to the Group Board.

Annual Review of Group Investment Policy

The Committee undertook its annual review of the Group Investment Policy, discussing the suggested amendments within the report and the additional independent third party review undertaken by Andrew Cowan from Devonshires solicitors. The Committee recommended the revised policy to the Group Board.

The Committee noted the minutes from the meetings held on 17 October 2022 and 10 February 2023, as well as matters arising and the record of matters for decision and noting since the last meeting.

Credit Suisse update

The Committee received a short verbal update on Credit Suisse and the Groups exposure to them before agreeing next steps

Directors Duties

The Committee received the report setting out the annual review of Directors duties – noting the paper

GTC Annual Programme of works

The Committee agreed their forward plan of agenda items for the coming 12 months

Customer Experience Committee 27/4/23 Attendance 100%, Length 3 hrs, Mode: In Person and 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, highlighting that no areas were rated red, however, particular areas of focus were set out within separate reports in the pack. The Committee also highlighted the positive nature of the report, with several areas having improved, in particular, the encouraging performance in relation to planned maintenance and consistent improvement in Home ownership overall satisfaction scores.

Items to note

The Committee received updates from RCVE and Riverside Scotland Board meetings.

A Customer story relating to how Riverside's committed and caring teams supported a community overcome by grief and fear following the tragic shooting of Olivia Pratt-Korbel was presented. The Committee noted the work to rebuild trust and partnership and the support provided to colleagues on the front line. The Committee was pleased to note the reassurance provided to the community and

The Committee reviewed the Customer Service Centre Performance Recovery Report that set out the current position in relation to performance and service delivery at the Customer Service Centre (CSC). The Committee was assured as to the progress made with abandonment rates, attrition and average call wait time and congratulated the team, however, noted that sickness absence levels remained a concern and that other actions were being considered. The Committee requested that future reports include the split between long and short term sickness absence to identify if any underlying short term sickness levels had improved. The Committee also noted the external factors impacting on performance, in particular, a recent mailout of annual service charge variation notices which had contained errors resulting in increased calls to the CSC.

The Committee reviewed and approved the Customer Communications Plan for 2023-26 that set out a framework for customer communications for the core areas of the business, excluding C&S, across the period of the new Corporate Plan. The Committee noted the key campaigns to be delivered and the key operational communications initiatives requiring support of the Marketing & Communications team and that capacity had been created for targeted communications and tactical measures. The Committee requested further assurance in relation to the control and sign off of marketing campaigns to customers.

The Committee reviewed the six-monthly Income Management Improvement Plan progress update setting out the factors contributing to the increase in arrears since April 2022, including external factors such as the cost of living crisis, high inflation, increasing fuel costs and Universal Credit managed migration. The Committee also noted actions being taken to minimise and reduce arrears in recent months, including, the automation of some arrears letters and texts at pre notice stages across all business streams. The Committee requested sight of the recent report on

agreed this was a great example of Riverside enabling and supporting community asset building. The Committee expressed their thanks to colleagues from Customer Safety, Housing Services, Community Planning and Resilience and Tenancy Sustainment teams for their excellent work in this community and thanked Margi Kelly for her help in developing a specific Community Plan for this area.

The Committee discussed the Communities & Livelihoods Strategy 2023-26 and the proposed objectives, actions and outcomes to ensure strategic alignment with the future ambitions within the Corporate Plan 2023-26. The Committee noted the high level objectives and outputs, focus on positive language such as wellness, resilience and capacity building and that the strategy would be key in creating new opportunities to increase the resilience of communities.

The Committee noted the Customer Service Financial Performance update.

The Committee reviewed and approved the 2024/25 meeting dates.

The Committee noted the Group Audit Committee Highlights 23 March 2023.

The Committee noted the Customer Safety Team six-monthly update including an overview of performance, challenges faced, and improvements

benchmarking, which included the pros and cons of using Housemark and that future reports to the Committee include benchmarking information.

The Committee noted the Service Charge Improvement Plan and was pleased to note progress through Project Loki and the Rents and Service Charges Customer Journey Mapping project. The Committee also noted the overarching objective was to achieve sustainable compliant and accurate service charges delivered through transparent customer communication, thereby supporting the improvement of customer satisfaction with the value for money for service charges and highlighted the direct impact of these projects on the delivery of the RHO Improvement Plan and the Customer Satisfaction Improvement Plan. The Committee was assured as to progress and that this remained a high priority area for improvement, however, requested the next update report provide further detail as to the final outcomes of the project.

The Committee reviewed the progress update on key activities within the Customer Satisfaction Improvement Plan for 2022/23. The Committee noted the year end position on the remaining outstanding actions, with progress made towards all actions during the year, however, all actions within the Repairs & Maintenance plan (except the implementation of job completion cards) and the development of the First Contact Resolution Dashboard to drive performance improvements would be carried forward into the 2023/24 action plan. The Committee raised concerns as to the delay with implementing the new Job Management System and agreed that this should be highlighted to Group Board. The Committee also requested further clarity in relation to the benefits of the system and the impact of the delays to implementation on the business (costs/service).

The Committee also noted Overall Customer Satisfaction at end of March 2023 had increased by 1% for the Group on the rolling 3-month average, however, this was a 0.5% reduction from March 2022 result and requested further detail as to what was driving the decline in levels over the last 6

made during the period September 2022 to March 2023 on all functions within the service area; anti-social behaviour, hate crime, domestic abuse and tenancy fraud. The Committee was pleased to note the specific policy to address and support customers who have or are experiencing domestic abuse was now in place and that a domestic abuse specialist was now in place to support the rollout of the policy and provide advice and guidance across the business.

The Committee received a comprehensive spotlight presentation on Responsive Repairs, including an update on Damp and Mould, Asset Strategy, regional context, performance for 2022/23, Customer Satisfaction feedback, Improvement Plan, achievements and next steps. The Committee highlighted the increase in total repairs raised and average repairs per property from 3.3 in 2021/22 to 5.1 in 2022/23 and noted that this was an issue facing many landlords. Further work to implement and embed Abandoned Jobs and Linking Repairs across delivery teams would the number of repairs per property, however, the Committee noted the potential knock on effect to other repairs KPIs such as First Time Fix and Time Taken to Complete.

The Committee was pleased to note the summary of achievements from the Damp and Mould Action Plan, including the creation of a new, organisation wide, Damp and Mould Policy and roll out of e-learning module, new reporting process for most serious cases and additional guidance and processes for

months of the year. The Committee reviewed and approved the Customer Satisfaction Improvement Plan for 2023/24.

The Committee noted the overview of tenancy sustainment funded projects and performance at year end, including, the Helping Hand Fund and the new Community Fund and agreed to highlight to Group Board progress and achievements this year and the importance of PR communications in relation to projects supporting effective sustainment of healthy tenancies.

The Committee reviewed the Social Housing Risk Register that provided assurance that all risks had been captured with appropriate controls and actions in place as mitigation. Most inherent and residual risk scores remained the same, except for Safety First, where a number of additional mitigations had been added enabling the residual risk to be reduced from 8 (amber) to 6 (green).

The Committee reviewed the Internal Audit Highlights Report, in particular, the summary of the results of audits completed since the last meeting and implementation of past audit recommendations. The Committee was pleased to note there had been no obvious gaps in Riverside's damp and mould action plan and the good collaboration across the business, with a shared understanding of the issues, both systems and culture. The Committee also noted the priorities for the Internal Audit Strategy for 2023/24 and welcomed the non-asset health & safety audit.

The Committee noted the 3Cs Dashboard report and highlighted, in particular, the sustained increase in RHO Overall Customer Satisfaction which had increased from 49.7% at the end of February to 55%. The Committee also highlighted the sharp increase in the number of High-Risk Overdue Actions since January 2023, noting that the focus remained on age profile, and the importance of understanding the associated level of risk. The Committee noted the detailed commentary in relation to the 235

reporting suspected damp. Year 2 of the project plan would focus on building on existing foundations in three areas, analytics and technology, culture and training, process and management. The Committee highlighted the importance of damp and mould compliance monitoring and noted that whilst the Damp and Mould Dashboard report was being developed, the Committee would receive visibility of Category 1 cases through the Executive Directors' Report.

outstanding fire risk actions and requested the same level of detail for other overdue actions be provided for future reports.

Joint Meeting of Customer Experience Committee, Care & Support Committee and Group Audit Committee 27/4/23 89%,
Length 3.75 hrs, Mode: In Person

Assurance and Risk

The meeting considered a list of 20 proposed key risks noting how each committee and the staff team rated each item in a survey. Damp and mould, finance and culture – customer focus were considered the highest risks. Members gave feedback to Internal Audit to inform discussion on risk appetite.

The meeting discussed the annual self-assessment of compliance against the RSH Consumer Standards

Items to note

The meeting watched a video of the Jamaica Street Homeless Service in Bristol. Members discussed partnership working with health services, the experience of and outcomes for customers.

The Chairs of the CEC and C&SC, and vice-Chair of GAC set out each Committee’s priorities for the coming year.

The meeting received a presentation on the first draft of the Customer Experience Strategy.

The meeting received a presentation on the Asset Management Strategy and updated Repairs Policy.
