

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

Riverside Scotland 06/07/23 Attendance: 73% Length: 2 hours Mode: In person and via Teams

Assurance and Risk

Corporate Delivery Plan 2023/24

The Board approved the Corporate Delivery Plan 2023/26 and noted the need for the Plan to remain agile in the current challenging operating environment.

Draft Financial Statements

The Board discussed and approved:

- the accounts and the associated covenant position for Irvine Housing Association for the year ended March 2023, subject to a satisfactory Auditor's Report being received.
- the accounts for Thistle Housing Services for the year end March 2023.
- The Letter of Representation.

Membership Application

The membership application from Peter Lynn was approved.

Succession Planning – AGM Election Schedule

The Board agreed, should there be no voluntary stand-downs at the AGM, that Jane Galbraith, Tony McInnes and Sohini Petrie would be the 3 Board Members to stand down at the AGM, who were eligible to stand for re-election. The Board also noted that co-optee, Peter Lynn, was required to stand down at the AGM and his intention to stand for election at the AGM.

Items to note

Operational Performance Report

The Board noted and discussed the current performance issues with the repairs and maintenance contractor and the progress towards resolving the IT interfacing issues



Code of Conduct for Board and Committee Members

The Board approved the revised Code of Conduct, previously updated by Group to comply with the National Housing Federation's Code, and noted the differences to Group's Code to ensure compliance with the Association's regulatory environment.

Delivery of Disabled Adaptations

The Board noted the significant reduction in the funding received from the Scottish Government for disabled adaptations and that there was no provision in the current budget to fund the shortfall of the required works. Officers were instructed to present a paper for Board outlining the options and suggested amendments to existing budget lines in order to be able to create a disabled adaptations budget provision in the current year. The Board also agreed that budget provision in future year's budgets be made for disabled adaptations. Representations to the Scottish Government and SFHA regarding the impact of the funding reductions were discussed.

Performance Targets 2023/24

The Board discussed and agreed the performance targets for 2023/24 and accepted that targets set were reflective of the current performance of the repairs and maintenance contractor and the planned continuous improvement of customer services over the period of the Corporate Plan.

Regulatory Compliance Assessment

The Board noted the impact of staff changes due to the restructure on the assessment process for the current year and thereafter agreed the amendments to the current year's assessment process and also the 2023/24 assessment process.

[REDACTED]

[REDACTED]

Equality, Diversity and Inclusion Action Plan 2022/23

The Board noted the update on progress against the E,D&I Action Plan 2022/23.

MD Report

The Board noted the updates in the report relating to the launch of the new Corporate Plan, the Housing First Initiative Study, the updated Whistleblowing Policy, which was adopted, Board Training and the Scottish Housing Minister's visit to the Tarryholme development.

Any Other Business – Staff

The Board noted and expressed its thanks to staff for their efforts in the current challenging operating environment and noted that appropriate well-being / resilience training was being organised for staff as part of the development of a staff-well being plan.

Assurance and Risk

CEO Pay Award

The Committee noted that the paper had been written with the assistance of the Market Benchmarking report produced by PwC. The Committee reviewed the proposed remuneration for the CEO, comparing it to market medians and noting in particular that it was in line with other colleagues and approved the recommendation

Succession Planning update

The Committee received a paper setting out the latest on succession planning across the Group, in particular on the role of GAC and Foundation Chair and positions on GDC,GTC and Board. They agreed the interview panels and also agreed extensions to Goi Ashmores term of office and an extension of the term of office for Erfana Mahmood.

Governance Team Plan and Projects update

The Committee noted updates in the Group entity rationalisation project, a date for the Chairs Challenge session had been agreed, the mock IDA had been completed and feedback provided and training sessions along with Masterclass sessions would be available soon on Convene.

TRGL and OHG review of compliance with the NHF Code of Governance

The committee received the reports on TRGL and OHG compliance with the Code of Governance noting that whilst compliance there were two exceptions noted (although they didn't constitute non-compliance), they were 2 board members and 2 committee members exceeding the six year rule and on Prospect Board there was a balance of 2 Exec and 2 Non-Exec board members. In both cases the Committee noted the strong business case for the exceptions.

Integration of TRGL and OHG Customer Committees – proposed Heads of Terms

The Committee reviewed and approved the new Terms of Reference for the integrated Customer Experience Committee and recommended approval to

Items to note

The Committee noted updates in relation to the merger with OHG, a paper setting out post ToE reporting and employment settlements during 2022-23.

The Committee also received papers to note on the Board meeting schedule for 2023/4 and an update on wider customer engagement, noting in particular the need to get the committees in place first and then looking at the various approaches to customer engagement at a local and national level

The Committee also noted and approved the OHG retentions payment update and the additional proposal to add another job holder to the approved list. They also received and noted a paper dealing with the distribution of life assurance payments in the Riverside Group Expected Group Life Scheme.

The Committee also noted the minutes from the previous meeting along with matters arising and action points.

Group Board. The Committee also approved the panel for Chair and Member interviews

OHG Board 05/07/23 Attendance 75%, Length 3.0 hrs, Mode: In person

Assurance and Risk

Chairs Report

The Chair reported on a number of site visits completed and some concerns on DLO following feedback from customers. The Chair also raised issues around the run-in into the financial year end and the position regarding sales and disposals requesting additional updates. The Chair also asked to receive an update on the challenges faced in the labour market and in OHG onboarding.

Merger Integration update

Board noted the report that provided an update on merger integration and associated change programmes as at the end of May 2023. The Board noted progress in terms of merger integration and that the update was a replacement for the 'Change & Transformation Board Update' that was previously provided.

Financial Performance Report

The Board considered the report that provided commentary on the financial performance for the year to date to 31 May 2023 (Period Two, 2023/24) and the 2023/24 full year Budget for OHG. The Board noted the following main points:

- Operating income was favourable to budget by £1.2m driven by in year phasing related matters.
- Operating costs were showing a variance driven primarily by service costs, repairs and maintenance and other phasing related matters.
- Two risk areas included reduced staircasing sales and disposal proceeds, both of which colleagues were working on mitigating.

Risk Update: Strategic Risk Register

The Board reviewed the key points coming out of the report and noted the emerging risks. They then discussed a number of the key risks including R1, R4 & R6, providing feedback on the new draft OH Strategic Risk and Control Register.

Items to note

The Board received and approved the minutes from the previous meeting along with actions arising

The Board also noted an update from CMM in particular covering the Social Housing Bill, changes within Home England, economic challenges and an update on the IDA preparation.

The Board noted the Governing Body lead report on complaints and also noted the revisions to the Riverside Rent Framework 23/24.

An update on Care and Support was provided to the Board which was noted along with the Development update and the Internal Audit Plan

The Board received the Co Sec report noting the update on legal entity restructure and integration of the operational committees. They also received and noted the report on Board Training plan, the Board effectiveness review and the Forward agenda

Chief Operating Officer Report

The Board noted the report, in particular;

- Assurance on Compliance and risk management, which continued to be a key focus
- Increased Customer satisfaction although there had been an increase in complaints referrals to the Obmudsman.
- There was a continued focus on working with colleagues in the Business Intelligence and Governance teams to control risk.
- System improvements had gone live to deliver better quality Customer call handling

Customer Experience Strategy 23-26

The Board noted the clear focus on increasing customer satisfaction within the strategy and that the Customer Services Committee had reviewed the new Group Customer Experience Strategy at their meeting in June 2023 and recommended for approval to the Group Board on 13 July 2023.

Communities and Livelihoods Strategy 23-26

The Board noted that the strategy set out how the social value activities as articulated in the Corporate Plan 2023-26 would be delivered. The Communities & Livelihoods Strategy had been developed by a cross functional team of colleagues, working with customers and the Riverside Foundation and the Board noted it was recommended up to Group Board for approval

Annual Assessment of OHG compliance with NHF Code of Governance

The Board reviewed and noted that Group governance arrangements remain satisfactory and compliant with the NHF Code of Governance 2020, although they noted specifically the extensions to terms of office set out in the report

RSH Standards Self Assessment of Compliance

The Board noted that OHG was fully compliant with all 7 standards with the exception of one partially compliant requirement in the VFM standard. there were three improvement actions outstanding from last year and a number of new

improvement actions identified from this year's review, all of which would be kept under review and reported to OHG Board and GAC

Pension Trustees 19/07/23 Attendance 100%, Length 2hrs, Mode: In Person

Assurance and Risk

Employer Covenant - Full-year financial report & Independent Employer Covenant Assessment. The covenant had been assessed in accordance with The Pension Regulator's guidance and had been rated as 'tending to strong'. [REDACTED]

Actuarial valuation as at 31 March 2023 - The valuation results were noted and it was agreed that further discussions should continue with the Employer ahead of the next Trustee meeting. [REDACTED]

LDI update – including transition costs and impact of recent interest rate rises - [REDACTED]

Risk management: Report from the Risk Subgroup on the Risk Register - Trustees received an update from the Risk Subgroup meeting, noting the addition of the dependency on controls rating to reflect the extent to which the risk is within the Trustee's control.

Communications Working Group update – Assurance was provided that the website has been updated and a short meeting summary for members had been added to the website. CMS were scheduled to come to the September pre-meeting training to run a session on EDI and its implications for pension schemes.

Items to note

Trustees noted the Annual review of Register of Interests and Gifts & Hospitality Register.

Trustees noted the Accounts of Riverside Group Pension Trustees Limited.

Trustees noted the Investment monitoring report Q1 2023 report.

Assurance and Risk

The Executive Director of Care and Support report highlighted the Supported Housing Regulatory Oversight Act, the tender for a new case management system, and the impact on interest rate changes on the financial position.

Business Development continued to perform well against KBOs. Two tenders had been successful, and the C&S Strategy was in its final stages and would be presented to the Group Board in September.

Financial performance for P2 was received showing the operating surplus at 1.1% adverse to budget. No negative early warning signs were seen in voids or bad debts however inflation was a concern at a Group level. Some fluctuation is expected at Q1F due to phasing.

The Operational Support Performance report showed an increase in rent arrears and empty homes, floating support capacity had increased but was below target; other areas were meeting KPI targets.

The Internal Audit Report showed a new audit conducted on co-production. No Grade 1 recommendations were made and no recommendations were overdue.

The Quality and Compliance Report showed the number of overdue DBS renewals had decreased by 44%, eight SETs had been completed with action plans in place for any identified improvements needed.

The Committee reviewed the Care & Support Risk Register noting PCFRAs and PEEPS had been added as Health & Safety risks and the Hull Extra

Items to note

The Committee viewed a film on the Supported Hotel, addiction service in Wigan.

Minutes of the RCVE meeting of 15 June were received. V Andrews provided an update on recently conducted visits to schemes in the Liverpool City Region and provided feedback from customers.

Progress against the People Plan for 2022/23 was reported. Dips had been seen in engagement and recognition scores, actions arising were continuing to be worked through and early results were positive. Attrition remained high but a drop in leavers within the first 12 months had been seen. Performance management and mandatory training completion were areas which continued to require improvement.

The annual update on progress against the EDI Action Plan objectives was received.

The Scheme Profitability report for 2022/23 was discussed.

An update on Hull PFI schemes was received noting the transition to the new facilities manager continued to be successful. The Annual Report to Hull City Council was noted.

The Committee received the Annual Mortality Report.

Care risk had been removed with general risks around PFI remaining elsewhere.

The Committee received an updated Building Safety Compliance Dashboard.

The Committee received an update on progress made against Committee effectiveness actions.

Foundation Trustee 25/07/23 Attendance 80%, Length 2.5 hrs, Mode: Remote

Assurance and Risk

The Board received a Management and Operational Update report for Q1 2023/24. It was noted that scaled-up legacy projects were fully resourced and embedded. Community Fund and Helping Hands Fund applications were well used. The Care and Support Health & Wellbeing Project had launched with a strong response in applications made.

The Board received a Finance Report setting out financial activity during the first quarter of 2023/24 financial year and approved the Financial Statements and Management Representation Letter for 2022/23

The Board reviewed the Foundation Risk Register noted the overall risk profile remained low as a grant-giving body. It was planned to conduct a further refresh of the Register in October.

Bids

The Board approved funding of a bid to extend the Can Cook scheme in Rochdale and Cheshire; an enhancement to the existing Foundation-funded Employment and Training Team; Poets Street Environmental Improvements; and a community café in Runcorn.

Items to note

The Board discussed a draft Funding Plan proposing priorities for investment and enabling actions linked to the new TRGL Livelihoods and Communities Strategy. A final plan will be presented to a future meeting reflecting Trustees' feedback.

The Board approved a revised Investment Policy.

The Board received an update on recruitment of a new Chair and upcoming appraisal activity.

The Board received a presentation of activity on Street Doctors, Tutors United and One Academy.

Evolve 26/07/23 Attendance: 100% Length: 2 hours Mode: Remote

Assurance and Risk

Evolve Board Report – Four accidents and 22 incidents were recorded between April and June. June saw a People Safe device usage at 70.3%. The QHSE Team is working with teams to engage in the new technology.

Twenty-five live vacancies were reported. Mobilisation in Cumbria; six front-line colleagues have been TUPE over and an additional 15 colleagues were recruited into these roles. Satisfaction is starting to increase in this area. Mobilisation in Central was underway, feedback has been positive and work will continue ahead of August.

Responsive repair volumes reduced in April and May but increased sharply in June. The Damp and Mould team taking on the larger volume or remedial work in this area will help reduce the number of works in progress aged over 28 days. Empty homes turnaround had reduced on average by 2.9 days with initiatives ongoing to further reduce this time. Gas servicing subject to gaining access has increased over the summer and the Building Safety team are assisting.



The new Job Management System is due to go live in October/November 2023 with complications arising affecting the ability to deliver the original design requirements.

Items to note

A spotlight session on the Customer Experience Plan was delivered.

Riverside Direct Performance Report – Mears was ready for transition to One Housing Group, Evolve and Riverside. Following some resignations there were 19 vacancies, 18 of which were in the OHG area. Responsive repairs dropped in April but increased through May and June. Completion was at 100% and jobs more than 28 days overdue remained higher than target but reduced to 11%. The Planned programme of completion was complete. Overdue gas servicing stood at 19 and work was underway to secure access to those properties. Overall satisfaction results had improved to 82.1% in June with Repairs standing at 79.1% and Gas at 83.2%. Perception Satisfaction scores for repairs in the South and Central region had declined slightly to 56.3%, whilst complaint volumes had reduced since April.

The Board noted the Financial Performance Report.

The Board approved the Financial Statements and Management Representation Letter

The Board noted a QHSE Update.

RCVE 17/08/23 Attendance: 100% Length: 4 hours 15 minutes Mode: Face to Face

Assurance and Risk

Care & Support Scheme Visit

The chair of the RCVE updated the meeting on a series of visits to C&S schemes in and around the Southport area. This was a very successful week, and some interesting points were raised regarding garden maintenance issues. It was felt that closer working with C&S needs to be promoted.

Community Planning

A presentation was given on the different aspects of Community Planning and how the RCVE can become involved with neighbourhood planning/community planning moving forward. Updates were given on how customers have been involved in recent door knocking events, such as Picton, and how effective these are. Other areas of involvement were looked at such as digital survey – a link will be made available to the media officer to share on a digital forum.

Moving forward the chair explained that the RCVE are at limited capacity at the moment, but an assessment day is being planned to recruit more customers. It was emphasised that this was an opportunity for Teams to work more closely together.

Co-Production

A presentation was given and the RCVE received updates on what has been happening in the last 18 months. The vice chair confirmed that the cost-of-living panel were only focused in one area at the moment but could be looked at nationally. This will be further investigated for future joint collaboration. It was felt that largely coverage was down to the dedication of C&S staff. The chair requested continual feedback to the RCVE.

KPI's & Reporting Back to Customers

Presentations were given but it was felt that more time was needed for these so further consultations will be scheduled into Thursday evening meetings with the RCVE.

Scrutiny Update

A presentation on the ASB Improvement Plan was shared. The RCVE secretary remarked that Scrutiny had brought in some excellent changes and a good job had been done by the Scrutiny group.

Scrutiny Matrix

Various issues have slowed this down. CI&E team asked if RCVE can consider EDI as the next topic for Scrutiny. The chair of the RCVE confirmed this was already on the list of possible Scrutiny enquiries.

CI&E Update

Moving forward it was felt that the C&S team should be involved directly by the CI&E team. Further work is needed on how to involve these customers in the same way as all Social Housing customers. It was explained that this was why CI&E are running workshops to ensure information is out there on how to set up effective groups for involvement.

This will now be an ongoing agenda item and an update will be included in the pack for RCVE meetings.

Retrofit Customer Communication

A presentation was shared about upcoming projects to bring EPC ratings up to date in properties that fall below expected standards. A £25 million fund has been given to improve 11,00 homes. (Loft, external wall, and cavity wall insulation).

There was an in-depth discussion around what this involved and how customers would be impacted and the practicalities of how the work would be completed. Concerns were raised about customer communication, vulnerabilities, and disruption to homes. A full explanation was given on how this would work.

Recruitment Planning

AN update was given on what is being done in terms of recruitment.

- Video of August meeting to include quotes from RCVE members and CI&E team manager and video montage of Liverpool Scheme visits.
- Applications from interested customers to be followed up.
- Material added to Facebook by media officer.
- Get Involved web pages – piece has been added for RCVE recruitment.
- Recruitment/Assessment Day in planning stages for late October/early November.

Any Other Business

e-learning for members – as members cannot access People Hub this has now been converted into a paper version. VA to approve training modules and a link will be added for members to confirm completion.

Convene – RCVE chair to confirm a date to switch over to this. RCVE administrator to be trained on how to use.

Governance & Remuneration Committee 21/08/23 Attendance: 100% Length: 1 hour Mode: Teams

Assurance and Risk

[Redacted]

[Redacted]

Items to note

Prospect 23/08/23 Attendance 100%, Length 2hrs, Mode: Via

Assurance and Risk

Managing Director's Report -

[Redacted]

[Redacted]

Items to note

Management Accounts -

[Redacted]

The potential hazard of the disposal of electronic cigarettes was highlighted, with an accompanying risk that such devices could combust and cause fire. A safety alert had been issued around this and work continued towards designing a designated waste vessel to allow safe disposal of the devices.

The Board noted a revised Modern Slavery Statement for 2022/23.

The Board noted the Market Update

The Board noted the revised Board training plan.
The Board noted the Annual Plan of Work



Riverside Scotland 24/08/23 Attendance: 80% Length: 2 hours Mode: In person and via Teams

Assurance and Risk

Annual Assurance Statement Review

The results of the Board Questionnaire on the Association’s Annual Assurance Process were noted.

Policy Schedule Update

The Board received an update on progress to align the Association’s Policy Schedule with Group’s Schedule, and approved the updated Policy Review Process and the Policy Framework, subject to amendment to reflect Board approval of certain HR policies and also the removal of Group’s Complaints Policy from the Framework.

Board Member Nominations

The Board approved the nomination of Peter Lynn to stand for election to the Board at the AGM and noted that Margaret Burgess, Gerry Darroch and Tony McInnes would be the third of the Board to stand down at the AGM, with the intention of standing for re-election to the Board.

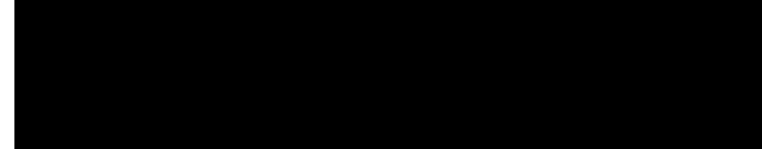
Items to note

Quarterly Performance Report – Q1 2023

The Board noted a slight increase in overall customer satisfaction and repairs and maintenance satisfaction in the quarter. An analysis of complaints had been carried out and had identified historic repairs and planned works commitment themes.

The Board noted the progress being made by the Customer and Community Engagement Officer to connect with communities and implement the pop-up scrutiny group model.

Financial Performance Report



Rule 67 Statement by the Secretary

The Board noted the Secretary's Statement confirming compliance with Rules 62 to 66, which related to the keeping of Minutes, Seal, Registers and Books.

MD Appraisal

The Board noted the content of the MD's appraisal discussions with the Chair and also the Executive Director – Customer Service, where progress against the 2022/23 objectives and proposed objectives for 2023/24 were discussed. The MD's objectives for 2023/24 were thereafter agreed.

Responsive Repairs Service Position

The Board noted the resignation of the Asset & Compliance Manager and discussed the future recruitment of this role. Concerns were discussed on the potential impact of the management of the repairs & maintenance contract, given that slight performance improvements were beginning to be seen. Interim measures were then discussed, pending recruitment of this role.

Progress towards resolving the IT interfacing issues affecting the reporting of appointments between the CSC and the contractor was noted.

[REDACTED]

[REDACTED]

MD Report

The Board noted the funding secured to provide advice to customers through a fuel poverty support service for an initial 6 month period. This service would be shared with other local ha's.

The Association's response to the Scottish Housing Regulator's discussion paper on its Regulatory Framework was noted.

[REDACTED]

The positive PR around the Scottish Housing Minister's visit to the completed Tarryholme estate was noted as was confirmation that all new build developments were now complete.

The Association's decision to implement a forced access process for the testing of electrical safety certificates from September was noted and agreed.

This was in line with new guidance issued by the SFHA.

Any Other Business

The meeting dates for 2024/25 were approved with a plan to arrange a Dumfries meeting, including a stock tour. Details of the AGM on 20/9/23 were also noted.

Group Development Committee 30/08/23 Attendance 80%, Length 1 hour, Mode: Via Teams

Assurance and Risk

Members recommended approval to Board for the construction of 130 new affordable homes off Sandbrook Road, Ainsdale, Sefton.

[REDACTED]

The 130-unit scheme would be grant funded through the Strategic Partnership with Homes England along with the use of RCGF

[REDACTED]

[REDACTED]

The Committee welcomed the proposal as an ideal opportunity to provide much needed affordable housing, and associated facilities, including the Autism Centre, to an area that would greatly benefit, as well as helping to fulfil TRGL's Strategic Partnership obligations, in respect of new homes and MMC, to Homes England.

Items to note

Group Audit Committee 14/09/23 Attendance 83%, Length 2.5 hrs, Mode: Remote

Assurance and Risk

Group Risk Register

The Committee noted the Risk Register and key risks and discussed [REDACTED] mitigating customers leaving homes on Quality and Sustainability of Homes, complaint handling on Delivering Services.

[REDACTED]

Group-wide Information Governance Group Update

The Committee received an update on the work of the GIGG whose framework now covers the whole Group and noted that the final recommendations from Project Storm have completed, the data breach playbook has been implemented and progress made on rollout of data ownership across the Group.

Half-yearly update – TRG Cyber Security 2023/24

An update on Cyber Security covering global threats, the risk of attacks in social care environments and activity to raise colleague awareness and resilience.

Internal Audit Highlights Report

The Committee discussed the outcomes of new audits into rent setting on re-lets, handling service charge queries, recruitment and onboarding, electrical safety in Riverside Scotland, right to acquire, OHG Pensions auto-enrolment, and pre-tenancy affordability checks. An issue arising from the rent-setting audit was discussed in detail.

Items to note

External Audit Update

The external audit was ongoing with the majority of subsidiary entities' accounts signed with all accounts to be finalised by 22 September.

Group Information Governance Strategy

The Committee noted the strategy.

Annual Internal Audit Review

The results of the annual review of the service provided by the IA Team was presented .

Data Protection and Privacy Update

A report providing assurance that the DP team has been planned and resourced appropriately to fulfil the obligations of the integrated organisation was noted.

Committee Workplan

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

Committee Effectiveness Review

The Committee noted a report reflecting on outcomes of the Committee appraisal survey. This will be further discussed around the December meeting.

Training Plan

The Committee noted details of training available in the coming year.

Financial Crime Policy

The Committee approved the retention of the Policy.

Quarterly Compliance Assurance Update

The quarterly report was received. There were no areas of major concern or non-compliance identified and the level of detail covered was increasing. The report now includes the Asset and Liability Register update.

Committee Minute Extracts

The Committee received extracts from the Customer Experience Committee held on 29 June 2023, the Care & Support Committee held on 20 July 2023 and the Riverside Scotland Audit & Risk Committee held on 6 March 2023 and 15 June 2023.

Pension Trustees 19/09/23 Attendance 100%, Length: 2hr, Mode: In Person

Assurance and Risk

The Riverside Group Pension Scheme - Employer Covenant Update – Trustees noted the Employer’s financial performance for the 2023/24 YTD financial performance and the full year Quarter One Forecast for 2023/24. [REDACTED]

Report on the Actuarial Valuation as at 31 March 2023 – [REDACTED]

Trustees considered the Whole-Board Appraisal Effectiveness review and were assured that the Board considered itself an effective body, operating at a high level in all areas, and particularly strong in understanding the key roles and responsibilities, providing specialist knowledge and skills to support the work of the Board. Suggested areas of focus moving forward included a review of the existing Board training schedule to ensure all required elements are completed, with a particular focus upon EDI matters, as well as consideration of a Board Training day to be added to the meeting schedule. Topics could include a session

Items to note

The Trustees noted the 2023 Q2 Investment Monitoring Report.

Trustees approved the annual report and financial statements for the year ended 31 March 2023. [REDACTED]

on values and culture to develop a deeper understanding of Our Riverside Way, which would serve to further strengthen ties with Riverside, as well as a Pension administration skills session.

Customer Experience Committee 21/09/23 Attendance 100%, Length 3 hrs Mode: 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, in particular, the decline in Home Ownership performance to its lowest level in the past 2 years, with overall satisfaction at 40.5%. The detailed Improvement Plan had been revised to focus on the key issues that continue to cause dissatisfaction for customers, including, speed and quality of repairs, service charges, communal services, communication, listening to views and access to services/digital offer, and the Committee noted this would be submitted to the next meeting. The Committee agreed additional scrutiny of leaseholder services, particularly communal areas as a constant driver of dissatisfaction, was required and requested a spotlight at a future meeting.

In relation to repairs, the Committee noted early issues following the mobilisation of change in service offer in South and Central region that would need to be closely monitored and delays to the 'go live' of the Evolve Job Management System until February 2024.

The Committee reviewed the Customer Service Centre Performance Recovery Report and noted encouraging performance, with attrition at an all-time low of 2.61%, average wait time reduce to 2 mins and 6 secs, the lowest since July 2021, and abandonment at 8.4%, the lowest level since May 2021. The Committee also noted additional actions being put in place to improve sickness absence levels had resulted in a reduction in short term sickness to 12% at the beginning of September.

The Committee reviewed current income management performance and the associated improvement plan to help achieve target over the remainder of the

Items to note

The Committee received a presentation in relation to a tenancy fraud case following reports of drug dealing sparking an illegal sublet investigation and resulting in a Notice of Seeking Possession being served to the customer and the property being back in Riverside's control. The Committee noted the collaborative approach between Housing, Legal, Regeneration and Asset Services Teams plus external partner agencies had led to positive learnings and outcome, including increased staff awareness in identifying potential tenancy fraud.

The Committee reviewed the progress update on the Customer Experience Improvement Plan 2023/24 which aimed to deliver the Year 1 actions within the Customer Experience Strategy. The Committee was provided with assurance that the actions from the previous customer satisfaction plan had been mapped to the new plan and of the clear links to both the TSMs and Consumer Standards and approved the Improvement Plan.

The Committee reviewed the progress update on the service charge projects, Project Loki and the Rent and Service Charge Customer Journey Project, supporting the improvement of customer satisfaction with the value for money for service charges, noting the direct impact of these projects on the delivery of the RHO Improvement Plan and the Customer Satisfaction Improvement Plan.

financial year. The Committee noted performance had deteriorated since April 2023, with social housing arrears increasing by £0.5m, however, performance was better than last year considering arrears as a percentage of rent roll and in increasingly challenging times. There was a considerable amount of work to do to improve performance in comparison to others in the sector and actions were focused on recruitment and retention, systems and processes, collaboration and consistency, with recruitment to fill the 10 current vacancies a priority.

The Committee reviewed the performance challenges encountered with the management of empty homes during 2022-23 and noted that the learning from those challenges had built more robust processes and systems to drive improvements to the end-to-end process and minimise both the time homes were empty and rent loss to the business. The Committee highlighted positive progress with the Empty Homes Improvement Plan for 2023/24, however, noted the risks to the delivery of the plan, including, potential changes to the empty homes standard to drive down repair costs and the work to support customers and provide quality homes that customers want to stay in.

The Committee reviewed the Internal Audit Highlights Report, in particular, the audits on rent setting on re-lets, handling service charge queries and right to acquire. The Committee noted the audit in relation incorrect rents, identified by a previous internal audit, were due to human error when setting rents for new lets and that operational steps had been implemented to avoid a recurrence of those issues, including a new user guide, 100% checks on all lettings packs, 20% further checks by a team leader and only using printed agreements to eliminate risk of incorrect transposition errors.

The Committee reviewed the Quarterly Complaints Report setting out an overview of complaint performance trends, Ombudsman communications and lessons learned, along with proposed remedial actions. The Chair reiterated the important role of the Committee as the governing body for complaints and advised that, in his role as Complaints Lead for the organisation, he would be reviewing all future reports ahead of submission to CEC to provide additional scrutiny.

The Committee noted improvements in customer satisfaction with service charges, in particular, that satisfaction with VFM was at its highest level since February 2021. In contrast, there had been a decline in customer satisfaction for Homeowner customers from 35% to 30%. The Committee was pleased to note that the risk of not securing IT development for Project Loki surveys had been mitigated.

The Committee reviewed the results of the annual self-assessment against the Ombudsman's complaints handling code and noted compliance with all "Should" and "Must" definitions within the code.

The Committee reviewed the Customer Safety Update highlighting that the migration to Salesforce had provided a more user friendly and accessible management system. The Committee also received a live demo of the ASB Dashboard and its capabilities.

The Committee received a comprehensive spotlight on Riverside Scotland, including geographical spread, homes and staff, governance and regulatory framework, KPI performance, tenant involvement and empowerment, including the role of tenant partners, and key information in relation to homes, tenancy and neighbourhood and community management.

The Committee also noted the following reports:

- Updates from RCVE and Riverside Scotland Board meetings.
- Customer Service Financial Performance update.

The Committee noted complaint volumes had increased by 5% and complaint handling satisfaction had declined during the quarter, however, there was continued focus on a more robust approach to stage 1 complaint handling in Housing Services and Evolve and work with front line colleagues to improve customer satisfaction at first point of contact to alleviate complaints into the group. The Committee raised concerns in relation to both the increasing levels of redress costs and Housing Ombudsman determinations received, specifically in relation to OHG complaints, and agreed to highlight this risk to the Group Board. In Q1, Riverside was ordered to pay £7,048 in redress vs £6,650 in the whole of last year and OHG was ordered to pay £7,077 in Q1 vs £4,260 in the whole of last year. The Committee requested future reports include performance targets to track the trajectory and further detail on lessons learnt and changes implemented as a result of Housing Ombudsman determinations.

The Committee reviewed the update on damp and mould setting out delivery outputs since 1 April 2022 and proposed next steps and was assured by the actions taken to embed and improve the approach to tackling damp and mould in customers' homes. The Committee highlighted risks in relation to current Prohibition and Improvement Notices relating to six units within one block, and two incidents referred to the Regulator of Social Housing this year and that a lessons learnt review was being carried out. The Committee agreed that in addition to the submission of a six-monthly assurance report, visibility of damp and mould updates should be provided within the Executive Directors' report to each meeting. The Committee also requested a co-ordinated approach to the review of the Damp and Mould Policy and the associated RCVE scrutiny exercise.

- 6-month updates to the Building Safety and Health, Safety, Environmental and Business Continuity Annual Reports.
- Group Audit Committee Highlights September 2023.
- July 2023 3Cs Dashboard.
- Customer Service Financial Performance update.
- Committee Effectiveness Review – agreeing objectives for the coming 12-month period.
- Progress with recruitment ahead of the integration of OHG and TRGL Customer Committees.

OHG Board 25/09/23 Attendance 89%, Length: 3.0hr, Mode: In person and Teams

Assurance and Risk

Chairs Report

The Chair welcomed Jehan to his first Board meeting. The chair reported on scheme visits carried out since the last meeting, highlighting in particular, issues around repairs and onboarding procedures for staff.

Items to note

The Board noted the minutes from the previous meeting along with the matters arising

Chief Executive's update

CMM updated Board on progress towards the IDA, discussed the economic challenges, and the changing operating environment, in particular the growing role of the Regulator and the Ombudsman

Integration and Transformation update

The Board received an update on merger integration and change management as at the end of August 2023, noting that merger integration was now being reported together with overall change management, within a single governance model. The Board also noted the intention to track merger savings within future reporting.

Financial Performance Report

The Board received the report setting out financial performance for the year to date. OHG's YTD operating deficit was £5.77m, which was in line with forecast, with net deficit at £18.09m, (£0.23m adverse to Q1F YTD). Operating margin was in line with forecast at 8.7% YTD. The Board also noted the position on Baycroft performance and the 2 risks highlighted around bad debt and property sales.

Quarter 1 Forecast

The paper set out the quarter one full year forecast for the 23/24 financial year compared to the full year budget. Board noted the financial outturn was significantly adverse to budget and recognised the reasons for this set out in the paper. The Board noted that operating surplus was showing an adverse variance of £12.82m, the main drivers being removal of Canalside and DIYSO strategic disposals.

Strategic Risk update

The Board reviewed the strategic Risk Register, discussing the changes to the register since the last meeting and noting the key points and emerging risks set out in the paper.

The Board noted reports on complaints, an update on care and support, (including the latest position on the Baycroft disposal), and a report on ED&I.

The Board received the 6 monthly JV update for noting and a paper for noting on the One Housing Foundation.

The Board also noted the revised Board training plan and the Forward agenda

Board Assurance Report

The Board assurance paper was presented, giving an update on progress against a number of matters including the ALR, Group compliance and assurance, audit and risk clinics, IDA preparation and internal audit.

COO Update

CB provided Board with an operational update with the Board noting compliance and risk management continued to be a priority and although complaints were increasing they were being carefully managed.

Development Directors Report

The Board received an update on OHG key development activities, achievements, emerging risks and market activity. The report also covered the latest position on disposals and an update on the office move.

Company Secretary Update

The Board received the Co Sec report and noted the appointment of Jehan, not only as the new MD, but also his appointments to various subsidiary entries and to OHG Board. They also noted the establishment of a new “Subsidiary Group”, an update on Subsidiaries and JV reporting, committee integration and the latest position on the legal entity restructure project.

Foundation Trustees 26/09/23 Attendance 80%, Length 0.5 hrs, Mode: Remote

Assurance and Risk

N/A

Items to note

The Board approved the appointment of Gill Gibb as Trustee and Chair of the Foundation effective 1 November 2023.

The Board approved the appointment of Jehan Weerasinghe as a Trustee of the Foundation effective 16 October 2023.

The Board approved the extension of Linda Wright's term of office to 31 October 2023.
